

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Monday, 22nd July, 2019, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Adam Jogee and Khaled Moyeed

**Co-optees/Non Voting Members:** Mark Chapman (Parent Governor representative), Luci Davin (Parent Governor representative) and Yvonne Denny (Co-opted Member - Church Representative (CofE))

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 14 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 - 22)**

To approve the minutes of the meetings on 3<sup>rd</sup> June and 4<sup>th</sup> July.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 23 - 36)**

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

- Children and Young People – 13<sup>th</sup> June 2019
- Environment and Community Safety – 11<sup>th</sup> June 2019
- Housing and Regen – 10<sup>th</sup> June 2019 – **to follow**
- Adults and Health – 20<sup>th</sup> June 2019 – **to follow**

#### **8. UNIVERSAL CREDIT (PAGES 37 - 54)**

This report provides an update on Universal Credit following a verbal briefing received in January.

#### **9. PROVISIONAL FINANCIAL OUTTURN 2018/19 (PAGES 55 - 88)**

This report sets out the Council's provisional budget outturn for the year ended 31 March 2019.

**10. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND STRATEGIC REGENERATION**

An opportunity for the Committee to question Councillor Adje on his Cabinet portfolio.

**11. FOBO - ENGAGEMENT AND COMMUNICATION (PAGES 89 - 106)**

This report provides an update on the Front Office, Back Office Transformation Programme since the report brought to Overview and Scrutiny Committee on the 30-4-19.

**12. LIBRARY UPDATE (PAGES 107 - 120)**

The purpose of this report is to provide a summary update on Library Services across the Borough and specifically the Library Enhancement programme, the LGA Library Peer Challenge, Branch Library Funding, and exploratory work on underutilised spaces and the potential for income generation.

**13. WORK PROGRAMME UPDATE (PAGES 121 - 154)**

This report seeks approval of the work plans for the remainder 2018-20 for the Committee and its Panels.

**14. NEW ITEMS OF URGENT BUSINESS**

**15. FUTURE MEETINGS**

1 October 2019  
25 November 2019  
14 January 2020 (Priority X)  
23 January 2020 (Budget Scrutiny)  
12 March 2020

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

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

Friday, 12 July, 2019

This page is intentionally left blank

## **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 3RD JUNE, 2019, 7.00 pm**

### **PRESENT:**

**Councillors: Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Khaled Moyeed, Chapman and Luci Davin.**

### **13. FILMING AT MEETINGS**

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

### **14. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Jogee and Yvonne Denny.

### **15. URGENT BUSINESS**

There were no items of Urgent Business.

### **16. DECLARATIONS OF INTEREST**

Cllr Moyeed declared that he had a prejudicial interest in relation to the work plan at Agenda Item 15. The work plan report included a recommendation for the Committee to agree to transfer the Wards Corner Review from the H&R Panel to OSC. Cllr Moyeed advised that he had provided legal advice to a trader at Wards Corner, however this was against a third party rather than the Council. Cllr Moyeed advised that he would excuse himself for Agenda Item 15.

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

None.

### **18. MINUTES**

The minutes of the meeting on 30<sup>th</sup> April were agreed as correct record.

### **19. MINUTES OF SCRUTINY PANEL MEETINGS**

The Committee received and noted the minutes of the Housing and Regeneration Scrutiny Panel on 14<sup>th</sup> March and the Environment and Community Safety Panel on 8<sup>th</sup> April, and approved any recommendations contained therein.

### **20. TERMS OF REFERENCE AND MEMBERSHIPS**

**RESOLVED**

The Committee:

- I. Noted the terms of reference (Appendix A of the report), Protocol (Appendix B of the report) and Call-in Procedure (Appendix C of the report) for the Overview and Scrutiny Committee.
- II. Established the following Scrutiny Panels for 2019/20:
  - a. Adults and Health
  - b. Children and Young People
  - c. Environment and Community Safety
  - d. Housing and Regeneration
- III. Approved the terms of reference/policy areas and membership for each Scrutiny Panel for 2018/19 (Appendix D of the report)
- IV. Appointed Councillors Connor and Das Neves as the two Haringey representatives to the North Central London Joint Health Overview and Scrutiny Committee for 2019/20.

**21. PERFORMANCE UPDATE**

*Clerk's note – The Committee agreed to take Agenda Item 10 before Item 9. The minutes reflect the order in which items were discussed rather than the order on the published agenda.*

The Committee received a report which set out the final update related to the Corporate Plan priority dashboards. The report reflected the latest data available as at March 2019 and represented end of year performance for 2018/19. Moving forwards, the Committee would be receiving reports on a new performance framework measured against the new Borough Plan. The report was introduced by Charlotte Pomery, AD for Commissioning.

The Committee was advised that a joint training session for all Scrutiny Members had been set up for the 24<sup>th</sup> June that would set out the new performance and financial monitoring frameworks in more detail. The Committee noted that any further training needs around the performance framework could be raised with the Assistant Director. **(Members to note).**

**RESOLVED**

The Overview and Scrutiny Committee:

- i. Noted the progress made against the delivery of the priorities and targets of the Corporate Plan, Building a Stronger Haringey Together to close off reporting against the Corporate Plan before the transition to reporting against the Borough Plan outcomes for 2019/20 and beyond.

- ii. Noted that measuring progress against the new Borough Plan outcomes would start from a baseline set as at April 2019, with continued quarterly reporting to the Overview and Scrutiny Committee against the new measures via the creation of new Priority Dashboards which would be published on Haringey's website.

## **22. LEADER'S UPDATE ON COUNCIL PRIORITIES**

The Committee received a verbal update from the Leader of the Council, Cllr Ejiofor, on his policy priorities for the coming 12 months. Zina Etheridge, the Chief Executive of the Council was also present. The Leader advised that the Borough Plan sought to demonstrate how the Council would work closely with stakeholders and the wider community to deliver its objectives. The priorities for the administration were closely aligned to the objectives of the Borough Plan.

The Leader set out key areas of delivery in the past 12 months, which also closely reflected Labour's manifesto commitments.

- To build 1000 new houses by 2022. The Leader advised that, as of the first year, there were 227 new homes in the pipeline and that there was a natural time delay between acquiring sites etcetera and those houses being delivered. It was anticipated that the majority of homes would be delivered in years three and four. The Committee was advised that the decamp of two blocks at Broadwater Farm was a key challenge and had put additional pressures on the Council's housing stock. The Leader identified that the Council had received £262m from the Mayor of London and that there was due to be nearly £1 billion investment scheduled for housing across Haringey, including renovating derelict homes.
- Violent crime in the Borough – The Youth at Risk Strategy was taking a public health approach to tackle this. The Council had consulted widely on this strategy and had received significant buy-in from partners and local stakeholders. The Council received £1.5m from the Mayor's Young Londoner's Fund. As part of the Haringey Community Gold there was a dedicated team of outreach social workers in place to engage with young people at risk. The Leader also set out that the Council had added an additional £250k into the youth services budget.
- Fairness Commission. 1500 people had contributed to the engagement work around the Fairness Commission. Work was continuing about how we would take the issues raised and tarry them up to the Borough Plan.
- Making Council Tax fairer through the Council Tax Reduction scheme. The Leader advised that through this scheme the administration had taken 6000 people on the lowest incomes out of paying Council Tax.

For Year 2, the Leader set out the following five priority areas for his administration.

- Insourcing. Following a number of changes to the portfolios of Cabinet Members, Insourcing had been centralised and would now be the responsibility of the Leader. The Committee noted a lot of other Councils were looking at similar undertakings. Insourcing provided the Council with a lot more flexibility and control over how the money was spent.
- Community wealth building. This was around ensuring that as much of public sector spending stayed within the local economy in Haringey. The Leader

- advised that he had established a Cabinet Member for Local Investment and Economic Growth to push this agenda.
- Housing. The administration was looking to build its first new homes in July at Templeton Road in Seven Sisters. The Leader set out that the administration would be using all available levers to build 1000 new homes and to ease the pressure on overcrowded housing and Temporary Accommodation.
  - Budget Pressures. Over the course of the last nine years the Council had seen funding per household reduced by around £1000 and the Council was continuing to implement changes to its services in response to budget reductions. The Leader advised that the Council needed to have honest and frank conversations with its residents and stakeholders about how it could continue to meet those ongoing budget pressures.
  - The Committee noted that there had been a frank Peer Review undertaken by the Council, which had identified some structural issues that needed to be addressed. One issue highlighted was around the need to have a better HR function, particularly in relation to potentially employing a lot more staff through the insourcing agenda. A report was scheduled to come to July Cabinet which would set out what the Council was doing in response to the Peer Review.

The following was noted in relation to the discussion of the Leader's update:

- a. The Committee requested further information in relation to a breakdown of the 227 new properties in the pipeline. In response, The Leader advised that 131 of those properties were on the Welbourne site and included one, two, three and four bedroom properties. Whilst the properties on Templeton Road were due to be built in the Autumn of 2020. The Committee noted that at present it was not possible for the Council to build its own homes as it didn't have its own architects and builders. However, the Council was looking to build this capacity and it was envisaged that the Council would start to build its own homes by the end of the term of this administration. In response to follow-up questions, the Leader advised that he was hopeful of having 500 more new homes pass through the planning stage this year. The Committee were advised that the Leader was happy that the pledge to build 1000 new homes was broadly on track.
- b. The Committee requested an update on the future of the St. Ann's site. The Leader advised that the GLA had bought the site and had set out very clearly that they were looking for one developer to develop the whole site, so the Council buying it was not feasible. The Council were in discussion with the GLA however to ensure that as much of the site was social housing as possible and to potentially purchase as many of the affordable homes as possible. The site would be in line with the Mayor's target of 50% affordable homes.
- c. In response to a question about START, the Committee noted that the Council was engaging with the Community Land Trust but was limited in the influence it had over the St Ann's site, as it was not owned by the Council. The Committee expressed a desire for the Council to explore the Community Land Trust model further. In response, the Leader acknowledged this request but suggested that the Council needed to consider what its priorities were and focus on those.
- d. In response to concerns about the GLAs approach, the Committee was advised that ultimately the scheme would have to come to Haringey's Planning Committee which would then have the ability to set out the number of affordable and the number of social homes it would like to see.



- e. The Committee raised the issue of key worker accommodation and suggested that this should be a key priority in terms of housing needs. In response, the Leader acknowledged this issue and reassured the Committee that this was on his agenda.
- f. In response to a question about the insourcing agenda, the Leader advised that there were a large number of contracts being looked at from £150k upwards, not just the large value contracts such as Veolia and Highways. The administration was going through a process of looking at which of those contracts could potentially be delivered in-house, how this could be done and trying to build this into the wider contract renewal process and timescale.
- g. The Committee enquired about the Amey contract and whether that was being considered for being brought back in-house. In response the Committee noted that there was a report scheduled to come to July Cabinet which would provide further information on this.
- h. The Committee raised concerns about burglary and street robberies and asked the Leader what conversations he was having with the new Borough Commander around this issue. The Leader advised that his first conversation would be around vacancies and the need for a full strength police presence in Haringey to deal with a number of crime and disorder issues. He was also looking to see what the Council could do to better work in partnership with the police to address joint priorities.
- i. The Chair raised concerns that she had received a number of complaints from residents of instances where police were batting back issues to the Council and there was a perception that no one was taking responsibility. In response, the Leader acknowledged these concerns and the need to emphasise the role of community trust building to the police. The Committee also noted the role of the new Borough Plan and the need to examine crime from a Place perspective. The Committee noted that the Community Safety Strategy was due to come to Cabinet in June.
- j. In response to number of questions, the Committee requested that a Member Briefing session take place on the Youth at Risk Strategy and that the Partners be invite to attend, as well as the Borough Commander. **(Action: Leader)**.
- k. The Chief Executive agreed to write to OSC Members with further details of the School Exclusions Review **(Action: Zina Etheridge)**.
- l. The Committee expressed concern about a lack of communication around the Fairness Commission and a feeling that residents had given information but it hadn't necessarily gone anywhere. In response, the Leader set out that a significant amount of consultation work had been undertaken and there were a number of potential strands to take forward that didn't necessarily have to be within the Fairness Commission. At present, the Council had taken forward the five key areas that had come out of the consultation process and would be reporting on those in due course. It was suggested that Scrutiny could continue to monitor this going forward and that the Cabinet Member could come to a future meeting to discuss this in detail. The Chair emphasised the need for the Council to close the feedback loop and ensure that it was reporting to residents about what it had done with the information provided to it.
- m. The Committee enquired about whether the Council had started the process of capacity building in relation to housing and employing a range of in-house staff. In response, the Committee was advised that an overall Head of Housing Delivery Programme had been recruited, along with a number of other

members of the same team. The Chief Executive suggested that there were around 10 people in post so far. The idea was that talent would also be developed within the existing pool of staff as well. The Chief Executive agreed to circulate a briefing to Members on what was being done to build capacity around delivering new housing. **(Action: Zina Etheridge).**

**RESOLVED**

That the Committee noted the verbal update.

**23. OVERVIEW AND SCRUTINY ANNUAL REPORT 2018-19**

The Panel received a cover report along with the Overview and Scrutiny Annual Report for 2018/19. As set out in the Constitution, the Overview and Scrutiny Committee reports annually to full Council on their Work programme. The report was introduced by Rob Mack, Principal Scrutiny Officer.

The Chair thanked everyone for their hard work over the last twelve months and advised that officers would be sending the report out to everyone on the Scrutiny mailing list. **(Action: Rob Mack).**

**RESOLVED**

- I. That the Overview and Scrutiny Annual Report 2018/19 was approved for submission to full Council.

**24. FURTHER DEVELOPMENT OF OVERVIEW AND SCRUTINY - RESPONSE TO NEW STATUTORY GUIDANCE ON OVERVIEW AND SCRUTINY AND SCRUTINY STOCKTAKE**

The Committee received a report which outlined the main issues arising from the new statutory guidance on Overview and Scrutiny. The report also referred to the outcomes from the recent Scrutiny Stocktake. The report was introduced by Rob Mack, Principal Scrutiny Officer as set out in the agenda pack. The following was noted in discussion of the report:

- a. The Committee noted concerns around a lack of clarity as to the role of cooptees on the Committee and the fact that what was expected of them did not appear to be clearly set out. In response, the Principal Scrutiny Officer agreed to circulate a review undertaken by CIPFA from some time ago. **(Action: Rob Mack).**
- b. The Committee acknowledged the need to improve training and development for cooptees. It was suggested that this could be set out as part of the Scrutiny Protocol and that this would include setting out their role, term of office and appointment criteria. **(Action: Rob Mack).**
- c. In response to a question around how the outcomes from the stocktake and the statutory guidance would be picked up, the Committee advised that any changes to the constitution would require a report to full Council. However, an update to the Scrutiny Protocol would pick up the main points raised in the guidance and stocktake.

- d. The Chair advised that she expected that the individual Panels would pick up this conversation around the role and content of the Scrutiny Protocol in their respective meetings. The Committee agreed to include some of the Panel Members in the wider discussion around the Scrutiny Protocol and to invite them to the workshop with Cabinet Members and senior officers. **(Action: Rob Mack).**

## RESOLVED

- I. That a revised Scrutiny Protocol be developed on the basis outlined in the report and addressing the issues highlighted, with this process initiated by an independently facilitated workshop of Scrutiny and Cabinet Members and senior officers;
- II. That the changes in working methods for Committee and its panels outlined in the report were approved and in particular:
  - More work to take place outside of meetings, particularly where the primary aim is information gathering;
  - Avoidance of excessive numbers of standing items on agendas; and
  - Consideration of how IT can be used to reduce reliance on formal meetings.
- III. That the remits of the Committee and its four standing scrutiny panels be reviewed, with recommendations on any changes necessary to be made to the final meeting of the Committee in the current Municipal Year;
- IV. That the Committee consider further the arrangements for scrutiny of the budget with the aim of developing a more iterative process and that recommendations on this be submitted to the next meeting of the Committee;
- V. That regular briefings for Chairs on Performance, Finance and Risk to be set up once the new reporting framework for these has been finalised.

## 25. SCRUTINY PANEL REVIEW ON CARE HOME COMMISSIONING

The Committee received the Adults and Health Scrutiny Panel Review into Care Home Commissioning. The report was introduced by Cllr Connor, as set out in the agenda pack.

In response to questions around establishing a patient portal, the Committee was advised that this was in response to a feeling that mental health services didn't have the same continuity that perhaps some medical services did. The aim of the portal was to ensure that information and assessments for individual patients was more accessible and provide more of an opportunity for patients to be kept informed of the process.

**RESOLVED**

That the Committee agreed the Scrutiny Panel review report into Care Home Commissioning and the recommendations contained therein.

**26. SCRUTINY PANEL REVIEW ON DAY CARE OPPORTUNITIES**

The Committee received the Adults and Health Scrutiny Panel Review in to Day Care Opportunities and Community Centre Provision in Haringey. The report was introduced by Cllr Connor as set out in the second dispatch agenda pack.

**RESOLVED**

That the Committee agreed the Scrutiny Panel review report into Day Opportunities and Community Centre Provision in Haringey and the recommendations contained therein.

**27. OVERVIEW AND SCRUTINY COMMITTEE AND SCRUTINY PANEL WORK PROGRAMME**

*\*Clerk's note – Cllr Moyeed, left the meeting at this point.\**

The Committee received a report which sought approval of the work plans for the remainder 2018-20 for the Committee and its Panels. The report also sought the Committee's agreement to transfer the Wards Corner review from the work plan of the Housing and Regeneration Panel to that of OSC.

The Committee noted that the Scrutiny Review into Business Support was ongoing, but was likely to be a lower priority in the work plan in light of Wards Corner.

**RESOLVED**

- I. To note the work programmes for the main Committee and Scrutiny Panels at Appendix A of the report and agree any amendments, as appropriate.
- II. That the Committee agree to transfer the Wards Corner review from the work plan of the Housing and Regeneration Panel to that of the parent committee, Overview and Scrutiny Committee.

**28. NEW ITEMS OF URGENT BUSINESS**

N/A.

**29. FUTURE MEETINGS**

Noted the future meeting dates:

22 July 2019

1 October 2019

25 November 2019

14 January 2020 (Priority X)  
23 January 2020 (Budget Scrutiny)  
12 March 2020

CHAIR: Councillor Lucia das Neves

Signed by Chair .....

Date .....

This page is intentionally left blank

## **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON THURSDAY, 4TH JULY, 2019, 10:30.**

### **PRESENT:**

**Councillors: Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Adam Jogee, Khaled Moyeed.**

**Luci Davin and Yvonne Denny**

**Also Present: Cllr Mike Hakata**

### **30. 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'.

### **31. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mark Chapman.

### **32. URGENT BUSINESS**

It being a special meeting under Part 4, Section B, Paragraph 17 of the Council's Constitution, no other business was considered at the meeting.

### **33. DECLARATIONS OF INTEREST**

None.

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

None.

### **35. MTFS UPDATE - REVIEW OF INVEST TO SAVE ITEMS IN CHILDREN'S SERVICES**

The Committee received a report on the proposed Invest to Save programme in Children's Services. In considering these proposals the Committee was asked to provide feedback and/or recommendations for Cabinet's consideration. We noted that there were significant pressures on the Children's Services budget and that these proposals sought to utilise flexible capital receipts to reduce demand pressures on the

Council's revenue budget. The report was introduced by Cllr Zena Brabazon, Cabinet Member for Children and Families, as set out in the second dispatch agenda pack.

#### In-house Foster Care.

The Cabinet Member for Children and Families introduced the In-house foster care proposal as set out in Appendix 3 of the agenda pack. This proposal involved increasing the number of in-house foster carers and the recruitment of a new team of social workers to facilitate this. The following was noted in response to the discussion:

- a. The Committee sought assurances from the Cabinet Member for Children and Families about whether Haringey could realistically recruit the number and calibre of staff required. The Cabinet Member advised there were currently 424 Children in Care, some of whom required extensive, and often costly, levels of support and care. The Committee were advised that without undertaking a different approach, nothing would change and those cost pressures would increase. Aside from the financial aspect, the Cabinet Member set out that it was important to try and bring those children with placements outside of the Borough back to Haringey and that having an in-house foster team would support this. As part of proposals for developing an in-house foster care service, there would be an investment in skills and training to improve staff skillsets.
- b. In response to a question around confidence in the ability of the service to recruit foster carers, officers acknowledged that this was a challenge nationally but that, following the recruitment of 10 foster carers last year, they were confident it could be achieved. Officers advised that they were seeking to engage with a number of other groups to widen the potential pool of foster carers, such as faith groups and the voluntary sector.
- c. In response to a question around expected timescales, officers advised that it was a three year plan and work was underway to recruit a lead officer for this project. The project also required specialist social workers who would be responsible for recruiting foster carers.
- d. The Committee sought clarification about what it was that was being brought back in-house, in response officers advised that rather than using an external agency to recruit foster carers, they would be recruited internally. This would ensure greater control over who was recruited as well as significant savings.

#### Additional Foster Care Rooms.

The Cabinet Member for Children and Families introduced the In-house foster care proposal as set out in Appendix 3 of the agenda pack. The proposal involved increasing foster placement capacity through the funding of housing adaptations for existing in-house foster carers who had been assessed as being suitable for taking on additional placement. A survey of 57 in-house foster carers had been undertaken and a number of carers were interested in fostering a further child if the authority was able to fund an extension to their property. The first cohort of applications to be considered would be tenants of Homes for Haringey, with foster carers who owned their own homes to be the second cohort. For each room created, it was anticipated that the cost saving would be around £20k per annum based on the cost of the Independent Fostering Agency placement. The following was noted in response to the discussion:



- a. The Committee sought assurances about the safeguards in place to protect the Council's investment in creating additional rooms in the houses of foster carers. Officers advised that this project would be for HfH managed properties in the first instance, and privately owned homes second. The Committee was also advised that each case would require a thorough business case and that each application would be considered on its own merit. As part of the fostering process, potential foster carers underwent a thorough assessment programme, which included assessing their motivations for fostering as well as their financial position. In addition, any investment would be safeguarded by a legal agreement protecting the Council's investment.
- b. The Committee set out that it was slightly apprehensive about providing investment to expand privately owned homes, particularly in terms of a perception that foster care was becoming a more transactional process. Concerns were raised about what would happen to the property in the event of a foster carer becoming ill and being unable to provide care. In response, officers advised that any case would be considered on its own merits, which included consideration of how long it would take to make up that investment. It was suggested that the investment could be calculated on a pro-rata basis, on say an annual basis, if necessary.
- c. In response to a question, officers set out that the estimated average cost of an extension was £30k therefore, on the basis of a saving of £20k per placement, it was anticipated that the average return on investment would be around 18 months.
- d. In response to a question around what the success levels were from a similar GLA led scheme, officers advised that it was difficult to say as the GLA scheme had only been launched around a few months ahead of this proposal and was still at an early stage.
- e. In response to a request for further information around the survey undertaken, officers advised that of the 51 people spoken to, 17 were interested. Of those 17, four people had been assessed (who were all HfH tenants) and two of those were thought to be good candidates. Overall, officers advised that they were confident that there was sufficient demand from HfH residents around this offer to make the proposal viable.
- f. The Committee enquired about what support could be offered to foster carers who lived in flats and were unable to have an extension. In response, officers advised that flexible arrangements could be put in place and that in the past foster carers had been relocated to larger properties.
- g. The Committee commented that a key consideration in the fostering process should be ensuring that the child was kept within the catchment area it was from, in order to maintain contact with wider family networks such as grandparents.

### Family Centre

The Cabinet Member for Children and Families introduced the Family Centre proposal as set out in Appendix 3 of the agenda pack. The proposal was to establish the Family Centre at the Maya Angelou Centre to undertake necessary parenting assessments when children were subject to legal cases or to care proceedings. The provision of specialist in-house staff such as a clinical child psychologist would provide a higher standard of support and, ultimately, help ensure that the correct outcomes were

reached in court. It was highlighted that this set up was long overdue and it would save the Council a significant amount of money.

The following was noted in response to the discussion:

- a. The Chair enquired about the risks and challenges of this proposal, and whether resource costs were factored in. In terms of resource costs, officers advised that the Family Centre would be adding to the efficiency of the building as the Family Centre was already in use. In response to a question about some of the risks involved, officers advised that there was always an element of risk from conducting assessments within a contained environment and that it did not always reflect 'real life'. It was important to ensure that the centre was well managed with strong supervisory roles in place. Management also needed to be clear about caseloads and the management of those caseloads. The Committee were advised that Enfield had significant success with a similar model at Moorfield Road Health Centre and that the Council would be working with colleagues in Enfield to ensure best practice and build confidence in the service.
- b. In response to a question, officers advised that the total amount of in-house staff would be 12. Officers explained further that savings would come from two areas: specialist purchasing assessments and a reduction of legal costs.
- c. Officers confirmed that there would be only one Family Centre in the Borough.
- d. In response to an enquiry about language support, the Assistant Director for Safeguarding and Social Care explained that there were staff within the Service that were multi-lingual and had multiple skills and degrees. It was also highlighted that the Council had a contract with a translation service.
- e. The Committee requested that relevant future budget scrutiny reports included an assessment of the ratio of social worker assistants to social workers. The Cabinet Member for Children and Families acknowledged this request.  
**(Action: Beverley Hendricks).**

### Edge of Care

The Cabinet Member for Children and Families introduced the Edge of Care service proposal as set out in Appendix 3 of the agenda pack. It was noted that the aim of this proposal was to provide an intensive intervention service, which was targeted to young people between the ages of 13-16. It involved recruiting a team of social workers, family support workers, a CAMHS worker and an administrator. It was highlighted that the service proposal involved working in schools, in collaboration with Heads and Governors, to deliver this work.

The following was noted in response to the discussion:

- a. In response to concerns around the next steps for the young person after the service had ended and whether a step-down package was provided, the Assistant Director for Safeguarding and Social Care clarified that the Edge of Care service involved rapid work to stabilise what triggered the young person's circumstances and to define the root cause, in order to avoid the young person returning into care. The Committee sought further assurances about the length of the three month intervention period and whether this was adequate. The Committee requested that further consideration be given around what

happened after the end of the three month period and whether a step-down package could be offered. **(Action: Beverley Hendricks).**

### The Pause Programme

The Cabinet Member for Children and Families introduced the Pause programme proposal as set out in Appendix 3 of the agenda pack. It offered women an 18-month, individually tailored programme of support. As a condition of the programme, women it was a requirement that women did not get pregnant for the duration of the programme. The savings arose from the avoidance of going to court and other costs that would otherwise be borne by the local authority for the care of the child. Partnership underpinned the work and it included an investment in two practitioners and practice co-ordinator. The Assistant Director for Safeguarding and Social Care further explained that the programme model targeted mothers that have had a difficult life, such as rough sleeping, exploitation and substance misuse. It was noted that there were a number of other boroughs with similar programmes. It was hoped that the programme would be launched when funding was approved.

The following was noted in response to the discussion:

- a. The Chair suggested that the recommendation be around analysis and confidence in addressing ethical and human rights issues and suggested that this should come back to the Children's Panel for more detailed discussion. In addition, the Committee commented that this matter should be handled sensitively. The Cabinet Member for Children and Families acknowledged the concerns raised by the Committee and suggested that it would be interesting to see case studies. The Cabinet Member advised that the programme operated on the basis of informed consent and that it also had a robust evaluation process undertaken by Department of Education. The Cabinet Member agreed to share the DfE assessment and some case studies with the Committee. **(Action: Beverley Hendricks).**
- b. In response to concerns, the Cabinet Member for Children and Families acknowledged that the wording of the information could be strengthened to better articulate the positive outcomes sought by the project. The Committee requested that an appendix to the report to Cabinet on 9<sup>th</sup> July be produced to ensure that some of these concerns were addressed. The Cabinet Member for Children and Families agreed that this was a helpful suggestion. **(Action: Peter Featherstone).**
- c. The Cabinet Member for Children and Families highlighted the scale of the issue by noting that there was a cohort of 30 women in the Borough who between them had 113 children in care.

### SEND Transport

The Cabinet Member for Children and Families introduced the SEND Transport proposal as set out in Appendix 3 of the agenda pack. The proposal involved commissioning an external resource to deliver the recommendations from a comprehensive review of SEND transport in April 2019, which had identified several areas for improvement and efficiency. The company in question had a track record of

achieving efficiencies of between 15-20% across a number of other London local authorities.

The following was noted in response to the discussion:

- a. In response to a question around whether SEND transport could be provided in-house, officers advised that the scoping review that was undertaken clearly set out that it was not feasible to conduct the service in-house, given the investment and expertise involved. Officers advised that the expectation was that the winning bidder would be able to bring in additional resources to transform the service. It was anticipated that these resources would be in place for around two years. The Committee raised concerns about the use of consultants and the Council's ability to manage contracts effectively, and requested some assurance that the Council had learnt lessons from the past.
- b. The Committee questioned whether officers and the Cabinet Member had sight of the Scrutiny Review that was underway around SEND transport, which had received significant amounts evidence from parents. The Cabinet Member agreed that she and officers would consider the review as part of this process. The Committee suggested that the proposals could be reviewed in more detail by the Panel as part of the Scrutiny Review. **(Cllr Connor to note).**
- c. The Committee sought assurances that the families of SEND users would be engaged with on the future service design. In response, the Cabinet Member acknowledged that the views of users would be integral to any consultation process. The Cabinet Member also assured the Committee that she would be seeking a clear demonstration of the value of any consultants that were employed. The Committee requested that the families of SEND users were fully consulted on the future design of the SEND transport service. **(Action: Cllr Brabazon/Beverley Hendricks).**
- d. The Committee requested further consideration be given to building capacity within the existing SEND service. Officers agreed to include the outcome of the scoping review into the information given to Cabinet.. **(Action: Peter Featherstone).**

CHAIR: Councillor Lucia das Neves

Signed by Chair .....

Date .....

**Overview and Scrutiny  
Action Tracker**

<b>Mtg. Date</b>	<b>Action</b>	<b>Response</b>	<b>Who by</b>	<b>Status</b>
4 <sup>th</sup> July (Special – Invest to save proposals)	The Committee requested that relevant future budget scrutiny reports included an assessment of the ratio of social worker assistants to social workers	Officers agreed to provide this going forwards.	Beverley Hendricks	Scheduled to a future meeting.
4 <sup>th</sup> July	The Committee sought further assurances about the length of the three month intervention period for the Family Centre saving proposal and whether this was adequate. The Committee requested that further consideration be given around what happened after the end of the three month period and whether a step-down package could be offered.		Beverley Hendricks	Referred to Children's Panel.
4 <sup>th</sup> July	The Cabinet Member agreed to share the DfE assessment and some case studies in relation to the Pause programme with the Committee	Case studies were sent to Cabinet on 8 <sup>th</sup> July.	Beverley Hendricks	Part completed.
4 <sup>th</sup> July	Officers to provide additional information to Cabinet regarding Pause and the SEND Transport saving proposal.	Information sent to Cabinet on 8 <sup>th</sup> July.	Peter Featherstone	Completed.
4 <sup>th</sup> July	The Committee requested that the families of SEND users were fully consulted on the future design of the SEND transport service.	The Cabinet Member acknowledged this request and gave assurances that families would be future consulted.	Cllr Brabazon	Completed.
3 <sup>rd</sup> June	The Committee requested that a Member Briefing session take place on the Youth at Risk Strategy and that the Partners be invite to attend, as well as the Borough Commander.	An all Member briefing session on Youth at Risk Strategy was held in February.	Leader of the Council	Ongoing.
3 <sup>rd</sup> June	The Committee requested further information regarding progress against building new houses and the Schools Exclusion review.	Briefing sent to members on 13 <sup>th</sup> June.	Zina Etheridge	Completed.
3 <sup>rd</sup> June	Annual Report to be sent out to everyone on the Scrutiny mailing list.	Agreed – Officers will send this round. Mailing list update to be sent out in July.	Rob Mack	Due to complete in July
3 <sup>rd</sup> June	Scrutiny officers would circulate a review undertaken by CFPS from some time ago into role of cooptees.	Completed.	Rob Mack	Completed.

3 <sup>rd</sup> June	Update to Scrutiny Protocol to set out role, term of office and appointment criteria for cooptees.	Agreed. Scrutiny Protocol expected to come back to OSC in autumn.	Rob Mack	Scheduled to come back to future meeting. (October).
3 <sup>rd</sup> June	The Committee agreed to include some of the Panel Members in the wider discussion around the Scrutiny Protocol and to invite them to the workshop with Cabinet Members and senior officers	Agreed. Officers are in the process of setting up the workshop.	Rob Mack	Scheduled to a future meeting (October).
30 <sup>th</sup> April	Clarification be provided to members of the Children and Young People's Scrutiny Panel and the Adults and Health Scrutiny Panel on the role of Ingeus in the Transitions Project.	Done	Rob Mack	Completed.
30 <sup>th</sup> April	FOBO Update to come back to July Committee and include <ul style="list-style-type: none"> <li>• Details of engagement with the trade unions and how staff were informing the process;</li> <li>• Support provided to staff who wished to remain;</li> <li>• Lessons learnt from previous reorganisations;</li> <li>• Arrangements for providing assistance in accessing services for people whose first language is not English; and</li> <li>• Clarity on the number of staff required to cover workloads.</li> </ul>	This has been included in the work programme and will come back to July	Andy Briggs	Scheduled to a future meeting (July).
30 <sup>th</sup> April	That a visit be arranged to the Council's Contact Centre and that this be arranged to take place before the proposed FOBO changes have been implemented.	Site visit took place W/B 1 <sup>st</sup> July.	Andy Briggs	Completed.
25 <sup>th</sup> March	The Chair requested that a report on social value rents come back to a future meeting of the Committee for consideration, particularly in relation to its impact upon the voluntary and community sector.	To be include on a future agenda.	Rob Mack	Scheduled to a future meeting.
25 <sup>th</sup> March	Officers agreed to come back to the Committee in July to discuss the 2018/19 complaints report. Officers also agreed to provide an update on the process of learning from complaints and how this was reported to OSC at a future meeting.	Officers have requested that this item comes to the October meeting as the LGO release their report in August. Learning from complaints will be included in this item.	Carla Segel	Scheduled to future meeting (October).

25 <sup>th</sup> March	The Committee requested that officers provide case studies of the types of complaints by members that were regularly received as well the responses given and that these come back to the Committee as part of its discussion on FOBO and the wider complaints process at its April meeting.	Officers have prepared an update on Members Enquiries and this was sent out to the Committee on 29 <sup>th</sup> April. The FOBO item in April did not include this information as it was more of an update on the programme in general.	Carla Segel	Scheduled to future meeting
25 <sup>th</sup> March	Officers to review the use of the heading 'general information/service request' and to look into whether this could be broken down as a category to make it more meaningful.	Officers have agreed to pick this up longer term, as it will involve some development the Council's IT Respond system. Update included in Member briefing.	Carla Segel	Scheduled to future meeting
25 <sup>th</sup> March	The Committee sought clarification about whether the Decent Homes performance was inclusive of the additional funding announced and queried whether the Council should be more ambitious with its 95% target. Officers agreed to come to the Committee with a response	Borough plan reflects the manifesto target of 95% and the additional capital funding that has been made available over the coming 4 years is sufficient to deliver the target.	Charlotte Pomery	Completed.
25 <sup>th</sup> March	Officers agreed to come back to the Committee with some further details on how the performance indicator for temporary accommodation was calculated.	The performance indicator for TA is the number of households in TA at the end of the period. Definition is based on those housed in TA under homelessness provision (i.e. accepted as homeless. Email sent to Members on how this definition is calculated.	Charlotte Pomery	Completed.
25 <sup>th</sup> March	The Chair emphasised the need for each of the Panels to have an opportunity to feed into the performance priority dashboard setting process and suggested that there should be a separate session on this with OSC Members. The Chair agreed to speak to AD Commissioning to set this up	Chair to speak to AD Commissioning when she returns from leave.  Officers suggested picking this up as part of training session on 24 <sup>th</sup> June and have requested feedback on whether a separate session is required? Borough Plan Priority dashboards are to be published on the web for early July. Scrutiny will have the opportunity to be able to navigate around the published dashboards in the training session on 24 June.	Chair	Referred to panels –  Following briefing on 24 <sup>th</sup> June, panels will pick up data issues relating to their remit.
25 <sup>th</sup> March	The AD for Strategy and Communications agreed to come back to the Committee at a future date to provide an update on participation outcomes on Borough Plan and the Citizens Panel.	Update on Borough Plan participation outcomes and Citizens Panel to come back to future meeting	Joanna Sumner	Scheduled to come back to a future meeting.

28 <sup>th</sup> January	The Committee requested to see current plans for improvement of branch libraries and the capital spend allocated.	Libraries item to come back to OSC in July.	Andy Briggs	Scheduled for future meeting (July).
28 <sup>th</sup> January	The Committee also requested a report to a future meeting, which sets out the ongoing issues in relation to library improvement works at Marcus Garvey Library. The Cabinet Member agreed to speak to Fusion about the lifts and would include an update on the lift issue in the report on Marcus Garvey Library.	Libraries item to come back to OSC in July.	Andy Briggs	Scheduled for future meeting (July).
28 <sup>th</sup> January	The Committee requested a further update in relation to Universal Credit to come to a future meeting.	Shared Services are in the process of setting up a standard report to share information on UC on a monthly basis. Officers are awaiting further information from London Councils. It is anticipated that this will start from April 2019.  Update on Universal Credit scheduled for July.	Mark Rudd	Scheduled for future meeting (July).
28 <sup>th</sup> January	The Committee also requested a report to a future meeting around performance against FOI requests.	An update is schedule to come to OSC in March to discuss performance for Member Enquiries and Complaints for 2017/18. It is proposed that a report to discuss performance for FOIs, MEs and Complaints for 2018/19 will come to OSC in July.	Mark Rudd	Scheduled for future meeting (July).
28 <sup>th</sup> January	The Committee requested that a piece of work be undertaken which looked at recurrent issues that had arisen, which had led to residents' benefits being stopped.	Update: The Council receives daily files from the DWP informing us that residents have either stopped receiving one of the welfare benefits or the amounts have changed. This automatically suspends the claim in order to avoid generating overpayments, officers then write out to residents asking them to provide evidence of their income. Once evidence is provided the claim is re-opened and payments are back-dated if appropriate	Cllr Amin/ Amelia Hadjimichael	Scheduled for future meeting (October).
28 <sup>th</sup> January	A report was requested on Fortismere School once a business case was in place, given that the issue spanned a number of different Cabinet portfolios.		Eveleen Riordan	Scheduled for future meeting (October).
14 <sup>th</sup> January	Information to be provided on staff insourcing; the financial implications and when it would be appropriate for Overview and Scrutiny Committee to be involved.	This item will come back the July meeting.	Richard Grice	Scheduled for a future meeting (July).



14 <sup>th</sup> January	Overview and Scrutiny Committee members to be invited to attend walk-about sessions with Councillor Adje when looking at the high roads and local businesses.	Action raised with relevant officers. Agreed to hold two sessions, one in Wood Green and one in Tottenham. First session in Wood Green was scheduled for 30 <sup>th</sup> April.	Cllr Adje	Part Complete.
14 <sup>th</sup> January	A further consultation and engagement report was requested in due course.	Ongoing	Joanna Sumner	Scheduled for future meeting
2 <sup>nd</sup> October	Head of Organisational resilience agreed to brief Councillors on the role of Members in an emergency incident.	<p>The Chief Executive has asked that, prior to this guidance being re-issued, she would like it reviewed. The Service is looking at it in conjunction with some work on this topic that has been done by London Resilience. It is expected that it will be ready for re-issue it by the end of March.</p> <p>Further update: Draft guidance has been approved by London chief executives, with some further amendments required. Officers will make this available to Members as soon as it is available.</p>	Andrew Meek	Scheduled for future meeting

This page is intentionally left blank

## **MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 13TH JUNE 2019**

### **PRESENT:**

**Councillors: Tammy Palmer, Dana Carlin, James Chiriyankandath, Julie Davies, Erdal Dogan (Chair) and Mike Hakata**

**Co-opted Members: Mark Chapman (Parent Governor representative), Luci Davin (Parent Governor representative) and Yvonne Denny (Church representative).**

### **18. 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.

### **19. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Dixon.

### **20. ITEMS OF URGENT BUSINESS**

None.

### **21. DECLARATIONS OF INTEREST**

None.

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

None.

### **23. MINUTES**

#### **AGREED:**

That the minutes of the meeting of 19 March 2019 be approved.

### **24. TERMS OF REFERENCE AND MEMBERSHIPS**

#### **AGREED:**

That the terms of reference, protocol for Overview and Scrutiny and policy areas/remits and membership for each Scrutiny Panel for 2019/20 be noted.

## 25. CABINET MEMBER QUESTIONS - COMMUNITIES AND EQUALITIES

Councillor Mark Blake, the Cabinet Member for Communities and Equalities, reported on developments within the areas of his portfolio that fell within the Panel's terms of reference as follows:

- The Children at Risk strategy had now been finalised and this had established a strong framework for addressing key priorities, such as youth violence. The challenge now was to deliver results and attract additional funding, particularly from external sources. Detached youth workers were to be employed as part of the Haringey Community Gold initiative but there were only six of them and there were limits to the areas of the borough that they were able to cover. They would nevertheless be able to play an important role in engaging with young people, especially those at risk, and working with Police colleagues;
- The Community Gold projects had been established and would be a major part of the summer programme. They would include basketball and the Exodus project to divert young people away from gangs. There was a young person's advisory group that had been established as a requirement of the funding to provide feedback. Progress reports would be provided to the Panel in due course;
- Engagement had taken place with a community provider in Tottenham that worked with young women at risk of criminality or sexual exploitation in order to develop a community advocacy scheme. Previous engagement with young people had shown a large amount of distrust and estrangement between young people and state agencies and, in particular, there had often not been good relationships with the Police. The Mayor's Office for Policing and Crime (MOPAC) showed Haringey currently had the lowest level trust and confidence in the Police. However, the mistrust amongst some young people was wider than this and also covered children's services, schools and the NHS. There was a potential role for community organisations in providing advocacy for young people and to support better engagement with a range of services; and
- A seminar would take place during the autumn on reducing the criminalisation of children, which was an objective within the Borough Plan. The purpose of this would be to consider with community and voluntary sector organisations and partners how this could be progressed. There were particular concerns regarding the demographic of young people who were coming into contact with the Police and discussions were already taking place regarding this.

In answer to a question regarding the meeting on knife crime that had taken place in Muswell Hill, he reported that it had been organised by local parents and they had invited him to attend. The Council would be arranging some meetings on concerns relating to violent crime and Muswell Hill would be included within these. The Panel noted that a letter had been read out at the meeting from the Headteacher of Fortismere School. Parents had felt that they needed to take action and it appeared that there had been a lot of under reporting of incidents. The Headteacher of Woodside High School had held a meeting of parents in March to which over 200 parents attended.

Ms Hendricks reported that the Youth at Risk Programme would be supporting up to 40 schemes that were aimed at supporting young people. At the moment, the scale of interventions was being mapped out. She agreed to provide further details on the

number of opportunities that were being created, the number of youth workers employed and what it was hoped that the overall impact would be. She estimated that the total number of youth workers employed was in the region of 50.

Panel Members commented that the top priority for Homes for Haringey residents was more youth services and suggested that there might be scope for these to be offered under resident services. Ms Hendricks thanked Members for their suggestion and agreed to raise it with Homes for Haringey.

In answer to a question regarding Police Safer Neighbourhood Teams, the Cabinet Member reported that he had recently spoken to the new Borough Commander regarding the need for Police on the street in violence hot spots within the borough. He felt that there had not been enough consideration of the Police's role in developing relationships within communities. However, there were constraints on what the Police were able to do due to the effects of austerity. The Mayor had recently increased the mayoral precept to the maximum possible though and all the additional funding had gone to the Police.

In answer to a question regarding Section 60 stop and searches, the Cabinet Member stated that he had written to the previous Borough Commander expressing concern at the lack of consultation that there had been regarding changes to this that had been announced by the Home Secretary. The new Borough Commander had acknowledged the need for proper consultation on such issues. This was particularly pertinent for Haringey due to its history. The tensions that could arise from stop and search did not normally concern Haringey based Police officers but ones brought in from outside the borough. There was no specific issue about the Section 60 powers. When used effectively, its use could prevent violence and disorder but it could also generate resentment if used inappropriately. There were particular concerns at the potentially negative impact of stop and search on younger children.

**AGREED:**

1. That the Cabinet Member be requested to provide further details of the Exodus programme to the Panel; and
2. That the Assistant Director for Safeguarding and Social Care be requested to provide further details for the on the Youth at Risk programme and, in particular:
  - The number of opportunities that were being created;
  - The number of youth workers employed; and
  - What it was hoped that the overall impact would be.

**26. YOUTH SERVICES**

Carolann James, Head of Early Years and Prevention, reported that the Youth Service had suffered from cuts in its budget of £1.6 million between 2011 and 2015. However, funding had been increased since 2017 although by a modest amount and the service was now able to provide both universal and targeted services. As a result of the additional Young Londoners funding that had been obtained for the Haringey Community Gold scheme, there were now detached youth workers working within the community and who were able to address areas of concern. Funding had also been

offered for a programme of activities during the school holidays. The activities to be provided would include arts, leisure and sport. There was also a programme of youth mentoring and targeted activity which was being funded in addition to the Community Gold programme. A successful bid for £1.5 million had been made for Troubled Families funding and some of the youth initiatives had been funded by this.

Panel Members highlighted the abortive plans that had been made to develop a Youth Zone on a single site in the borough. They asked whether the money that had been earmarked for investment in the scheme could now be used to develop provision across the borough rather than on a single site. Schools had been provided with funding through the Networked Learning Communities initiative to develop their facilities and it was therefore felt that they should be used as venues for youth activities.

In response, Ms James agreed to report back to the Panel on further plans for the development of youth provision. She also stated that the Bruce Grove Youth Centre did not just provide a service on a single site but worked across the borough. The Cabinet Member reported that the issue of the potential use of schools for youth activities had been raised with the Cabinet Member for Children and Families.

In answer to a question on attendance levels of young people who attended Bruce Grove Youth Centre, Ms James reported that there were approximately 150 young people there on a Monday evening. She agreed to provide the Panel with more comprehensive figures. She stated that the Centre was very welcoming but acknowledged that there might be barriers, perceived or otherwise, to some young people attending it. Peripatetic work was therefore also taking place in the community including provision of a youth bus to undertake outreach work. It was nevertheless acknowledged that more needed to be done. She also reported that engagement had taken place with young people regarding the venues where they would like to go to for activities, including schools and Children's Centres.

Beverley Hendricks, Assistant Director for Safeguarding and Social Care, reported that the Youth Council was very active. There was a core group within it that included the leadership team and there was also an outreach team. The Youth Council followed the UK Youth Parliament model. It had addressed a number of big issues for the borough including recruitment, policy issues and how services aimed at young people should be shaped. She agreed to draft a detailed note on the impact of work undertaken by the Youth Council during the past year.

Panel Members stated that children and young people in the west of the borough could often be as vulnerable as well as those in the east and that there was a lack of places for them to go where they felt safe. Councillor Mark Blake, the Cabinet Member for Communities and Equalities, stated that he wanted to see more Police officers on the street at peak times and the new Borough Commander had taken this issue on board. He had recently attended a meeting organised by parents in Muswell Hill on knife crime. Those who had attended wanted to see a visible Police presence on the street. A number of positive ideas had come out of the meeting, including approaching schools regarding the use of their premises for youth activities. There had been cuts to many early intervention services and this had been a factor in the

increase in violent crime. Whilst the new resources that had become available for services were welcome, more was needed. It had been noted that although a number of acute services were statutory, this was not the case for early intervention services. Early intervention had the potential to save a lot of money that was spent on acute services by preventing problems from escalating.

The Panel felt that there was a need to involve the voluntary and community sector, including faith communities. Not all of these were linked to the Bridge, which acted as the voluntary and community sector umbrella organisation for the borough and the Council could play a role in co-ordinating provision. One idea that had come out of the meeting in Muswell Hill was that first aid courses be provided for children and young people in schools. Ms James reported that youth services had recently began doing some first aid training with schools. Ms Hendricks commented that consideration needed to be given as to how professionals and parents could be empowered to reduce the burden on young people that taking responsibility for matters like first aid could entail.

Panel Members reported that parents who had attended the meeting in Muswell Hill had requested training on when and how to intervene if they witnessed young people in difficulties. There appeared to be an escalating level of fear and concern and it was important that a community response was developed.

**AGREED:**

1. That a briefing note be prepared for the Panel on alternative proposals for the further development of the Youth Service following the decision not to proceed with the proposal to establish a Youth Zone, including how services will be spread across the borough;
2. That further details be provided to the Panel on:
  - Attendance levels at Bruce Grove Youth Centre; and
  - The impact of work undertaken by the Youth Council during the past year.

**27. REVIEW ON RESTORATIVE JUSTICE**

In answer to a question, Ms. Coyle reported that a presentation on the issue would be made to the Secondary Headteachers Forum and measures were being taken to embed the role of schools within this. It was an issue that Headteachers were particularly interested in. Restorative Practice had been shown to be very effective elsewhere when good relationships had been established with schools. The Panel suggested that there was also a role for school governing bodies in developing it and Ms. Coyle agreed to give this issue further consideration when developing the action plan. In addition, Panel Members suggested that the views of young people be sought and Ms Coyle also agreed to consider this further.

The Cabinet Member commented that some schools would engage on this issues whilst others might not. The Council now had an agenda around inclusiveness but not all schools would necessarily have the same priorities. Restorative practice was a fantastic concept and some schools were already undertaking good work that was

based on it. However, schools were facing funding challenges and these could make progress more difficult.

In answer to a question, Ms Hendricks reported that Waltham Forest had used Restorative Practice very successfully in its work with looked after children.

**AGREED:**

That the Children and Young People's Service be request to consider engagement with school governing bodies and children and young people in developing Restorative Practice further.

**28. APPRENTICESHIPS**

Steve Carr, Assistant Director for Economic Development and Growth, reported that the Apprenticeship Levy was a national programme that was financed by a levy on employers above a certain size. It covered the costs of training only. Employers could pass on the cost of up to 25% of their contribution. In Haringey, there was a borough wide target for the creation of 200 apprenticeships. This target was shared with schools.

The Haringey employment and skills team was currently based at Wood Green library and was shortly to be re-branded as Haringey Works. The function of the team was to market opportunities. They had recently held a successful event with Transport for London which had resulted in 19 residents taking up a range of opportunities. Discussions were taking place with a range of other employers, such as the BBC, Open Reach and the Metropolitan Police regarding possible similar future events. The strategy was now to try and attract employers to come into the borough rather than encouraging young people to attend careers fairs elsewhere.

The other area of development was the construction programme, which involved requiring building contractors to take on apprentices. Other contractors had taken apprenticeship pledges as part of their pitches to do business with the Council. There were also apprenticeship requirements in planning, with all developers with Section 106 obligations required to take them on. Benchmarking was taking place with other London boroughs. Statistics from London Councils suggested that Haringey had a way to go to achieve the same level of success as other London boroughs, many of which had more mature apprenticeship programmes that had been running for a number of years.

£700,000 per year was so far being collected. The target for 2019/20 was for 130 apprentices to be taken on by the Council and schools. Work was currently taking place with Human Resources to see how a better support mechanism could be developed for apprentices so that training plans can be developed and there was greater pastoral care. Consideration was also being given to how apprenticeships could be promoted more effectively alongside other opportunities, particularly within schools. An Apprenticeship Strategy and Programme was starting to be developed and he was happy to report further to the Panel on this once further progress had been made.



Panel Members noted that Islington's Fairness Commission had led to them to require every contractor to provide apprenticeships and that their procurement function had facilitated this. The cost of the wages of an apprentice was not high and unlikely to be a major barrier to employing them. Homes for Haringey currently employed a significant number of apprentices and it was felt that there was scope for the Council to do more and to be ambitious.

Mr Carr reported that the Council had learnt from Homes for Haringey and was now trying to embed apprenticeships as part of its own provision. New procurement processes required contractors for contracts over a certain size to offer apprenticeships. These would start to come through this year. Consideration was being given to how much pay would be appropriate for apprentices and the possibility of offering graduate level apprenticeships. Directors were now having to consider including provision for apprentices in any restructuring exercise.

In answer to a question, Mr Carr reported that the Cabinet Member for Local Investment and Economic Growth had raised the issue of a more co-ordinated London wide approach to apprenticeships with London Councils and the possibility of obtaining assistance from the Mayor's office. Most apprenticeships lasted between 18 months and 2 years. The Council was currently working with Haringey Business Alliance and through Tottenham Opportunity Investment Fund to promote apprenticeships in smaller companies and there had been some notable successes. The Cabinet Member wished to progress the Community Wealth Building agenda and saw apprenticeships as a key part of it.

Panel Members commented that the Apprenticeship Levy had been in place since 2017 and progress had been slow until recently. The previous lack of a Human Resource function had been a barrier to progress. It was noted that there were currently more people over the age of 65 working for the Council than under 25 and there were also approximately 500 agency or supply staff. There was a need for rapid progress so that the need to return funding was avoided.

Mr Carr responded that the development of apprenticeships was a triangular process involving economic development, procurement and human resources. He was unaware of any need to return funding but would check and report back. In answer to another question, he stated that apprenticeship levy funding had been used as a training fund and included training for middle managers. Creative ways of using the funds were being explored.

Panel Members felt that bringing back services in-house could provide additional opportunities for promoting apprenticeships. In addition, partnerships could be formed with charities and further education institutions. It was noted that a wide range of Council services were involved in developing the Apprenticeship Strategy, including youth services. The needs of care leavers were also being considered, which was of particular importance in view of the Council's corporate parenting responsibility.

**AGREED:**

That the Assistant Director for Economic Development and Growth be requested to confirm to the Panel that there has not been a need for the Council to return any funding received under the Apprenticeship Levy.

**29. WORK PROGRAMME 2018-20**

The Panel noted that the current workplan was for two years, including the remainder of the current year. The review on Special Needs and Disability (SEND) was continuing and would require at least one additional evidence session.

The following suggestions for further issues to be added to the work plan were made:

- Nurseries and the two and year old offer;
- School place planning and the impact of falling school rolls on primary school finances;
- School capital estates planning. School governors were aware of condition surveys being undertaken of schools but were unclear of the status of this exercise;
- Borough Plan. There were educational aspirations within this but there was as yet no delivery plan on how they would be implemented;
- School improvement. When exam performance had been discussed previously, the under performance of certain groups such as Turkish and African Caribbean children had been highlighted. Haringey Education Partnership could be requested to provide clarity on what their strategy there was for addressing these; and
- Academies and free schools. It was suggested that the status of schools and the implications of this for the Council and its partners be looked at.

In view of the limited space within the workplan, it was agreed that the issues regarding the school capital estates planning and the Borough Plan be raised in Cabinet Members Questions for the Cabinet Member for Children and Families, at the next meeting of the Panel.

**AGREED:**

That, subject to the above mentioned comments and additions, the work plan for the Panel be approved.

CHAIR: Councillor Erdal Dogan

Signed by Chair .....

Date .....

**MINUTES OF THE MEETING OF THE ENVIRONMENT AND  
COMMUNITY SAFETY SCRUTINY PANEL HELD ON TUESDAY,  
11TH JUNE, 2019, 6.30 pm**

**PRESENT:**

**Councillors: Eldridge Culverwell, Scott Emery, Adam Jogee (Chair),  
Julia Ogiehor, Barbara Blake, Julie Davies and Peray Ahmet.**

**Also Present: Ian Sygrave.**

**1. FILMING AT MEETINGS**

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

**2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**3. ITEMS OF URGENT BUSINESS**

None.

**4. DECLARATIONS OF INTEREST**

None.

**5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**6. MINUTES**

The minutes of the meeting of the 8<sup>th</sup> April were agreed as a correct record.

**7. CABINET MEMBER QUESTIONS FOR CABINET MEMBER FOR COMMUNITIES  
AND ENGAGEMENT**

The Panel received a verbal update from the Cabinet Member for Communities and Engagement on his portfolio area. The following was noted in discussion of this item.

- a. The new Borough Commander for Enfield and Haringey was in place and the Cabinet Member advised that he was looking to set up an all Member briefing

- session with the Borough Commander in the autumn. The Cabinet Member advised that the Borough Commander had advised that one of her first tasks was to look at shift rosters with the aim of getting more officers on the streets and in the right places. The Cabinet Member also advised that he was seeking to have a detailed discussion with her on Stop and Search and better engagement around this issue.
- b. The Cabinet Member advised that the Community Safety summer programme was being finalised and a total of £120k internal funding had been allocated. The Cabinet Member advised that had had arranged 3 community meetings for July in Wood Green, Tottenham and Muswell Hill. In response to a question, the Cabinet Member advised that the meetings in Wood Green and Tottenham were follow up meetings from last year and Muswell Hill was in response to a recent fatal incident in the area. Cllr Culverwell agreed to speak to the Cabinet Member about holding a similar meeting in Stroud Green **(Cllr Culverwell)**.
  - c. In response to questions regarding the budget for the portfolio area, the Cabinet Member advised that around 75-80% of the budget came from MOPAC and was not subject to the same pressures as internal funding. The Panel were advised that Haringey had done well in its funding settlement in recent years but some other boroughs had not fared so well. The Cabinet Member advised that there would of course be pressures on youth services and keeping the manifesto pledges, but he was hopeful on capital funding to provide a youth space.
  - d. In response to a question, officers assured the Panel that a joined-up approach would be adopted with key services in respect of the detached youth workers.
  - e. In response to concerns around media reports of cuts to MOPAC funding officers assured the Panel that the money from the Mayor's Fund was secured for 3 years. Officers were working with the Cabinet Member to look at longer-term funding but this was at a very early stage.
  - f. In response to a question around what the criteria was for installing CCTV in a particular location, the Panel was advised that this was based on mapping of hotspot locations and was done on a case-by case basis. Officers advised that they were also investing in a number of relocatable CCTV cameras. The Chair requested an opportunity for Members to feed into the decision-making on CCTV locations given their knowledge of their respective wards. Officers agreed to consider how Members could best feed into CCTV locations. **(Action: Eubert Malcolm)**.
  - g. In respect of the cost of cameras, the Panel was advised that these varied but the most expensive locations could cost around £25k including data connections.
  - h. In response to a question around the key headlines in Community Safety, Officers agreed to circulate an update on this and around Haringey Community Gold. Members also requested a walkabout of the key sites around Haringey Community Gold. **(Action: Eubert Malcolm)**.
  - i. In response to a question, the Cabinet Member acknowledged concerns about community buildings and advised that there was a community building strategy being developed to map out how they could be better utilised.
  - j. The Panel suggested that the recent vigil within the Kurdish community was an opportunity for engagement and to start to big conversation on youth violence in the Borough. The Cabinet Member agreed to take this suggestion away and

consider how best to facilitate further engagement. The Panel were advised that the CSP were devising a communications strategy and that this suggestion could be incorporated into it. **(Action: Cllr M. Blake).**

- k. The Panel raised concerns around an attack on two young boys outside Markfield Park and the fact that the Police did not share that information in a timely fashion. The Cabinet Member acknowledged these concerns and advised that he would pick this up with Police colleagues at the next hate crime meeting.
- l. The Panel advocated a strong role for schools as sites for hosting youth hubs, given the existing infrastructure in place and the fact that children knew the locations. The Panel suggested that capital funding could be made available to schools to facilitate this. In response, officers acknowledged that 60% of criminality occurred between 3-6pm but suggested that it was a complex issue and was not one size fits all. The Panel were advised that the detached youth workers would be responsible for finding and engaging with young people and signposting them to youth services. Cllr Blake suggested that more work needed to be done to engage with schools about building links with school police officers. Cllr Blake agreed to email Cllr Davies with further details of what was being done to link up with schools around youth services. **(Action: Cllr M. Blake).**
- m. In response to concerns about grooming and how information was collected and shared within local networks, the Cabinet Member acknowledged this issue and the difficulty of tackling it. Cllr Ogiehor agreed to circulate some further information on building relationships with her local SNT contacts in response to a recent incident at the Mossy Well. **(Cllr Ogiehor).**
- n. In response to concerns about hate crime, the Panel were advised that this was on the rise but that the numbers were relatively small. Incidents had spiked following the Brexit referendum.
- o. In response to a question around the gender split on sexual offences, the AD for Stronger Communities agreed to share this data with the Panel outside of the meeting. **(Action: Eubert Malcolm).**
- p. In response to a question about the extra funding for police officers from the Mayor's Office and when those officers would be in place, the Cabinet Member agreed to speak to the Borough Commander and feed this information back to the Panel. **(Action: Cllr M. Blake).**

## **8. MEMBERSHIP & TERMS OF REFERENCE.**

### **RESOLVED**

- I. That the Panel noted the terms of reference and protocol for the Overview and Scrutiny Committee.
- II. That the Panel noted the terms of reference/policy areas and membership for each Scrutiny Panel for 2019/20.

## **9. APPOINTMENT OF NON-VOTING CO-OPTED MEMBER.**

### **RESOLVED**

- I. That a representative from Haringey Association of Neighbourhood Watches be appointed as a non-voting co-opted Member of the Panel for the 2019/20 Municipal Year.

## 10. COMMUNITY SAFETY STRATEGY

The Panel received a report which provided an introduction to the draft Community Safety Strategy 2019-23. The draft strategy was attached to the report. The Community Safety Strategy is constitutionally required to be considered by Overview and Scrutiny, which had delegated the task to the Environment and Community Safety Panel. The following was noted in discussion of the Strategy:

- a. The Panel expressed concern about Haringey having the lowest score in relation to public confidence in the Police of any of the 33 London Boroughs. The Panel sought clarification on why this might be the case. In response officers advised that confidence was a tricky issue, as it was based on perception as much as reality. The Cabinet Member commented that some of this was historic, however there were a number of anecdotes around the nature and quality of interactions between police officers and young people on the streets. The Cabinet Member acknowledged that they were at a low ebb but reassured the Panel that they were working to improve this.
- b. The Panel sought reassurance around the veracity of consultation and engagement with the community, given the relatively small sample size of 1900 used in the 2018 Residents Survey, which was referred to in the report. In response, officers advised that the surveying was carried out by a national polling company, BMG, who developed a representative sample of residents when undertaking this work. Officers advised that Panel that the consultation and engagement undertaken as part of the strategy was from a number of sources from across the borough, not just the Resident's Survey. For example, the Godwin Lawson Foundation were involved in the development of the Youth at Risk Strategy, which sat underneath the Community Safety Strategy.
- c. The Chair asked whether Sophie Linton and Lib Peck had been engaged as part of this work. The Cabinet Member advised that they came in August and agreed to look into reinventing them back to Haringey for a follow-up meeting. The Chair requested to be informed of the dates of this meeting so that the Panel had an opportunity to be involved (**Action: Cllr Blake/Eubert Malcolm**).
- d. The Chair commented that a multi-agency approach was needed to improve confidence in policing and questioned the extent to which bodies such as the VRU at MOPAC had been engaged. Officers advised that officers from the Violence Reduction Unit had been to the Community Safety Partnership and officers had met with them on a number of other occasions. In addition, someone from the VRU had come and worked in Haringey for a few days. The VRU was using Haringey's Youth at Risk Strategy as an exemplar. The AD for Stronger Communities agreed to circulate further information in relation to the VRU to the Panel (**Action: Eubert Malcolm**).
- e. The Panel advocated further consideration should be given to how best to communicate with ward panels and the community more widely.
- f. The Panel sought clarification around what role officers played in setting the MOPAC priorities and whether they agreed with those selected. Officers responded that this was done using Haringey data and the priorities had remained constant over the last few years. Officers set out that there had been

- significant engagement with MOPAC and that the priorities were all data-informed. The AD for Stronger Communities advised that he agreed with the selection of robbery and non-domestic violence as key areas of concern.
- g. In response to a question around the age demographic of the highest number of perpetrators of crime, officers advised that this was difficult to say, however there was data to suggest that the trend was towards perpetrators becoming a bit younger. Officers advised that a more relevant correlation was around indices of deprivation and that this was reflected nationally. Officers agreed to unpick the age data for reoffending and circulate this to the Panel. **(Action: Ian Kershaw)**.
  - h. The Committee also advocated that the Strategy needed to set out how residents could engage with partners around community safety. Officers agreed to give some further consideration around how community triggers could be activated. **(Action: Eubert Malcolm)**.
  - i. The Panel emphasised the role of the Safer Neighbourhood Teams in building community confidence. It was suggested that routine joint activities also played a role in building relations with the community.
  - j. In relation to a question about some of the underlying causes of youth crime, officers advised that the Youth at Risk Strategy contained a really good needs assessment. Officers advised that a lot of the young people at risk were also excluded from school. There was also a high correlation with factors such as childhood trauma, mental illness and abuse.
  - k. In response to a question, officers advised that that the Community Safety Strategy was the overarching strategy and it contained references to a number of other strategies such as the Youth at Risk Strategy, it was also closely aligned to the Corporate Plan. Each of these strategies had its own action plan but each of the strategies supported one other.
  - l. The Panel emphasised the role of ward panels and suggested that these needed to be higher up the agenda for the police and at a political level.

## **RESOLVED**

That the Panel:

- I. Noted the contents of the report
- II. Approved the Community Safety Strategy for submission to Cabinet.

## **11. UPDATE ON YOUTH AT RISK STRATEGY**

The Panel received a report which provided an update regarding the Young People at Risk Strategy 2019-20 which was approved by Cabinet in March 2019. It set out the progress made in the delivery of commitments made in the strategy and the Young People at Risk Action Plan. The following was noted during the discussion of this report:

- a. In response to questions about the funding for this strategy, officers advised that the Council had been successful in securing a range of external funding. Haringey Community Gold involved funding of £500k per year for 3 years from the Mayor's Office. There was also a £400k grant for the Community Parenting

programme from MHCLG and £120k of internal funding for the Summer Programme. Officers also highlighted that there was also some additional funding for the youth space in Wood Green and the Libraries capital programme included some provision for youth spaces in libraries. In addition, Project Futures at Northumberland Park had also received £500k a year external funding. Officers advised that Haringey was viewed positively by external funding organisations as being able to deliver outcomes.

- b. The Panel queried the extent to which the Council was working with cultural organisations such as Bruce Castle to secure funding. Officers agreed to speak to Deborah Hedgecock to look at opportunities for submitting joint bids. **(Action: Hugh Smith).**
- c. The Committee raised concerns around the issue of unconscious bias and how that was reflected in the report. In response, officers acknowledged the importance of this issue and advised that there was a BAME attainment group which was looking into this issue and seeing how schools could take this forward. In addition, it was also something that the Haringey Education Partnership were doing some work on.
- d. The Panel suggested that there were a number of issues for specific demographic groups that needed to be looked into further. For example, Turkish and Kurdish groups were significantly over represented in school exclusion figures. Officers acknowledged these concerns and assured the Panel that attainment issues were being picked up across a number of different forums within the Council and partners.
- e. The Panel set out that a key issue was around providing support to pupils whose language was not English, especially at an early age.

**RESOLVED**

- I. That the Panel noted the contents of this report for information.

**12. WORK PROGRAMME UPDATE**

**RESOLVED**

- I. That the work programme was noted and any amendments were agreed

**13. NEW ITEMS OF URGENT BUSINESS**

N/A

**14. DATES OF FUTURE MEETINGS**

The Panel noted the date of its next meeting on 3<sup>rd</sup> October.

CHAIR: Councillor Adam Jogee

Signed by Chair .....

Date .....



**Report for:** Overview and Scrutiny – 22<sup>nd</sup> July 2019

**Title:** Update on Universal Credit for Overview and Scrutiny

**Report authorised by :** Richard Grice: Director of Customers, Transformation & Resources

**Lead Officers:** Carla Segel: Head of Service Delivery  
Tel: 0208 489 2034  
Email: [Carla.Segel@haringey.gov.uk](mailto:Carla.Segel@haringey.gov.uk)

Jim Brady: Service Delivery Manager  
Tel: 020 8489 3804  
Email: [James.Brady@haringey.gov.uk](mailto:James.Brady@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision: N/A – report for noting**

## 1. Describe the issue under consideration

1.1 Following a verbal briefing by Cllr Amin at Overview and Scrutiny in January 2019, an update on Universal Credit was requested by the Committee.

## 2. Input Requested from O&S

2.1 It is requested that O&S note the contents of the report.

## 3. Universal Credit: Background and Summary

3.1 Universal Credit (UC) is a Department for Work & Pensions (DWP) benefit that replaces the following working-age benefits, now referred to as “legacy Benefits”

- Housing Benefit
- Income Support
- Income Based Job Seekers Allowance
- Child Tax Credit
- Working Tax credit

3.2 It is expected that UC will be fully rolled out by 2024.

3.3 The majority of people in receipt of a legacy benefit will experience no change until the DWP migrates their case across to UC, at present we do not have a date for this. However, if an individual’s circumstance significantly changes they may move to UC in advance of this migration.

3.4 As of October 2018, claims from people who move into the Borough or from current residents not already on a legacy benefit will be dealt with as UC.

- 3.5 At May 2019 there were approximately 8000 UC claimants in Haringey, of which 5220 were not in employment.
- 3.6 There are circumstances where Local Authorities will pay housing costs through Housing Benefit even if UC is in payment, this primarily applies to people who live in:
- Specific accommodation such as refuges, hostels or supported accommodation
  - Temporary accommodation
- 3.7 UC does not replace Haringey's Council Tax Reduction Scheme (CTRS) which we continue to administer.
- 3.8 Landlords can ask for rent payments to be made directly to them if their tenant is in 2 months arrears.
- 3.9 Tenants can have their rent paid directly to their landlord from the start of their claim if they choose to do so.
- 3.10 As customers migrate to UC they are given an extra 2 weeks housing benefit paid to them to assist with the transition.
- 3.11 There is free digital access through library computers for all customers wanting to either review their current claim or make a new one.
- 3.12 Haringey Council cannot assist with the processing of UC claims or discussions around entitlement, back-dating, or sanctions these sit with the DWP via the Citizens Advice Bureau (CAB).

#### **4. OSC Comments**

- 4.1 Following Cllr Amin's verbal briefing in January 2019 there were some follow up queries asked by OSC.
- 4.2 How will vulnerable people be protected?
- The migration plan for existing claimants of legacy Benefits on to UC is being developed by the DWP and Haringey will work in partnership with them to ensure communications are appropriate and vulnerabilities identified and addressed.
- 4.3 What will the Council do to mitigate the problems faced by people waiting for the benefit to begin – particularly in terms of rent arrears?
- Haringey prioritises UC claimants in our Discretionary Housing Policy.
  - The DWP have confirmed that in June 2019, 90% of claims were paid in full at the Tottenham and Finsbury Park Job-Centres with 86% at Wood Green.
  - All claimants can request an advance payment which is then paid back via deductions over a 12-month period.
- 4.4 What will the Council do to mitigate the problems faced by people who are sanctioned, particularly where there are mental or physical health issues that make compliance difficult or impossible?
- The DWP are responsible for sanctions and Local Authorities are unable to assist with queries in relation to this area. Haringey's Discretionary Housing Policy prioritises claims from those affected by UC changes.

- 4.5 What practical assistance can the Council give people?
- There is free digital access through library computers. Haringey's Discretionary Housing Policy prioritises claims from those affected by UC changes.
  - There is a strong support offer in place from both CAB and DWP with free access to PCs, free wifi, support with claim applications and access to budgeting training
- 4.6 Is there a joined-up plan?
- Haringey continues to work in partnership with the DWP and CAB.

## 5. Other Activity

### Internal

- 5.1 A review of Haringey's webpages relating to UC is being conducted and they will be amended in line with best practice from Tower Hamlets to make the information more streamlined and clearly signpost areas of help.
- 5.2 Although we recognise the DWP lead in this area we want to ensure our residents have the support they need and are able to contact us to discuss their concerns.
- 5.3 We are working with HFH and Housing Associations to understand impact on rent collection and rent arrears.

### "Stop and Scrap Universal Credit Campaign"

- 5.4 Members of the "Stop and Scrap Universal Credit Campaign" met Cllr Amin in June 2019, in addition to Council officers there were representatives from the CAB and DWP at this session.
- 5.5 An overview presentation on UC was given by the Housing Benefit department, this is attached at **Appendix 1**, this was followed by verbal updates from the CAB and the DWP on some of the work they are doing with the community and impacted groups.
- 5.6 A motion is due to go to Full Council in September in relation to Universal Credit.

This page is intentionally left blank

# Universal Credit Briefing

June 2019

# Overview

- Universal Credit (UC) is a Department for Work and Pensions (DWP) benefit that replaces the following working-age benefits and tax credits:
  - Housing Benefit
  - Income Support
  - Income-based Jobseekers Allowance
  - Income related Employment and Support Allowance
  - Child tax credit
  - Working tax credit
- These are now known as legacy benefits
- It is expected that UC will be fully rolled out by 2024

# Overview

- The majority of people currently in receipt of a legacy benefit will experience no change until the DWP migrates their case across to UC – we do not have a date for this
- However, if their circumstances significantly change they may move to UC in advance of this migration, it will depend on the nature of the change
- Claims from people who newly move to the Borough or from current residents who are not already on a legacy benefit will be dealt with as UC
- There has not yet been a decision on how to replace Housing Benefit for people of pension age as such they will continue to receive this legacy benefit

# Overview

- There are circumstances where even if UC is in payment, Haringey will pay housing costs through Housing Benefit. This primarily applies to people who live in:
  - Specific accommodation such as refuges, hostels or supported accommodation
  - Temporary accommodation
- UC does not replace Haringey's Council Tax Reduction Scheme (CTRS), we will continue to administer this support



# Key Statistics

- In October 2018 UC was introduced in Haringey for all new claimants
- Since that point there has been a reduction in the Housing Benefit caseload from 31,527 to 28,423.
- In June 2019 the DWP released the following stats:

	Current No. on UC	Expected by March 2020
Wood Green	2,776	5,854
Tottenham	4,666	9,177
Finsbury Park	3,918	5,992

- (note – these figures are for the Job Centres, the DWP are unable to break the information down by ward / borough)

# Rent Arrears

- Landlords can ask for rent payments to be made to them directly if their tenant is in 2 months rent arrears
- Tenants can request to have their rent paid directly to their landlord from the start of their claim
- As customers migrate to UC they are given an extra 2 weeks housing benefit paid to them to assist with the transition. This concept may be rolled out to cover the other legacy benefits too.

# National Audit Office

- In June 2018 the National Audit Office commented on UC:
  - £1.9b had been spent on UC of which £1.3b was on investment and £0.6b was on running costs
  - The administration cost per claim was £699
  - They recognised that some claimants struggled to adjust to UC but stated that abandoning it was not practical and the DWP had no alternative but to continue with the migration / roll-out.
  - Tracking and transparency of progress needed to improve
  - Partnership working needed to improve, including making it easier for third parties to support claimants
- In February 2019 the national published figures showed November performance at 95% of all Universal Credit claims paid on time.

# Labour Demands

- In September 2018 Labour issued 10 emergency demands on Central Government in relation to UC.
- These are detailed below with the current status
  - Cut the 5 week wait for payments
    - This still exists however all customers can ask for an advance on their UC payment
  - Remove the need for online applications
    - Claims can be made via the phone in exceptional circumstances
  - Remove sanctions
    - The maximum time period for a sanction has been reduced from 3 years to 6 months

# Labour Demands

- In September 2018 Labour issued 10 emergency demands on Central Government in relation to UC.
- These are detailed below with the current status
  - Protect those suffering from domestic abuse and allow families to split UC payments
    - The benefit payment can be split as long as it is paid into two separate bank accounts – this option is available to all claimants
  - Allow housing costs to be paid directly to Landlords
    - This is now in place
  - Reverse cuts made to those in receipt of disability payments
    - DWP have stopped those in receipt of severe disability premiums moving to UC

# Labour Demands

- In September 2018 Labour issued 10 emergency demands on Central Government in relation to UC.
- These are detailed below with the current status
  - Reinststate the family element and remove the 2-child limit
    - Children born before 8<sup>th</sup> April 2017 are exempt from this and can be claimed for.
  - Support those on fluctuating incomes
    - There has been no change in this area
  - Restore work allowances
    - There were some changes introduced in the Autumn Budget that addressed this point

# Labour Demands

- In September 2018 Labour issued 10 emergency demands on Central Government in relation to UC.
- These are detailed below with the current status
- End the freeze on Social Security
  - Benefits remain frozen at 2016 rates

# Getting Help with UC

- There is free digital access through library computers for all customers wanting to either review their current claim or make a new one.
- However, Haringey Council cannot assist with the processing of UC claims or discussions around entitlement or back-dating, these sit with the DWP via the Citizens Advice Bureau (CAB).



# Partnership Working

- There are organisations who can work in partnership to help with disseminating information, giving briefings and developing case-studies.
- These include
  - DWP (Lead)
  - CAB
  - Child Poverty Action Group (CPAG)

This page is intentionally left blank

**Report for:** Overview & Scrutiny Committee 22 July 2019

**Title:** Provisional Financial Outturn 2018/19

**Report authorised by :** Jon Warlow – Director of Finance

**Lead Officer:** Frances Palopoli - Head of Corporate Financial Strategy & Monitoring

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

- 1.1 This report sets out the Council's provisional budget outturn for the year ended 31 March 2019. It sets out the draft revenue outturn for the General Fund (GF), the Housing Revenue Accounts (HRA) the Dedicated Schools Grant (DSG) and Capital Programme compared to budget. It provides explanations of significant under/overspends and proposed movements in reserves.
- 1.2. The Council's statutory accounts are still in the process of being finalised and there may be further adjustments to the provisional outturn arising from the completion of this work. The draft Statement of Account (SoA) needs to be published by 31 May 2019 with a deadline for completing the external audit and publicising the audited statements of 31 July 2019.

**2. Cabinet Member Introduction**  
N/A

**3. Recommendations**

Overview & Scrutiny are recommended to note the contents of the report attached in Appendix 1 and consider how this can be used to inform future scrutiny work and overview of the financial monitoring and planning process during 2019/20.

**4. Reasons for decision**

This report is for information only.

**5. Alternative options considered**  
N/A

**6. Background information**

One of the critical roles of the Overview and Scrutiny Committee and their panels is in reviewing and scrutinising the performance of the Council in relation

to its policy objectives, performance targets and/or particular service areas. It should then be able to question members of the Cabinet and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects. Also the Committee can assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues.

The scrutiny of the 2018/19 Provisional Outturn report presented to Cabinet on 18<sup>th</sup> June 2019 and attached as Appendix 1 provides the Committee with an important opportunity to discharge their responsibilities in relation to scrutinising financial performance, planning and the budgetary framework.

**7. Contribution to strategic outcomes**

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

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

**Finance**

There are no additional financial implications not already included in the 2018/19 Outturn report attached as Appendix 1.

**Procurement**

There are no additional procurement implications not already included in the 2018/19 Outturn report attached as Appendix 1.

**Equality**

There are no additional equalities implications not already included in the 2018/19 Outturn report attached as Appendix 1.

**9. Use of Appendices**

Appendix 1 - Provisional Financial Outturn 2018/19 presented to Cabinet 18 June 2019

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

**Report for:** Cabinet – 18<sup>th</sup> June 2019

**Item number:**

**Title:** Provisional Financial Outturn 2018/19

**Report authorised by :** Jon Warlow – Director of Finance

**Lead Officer:** Frances Palopoli – Head of Corporate Financial Strategy & Monitoring

**Ward(s) affected:** ALL

**Report for Key/**

**Non Key Decision:** Key

## **1. Introduction**

- 1.1. This report sets out the Council's provisional budget outturn for the year ended 31 March 2019. It sets out the draft revenue outturn for the General Fund (GF), the Housing Revenue Accounts (HRA) the Dedicated Schools Grant (DSG) and Capital Programme compared to budget. It provides explanations of significant under/overspends and proposed movements in reserves.
- 1.2. The Council's statutory accounts are still in the process of being finalised and there may be further adjustments to the provisional outturn arising from the completion of this work. The draft Statement of Account (SoA) needs to be published by 31 May 2019 with a deadline for completing the external audit and publicising the audited statements of 31 July 2019.

### **2018/19 Outturn Position**

- 1.3. The Provisional Outturn report provides the opportunity to consider the overall financial performance of the Authority at the end of March 2019. The figures will remain provisional until the conclusion of the statutory audit process.
- 1.4. Recognising the level of non-delivered savings and base budget pressures, particularly in Adults and Children's, the Council approved Corporate budgetary mitigations of £6.4m in Qtr2 of 2018/19, mainly from the Budget Resilience contingency. Without this action, the service overspend at that point would have been £16m.
- 1.5. At year end, the overall General Fund revenue outturn variance for the year ending 2018/19 is in line with the forecasts provided at Quarter 2 and 3 which forecast a projected service outturn deficit of around £9.0m (excluding DSG) which the latter report advised would be mitigated at year end through Corporate measures.

- 1.6. The two people services (Children's and Adults) have shown little change in actual expenditure between Qtr3 and outturn. Their pressures were significantly driven by savings no longer deemed achievable along with base budget pressures. The budgets in both areas were significantly rebased as part of the 2019/20 budget build which should provide a stronger budgetary position for 2019/20.
- 1.7. The service overspends have been partially offset by improved outturn figures in Priorities 3 and X as well as treasury/capital financing, although by far the largest key component has been the £6.4m more than budgeted received from participating in the London Business Rates Retention (BRR) pilot pool which allowed the London pool to retain 100% of income generated. The application of the remaining unutilised Budget Resilience contingency provided the remainder to balance the service position.
- 1.8. As was the case last year, officers have looked for opportunities to increase the authority's resilience by improving its earmarked reserves position. In total this work has allowed a further £7m to be earmarked for transformation and to hedge the increasing risk posed by the Dedicated Schools Grant (DSG) funding position. As emphasised in the February Full Council budget report, the importance of local authority financial resilience has taken up greater significance following a prolonged period of austerity. A key indicator of financial robustness is the authority's level of reserves. This is particularly important in light of the scale of budget reductions to be delivered by 2023/24 (£50m) - equating to 20% reduction in net budgets. A stronger balance sheet will also assist the authority in responding to the impact of the on-going uncertainty at a macro-economic level such as Brexit, Spending Review and expected changes to the business rates system.
- 1.9. The final revenue figures presented are inclusive of requested appropriations to/from reserves including carry forwards which are set out in Appendix 4.
- 1.10. The revised capital programme budget for 2018/19 was £213.2m and expenditure was £104.6m, an underspend of £108.5m. The majority of this (£107.9m) is slippage and has been requested to roll forward to future years of the capital programme. No resources have been lost as a consequence of the slippage.
- 1.11. The 2018/19 (HRA) revenue net budget assumed a surplus of income over expenditure of £16.7m. This has been achieved and the provisional revenue outturn for the HRA is an additional underspend of £0.897m after statutory financial accounting adjustments which will be transferred to the HRA reserve.

## **2. Cabinet Member Introduction**

- 2.1. The Qtr 3 monitor to Cabinet on 12<sup>th</sup> March 2019 reported a balanced forecast outturn albeit with overspend against service budgets of £9.1m offset by corporate interventions. I am pleased to now be able to present a report which confirms this position.

- 2.2. However, colleagues should be clear that whilst the 2019/20 Budget and 2019/20-2023/24 MTFS sought to rebalance some of the budget pressures in Children's and Adults, and unachievable savings have been written out, the overall budget gap remaining for 2020/21 and beyond is a challenging one.
- 2.3. I will be working closely with the CFO and the Corporate Board, to test and challenge services to ensure that they remain on track to deliver the agreed MTFS.
- 2.4. The final outturn will be reflected in the Council's Statement of Accounts, which will be presented to Corporate committee for approval on 25th July. A draft has been published on the Council's external website from 31<sup>st</sup> May in accordance with statutory audit requirements.

### **3. Recommendations**

- 3.1. Cabinet is recommended to:
  - a) Note the provisional revenue and capital outturn for 2018/19 as detailed in the report;
  - b) Approve the capital carry forwards at Appendix 3;
  - c) Approve the appropriations to/from reserves at Appendix 4;
  - d) Approve the budget virements as set out in Appendix 5

### **4. Reasons for Decision**

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

### **5. Alternative Option considered**

- 5.1. The report of the council's outturn and management of the financial resources is a key part of the role of the Director of Finance (Section 151 Officer) and no other options have therefore been considered.

### **6. Provisional Revenue Outturn 2018/19**

- 6.1. The table below shows the provisional revenue outturn figures for 2018/19. It shows the movement from the outturn forecast at Quarter 3 (P9) and the impact of proposed movements to/from reserves.

## 6.2. Table 1 –Provisional Outturn 2018/19

Priority	Revised 2018/19 Budget £'000	Outturn £'000	Net Transfers To / From Reserves	Corporate Mitigation	Revised Outturn £'000	Revised Outturn to Budget Variance £'000	Q3 Forecast to Budget Variance £'000	Forecast Variance Movement Between Q3 and Outturn £'000
PR1 Childrens	64,039	72,693	457	(2,000)	71,151	7,111	6,392	719
PR2 Adults	98,162	104,302	10	(2,000)	102,312	4,150	4,696	(546)
PR3 Safe & Sustainable Places	31,983	29,727	2,125		31,852	(131)	265	(396)
PR4 Growth & Employment	7,460	5,971	1,274		7,244	(216)	(174)	(42)
PR5 Homes & Communities	20,820	20,819	(143)		20,676	(144)	(32)	(112)
PRX Enabling	27,158	23,534	(3,239)	4,000	24,295	(2,863)	(2,067)	(796)
DSG	488	3,648	(3,160)		488	0	3,527	(3,527)
Schools	0	(2,675)	2,675		(0)	(0)	0	(0)
<b>General Fund Total (before Funding)</b>	<b>250,111</b>	<b>258,019</b>	<b>(0)</b>	<b>0</b>	<b>258,019</b>	<b>7,908</b>	<b>12,607</b>	<b>(4,699)</b>
External Finance	(250,111)	(258,364)			(258,364)	(8,253)	0	(8,253)
<b>General Fund Total</b>	<b>(0)</b>	<b>(345)</b>	<b>(0)</b>	<b>0</b>	<b>(345)</b>	<b>(345)</b>	<b>12,607</b>	<b>(12,952)</b>
HRA*	0	(897)	897		0	0	(4,422)	4,422
<b>Haringey Total</b>	<b>(0)</b>	<b>(1,242)</b>	<b>897</b>	<b>0</b>	<b>(345)</b>	<b>(345)</b>	<b>8,185</b>	<b>(8,530)</b>

\* HRA Outturn is shown after statutory financial accounting adjustments

n.b. numbers in (brackets) indicate either income or underspend

6.3. Comments on the underlying reasons for the variances within Priorities is set out in the sections below.

#### Priority One – Childrens Overspend £7.1m

6.4. Priority One is projecting overall spend of £71.1m against approved budget of £64.0m resulting in an outturn overspend of £7.1m, after agreed corporate mitigation. This figure is a £0.7m worsening of the position reported at Q3. The areas with material variances are detailed below, all prior to application of the corporate mitigation.

#### 6.5. Children's Placements (£3.0m overspend)

- **Young Adults Service (£0.3m overspend):** the overspend is due to non-delivery of MTFs savings. The outturn position is consistent with the position at Quarter 3. Supported housing has been provided to young people, during the year, as a means of providing the more expensive semi-independent living arrangements for young people. The supported housing scheme delivers the desired outcomes at reduced costs. This approach has mitigated some of the pressures with the Young Adults Service budgets.
- **LAC External Placements (£3.3m overspend)**

This is an increase of £0.3m from Quarter 3. The previous quarter included a forecast for the recovery of potential overpayments from the prior financial year, which is now less certain until an in-depth review (scheduled for 2019/20) has been carried out. The cost of placements is driven by the number of children, the complexity of need, and placement type (residential,



secure, fostering, and semi-independent living); with secure and residential placements having the highest weekly rates. The increase in complex cases has resulted in an average weekly rate of £3,370 compared to an average of £3,000 in 2017/18. There has also been an increase in the costs of mother and baby assessments compared to 2017/18 (£0.5m in 2018/19 compared to £0.2m in 2017/18). The service is looking to address this by bringing the assessments in-house from 2019/20, which is expected to reduce the budget pressure.

The overspend in the residential budgets is partly offset by underspend within the Independent Fostering Agency (IFA) budget for external foster care. During 2018/19 the service brought back the recruitment of foster carers in-house with a focussed recruitment campaign to increase the number of in-house foster carers and reduce the use of more expensive external provision from IFAs. This has delivered savings in placements costs through the reduction in IFA costs. It is anticipated that this will continue to deliver savings in future years, as more in-house foster carers are recruited, and the use of IFAs is reduced.

There is also an underlying overspend of £1.2m due to the non-delivery of MTFs savings although this has been addressed in the base budget for 2019/20.

- **Internal Fostering Placements (£0.6m underspend):** the less than budgeted number of in-house foster carers accounts for £0.3m of the reported underspend. The service is running a recruitment campaign to increase the number of in-house foster carers, with a corresponding reduction in the use of more expensive Independent Fostering Agencies (IFAs). It is anticipated that in 2019/20 and future years, the underspend will be applied to the planned increase in in-house foster carers, with associated reduction in the external placements spend.

A review by the service has identified foster placements costs recoverable from other London boroughs, as they relate to the provision of foster placements by Haringey for children from those boroughs. This accounts for the favourable movement of £0.3m compared to that reported at Quarter 3.

#### 6.6. **Other Children's Social Care (£3.3m overspend)**

- **Staffing (1.3m overspend):** this is an adverse movement of £0.3m compared to Quarter 3. Costs of agency staff, accounts for the movement, with an underlying cost pressure due to non-delivery of MTFs savings. The service has embarked on a programme of work to reduce the number of agency staff. This work will continue into 2019/20.
- **No Recourse to Public Funds (£0.9m overspend):** there is a statutory requirement to continue to support clients with No Recourse to Public Funds (NRPF) however, there is insufficient budget to meet needs. There has been an increase of £0.3m compared to the previous quarter due to an increase in client numbers.

- **Other Services (£1.1m overspend):** the adverse movement is due to an overspend of £0.7m in the budget for legal services. The charges relate to counsel fees, expert reports, and translation costs incurred for cases. The special guardianship budget is overspent by £0.1m due to costs of assessments and support provided to special guardians.

There is a further overspend due to section 17 payments. Section 17 of the Children Act 1989 places a duty on local authorities to safeguard and promote the welfare of children within their area who are in need. Financial assistance is provided for goods or services, or in exceptional circumstances cash can be provided to a child, parent or carer to address identified needs to safeguard and promote a child's welfare where there is no other legitimate source of financial assistance.

#### 6.7. **Children & Young People with Additional Needs (£2.8m overspend)**

- **Inclusion Service (£0.4m overspend):** This is due to unachievable income in the Education Psychology team. The service is considered a traded offer for advisory teachers to schools and due to challenges faced in recruiting to specialist posts the income generation has reduced considerably. The income target has been adjusted to an achievable level for 19/20 and all vacant posts now fully recruited.
- **SEND (£0.7m overspend):** Mainly due to the statutory duty to provide transport for over 19-year olds as part of the SEND Reform Act, coupled with overspend on salary costs on SEN admin team. The service have analysed the routes in more detail to assess if any reduction can be achieved and as a result the service has now optimised existing schools transport routes and merged them where possible to reduce costs. Additionally, the scoping review for a transport 'invest to save' bid is underway and this will identify opportunities to reducing costs in the new financial year. SEN Admin team has undergone a restructure in 19/20 due to ceasing of SEN reform grant in 18/19, which predominantly used to fund staffing costs. Two teams have been merged to form a permanent sustainable structure to carry out the statutory duties outlined in the SEND reforms. The new structure is well within the budget and funded by both general fund and DSG (dedicated schools grant).
- **Family Support and Family Link (overspend of £1.2m):** This is a demand led budget which is overspending as a result of the cost of social care support packages. There are a small number of children with highly complex behaviour and learning disability. The children's packages have increased significantly to avoid hospital admission or long-term residential placements. Joint funding for these children has now been agreed with CCG where they have agreed to fund £200k of placements for 2018/19. This process will continue into 2019/20 to ensure maximum funding.

#### **Early Help & Family Support (£0.5m overspend)**

- **Children Centres (£0.5m overspend):** The overspend is due to non-statutory childcare costs and an unachieved income target. The service has taken several actions in year to reduce the operational costs including a restructure and moving staff to term time only contracts. There is an ongoing review of the operational costs of the centres to address the budget pressure.

### **Priority Two – Adults Overspend £4.2m**

6.8. Priority Two is projecting overall spend of £104.3m against approved budget of £98.2m resulting in an outturn overspend of £6.2m. This figure is made up of £6.1m overspend in Adults social services, £0.2m underspend in public health (priority 2 element only) and a £0.3m overspend in commissioning. The total overspend reduces to £4.2m after the application of agreed £2m corporate mitigation. The areas with material variances are detailed below.

#### **6.9. Care Packages (£7.2m overspend)**

- £3.8m adverse variance which has arisen in the current year and £3.5m carried forward pressure, including £0.5m relating to inflationary uplifts awarded to care providers. The variance is broken down as follows:
  - Learning Difficulties- £3.6m overspend
  - Mental Health - £2.4m overspend
  - Physical Support -£1.42 overspend

#### **6.10. Osborne Grove Nursing Home (£0.7m overspend)**

- The management and staffing costs to run the service for limited clients, the loss of client contributions, and loss of health funding for purchased beds contribute to this cost pressure. Consultation with both staff and clients is currently underway, with a view to moving to a single ward by the end of May. This should have the effect of reducing revenue costs by £0.400m in 2019/20.

6.11. Director of Adult Social Services budget (£0.8m underspend) – a £0.4m underspend against the budget for bad debt provision, a £0.1m underspend on Care Act Implementation, receipt of £0.1m unbudgeted Home Office Resettlement grant and other small combined underspends of £0.2m.

6.12. Adaptations and Surveying (£0.8m underspend) – largely due to capitalisation of Occupational Health costs and staff vacancies.

### **Priority Three - Safe & Sustainable Places Underspend £0.131m**

6.13. Priority Three is showing overall spend of £31.9m against approved budget of £32.0m resulting in an outturn underspend of £0.1m. This represents a marginal change to the Q3 figure. The variance is made up of several non-material underspend/overspends.

- 6.14. The change is mainly due to the underspend in commissioning services (culture, museum and archives) and the capitalisation of expenditure where appropriate.

**Priority Four – Growth & Employment Underspend £0.216m**

- 6.15. Priority Four is showing an overall spend of £7.2m against approved budget of £7.5m resulting in an outturn underspend of £0.216m. This represents a marginal change to the Qtr3 figure.
- 6.16. The underspend is mainly due to the capitalisation of staff costs in the regeneration teams and a reduction in the bad debt provision required.

**Priority Five – Homes & Communities (General Fund) Underspend £0.144m**

- 6.17. Priority Five GF is showing an overall spend of £20.68m against approved budget of £20.82m resulting in a small outturn underspend of £0.14m. This represents a slight improvement compared to the Q3 figure but is not significant against a budget this size.
- 6.18. Some of the Flexible Homelessness Support Grant received in year has been applied to mitigate continuing demand for temporary accommodation and to support new initiatives which should increase supply of accommodation in the Borough

**Priority Five – Homes & Communities (HRA) Underspend £0.897m**

- 6.19. The provisional revenue outturn for the HRA is an underspend of £0.897m after statutory financial accounting adjustments which will be transferred to the HRA reserve
- 6.20. The depreciation charges were £3m below budget following a change in the asset revaluation calculations and there were also favourable income variances for commercial rents, leasehold service charges and the bad debt provision for leaseholder income. Additionally, the actual charges for leasehold insurance and Homes for Haringey (HfH) management fees were both lower than planned resulting in an additional net £230k saving.
- 6.21. There were also further underspends in HRA gas and electric costs, grounds maintenance service and landlord's insurance costs.
- 6.22. These underspends have helped offset a reduction in dwelling rental income due as a result of Broadwater Farm Tangmere & Northolt block voids/empty properties pending work to either strengthen or replace these blocks. There were also overspends caused by the requirement to increase bad debt provision for dwelling rental income, capital financing costs, anti-social behaviour service, community alarm service and estate renewal costs. The detailed HRA income and expenditure is shown in Appendix (2).

**Priority X / Enabling - Underspend £2.7m**

- 6.23. Priority X / Enabling is showing an overall spend of £24.5m against approved budget of £27.2m resulting in an outturn variance of £2.7m underspend. This represents an increased underspend of £0.6m over the Q3 forecast. Priority X contains support services, customer services and libraries as well as the non-service revenue (NSR) corporate budgets. The key variances are described below.
- 6.24. The key underspends are in the Benefits service (£1.6m), where the work of the Housing Benefit (HB) overpayment debt project team has led to a significant reduction in the required bad debt provision, and in the Revenues service (£0.7m) due to higher than expected recovery of court costs and reduced bad debt provision for court cost debt. Further smaller underspends in HR and Strategy and Communications have helped mitigate down budget pressures in Customer Services and Libraries.
- 6.25. A robust assessment of bad debt provision levels in response to challenge by our external auditors, as well as the impact of targeted resources on income recovery and overall arrears balances, has also delivered a number of one off benefits at year end while those that go through the Collection Fund, will be realised next year. Focus on improving collection rates will continue during 2019/20 with an assessment of wider opportunities to generate income to offset Government grant loss.
- 6.26. NSR Corporate budgets are broadly on budget at year end however, this is after the application of the £7m Budget Resilience contingency.

#### **External Finance – Underspend £8.2m**

- 6.27. The aggregate external income budgets overachieved by £8.2m. It is normal for some small variations to occur due to the impact of late notification of grant streams and funding values however, the variance for 2018/19 has been significant. The largest component (£6.4m) was realised from participating in the London Business Rates Retention (BRR) pilot pool which allowed the London pool to retain 100% of income generated. This benefit had not been built into the 2018/19 budget largely due to uncertainties about the actual sum. The other significant variance was from Housing Benefit & Council Tax administration grant as the budget had assumed reductions in Government funding in this area which did not materialise.

#### **7. Dedicated Schools Grant (DSG)**

- 7.1. The DSG is broken down into four funding blocks: Schools, Central, Early Years and High Needs. The overall spend on DSG was £189.79m against budgeted spend of £186.63m resulting in an overspend of £3.16m.
- 7.2. The Schools block underspent by £0.41m largely due to a slowdown of expansion and bulge classes in the borough.
- 7.3. The Central block is fully spent with a small overspend of £0.01m.
- 7.4. The Early Years block underspent by £0.71m mainly due to slow up take up of the new 3 & 4 year old extended nursery hours offer. There is work under way to ensure the potential of under reporting of activity numbers is addressed in 19/20 to ensure ESFA funding allocations are fully utilised.

- 7.5. The High Needs block overspent by £4.27m which is driven by increased take up of places in day schools, special schools and post 16 settings coupled with an increase in the average cost per placement. A robust budget monitoring process was carried out during the year to keep costs down where possible.
- 7.6. The impact of the 2018/19 outturn is reflected in the movement on the DSG Reserve in the table below.

**Table 2 – DSG Reserve**

Blocks	Opening DSG at 01/04/18	Schools Forum agreed trf between blocks	Revised Outturn	Closing DSG at 31/03/2019
	£(m)	£(m)	£(m)	£(m)
Schools block	(1,267)	888	(406)	(785)
Central block	0		13	13
Early years block	(1,653)	1,100	(713)	(1,265)
High needs block	1,500	(1,500)	4,267	4,267
<b>Total</b>	<b>(1,419)</b>	<b>488</b>	<b>3,160</b>	<b>2,229</b>

*\*£488k was a contribution from the Schools budget to mitigate in-year pressure in the high needs block.*

*\*\* the £3.160m 18/19 overspend has been covered by a draw down from reserves.*

- 7.7. The DSG pressures are likely to continue into 2019/20 and on projected spending levels the closing deficit will grow to more than £4.5m. As this will exceed £2.6m (1% of the total DSG allocation) we will be expected to present a formal recovery plan to the ESFA. An update on specific plans to address the deficit and on-going pressure will be presented in a future report.

## 8. Collection Fund

- 8.1. The Council has a statutory obligation to maintain a separate ring-fenced account for the collection of council tax and business rates. The Collection Fund is designed to be self-balancing and therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. The actual benefit or burden of any in-year variance is received or borne by taxpayers in the following year.

### Council Tax

- 8.2. The 2018/19 in year council tax collection performance was 96.47% (target 96.25%). The Council tax surplus/deficit is distributed between the Council (81.4%) and its preceptor the GLA (18.6%) based on respective shares. There is an estimated surplus of £4.34m in 2018/19, which compares to an

actual surplus in 2017/18 of £4.05m. The latter is recognised in the 2018/19 outturn figures whilst the 2018/19 actual surplus will be paid out in 2019/20.

### **Business Rates**

- 8.3. The 2018/19 in year business rates collection performance was 95.31% (target 98.0%). The main reason for the shortfall against target was a shortfall in staff resources in the team; this has now been addressed and the team strengthened and a focus on recent non-collection as well as achieving the in-year target has been prioritised for 2019/20. This year, as the Council is part of the London BRR Pool Pilot, the pool retains 64% of business rates collected (LB Haringey share of this 34%) with 36% transferred to the GLA.
- 8.4. There is an estimated deficit of £1.61m in 2018/19, which compares to an actual deficit of £0.41m in 2017/18. The latter is recognised in the 2018/19 outturn figures whilst the 2018/19 actual deficit will be recognised in the 2019/20.

## **9. Capital Programme Outturn**

- 9.1 At the end of the year the Council's agreed capital programme budget was £229.924m. The final outturn was £121.884m, an underspend of £108.040m. As can be seen from the table below, the outturn represents 53% of the agreed budget. Whilst this is a significant underspend, it is an improvement on the 2017/18 position where the outturn represented 37.5% of the agreed budget.

### **TABLE 3 – CAPITAL OUTTURN SUMMARY**

Priority	2018/19 Revised Budget	2018/19 Final Outturn	Final Outturn Variance against Budget	2018/19 Q.3 Forecast Outturn	Movement in Forecast (Variance)
	£'000	£'000	£'000	£'000	£'000
Priority 1 - Children's	12,876	6,419	(6,457)	5,724	695
Priority 2 - Adults	8,397	5,496	(2,900)	7,625	(2,129)
Priority 3 - Safe & Sustainable Places	21,901	15,589	(6,312)	18,060	(2,471)
Priority 4 - Growth & Employment	62,494	22,501	(39,993)	52,831	(30,330)
Priority 5 - Homes & Communities	36,725	19,235	(17,490)	24,181	(4,946)
Priority X - Enabling	19,278	6,821	(12,457)	6,234	587
<b>General Fund Total</b>	<b>161,670</b>	<b>76,060</b>	<b>(85,610)</b>	<b>114,655</b>	<b>(38,595)</b>
Priority 5 (HRA)	68,254	45,824	(22,430)	57,737	(11,913)
<b>Total</b>	<b>229,924</b>	<b>121,884</b>	<b>(108,040)</b>	<b>172,392</b>	<b>(50,508)</b>

Whilst there has been a high level of capital slippage, the resources have been slipped as well and has not resulted in any lost resources. A high-level commentary on the financial performance of each priority is provided in the following paragraphs as well as confirmation of the financing applied. The requests to carry forward unspent but committed budget including the reason for slippage, is provided in Appendix 3.

### Priority 1 – Children’s Services

- 9.2** Overall the Priority spent £6.418m of its available budget of £12.876m, which is 50% of its budget allocation and is requesting permission to carry forward £6.457m of unspent resources. Of the underspend, two schemes (primary schools repair & maintenance and primary school modernisation and enhancements) account for £5.175m of the underspend.

During 2018/19 the service undertook a large number of condition surveys as part of the preparation of a strategic business case for the investment required in schools. The surveys have led to a number of schemes being prepared which have either already commenced or are due to commence in the summer holidays of 2019. Accordingly, a very significant proportion of the requested carry forward is required to match commitments already entered into.

### Priority 2 – Adult Services

- 9.3** Overall the Priority spent £5.496m of its available budget of £8.397m, which is 65% of its budget allocation and is requesting permission to carry forward £2.9m of unspent resources.



Of the underspend, four schemes (Supported Living Schemes, Assistive Technology, Linden House conversion, and Canning Crescent) account for £2.1m of the underspend. All four schemes are included in the programme on the basis that they are self-financing; that is when complete they will generate savings once the capital financing costs are accounted for. Spend on Linden House and Canning Crescent will accelerate in 2019/20 as the building plans progress as will the Assistive Technology when plans are implemented.

### **Priority 3 – Safe and Sustainable Places**

- 9.4** Overall the Priority spent £15.589m of its available budget of £21.901m, which is 71% of its budget allocation and is requesting permission to carry forward £6.311m of unspent resources. Of the requested carry forward, £2.1m relates to scheme specific funding such as external grant or S106 contributions which cannot be used for any other purpose. Of the residual underspend of £4.211m, three schemes (Structures Highways, Parkland Walk Bridges and Asset Management of Council Buildings) account for £3.656m of it.

The structures scheme encountered unforeseen issues with utilities providers that has delayed the scheme. The Parkland Walk Bridge scheme is complex with a high number of interactions with third parties and the need to gain the agreement of a range of statutory undertakers. This complexity has impacted on the delivery of the scheme. The Asset Management of Council Buildings scheme has concentrated on the development of a forward plan of maintenance which is nearing completion. Once implemented, this will accelerate expenditure in 2019/20 and future years.

### **Priority 4 – Growth & Employment**

- 9.5** Overall the Priority spent £22.501m of its available budget of £62.494m, which is 36% of its budget allocation and is requesting permission to carry forward £39.875m of unspent resources. Of the requested carry forward, £33.968m relates to scheme specific funding such as external grant (Housing Zone), S106 contributions, contractual commitments, or are pledged as match funding and which cannot be used for any other purpose. Of the residual underspend of £5.907m, two schemes (Strategic Acquisitions, and Strategic Regeneration Initiatives) account for £5.235m of it.

The Strategic Acquisitions budget is there to allow for opportunistic purchases of property to support long term regeneration initiatives in Tottenham and Wood Green. The Strategic Regeneration Initiative budget is provided to allow the Council to respond to emerging initiatives throughout the year. In 2018/19 this budget was not called upon.

### **Priority 5 General Fund Housing**

- 9.6 Overall the Priority spent £19.235m of its available budget of £36.725m, which is 52% of its budget allocation and is requesting permission to carry forward £16.843m of unspent resources. Of the requested carry forward, £16.4m relates to the temporary accommodation acquisition programme. It is anticipated that the Community Benefit Society will soon start purchasing properties.

#### **Priority 5 HRA**

- 9.7 Overall the Priority spent £45.824m of its available budget of £68.254m, which is 67% of its budget allocation and is requesting permission to carry forward £22.430m of unspent resources to fund work on Broadwater Farm.

#### **Priority X - Enabling**

- 9.8 Overall the Priority spent £6.821m of its available budget of £19.278m, which is 35% of its budget allocation and is requesting permission to carry forward £9.963m of unspent resources. This priority's budget held the budget for the front office back office (FOBO) programme and the Responsiveness Fund. The FOBO spend has been funded from capital receipts under the flexible use of capital receipts regulations. Therefore, the budget shows an underspend but due the funding of the scheme there is no requirement to carry the budget forward. The Responsiveness Fund has underspent due to their being no calls on the budget. It is proposed to carry forward £2m of this into 2019/20 to ensure that the Council can respond to in year match funding initiatives.

#### **Capitalisation**

- 9.9 During the year, an additional allocation of capital resource was made to the Highways Maintenance budget of £0.170m to fund historic, unbudgeted liabilities. In addition, £0.080m was identified within the revenue budget that should more properly be charged to capital and an allocation was made. The level of capitalisation set out in the table below is in addition to those allocations made in 2017/18 which have been built into service revenue and capital budgets. Both in year allocations were funded through reducing the approved capital programme contingency.
- 9.10 The outturn assumes, in respect of 2018/19 only, that the Local Implementation Plan (LIP) highways programme is funded from borrowing and that the funding (£3.767m) received from the GLA is transferred to Council reserves. This is in recognition of the need to establish stronger transformational reserve balances in the short to medium term to provide the resilience which will enable us to deliver our challenging budget reduction programme.

#### **Carry Forward of Resources**

- 9.11 Set out in Appendix 3 are the requests to carry forward resources along with the reason(s) for the request. In total, of the 2018/19 underspend of £108.040m, services are requesting to carry forward £105.924m.

### Capital Expenditure Funding

- 9.12 The table below provides information on the actual financing of the capital programme compared to the budgeted financing.

**Table 5 – Funding of the Capital Programme**

Source of Funding	18/19 Original Budget Feb. 2018	18/19 Actual	Variance
	(£'000)	(£'000)	(£'000)
<b>General Fund Funding</b>			
Grant	33,056	16,863	(16,193)
Use of Reserves		0	0
Developer Contribution	34,535	486	(34,049)
Capital Receipts		1,438	1,438
Retained Receipts	7,500	12,651	5,151
Borrowing	61,596	44,623	(16,973)
	<b>136,687</b>	<b>76,060</b>	<b>(60,627)</b>
<b>HRA Funding</b>			
RTB Receipts		2,391	2,391
Buy Back Contributions		0	0
Housing Revenue Account (HRA)	15,190	17,231	2,041
Major Repairs Reserves / Allowance	20,070	17,249	(2,821)
Grants and Contributions from Private Developers & Leaseholders		7,806	7,806
Borrowing	23,591	1,147	(22,444)
	<b>58,851</b>	<b>45,824</b>	<b>(13,027)</b>
<b>Overall Total</b>	<b>195,538</b>	<b>121,884</b>	<b>(73,654)</b>

- 9.13 The reasons for the variation between the budgeted source of funding and the actual use of funds for the general fund capital programme is as follows. The use of grants was under budget largely due to delays to the Tottenham Hale SDP scheme (c£12m) and the decision to fund the LIP programme from borrowing (£3.767m): developer contributions were under budget due to delays to the Wards Corner CPO scheme (£9m), delays to the HRW acquisition programme (£8.2m), a revised funding arrangement for the strategic acquisition budget (£10m), the removal of HDV schemes (£2m) and lower than budgeted spend on the S106 programme (£1.6m). Additional

capital receipts of £6.5m were used on a Newlon Housing Scheme offset by lower than anticipated spend against budget. The lower borrowing figure is due to programme slippage.

- 9.14 Within the HRA the overall underspend contributed to the reduced level of borrowing, £22.4m under budget, as well as the application of the unbudgeted leaseholder contributions of £7.8m.

## **10. Reserves**

- 10.1. The Council holds an un-earmarked General Fund reserve. It also has a number of other earmarked reserves, which are set aside to provide contingency against unplanned events, fund one-off planned expenditure and help smooth uneven spend patterns. Council is required to annually review the adequacy of its' reserves which it did in February as part of the 2019/20 budget report. That report confirmed maintaining a General Fund unearmarked reserve of £15m. As described earlier in the report, this has been achieved with a small (£0.3m) addition.
- 10.2. In the light of the outturn position some additions to, and re-balancing between, reserves has taken place with the ultimate aim of directing resources to enable the transformational agenda and provide further resilience against under in delivery of the agreed and future savings programme. A total of £7m has been achieved; £3m from decommissioning the Community Infrastructure reserve and re-allocating the funds and £3.8m from funding LIP expenditure by borrowing enabling the GLA funding to be transferred to reserves (as outlined in paragraph 8.10).
- 10.3. The 2018/19 Transformation reserve has been used for two main purposes:
- Pump priming new pilot innovations to test if they will deliver the required change at scale
  - Providing the required staff and technology to enable specific, largescale transformations

The 2019/20 Transformation & enhanced IT Infrastructure reserves will continue to address both of these themes, but the focus will move to activity that provides larger scale returns in terms of savings, income and service transformations. So, for example, as the council's priorities increasingly move towards new ways of delivering services, including a stronger focus on prevention, digital access and automated processes, the reserve will prioritise those innovations that might start small but can scale quickly. Equally, we will see a greater proportion on reserve spending on technology enablers in 2019/20.

- 10.4. The 2018/19 closing earmarked reserves balances are £6.1m more than the opening figure. The biggest net increases have been to the Schools reserve (£2.7m) and the PFI lifecycle reserve (£3.9m).
- 10.5. As is recognised earlier in this report, the Council has what is known as a negative Dedicated Schools Grant (DSG) reserve of £2.2m. This is a common situation amongst education authorities due to the immense

pressure on their High Needs block and this has been recognised by the Department for Education (DoE). This negative reserve is presently held on the Council's balance sheet as part of its Services Reserve and is offset by its other component balances. As stated earlier, the authority will commence financial recovery planning for its DSG funded services, given the forecast further worsening DSG position in this year. The sector also continues its lobbying of the DoE for a substantial increase in its DSG grant funding. It should be noted that the Council's overall reserves position is such that this does not require the Council's s.151 officer to make any further recommendations as part of this report in this respect.

- 10.6. A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and resultant estimated closing position at 31/03/2019 is shown in Appendix 4. These are not expected to change however, will not be final until the completion of the 2018/19 accounts audit.

## **11. Conclusion**

- 11.1. Overall at the end of the 2018/19 financial year, the General Fund is broadly balanced showing a small underspend of £0.345m, as anticipated at Qtr 3 through the application of corporate mitigations. An improved balance sheet position has also been delivered.
- 11.2. As discussed in section 1, the driver for the overspend has been the two People priorities. The agreed write-off of unachievable savings in the Qtr 2 Cabinet report and some fundamental re-basing of the 2019/20 base budget positions for these services must place the Council in a stronger position to remain broadly in line with agreed budgets during 2019/20.
- 11.3. However, the budget gap from 2020/21 is circa £20m with £13m agreed savings to deliver in 2019/20. This is on top of the £16m savings plans already built into the Council's MTFs from 2020/21. It is therefore critical that officers and Members remain focussed on delivery and that robust monitoring and recovery processes are embedded across all parts of the organisation.

## **12. Contribution 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)**

### Chief Finance Officers Comments

- 13.1. There are no further Chief Finance Officer (CFO) comments or finance implications arising from this report. All related finance issues have been highlighted within the body of the report, as this is a report of the CFO.

### Assistant Director of Corporate Governance

13.2. The Assistant Director of Corporate Governance has been consulted on this report and confirms that all statutory and constitutional requirements have been addressed. There are no legal implications arising out of this report.

13.3. Strategic Procurement: PC – 29/05/2019

Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions.

Equalities

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

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

13.5. There are no equalities issues arising from this report. Separately, the Council's savings programmes are all subject to an assessment to ensure they do not impact negatively on any of the protected characteristic groups.

**14. Use of Appendices**

Appendix 1 – Revenue Directorate Level Outturn

Appendix 2 – HRA Outturn

Appendix 3 – Capital Carry Forwards

Appendix 4– Appropriations to / from Reserves

Appendix 5 - Budget Virements

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

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

- Budget management papers
- Medium Term Financial Planning Reports

15.2. For access to the background papers or any further information please contact Frances Palopoli– Head of Corporate Financial Strategy & Monitoring.



## Directorate Level Forecast Outturn

## Appendix 1

	2018/19 Revised Budget	Outturn	Movement to/(from) Reserves	Corporate Mitigation	Revised Outturn	Outturn to Budget Variance	Q3 (P9) Forecast to Budget Variance	Movement in Forecast Variance
<b>PRIORITY_1.PR Priority 1</b>	<b>64,039,459</b>	<b>72,693,195</b>	<b>457,457</b>	<b>-2,000,000</b>	<b>71,150,652</b>	<b>7,111,193</b>	<b>6,391,925</b>	<b>719,268</b>
PR1_CY.PR Childrens	51,597,670	60,308,369	388,090	-2,000,000	58,696,459	7,098,789	6,062,422	1,036,367
PR1_COMSIN.PR Commissioning	3,390,400	3,345,082	69,367		3,414,449	24,049	-18,600	42,649
PR1_PH.PR Public Health	5,960,070	6,013,036	0		6,013,036	52,966	20,000	32,966
PR1_SL.PR Schools & Learning	3,091,319	3,026,708	0		3,026,708	-64,611	328,103	-392,714
								0
<b>PRIORITY_2.PR Priority 2</b>	<b>98,161,926</b>	<b>104,302,467</b>	<b>9,920</b>	<b>-2,000,000</b>	<b>102,312,387</b>	<b>4,150,461</b>	<b>4,695,813</b>	<b>-545,352</b>
PR2_AS.PR Adults	81,629,146	87,834,243	-120,000	-2,000,000	85,714,243	4,085,097	4,540,732	-455,635
PR2_COMSIN.PR Commissioning	4,601,700	4,764,836	129,920		4,894,756	293,056	192,211	100,845
PR2_PH.PR Public Health	11,931,080	11,703,387	0		11,703,387	-227,693	-37,130	-190,563
								0
<b>PRIORITY_3.PR Priority 3</b>	<b>31,983,065</b>	<b>29,726,946</b>	<b>2,125,529</b>	<b>0</b>	<b>31,852,475</b>	<b>-130,590</b>	<b>264,899</b>	<b>-395,489</b>
PR3_COM.PR Commercial & Operati	29,204,655	27,324,984	2,074,529		29,399,513	194,858	274,399	-79,541
PR3_PH.PR Public Health	109,000	43,137	51,000		94,137	-14,863	0	-14,863
PR3_COMSIN.PR Commissioning (Cul	719,410	408,825	0		408,825	-310,585	-9,500	-301,085
PR3_CFO.PR Chief Finance Officer (,	1,950,000	1,950,000	0		1,950,000	0	0	0
								0
<b>PRIORITY_4.PR Priority 4</b>	<b>7,459,937</b>	<b>5,970,610</b>	<b>1,273,034</b>	<b>0</b>	<b>7,243,644</b>	<b>-216,293</b>	<b>-173,835</b>	<b>-42,458</b>
PR4_PRD.PR Regeneration, Planning	284,225	-83	0		-83	-284,308	-64,882	-219,426
PR4_HSEGW.T.PR Housing & Growth	1,183,567	979,886	363,700		1,343,586	160,019	58,728	101,291
PR4_PLAN.PR Planning	2,167,285	1,927,696	460,470		2,388,166	220,881	0	220,881
PR4_PCP.PR Property & Capital Proj	202,150	104,126	0		104,126	-98,024	-1,057	-96,967
PR4_REGEN.PR Regeneration	3,622,710	2,958,985	448,864		3,407,849	-214,861	-166,624	-48,237
								0
<b>PRIORITY_5.PR Priority 5</b>	<b>20,820,135</b>	<b>20,819,471</b>	<b>-143,176</b>	<b>0</b>	<b>20,676,295</b>	<b>-143,840</b>	<b>-31,953</b>	<b>-111,887</b>
AH03.PR Housing Demand	10,877,203	12,247,640	-143,176		12,104,464	1,227,261	1,400,188	-172,927
AH05.PR Housing Commissioned S	989,498	-299,648	0		-299,648	-1,289,146	-1,400,188	111,042
PR5_COMSIN.PR Commissioning	8,953,434	8,871,479			8,871,479	-81,955	-31,953	-50,002
								0
<b>PRIORITY_X.PR Priority X</b>	<b>27,158,250</b>	<b>23,533,725</b>	<b>-3,236,648</b>	<b>4,000,000</b>	<b>24,297,077</b>	<b>-2,861,173</b>	<b>-2,066,317</b>	<b>-794,856</b>
PRX_CFO.PR Chief Finance Officer	10,962,222	10,849,931	-3,999,637	4,000,000	10,850,294	-111,928	-1,789,322	1,677,394
PRX_CG.PR Corporate Governance	2,657,200	1,966,986	728,464		2,695,450	38,250	58,800	-20,550
PRX_CSL.PR Customer Service and L	4,746,000	4,940,016	0		4,940,016	194,016	138,997	55,019
PRX_DCE.PR Deputy Chief Executive	9,300	16,469	0		16,469	7,169	0	7,169
PRX_LCEO.PR Leader and Chief Exec	561,948	-549,723	649,907		100,184	-461,764	-535,723	73,959
PRX_SSC.PR Shared Service Centre	7,996,922	5,004,407	239,000		5,243,407	-2,753,515	-152,064	-2,601,451
PRX_TR.PR Transformation & Resou	224,658	1,305,638	-854,382		451,256	226,598	212,995	13,603
<b>TOTAL</b>	<b>249,622,772</b>	<b>257,046,414</b>	<b>486,116</b>	<b>0</b>	<b>257,532,530</b>	<b>7,909,758</b>	<b>9,080,532</b>	<b>-1,170,774</b>



## 2018/19 HRA Outturn

## Appendix 2

HRA BUDGET 2018/19	Revised Budget	Outturn	Outturn Variance	Q3 Forecast Variance	Forecast Variance Movement Outturn vs Q3
	£000's	£000's	£000's	£000's	£000's
<b>UE0721 Managed Services Income</b>					
H39001 Rent - Dwellings	(81,071)	(80,746)	325	381	(56)
H39101 Rent - Garages	(858)	(718)	139	128	12
H39102 Rent - Commercial	(138)	(702)	(564)	(618)	54
H39201 Income - Heating	(288)	(360)	(72)	(7)	(66)
H39202 Income - Light and Power	(1,095)	(1,078)	16	11	5
H39301 Service Charge Income - Leasehold	(8,124)	(8,649)	(525)	(336)	(189)
H39401 ServChgInc SuppHousg	(1,495)	(1,508)	(13)	(14)	1
H39402 Service Charge Income - Concierge	(1,562)	(1,509)	53	56	(3)
H39405 Grounds Maintenance	(2,307)	(2,236)	71	74	(2)
H39406 Caretaking	(1,845)	(1,786)	59	62	(3)
H39407 Street Sweeping	(1,891)	(1,866)	24	27	(3)
H40102 Water Rates Receivable	(7,090)	(7,126)	(36)	(22)	(14)
H40404 Bad Debt Provision - Leaseholders	210	(243)	(453)	0	(453)
<b>UE0721 Managed Services Income TOTAL</b>	<b>(107,554)</b>	<b>(108,528)</b>	<b>(974)</b>	<b>(258)</b>	<b>(717)</b>
<b>UE0722 Managed Services Expenditure</b>					
H31300 Housing Management WG	23	34	11	17	(6)
H32300 Housing Management NT	28	36	8	(4)	12
H33300 Housing Management Hornsey		23	23	27	(4)
H33400 TA Hostels	252	186	(66)	0	(66)
H34300 Housing Management ST	9	27	18	13	5
H35300 Housing Management BWF	11	0	(11)	(11)	0
H37210 Under Occupation	128	150	22	18	5
H39002 Rent - Hostels	(1,920)	(1,966)	(46)	(65)	18
H39404 Service Charge Income - Hostels	(330)	(340)	(10)	(13)	3
H40001 Repairs - Central Recharges	2	(11)	(13)	(14)	1
H40004 Responsive Repairs - Hostels	342	351	10	0	10
H40101 Water Rates Payable	6,024	6,031	7	35	(28)
H40104 HousMgmtRechg Central	107	232	125	125	0
H40111 Other RentCollection	162	124	(38)	(27)	(11)
H40201 Management Special - BWF	0	6	6	0	6
H40202 Management Special - Nth Tolt	0	30	30	0	30
H40203 Management Special - Sth Tolt	0	25	25	0	25
H40204 Management Special - Wood Grn	0	25	25	0	25
H40205 Management Special - Hornsey	0	19	19	0	19
H40206 HousMgmtRechg Energ	1,609	1,470	(139)	(300)	161
H40208 Special Services Cleaning	2,734	2,822	88	0	88
H40209 Special Services Ground Maint	1,802	1,681	(121)	(100)	(21)
H40212 HRA Pest Control	284	200	(84)	(50)	(34)
H40213 Estate Controlled Parking	20	16	(4)	0	(4)
H40303 Supporting People Payments	1,856	1,824	(31)	(20)	(12)
H40309 Commercial Property - Expenditure	0	8	8	10	(2)
H40401 Bad Debt Provision - Dwellings	664	2,416	1,752	0	1,752
H40405 BAd Debt Provision - Commercial	0	(89)	(89)	0	(89)
H40406 Bad Debt Provisions - Hostels	68	54	(14)	0	(14)
H40801 HRA- Council Tax	150	265	115	70	45
<b>UE0722 Managed Services Expenditure TOTAL</b>	<b>14,025</b>	<b>15,647</b>	<b>1,623</b>	<b>(289)</b>	<b>1,912</b>
<b>UE0731 Retained Services Expenditure</b>					
H38002 Anti Social Behaviour Service	581	782	201	184	18
H39601 Interest Receivable	(76)	(338)	(261)	(228)	(33)
H40112 Corporate democratic Core	765	572	(193)	(193)	0
H40301 Leasehold Payments	(139)	(55)	84	35	49
H40305 Landlords Insurance - Tenanted	312	318	6	6	0
H40306 Landlords - NNDR	132	37	(95)	(82)	(13)
H40308 Landlords Insurance - Leasehold	1,500	1,395	(105)	(105)	0
H40501 Capital Financing Costs	10,000	10,594	594	611	(16)
H40601 Depreciation - Dwellings	20,068	17,045	(3,024)	(4,518)	1,494
H40805 ALMO HRA Management Fee	39,275	39,151	(124)	0	(124)
H49000 Housing Revenue Account	16,715	16,715	0	0	0
H60002 GF to HRA Recharges	2,952	3,034	82	77	5
H60003 Estate Renewal	300	459	159	39	120
H60004 HIERS/ Regeneration Team	867	967	100	0	100
S11100 Emergency Response Management	0	216	216	300	(84)
S14400 Supported Housing Central	278	305	27		27
<b>UE0731 Retained Services Expenditure TOTAL</b>	<b>93,529</b>	<b>91,196</b>	<b>(2,332)</b>	<b>(3,875)</b>	<b>1,542</b>
<b>(Surplus) for the year on HRA Services</b>	<b>0</b>	<b>(1,684)</b>	<b>(1,684)</b>	<b>(4,422)</b>	<b>2,738</b>
<b>Statutory Financial Accounting Adjustments</b>		787			
		(897)			
<b>Transfers to/(from) Reserves</b>		897			
<b>HRA balance</b>		0			



## Capital Carry Forward

## Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
101	Primary Sch - repairs & maintenance	1,337	570	(767)	767	0	The majority of the slippage relates to contractually committed expenditure or for essential works scheduled or summer 2019
102	Primary Sch - mod & enhance (Inc SEN)	7,473	3,066	(4,408)	4,408	0	The majority of the slippage relates to contractually committed expenditure or for essential works scheduled or summer 2020
103	Primary Sch - new places	72	(131)	(203)	203	0	The majority of the slippage relates to contractually committed expenditure or for essential works scheduled or summer 2021
104	Early years	22	3	(19)	19	0	N/A
109	Youth Services	214	104	(110)	110	0	Required for service improvement
114	Secondary Sch - mod & enhance (Inc SEN)	1,115	915	(200)	200	0	To assist in funding 2019/20 programme
117	Children Safeguarding & Social Care	204	35	(170)	170	0	Committed to a scheme to expand foster carers homes
118	Special Provision Fund & Healthy Schools Capital Funding	252	242	(10)	10	0	This is scheme specific funding that cannot be used for any other purpose
199	P1 Other (inc Con't & Social care)	571	0	(571)	571	0	Requested to cover unforeseen events within the programme
<b>Priority 1 - Children's</b>		<b>11,260</b>	<b>4,803</b>	<b>(6,457)</b>	<b>6,457</b>	<b>0</b>	

207	New Day Opp's Offer	87	60	(27)	27	0	To continue to provide equipment
208	Supported Living Schemes	800	55	(745)	745	0	To provide funding for works to convert houses to facilitate higher quality care and reduced costs
209	Assistive Technology	620	0	(620)	620	0	The roll out of assistive technology was delayed but will be implemented in 2019/20 to provide solutions that enable people to stay in their home.
212	Linden house Adaptation	850	94	(756)	756	0	The development of the design has taken longer than expected due to the requirements of potential residents.
213	Canning Crescent Assisted Living	2,900	2,558	(342)	342	0	Funding is required to continue to develop the scheme to provide 21 supported housing units and the relocation of the Clarendon Road College
214	Osborne Grove Nursing Home	200	44	(156)	156	(0)	Funding is required to continue to develop the proposed scheme for the nursing home
216	Homelessness Hub	300	41	(259)	259	(0)	The funding is committed to the scheme to fit out the hub.
<b>Priority 2 - Adults</b>		<b>5,757</b>	<b>2,852</b>	<b>(2,905)</b>	<b>2,905</b>	<b>(0)</b>	

## Capital Carry Forward

## Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
301	Street Lighting	1,225	1,254	29	(29)	0	The overspend will be carried forward and be deducted from the 2019/20 allocation
302	Borough Roads	4,164	4,172	8	(8)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
303	Structures (Highways)	1,261	81	(1,180)	1,180	0	Due to unforeseen utilities issues, the North Hill retain wall project has been delayed.
304	Flood Water Management	567	519	(48)	48	(0)	The existing contractor withdrew at the last moment requiring the procurement of a new contractor to do the works.
305	Borough Parking Plan	865	556	(310)	310	0	This scheme is committed so the resources need to be carried forward
307	CCTV	0	2	2	(2)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
309	Local Implementation Plan(LIP)	4,349	3,632	(717)	717	(0)	This is grant funding that has been agreed to be carried forward by TfL
310	Developer S106 / S278	750	486	(264)	264	(0)	This is scheme specific funding that cannot be used for any other purpose
311	Parks Asset Management:	312	386	74	(74)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
313	Active Life in Parks:	431	262	(170)	170	0	Carry forward requested to continue existing programme of works
314	Parkland Walk Bridges	1,373	115	(1,258)	1,258	(0)	This scheme is complex with many interactions with 3rd parties and statutory undertakers leading to delay in procurement
316	Asset Management of Council Buildings	3,797	2,579	(1,218)	1,218	(0)	The resources are required to be carried forward to continue the essential remediation works on the council's buildings
317	Down Lane MUGA	420	5	(415)	415	(0)	This is scheme specific funding that cannot be used for any other purpose
320	LCP - Dynamic Purchasing System	918	761	(157)	157	0	This scheme is committed so the resources need to be carried forward
321	MOPAC - Crime & Disorder Reduction	121	0	(121)	121	0	This is scheme specific funding that cannot be used for any other purpose
322	Finsbury Park	850	284	(566)	566	(0)	This is scheme specific funding that cannot be used for any other purpose
<b>Priority 3 - Safe &amp; Sustainable Places</b>		<b>21,403</b>	<b>15,092</b>	<b>(6,311)</b>	<b>6,311</b>	<b>(0)</b>	

## Capital Carry Forward

## Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
401	Tottenham Hale Green Space	5,887	262	(5,625)	5,625	(0)	This scheme is committed as part of the SDP in Tottenham Hale
402	Tottenham Hale Streets	15,051	4,694	(10,357)	10,357	0	This scheme is committed as part of the SDP in Tottenham Hale
406	Opportunity Investment Fund	1,868	776	(1,093)	1,093	0	This is scheme specific funding that cannot be used for any other purpose
407	Growth on the High Road	44	76	32	(32)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
411	Tottenham High Rd & Bruce Grove Stn	419	0	(419)	419	0	This funding is part of the match funding for the Tottenham High Road strategy
415	North Tott Heritage Initiative	1,109	283	(826)	826	(0)	This is scheme specific funding that cannot be used for any other purpose
418	Heritage building improvements	2,500	0	(2,500)	2,500	0	This is scheme specific funding that cannot be used for any other purpose
421	HRW Acquisition	6,815	4,251	(2,564)	2,564	0	This scheme is committed so the resources need to be carried forward
427	White Hart Lane Public Realm (LIP)	3,264	2,206	(1,058)	1,058	(0)	This is scheme specific funding that cannot be used for any other purpose
429	Site Acq (Tott & Wood Green)	4,745	1,510	(3,235)	3,235	0	This funding is required to continue the acquisition of properties in the Wood Green regeneration area
430	Wards Corner CPO	5,000	0	(5,000)	5,000	0	This is scheme specific funding that cannot be used for any other purpose
434	Wood Green Regeneration	173	9	(163)	163	(0)	This funding is required to continue with the Wood Green regeneration project
435	Wood Green Station Road	190	278	88	(88)	(0)	The overspend will be carried forward and be deducted from the 2019/20 allocation
438	Vacant possession Civic Centre	2,641	2,294	(347)	347	0	This funding is required to meet the potential costs in 2019/20 of the scheme's final account
444	Marsh Lane	878	715	(163)	163	(0)	Funding is required to continue with the Marsh Lane depot project which is due to go to tender shortly
450	Winkfield Road	202	138	(63)	63	(0)	This scheme is committed so the resources need to be carried forward
452	Low Carbon Zones	315	141	(174)	174	0	This scheme is committed so the resources need to be carried forward
464	Bruce Castle	142	23	(119)	119	0	Funding is required to continue the works at Bruce Castle
465	District Energy Network (DEN)	1,179	83	(1,096)	1,096	(0)	This is scheme specific funding that cannot be used for any other purpose
471	Tailoring Academy Project	655	414	(241)	241	(0)	This is scheme specific funding that cannot be used for any other purpose
474	Tottenham High Road Strategy	800	0	(800)	800	0	This funding is part of the match funding for the Tottenham High Road strategy
475	Tottenham Green Public Realm Scheme Phase 2	1,004	25	(979)	979	0	This is grant funding that has been agreed to be carried forward by TfL
477	Strategic Regeneration Initiatives	2,000	0	(2,000)	2,000	0	This funding is required to enable the Council to respond to strategic regeneration initiatives
478	Wood Green Good Growth Fund	650	577	(73)	73	(0)	This is scheme specific funding that cannot be used for any other purpose
479	54 Muswell Hill Health Centre	1,100	0	(1,100)	1,100	0	This scheme is committed so the resources need to be carried forward
<b>Priority 4 - Growth &amp; Employment</b>		<b>58,630</b>	<b>18,754</b>	<b>(39,875)</b>	<b>39,875</b>	<b>(0)</b>	

## Capital Carry Forward

## Appendix 3

Scheme Ref. No.	Scheme Description	2018/19 Full Year Revised Budget (£'000)	2018/19 Final Outturn (Draft) Budget (£'000)	Variance Overspend / (Underspend) (£'000)	Capital Slippage Requested (Carried Forward) (£'000)	Variance after Slippage Request (£'000)	Reason for Capital Slippage
506	TA Property Acquisitions Scheme	4,175	1,759	(2,416)	2,416	0	The funding is required for the Community Benefit Society acquisition of high quality temporary accommodation
509	CPO - Empty Homes	1,050	0	(1,050)	400	(650)	Funding required to enter into compulsory purchase of homes and once refurbished they are sold
510	Temporary Accommodation Acquisition Programme	25,000	10,973	(14,027)	14,027	0	The funding is required for the Community Benefit Society acquisition of high quality temporary accommodation
<b>Priority 5 - Homes &amp; Communities</b>		<b>30,225</b>	<b>12,733</b>	<b>(17,492)</b>	<b>16,843</b>	<b>(649)</b>	

601	Business Imp Programme	3,450	3,296	(155)	155	0	The carry forward request is made to enable the creation of a fund for ICT transformation
602	Corporate IT Board	3,609	63	(3,546)	3,546	(0)	The carry forward request is made to enable the creation of a fund for ICT transformation
603	ICT Shared Service - Set Up / Seed Money	2,500	816	(1,684)	1,684	(0)	The carry forward request is made to enable the creation of a fund for ICT transformation
604	Continuous Improvement	2,568	187	(2,381)	2,382	0	The carry forward request is made to enable the creation of a fund for ICT transformation
605	Customer Services (Digital Transformation)	1,319	353	(965)	965	(0)	The carry forward request is made to enable the creation of a fund for ICT transformation
606	Hornsey Library Refurbishment	1,501	656	(844)	844	(0)	The funding is required for the works at the Library, contract for which is to be let shortly
621	Libraries IT and Buildings upgrade	534	148	(386)	386	(0)	Carry forward requested to enable continued investment in Libraries ICT and buildings
698	Responsiveness Fund	3,500	0	(3,500)	2,000	(1,500)	Carry forward requested to enable the Council to respond to n year requests for match funding
699	P6 - Approved Capital Programme Contingency	(42)	75	117	1	118	N/A
<b>Priority 6 - Enabling</b>		<b>18,939</b>	<b>5,594</b>	<b>(13,345)</b>	<b>11,963</b>	<b>(1,382)</b>	
<b>TOTAL GF CAPITAL PROGRAMME</b>		<b>146,215</b>	<b>59,828</b>	<b>(86,387)</b>	<b>84,354</b>	<b>(2,033)</b>	

## Priority 5 - Housing Revenue account

590	HRA - P5 Homes for Haringey (HFH)	54,792	37,590	(17,202)	17,202	0	Carry forward requested to fund works on the Broadwater Farm Estate
593	HRA - P5 Stock Acq	4,901	2,534	(2,367)	2,367	0	Carry forward requested to fund works on the Broadwater Farm Estate
594	HRA - P5 New Build	1,328	2,236	908	510	1,418	Carry forward requested to fund works on the Broadwater Farm Estate
598	HRA - Estate Regen (500 White Hart Lane)	5,921	2,425	(3,496)	3,496	0	Carry forward requested to fund works on the Broadwater Farm Estate
<b>TOTAL HRA CAPITAL PROGRAMME</b>		<b>66,942</b>	<b>44,786</b>	<b>(22,156)</b>	<b>23,575</b>	<b>1,419</b>	
<b>OVERALL CAPITAL PROGRAMME</b>		<b>213,157</b>	<b>104,614</b>	<b>(108,542)</b>	<b>107,929</b>	<b>(614)</b>	



## APPENDIX 4

Note	Balance at 31/03/17	Transfer In 2017/18	Transfer Out 2017/18	Balance at 31/03/18	Transfer In 2018/19	Transfer Out 2018/19	Balance at 31/03/19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>General Fund Reserve</b>	<b>(15,897)</b>	<b>0</b>	<b>404</b>	<b>(15,493)</b>	<b>(346)</b>	<b>0</b>	<b>(15,839)</b>
<b>General Fund earmarked reserves:</b>							
Schools reserve	(7,876)	0	169	(7,707)	(2,675)	0	(10,382)
Transformation reserve	(10,339)	(584)	2,848	(8,075)	(3,345)	5,325	(6,095)
Services reserve	(8,313)	(2,549)	4,442	(6,420)	(7,809)	6,351	(7,878)
PFI lifecycle reserve	(9,016)	(1,408)	660	(9,764)	(3,920)	0	(13,684)
Treasury Reserve	(5,103)	(1,404)	1,094	(5,413)	0	367	(5,046)
Insurance reserve	(4,862)	(1,769)	1,470	(5,161)	(751)	0	(5,912)
Unspent grants reserve	(3,513)	(5,700)	722	(8,491)	(9,235)	10,389	(7,337)
Community infrastructure reserve	(3,000)	0	0	(3,000)	0	3,000	0
Labour market growth resilience reserve	(1,578)	(465)	788	(1,255)	0	550	(705)
Financing reserve	(880)	(6,544)	1,133	(6,291)	0	0	(6,291)
IT infrastructure reserve	(838)	0	0	(838)	(2,162)	0	(3,000)
Resilience reserve	0	(5,074)	0	(5,074)	(2,229)	0	(7,303)
Other reserves	(1,126)	0	400	(726)	0	0	(726)
<b>GF earmarked reserves:</b>	<b>(56,446)</b>	<b>(25,497)</b>	<b>13,726</b>	<b>(68,215)</b>	<b>(32,126)</b>	<b>25,983</b>	<b>(74,357)</b>
<b>Total General Fund Usable Reserves</b>	<b>(72,343)</b>	<b>(25,497)</b>	<b>14,130</b>	<b>(83,708)</b>	<b>(32,472)</b>	<b>25,983</b>	<b>(90,196)</b>
<b>Housing Revenue Account</b>	<b>(29,540)</b>	<b>(2,298)</b>	<b>1,286</b>	<b>(30,552)</b>	<b>(897)</b>	<b>124</b>	<b>(31,325)</b>
<b>Housing Revenue Account earmarked Reserves:</b>							
HRA Smoothing reserve	(6,339)	0	0	(6,339)	0	6,339	0
Homes for Haringey	(629)	(672)	0	(1,301)	(124)	0	(1,425)
<b>HRA earmarked reserves</b>	<b>(6,968)</b>	<b>(672)</b>	<b>0</b>	<b>(7,640)</b>	<b>(124)</b>	<b>6,339</b>	<b>(1,425)</b>
<b>Total HRA Usable Reserves</b>	<b>(36,508)</b>	<b>(2,970)</b>	<b>1,286</b>	<b>(38,192)</b>	<b>(1,021)</b>	<b>6,463</b>	<b>(32,750)</b>

## Description of Reserves Purpose and 2018/19 Usage

**General Fund Reserve** - The purpose of the general fund reserve is to manage the impact of emergencies or unexpected events. Without such a reserve, the financial impact of such events could cause a potential financial deficit in the general fund, which would be severely disruptive to the effective operation of the authority. The reserve should militate against immediate service reductions if there were any unforeseen financial impacts.

**Schools Reserve** - This balance represents the net balances held by the Council's 63 schools. The Secretary of State for Education allows Local Authorities to have within their Scheme for Financing Schools a provision whereby surplus balances that are deemed excessive can be withdrawn from the school in question and applied elsewhere within the Dedicated Schools Budget.

**Transformation Reserve** - This reserve is earmarked for the costs associated with the Council's Transformation programmes including the investment necessary to deliver longer term efficiencies and change, together with the associated costs of redundancies and decommissioning.

**Services Reserve** - It is Council policy that services may request funds to be carried forward, this is subject to approval by the Cabinet in the year-end financial outturn report. This reserve earmarks those funds to either be carried forward to the following financial year or retained. This reserve also includes the Dedicated Schools Grant (DSG) balance which is currently a negative £2.2m balance for 2018/19. The Council is instigating recovery planning.

**PFI Lifecycle Reserve** - The PFI reserve is increased by PFI grant received in excess of contractual payments. This will be utilised to fund future years' PFI related costs.

**Treasury Reserve** - The treasury reserve represents funds the Council has set aside for debt related costs including the potential repayment of debt and for funding of future capital expenditure.

**Insurance Reserve** - The Council self-insures a number of risks including liability, property and theft. Insurance claims are erratic in their timings and so the Council maintains a reserve to smooth the charge to the Council's revenue account in the same way as a premium to an external insurance



provider would smooth charges to the revenue account. The increase to the reserve level has been made possible by a reduced provision requirement. As the Council carries relatively high levels of excess and it is deemed prudent to use provide greater resilience against future claims.

**Unspent Grants Reserve** - This reserve holds grant income which has been received and recognised in the year they have been allocated to the authority, but which will finance related expenditure in future years. These come with conditions setting out how the funding must be used.

**Community Infrastructure Reserve** – This reserve was created as part of the 2013/14 budget setting in recognition that the Council would need to grow it's revenue base (Council Tax/Business Rates) as government funding reduced. This agenda is now being delivered via the capital programme as well as from the impact that the lifting of the HRA borrowing cap has had on building new dwellings and therefore, this balance has been re-allocated.

**Labour Market Growth Resilience Reserve** - It is beneficial for the Council to support people into work and this reserve will support activities which achieve that aim.

**Financing Reserve** - This reserve was created to hedge the risks associated with funding the transformation programmes across the MTFs which rely increasingly on the application of flexible capital receipts.

**IT Infrastructure Reserve** - The Council has built into base budgets limited provision for the planned maintenance and renewal of certain assets as, by their nature these costs are irregular in their occurrence.

**Resilience Reserve** - This reserve is used as a measure to offset non-delivery / delay of planned savings and other budget risks contained within the MTFs. It provides additional robustness and financial resilience for the Council.

**Other Reserves** - This reserve represents other small reserve balances held by the Council.

#### Analysis by Priority of Movements In/Out of the Three Main Service Related Reserves

	Transformation reserve		Services reserve		Unspent grants reserve	
	£'000		£'000		£'000	
	Transfers In	Transfers Out	Transfers In	Transfers Out	Transfers In	Transfers Out
Opening Balance (01/04/2018)	(8,075)		(6,420)		(8,491)	
Total Priority 1	0	1,543	(1,175)	4,817	(401)	435
Total Priority 2	(23)	827	0	23	(569)	439
Total Priority 3	(547)	848	(1,729)	498	(273)	100
Total Priority 4	0	0	(950)	466	(60)	111
Total Priority 5	0	0	0	0	0	143
Total Priority X	(2,775)	2,107	(3,954)	548	(7,932)	9,161
<b>Total Transfers (In)/Out</b>	<b>(3,345)</b>	<b>5,325</b>	<b>(7,809)</b>	<b>6,351</b>	<b>(9,235)</b>	<b>10,389</b>
<b>Closing Balance (31/03/2019)</b>	<b>(6,095)</b>		<b>(7,878)</b>		<b>(7,337)</b>	

## Virements for Cabinet Approval

## Appendix 5

## Transfers from Reserves &amp; Contingencies (2018/19) - for noting

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
12	2	Adults	Revenue	707,000		Transfer from Reserves	Drawdown from the Transformation Fund Reserve to fund the Priority 2 Transformation Programme
12	1	Children's	Revenue	1,057,000		Transfer from Reserves	Drawdown from the Transformation Fund Reserve to fund Children's Service Transformation Activity

## Virements for Approval (2018/19)

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
11	X	Finance	Revenue		2,059,202	Budget Realignment	Realignment of Finance staffing budgets to reflect the new structure
12	1	Children's	Capital	464,942		Grant Allocation	Healthy Schools and Special Provision Capital Funding received from DfE.
10	4	Housing, Regeneration & Planning	Capital	369,382		Budget deletion	Deletion for budget provision for Northumberland Park scheme and budget transferred to contingency
10	4	Housing, Regeneration & Planning	Capital	500,000		Budget deletion	Deletion of budget provision for Schools re-provision in North Tottenham and budget transferred to contingency
10	4	Housing, Regeneration & Planning	Capital	250,000		Budget deletion	Deletion of budget provision for Wood Green HQ-Library & Customer service centre scheme and budget transferred to contingency
10	4	Housing, Regeneration & Planning	Capital	1,100,000		Budget transfer	Budget transfer from the capital contingency pot to 54 Muswell Hill Health Centre capital scheme
10	3	Environment & Neighbourhood	Capital	495,000		Budget transfer	Budget transfer from capital contingency pot to Parking Plan capital scheme re: CPZ funding
10	4	Housing, Regeneration & Planning	Capital	300,000		Budget transfer	Budget transfer from Ways of Working (scheme 639) to Civic Centre - VP (scheme 438)
10	6	Enabling	Capital	696,000		Budget transfer	Budget transfer from Corporate Landlord (scheme 316) to Hornsey Library (606) for refurbishment work as agreed by cabinet
10	3	Environment & Neighbourhood	Capital	720,000		Budget reprofile	Budget reprofiled to 2019/20 due to works delay for the Bull Lane MUGA delivery
10	4	Housing, Regeneration & Planning	Capital	2,800,000		Budget deletion	Deletion for budget provision for Bruce Grove Public Realm
10	2	Adults	Capital	650,000		Grant Allocation	NHS England Grant received for Linden House Assisted Living refurbishment
10	3	Environment & Neighbourhood	Capital	850,000		Budget allocation	Budget allocation for Finsbury Park: Over 8's Play Space creation
10	2	Adults	Capital	274,836		Grant Allocation	Additional DFG grant award
10	4	Housing, Regeneration & Planning	Capital	466,000		Grant Allocation	DfT grant received towards the local highways maintenance and Pothole repairs
12	4	Housing, Regeneration & Planning	Capital	404,200		Budget Realignment	Budget realignment across schemes within the Tottenham Green phase 2 project
12	3	Environment & Neighbourhood	Capital	643,081		Budget Realignment	Realignment of budgets within Park Services capital scheme
12	2	Adults	Capital	700,000		Budget transfer	Budget transfer from Supported Living to Linden House Assisted Living (£200k), Osborne Grove Nursing Home (£200k) & Single Homelessness Hub (£300k)
		<b>Total 2018/19</b>		<b>6,407,441</b>	<b>2,059,202</b>		



This page is intentionally left blank

**Report for:** Overview and Scrutiny Committee 22-07-19

**Title:** Front Office, Back Office Transformation Programme - update

**Report authorised by :** Richard Grice, Director of Customers, Transformation and Resources

**Lead Officer:** Belinda Black  
Tel: 07976 077149  
Email: belinda.black@haringey.gov.uk

**Ward(s) affected:** All

### **Report for Non Key Decision**

#### **1. Purpose of this report**

This report provides an update on the Front Office, Back Office Transformation Programme since the report brought to Overview and Scrutiny Committee on the 30-4-19.

The programme welcomes any comments and recommendations from the committee.

#### **2. Content**

The request from Overview and Scrutiny Committee in April 2019 was:

That a further report be made to the Committee in July 2019 and that this include:

- Details of engagement with the trade unions and how staff were informing the process;
- Support provided to staff who wished to remain;
- Lessons learnt from previous reorganisations;
- Arrangements for providing assistance in accessing services for people whose first language is not English; and
- Clarity on the number of staff required to cover workloads.

It was also requested that a visit is arranged to the Council's Contact Centre before the proposed changes have been implemented.

#### **3. Engagement with Trade Unions and lessons learned from previous reorganisations**

##### **a) Trade Unions**

The programme team, Corporate and Customer Services management team and HR have been liaising with the trade unions regarding the impact of the programme on staff, and in particular the approach to supporting staff which is covered in more detail in section 5. below.

Regular monthly meetings, as well as adhoc meetings on request, have taken place to discuss all issues relating to staff and all consultation processes and documents have been discussed and shared for comment prior to the consultation launches in June 2019.

So far there has been open, constructive and pragmatic dialogue to ensure as smooth a transition as possible, and this will continue. The programme team and management team have particularly taken on board comments and suggestions that the trade unions have raised regarding potential selection processes and points that they have raised based on their experiences in other reorganisations, for example the use of terminology in interviews.

### **b) Lessons learned**

The feedback from trade unions, HR and staff about other reorganisations have been used to design the processes for the current consultation. On completion of the staff consultation, a questionnaire will be sent to all staff involved to ask them about their experience before and during the process. Responses, positive and negative, will be used to inform future restructures within the council.

## **4. How staff are informing the programme**

### **a) Initial workshops**

The Front Office, Back Office Programme has been heavily reliant on staff input which has helped inform both the scope and prioritisation of the projects we are delivering.

Between October-December 2018 the Programme team ran a series of workshops and drop-ins with staff in all affected areas (Revenues, Benefits, HR, Finance and others). 8 main workshops were delivered involving approximately 75 service representatives. The workshops produced a list of various opportunities that staff felt could be explored to enable a better customer and staff experience. The focus of these opportunities was to find more efficient ways of providing services which enhanced the customer experience and ability to self-serve and in turn allowed staff to focus on priority areas of work.

Staff voted on their favourite item and these were then discussed with Service Managers. A council-wide drop in was then initiated to enable all staff to participate and provide feedback. We also ensured that there was alignment with the Chief Executive's campaign around staff suggesting improvement opportunities.

Since then, the selected projects have continued to engage with staff to support the design and testing of the various processes. Using an Agile approach means that project items are looked at with pace in mind to produce new processes/forms, that staff were then able to try and test on a regular basis. The Programme continues to maintain a joined up approach between the project teams and service reps to ensure full collaboration. This collaboration comes in the form of joint ownership of the various projects. For every project there is both a Programme lead and Service lead who meet regularly as part of the project reporting and agile huddles (daily/weekly short catch ups). This means the transition to business as usual is smoother when the projects come to their natural end. In all the Services the Programme is supporting, existing staff are being used to work on the projects and in some cases staff have been backfilled to work on the Programme full time.

**b) Officers involved in the programme delivery**

Currently 17 Haringey employees are involved directly in programme delivery and include:

Role	Full time /Part time	Grade
Project Delivery Manager	Full time	PO8
Project Managers x3	Full time	PO5-6
Business Analysts x2	Full time	PO4-8
Programme / Project Support x6	Full time/Part time	PO2-5
Business Change Lead	Full time	HC1A
Service Leads x4	Full time/Part time	PO2-PO8

This does not include employees who support Front Office, Back Office governance, managers and staff involved in supporting development of new service designs in workshops and promoting change (i.e. Front Office, Back Office change network). Of these 17, 10 are fully funded by Front Office, Back Office and 7 are part funded.

**c) Change Champion Network**

Launched on 21-05-19 with 30 staff as change champions following four workshops. Change champions are staff from across the council that work to help inform and update their colleagues on the programme. These staff are also responsible for producing newsletters, informing management of any concerns from staff and helping to run workshops and events.

The change champions have helped provide training to other new champions and are actively recruiting from their own ranks. The champions will test out some of the new internal processes; for the new HR portal for instance we will ask the change champions to carry out testing to see if the new pages make sense and are easy to use.

**d) Blogs**

A weekly blog on Mondays are a regular feature of the communications from a wide range of Front Office, Back Office stakeholders. The most popular blogs

come from people involved in the programme. The change champions network will encourage more people to come forward and blog.

Attached as appendices 1 and 2 are two examples of blogs written by Haringey employees.

#### **e) Newsletters**

The first change champions newsletter, appendix 3 attached as a separate pdf. document, was produced in May 2019 by officers within the services in the Front Office, Back Office programme. It included information about the Change Champions workshop, updates on some of the opportunities already delivered and those in development, an item on the working culture in Haringey and how everyone can help it improve, and the Change Champions mailbox for all staff to share ideas, ask questions and express any concerns.

#### **f) Culture**

Culture change is a part of every change programme, and is a much longer term objective. The use of change champions to work with the project team helps to embed new processes and deliver the change required.

Following the launch of staff consultation, the overall sense from staff is that there was very little surprise with regards to its content largely as a result of being open and transparent about the changes. The regular blogging and staff events telling people what is happening have helped to move the people to the acceptance phase much earlier.

We will record this as best practice going forward so that it feeds into future change programmes.

### **5. Support to staff who wish to remain (or are affected by the changes)**

Since the last report there have been a few changes to the proposed restructures, including agreement to a request from Children Services to transfer the officers currently in Corporate and Customer Services who provide business support to their department. Through a series of discussions with Senior managers from both Children's and Corporate and Customer Services, it became apparent that the operating model that Children's Services are aiming for their social work teams is contrary to the centralised model currently in place. Children's Services are wanting to create small, self-organising teams with dedicated business support and therefore the transfer of staff back to them would enable this model to be created

The current position is that services in scope of the FOBO programme are reducing from a total of c259 posts to c208.5, a reduction of 50.5 posts. Taking into account the reductions that can be achieved from posts currently vacant or filled by agency staff, or by permanent staff choosing to reduce the hours they currently work, the number of permanent staff affected is now 24.5.

The table in appendix 4 shows the detail by service area.



The programme is working closely with colleagues in HR and service managers to ensure we provide every assistance to staff during the changes.

Letters were sent to all staff in the services affected by the changes inviting them to consultation meetings on 24-6-19 for back office services and 26-6-19 for front office services. The letter also provides details of the Supporting Change offer as outlined in appendix 5.

The meetings were led by senior managers and attended by the Assistant Director of Corporate and Customer Services, trade union representatives and Front Office, Back Office programme representatives to answer any questions staff raised. Staff were taken through:

- The purpose of the consultation
- Why changes were being made
- How the services (IT, processes etc.) were being changed
- The proposal for the structure of the service
  - Current structure
  - Proposed future structure
  - Detail of how the service would move from current to proposed structure – this included details of vacant posts
- Support available in addition to the council's Supporting Change offer, including:
  - Weekly drop in sessions with managers
  - Trade Union support
  - One to one sessions with senior managers
- Dates when feedback would be provided and the final structure would be approved following the consultation period.

Following the presentation and a question and answer session, senior managers and programme representatives handed the room over to the trade union representatives so that they could talk to the staff privately.

It was emphasised by everyone at the meetings that management wanted staffs views and contributions to the process and needed anyone who is interested in redundancy to register their request so that we can focus our attention on retaining and deploying as many of the remaining staff as possible.

It is recognised that redundancy will be a welcome opportunity for some staff, and we are confident that by using this approach we will be able to focus our redeployment efforts on those who really do want to continue to work with us, and that this number is likely to be far less than the current number of 24.5 staff who could be displaced.

During the consultation period, all feedback or registered interest in voluntary redundancy, redeployment or reduced hours will be collected and considered. Any general questions received will be responded to, both to the officer who raises it and any other staff it may be relevant to.

Consultations will not be completed until 23-7-19 in the back office services and 25-7-19 in customer services so we are unable to provide the final breakdown of the staff preferences with regard to voluntary redundancy and redeployment in this report. However, at the time of writing we had received 15 initial enquiries/requests for voluntary redundancy.

It is the clear aim of all involved that we do not have any compulsory redundancies from the Sc6 grouping. This will be achieved by voluntary redundancies and dynamic deployment – internal adverts, converting secondments and deployment.

The HR Business Partner for affected services is liaising with the HR Business Partners for other parts of the Council where there are shortages for skills such as project management to identify opportunities to apply a 'talent management approach' to filling some of these vacancies with staff from affected areas. This will require backing from Corporate Board and managers across the Council.

The HR Business Partner is screening all posts prior to internal or external for consideration of internal advertising and positive attraction to apply for roles from amongst affected services.

Only staff who are directly affected by the current role reduction proposals are entitled to apply for voluntary redundancy. However, staff unaffected who work across Corporate and Customer Services have also been asked to let it be known if they are interested in voluntary redundancy. This will mean that, if there are any staff who are at threat of compulsory redundancy, we will try to transfer them into any suitable roles for which they have the necessary transferable skills where redundancy requests have been made by unaffected staff.

### **6. Assistance to be provided for residents whose first language is not English**

Haringey Council believes that all members of the community have the right to equal access to information and services provided by the Council. The Council currently provides:

- Automatic translation of webpages via Google Translate. This provides translation services for 12 languages currently
- Access to an interpreter either in person or on the telephone. This is free of charge to customers
- Translation of council letters or other council documents.

However, we also positively encourage customers to use a friend or family member who can speak English to provide support.

Through Front Office, Back Office, some improvements to date include new decision trees on our website helping residents' access information and be directed to the right pages in a much easier way. These have been designed to be better to use for customers whose first language is not English.

In addition, we have held workshops with staff in the service centres to identify how we could better support customers to triage and encourage self service. This includes customers whose first language is not English.

### 7. **Number of staff required to cover workloads**

A key principle of the Front Office, Back Office programme is that there will be no reductions in staffing levels until the opportunities have been delivered, new systems and process are embedded and functioning to plan. Many of the benefits in stage 1 are predicated either:

- on the volume of customer contact being reduced or removed (as more residents self serve) or
- the way in which council processes are delivered have been improved and take less time.

Every month the programme tracks the impact of these benefits to determine whether savings can be released without an adverse impact on staff workload. So, in this regard, no staff will be required to cover increased workloads, but if this did happen it would be a minimal amount and only for a short period of time to cover the transition to the new way of working.

For example, one of the benefits of introducing a new telephone queue call back system is that the average handling times for calls that choose a call back is less than for those that don't. This means less contact centre agents will be required as some telephone calls are now shorter in duration. In another example one of the benefits of introducing new process automation in software in Revenues and Benefits is that some customer contacts and service requests will be able to be processed by the system without the current manual intervention by staff.

This subject is a key area of concern for the trade unions and the programme will work with them, and the staff involved, to explain how the calculations were made and how they are being measured.

### 8. **Contact Centre Visit**

On 20-06-19 the Contact Centre welcomed the visit of the Overview & Scrutiny Committee. During the visit the committee members had the opportunity to meet staff, see the operation in practice and generally understand how the contact centre operates across all the various channels of contact. It was understood by officers that the Committee found the visit insightful and felt it would be beneficial to open up the offer to other elected members to visit at planned intervals.

### 9. **Additional information**

#### **Engagement with members**

As part of the project to remodel the way in which the Council is contacted to make formal enquiries, we will be looking to meet with Members to obtain their thoughts on this. While the implementation of the enhanced technology is well underway, the design and modelling of the process is still at a design phase. Using an Agile methodology and Human Centred Design means that we are keen to trial and improve things in short sharp cycles with constant input from those that are users of the process. An initial meeting with Cllr Chandwani is being set up to obtain some initial thoughts on this.

### **Next Steps**

A further report will be come to Overview and Scrutiny in Autumn focussing on the opportunities that have been delivered and the savings that have been achieved. Appendix 6 provides an updated roadmap for the Front Office, Back Office programme timeline showing activites completed so far and planned in this stage.

## Appendix 1: Example of Staff Blog



### Blog by Carla Segel: Bricks and Pieces - FOBO and Lego

I hope everyone had a lovely bank holiday and enjoyed the glorious weather. I took my boys to Legoland and spent some time thinking about FOBO – bear with me there is an analogy coming...

Aged 11 and 8 my boys are huge Lego fans so I have spent a lot of time at Legoland over the years. Is it madness to do the same thing repeatedly and hope for different results? Every time I curse the queues and end up spending a fortune on average food, over-priced beverages and am then hit with 'the shop' at the exit point.

But fresh from various planning exercises and discussions about change for the future as part of FOBO work I decided to apply this at home. We agreed what we wanted the day to look like, everyone got to pick something that they wanted to do, we agreed a budget and then they helped me make a packed lunch.

Getting their input was brilliant – I had made assumptions that were wrong – and the whole day was much better as a result. We also really used the technologies available as part of the Legoland app to manage our time by checking out queue times and getting some perks around discounts and free gifts.

So, what does this have to do with FOBO?

I think we can all get jaded with improvement programmes and change management exercises, for many of us this is not our first time looking at how we could change the way we work. However, this time feels different, this time feels like the changes we make will stick and that is because we are sharing the ideas.

We have spent a lot of time working with colleagues both in the Programme Office and in the Service areas to understand structures, costings and how things work in reality. An example of this is printing. We spend hundreds of thousands of pounds each year printing pieces of paper. The programme has given us the ability to question 'why do we do this'? We've spoken to the recipients of this paper to see if they would be willing and able to go digital.....guess what.....they are.

One of the first areas we are doing this with is Children's Services where we have previously spent up to 2-days per month printing documents for panel and conference meetings. Everyone brings their laptop to these meetings, so the waste of paper was high – not to mention the confidentiality risks as the papers contained a lot of sensitive information. Everyone is on board with changing to a digital offer and so on 1 May we will launch this new way of working. A really great achievement by the team and a good example of joint working with Children's Services.

One of the key messages is that we need to make real changes that will stick. We cannot afford to continue the work in the same way and nor should we when the expectations and needs of the customers we serve have changed. Once we stop printing we will not be going back to it; this will be the new normal.

In our personal lives we make changes all the time and adapt to new technologies. We now need to bring that challenge to the workplace. My Legoland tickets were on my phone (no printing), the queue times were available on the app and all the kiosks and restaurants were card only. This is not innovative; this is just the way theme parks work now and as a customer I accept it and am happy with it. We need to embrace that way of thinking here and focus on what is best for the customer not what is best for us and our processes.

Can I please ask you to be positive and enthusiastic about the changes that FOBO will bring as that is what will make the difference and ensure that we keep up the momentum - nobody said this was going to be easy but then nothing worthwhile ever is.

## Appendix 2: Example of Staff Blog



### Monday Blog by Katrina Halliday

Good Afternoon everyone.

Hope you all had a lovely weekend and enjoyed every bit of that glorious sunshine.

So last month I had an informal meeting with my Manager Jim Brady, We had a chat and he thought it would be a good idea to put myself forward as a Change Champion.

If I'm honest, I didn't know too much about it or what would be involved but I'm so glad that I emailed Martyn Loukes and was given the opportunities that I have been given.

Martyn and I worked closely in order to organise and deliver all four of the Change Champions workshops that took place in May, which were a great success. The information that was gathered from these workshops was incredibly eye-opening and informative. I think public speaking is probably a bit daunting for most people but after the first workshop, I felt like I was on a roll. I felt so charged about my role as a Change Champion that I put myself forward to write a FOBO Change Champions newsletter with the help of Pani Demetriou. The newsletter is now complete and will be sent via email very shortly to every person in our Directorate (Customers, Transformation & Resources).

I have also created a Poster which will hopefully get everybody feeling inspired to get involved and help make a difference to our working culture and possibly even get involved in the changes taking place as part of the FOBO Programme. The poster is bold and eye-catching with a message that I believe will resonate with very many of us. Let's step out of our comfort zones and see how you and the working environment around you will flourish. This is exactly what I have done. Yes, it was nerve wracking, yes, I felt uncomfortable at times, but I have developed (and am still developing) new skills. I was a complete novice when it came to PowerPoint, Publisher and even Yammer. Within one month I have created PowerPoint slides for a workshop where I stood and spoke in front of a room full of colleagues, I created a newsletter using Publisher and I am now writing my first ever blog on Yammer. It might not seem like much to some but for me, I have been given some incredible opportunities that I never would have been given had I not 'stepped out of my comfort zone'.

My point is, the FOBO Programme may seem like a giant that is out of your grasp but if you put yourself out there, offer your time, your input and your skills, it will only lead to good. A better and clearer insight into FOBO, fine-tuning your pre-existing skills and developing brand new ones. Making connections and networking with colleagues on all levels. I am enjoying my time as a Change Champion and I wanted to give you all an insight into what I've been up to the past month. I have loved every moment, genuinely, and I believe that it is a great opportunity for anyone who is able to, to get involved in any way you can. And even if you can't directly get involved, just staying informed and positive about FOBO will make the world of difference!

**Appendix 4: Staff reductions by service, status and grade**

<b>Service</b>	<b>Total FTE reduction</b>	<b>Permanent staff affected</b>	<b>Vacancy / agency staff or reduced hours</b>	<b>Mgt grades (SO1 and above)</b>	<b>Officer grades (Sc3-Sc6)</b>
Revenues	8	3	5	2	6
52 to 44 FTE					
Benefits	13	1	12	2	11
74 to 61 FTE					
Business Support	0.5	0	0.5	0	0.5
10 to 9.5 FTE					
Feedback, Information and Governance & Business Change	2	2	-	2	-
10 to 8 FTE					
HR	0	0	0	0	-
n/a					
Finance	0.5	0	0.5	1	-0.5
13.5 to 13 FTE					
Customer Services	26.5	18.5	8	3	23.5
99.37 to 72.87 FTE					
<b>Total</b>	<b>50.5</b>	<b>24.5</b>	<b>26</b>	<b>10</b>	<b>40.5</b>



## Appendix 5: Supporting change offer

### Supporting Change

We welcome hearing any requests or suggestions that you have regarding the content of the change process and requests/ideas/suggestions should be sent to myself in the first instance. Details of the current Supporting Change offer are outlined below.

---

### Employee Assistance Programme

A free and confidential service available 24 hours a day, 7 days a week offering expert advice, specialist counselling and support on a range of issues that you may have either at work or at home. You can access the service by phone, email or web-site. People at Work are the Council's current provider (May 2016).

Website	<a href="http://www.peopleatwork.co.uk/my-eap/login">http://www.peopleatwork.co.uk/my-eap/login</a> (please type address into the web browser)
Login:	Haringey
Password:	Support10
Phone	020 3286 1545
Email	support@peopleatwork.co.uk

---

### My Career Portal

This is an online system developed by Hays Recruitment which is full of advice, tips and tutorials that will enable you to create an up to date CV, improve your interview techniques as well as have access to current vacancies listed by Indeed. You can access the portal anytime and from any smart device.

Note: These are generic for all Haringey staff to use and must not be amended or changed. No personal information is stored on the portal.

Website:	<a href="http://mycareer.haringey.gov.uk">http://mycareer.haringey.gov.uk</a>
Username:	Haringey. Employee
Password:	MyCareer15!

---

### Career Coaching

Gives you access to a trained in-house Coach whose specific focus is to help staff that could benefit from career coaching. Some examples of situations a career coach could help you with include:

- Direction setting – if you're not sure what you want to do
- Helping you get there – if you do
- Practical job search help – CVs, networking, interviewing
- Confidence – changing careers can feel scary
- Unlocking your potential – to be your best and happy

More information about coaching is available on the staff intranet (search career coaching) and or you can contact Maxine Sobers.

### **National Careers Service**

Offer an extensive range of tools and services to help you make decisions on learning, training and work opportunities. The service is supported by qualified careers advisors providing confidential and impartial advice, which you can access in a number of ways including a web-chat facility which you access from their website.

Website	<a href="https://nationalcareersservice.direct.gov.uk">https://nationalcareersservice.direct.gov.uk</a>
Phone	0800 100 900
Face to face	book an appointment to speak to a National Careers Service adviser in your local area (0800 100 900)

---

### **The Money Advice Service**

A free and impartial advice service set up by the government to help people to manage their money and finances. The service is available online, over the phone, web-chat, printed guides and face to face access to a UK wide network of money advisors.

Website	<a href="http://www.moneyadviceservice.org.uk">www.moneyadviceservice.org.uk</a>
Phone	0800 138 7777

---

### **Fuse**

We also recommend that you regularly check out Fuse, which is the Council's main online learning system as it is regularly updated with new materials (search career) that you can access from any smart device such as a mobile phone or tablet as well as a work PC or laptop.

---

# Appendix 6: Roadmap – updated July 2019

## FOBO Stage 1

Front Office
Back Office
Both Front & Office
External Comms

	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19
<b>Revenues &amp; Benefits</b>	Capture of email addresses ✓	Process automation supplier on site ✓	Transfer of Agency staff to Meritec ✓	Document bundling ✓ Outbound communications agile sprint ✓	Email to advise landlords ✓ Revs/Bens letters updated ✓	Deliver printing efficiencies ✓ Improvements to outbound communication ✓ Haringey people newsletter ✓ New Landlord Portal ✓ Haringey website ✓	Improvements to inbound communication ✓ Promotion in social media and libraries ✓	Improved customer service scripts ✓	R&B process automation completion ✓ E-billing ✓	New document management system ✓
<b>FIG &amp; Business Support</b>			Travel booking agile sprint ✓	Stop printing panel papers ✓ Emails to advise stakeholders ✓	Complaints webpage updates ✓ Stop printing various requests ✓	Web improvements ✓ Automate clinical waste ✓ Automate travel bookings ✓		Training for councillors ✓	New complaints logging system ✓ Change the complaints process ✓	
<b>HR &amp; Finance</b>		Purchase card agile sprint ✓	New DBS charging model ✓ Vfire staff portal sprint ✓	Transcribing service changes ✓	Purchase card road shows ✓	HR intranet pages agile sprint ✓		Improve debt mgt process ✓ New HR mgt system ✓	Centralised shopping trial completed ✓ Upgrade staff portal ✓	
<b>Digital Customer</b>	Queue call back ✓	Queue call back reporting ✓ Digital platform requirements sprint ✓		New contact us online pages ✓ Webchat proof of concept ✓ Online Survey ✓	Wrap up codes ✓ F2F survey at Wood Green Library ✓	F2F survey at Marcus Garvey Library ✓ Tel IVR – online is easier ✓ Haringey people ✓	New online/email mgt ✓ Web improvements ✓ New switchboard approach ✓	Circuit posters ✓ New IVR ✓	Home to school online measuring service ✓ SSC automation ✓	
<b>Housing &amp; Parking</b>				Rent explanation letter ✓ Update website ✓				Improve My Estates mobile Ap ✓ Simplify online skips license ✓	Improve application & payments for other permit licences ✓ Update parking information online ✓	
<b>People / shared practices / change</b>	FOBO intranet and Yammer page ✓	OLA for planning & CS ✓ Change champions recruited ✓	Costed as is and to be structures ✓	Consultation Planning and Documentation ✓	Launch Consultation ✓	EQIAs for residents & workforce ✓ CSL soft skills training ✓	Final structures approved ✓ New OLA's for all services & CS ✓	FOBO Stage 2 Planning ✓ New OLA's for all services & CS ✓	New performance mgt framework in CS ✓ New Customer access strategy 2020-22 ✓	

This page is intentionally left blank

# CHANGE CHAMPIONS

FOBO Newsletter

*From the Editors*



Wednesday 8 May saw the first two sessions of our Change Champions workshop unfold. Martyn Loukes and Katerina Halliday organised and delivered the workshops with the aim of shedding light on FOBO. Initially to all the Change Champions that came forward and offered help, but also to every employee of Haringey Council.

One of the outcomes from the workshops tells us that there is nowhere near enough clarity in regards to the FOBO Programme. Therefore our newsletters will be to give you all the most up to date news as and when we get it.

Let's work together in order to make FOBO a great success, ensuring better services for our customers and job satisfaction for us.

*Katerina Halliday and Pani Demetriou*

## What's New

### HARI the help bot

Haringey Automated Response & Information (HARI) is an advanced piece of software that has been designed by an in-house team. This is great because when we need to make changes or upgrades, this can be done quickly and efficiently—no need to go through a third party.

HARI is a help bot that was launched on 17 April and is the first point of contact for customers when they call the council. HARI will, wherever possible, direct our customers online and hopefully answer any questions without the need to speak to a member of staff. This will ultimately eliminate waiting times for the customer. Please copy the following link into your browser for more information on HARI the help bot.

<http://intranet/news-and-events/front-office-back-office-programme-fobo/fobo-blog>

*"The more you get involved with the programme the more you are likely to be able to influence the outcomes. I know you've heard this a million times but FOBO is not just about jobs and saving money, it really is about modernising our services."*

Martyn Loukes

## Positive Changes

### Goodbye 'Comino' .....Hello Northgate's 'Information at work'

From December this year, Civica's 'Comino' system will be replaced by Northgate's 'Information at Work' (IaW). Although a change in the system we use may seem daunting at first, it's for the better as it's more efficient and user friendly than Comino. Above all, it will save the Council money as we'll not be paying for parts of the system that we don't use.

As IaW and I world—our revenues and benefits system—are both owned by Northgate they have the ability to talk to each other. This is a major improvement to the way things are done now, making data input a thing of the past.

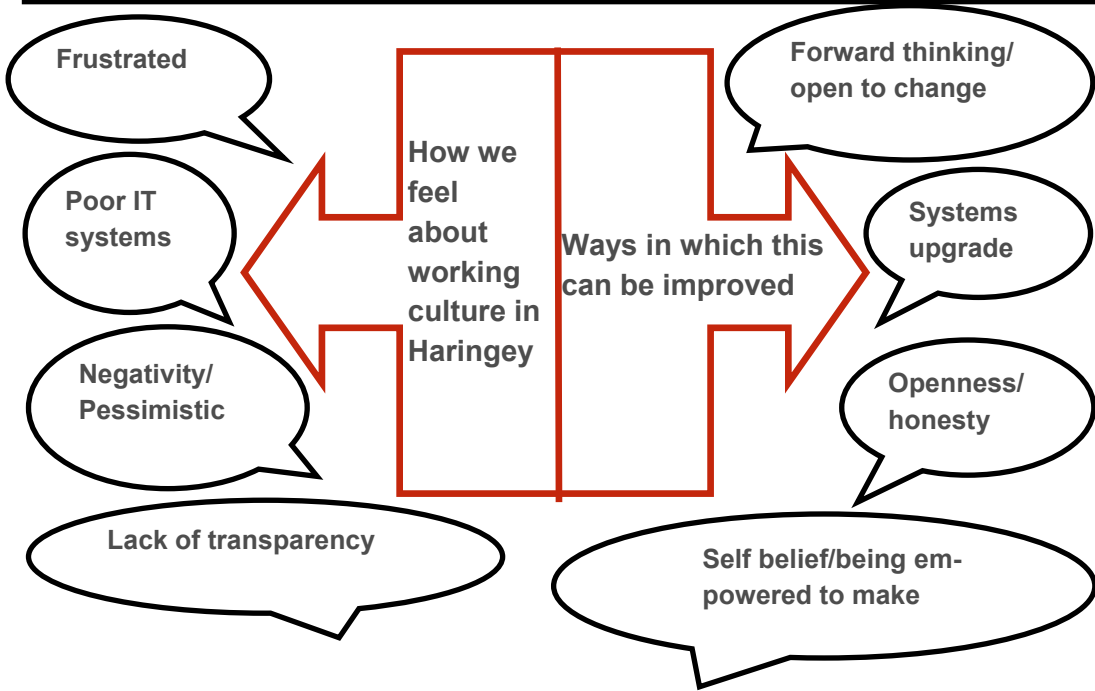
Full training will be given to staff who will be affected by the system change, ensuring that the transition is a smooth one.

## How do you feel about working culture in Haringey?

As part of our recent Change Champions workshops, we ran a module where attendees wrote down how they felt about working culture in Haringey. We also asked for their ways in which they believe this could be improved.

The results gave us a great insight into what it's like to work here. It's often more insightful to reflect when you write things down in this way.

Below is a little snippet of the information collected during these group exercises. I think it will be interesting for you to see what others are saying:



What's interesting about these results is that they seem to be unanimous. I truly believe that the way we feel at work affects how we work. Let's work together, support and listen to one another. We need to be understanding and compassionate to each persons' individual needs and concerns, regardless of our job roles or pay-scales. Working culture in Haringey can be changed for the better, but it starts with each of us individually.

### DID YOU KNOW?

Wood Green was originally known as Woodleigh. The name Woodleigh testifies to the area's past as a woodland and countryside. Some of it still remains today in Haringey's parks.

### CHANGE CHAMPIONS MAILBOX

We have created a FOBO change champions mailbox which is the place for staff to discuss all matters relating to FOBO. Staff can use the mailbox to share ideas, ask questions and to express any concerns with FOBO.

This is a 'management free' forum administered by us (Pani and Kat). It's aim is to involve staff in the process of change and to be able to gauge how everyone is feeling.

This is a great way of feeding back to management the voices of staff on the front line. Staff can be heard in a safe and secure forum where clarity and transparency is our goal.

We won't share any names with management unless a specific request has been made to do so, so please feel free to express whatever is on your mind,

[ChangeChampions@haringey.gov.uk](mailto:ChangeChampions@haringey.gov.uk)



Our first round of Change Champions workshops went incredibly well!

### The next edition of the Change Champions newsletter!

If anyone has any content that they would like to be included for the next edition of the Change Champions newsletter, please send it to the Change Champions Mailbox.

[ChangeChampions@haringey.gov.uk](mailto:ChangeChampions@haringey.gov.uk)

*Thank you—let us know what you think about FOBO and our newsletter*

**Report for:** Overview and Scrutiny Committee

**Title:** Library Update

**Report authorised by:** Andy Briggs, Assistant Director – Corporate and Customer Services

**Lead Officer:** Judith Walker, Head of Libraries and Customer Services,  
[Judith.walker@haringey.gov.uk](mailto:Judith.walker@haringey.gov.uk)

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

The purpose of this report is to provide a summary update on Library Services across the Borough and specifically the Library Enhancement programme, the LGA Library Peer Challenge, Branch Library Funding, and exploratory work on underutilised spaces and the potential for income generation.

**2. Cabinet Member Introduction**

Not applicable

**3. Recommendations**

That the information provided in this report is noted.

**4. Reasons for decision**

Not applicable

**5. Alternative options considered**

Not applicable

**6. Background information**

Libraries are recognised organisationally and nationally as valuable assets which reach into communities, providing community and civic spaces, through staff expertise, and partnership working they have the potential to be more than a building with books and computers, they add value to those who may be vulnerable, socially isolated lacking in educational and social support.

Haringey Council is one of the few authorities nationally that have not closed libraries, reduced opening hours, outsourced or supplemented its workforce and core offer with volunteers. It has made clear its intention to retain nine libraries however there is a recognition that more work is required to develop partnership working and maximise the use of its assets.

Local authorities have a statutory duty under the [Public Libraries and Museums Act 1964](#) 'to provide a comprehensive and efficient library service for all persons'

In considering how best to deliver the statutory duty each library authority is responsible for delivering a modern and efficient library service that meets the requirements of their communities within available resources. In providing this service, local authorities must, among other things –

- have regard to encouraging both adults and children to make full use of the library service (section 7(2)(b))
- lend books and other printed material free of charge for those who live, work or study in the area (section 8(3)(b))

In recognition of the importance of libraries and their need to change and develop in line with society, the DCMS set up a Libraries task force and commissioned them to do a study of library services nationally. The result is the 'Libraries Deliver: Ambition for Public Libraries in England 2016 to 2021' report which identified and categorised the 7 outcomes below that are delivered by Libraries (these are closely aligned to the Borough plan, specifically People, Place and Economy)

#### Libraries Deliver - 7 Outcomes

- Cultural and creative enrichment
- Increased reading and literacy
- Improved digital access and literacy
- Helping everyone achieve their full potential
- Healthier and happier lives
- Greater prosperity
- Stronger more resilient communities

Libraries Connected (formally the Society of Chief Librarians) has been formed and funded as a Sector Support Organisation by the Arts Council, they support service delivery through recognition of a universal offer programme –

#### Universal Library Offers

- Culture
- Digital
- Health
- Information
- Learning
- Reading



These form the backbone of the library offer and provide more granular and specific detail that sits behind and supports the 7 outcomes of the Task force report.

The findings of the recent Fairness commission has also identified where libraries are contributors to the wider aspirations of the Council.

### **6.1. Summary of the current service**

The Haringey Library Service currently attracts over 1.4million visits a year and its users borrow circa 600,000 books and other materials each year with 5000 events and activities, 14 reading groups are also supported. The library network is made up of nine libraries. Three of the libraries (Wood Green, Hornsey and Marcus Garvey) are larger and account for the majority of use. Wood Green and Marcus Garvey also provide face to face customer services. Each library houses a dedicated children's library, all host other internal and external services including Community First, Connected Communities, CAB, The Tudor Trust – Volunteer with Generation Exchange, Embrace – Health and Wellbeing programme, Haringey Advice Partnership, Barnardo's, HU3A (Haringey University of 3<sup>rd</sup> age)

There is a housebound service with 176 households receiving visits every 4 weeks and delivering to over 30 residential homes, children's centres and nurseries.

All libraries have a wide variety of books for all ages including Large Print, Audio Books and books in community languages, newspapers and magazines. DVDs. CDs are available in 3 libraries. Online materials available via the website can be accessed in a library and remotely.

In addition, visitors to the libraries can also take advantage of a wide range of other services, such as –

- There are 196 free to use PCs, internet access and Wi-Fi.
- Learning activities for children and families and adult education courses run by a range of providers.
- A range of drop-in advice sessions, including public health advice.
- Reading, arts and other cultural events.
- Community spaces.

All the libraries are open for at least six days a week and four are open seven days a week. With a combined total of 538 opening hours per week. The libraries are distributed across the borough as shown in the map below, with the majority of the population living within a mile of their nearest library.



*Key: AP = Alexandra Park; CC = Coombes Croft; HI = Highgate; HO = Hornsey; MG = Marcus Garvey; MH = Muswell Hill; SA = St Ann's; SG = Stroud Green and Harringay; WG = Wood Green.*

There are 65 FTE posts which are filled by a mixture of full and part-time staff. The service is supplemented by a bank of casual staff who are used flexibly. A small number of volunteers also provide a range of support activities.

**6.2. The Library Service budget is £4.47m per annum.** The largest proportion of spending is on staff at circa £ 2.5m per annum.

NB. The first column is the total budget, the breakdown shows the major items per library, for simplicity, sundry and smaller budget lines are not shown per library but included in the total.

Libraries' budget breakdown 2019-20												
		Wood Green	Hornsey *	Marcus Garvey	Muswell Hill	St Ann's	Alexandra Park	Coombes Croft	Highgate	Stroud Green & Harringay	Supporting all libraries **	
Employees	2,487,937	486,309	537,500	359,628	179,300	115,000	114,900	114,700	114,700	114,900	258,809	
Premises related	636,400	283,300	128,400	75,500	18,500	29,400	18,700	13,600	23,800	12,400	32,800	
Transport related	7,400		5,000								2,400	
Stockfund	336,800										336,800	
Other supplies & services	42,400										42,400	
Support services	1,387,600	317,600	321,300	252,900	95,600	62,500	72,200	72,200	62,500	72,200		
<b>Total Expenditure</b>	<b>4,898,537</b>	<b>1,087,209</b>	<b>992,200</b>	<b>688,028</b>	<b>293,400</b>	<b>206,900</b>	<b>205,800</b>	<b>200,500</b>	<b>201,000</b>	<b>199,500</b>	<b>673,209</b>	
Customer & client receipts	- 358,700	- 84,470	- 89,000	- 32,600	- 21,050	- 21,000	- 13,100	- 5,700	- 17,480	- 8,900	- 65,400	
Recharges	- 62,400	- 59,400									- 3,000	
<b>Total income</b>	<b>- 421,100</b>	<b>- 143,870</b>	<b>- 89,000</b>	<b>- 32,600</b>	<b>- 21,050</b>	<b>- 21,000</b>	<b>- 13,100</b>	<b>- 5,700</b>	<b>- 17,480</b>	<b>- 8,900</b>	<b>- 68,400</b>	
<b>Net Expenditure</b>	<b>4,477,437</b>	<b>943,339</b>	<b>903,200</b>	<b>655,428</b>	<b>272,350</b>	<b>185,900</b>	<b>192,700</b>	<b>194,800</b>	<b>183,520</b>	<b>190,600</b>	<b>604,809</b>	
* includes Housebound Service												
** includes centrally held budgets e.g budgets for casual/additional hours supporting library opening hours, public IT support, stockfund, R&M, F&E. Used according to need or service agreed priorities												

## 7. LGA Library Service Peer Challenge

In December 2018 the library service put in an application to be considered for an LGA and Arts Council sponsored Library Peer Challenge. The application was successful, and the challenge took place in April 2019. The Challenge was completed by representatives from the LGA, Libraries Connected and a Peer Elected member.

- Councillor Ann Byrne, Deputy Mayor, Liverpool City Council
- Sarah Mears, Programme Manager, Libraries Connected
- Liz Blyth, LGA Peer Challenge Manager

### Scope and focus

The peer team have three core questions that they use in library service peer challenges, these are:

- Is the Council getting best value from its library assets?
- How effective is the service's contribution to cross cutting agendas of other services?
- What is the role of the service and Council in the local community?

The Council also asked the peer team to focus on the following three areas:

- How aware are we - staff, councillors and communities - of the possibilities of the service? What engagement techniques might be used to engage people with the possibilities?
- Where are there delivery gaps in the service?
- What opportunities do we already have and how can we make more of them?

The peer team reviewed a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 2 days onsite and -

- Spoke to 34 people including a range of Council staff together with councillors and external partners and stakeholders.
- Invitees included Directors from Schools and Learning, Regeneration, Adult Social Services, Customer and Transformation, Customer Service and Libraries, Culture, Adult education, Connected Communities, Community First, Museum and Archives, Early Help, representation from the 8 Library Friends Groups and staff from all levels
- Gathered information and views from more than 12 meetings, visits to key sites in the area and additional research and reading.

## 7.1. Summary of Feedback and Recommendations

- Libraries in Haringey are a valued and well used council service. Many people emphasised that they were pleased and proud that the Council still has all of its 9 libraries open and run in-house and that opening hours and numbers of physical visits had been maintained at a high level in comparison to most other local authorities.
- Impressed by the managers and staff they met, a dynamic staff team full of ideas and enthusiasm and wanting to deliver a vision for the future of the library service.
- The Council is delivering a library service which is highly valued by the Council and the community. The provision of libraries in 9 locations supports opportunities for reading, literacy and learning at all ages, enables access to the digital world and provides safe spaces for services that improve people's health, education, employment opportunities and well-being.
- The Council has continued to invest in its library service, when compared with other local authorities in the 'nearest neighbour' and regional comparator groups there is a good level of resourcing given the pressures on the Council's budget. In relation to staffing, the number of professional staff in the service is significantly higher than the average although staffing levels overall are similar to those in the comparator councils.
- The recent investment in a replacement and upgrade programme for computers and Wi-Fi in libraries is excellent and to be applauded.
- The plan to invest over £5.5m of capital funding to modernise and improve the customer experience is exciting and commendable.

### Key Recommendations included –

- Set out a clear vision about what a library is and will be for the future, identifying what is universal in the offer and what is targeted, engaging staff and taking this out to partners and communities.

- Support the political strategy for community engagement, assisting the portfolio holder to lead the vision for libraries with the Cabinet and other political colleagues, and with communities.
- Work with key external and internal partners to map out and agree joint priorities linked to the Borough Plan and then implement them – key strategic partnerships should be established in relation to health and wellbeing, adult social care, mental health, education and schools, early years, young people, enterprise support and the cultural sector.
- Develop a Communications and Marketing strategy including social media, website, publicity, branding, customer welcome, presentation and display and agree messaging.
- Enable a more constructive dialogue moving forward with Friends Groups, including clarifying roles and responsibilities between the Council and the Friends Groups.
- Be bold and move ahead confidently with a clear vision and strategy for the library service, engaging with residents and stakeholders.

7.2. An action plan is currently in development, some of the key actions include:

- Develop a Library Strategy that will set the direction of the service for the next five years.
- Work closely with lead member for libraries to develop and communicate initiatives and service development in line with policy, to enable the lead member to communicate with the Cabinet and with communities
- The development of an internal and external stakeholder engagement group to raise awareness of, and advocate for the part libraries can play in supporting stakeholder objectives and co-design the library strategy. Membership to include representation from adult social care, mental health, education and schools, early years, young people, enterprise support, cultural sector, health, police and the voluntary sector.
- Establish a Staff Forum to provide a two-way communication process, involving and engaging employees through consultation, enabling them to contribute to the success of the business.
- Together with members of Friends Groups agree Terms of Reference and work with the Groups to better understand how to support libraries
- Work with the Friends Groups to grow the groups and engage with the wider local community

- Review fees and charges, undertake a benchmarking exercise, make recommendations and update the charging policy
- Review space hire charges and explore commercial income generation to be able to continue offering subsidies to community and voluntary groups and demonstrate community value
- Develop a comprehensive communication and marketing plan focusing on social media

## 8. Library Enhancement – Capital works

Overall in recent years libraries have received very little investment in IT, property maintenance, internal furniture and layout enhancements, except for Marcus Garvey, a main library which had a major refurbishment completing in 2016. The most recent programme of works to upgrade the remaining 8 Libraries started in 2017/18.

The project at Hornsey Library, a grade 2 listed building (one of the three main libraries) has already begun and the contract for works has been recently awarded. During the early design stages detailed surveys were carried out which highlighted the requirement for significant maintenance works. A case was put forward for these works to be done at the same time as the enhancements and as a result the project grew from a £1m to a £3.8m project to invest in the service and the building.

The focus is now on enhancement of the remaining 7 Libraries which is likely to include moderate refurbishment/redecoration and internal remodelling of space. Building condition surveys have already taken place in the preparatory work for the project. These have also shown the need for maintenance works across the portfolio of library property.

As a result, Corporate Landlord has already carried out some urgent works and committed to developing a five-year maintenance plan for non-urgent works. The funding for these maintenance works will come from the separate capital allocation of funds held by Corporate Landlord and not the original library enhancement capital. The five- year programme of maintenance works is being prioritised according to compliance, urgency and in line with the service enhancement works.

### 8.1 The aims of the enhancement works are:

- Each Library will have a modern, accessible library space that meets the needs of its customers with fresh furniture, books and decoration.
- The look and feel will be one that is clearly identifiable with LBH and have the capability to be adapted to suit the needs of the local communities and the building.
- The space available, and flexibility of that space, meets the needs of our partners and customers to future proof for the changing needs of the organisation and the community.
- The library space has increased opportunity for working with partners and other service providers.

- The Technology project has installed new public access computing and connectivity. It will also look at innovations in software to further enhance the customer experience
- Innovation and modern technologies relating to libraries will be used as an enabler for service provision, including improved self-service.

A breakdown of indicative expected costs for enhancement works is shown in the table below. This is based on a calculation per square metre of the floor area in the libraries and this calculation has been tested by the early space layout designs to better understand what is achievable within the overall budget before progressing.

**These are not the final allocations and consideration will be given to other wider factors like the regeneration of Wood Green and Tottenham West.**

	Value £k	Description
Upgrade of Hornsey library	3777	This is already approved and includes additional funding above the original scheme to carry out critical maintenance works
Wood Green Library	450	Upgrade of front of house furniture and fittings, redecoration, minor building works to address the flow between the library and the service centre
Branch improvements Muswell Hill (£85,000) Alexandra Park (£110,000) Highgate (£87,000) Stroud Green (£87,000) Coombes Croft (£42,000) St Ann's (£139,000)	550	Upgrade front of house furniture and fittings, minor redecorations.
IT improvements	500	Upgrade hardware/software and connectivity for both staff and customers
Misc & contingency	300	
<b>Total</b>	<b>5577</b>	
Spend so far	871	Includes Hornsey library enabling works / boiler installation, IT upgrades carried out and design fees and surveys to date. £3.2m contract for Hornsey library main works approved by Cabinet for award in July 2019.
Planned spend	4,706	Discussions have been initiated with the Corporate Landlord which will increase planned spend via inclusion of maintenance works with enhancement works.

### 8.1. Wood Green and Branch libraries

Preparatory work has started with a specialist library interior designer auditing the current layout and carrying out initial space plans that have been used to test the budget and as a basis to start engagement to get ideas from staff, library friends groups, other stakeholders and the general public.

Condition surveys have also been done on behalf of Corporate Landlord, these have been used to identify critical/urgent maintenance works which have now been completed and will form the basis of a five-year maintenance plan.

Meetings have been held with staff and a special group meeting held with representatives from all friends of libraries group when an overview of the programme progress was given and internal designs for all libraries shared.

This feedback has been collated and given back to the designer to incorporate where possible into the designs. In March meetings were held with individual Friends groups to share the measured surveys, amended space plans if applicable and feasibility surveys.

The further technical measured surveys of the buildings also looked at accessibility requirements for use of the first-floor areas of branch libraries. This is currently out of scope of the capital allocation approved for enhancement works. The purpose is to be aware of the potential of these spaces for community and commercial use which will be further explored and consulted on as part of the work coming out of the Peer Challenge recommendations and development of the Library Strategy. When planning and carrying out ground floor enhancements consideration will be made for the potential of accessibility works to the first-floor areas. This will enable ground floor enhancements to go ahead and allow for future development of the upper floors.

The amended designs and measured survey plans were shared with staff, and friends groups for comments before displaying in libraries and online for comments from all library users and non-users. The plans were available to view for comments for 4 weeks in June/July 2019 in the libraries and on the website. We will be looking for common themes in the feedback we receive, and it's important to note that it is very unlikely to be able to integrate all comments into the designs.

Once we have collated the feedback from the current public engagement exercise, feasibility studies and costs will be finalised, and designs developed in more detail taking into account both enhancement and maintenance. A furniture strategy will also be developed with suitable and modern pieces identified, purchased and installed in Wood Green and branch libraries. Wood Green library proposals and budget allocation will take into account the wider plans for Wood Green regeneration to ensure co-ordination and cohesion with plans that are being developed at the moment.

**8.2. Hornsey** - A grade two listed building, the listing covers external, internal and includes some shelving and furniture.

A procurement framework has been used to appoint an architect, specialist library interior designers, services consultant and quantity surveyors. Work to replace the central heating boiler is complete.

A stakeholder group has been recruited for the specific purpose of commenting on the design and to be a touch point throughout the project. This includes representatives from Hornsey Historical Society and the Friends of the Zen garden as well as individual library users. We hope that this will form the basis of a Library Friends' group for the future.



The designs have been on display in the library (twice) for the public to comment on and drop in sessions with the designer have also been held.

No decisions have been made about the design of furniture and colours. Examples of specific furniture and proposed colours will be shared with staff, stakeholder and public and feedback taken before a final decision is made.

There have been some complexities relating to conservation issues of replacement windows and curtain walling which has elongated the planning process and award of contract. These elements have now been completed with the award of contract approved at June Cabinet. Work is expected to start on site in late summer 2019, subject to approval of two Planning Conditions. The programme is expected to be 8 -9 months including furniture installation.

### **8.3. Marcus Garvey**

As circa £3m was spent on Marcus Garvey library during the completion of phase one of the programme, it is not in scope for phase two works. However, in recognition of comments from Marcus Garvey library friends group, the library has been included in the design works for light touch adjustments. A budget will need to be identified before any changes can be made. New external signs have been erected, some of the internal layout has already been revisited with the creation of a Youth area, additional shelves and soft seating in the Children's library. Library spaces continually evolve in response to usage and Marcus Garvey library is no exception to this.

Tottenham Green phase 2 regeneration works will provide a fully landscaped Children's library garden. From the outset of the project, the aim was to seek to enlarge the Library garden above its current size. Through the design process the regeneration team were able to reach an agreement with the Bernie Grant Art Centre (who own the land outside the garden fence line) to increase the current garden area from 92sqm to 179sqm. More recently, the garden design has been revisited to see if there is any scope to further increase the garden area without affecting the operations of the land outside the current garden fence line under the possession of the Bernie Grant Art Centre. Their Committee has agreed to enlarge the garden further to 187sqm in size which means that the proposed Library garden will be more than twice its current size.

The plans for the whole scheme will be on display in Marcus Garvey Library to present the final scheme and capture interest from the community for volunteers that want to play an active role in the future maintenance of the Library garden. The engagement sessions are proposed to be held on the following dates and time:

- 6-9pm on Monday the 22<sup>nd</sup> of July, 2019
- 12-3pm on Saturday the 27<sup>th</sup> July, 2019

### **8.4. Technology**

The Libraries' technology transformation project is overarching and includes all libraries. It seeks to use technology to enable and support the delivery of a modern community hub of imagination and knowledge within libraries. The vision is to provide engaging and practical facilities and services, which enable library users to find information, explore

their ideas, develop literacy skills, gain empowerment through learning and expand their awareness.

All public access computers and printers have been replaced and network and WiFi connectivity is in the process of being upgraded. This element of the project is also looking at software upgrades and innovation to make the service more efficient for staff and public to use.

## 9. Generating Income & Under Utilised Spaces

As funding for public services continues to be under pressure, the Library Service is looking at ways of generating additional income streams. In general, given the duty to provide services that are free and universally accessible, it is difficult to generate revenue from core activities. However, many Library services have integrated added value offers, such as catering, room hire, IT equipment hire, retail and maximising use of underutilised spaces into their services.

It is proposed that we explore opportunities and determine our position on income generation vs community value that meets our strategic objectives on social value. Some items that have been under consideration include:

- Coffee outlets – still under consideration if viable and enhances the service offer
- Amazon Lockers – rejected
- Printing from own device – in progress
- Sale of sundry items such as reading glasses and stationery – not fully explored
- Alliance with books sellers- to be investigated
- Advertising space on screen -in progress
- Workspace – under consideration

It is currently considered that our underused available spaces could provide the best opportunity for income generation and provide important community spaces. As opportunities are explored there will be a study done to define the ratio between community use at concessional rates and commercial use, so that commercial income can subsidise the concessional rates and still generate income. The aim is to provide community space at no additional cost to the council and reduce the net cost of the service. The table below shows where rooms are located and some of the potential for expansion.

	Rooms for hire				Additional hire	
	Small	Medium	Large	Extra Large	Within library	Exhibition only
Alexandra Park	x	x	P	x	Y	Y
Coombes Croft	x	1	x	x	N	N
Highgate	2	1	x	x	P	N
Hornsey	1	2	0	1	Y	Y
Marcus Garvey	2	1	1	x	N	N
Muswell Hill	x	x	x	x	Y	N
St Ann's	1	1	1	1	N	N

Stroud Green & Harringay	x	x	x		Y	
Stroud Green & Harringay (flat) as individual rooms	P	P	P	x		
Wood Green	1	2	2	x	P	N

P- potential (not currently income generating)

## 10. Library Strategy

There is a recognition that libraries have a big part to play in Haringey to enrich lives, culturally, educationally, economically and socially. Council leaders, Officers and Councillors are fully committed to developing Haringey's Library Service to be an exemplar of best practice and more importantly to make a difference to local people by making a valuable contribution to achieving the Borough Priorities.

However, currently there is no approved strategy for LBH libraries setting the direction and aligning libraries to the borough plan, providing residents, staff and elected members with a clear vision for the reasons for decision making and what they can expect from the service.

There is also a general lack of understanding of the value libraries add beyond 'books, computers and buildings' - a missed opportunity for all.

The recent LGA peer challenge has reinforced this thinking and highlighted areas for development including the need to –

- Set out a clear vision about what a library is and will be for the future.
- Support the political strategy for community engagement.
- Work with key external and internal partners to map out and agree joint priorities linked to the Borough Plan.

It is proposed that a new Library vision and strategy is developed that will shape and set the direction of the service for the next 5 years. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and that places libraries as a key enabler for wider council agendas including *early help and prevention* to support people's health and wellbeing and the *Young People at Risk Strategy plan*. This will include developing partnership working to draw on the resources of other services and organisations whether from the public, private or voluntary sector in order to make a valuable contribution to a range of the local strategic partnership's objectives. Together with partners this will be an opportunity to co-design for the future.

The co-design will be done with stakeholders and include meetings, stakeholder groups user and nonuser surveys and consultation with residents, to ensure that the needs of our residents and communities are captured.

As a collective group, we will co-design and co-deliver a wide range of services that meet the community need and enhance the overall customer offer by -

- Ensuring that libraries are able to modernise and keep pace with society.
- Ensuring that libraries are able to deliver services that are relevant, current and agile enough to be responsive and proactive enough to anticipate future demand.
- Being entrepreneurial in devising ways to generate income and create opportunities.
- Creating and maintaining safe spaces that are flexible and dynamic
- Supporting and enabling the delivery of the Borough Plan

It is proposed that work continues to identify the partnership opportunities, to better understand communities and the role libraries can play in early intervention models to enhance lives, create opportunities and provide a vehicle for others and ultimately reduce costs for the council.

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

Not applicable

**Report for:** Overview and Scrutiny Committee – 22 July 2019

**Title:** Overview and Scrutiny Committee and Scrutiny Panel Work Programme

**Report authorised by:** Ayshe Simsek, Acting Democratic Services and Scrutiny Manager

**Lead Officer:** Rob Mack, Principal Scrutiny Support Officer  
Tel: 020 8489 2921, E-mail: [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

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

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

**1. Describe the issue under consideration**

1.1 This report seeks approval of the work plans for the remainder 2018-20 for the Committee and its Panels.

**2. Recommendations**

2.1 To note the work programmes for the main Committee and Scrutiny Panels at Appendix A and agree any amendments, as appropriate; and

2.2 To approve the appointment of Councillor Diakides to the Housing and Regeneration Scrutiny Panel to replace Councillor Stone.

**3. Reasons for decision**

3.1 The Overview and Scrutiny Committee (OSC) is responsible for developing an overall work plan, including work for its standing scrutiny panels. In putting this together, the Committee will need to have regard to their capacity to deliver the programme and officers' capacity to support them in this task.

**4. Background**

4.1 An updated copy of the work plan for the Overview and Scrutiny Committee is attached as Appendix "A". The current work plans for all of the other scrutiny panels are also attached.

*Forward Plan*

4.2 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3-month period.

4.3 To ensure the information provided to the Committee is up to date, a copy of the most recent Forward Plan can be viewed via the link below:

<http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>

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

## **5. Contribution to strategic outcomes**

- 5.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the OSC's work.

## **6. Statutory Officers comments**

### **Finance and Procurement**

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

### **Legal**

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

### **Equality**

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

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

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

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

## **7. Use of Appendices**

Appendix A: Work Plans for the Committee and the scrutiny panels.

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

N/A

This page is intentionally left blank



## APPENDIX A

### Overview and Scrutiny Committee

#### Work Plan 2018-20

<p><b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p>		
Project	Comments	Priority
Wards Corner	The Committee to facilitate the finalisation of the review that was begun by the Housing and Regeneration Scrutiny Panel in 2018/19.	1.
Local Business, Employment and Growth	Review to focus on procurement and the local supply chain. Scope and terms of reference to be approved by the Committee meeting on 25 March 2019.	2.
Communicating with the Council	Review to consider how to improve communication between residents and Council services	3.
Working with the voluntary and community	<ul style="list-style-type: none"><li>Working together with local voluntary/community sector, strengthening their capacity and working with them to attract external investment in the borough;</li></ul>	4.

	<ul style="list-style-type: none"> <li>• Building on examples of good co-operation and joint working between Council services and volunteers, such as within parks, which could be replicated more widely;</li> <li>• Involving and supporting voluntary organisations to bid for services.</li> </ul>	
Child Poverty	<ul style="list-style-type: none"> <li>• Issues in schools highlight food poverty, poor housing and increasing mental health needs.</li> </ul>	
Fairness Commission	<ul style="list-style-type: none"> <li>• Possible outcomes</li> </ul>	

<p>2. <b>“One-off” Items;</b> These will be dealt with at scheduled meetings of the Committee. The following are suggestions for when particular items may be scheduled.</p>		
<b>Date</b>	<b>Potential Items</b>	<b>Lead Officer/Witnesses</b>
<b>4 June 2018</b>	Terms of Reference	Scrutiny Support Officer
	Work Plan	Scrutiny Support Officer
<b>23 July 2018</b>	Leader’s Update on Council Priorities	Leader and Chief Executive
	Q1 Performance report	Performance Manager

	2017/18 Provisional Outturn report	Head of Finance Operations
	Overview and Scrutiny Committee and Scrutiny Panel Work Programme	Scrutiny Support Officer
	Review on Fire Safety in High Rise Blocks – Update	Scrutiny Support Officer
<b>2 October 2018</b>	Budget Monitoring – Q1	Chief Finance Officer
	Review on Fire Safety in High Rise Blocks - Update	Scrutiny Support Officer
	Overview and Scrutiny Committee and Scrutiny Panel Work Programme	Scrutiny Support Officer
<b>19 November 2018</b>	Budget Monitoring – Q2	Chief Finance Officer
	Budget setting process; To set out the budget scrutiny process and context for the remainder of the year	Chief Finance Officer
	Cabinet Member Questions; 1. Finance	Cabinet Member - Finance Chief Finance Officer

	2. Corporate Services and Insourcing	Cabinet Member – Corporate Services and Insourcing
	Performance update – Q2; To monitor performance against priority targets	Performance Manager
	Local Business, Employment and Growth	Assistant Director, Economic Development and Growth
	Review on Fire Safety in High Rise Blocks	Scrutiny Support Officer
	Work Plan	Scrutiny Support Officer
<b>14 January 2019</b>	Priority X Budget Scrutiny (Deputy Chair in the Chair); To undertake scrutiny of the “enabling” priority.	Chief Finance Officer/Principal Accountant, Financial Planning
	Brexit – Implications for Borough	Head of Policy and Cabinet Support
	Consultation and Engagement	Assistant Director for Strategy and Communications
	Cabinet Member Questions - Strategic Regeneration	Cabinet Member for Strategic

		Regeneration and officers
<b>28 January 2019</b>	Budget Scrutiny; Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions (Deputy Chair in the Chair)	Deputy Chair (in the Chair)
	Treasury Management Statement	Head of Pensions
	Cabinet Member Questions - Civic Services	Cabinet Member for Civic Services and officers
<b>25 March 2019</b>	Borough Plan	Head of Policy and Cabinet Support
	Cabinet Member Questions – Communities, Safety and Engagement (Voluntary Sector/Equalities issues)	Cabinet Member – Communities, Safety and Engagement
	Budget Monitoring – Q3	Chief Finance Officer
	Performance update – Q3	Performance Manager

	Complaints Annual Report	Assistant Director (Corporate Governance)
	Review on Fire Safety in High Rise Blocks – Interim Report	Principal Scrutiny Support Officer
<b>30 April 2018</b>	Fairness Commission Update	Assistant Director for Strategy and Communications
	Scrutiny Function	Principal Scrutiny Support Officer
	FOBO	Director of Customers, Transformation and Resources
	Member inquiries	Director of Customers, Transformation and Resources
	Draft Scrutiny Review reports	Scrutiny Panel Chairs
<b>2019-20</b>		

<b>3 June 2019</b>	Leader's Update on Council Priorities	Leader and Chief Executive
	Q1 Performance report	Performance Manager
	Further Development of Overview and Scrutiny – Response to new Statutory Guidance on Overview and Scrutiny and Scrutiny Stocktake	Scrutiny Support Officer
	Terms of Reference and Memberships	Scrutiny Support Officer
	Overview and Scrutiny Committee and Scrutiny Panel Work Programme	Scrutiny Support Officer
	Overview and Scrutiny Annual Report 2018-19	Scrutiny Support Officer
<b>22 July 2019</b>	Cabinet Member Questions: Finance and Strategic Regeneration	Cabinet Member for Finance and Strategic Regeneration and officers
	2017/18 Provisional Outturn Report	Head of Finance Operations
	FOBO – Engagement and Communication	Director of Customers, Transformation and Resources

	Libraries	Director of Customers, Transformation and Resources
	Universal Credit	Director of Customers, Transformation and Resources
<b>1 October 2019</b>	Cabinet Member Questions – Local Investment and Economic Growth	Cabinet Member Local Investment and Economic Growth and officers
	Budget Monitoring – Q1	Chief Finance Officer
	Housing Benefit Overpayments	Director of Customers, Transformation and Resources
	Complaints Annual Report	Assistant Director (Corporate Governance)
	FOBO - Technological Issues/Successes so Far	Director of Customers, Transformation and Resources



<b>25 November 2019</b>	Performance Report – Q2	Performance Manager
	Budget Monitoring – Q2	Chief Finance Officer
	Budget setting process; To set out the budget scrutiny process and context for the remainder of the year	Chief Finance Officer
	Cabinet Member Questions – Communities and Equalities (Voluntary Sector/Equalities issues)	Cabinet Member for Communities and Equalities
<b>14 January 2020</b>	Priority X Budget Scrutiny (Deputy Chair in the Chair); To undertake scrutiny of the “enabling” priority.	
	Cabinet Member Questions – Corporate and Civic Services	Cabinet Member – Corporate and Civic Services
<b>23 January 2020 (Budget Scrutiny)</b>	Budget Scrutiny; Panel feedback and recommendations. To consider panel’s draft recommendations and agree input into Cabinet’s final budget proposal discussions (Deputy Chair in the Chair)	Deputy Chair (in the Chair)

	Treasury Management Statement	Head of Pensions
<b>12 March 2020</b>	Race Equality	Head of Policy and Cabinet Support
	Cabinet Member Questions – Finance and Strategic Regeneration	Cabinet Member – Finance and Strategic Regeneration and officers
	Budget Monitoring – Q3	Cabinet Member - Finance Chief Finance Officer
	Performance update – Q3	Performance Manager

TBA:

1. Social Value Rent
2. Consultation and Engagement
3. Capital Programme for Schools
4. Insourcing
5. Equalities Impact Assessments/Public Sector Equalities Duties

**Adults and Health Scrutiny Panel - Draft Work Plan 2018-20**

**1. Scrutiny review projects;** These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

Project	Comments
Care Home Commissioning	<ul style="list-style-type: none"> <li>• Final report submitted to Overview &amp; Scrutiny Committee – June 2019.</li> </ul>
Day Opportunities	<ul style="list-style-type: none"> <li>• Final report submitted to Overview &amp; Scrutiny Committee – June 2019.</li> </ul>
ASC Commissioning	<ul style="list-style-type: none"> <li>• Terms of reference to be drafted for approval by OSC on 1<sup>st</sup> Oct 2019.</li> </ul>

**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	Potential Items
4 September 2018	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Performance Update</li> <li>• Cabinet Member Questions; Adults and Health</li> <li>• Community Well-Being Framework</li> </ul>
4 October 2018	<ul style="list-style-type: none"> <li>• Care Homes Review – Evidence Session</li> </ul>
1 November 2018	<ul style="list-style-type: none"> <li>• Haringey Safeguarding Adults Board Annual Report 2017-18</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 2.</li> <li>• Suicide Prevention</li> </ul>
13 December 2018	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>
29 January 2019	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Adults and Health</li> </ul>

	<ul style="list-style-type: none"> <li>• Mental Health</li> </ul>
<b>4 March 2019</b>	<ul style="list-style-type: none"> <li>• Physical Activity for Older People – update</li> <li>• Improving Primary Care in Haringey</li> </ul>
<b>20 June 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Budget overview</li> <li>• Locality working in North Tottenham</li> <li>• Suicide Prevention update</li> </ul>
<b>5 September 2019</b>	<ul style="list-style-type: none"> <li>• Budget overview</li> <li>• Osborne Grove update</li> <li>• Community well-being update</li> </ul>
<b>14 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Budget overview</li> <li>• Adult safeguarding update</li> <li>• CQC update</li> </ul>

<b>12 December 2019</b>	<ul style="list-style-type: none"><li>• Budget Scrutiny</li></ul>
<b>25 February 2020</b>	<ul style="list-style-type: none"><li>• Budget overview</li><li>• Canning Crescent update</li></ul>

## Children and Young People’s Scrutiny Panel

### Work Plan 2018 - 20

**1. Scrutiny review projects;** These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

Project	Comments	Priority
Special Educational Needs	<ul style="list-style-type: none"> <li>• SEND children are growing in numbers. They can often find difficulty in accessing services due to stretched Council budgets or lack of clarity on how parents can access services;</li> <li>• Families can find it a struggle to obtain a formal diagnosis for their children, which is often a prerequisite in getting extra support at school and/or at home;</li> <li>• Some groups of SEND children have an increased risk of exclusion from school and there can also be poor outcomes in the classroom, which can have a detrimental impact on families struggling to cope;</li> <li>• Early intervention, including diagnosis, is key in order to put relevant support measures in place so that children with SEND can have fulfilling lives with good educational outcomes.</li> </ul> <p>The review will examine and review the role and the effectiveness of the current service children with Social, Emotional and Mental Health (SEMH) issues and autism receive. It will aim to establish;</p> <ul style="list-style-type: none"> <li>• Looking in particular at their interaction with the Council and schools, what are the experiences of parents with SEMH and autistic children in trying to access support for their children?</li> <li>• What are the waiting times for parents requesting an assessment, obtaining a diagnosis and</li> </ul>	1.

	<p>receiving the extra support required?</p> <ul style="list-style-type: none"> <li>• What are the outcomes of children with SEMH and autism in relation to their diagnoses?</li> <li>• As local authorities move away from statements to Education Health and Care (EHC) plans, what are the challenges parents face in obtaining EHC plans? How many children currently have a statement or EHC plan and how many apply for it? What are the rejection rates of children trying to obtain an EHC plan and what are the reasons?</li> </ul>	
Alternative Provision	<p>The review will look at Alternative Provision (AP) services provided to students who no longer attend mainstream education for reasons such as exclusion, behavioural issues, school refusal, short/long term illnesses as well as any other reasons. The main areas of focus will be:</p> <ul style="list-style-type: none"> <li>• What are the reasons why children in Haringey enter AP?</li> <li>• Once entering alternative provision, what are their outcomes and attainment levels when compared to mainstream schools?</li> <li>• How many children going through the AP route later enter the youth justice system?</li> <li>• How many children enter alternative provision as a result of SEND needs and how many have a statement or a EHCP plan?</li> <li>• The demographics of children entering AP including ethnicity, gender, areas of the borough where children in AP are drawn from and levels of children receiving free school meals prior to entering AP;</li> <li>• What are the challenges schools and local authorities face and what can we do better to meet the needs of children so as to avoid AP altogether?</li> <li>• Are the outcomes from AP providers uniform within Haringey?</li> <li>• How cost effective is AP.</li> </ul>	

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	Potential Items
6 September 2018	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Service Overview and Performance Update</li> <li>• Cabinet Member Questions; Children and Families and Communities (to cover areas within the Panel’s terms of reference that are within their portfolios).</li> <li>• Work Planning; To agree items for the work plan for the Panel for this year.</li> </ul>
8 November 2018	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families.</li> <li>• New Safeguarding Arrangements.</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.</li> <li>• Joint Targeted Area Action Plan – Update.</li> </ul>
18 December 2018	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Questions – Communities</li> </ul>

<p><b>4 February 2019</b></p>	<ul style="list-style-type: none"> <li>• Educational Attainment Performance; To report on educational attainment and performance for different groups, including children with SENDs. Data on performance broken down into different groups, including children with SENDs, as well as ethnicity, age, household income etc. To include reference to any under achieving groups.</li> <li>• School Exclusions; To consider an overview of current action to address school exclusions and, in particular, the outcome of the detailed analysis of fixed term exclusions.</li> <li>• Chair of LSCB &amp; Annual Report.</li> <li>• Review on Support to Children from Refugee Families (N.B. including NRPF): Update on Implementation of Recommendations</li> </ul>
<p><b>19 March 2019</b></p>	<ul style="list-style-type: none"> <li>• Transition (to be jointly considered with the Adults and Health Panel).</li> <li>• Cabinet Member Questions – Children and Families</li> <li>• Ofsted Inspection – Action Plan</li> <li>• Services to Schools</li> <li>• Review on Child Friendly Haringey: Update on Implementation of Recommendations</li> </ul>
<p><b>2019 - 2020</b></p>	
<p><b>13 June 2019</b></p>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> </ul>

	<ul style="list-style-type: none"> <li>• Work Planning; To agree items for the work plan for the Panel for year.</li> <li>• Cabinet Member Questions – Communities</li> <li>• Youth Services</li> <li>• Review on Restorative Justice: Update on Implementation of Recommendations</li> <li>• Apprenticeships</li> </ul>
<b>19 September 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Chair of LSCB &amp; Annual Report/New Safeguarding Arrangements</li> <li>• OFSTED Action Plan – Progress</li> <li>• The Role of the LADO</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1</li> <li>• Alternative Provision</li> </ul>
<b>7 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Communities</li> <li>• Childhood Obesity</li> <li>• Mental health services for teenagers and young people (CAMHS)</li> </ul>

	<ul style="list-style-type: none"> <li>• Educational Attainment Performance; To report on educational attainment and performance for different groups, including children with SENDs. Data on performance broken down into different groups, including children with SENDs, as well as ethnicity, age, household income etc. To include reference to any under achieving groups.</li> <li>• School improvement and action to address under performance by particular groups of students.</li> </ul>
<b>19 December 2019 (Budget Meeting)</b>	Budget scrutiny
<b>2 March 2020</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Play and leisure</li> <li>• Unregistered schools</li> <li>• Home schooling and safeguarding</li> </ul>

TBA:

1. Joint meeting on Transitions
2. Nurseries and the two and year old offer
3. School place planning and the impact of falling school rolls on primary school finances
4. Academies and free schools.

**Environment and Community Safety Scrutiny Panel - Work Plan 2018-19**

<p><b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p>		
Project	Comments	Priority
Supporting Better Access to Parking for Disabled People and Blue Badges	<p>The review will examine the barriers faced by disabled people in getting and using a blue badge. The review will also try to examine how they find accessing parking services and where could improvements be made to this service (that sit within the remit of the Council). In doing this it will consider:</p> <ul style="list-style-type: none"> <li>• What are residents’ experiences of accessing and using a Blue Badge;</li> <li>• How can the process of issuing Blue Badges and replacement Blue Badges be improved? What, if any, are the delays involved in the process? Is there scope for issuing temporary Blue Badges;</li> <li>• What do disability organisations say about our Blue Badge and disabled parking services? How accessible is our parking services interface;</li> <li>• How helpful is our written correspondence to residents around Blue Badges.</li> </ul>	
Reducing the amount of plastic/developing a plastic free policy.	<p>Examining the Council’s recycling performance around plastic waste and seeing what more could be done to reduce the use of plastics. What could the Council do to lead by example in this area.</p> <ul style="list-style-type: none"> <li>• Examine the Council’s current position in relation to plastic waste and what other boroughs are doing around this issue. In order to do this, the Panel will look at the Council’s current recycling policy in relation to different types of plastic.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Examine how the Council could reduce plastic waste and increase its recycling performance, looking at innovative ideas from across the sector.</li> <li>• Examine how the Council could interact with the young people within our borough to positively change behaviour. What could be done to assist schools to reduce the amount of plastic waste? Is there scope for the Council to develop a plastic free pledge for schools to sign up to?</li> <li>• Examine the how the Council can develop a plastic-free policy and what other measures the Council could undertake to lead by example.</li> </ul>	
--	---	--

<b>Date of meeting</b>	<b>Potential Items</b>
13 <sup>th</sup> September 2018	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel's terms of reference that are within that portfolio).</li> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Service Overview and Waste, recycling and street cleansing data.</li> <li>• Work Programme: To agree items for the work plan for the Panel for this year.</li> <li>• Review of Fear of Crime: Update on implementation of recommendations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Knife Crime and MOPAC performance Overview.</li> </ul>
16 <sup>th</sup> October 2018	<ul style="list-style-type: none"> <li>• Police Priorities in Haringey. Will include an update on Stop and Search and Lethal Firearm Discharges as requested by the Panel.</li> <li>• Financial Monitoring: To receive an update on the financial performance relating to Corporate Plan Priority 3.</li> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> <li>• Work Plan update – The Panel to agree its work plan for OSC to formally approve on 19<sup>th</sup> November.</li> </ul>
<b>Budget Scrutiny</b> 18 <sup>th</sup> December 2018	<ul style="list-style-type: none"> <li>• Budget Scrutiny.</li> <li>• Air Quality.</li> <li>• 18 month follow-up on the recommendations to the Scrutiny Review on Cycling.</li> <li>• Green flags.</li> <li>• Work Programme and scoping document for Scrutiny Review into plastic waste.</li> </ul>
11 <sup>th</sup> March 2019	<ul style="list-style-type: none"> <li>• Green Flags in parks – An update on the red and amber ratings awarded in parks. Cllr Hearn to attend.</li> <li>• Update around the Gangs Matrix.</li> </ul>

	<ul style="list-style-type: none"> <li>• Reducing Criminalisation of Children.</li> <li>• Cabinet Member Q&amp;A –Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>
8 <sup>th</sup> April 2019	<ul style="list-style-type: none"> <li>• Green Waste charges, Fly-tipping strategy and bulky waste collection</li> <li>• Update on Parks Transformation</li> <li>• Parking issues - disabled bays and blue badges</li> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising from her portfolio.</li> </ul>

**2019-2020**

<b>11 June</b>	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Community Safety Strategy</li> <li>• Update on Youth at Risk Strategy</li> <li>• Work Programme</li> </ul>
----------------	---



	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>
<b>3<sup>rd</sup> October</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising for her portfolio.</li> <li>• Financial Monitoring: To receive an update on the Q1 financial performance relating to Corporate Plan Priority 3.</li> <li>• Veolia Performance - Waste, recycling and street cleansing data.</li> </ul>
<b>5<sup>th</sup> November</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A –Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> <li>• Community Safety Partnership; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership. To include the following: <ul style="list-style-type: none"> <li>▪ Crime Performance Statistics - Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; and</li> <li>▪ Statistics on hate crime.</li> </ul> </li> <li>• SNT Policing model and the impact of the merging of Haringey and Enfield SNTs.</li> </ul>
<b>17<sup>th</sup> December (Budget Scrutiny)</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>

<b>2<sup>nd</sup> March</b>	<ul style="list-style-type: none"><li>• Cabinet Member Q&amp;A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.</li><li>• Waste, recycling and street cleansing data</li><li>• Performance update – Q3</li><li>• Budget Monitoring Q3</li></ul>
-----------------------------	---

## Housing and Regeneration Scrutiny Panel - Draft Work Plan 2018-20

**1. Scrutiny review projects;** These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

Projects	Comments
Wards Corner	Underway.
CIL/S106	To take place in 2019/20.
High Road West	To take place in 2019/20.
Wood Green Area Action Plan (AAP)	To take place in 2019/20.

**2. “One off” Items;** These are dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.

Date	Items
<b>17 September 2018</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Service Overview and Performance Update</li> <li>• Cabinet Member Questions;</li> </ul>

	<ul style="list-style-type: none"> <li>○ Housing and Estate Renewal; and</li> <li>○ Strategic Regeneration</li> </ul> <ul style="list-style-type: none"> <li>● Work Planning; To agree items for the work plan for the Panel for this year.</li> </ul>
<b>15 November 2018</b>	<ul style="list-style-type: none"> <li>● Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priorities 4 &amp; 5.</li> <li>● Cabinet Member Questions - Strategic Regeneration</li> <li>● Wood Green/Tottenham landowner forums</li> <li>● GLA Grant Allocation</li> </ul>
<b>17 December 2018</b>	<ul style="list-style-type: none"> <li>● Budget Scrutiny</li> </ul>
<b>15 January 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions – Housing and Estate Renewal</li> <li>● Additional scrutiny on capital budget</li> <li>● Community Infrastructure Levy (CIL) overview</li> </ul>
<b>21 February 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions - Strategic Regeneration</li> <li>● Wood Green/Tottenham landowner forums</li> </ul>
<b>14 March 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions - Housing and Estate Renewal</li> <li>● High Road West - update</li> <li>● Review on Social Housing: Update on Implementation of Recommendations</li> </ul>

<b>10 June 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Housing and Estate Renewal</li> <li>• Temporary Accommodation</li> <li>• Child yield calculator and segregation issues in planning</li> </ul>
<b>12 September 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Strategic Regeneration</li> <li>• Review of management process for Community Infrastructure Levy (CIL)</li> <li>• Socio-economic programme linked to High Road West regeneration scheme</li> </ul>
<b>4 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Housing and Estate Renewal</li> <li>• Housing Strategy</li> <li>• Broadwater Farm</li> <li>• Council Housing Team capacity building</li> </ul>
<b>16 December 2019</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>
<b>3 March 2020</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Strategic Regeneration</li> </ul>

Other possible agenda items to be added to 2019/20 panel meeting schedule:

1. Local Plan
2. Council rents and service charges
3. Housing and mental health
4. Housing and planning leaders' briefing for H&RSP
5. Council Housing on infill sites
6. Homelessness strategy update
7. Housing delivery update
8. Homes for Haringey – Leadership, management & governance

This page is intentionally left blank