

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 12th March, 2020, 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), Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Lourdes Keever (Diocese of Westminster)

Quorum: 3

### **1. FILMING AT MEETINGS**

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

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

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### **2. APOLOGIES FOR ABSENCE**

### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item below).

#### **4. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

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

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

#### **6. MINUTES (PAGES 1 - 24)**

To agree the minutes of the meetings on 14<sup>th</sup> January and 23<sup>rd</sup> January 2019 as a correct record.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 25 - 62)**

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

Housing and Regeneration – 16<sup>th</sup> December 2019  
Environment and Community Safety – 17<sup>th</sup> December 2019  
Children and Young People – 19<sup>th</sup> December 2019  
Adults and Health – 6<sup>th</sup> January

#### **8. HARINGEY RACE EQUALITY REPORT (PAGES 63 - 82)**

#### **9. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR COMMUNITIES AND EQUALITIES (VOLUNTARY SECTOR/EQUALITIES ISSUES)**

Verbal Update

- 10. DEBT RECOVERY; USE OF BAILIFFS - POLICY AND IMPLEMENTATION (PAGES 83 - 94)**
- 11. CONSULTATION AND ENGAGEMENT (PAGES 95 - 102)**
- 12. PERFORMANCE - Q3 (PAGES 103 - 112)**
- 13. BUDGET MONITORING Q3 (PAGES 113 - 146)**
- 14. SCRUTINY REVIEW ON FIRE SAFETY - UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS (PAGES 147 - 166)**
- 15. SCRUTINY REVIEW INTO BLUE BADGES AND SUPPORTING BETTER ACCESS TO PARKING FOR DISABLED PEOPLE (PAGES 167 - 208)**
- 16. WORK PROGRAMME UPDATE (PAGES 209 - 246)**
- 17. NEW ITEMS OF URGENT BUSINESS**
- 18. FUTURE MEETINGS**

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

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

Wednesday, 04 March 2020

This page is intentionally left blank

## **MINUTES OF MEETING OVERVIEW AND SCRUTINY COMMITTEE HELD ON TUESDAY, 14TH JANUARY, 2020, 7.00 PM**

### **PRESENT:**

**Councillors: Lucia das Neves (Chair), Pippa Connor (Vice-Chair),  
Khaled Moyeed and Patrick Berryman.**

**Also Present: Mark Chapman, Luci Davin, Yvonne Denny, Lourdes Keever**

### **ALSO ATTENDING:**

#### **1. FILMING AT MEETINGS**

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

#### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Dogan and Cllr Jogee.

Cllr Berryman attended as a substitute for Cllr Jogee.

#### **3. URGENT BUSINESS**

There were no items of Urgent Business.

#### **4. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

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

None.

#### **6. MINUTES**

##### **RESOLVED**

That the minutes of the meeting on 25<sup>th</sup> November were agreed as a correct record.

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

The Chair of the Adults and Health Panel advised that the as part of the discussion around the Haringey Safeguarding Adults Board, Dr Cooper had been invited back to a subsequent Panel meeting to give a further update.

The Chair of the Housing and Regeneration Panel gave the Committee an update on Scrutiny Review of High Road West. The Committee noted that work had begun and that Panel members had undertaken site visits to the Peacock industrial estate and to the Love Lane estate.

### **RESOLVED**

That the minutes of the following Scrutiny Panels were received and noted and any recommendations contained within were approved:

- Housing and Regeneration – 4<sup>th</sup> November
- Environment and Community Safety – 5<sup>th</sup> November
- Children and Young People's - 7<sup>th</sup> November
- Adults and Health – 14<sup>th</sup> November

### **8. FAIRNESS COMMISSION**

The Committee received an update report on the progress of the Fairness Commission as set out in pages 49 & 50 of the agenda pack. The report was introduced by Jean Taylor, Head of Policy. Cllr Amin was also present as the relevant Cabinet Member. It was noted that final report of the Fairness Commission was currently in draft form and was expected to be agreed by commissioners at the end of January. The report would then be launched on 20<sup>th</sup> February to coincide with UN World Day of Social Justice. At its meeting in March, the Council's Cabinet would agree its response to the report and this would include identification of who would take on responsibility for delivering the Commission's recommendations going forwards. The following arose from the discussion of the report:

- a. The Committee sought clarification about what happened to the issues raised as part of this process that did not fit within the five key areas/working groups agreed by the Commission. In response, officers acknowledged that a huge amount of responses were received and that this information was subject to a prioritisation process, which took account of the frequency of a particular issue being raised as well as focusing on issues that were closest to the Commission's key focus such as social justice and fairness. Officers also advised that the feedback received was also checked against existing data to determine key themes and trends. The Committee were assured that feedback and responses received had been shared with commissioners and senior officers across the Council as part of the reporting process.
- b. The Committee sought assurances around receiving sight of which groups and individuals had been engaged with as part of this process. In response, officers advised that a detailed list of those who had been engaged with would be included at the end of the report. Officers also reassured the Committee that there had been a conscious process of scheduling additional engagement activities for those that felt under represented.

- c. The Committee sought assurances around how officers would co-ordinate with existing activities taking place such as the Youth at Risk Strategy and Haringey Community Gold. In response officers acknowledged that there was some level of crossover and that they had worked to avoid duplication. The Youth at Risk Strategy had been revisited as part of the process for setting the recommendations of the Fairness Commission.
- d. In response to a question around whether the recommendations of the Commission would be implemented within the life time of the current administration, officers advised that the medium term goals should be easily achievable in this timeframe and also set out that the outcomes would be measurable.
- e. The Committee enquired about what contingencies were in place to ensure the ongoing delivery of its recommendations, if for instance, a new administration came in with different policy objectives. In response, officers set out that the Commission was made up of 22 people, most of whom were not Councillors and so there would likely be a level of institutional memory. Officers suggested that the breadth of representation on the Fairness Commission would hopefully lend itself to being supported by any future administration.
- f. The Committee sought reassurance about the extent to which children and young people, particularly in the east of the Borough, had been engaged with and how this information had been taken on board. In response, officers advised that significant engagement had been undertaken with schools to talk to children about the prioritisation of issues and fairness. This was done through a variety of forums including drawing exercises etcetera. Officers acknowledged that they spoke to both younger and older children and were conscious of the need to reflect the different experiences of the two.
- g. The Committee challenged the fact that a number of issues around adult social care had been omitted from the remit of the Fairness Commission as they were being dealt with through other forums and suggested that the reasons for this would need to be strongly reflected in the final report so that the community were aware and understood its remit and terms of reference. Officers acknowledged these concerns and advised that the final report would have a strong focus on frontline service delivery.
- h. In response to a question around the communications plan for the Commission's final recommendations, officers advised that this had not been finalised but officers committed to feeding this back to OSC once it was available. **(Action: Jean Taylor).**

## **RESOLVED**

That the Commission's progress was noted.

## **9. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR CORPORATE AND CIVIC SERVICES**

The Panel undertook a question and answer session with Cllr Amin, the Cabinet Member for Corporate and Civic Services on her portfolio. The Cabinet Member gave a short verbal update:

- The update and refit programme for Haringey's libraries was underway and works had begun at Hornsey Library.

- The Physical Activity and Sports Strategy was in the process of being implemented. This looked at how leisure facilities could be more accessible and included investment in green gyms in parks.
- The Committee was advised that Haringey had been shortlisted for the London Borough of Culture.
- Haringey was going through a redesign and restructure of its HR processes. This included a recruitment focus in supporting local people. Examples of this included the development of a local graduate trainee programme and working with local schools on apprenticeships.

The following arose from the discussion of this item:

- a. The Committee sought assurances around what meetings the Cabinet Member had with The Friends of Libraries groups, following the concerns raised about Marcus Garvey at OSC in July. In response the Cabinet Member advised that she met with the Friends of Marcus Garvey about every 2 months. The Cabinet Member commented that one of the issues raised at OSC was around staffing levels in the children's library. There was now a member of staff focused on the children's library. As part of a review of children's library provision, the service had introduced a libraries promise and were meeting with children and parents to talk about how to improve provision.
- b. The Committee enquired how access to leisure services and undertakings to improve physical activity levels, would be monitored. In response, the Committee was advised that there was significant monitoring and data available on this, particularly around take-up levels for the concessionary rate and engagement with the summer activity programme. Officers agreed to share a breakdown of the take-up for the concessionary rate for leisure facilities. **(Action: Zoe Robertson).**
- c. In response to a question around whether consideration had been given to bringing the Hays contract back in-house, officers advised that they were approaching the final year of this contract and discussions were ongoing around any potential future redesign of that service. However there were concerns around commercial sensitivity that prevented discussing this in a public forum.
- d. The Committee welcomed the previous use of autism-friendly colour-coding of library books in Marcus Garvey and enquired whether this could be brought back. In response, officers agreed to look into this and give further consideration about how to develop a consistent approach across Haringey libraries. **(Action: Charlotte Pomery).**
- e. The Committee raised concerns about the use of Wood Green and Marcus Garvey Libraries as customer service centres and sought clarification as whether Cabinet Member planned to continue with this policy. In response, the Committee was advised that significant capital resources had been invested into these sites to merge libraries and customer services. However, the Cabinet Member acknowledges some of the Committee's concerns and advised that they were looking at ways of how to ensure two distinct service areas and how the library space could be protected at Wood Green. However, it was acknowledged that this was not an easy task.
- f. The Committee also raised concerns about Fusion's management of Tottenham Green leisure centre. In response, the Cabinet Member advised that a report had been commissioned following a recent incident where the pool

was closed following service users reporting adverse effects from excessive chlorine exposure. In addition, there was also an extensive monitoring programme in place for this contract and officers advised that they were working hard to ensure that a good standard of service was provided. Cllr Amin advised that she was due to meet the UK-wide MD of Fusion soon to discuss some of the issues identified and remained committed to working with Fusion to improve the service.

- g. In response to some other concerns raised, the Committee was advised that the Tottenham Green leisure centre was incredibly popular, with around 40k visits per month, which created its own challenges. Participation at the centre had doubled since Fusion took over the contract. Officers also acknowledged further concerns around queues at peak times and advised that this was something that Fusion were working on and had recently improved their website to provide better signposting and online services.
- h. The Committee raised further concerns about the use of libraries and suggested that books had been removed from Marcus Garvey in order to make room for the customer service centre and study room. The Committee suggested that restoring libraries to their core function as a library should be included as part of the review of libraries.
- i. In response to concerns around the customer service centres, the Committee were advised that overall numbers of people using the customer service centres was declining due to improved online services and that further work was being undertaken to support this transition through workshops and digital help sessions. The Committee noted concern with plans to utilise parts of Wood Green library for a business centre and requested that space for students to use the library for studying be preserved, particularly during exam times. The Cabinet Member agreed to look at this as part of the next phase of work. **(Action: Cllr Amin).**
- j. In response to further concerns around Fusion, officers advised that additional contract monitoring was brought in following the incident in November. The Committee was advised that Fusion were meeting most of their KPIs and that overall contract satisfaction was around 78%.
- k. The Committee requested that an all Member briefing session be set up around leisure and the Fusion contract. Officers and the Cabinet Member agreed to do this and would give some consideration on when to schedule this. **(Action: Cllr Amin/Zoe Robertson).**

## **RESOLVED**

That the update and responses to the Q&A session were noted.

## **10. PRIORITY X BUDGET SCRUTINY**

The Committee considered the Council's 2020/21 Draft Budget / 5-year MTFS 2020/21 – 2024/25 proposals in relation to Your Council/Priority X. The report was introduced by Frances Palopoli, Head of Corporate Financial Strategy & Monitoring. Richard Grice, Director of Transformation and Resources was also present. The following points was raised during the discussion of this agenda item.

YC01- Reduction in Paper Usage

The Committee raised a general point about separating out income generation proposals from budget savings in future reports. In response, officers advised that the two were treated in terms of budget proposals but acknowledged that they could be separated out in future.

### YC02- Income from joining the London Counter Fraud Hub

The Committee sought clarification on whether joining the hub was dependent upon 26 local authorities signing up to it and whether the prospects of this happening were looking good. Officers confirmed that a minimum of 26 local authorities were required to make the hub viable. Officers also advised that although they were not there yet, that discussions had been overwhelmingly positive and it was hoped that there would be 26 other local authorities willing to sign up to it.

The Committee also enquired whether £50k income was a conservative estimate given the potential amounts at stake through Right to Buy fraud etcetera. In response, officers advised that £50k was the best estimate of shared returns, based on pilot schemes in other authorities and evidence to date.

In response to a request for clarification, officers advised that the initial joining fee for the scheme was £75k and that the £705k set out at the bottom of page 68 of the pack was a typographical error.

### YC03- Legal income from Clinical Commissioning Group.

The Committee suggested that this proposal seemed slightly theoretical. Officers assured the Committee that they were confident that this saving would take place and suggested that it may already have been implemented.

### YC04- Finance Directorate Savings .

The Committee sought clarification about the suggested loss of posts and where these would take place. In response officers advised that of the total £540k saving, £340k was earmarked for the next financial year. Of that £340k, it was anticipated that this would include a loss of 2 FTE posts (£70k). The majority of the FTE posts lost would take place in the second tranche of the saving, which would take place in 2022/23. Committee Members were assured that the impact of the changes would be reviewed and assessed before the second tranche was implemented but that it was too early to accurately quantify the number of FTE reductions at this stage.

### YC05- Alexandra Park and Palace Charitable Trust (APPCT).

The Committee sought assurance around whether the proposed £195k reduction in revenue grant from the Council had been communicated to APPCT in the context of the huge savings that had been made from the Council's budget over the last ten year period. In response officers advised that they were confident that this was the case and that those conversations had taken place.

The Committee commented that there was a lack of detail in this proposal and requested further information about how the Palace would mitigate this budget gap in order to make an informed judgment on this saving proposal. The Committee sought assurance that the reduction would not impact some of the Trust's outreach work as well its ability to provide free access to community events and inclusive exhibitions. The Committee were also concerned about any reduction in events and exhibitions that were disability friendly.

Further information was requested in relation to how APPCT would meet the budget gap arising from YC05 for the 23<sup>rd</sup> January. **(Action: Frances Palopoli).**

### YC06- Re-imagining Libraries.

The Committee sought clarification about the individual saving proposals and areas of income generation and raised concerns about any attempt to reduce the general service offer in libraries including opening times. Officers advised that the core service offer would remain the same and that there was no intention, for instance to reduce the number of libraries or the opening times. Instead they would be looking at developing a co-ordinated opening hour timetable across all of the libraries and co-ordinating joint services.

The Committee raised concerns around the proposal for developing work spaces for small businesses and start-ups in Wood Green and Marcus Garvey. In response to these concerns, officers advised that this would not entail any loss of books or book shelves as, Wood Green Library was a big building with a significant amount of vacant space that could be utilised. The intention was to maintain core library facilities but also ensuring that the space in each building is being used to its full potential and developing economy opportunities through job fairs, workspace, pop-up events and volunteering opportunities. In response to further discussion, the Committee felt that aspects of this proposal were nebulous and that they did not fully understand how the savings would be made and the degree to which this would enhance and improve the service offer.

Officers advised that a piece of work was underway to look at what activities could be undertaken and how library spaces could be better utilised. Officers added that part of this was also about seeing how libraries could be improved and the making the space work better. The Committee requested that work space be provided for third sector and community groups.

The Committee enquired whether officers were looking at involving a community interest company. Officers advised that this would continue to be run as a mainstream council service.

In response to a question, officers advised that no evaluation had been done as yet around likely take-up levels from small business to workspace facilities. However, there was a project currently run by the British Council at Wood Green Library on support for small business which had seen significant take-up. Officers set out that they felt there was a real market for these type of services and that the take-up was there.

YC07- Extending FOBO approach to across Council Services.

The Committee raised a general point around hearing different experiences from residents in terms of accessing Council services through Customer Services Centres or long waiting times on the telephone to the Council, than was perhaps given by officers in previous discussions around these issues. The Cabinet Member for Neighbourhoods acknowledged these concerns and emphasised that the driver of this proposal was around service improvement and widening the lessons learnt from FOBO to across all Council services. In response to a question, the Cabinet Member advised they she was confident of delivering this and that the FOBO programme had demonstrated that it could achieved up to 30% savings in areas of customer service and the back office.

The Chair emphasised the need for provision to be in place to deal with urgent situations and crisis management in response to urgent needs and outside of standard response times. Officers accepted that systems needed to be able to respond to a moment of crisis and that work was being undertaken to ensure that this was in place. Officers advised that they were working to categorize the nature of interactions with residents and where there was an urgent need or request in order to make sure that the Council was responding appropriately.

YC08- Part Capitalisation of CPMO.

In response to a question around the nature of capitalisation costs referred to, officers advised that the capitalisation would involve the cost of equipment but also the cost of staff brought in to specifically help deliver the project. The costs of existing project staff outside of the CPMO would not be capitalised under this proposal.

YC09- Income from filming and venue management.

The Committee had no comments in relation to this proposal.

YC10- Income from Outdoor Media.

The Committee raised concerns about how the Council would ensure that any advertising undertaken using Council infrastructure was not contrary to the Council's stated aims, such as fast food advertising or adverts for the betting industry. Officers responded that there was a standard of service that any company had to sign up to and uphold if they were to use Council assets for advertising. The Chair commented on some recent examples she had seen and officers advised that any concerns or infringements had should be reported to the relevant officers and would be investigated.

YC11- Review of Corporate Centre.

The Committee had no comments in relation to this proposal.

YC12- Capitalisation of IT infrastructure staff.

In response to a question about the nature of the savings put forward in this proposal, Officers advised that savings would be realised through the use of Capital and Capital Receipts to fund certain parts of staff work where it was shown that the work produced tangible assets or was transformational to the Council.

The Committee requested further information on the figures presented in relation to this proposal. In particular, the Committee sought clarification on the discrepancy between the estimated £416k staff cost savings from capitalisation and the £345k figure outlined in the financial benefits summary section of this saving. **(Action: Frances Palopoli/Richard Grice).**

Capital Programme

In response to a query around the nature of the term self-financing, officers confirmed that broadly speaking, it meant that the income generated would meet the cost of that proposal and that a clear business case was developed and signed off in each instance to demonstrate this.

The Committee sought clarification around the capital investment used in the proposal to re-imagine the Council's library offer and questioned where would the saving come from, if for example, opening times were being maintained at current provision. Officers set out that the savings would be made by reducing net costs through better utilisation of the whole library infrastructure. This was categorised as being about growth rather than savings or a reduction in service. The Committee also sought clarification about what the term co-ordinated opening hours meant and whether libraries would be unstaffed for example. Officers agreed to come back to the Committee with further information on this. **(Action: Charlotte Pomery).**

The Chair advised that she would co-ordinate the final budget recommendations in relation to Your Council with Committee Members via email. **(Action: Chair).**

**RESOLVED**

- I. That the Committee considered the 2020/21 Draft Budget/MTFS 2020/21-2024/25.

**11. FACILITIES MANAGEMENT TRANSITION**

The Committee received an update on the transfer of FM services back in house, which was identified as the Council's the first insource programme. The report was introduced by Andrew Meek, Head of Organisational Resilience & Joe McBride, Transition Manager as set out in the agenda pack at page 127. The following arose from the discussion of the report:

- a. In response to a question around who had overall control for FM services once in was brought back in house from 1<sup>st</sup> April, officers advised that soft FM services would be managed by Haringey Council and hard FM services would be managed by HfH. In response to concerns about governance, the

- Committee was assured that the Corporate Landlord would have overall control and would have a role in co-ordinating overall requests to HfH.
- b. The Committee noted concerns with HfH's current track record on issues of repairs and maintenance and complaints from residents in this regard. The Committee sought assurances that additional responsibilities around management of hard FM for the Council would not make their repairs and maintenance service worse. In response, officers acknowledged these concerns and advised that funding was the crucial issue. The Committee noted that there was a separate funding source for the two; repairs and maintenance was funded through the Housing Revenue Account, whilst Facilities Management was funded through the General Fund.
  - c. The Committee enquired about the future direction of the insourcing agenda and enquired whether consideration had been given to adult social care and school catering services being brought back in-house. In response, officers set out that the transfer of FM services was the first insourcing programme and that a report was going to Cabinet in March which would set out the timeline and the focus of the insourcing programme going forward.
  - d. The Committee requested that a further update on the insourcing programme be brought back to OSC. Officers acknowledged this request and agreed to come back to Members with some further thoughts on how best to accommodate this request and likely timescales. **(Action: Andrew Meek/Joe McBride).**

## **RESOLVED**

That the Facilities Management Update report was noted.

### **12. SCRUTINY REVIEW ON SEND**

This item was deferred to the next meeting as the Chair of the Children's Scrutiny Panel was unavailable.

### **13. WORK PROGRAMME UPDATE**

The Committee received a copy of the work plans for OSC and the four Scrutiny Panels, along with a scoping document for a Scrutiny Review on Schools. The Report was introduced by Rob Mack.

The Committee was advised that work was underway to develop the work plan for 2020/21 so that it was in place and ready to go following Annual Council in May. The Committee noted that the survey for the proposed Scrutiny Café event in March was being developed and should be available on the website in February.

## **RESOLVED**

- I. That the Committee noted the work programmes for the main Committee and Scrutiny Panels at Appendix A of the report and agreed any amendments;

- II. That the Committee approved the scope and terms of reference at Appendix B of the report for the review by the Children and Young People’s Scrutiny Panel on Schools.

**14. NEW ITEMS OF URGENT BUSINESS**

None

**15. FUTURE MEETINGS**

23<sup>rd</sup> January  
12<sup>th</sup> March

CHAIR: Councillor Lucia das Neves

Signed by Chair .....

Date .....

This page is intentionally left blank

## **MINUTES OF MEETING OVERVIEW AND SCRUTINY COMMITTEE HELD ON THURSDAY, 23RD JANUARY, 2020, 19:00**

### **PRESENT:**

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

**Also Present: Luci Davin, Yvonne Denny and Lourdes Keever**

### **ALSO ATTENDING:**

#### **1. FILMING AT MEETINGS**

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

#### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mark Chapman.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

Cllr Moyeed declared an interest in relation to the Scrutiny Review into Wards Corner as he provided legal advice to market stall traders at the site.

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

None

#### **6. SCRUTINY REVIEW ON SEND**

The Committee considered a Scrutiny Review into Special Education Needs & Disability (SEND). The report was introduced by the Chair of the Children's Panel, Cllr Dogan. Sue Leveson, a local parent carer representative who gave evidence to the review, was also in attendance. The Chair invited Sue to speak to the Committee. The following points were noted:

- a. Ms Leveson commended the report and advised that she welcomed the fact that the whole process was very inclusive and that it was clearly visible how the

- evidence had informed decision making. It was suggested that a similar approach would hopefully be undertaken in regards to co-production.
- b. Ms Leveson advocated that in the spirit of co-production, parents should be further involved with the monitoring of the review's recommendations.
  - c. It was suggested that 3 tranches were ear-marked for co-production but this always seemed to be something that would take place at an unspecific point in the future. Ms Leveson disputed that the 3 phases of co-production had taken place. Officers advised that the process had been completed and that co-production opportunities did take place. Ms Leveson suggested that parents had not been fully involved. The Chair of the Children's Panel advised that he would look into these concerns and the wider issue of co-production at an upcoming panel meeting. **(Action: Cllr Dogan).**

## **RESOLVED**

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

## **7. TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21**

The Committee scrutinised the Treasury Management Strategy Statement (TMSS) 2020/21 prior to its submission to Corporate Committee and Full Council for approval. The TMSS and covering report were introduced by Thomas Skeen, Head of Pensions, Treasury & Chief Accountant. The following arose in discussion of this report:

- a. The Committee sought reassurance around whether the TMSS was benchmarked against other local authorities. In response, officers advised that quarterly updates were provided to Corporate Committee and that benchmarking was undertaken with Arlingclose as part of this. In general, Haringey tended to adopt a lower risk profile for its investments than many other local authorities. In response to a follow-up question, officers advised that borrowing levels of around £400m were broadly average whilst £34m in investments was relatively low.
- b. The Committee also sought assurance around what the main driver/s were for the growth in borrowing needs. In response, officers advised that the biggest factor was the increase in the HRA in order to fund investment in housing stock. However, other significant areas of capital spend included schools, highways and street lighting. The other significant issue driving higher borrowing costs was the end of the MRP holiday and the basis for calculating that cost.
- c. In response to a question around the revenue costs of the level of capital investments, officers advised that the gross position in the General Fund in 2023/24 was around £33.6m but that a number of these were self-financing savings, which reduced the net position to around £21m.
- d. The Committee enquired whether officers were comfortable with the interest and other additional borrowing costs brought about by a substantial increase in borrowing in order to fund these capital projects. In response, officers acknowledged the impact of borrowing on the revenue budget and advised that the implications of servicing that debt were factored into the MTFs as part of

- the budget setting process. Officers acknowledged the need to continue to monitor the costs of borrowing and ensure ongoing affordability.
- e. In relation to the HRA, it was noted that this was slightly different as the expansion of housing stock also created additional revenue through rent payments. Officers advised that a HRA business plan had been developed which clearly set out these implications and the fact that this was a sustainable investment. The HRA business plan was due to be considered by Cabinet in February.
  - f. OSC requested that it receive regular updates on the delivery of the capital programme. **(Action: Thomas Skeen)**

## RESOLVED

That the proposed updated Treasury Management Strategy Statement for 2020/21 was scrutinised and comments made prior to its presentation to Corporate Committee and Council for approval.

## 8. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND STRATEGIC REGENERATION (FINANCE PORTFOLIO)

The Committee undertook a verbal question and answer session for noting with the Cabinet Member for Finance and Strategic Regeneration on his portfolio. The following arose as part of the discussion during the Q&A session.

- a. The Committee sought the Cabinet Member's insight into the High Streets agenda. In response, the Cabinet Member advised that the administration was working with the local traders in Wood Green and Turnpike Lane to ensure that businesses were engaged with and there was a joined up approach to parking, for example, in order to encourage vibrant high streets. The Cabinet Member advised that this issue was within Cllr Bull's portfolio.
- b. In response to a follow up question around the two hour parking window in Muswell Hill and how the administration could offset the need to encourage business in the Borough with the declaration of a climate emergency and its active travel plans. The Cabinet Member acknowledged these concerns and commented that it was a complicated issue and suggested that elderly or infirm residents needed to be able to access shops and services. The Cabinet Member agreed that further encouragement of hybrid or electric vehicles was needed along with improving cycling provision in the Borough.
- c. The Committee sought assurances about what was being done as part of the Community Buildings review. In response, officers advised that this was part of Cllr Blake's agenda but that a report to Cabinet was being developed which would set out the administration's proposals in relation to this issue. In regards to the likely financial implications of this report, the Cabinet Member assured the Committee that the report would address the issue of circular funding as well as the likely budget implications. The Chair commented that Cllr Blake was due to attend the next OSC and suggested that these questions could be put to him then.
- d. The Committee enquired as to whether a review had been undertaken into the impact of removing the £10k ward budgets, particularly in terms of supporting community groups. The Clerk agreed to put this question in writing to Cllr Blake. **(Action: Clerk).**

- e. The Committee sought assurance around what level of engagement with businesses in Hornsey and other parts of the borough outside of Wood Green and Turnpike Lane had been undertaken in respect of the High Streets agenda. Cllr Adje agreed that he would come back to the Committee with details of how the west of the Borough was represented through the Haringey Business Alliance. It was noted that there was a Tottenham representative on this group. **(Action: Cllr Adje).**
- f. In response to a request for the Cabinet Members thoughts on Wards Corner, the Cabinet Member outlined that this was a complicated issue that had been going on for 20 years. The Cabinet Member advised that the site was owned by TfL and that there were a number of concerns around the building and Health and Safety at the site. Due to these concerns, the Management Company and TfL had agreed to close the market. The Committee was advised that the Council had a very limited role in the site and that its role was limited to regulatory oversight and agreeing licences etcetera. The Cabinet Member also highlighted that the Council had entered into a CPO with Grainger over the site and that the Council would be liable if it walked away from the agreement.
- g. In response to a question around the impact of rent increases on traders at Wards Corner for the proposed replacement market, the Cabinet Member acknowledged these concerns and advised that this was a concern for all business but advised there had been a guarantee that there would be limited rent rises over the next three to five years. The Committee also noted that Business Rates were set by the government.
- h. In relation to concerns about any potential disparity in parking regulations between Muswell Hill compared to Turnpike Lane, the Cabinet Member clarified that the restrictions for Muswell Hill did not include free parking, merely just a two hour time limit in order to encourage short duration trips.
- i. The Committee commented on the building next to Muswell Hill Library and its use as a hub for start-ups and small businesses, and questioned the potential conflict between supporting this and using the site for alternative uses such as housing. In response, the Cabinet Member agreed to come back to the Committee with options for the site and some thoughts on potential conflicts. **(Action: Cllr Adje).**
- j. In response to a question around the rising financial costs involved with Osbourne Grove, the Cabinet Member advised that this was due to the revised plans for capital investment at the centre.
- k. In response to a question around identifying some of the biggest risks within the budget, the Cabinet Member advised that the biggest risk was around non-delivery of savings.
- l. In relation to a question on whether the strategic priorities of the administration were reflected in the budget, the Cabinet Member confirmed that this was the case and highlighted the recruitment of key officers to deliver the Council's housing targets as an example.
- m. In relation to a question about equalities considerations within the budget setting process and how the most disadvantaged residents were protected, the Cabinet Member highlighted the Council Tax Reduction Scheme as a relevant example. The Cabinet Member also set out that Cabinet were due to approve a 200-300% Council tax band for vacant properties. The Cabinet Member also set out that significant work had gone into closing a £4m+ budget gap down to £600k and that this had clear implications on being able to deliver services.

- n. The Committee sought further information around the administration's progress in relation to bringing vacant properties back into use. In response, the Cabinet Member suggested that around 1000 properties had been brought back in to use but he would check the exact figure and whether this related to privately-owned or Council properties. **(Action: Cllr Adje).**

## RESOLVED

Noted

### 9. **SCRUTINY OF THE 2020/21 DRAFT BUDGET/5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2020/21-2024/25) - RECOMMENDATIONS**

*\* Clerk's note – Cllr Connor, as the Chair of Budget Scrutiny, Chaired the meeting for agenda item 9.\**

The Committee received a copy of the draft 5 year Medium Term Financial Strategy (2020/21 – 2024/25) along with a covering report which set out how the budget proposals had been scrutinised and also included the draft recommendations that had been proposed by the individual Scrutiny Panels. Members of the Committee were asked to consider and agree recommendations contained within this report so that these could be considered by Cabinet on 11 February 2019, along with the final MTFS proposals that would be put to Council on 24 February.

The report was introduced by Frances Palopoli, Head of Corporate Financial Strategy and Monitoring and Jon Warlow the Director of Finance, as set out in the addendum reports pack at pages 1-304. The Committee also received a late paper which set out additional information received by the Adults and Health Scrutiny Panel on the budget reductions proposals. This report was included for information purposes. The following arose during the discussion of the draft Budget/MTFS:

- a. The Director of Finance set out the headline position for the General Fund and advised that this contained a lower amount of budget reductions than was envisaged a year ago. The Committee noted that the proposals included growth in budgets for key areas and that Adults in particular still required further budget growth to meet current demands.
- b. The budget contained the maximum 1.99% increase in Council Tax as well as 2% increase in the Adult Social Care Precept
- c. The Committee was advised that there was still a budget gap of £0.6m from the December report. The gap was characterised as being relatively small and the Director of Finance advised that the shortfall would be made by changes to corporate and technical services and the Committee was assured that there would be no impact on front line services. The Director of Finance highlighted that the budget gap of £600k compared favourably with the £7m shortfall in last year's budget position.
- d. The Director of Finance highlighted ongoing concerns around the recovery plans for the Dedicated Schools Grant and acknowledged that this was very challenging position that was being felt across local government.
- e. The Budget proposals for the HRA set out an increase in Council rents of the rate of CPI inflation plus 1%. The Committee was advised that further detail on the HRA business plan would be included in February budget paper to Cabinet.

- f. The Chair of Budget Scrutiny welcomed the overview given by officers on the budget and requested that further detail be provided in Section 5 of the report as part of future budget scrutiny reports, both to the Panel and the main Committee. The Chair of Budget scrutiny highlighted the information that was included in the late handout as a template of the type of information to include in future, including information on the current position on un-earmarked and earmarked reserves.
- g. The Committee sought further assurance around the DSG recovery plan and queried how important further engagement with OSC was on this issue. In response, officers reiterated that this was a particularly challenging area and welcomed the fact that local authorities were pushing back to the Government on education funding. Officers also acknowledged that this maybe something that OSC would like to receive further information on going forwards.
- h. In response to a question on what modelling had been done on the impact of rent increases, officers advised that previous decisions to freeze rent increases had a significant impact on the availability and quality of housing stock. Officers also set out that the Council was about to enter in to its third year of a pooled business rates arrangement across London and the amount available to retain by the Council had changed again for the third year.
- i. In response to a question around increased borrowing costs from the PLWB, officers advised that they were continuing to explore alternative sources of borrowing, including more loans from other local authorities. Officers advised that there was no immediate pressure to find alternative sources but that they would do so when it was considered prudent.
- j. In response to a question around the main driver for increased Council Tax Receipts, officers advised that this was calculated on the basis of increased numbers of residential and commercial properties being built and the corresponding increase in Council Tax and Business Rates being collected.
- k. In response to a question, officers advised that they were comfortable with the levels of borrowing set out and advised that the five-year time frame for the MTFS made it look more dramatic. However, this also provided a long term view and was beneficial in terms of budgeting for those increased borrowing costs.
- l. In relation to fees and charges and the level of income generated, officers advised that these provided an increasingly important contribution to the Council's budget of around £17/18m and the level of reliance on income from this was unlikely to change in the near future.
- m. The Committee sought assurances about the level of reserves and whether there was a budget resilience reserve in place for 2020/21. Officers advised that the £7m resilience reserve would remain in place for next year and advised that the setting of this was proportionate to the level of risk. Last year's budget assumption required a £5m draw down from reserves to balance the budget. Officers set out that the £15m earmarked reserves would remain the same and that they were confident in the overall level of reserves as well as the budget resilience reserve.
- n. The Chair of Budget Scrutiny requested that future budget scrutiny reports to both Panels and the main Committee include the following information (**Action: John Warlow**):
  - Comment by finance officer on MTFS savings over 5 years

- Pressure on the Councils budget – as per table produced by Adults under Late Business item 4<sup>th</sup> table, headed Policy Growth. Also Total growth (new grants etc.).
- Actual savings both new and ongoing for each of the five panel areas (so Children's, Adults, Environment etc.)
- Information on Budget reserves both Earmarked and Un-earmarked
- An account of the position of the Housing and Revenue Account
- Any particular pressures on the Councils position – for instance DSG
- Comment by finance officer on overall Capital budget over the five year MTFS
- Actual capital budget spend within each of the panel areas, both new and ongoing high level information (see revenue point 4)
- Include Capital budget (on page 46 at 3.3 and 3.2, 3.3 and 3.4 within Treasury Management report item).
- Include Revenue Budget Implications already stated within TMR page 64 at section 12, 12.1 to 12.3 – include table.

The following comments and amendments to the draft Budget Scrutiny recommendations were put forward by the Committee:

- a. EC08 Outdoor Media – The Chair of the H&R Panel advised that the recommendation should be changed to reflect that adequate assurance had been received around the type of companies that could be permitted to use the advertising space.
- b. There were no changes proposed to the recommendations put forward by the Environment and Community Safety Panel in relation to Place.
- c. There were no changes proposed to the recommendations put forward by the Children and Young People's Panel.
- d. There were no changes proposed to the recommendations put forward by the Adults and Health Panel.
- e. There were no amendments proposed to the recommendations proposed to Your Council.

The Chair reiterated that during future Budget Scrutiny sessions, OSC should be provided with information on the year-on-year position for savings proposals across the current MTFS period as well as the year-on-year ongoing position of the implementation of capital projects across each of the priority areas, in order to allow OSC to track the rolling position rather than just the new proposals. The Committee also requested that they would like to receive the MTFS savings tracker that was submitted to Cabinet as part of future budget scrutiny papers. **(Action Jon Warlow).**

## **RESOLVED**

That the Overview and Scrutiny Committee:

- I. Agreed the final budget recommendations to be put to Cabinet on 11 February 2020, following consideration of recommendations arising out of the budget scrutiny process, as set out in Appendix A of the report.
- II. Considered the additional information, attached at Appendix B of the report, requested during the December/January round of budget scrutiny meetings;

- III. Noted the budget information and capital schemes proposals, attached at Appendix C of the report, considered by Scrutiny Panels and the Overview and Scrutiny Committee in December 2019/January 2020;

**10. NEW ITEMS OF URGENT BUSINESS**

N/A

**11. FUTURE MEETINGS**

12<sup>th</sup> March 2020

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>
23 <sup>rd</sup> January	The Chair of the Children's Panel agreed to look into concerns about 3 stages of co-production not having place and the wider issue of co-production at an upcoming panel meeting.	Referred to Children's Panel	Cllr Dogan	Completed
23 <sup>rd</sup> January	OSC requested that it receive regular updates on the delivery of the capital programme going forwards	Updates on the capital programme will be provided as part of the budget monitoring process and will be based around the information in the Corporate Financial monitoring reports. Finance will review their form and content for 2020/21	Thomas Skeen	Completed
23 <sup>rd</sup> January	The Committee sought assurance from the Cabinet Member as to whether a review had been undertaken into the impact of removing the £10k ward budgets, particularly in terms of supporting community groups.	Briefing sent on 25 <sup>th</sup> Feb.	Clerk	Completed.
23 <sup>rd</sup> January	Cllr Adje agreed that he would come back to the Committee with details of how the west of the Borough was represented through the Haringey Business Alliance.  The Cabinet Member also agreed to come back to the Committee with options for the site next to the Muswell Hill Library site and some thoughts on potential conflicts with need for housing etc.		Cllr Adje	Ongoing
23 <sup>rd</sup> January	The Cabinet Member agreed to provide an update on administration's progress in relation to bringing vacant properties back into use and whether this related to privately-owned or Council properties.		Cllr Adje	Ongoing
14 <sup>th</sup> January	Comms plan for the Fairness Commission to be circulated to OSC when available.	The Fairness Commission is being launched on 4 <sup>th</sup> March and accompanying comms material, including how we promote the outcomes to residents will be on our website.	Jean Taylor	Completed
14 <sup>th</sup> January	Officers agreed to share a breakdown of the take-up for the concessionary rate for leisure facilities	A report has been prepared for Members and will be circulated in advance of the 12 <sup>th</sup> .	Zoe Robertson	Completed

14 <sup>th</sup> January	Agreed to look into use of autism-friendly colour-coding of library books in Marcus Garvey and consideration about how to develop a consistent approach across Haringey libraries		Charlotte Pomery	Ongoing
14 <sup>th</sup> January	Cabinet Member agreed to look into the issue of using parts of Wood Green library for a business centre and requested that space for students and agreed to see what could be done to preserve space for studying, especially during exam times, as part of the next phase of work.	The Cabinet Member has agreed to pick this up as part of the libraries work programme.	Cllr Amin	Completed.
14 <sup>th</sup> January	An all Member briefing session to be set up around leisure and the Fusion contract.	Officers are looking into dates for this. It is anticipated to be sometime in March.	Cllr Amin/ Zoe Robertson	Ongoing
25 <sup>th</sup> November	The Committee requested a breakdown of complaints received ward by ward and that this also include information on trends.	Information sent to Members on 24 <sup>th</sup> Feb.	Debbie Darling	Completed
25 <sup>th</sup> November	In response to concerns around a failure to meet the target for response times for MEs, Officers agreed to send the Committee further details of the 8% of cases in 2018/19 that missed the target time and how many days each case took for a response.	Information sent to Members on 2 <sup>nd</sup> March.	Andy Briggs/Debbie Darling	Completed.
25 <sup>th</sup> November	The Committee requested that future reports also include details of how many Member Enquiries were responded to before the ten day target time and that a breakdown of those cases and the number of days taken be provided	This is will provided in next years data report April 2019 – March 2020	Debbie Darling	Scheduled to a future meeting
25 <sup>th</sup> November	The Committee requested figures for UC claims all of Haringey that also reflected private sector tenants rather than just HfH tenants. HfH advised that the DWP should be able to provide that information.	DWP have advised that a ward by ward breakdown for this is not available. The closest information that they have is the average number of claimants from the Private Rented Sector for North London is 33%.  Based on a breakdown of data for the last 6 weeks the figure for Tottenham is 45% and Wood Green 39%. Finsbury Park is lower than the average at between 20-22%.	Phylis Fealty	Completed.

25 <sup>th</sup> November	The Committee sought further information around apprenticeships and how much money was generated through the apprenticeship levy. Officers agreed to give this some further consideration and circulate a briefing to OSC on the apprenticeship levy.	Briefing being prepared.  The Council's annual Apprenticeship Levy contribution (including Schools) is c. £800,000 (£1,951,878 paid in total as of October 2019), along with a 10% top-up provided by Government. Unspent levy amounts over 24 months old expire and are deducted monthly from the account. These are c. £60,000 per month.	Charlotte Pomery	Ongoing
25 <sup>th</sup> November	The Committee sought further information around the Citizens Panel and its composition. Update to be brought to March meeting as part of the consultation and engagement report.	Noted.	Clerk	Scheduled to a future meeting
15 <sup>th</sup> October	Officers agreed to provide a written response on the salary of town centre managers.	Officers have advised that the role is P08.	Peter O'Brien	Completed.
22 <sup>nd</sup> July	Feedback on libraries and the library peer review to be provided to a future meeting.	Scheduled to come back later in the year.	Cllr Amin/Judith Walker/ Andy Briggs	Scheduled to a future meeting.
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	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. (March).

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE HOUSING AND  
REGENERATION SCRUTINY PANEL HELD ON MONDAY 16<sup>TH</sup>  
DECEMBER 2019, 7.00 - 9.20PM**

**PRESENT:**

**Councillors: Khaled Moyeed (Chair), Dawn Barnes, Ruth Gordon,  
Bob Hare and Yvonne Say**

**35. 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'.

**36. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Daniel Stone and Cllr Sarah Williams.

**37. URGENT BUSINESS**

None.

**38. DECLARATIONS OF INTEREST**

None.

**39. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**40. MINUTES**

Referring to Item 29 from the minutes of the previous meeting, Cllr Gordon noted that the Planning review of the S106 agreement relating to Wards Corner was described as "close to being finished" and asked for a further update on this. Dan Hawthorn, Director of Housing, Regeneration & Planning, said that the review was not yet completed and that he could not give a precise date on when publication is likely to occur. Panel Members suggested that further details on expected timescales should be obtained from the Assistant Director for Planning. **(ACTION)**

Referring to Item 31 from the minutes of the previous meeting, Cllr Gordon noted that the work on the Red House site in Tottenham had been described as being on target and ready to go by the end of this year and asked for a further update on this. Dan Hawthorn said that the sale of the site from the Council to the developer Magic Homes had recently been completed, which means that the formal start has been registered with the GLA. However, the developer now needs to discharge a number of planning conditions before the actual construction work can begin.

Referring to Item 32 from the minutes of the previous meeting, Cllr Gordon noted that the Members' steering group on the new Housing Strategy had met three times and asked whether a report on the Housing Strategy could be brought to a future meeting of the Panel and how the Panel could contribute towards that discussion. Cllr Emine Ibrahim, Cabinet Member for Housing & Estate Renewal, said that an update briefing could be provided to the Panel if required in future which could start a conversation about how the Panel could contribute. **(ACTION - Panel to consider this as part of future work programme)**

**AGREED: That the minutes of the meeting held on 4<sup>th</sup> November 2019 be approved as an accurate record.**

**41. SCRUTINY OF THE 2020/21 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2020/21-2024/25)**

Cllr Khaled Moyeed explained that the draft recommendations from this item would be sent to the Overview & Scrutiny Committee. The Overview & Scrutiny Committee then considers and sends finalised recommendations to Cabinet before then going to the full Council meeting on 24<sup>th</sup> February 2020.

Dan Hawthorn, Director of Housing, Regeneration & Planning, introduced the report starting with the headline position across the Housing and Economy priorities which have a total controllable general revenue budget of around £24m per year. Within the Housing priority a large amount of the work is funded by the Housing Revenue Account (HRA) which is not included in that figure. The large majority of the £24m revenue budget goes towards two specific areas which are homelessness/temporary accommodation and housing support. Homelessness/temporary accommodation is demand-led so it difficult to make further savings in this area. Housing support is largely preventative work, aiming to prevent homelessness or poor health and social care outcomes, which save costs for the Council and prevent worse outcomes for individuals. Because of these factors it has been necessary to try and find savings in other areas of the budget.

In response to a question from the Panel about the breakdown of the £24m budget, Kaycee Ikegwu, Head of Finance & Business said that the Housing priority accounts

for £19.9m with the remaining amount in the Economy priority. The main areas of the Housing priority net budget (after income has been taken into account) are:

- Temporary Accommodation: £9.8m
- Housing-related support: £3.7m
- Housing commissioning: £4.9m

The MTFs budget reduction proposals were then presented to the Panel of which there were two for the Housing priority and ten for the Economy priority.

### HOUSING (HO-01) – Transferring PSLs to the CBS

Dan Hawthorn explained that a Community Benefit Society (CBS) had been set up to enable the Council to buy homes to use for temporary accommodation or to rent directly to help families at risk of homelessness. However, the CBS also provides an opportunity to reduce the losses that the Council makes on Private Sector Leasing (PSL) properties that the Council uses for temporary accommodation. PSL properties are rented by the Council from a private landlord and then let to households requiring temporary accommodation. When the Council does this it is limited to charging 90% of the 2011 Local Housing Allowance (LHA) which is significantly lower than the market rent being paid to the landlord. Under this proposal the CBS can charge the current 2019 LHA thereby reducing the loss that the Council makes on each property. This arrangement would only be used when the household is claiming LHA rather than paying their rent from their own private income so that this change does not impact directly on the households so a lease by lease assessment of households is required.

Asked why there was a confidence level of 3 (out of 5 with a level of 1 being the least confident and 5 being the most confident) provided on the report for this proposal, Dan Hawthorn said that, at the time of submitting these papers, confirmation of the CBS licence had not yet been received from the Financial Conduct Authority. This had since been confirmed so the confidence level would now be 4 or 5.

### HOUSING (HO-02) – HfH and Council Housing Programme – funding for Carbon management team time

Dan Hawthorn explained that the Carbon Management team carries out a significant amount of work for Homes for Haringey (HfH) but that the staff are funded through the general fund revenue budget. This proposal recharges HfH for this work through the HRA thereby making a saving to the general fund revenue budget of £40,000 per year.

### ECONOMY (EC-01) – Head Lease Acquisition Programme

Dan Hawthorn said that this proposal related to a number of properties where the Council owns the freehold and has let a long lease to third party landlords who have then sub-let the properties to commercial tenants. On average, the Council only receives about a quarter of the rent that is paid by the tenants so the Council proposes to buy out those leases to enable the Council to receive the full benefit. However this can only work if:

- a) there is a business case to support it on a site by site basis (i.e. the cost of borrowing the capital to buy out each lease is offset by the increase in rental income),
- b) the owner of each the lease is willing to sell, and
- c) the capital allocation required for this is agreed as part of the budget.

The savings estimated in the report are scaled back based on a realistic estimate of the amount of the leases that their owners are likely to be willing to sell. Asked how many units/habitable rooms there are across the 21 leases described in the report, Dan Hawthorn said that he could find out and provide further information in writing **(ACTION)**. Asked why the owners of the leases would sell if they receive rental income, Dan Hawthorn said that some will want to sell to generate money but this will obviously only work if a mutually satisfactory price could be agreed as part of commercial negotiation. Some will not want to sell which is why the estimated additional income for the Council has been scaled back.

#### ECONOMY (EC-02) – Reduction of North Tottenham Regeneration revenue budgets

Dan Hawthorn told the Panel that this proposal involved reducing general revenue funds costs in the North Tottenham regeneration budgets for the Northumberland Park estate and the High Road West scheme. Much of this work is funded through the HRA but some work, such as community engagement activities and events, is currently funded through the general revenue fund which is where savings would be made through this proposal. He said that this should not be regarded as a worrying reduction in activity for two reasons, firstly because the nature and pace of regeneration work for these projects has changed in recent years and, secondly, because the team has a good record of finding other sources of income from elsewhere.

Asked whether this funding is different from the £10m of funding provided by Lendlease, Dan Hawthorn confirmed that the £10m was not the same as it would be to support a socio-economic investment programme as opposed to community engagement. Asked about the potential increased recharge from the HRA as detailed in the report (proposal EC-011), he said that although alternative sources of funds may be found to support these services, the proposal nonetheless has to be presented as a saving now as this could not be guaranteed. Dan Hawthorn confirmed that he was confident that the savings could be achieved and that if alternative

sources of funding cannot be secured this would still be an acceptable scenario given the current scale and nature of the work in this area.

Asked about the link to the capital bid for Northumberland Park, Dan Hawthorn said that although the thinking about what this may involve is still emerging, there are several strands of it that could require a level of engagement with residents.

Cllr Gordon expressed concern that the residents of Northumberland Park have been in a state of uncertainty for some time and said that it was important to ensure that engagement work is ongoing. Cllr Ibrahim emphasised that the funding reduction proposal did not eliminate the whole budget for this and that engagement work would still be continuing but on a scale more in line with current plans for the area. With the current circumstances on Broadwater Farm, for example, it would be necessary to spend money on consultation and engagement.

Cllr Moyeed concluded that the Panel's view was that it did not want to see the level or quality of engagement drop. The Panel therefore agreed to submit the following recommendation to the Overview & Scrutiny Committee:

**The Panel was concerned that levels of engagement with the local community could fall as a consequence of the budget reductions. The Panel recommends that the Cabinet give consideration to what measures would be necessary to mitigate this.**

ECONOMY (EC-03) – Alternative funding model for sites delivery work

Dan Hawthorn informed the Panel that budget reduction proposals EC-03, EC04, EC-05 and EC-06 could all be taken together as they are all similar and relate to the work of the Regeneration team. These proposals involve using other sources of funding than the general revenue fund budget in order to maintain the same level of service/activity while reducing the burden on the general revenue fund budget. Alternative sources of funding include legitimate and appropriate charges to the HRA and charging to capital fund budgets or S106 funding in line with the requirements for the use of those funds.

Asked about the risk ratings for these proposals, some of which were quite high, Dan Hawthorn said that this is because of significant changes to the HRA business plan following the recent lifting of the HRA borrowing cap. The work on the HRA business plan was running slightly behind the work on the general fund plan and so, until this work is completed it is necessary to have a degree of caution about being able to say that the HRA can definitely replace this funding. However, it is expected that by the time that the proposals are presented to Cabinet alongside the HRA business plan the additional work will have been done to ensure that the two plans fit together.

ECONOMY (EC-04) – Use of Strategic Acquisitions budget for sites delivery work

See EC-03 above.

ECONOMY (EC-05) – Increased capitalisation of staff time and project costs

See EC-03 above.

ECONOMY (EC-06) – Increased recharge to HRA

See EC-03 above.

ECONOMY (EC-07) – HRP Senior Restructure

Dan Hawthorn said that this proposal originated from a restructure of the senior management level below the Director level, which had generated a saving of £30,000 per year while retaining the level of staffing necessary to do the work required. Asked why this saving was not larger given that there had been a significant restructure, he said that the judgment he had made at the time was that this restructure represented an appropriate balance and that to make any further cuts to senior management would be to put at risk the things that the Department was trying to do. Dan Hawthorn explained that the old structure had a Director of the Department and below that were two posts called Directors (but that were intermediate posts) and then a layer of Assistant Directors below that, some of which reported to the 'intermediate' Directors and some to the main Director. His decision when he had first taken up his the post was that this structure was too confusing and to therefore remove the intermediate layer of Directors to create a new structure comprising of just the main Director and four Assistant Directors. It had been necessary to strengthen the Head of Service posts in the tier below the Assistant Directors which was why there were only modest savings overall. Savings were not the principle driver for the change but rather getting the right management structure in place.

Asked whether there had been an overall increase in staffing, and how this was being funded, Dan Hawthorn said that there had been some new posts created which were funded through the HRA. These costs had not been taken from the general fund as these posts didn't exist previously. Senior management costs are split between the general fund and the HRA. Further documentation on the restructure could be provide to the Panel if required. **(ACTION)**

ECONOMY (EC-08) – Strategic Property Unit – New Income Outdoor Media

Dan Hawthorn said that this was a proposal from the property unit to generate new income through outdoor media companies for advertising on Council buildings. This could involve billboards and an advertising wrap on one of the buildings. This would

be subject to the planning process and the Council's advertising policy. The proposal is complementary to a similar income proposal under the Your Council priority which relates to street furniture.

Panel Members expressed some concerns about the potential over-commercialisation of Council properties and on the need to prevent inappropriate types of advertising such as for gambling or fast food companies. Dan Hawthorn said that the Council has a clear policy about who it will take advertising from and that this would be applied to this proposal. It was agreed that this advertising policy should be provided to the Panel. **(ACTION)** Asked about the number and type of Council properties that would be used for this purpose he said that this information could be provided in writing to the Panel. **(ACTION)** He added that the proposal was provided as an option to Members but that if it was not pursued that the £100k per year in additional income (or savings) would need to be found from elsewhere and so the concerns would need to be weighed against this reality. The £100k per year estimate was informed by what the Council knows about its assets and advertising policy but if the proposal went well in the first year then a higher income could potentially be generated in future years.

The Panel expressed the view that it was too difficult to make a definitive recommendation on the proposal without having access to further details about the type of advertising and about the buildings and locations that would be used. The Panel therefore agreed to submit the following recommendation to the Overview & Scrutiny Committee:

**The Panel recommended that further information on the sites/buildings to be used and the Council's advertising policy be considered alongside the Panel's concerns about potential over-commercialisation and about ethical standards and that the OSC should consider whether or not recommendations on any restrictions to the advertising under this proposal would be appropriate on this basis.**

#### ECONOMY (EC-09) – Strategic Property Unit – New Income Rent Reviews

Dan Hawthorn informed the Panel that this proposal was based on a previous income target arising from Council properties that had not had a rent review for quite some time. This saving target, which had been seen by the Panel the previous year, had been achieved with further savings now identified as part of this proposals from 2020/21 onwards.

Asked whether capital expenditure would improve the Council's property portfolio given that higher income streams from rent were now being sought, Dan Hawthorn confirmed that there is already money in the existing capital programme for property improvements and that there is also further work planned on specific sites in the portfolio within the capital proposals in the agenda papers.

Asked whether this work could have been carried out through in-house staff rather than agency employees, Dan Hawthorn said that it had been judged not to be appropriate to make permanent appointments due to the time-limited nature of the work. It is also difficult to recruit permanent staff to some posts so there are a number of agency staff in the property team due to the nature of the labour market.

#### ECONOMY (EC-10) – Strategic Property Unit – New Income 5G

Dan Hawthorn said that this proposal was a modest one involving new rental income from the installation of new mobile phone masts on Council-owned property. The Council already makes a small income from 4G phone masts but this income is expected to increase slightly due to the rollout of new 5G technology.

The Panel expressed some concerns about potential damage to property and about possible public concerns on potential health risks. Dan Hawthorn said that the property team would take seriously any threats to the integrity of buildings. The Council also has a regulatory role as the planning authority to ensure that the installations are carried out in a responsible way. Mobile phone providers have a statutory right to install the masts and so if the Council does not receive the income from their installation then others would do so instead.

The Panel agreed to submit the following recommendation to the Overview & Scrutiny Committee:

**The Panel noted that mobile phone masts can potentially cause damage to buildings when attached to them and that some residents in the immediate vicinity may be concerned about potential health risks caused by mobile phone signals. The Panel recommended that caution be exercised about the type and location of Council-owned buildings used for this purpose.**

#### MTFS Capital Schedule – Economy (4001 – 4011)

In introducing this item, Dan Hawthorn said that the proposals in the capital schedule are only proposed additions and do not set out the whole capital budget. It also differs from the revenue budget in that, in agreeing any items the Cabinet is not fully committing to the spending but only to setting an 'envelope' in the budget which is subject to a further decision on a future business case. The proposals are all under the Economy priority heading as the Housing capital programme is all under the HRA. He then briefly described the specific proposals as follows:

#### 4001 – Maintenance of Tottenham Green Workshops

This proposal is a specific investment within the commercial property portfolio. The proposal is necessary to bring the property up to basic levels of compliance in line with the Council's obligations as a landlord. Without this investment, the only other option would be to sell the property.

#### 4002 – Northumberland Park estate area public realm

This proposal is to make improvements to the public realm in and around the Northumberland Park estate. Improvements to the estate itself is to be funded through HRA investment but there are wider areas, including public highway, so there is therefore also a general fund component to this improvement work.

#### 4003 – Tottenham Hale DCF schemes

The Tottenham Hale District Centre Framework (DCF) is the overall strategy for the future of Tottenham Hale. There is already an item in the existing capital programme allocated for this, but this proposal is for additional funding in recognition of the fact that, since the original strategy was formulated, the costs have gone up due to construction inflation.

#### 4004 – Borough wide Strategic Acquisitions

A site acquisitions budget already exists as a capital item to allow for investments to acquire sites within the Tottenham and Wood Green regeneration areas when properties come onto the market, thereby better enabling those regeneration schemes to make progress. This proposal would add additional funds and widen the scope of this budget to the whole Borough.

#### 4005 – SME Workspace Intensification

This proposal is to improve the quality of workspaces owned by the Council and support economic development by enabling expansion of available employment space, improving the offer to prospective tenants and increasing income from rent and business rates.

#### 4006 – Acquisition of head leases

This proposal is to provide capital funds to acquire the head leases that relate to revenue savings proposal EC-01 that was discussed earlier in the meeting.

#### 4007 – Tottenham Hale Decentralised Energy Network (DEN) & 4008 – Wood Green Decentralised Energy Network (DEN)

These two proposals are for the construction of Decentralised Energy Networks as

part of the Council's overall policy of pursuing decentralised energy to reduce carbon emissions and as part of the aim of setting up a municipal energy company.

4009 – Additional Carbon Reduction Project

This proposal is to allocate capital funds to allow for any future schemes, as yet unspecified, to enable the Council to achieve its carbon reduction targets.

4010 – Selby Urban Village Project

This proposal allows for investment in the Selby Centre and Bull Lane Playing Fields which provides a new base for the Selby Trust and also provides Council homes.

4011 – Commercial Property Remediation

This proposal is for a generic set of commercial investments in the property portfolio.

In response to questions from the Panel, Dan Hawthorn, Director of Housing, Regeneration & Planning, John O'Keefe, Capital Accountant and Cllr Ibrahim, Cabinet Member for Housing & Estate Renewal, said:

- That proposal 4009 relates to a range of possible projects relating to carbon reduction, some of which will occur quickly and others of which will take a longer period of time. The Climate Action Plan is due to be considered at the Cabinet meeting in January and this will provide more detail.
- On whether the substantial increase in capital spending would be affected by the recent increase in the interest rate from the Public Works Loan Board, John O'Keefe said that each capital proposal would later need to have a business case and so the higher interest rate would need to be factored into this. The investments would therefore have a higher hurdle to clear in order to be viable.
- Asked whether the £750k allocated for proposal 4001 would be sufficient to improve the Tottenham Green Workshops to a sufficiently high standard, the assessment made following some careful work by surveyors was that this funding would be enough.
- Asked why the developers are not paying for the work required under proposal 4003 (Tottenham Hale DCF), Dan Hawthorn said that items in the capital programme are paid for in a number of ways including sources of funding such as the Community Infrastructure Levy (CIL). He acknowledged that the rate of CIL is low in the east of the Borough, but that there are plans to increase the rate. In addition, CIL does not have to be spent in the area where it is raised so a low CIL rate in the east of the borough does not necessarily mean a low rate of investment in the east of the borough. Asked for more details on what the

£5m under this proposal would be spent on, Dan Hawthorn said that further details could be provided in writing. **(ACTION)**

- Asked whether the strategic acquisition fund under proposal 4004 would be used to fund Compulsory Purchase Orders (CPOs), Dan Hawthorne said that this would not be the case as CPOs are only usually made as a last resort to enable a scheme to go ahead which would have its own budget.

Cllr John Bevan raised concerns about the additional charges being shifted to the HRA to reduce costs on the revenue budget. He said that the HRA is already under severe pressure, having taken on additional costs for safety measures following the Grenfell fire, carbon reduction costs and the Broadwater Farm project. He referred to Council housing blocks in his ward that have suffered from insufficient maintenance work over the last 30 years and was concerned that by adding further costs to the HRA, the required maintenance work would not be possible.

In response, Cllr Ibrahim said that she took on board these concerns and agreed that investment in communal areas had not been enough of a priority in recent years. However, that is now being budgeted for by the investment in Decent Homes Plus which does include communal areas. There are additional costs incurred through necessary fire safety work and there will be reports on this going to Cabinet in February. Further costs were being incurred through the evacuation of blocks on Broadwater Farm, but this is necessary work to ensure that residents are safe. While not easy, she was confident that it would be possible to withstand these costs.

Dan Hawthorn added that it is right to ensure that costs that should be on the general fund are not being inappropriately loaded onto the HRA but it is also important to ensure that the reverse is not happening. His view was that the proposals that had been put forward were costs that should appropriately be paid for by the HRA. The HRA Business Plan covers all of the costs mentioned earlier in the discussion plus the considerable costs associated with the Council Homes delivery programme as part of a sustainable business plan.

Panel members expressed further concerns about the poor maintenance of some Council estates in the borough and therefore agreed to submit the following recommendation to the Overview & Scrutiny Committee:

**The Panel expressed concerns about additional charges being added to the Housing Revenue Account (HRA) which is under pressure and that movements of cost from the General Fund to the HRA risks delaying repairs and improvements to the communal areas of housing estates.**

#### **42. HIGH ROAD WEST SCRUTINY REVIEW - SCOPING DOCUMENT**

Cllr Moyeed noted that evidence sessions for the Panel's Scrutiny Review on High Road West would be taking place in the New Year. An invitation would be extended to the Ward Councillors for the Northumberland Park ward, and to any other Councillors with an interest in the issue, to give evidence to the Panel. **(ACTION)**

**43. DATES OF FUTURE MEETINGS**

- 3<sup>rd</sup> March 2020

CHAIR: Councillor Khaled Moyeed

Signed by Chair .....

Date .....

## **MINUTES OF MEETING ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL HELD ON TUESDAY, 17TH DECEMBER, 2019, 19:00.**

### **PRESENT:**

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

**Also present: Ian Sygrave.**

### **ALSO ATTENDING:**

#### **15. 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'.

#### **16. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Ogiehor. Apologies for lateness were received from Cllr Ahmet.

#### **17. ITEMS OF URGENT BUSINESS**

None.

#### **18. DECLARATIONS OF INTEREST**

In relation to agenda item 9, Cllr Culverwell advised that he was the Deputy Chair of the Friends of Finsbury Park.

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

The Panel received a deputation from a group of local residents in relation to what action was being taken by the Council following the declaration of a climate emergency in March 2019. The deputation party was made up of Norman Beddington, Helen Mayer and Chris Barker. The deputation party raised concerns about a perceived lack of progress by Haringey Council on appropriate measures to meet the climate emergency. The deputation party highlighted a number of progressive initiatives which were underway; such as the Haringey Pension Fund's divestment

from fossil fuels, a new Local Planning Framework supporting the zero carbon borough aspiration and the planting of 740 new street trees.

The deputation party advised that they were aware that there was also an intention to present a stage 2 zero carbon action plan to Cabinet in February, but advised they were concerned about a lack of publicity for all of these schemes. The deputation party requested that procedures and processes be developed to strengthen the Haringey Climate Forum and that this forum be used as a key link to the voluntary and community sector. The Panel were asked to consider whether the Council was working across the organisation to develop a response and suggested Haringey People could be better utilised to communicate with residents on what was being done in response to the climate emergency. The deputation party also raised concerns about the use of glyphosate in parks and green spaces and questioned whether other suitable alternatives had been trialled instead, given the potential harmful effects of the substance.

The following was noted in response to the deputation:

- a. The Chair acknowledged the need for the Panel to consider how the Council communicated with its residents and how the Council could improve this.
- b. In response to a question around the level of engagement to date with the Cabinet Member, the deputation party advised that they were thankful for the support and engagement of the Cabinet Member and advised that Cllr Hearn had come along to meetings of the Haringey Climate Action Group. Mr Beddington advised that they would like to see the group develop greater role and influence, becoming a key community engagement tool. The deputees advised that the response to the climate emergency needed to be community based and community led.
- c. In response to comments around the Council's stated goal of becoming carbon neutral by 2050, the Panel was advised that it was important that action was taken now and that year on year progress was made in response to this issue.
- d. In response to a question around what other groups had been engaged with, the deputation party advised that there were a number of different groups such as Extinction Rebellion, Friends of the Earth and the Muswell Hill Sustainability Group. In response to a follow-up question, officers acknowledged that they had also been closely involved with Friends of Parks groups.
- e. The Panel queried what the alternatives to glyphosate were and sought their opinion about viable alternatives. In response, the deputation party advised that they would like to see a number of alternatives trailed and tested and suggested that some other authorities, such as LB Hammersmith and Fulham had already moved to alternatives.
- f. A Panel Member acknowledged the difficulties with cultivating community engagement and involvement, and suggested that she had been actively trying to elicit the support of Friends of Earth around tree planting. The Panel Member advised that greater funding sources were required around tackling the climate emergency and suggested that this work needed to be a priority for the Council.

The Cabinet Member thanked the delegation for their contribution and assured them that she was similarly concerned about the climate emergency and that she was working closely with officers to deliver schemes. The Cabinet Member advised that the Zero Carbon Plan was due to go to the climate change and sustainability

subgroup of CAB in January and then Cabinet in February. The Cabinet Member commented that this was a wide ranging and ambitious plan but that she also wanted to deliver something that was realistic. The Cabinet Member advised that she agreed with the call for greater publicity and engagement activity and advised that she was currently developing communication plans with officers across her portfolio. In response to a question, the Cabinet Member agreed to relaunching the Haringey Climate Forum in some guise and acknowledged its key role with community groups. The Cabinet Member set out that she was happy to meet with the deputation party in the new year to discuss this further.

The Chair thanked the delegation for their contribution. Cllr Blake also thanked the deputation party and extended an invitation for them to visit the work that was being done in Markfield Park around tree planting.

## 20. MINUTES

### RESOLVED

The minutes of the meeting on 5<sup>th</sup> November were agreed as a correct record.

## 21. HERBICIDE USAGE ON COUNCIL LAND IN HARINGEY

The Panel received a short written briefing on the usage of herbicides on Council owned land in Haringey. The report was introduced by Simon Farrow, Highways, Parking, Parks & Open Spaces Manager as set out in the agenda pack at page 11. The following was noted in response to this item.

*\*Clerks note – Cllr Ahmet arrived at the meeting at this point.\**

- a. In response to concerns, officers advised that herbicides including glyphosate were applied no more than four times a year and the Council was trying to adopt a balanced approach between herbicides and other forms of weed control. In response to a question, officers acknowledged that HfH paid extra for four applications a year, as appose to the three specified in the Veolia contract.
- b. The Panel requested a site visit to Tower Gardens in the spring, to see the pilot herbicide-free project taking place with the Friends of Tower Gardens. Action: **(Clerk/Simon Farrow)**.
- c. In response to concerns about the side effects, officers advised that the glyphosate came in pre-mixed packs to ensure that the proper formula and a specific quantity was used. The chemical itself went inert on contact with plants and weeds and did not harm cats or dogs. Officers assured the Panel that they did all they could to prevent contamination, in line with best practice.
- d. In response to further concerns, officers set out that most gardeners had stronger chemicals in their sheds and that all products used where regulated and went through a licensing process.
- e. The Panel enquired whether officers had looked at increasing the frequency of applications to prevent the weeds from seeding. In response, officers acknowledged the need to schedule applications to prevent them from seeding in the following year and advised that twice a year on shrub beds was most

effective. Officers advised that they had not costed for additional spraying frequency or capacity.

**RESOLVED**

That the briefing was noted.

**22. SINGLE USE PLASTICS**

The Panel received a report which provided an update on work being done to reduce the amount of plastic used as well as the development of a policy on single use plastics. The report was introduced by Emma Williamson, AD for Planning as set out in the agenda pack at page 13. The following was noted in discussion of the report:

- a. The Panel sought further information around specific and timed actions taking place, including information around proposals to remove plastic cups from Council offices – How and what would they be replaced with? What about the Civic Centre? **(Action: Cllr Hearn/Joe Baker).**
- b. The Panel supported the idea of the Council getting its own house in order and ensuring that it led by example.
- c. The Panel expressed surprise that single use plastics were still being used in Council offices and sought further information on the timescales for the phasing out as well as any data on how much single use plastics were used, in say River Park House. In response the Cabinet Member agreed to provide further information to the Panel on the amount of single use plastic. **(Action: Cllr Hearn/Joe Baker).**
- d. The Panel sought assurances about a perceived lack of progress on implementing a single use plastics policy, following its agreement at Cabinet in March. The Cabinet Member acknowledged these concerns and commented that she shared these frustrations.
- e. The Chair requested a further update on single use plastics at the next meeting. **(Action: Clerk/Joe Baker).**

**RESOLVED**

That the Panel noted the contents of the update in relation to the development of a single use plastics policy.

**23. SCRUTINY OF THE 2020/21 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2020/21 - 2024/25)**

The Committee received a cover report, along with a copy of the five-year draft General Fund Budget (2020-21)/Medium Term Financial Strategy (2020/21-2024/25) as considered by Cabinet on 10<sup>th</sup> December 2019. A copy of the 2020 budget saving proposals and new capital schemes, for Place were also attached to the cover report for the Panel's consideration. The report and appendices were introduced by Frances Palopoli, Head of Corporate Financial Strategy & Monitoring and Stephen McDonnell Director of Environment and Neighbourhoods as set out in the agenda pack at pages 15 – 101. The Cabinet Member for Climate Change and Sustainability as well as the Cabinet Member for Neighbourhoods were also present. The following was noted in discussion of the draft budget/MTFS and savings proposals:

- a. Officers advised that the budget had been developed with the aim of protecting frontline services and that the majority of the savings proposals put forward related to income generation.
- b. The Panel sought clarification from officers on how confident they were in achieving the savings proposed. In response, the Panel was advised that most of the savings had been assigned a RAG status of amber. The Director of Environment and Neighbourhoods advised that the service had achieved 95% of its savings from previous years.
- c. The Panel suggested that the parks budget had been cut too far, too quickly in the past as evidenced by the recent issues around Green Flags and sought assurances around how confident officers were that they could continue to protect parks as a public utility, given the prevalence of concerts and some of the disruption and damage caused. In response, officers advised that they had been able to ring-fence additional funding for parks due to the increased revenue generated from major events.
- d. The Panel raised concerns about the proposed reduction of staff in the Veolia call centre and the impact on the perception of residents using the service. The Panel also set the need to consider how to engage with residents about any changes and the change in response times.
- e. The Panel suggested that in relation to increasing permit charges for the highest emitting vehicles, this would have an undue impact on poorer residents. Furthermore, any further incentivisation of electric vehicles would only impact those who could afford them. In relation to a question on the spread of electric vehicles across the Borough, officers advised that they did not have this information. In the response the concerns raised about permit charges, officers highlighted that as although less affluent, the east of the Borough also had the greatest need from significantly poorer air quality.
- f. The Panel broadly welcomed the savings proposals in relation to selective licensing and CCTV enforcement of weight restrictions but questioned the feasibility of the income levels suggested, particularly in light of a perceived failure to adequately enforce against HGV traffic on Wightman Road, despite the presence of two CCTV cameras.
- g. The Panel questioned why the selective licensing scheme wasn't being brought in sooner and whether there was scope to reduce the level of coverage so that it fell below the threshold needed for Secretary of State approval. In response officers advised that they had identified a 60% coverage need, particularly in the east of the Borough and so it wasn't anticipated that approval of the Secretary of State would be a barrier, as there was a clear need and officers were confident of receiving approval. In response to concerns about the timescales for the introduction of selective licensing, officers advised that they would like to bring it in at the earliest opportunity but there was an acknowledgement that there was a huge amount of work involved. The key factor in the proposed timescales, rather than Secretary of State approval, was the need for significant consultation work to be undertaken.
- h. In response to concerns around 1400 incidents of HGVs using Wightman Road in 2018/19 despite cameras and restrictions in place to prevent this, the Director of Environment and Neighbourhoods agreed to look into the issue and to come back to members with some further information. **(Action: Stephen McDonnell).**

- i. The Panel raised concerns around the proposal to lose two members of staff from the Veolia contact centre and questioned whether this was something the Council could afford to do given the income from bulky waste and green waste collections. In response officers advised that the aim was to move people online and that the saving was for 2021/22, so there was a year to implement this channel shift.
- j. In response to a question around the type of buildings in parks from which it was proposed to increase lease income, officers advised that these increases related to some inflationary increases that had been agreed in advance, such as the kiosk at Ducketts Common. There was also examples such as the building at Queens Wood, which had previously had paid no lease fees but the Council was now receiving £6k a year.
- k. In relation to outstanding parking debt recovery, officers estimated that this was probably around £4m as of September. In relation to the debt recovery saving proposal, officers advised that this related to the hiring of three additional staff members with an expectation that they would each recover £120k of debt. The net position was a £210k saving after costs. In response to a further question, officers acknowledged that there was some link between these officers and increased recovery of parking debt. However, the introduction of the new IT platform was the main driver of increasing the parking debt recovery rate. The Panel noted that the current recovery rate was around 58% and the anticipation was that this would increase to around 70%.
- l. In response to concerns raised around the saving proposal around mail volumes and postal costs, officers advised that this was about digitalisation of mail and automated printing and posting of letters.
- m. The Panel raised concerns about the redeployment of Amey staff and set out that this needed to be done in a compassionate and constructive manner.
- n. The Panel emphasised the need for clear and effective engagement with the public in relation to increasing Electric Vehicle charging points, particularly in relation loss of parking spaces. The Panel also set out that there needed to be some consideration given to their location and spread across the Borough. Officers acknowledged these concerns and suggested that local businesses were also key stakeholders as many of the charging points would be outside shop fronts etcetera.

## **RESOLVED**

That the Panel considered the Council's 2020/21 Draft Budget/5-year Medium Term Financial strategy (MTFS) 2020/21-2024/25 proposals relating to its remit and made the following recommendations to Cabinet:

### Selective Licensing and CCTV Enforcement of Weight Limits and Emissions

The Panel welcomed savings proposals PL01 and PL03 in relation to Selective Licensing and CCTV enforcement of weight limits and emissions through ANPR/DVLA check. The Panel noted the significant level of savings set out in both schemes (£239K & £642k respectively) and questioned the extent to which these net savings were achievable.

The Panel requested that further evidence of the feasibility of achieving these two net savings targets? The Panel also sought further assurance from Cabinet around the

enforcement activities that would be in place to ensure compliance and, ultimately, ensure that the stated income levels were achieved? As a specific example, the Panel commented that there were two cameras already in place at either end of Wightman Road to enforce against weight limits for vehicular traffic. However, HGVs continued to use this road regularly with over 1400 incidents in 2018 and approximately 2,000 incidents so far in 2019. How would the Council ensure that robust enforcement would be carried out in relation to PL03, if existing enforcement activities on weight limits on Wightman Road were only partially successful?

#### Electric Vehicle Charging points

The Panel also broadly welcomed proposals to increase the number of Electric Vehicle charging points across the Borough (PL13). In the context of recent concerns relayed to the Panel around consultation and engagement, the Panel set out the importance of clear and effective communication with residents and local businesses. The Panel requested assurances of how the additional roll out of EV charging points would be communicated across the borough, including the impact on specific locations i.e. loss of individual parking spaces for residents and business. The Panel also requested that Cabinet provide further information on the roll-out and equitable distribution of charging points across the borough. The Panel requested to know how would this would be done, what locations were proposed and the timescales involved. Furthermore, how would all of this be communicated to residents and local businesses?

#### Veolia Contract Centre Efficiencies

The Panel raised concerns with saving proposal PL06 in relation to the loss of two staff members from the Veolia Contact Centre. The Panel were clear that waste, recycling and cleansing services were a key area of concern for residents and questioned the necessity and impact of making this saving. The Panel noted the mitigation that management sought to channel shift customers online but were concerned about the equalities impact of this as well as a lower level of responsiveness overall. The Panel requested that Cabinet reconsider this saving proposal in light of the potential impact on the level of service to our residents and the relatively small net saving achieved as a result.

#### FM Transformation

In light of the proposal for FM Transformation (PL08) and the commercial exit from the incumbent FM contract and the TUPE transfer of staff back to the Council, the Panel requested that Cabinet give consideration as to what lessons could be learnt for the future. The Panel suggested that some of the staff affected had been treated poorly by the Council and the Panel would like assurance that the organisation would ensure that adequate training and support for staff was in place for those being transferred. The Panel would also like assurances that staff coming back into the organisation would be recycled into other roles, where that service was subject to staffing reductions and that in general, redeployment of staff was done in an imaginative, compassionate and constructive manner.

## **24. UPDATE ON CROUCH END LIVEABLE STREETS**

The Panel received a verbal update on Crouch End Liveable Neighbourhoods, following the publication of feedback responses to the initial trial period on the 13<sup>th</sup> December and a meeting with ward councillors on 16<sup>th</sup> December. The update was provided by Sam Neal, Streets and Spaces Consultant and Peter Watson, Major Schemes Project Manager.

- a. Officers advised the Panel that the results of the trial had been published online and they had also met with the stakeholder forum to go through the results and consider consultation proposals for the next stage.
- b. Throughout the course of the trial 4000 people had been engaged with. The Liveable Neighbourhoods Project Board had requested that officers go back and re-engage with these people on the aims and objectives of the scheme.
- c. Officers advised that there were also going to invite stakeholders back for another meeting in January to agree the content of the public questionnaire. The questionnaire would then be released for public responses over four weeks until early February. The purpose of the questionnaire was to get a better understanding of which direction to take and the public's appetite for change.
- d. Once the responses to the questionnaire had been compiled and analysed, officers would develop further proposals for the next stage of the scheme and submit these to TfL for approval. A formal public consultation process would then begin in the summer.

The following was noted in discussion of this agenda item:

- a. The Panel sought clarification around which wards were represented at the ward councillor meeting. Officers advised that this involved the neighbouring boroughs of Muswell Hill, Stroud Green, Crouch End and Hornsey. In response to a question around communications activity undertaken by the Cabinet Member, Cllr Hearn advised that as well as attending the stakeholder meetings, she had also responded to a large number of emails and had recorded a couple of video updates for the website.
- b. In response to a question about whether the Cabinet Member was happy with the trial, the Panel was advised that one of the main purposes of the trial was to iron out any concerns and understand the type of issues that would arise. In that context the Cabinet Member advised that she was happy with the trial and that officers had learnt a lot as a result, particularly in terms of traffic flow and peak traffic levels. The Cabinet Member advised that there was an overall reduction in traffic of around 9-10% and that if this could be replicated long term that would constitute a marked success. Officers added that one of the other main aims of the trial was around raising the profile of the scheme and that this had demonstrably been achieved. Officers set out that contact details for 4000 local residents would provide an invaluable basis for further consultation and engagement work.
- c. In response to a question around whether phase 2 was going ahead, the Cabinet Member advised that it was her intention to do so but that the final decision would be taken by the project board, following the outcome of the consultation process. This would help identify possible schemes and locations for further rollout as part of phase 2.
- d. In response to a request for a ward councillor from Muswell Hill to join the Board, the Cabinet Member advised that she was still considering how best to ensure effective representation and whether, for instance, Stroud Green would

- also need to be represented. The Cabinet Member agreed to come back to the Panel on this when she had given it further consideration. **(Action: Cllr Hearn).**
- e. The Panel noted the successful implementation of a similar scheme in Waltham Forest and Cllr Culverwell urged that the Council should persevere with the scheme.
  - f. In response to a query, officers acknowledged that they had factored in the upcoming mayoral elections into the funding window and the overall timescales for the scheme.

## **RESOLVED**

The Panel noted the verbal update in relation to Liveable Neighbourhoods.

### **25. CABINET MEMBER Q&A - CABINET MEMBER FOR CLIMATE CHANGE AND SUSTAINABILITY**

The Panel undertook a question and answer session with the Cabinet Member for Climate Change and Sustainability on her portfolio area. The following arose from the discussion of this item:

- a. In response to a question around some of the key actions undertaken recently in response to the climate emergency, the Cabinet Member advised that her key focus had been around mapping out the zero carbon strategy which was due to be considered at the CAB environment sub-Committee in February.
- b. The Panel sought reassurance about what was being done in relation to maintaining sustainable funding for parks, particularly in terms of safety and maintenance, following the issues around Green Flags. In response, the Cabinet Member advised that officers were looking into how to ensure sustainable funding in parks in the future and also advised that events were helping to provide additional funding. The Cabinet Member advised that she was hopeful of maintaining revenue levels from major events from a fewer number of concerts in Finsbury Parks.
- c. In response to a question, the Cabinet Member acknowledged that work on developing a plastic free policy had not progressed as far as she had hoped but highlighted that there was work being undertaken at a community level, particularly involving the NLWA. Officers added that the focus had been around the priority change action plan but that a graduate trainee had been brought in to work on the plastic free policy. Officers acknowledged that an update would be brought to the next meeting.
- d. In response to a request for timescales and deadlines for the plastic free policy, the AD Planning agreed to speak to colleagues and then email round details of the key dates for its implementation. **(Action: Emma Williamson).**

### **26. WORK PROGRAMME UPDATE**

## **RESOLVED**

- I. That the Panel noted its current work programme, attached at Appendix A of the report.
- II. That the Panel agreed that the Overview and Scrutiny Committee be asked to endorse the updated work plan at its next meeting.

**27. NEW ITEMS OF URGENT BUSINESS**

None.

**28. DATES OF FUTURE MEETINGS**

5<sup>th</sup> March 2020

CHAIR: Councillor Adam Jogee

Signed by Chair .....

Date .....

## **MINUTES OF MEETING CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY, 19TH DECEMBER, 2019**

### **PRESENT:**

**Councillors: Erdal Dogan (Chair), Dana Carlin, James Chiriyankandath, Josh Dixon and Tammy Palmer**

**Co-opted Members: Mark Chapman, Luci Davin and Lourdes Kever**

### **12. FILMING AT MEETINGS**

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

### **13. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Davies and Hakata.

### **14. ITEMS OF URGENT BUSINESS**

None.

### **15. DECLARATIONS OF INTEREST**

None.

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

None.

### **17. MINUTES**

In respect of item 10 (Educational Attainment and Performance), it was agreed to add to the actions agreed that reference to how Haringey Education Partnership is ensuring that statutory obligations on religious education are fulfilled be included in future reports.

### **AGREED:**

That, subject to the above amendment, the minutes of the meeting of 7 November be approved.

### **18. CABINET MEMBER QUESTIONS - CHILDREN AND FAMILIES**

Councillor Zena Brabazon, Cabinet Member for Children and Families, outlined the key developments within her Cabinet portfolio:

- OFSTED had recently undertaken a focussed inspection of children's social care services, including the Multi Agency Safeguarding Hub (MASH). Preliminary feedback that had been provided had been positive;
- Beverly Hendricks had been appointed to the post of Assistant Director for Social Care as part of the consolidation of the Children and Young People's Service management team;
- The Outstanding for All Awards had taken place recently and she had written to congratulate all of those who had been recognised as part of this. There had also been an awards ceremony for looked after children. She stated that she would like to invite Panel Members to attend future events;
- She had recently attended two briefings aimed at school governors. She had some concerns regarding levels of participation and felt that there was work that needed to be done to increase their engagement as their role was very important;
- In respect of the budget, the High Needs funding block was overspent despite the additional £4m in funds that had been allocated by the government;
- The Grove School had opened recently in the building previously occupied by the Professional Development Centre. The Grove was a free school for children with autism of up to the age of 19. The new facilities were very well resourced;
- Take up of free nursery places for two and three year olds was not as good as hoped. This was a London wide issue and a source of concern. There had been a lot of outreach work including door knocking. The reasons for the drop were unclear but it was likely that there were a number of factors, including housing issues;
- She felt that the ability of school staff to cope with the high levels of turnover and wide diversity of children and young people within Haringey schools needed to be recognised and celebrated.

In answer to a question, she stated that work was also required to develop a collective response to falling school rolls, which was a major strategic issue. This would need to involve all relevant stakeholders. Ann Graham, the Director of Children's Services, reported that discussions with schools were taking place and further work on the matter was planned in the New Year. The issue affected schools across the borough. The importance of schools to individual neighbourhoods was acknowledged though.

In answer to a question regarding the "hostile environment" and possible government action to reduce the immigration rights of unaccompanied children from the European Union, the Cabinet Member stated that the Council would lobby against any potential change that would affect them adversely. There was an obligation and a commitment to support children who lived in the borough and attended Haringey schools. Ms Graham reported that legislation would be responded to as and when required. The vision for Children's Services was to do the best for all children in need, in accordance with the Children Act.

In answer to a question regarding the loss of Blue Badge parking spaces that parents of children with a disability were able to use, the Cabinet Member stated that the pressure on families was considerable. The Council therefore should be seeking to make life easier for such families. She requested further information on the instance

referred to in the question and agreed to take the matter up with the Council's Environment and Neighbourhoods Service, who were responsible for parking issues.

In respect of the recent OFSTED inspection, Ms Graham reported that limited notice had been given. The outcome of the process was that a letter would be sent to the Director providing detailed feedback. Such visits by OFSTED could trigger a full inspection if specific concerns were identified. However, positive verbal feedback had been given. In particular, it had been considered that children were not unsafe and thresholds were appropriate. Reference was made to strong early help and assessment functions. The service was also found to be caring, with officers prepared to go the extra mile to help families. There were no particular areas that were flagged up as areas of concern. The process had been rigorous and the positive feedback that had been given was therefore very welcome.

In response to a question regarding how schools were being educated in the needs of non-binary children, the Panel noted that the compulsory Relationship and Sex Education (RSE) was being introduced in schools. Linda Edward, Senior Commissioner in the Public Health Service, reported that engagement had taken place with Headteachers and school governors on the introduction of the new programme. This had included training on the process and especially how to engage effectively with parents in the light of the high profile issues regarding RSE that had been raised in Birmingham. It was agreed that Members would be included in future training plans on the issue.

**AGREED:**

That training for Members be included in the future training plan on the Relationship Education and Relationship and Sex Education processes.

**19. SCRUTINY OF THE 2020/21 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2020/21-2024/25)**

Paul Durrant, Head of Finance, reported that there was a budgetary gap of £5.5 million and the proposals within the Medium Term Financial Strategy (MTFS) represented the contribution of services for children and young people to reducing this. The Panel noted the following proposals:

- A new integrated public health commissioned service delivery model for 0-19 year olds that would save £125k in each of the forthcoming two years;
- Reducing placement costs through effective management of the market;
- Insourcing accommodation for Unaccompanied Asylum Seeker Children;
- Reducing operational costs in Schools and Learning and Commissioning; and
- Reviewing spending on transport and taxis.

Panel Members queried the presentation of a budget reduction in the Public Health Service as having a positive impact. Ms Edward reported that health visiting had previously been very targeted, with parents only receiving a small number of visits. However, the service had now been transformed and, in particular, increased its reach against the five health visiting mandated areas. Parents were now receiving a greatly increased number of visits. The proposed savings were to be achieved through merging the health visiting and school nursing services. This would lead to natural

efficiencies through less duplication and back office savings. The Panel noted that public health grant funding was ring fenced and the savings achieved would need to be deployed elsewhere within Public Health.

Ms Edward reported that the provider for health visiting was Whittington Health. 92% of parents were currently receiving a new birth visit between 10 and 14 days of the birth. 78% of parents were receiving a 6 to 8 week visit. Although this represented an improvement, further progress still needed to be made.

John O'Keefe, Interim Capital Accountant, reported that the proposal relating to School Streets was currently included within those for children's services but was to be moved to those within the "Place" priority. The main capital investment that was planned was in respect of schools estate maintenance. A number of surveys of the schools estate had taken place during the last 18 months and these had revealed its condition. An additional amount of £10 million per year for five years had been put into the capital budget to fund the work that was required. It was noted that the government only provided a grant of £3m per annum. However, the amounts that had been allocated were still not enough to cover all of the work that was required. The Council was currently developing an asset management plan which will assist in the setting of priorities. It was agreed that a report be submitted to a future meeting of the Panel on the challenges that schools estates were facing.

The Panel noted that the additional funding would cover all of the Children's Services estate and not just schools. It was accepted that the amount that had been allocated was indicative but the need for investment needed to be balanced against the pressure on the Council's revenue budget, which was under pressure and would be affected by additional borrowing costs. The Asset Management Plan and the Capital Strategy would contain additional detail on the proposals including scheduling and priorities. In respect of deliverability, current performance showed an improvement so that was an increased level of confidence.

Ms Graham commented that a lot of preparatory work had been undertaken in the past year on the schools estate due to its maintenance being given a higher priority. Specific criteria was being used to prioritise work that was based on the degree of urgency. In addition, consideration was also given to the priorities of individual schools. Further detail could be provided in a report to a future meeting.

The Cabinet Member stated that there was a massive need for repairs in schools and as much as possible had been allocated for this work. However, there were longer term issues that needed to be considered, such as the future school population. The Panel noted that there would be a regular cycle of reports to inform and guide the work that was undertaken, including the pupil place planning reports. The environmental impact of work would be considered as part of the process.

**AGREED:**

That a report be submitted to a future meeting of the Panel regarding school estates and action being taken to address maintenance issues.

**20. SUPPORT TO CHILDREN FROM REFUGEE FAMILIES - UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS OF SCRUTINY REVIEW.**

Beverley Hendricks, Assistant Director for Safeguarding and Social Care stated that the report covered progress with the implementation of the recommendations of the Scrutiny Review on Support to Children from Refugee Families and, in addition, provided additional information on the context within which the Council was currently working. Appendix 1 of the report indicated whether the recommendations had been either agreed or partially agreed.

There were only two recommendations where further work was still required. One of these related to the implementation of the recommendations a practice audit that was undertaken of the No Recourse to Public Funds (NRPF) team where a progress report to the Panel was requested. This could be placed on the work plan as an item for a future meeting of the Panel. The other outstanding issue related to a report on the provision of good quality immigration advice to families with NRPF. She reported that there was currently much work being undertaken within the service. Examples included the settlement status of unaccompanied children from the EU. Consideration also needed to be given to the citizenship of looked after children and care leavers. The Council was a member of NRPF Connect, which provided local authorities access to a database with a wide range of information, including details on immigration status. It also provided access to relevant teams within the Home Office and this provided the opportunity for the Council to encourage them to regularise the immigration status of relevant families.

In answer to a question, Ms Hendricks stated that she could confirm that there was currently no officer from the Home Office embedded within the NRPF Team. She reported that the Department for Education had recently written to the local authorities asking if reassurance could be given that looked after children were being supported to secure citizenship. A briefing could be submitted to a future meeting of the Panel regarding this if members deemed this useful.

Panel Members felt that resolving the immigration status of families needed to be given a high priority and that referral for good quality immigration advice was essential for this. Ms Hendricks reported that the Council worked closely with the Coram centre, who could assist with legal advice. She stated that NRPF Connect produced quarterly statistical reports and she was happy to report in detail on the findings of these. Amongst other matters, they showed the importance of the granting of leave to remain in ending the need for local authority involvement in cases.

The Cabinet Member reported that the High Court had just ruled that the £1012 fee charged for citizenship was unlawful. Whilst this was good news, the decision was likely to be appealed.

In answer to a question regarding Border Security Force raids, Ms Hendricks reported that there was an obligation on the part of the Police to inform children's social care services when a raid likely to impact on children was planned so that its impact could be mitigated.

In answer to another question, she stated that there was currently no local intelligence on any children returning to the borough from Syria. However, she reported that London Councils and boroughs in close proximity to access points had undertaken some work on this issue and a paper could be submitted to a future meeting on this for information.

She reported that it was proposed that the rates that were set for subsistence for families with NRPF use the NASS rates, which was a national benchmark that was used by other local authorities.

**AGREED:**

1. That an update on progress with implementing improvements identified as required by the practice audit undertaken on the work of the NRPF team in 2017 be submitted to a future Panel meeting; and
2. That a report be made to a future meeting of the Panel on how families with NRPF are assisted in accessing good quality immigration advice so that they are better able to resolve their status quickly.

**21. WORK PROGRAMME UPDATE**

**AGREED:**

That the work plan be noted.

CHAIR: Councillor Erdal Dogan

Signed by Chair .....

Date .....

**MINUTES OF THE MEETING OF THE ADULTS & HEALTH  
SCRUTINY PANEL HELD ON MONDAY 6<sup>th</sup> JANUARY 2020, 6.30-  
8.35pm**

**PRESENT:**

**Councillors: Pippa Connor (Chair), Patrick Berryman, Nick da Costa,  
Eldridge Culverwell, Matt White**

**Co-opted Members: Helena Kania**

**35. 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'.

**36. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Felicia Opoku and Cllr Mike Hakata.

**37. ITEMS OF URGENT BUSINESS**

None.

**38. DECLARATIONS OF INTEREST**

Cllr Pippa Connor declared an interest by virtue of her membership of the Royal College of Nursing.

Cllr Pippa Connor declared an interest by virtue of her sister working as a GP in Tottenham.

**39. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

**40. MINUTES**

Cllr Connor reported that following the agenda item at the previous meeting on St Ann's hospital, she would be meeting with Sarah Mansuralli, Director of Strategic Commissioning at North Central London CCGs, later in the month to discuss this

further. Feedback on St Ann's hospital is also expected at the North Central London Joint Health Overview & Scrutiny Committee meeting due to take place at Haringey Civic Centre on 31<sup>st</sup> January.

Cllr Connor referred to the agenda item at the previous meeting on safeguarding policies and noted that there was a new initiative to look at transitional safeguarding in conjunction with Children's Services, so information on this should be available for next year's report.

Cllr Connor also referred to a suggestion made by a member of the public at the last meeting that neighbourhood watch groups should be provided with a safeguarding guide of what to look for as they are well placed as the largest community group in Haringey to widen the scope of safeguarding. This had not previously been recorded as an action point but it was suggested that a response to this would be welcomed and so Beverley Tarka, Director of Adults and Health, agreed to look into this.

**(ACTION)**

Other action points recorded in the minutes had either already been circulated or would be followed up shortly.

The accuracy of the minutes from the previous meeting was then agreed.

**AGREED: That the minutes of the meeting held on 14<sup>th</sup> November 2019 be approved as an accurate record.**

#### **41. JOINT COMMISSIONING AND INTEGRATED CARE**

Tim Miller, Joint Assistant Director for Vulnerable Adults & Children at Haringey Council & Haringey CCG and Paul Allen, Head of Integrated Commissioning (Integrated Care & Frailty) at Haringey CCG, presented slides to the Panel on joint commissioning and integrated care. The key points covered were:

- The Better Care Fund Plan funds three main elements of a “community-based system:
  - A community-based approach to commissioning and asset building.
  - Multi-agency anticipatory care solutions to manage people who could benefit from a coordinated approach.
  - Crisis and Recovery Pathways.
- A community-based approach to commissioning which is about mobilising all assets within a community to support individuals at an earlier stage with their health and care needs. This requires information, advice and guidance targeted at the right individuals and community navigation (such as Local Area Coordinators) and social prescribing to connect people to community solutions.
- The multi-agency anticipatory care solutions bring together professionals to discuss social and medical needs of people. Examples of this include:

- Haringey Coordination & Prevention Team – this includes nurses, therapists, pharmacists, social care workers and community navigators which manage cases of people with complex needs.
- Multi-disciplinary team (MDT) Tele-conferences for older people – these focus on individuals with multiple A&E or hospital admissions and enable the coordination of a care plan.
- Frailty Care Closer to Home – this focuses on individuals with less complex needs but moderate frailty issues who may need community navigation or a comprehensive geriatric assessment.
- Crisis and Recovery Pathways refers to services that help people to recover their health and independence after an illness/crisis or to avoid a crisis/hospital episode. Examples include:
  - Nurse-led Rapid Response to help people avoid hospitalisation
  - Single Point of Access that triages people into the right solution
  - Home-based reablement to help recover daily living tasks
  - Bed-based rehabilitation to help people with more complex needs
- The jointly provided and commissioned care services for adults with severe mental health conditions or learning disabilities comprise of three main elements:
  - Care teams – such as Haringey Learning Disability Partnership and Mental Health Locality Teams which include doctors, nurses, therapists, social workers and some third sector staff working together as an integrated team to provide individuals with the care and support that they need.
  - Personalised assessment and planning – the team works together with individuals to develop a care plan and some people may have the right to a personal budget to meet any eligible care needs.
  - Care funding – community and preventative services are jointly commissioned by the Council and the CCG. Individual care packages are also jointly funded by the Council and the CCG.

Tim Miller and Paul Allen then responded to questions from the Panel:

- Asked how 'crisis' is defined, Paul Allen said that medically this is when an individual's biophysical-social model of health has suddenly dropped to a low level. The rapid response service visits people in their homes in crisis situations which may be able to stabilise someone and prevent the need for them to go to A&E.
- On the monitoring of performance, there are service specifications for the services that have been described and these include performance metrics which are routinely collected by the service and are monitored as part of the contract management process. There is an evaluation of services funded by the Better Care Fund at the end of each year with course correction measures taken if required. The integrated nature of this doesn't lessen the oversight but

can help to avoid individuals from falling through the gaps of services. Asked whether these figures could be provided to the Panel at a future date, this would be possible but there is a large amount of complex data so it may be necessary to select one or two specific areas to examine.

- Asked about seasonal pressures in winter and summer, the NHS has recently moved away from describing 'winter pressures' and now refers to 'system resilience' as there is increased recognition that there can be pressures at other times of the year such as respiratory conditions in August caused by heat for example. The Better Care Fund Plan identifies a number of areas where investment for system resilience needs to be considered all year round.
- Asked about the statistic quoted in paragraph 6.1.2 of the report that 78% of over-65s were at home for 91 days after hospital discharge (as opposed to returning to hospital or being admitted to a care home), Paul Allen confirmed that this is the figure for Haringey and is slightly lower than the national average but that the precise figures could be provided in writing to the Panel **(ACTION)**.
- The Community Navigator Network referred to in paragraph 6.4.1 of the report will be launched in January 2020.
- On the various services referred to in paragraph 5.2.2 of the report, the joint commissioning arrangements had been agreed by the Cabinet and the CCG's governing body. They are each separate but they are all covered by the agreement. Though the Better Care Fund Plan has a different funding stream it runs through the same process. Charlotte Pomery, AD for Commissioning, added that this is a partnership agreement set out under Section 75 of the National Health Service Act 2006. Tim Miller and Paul Allen's managerial roles are both joint appointments and Cllrs James and Brabazon both sit on the Joint Finance and Performance Partnership Board which has significant delegated responsibility.
- The Integrated Brokerage Team referred to in paragraph 6.3.3 of the report secures providers for the care and support that social workers or nurses have determined is required by an individual as part of their support plan. The team is led by the Council but has some CCG staff as part of the integrated arrangements. Asked whether demand for this could drop as a consequence of personal budgets, Tim Miller said that the brokers are busy and that there is no shortage of work. The team also includes the financial assessments team and the direct payment support team so the range of type of care packages is covered. The use of funds is audited so the direct payment support team has oversight on overspending or underspending patterns in personal budgets which may indicate that an individual requires advice or support. John Everson, AD for Adult Social Services, added that there is a schedule of reviews for individuals, who should receive one at least every 12 months, but that if information was received via a different route that an additional conversation was required then this would happen. Asked about the staff carrying out the assessments, John Everson said that there are reviewing officers working

alongside social workers. These reviewing officers may not necessarily have a formal social work qualification but come from a variety of backgrounds and have the right skills and abilities to understand and manage care and support needs.

Cllr Connor thanked Tim Miller and Paul Allen for their presentation and said that there would be a follow-up conversation soon on the next stage of the Panel's scrutiny over joint funding.

#### **42. SCRUTINY OF THE 2020/21 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2020/21 - 2024/25)**

Beverley Tarka, Director for Adults and Health, introduced the report for the 2020/21 draft budget and the Medium Term Financial Strategy (MTFS) for 2020/21 to 2024/25. The MTFS agreed in Feb 2019 had identified a budget gap of £13.1m for 2020/21 that would need to be addressed through further budget reductions. The recent spending review confirmed the social care funding at 2019/20 levels plus an additional £5m. The overall budget gap for 2020/21 has been reduced from £13.1m to £5.5m. Brian Smith, Business Partner, gave further detail on this saying that there was £5m of pre-agreed savings in the 2020/21 budget along with some additional savings to agree this year. The Council budget also has growth of £11.6m, comprising of just over £6m for the London Living Wage and demographic growth of £5.5m, and £9m of additional funding from the social care precept and the external social care grant. Cllr Connor queried why in that case, Appendix B to the report showed the Adults part of the budget as being £83.5m in 2019/20 but £76.1m in the draft budget for 2020/21, a reduction of over £7m. Brian Smith responded that the £83.5m figure may be incorrect and so the finance team would look into this send a corrected figure to the Panel **(ACTION)**.

In response to further questions, Brian Smith clarified that the Adults budget is £4.4m higher in 2020/21 than in the previous financial year. The savings for 2020/21 that had already been agreed in previous years total £4.039m and the new savings relating to Osborne Grove are £1.034m amounting to overall savings in 2020/21 of £5.073m. Asked about the progress on the previously agreed savings, John Everson said that these were currently running slightly behind track but that the likelihood of delivering the savings is high.

Cllr White commented that it would be easier to scrutinise the budget if all of these figures had been included in the report to the Panel and that this ought to be provided in future budget scrutiny reports.

The Panel than moved on to scrutinise the two MTFS budget reduction proposals included in the agenda papers.

## PE01 Public Health Lifestyles

Will Maimaris, Director for Public Health, set the context for this item by stating that the public health grant received by the Council had been reducing for several consecutive years, leading to reductions in services, but was expected to rise next year. There is a budget of £700k used to fund an integrated lifestyles service in areas such as smoking cessation, exercise and NHS Health Checks. The budget reduction proposal aims to make an additional saving of £60k, representing a cut of nearly 10% to the budget which could potentially be partly mitigated by seeking alternative funding from partners such as the CCG. There are a number of options for reducing this budget. Existing services could be targeted at people who need them most and the NHS Health Check offer could be reviewed, as there has been a lack of long-term evidence that they improves cardiovascular disease outcomes. Smoking cessation through GP surgeries could also be reviewed as this had not been shown to be particularly effective.

Asked whether the savings could be achieved without significantly impacting on residents, Will Maimaris said that services will change but the important point is outcomes that are achieved while the risks could be mitigated. Ideally, more money would be invested in services but other previous budget reductions, such as with sexual health services, have not led to a deterioration in outcomes as services have been delivered in different ways.

## PE02 Osborne Grove redevelopment

Beverley Tarka introduced this proposal explaining to the Panel that Osborne Grove nursing home is expected to close in 2021 after which there will be full revenue cost savings totalling £1.034m per year. When Osborne Grove opens again in 2023/24 after the rebuilding, there will be revenue costs of £476k meaning that there will be net savings of £558k per year after that point compared to current costs. The new set up is expected to be more efficient, partly because there are only two residents at present so there is expected to be more revenue coming in from a larger number of residents from 2023/24.

The Panel asked a number of questions to officers:

- On whether the interest costs from the capital borrowing had been factored into the figures, John O'Keefe, Capital Accountant, explained that there is a separate corporate budget for this and that the business case for the rebuilding has to demonstrate that the interest and capital repayment costs can be met when the facility is open. After that has been taken into account, the saving amounts £558k per year.
- Asked whether there will be demand for the 70 beds and what the risk to the budget would be if the beds aren't filled, Charlotte Pomery, AD for Commissioning, acknowledged that operating to capacity is a major issue but

there had been a lot of work done on anticipating the likely demand. The long-term population projections show an increase in the older, frailer group, particularly those from more deprived backgrounds so an increase in demand is anticipated. People are living longer and so the amount of time in nursing care is expected to increase. The new nursing home is also designed to be as flexible and adaptable as possible for different uses.

- Asked about the Equalities Impact Assessment (EqIA) referred to in the report, Charlotte Pomery said that a paper on the closure of Osborne Grove nursing home would be submitted to Cabinet and an EqIA would be attached to that.
- On how redundancy costs had been factored in, Beverley Tarka said that these costs would be met corporately.

In considering the recommendations that the Panel could make about the budget and the savings proposals, Cllr Connor said that it had been difficult to scrutinise the budget given the lack of clarity about some of the figures. The Panel determined that it would not therefore make any recommendations at this stage and would instead wait for more detail from the finance officers over the next few days and then consider again what recommendations would be appropriate.

### Capital proposals

John O'Keefe, Capital Accountant, and Charlotte Pomery informed the Panel about the four capital proposals outlined in the report:

- In relation to proposal 217, a Cabinet decision had been taken to acquire Burgoyne Road and the Council was currently in the process of exchanging contracts. A budget of £3m had been made available, including investment from the GLA, to refurbish or rebuild it but decisions on this have yet to be taken as a detailed feasibility study is to be carried out first. Burgoyne Road will be used as a refuge for families and the current refuges that they will be transferred from will be repurposed for general needs housing or supported living.
- Proposal 218 provides funding as an allowance for social, emotional and health (SEMH) provision within the borough. The funding allocated is a high-level estimate of potential costs as the requirements for this provision is not yet known.
- Proposal 219 provides a block allowance for Additional Supported Living to enable the Council to be more opportunistic in acquiring properties by having the funding quickly available.
- Proposal 220 provides the funding for the rebuilding of Osborne Grove as discussed earlier in the meeting under the budget reduction proposal PE02. The overall costs had increased significantly since the original budget proposal which had been a high level estimate based on the expected costs of a

standard building. However, the current cost estimate includes the specialist construction and equipment that will be required and additional supporting living on the site. The business case makes clear that savings are expected to be made overall after paying back the debt.

Charlotte Pomery and John O’Keefe then responded to questions from the Panel as follows:

- The timeframes for the detailed business cases for each proposal (those that haven’t already had one) will differ and there are likely to be a number of different stages at which the Cabinet will need to make decisions.
- The interest costs for the schemes are taken into account in the Council’s corporate treasury budgets. Each scheme will have a number of gateway reviews to assess whether the business case still stacks up and whether the investment should proceed.
- The funding for proposal 217 (Burgoyne Road) comes from an existing capital budget from 2019/20. The property is just being acquired and then a feasibility study from architects and the subsequent review and report to Cabinet might take around six months. The Cabinet would then need to agree to the contract for the construction works. Further information on the scheme would therefore become publicly available through these Cabinet reports.
- On proposal 219 (Additional Supported Living), the unallocated budget of £6.42m described in the report is a balance left over from the supported living budget set in 2019/20 after the costs for Linden House had been allocated. It is therefore possible to reallocate this leftover balance to fund additional supported living.

Panel Members acknowledged that though some of the information about the capital budget is still high level as some schemes are at an early stage, the information that the Panel had received was more detailed than in previous years which was welcome. The Panel agreed to note the information received on the capital budget.

#### **43. WORK PROGRAMME UPDATE**

Cllr Connor drew the Panel’s attention to the latest work programme, noting that the commissioning project was continuing with dates for several evidence sessions currently held in the diary. The next full Panel meeting in February 2020 is due to receive reports on a review of service improvement within the Adults & Health directorate and an update on Canning Crescent.

Cllr Culverwell raised concerns around staffing issues at Osborne Grove Nursing Home. Cllr Connor suggested that he raise this directly with Beverley Tarka and to then bring this back to the Panel if he still had further concerns about this.

#### **44. DATES OF FUTURE MEETINGS**

- 25<sup>th</sup> February 2020

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....

This page is intentionally left blank

**Report for:** Overview and Scrutiny Committee

**Title:** Haringey Race Equality Report

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

**Lead Officer:** Jean Taylor, Head of Policy, 0208 489 1383  
Hugh Smith, Policy & Equalities Officer, 0208 489 3540

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

This report highlights work undertaken to date to analyse and understand racial inequality in Haringey, and the Council's approach to reducing inequalities.

**2. Input Requested from O&S**

It is requested that the Overview and Scrutiny Committee note the contents of this report

**3. Haringey Race Equality Reports**

In 2017/18, Council officers worked in partnership with the Runnymede Trust to draft a Race Equality Scorecard for Haringey. The Runnymede trust had previously completed scorecards for other London boroughs, including Greenwich and Croydon. The Runnymede Trust had been awarded funding from Trust for London to complete additional scorecards, including one for Haringey.

Officers from Haringey's Policy Team liaised with Runnymede Trust to agree the scope of the scorecard and some of the draft content. Staffing and resource constraints within the Runnymede Trust prevented them from progressing the Haringey scorecard to publication.

In February 2019, the Council published its Borough Plan 2019-23 with an Equalities Impact Assessment (EqIA), which drew on the work carried out by Runnymede Trust. This EqIA sets out inequalities affecting groups who share each of the nine characteristics protected under the Equality Act 2010 across the full range of Council and partnership services and functions. This EqIA can be accessed here:

[http://www.minutes.haringey.gov.uk/documents/s107023/ Borough%20Plan%20EQIA\\_FINAL.pdf](http://www.minutes.haringey.gov.uk/documents/s107023/ Borough%20Plan%20EQIA_FINAL.pdf)

The Borough Plan EqIA includes a chapter on inequalities affecting various BAME communities in Haringey, London, and the UK. This chapter is included

as an appendix to this report. This chapter includes the following topics that a Runnymede Race Equality Scorecard would cover:

- Hate Crime
- Educational Attainment
- School Exclusions
- Homelessness
- Home Ownership
- Overcrowding
- Obesity
- Mental Health

In addition, the EqIA covers inequalities relating to:

- Council Housing
- Private Rented Sector
- Traveller sites
- Childcare
- Severe health conditions, including circulatory and respiratory diseases
- Substance misuse
- Access to green space
- Physical activity
- Air pollution
- Social isolation
- Suspects and victims of crime
- Youth justice
- Welfare and benefits
- Economic activity, including employment and NEET rates
- Qualifications
- Earnings
- Haringey Council workforce

The Borough Plan EqIA does not include data relating to the following topics, which would be covered by a Runnymede Race Equality Scorecard:

- Stop and Search
  - This data is available from the Metropolitan Police Service's Stop & Search Dashboard, here: <https://www.met.police.uk/sd/stats-and-data/met/stop-and-search-dashboard/>
  - Disproportionality in Stop and Search is a topic that has been addressed by the Haringey Fairness Commission
- Reoffending
  - This data is published quarterly by the Ministry of Justice. The latest data release can be accessed here: <https://www.gov.uk/government/statistics/proven-reoffending-statistics-january-to-march-2018>
- Free School Meals
- Support for the BAME third sector

Haringey Council is committed to the principles of equality of opportunity, fairness and quality of life for all, both in terms of how we work with the community and in our role as an employer. The Council want to foster an inclusive Haringey, where everyone in the Council and in the wider community

is valued and treated fairly and with respect, whatever their background or circumstances; and where everyone is able to freely be who they are.

The Council continues to take a robust approach to equalities. This involves taking steps to make all services as inclusive as possible, considering the impacts of all decisions and initiatives on individuals and groups who share characteristics protected by the Equality Act 2010, and consulting and engaging with communities. More information about our approach to equalities, our equality principles, and our equality objectives can be found [here](#).

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

**Finance**

N/A

**Procurement**

N/A

**Legal**

N/A

**Equality**

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

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

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

**5. Use of Appendices**

Appendix 1: Borough Plan Equalities Impact Assessment: Race

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

Borough Plan 2019-23 Equalities Impact Assessment.

This page is intentionally left blank

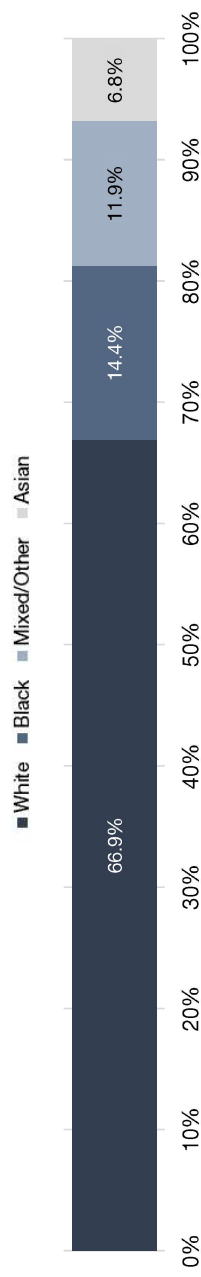
# Race

---

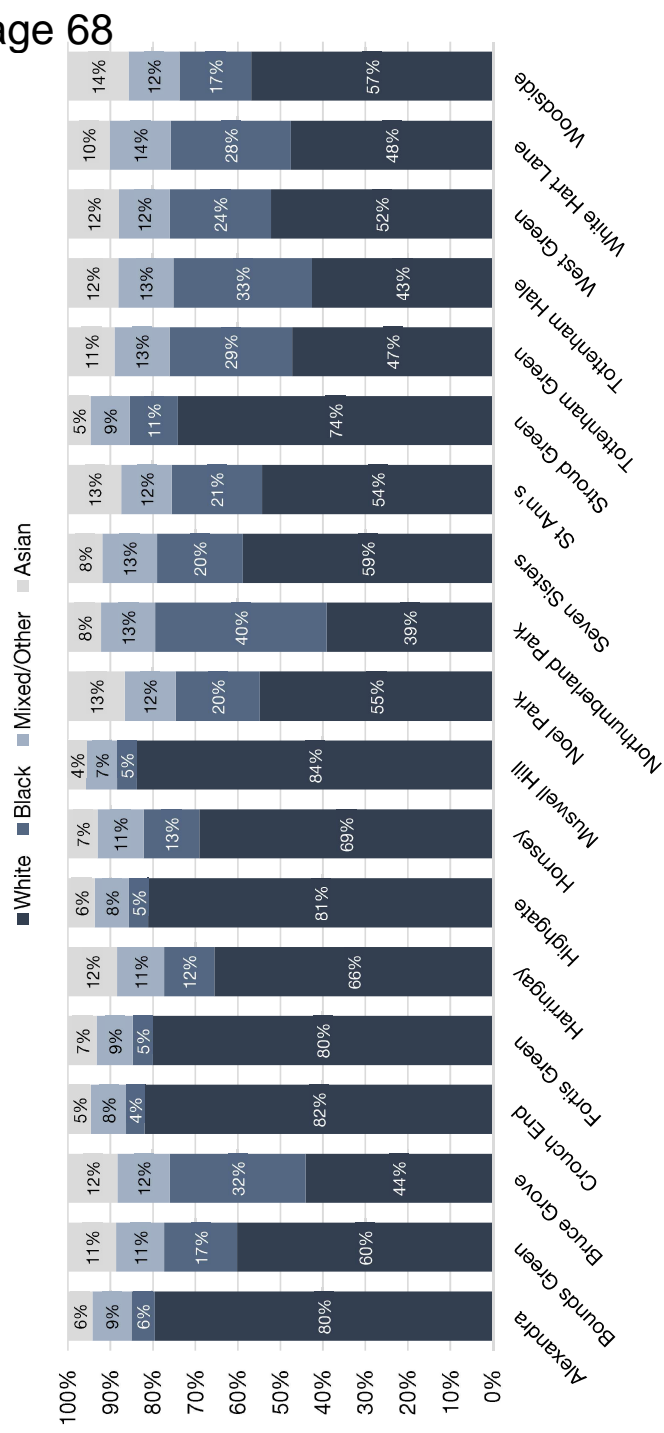
## Profile of Haringey Residents: Race and Ethnicity

- People of White and White Other ethnicity make up the largest proportion of Haringey’s population, followed by those of Black, Mixed/other and Asian ethnicity.
- This differs greatly by ward, for example in Northumberland Park where there is a slightly larger proportion of residents of Black ethnicity (40%) compared to people of White ethnicity (39%), as well as Tottenham Hale, Bruce Grove and Tottenham Green where more than half of the population is BAME.
- By contrast, Muswell Hill, Crouch End and Highgate have a substantially larger proportion of residents that are of White and White Other ethnicity.
- In all wards there is a relatively even spread of male to female population of each ethnic group.

Haringey Population by Ethnicity



Ethnic Population of Haringey, by ward



## Existing Equalities Challenges: Housing

Certain BAME groups experience: higher levels of overcrowding; higher dependence on the private rental sector; higher proportion of income spent on rent; lower levels of home-ownership; higher likelihood of being in council housing; and higher levels of homelessness, including representation in temporary accommodation.

### **OUTCOME 1: DELIVER THE NEW HOMES HARINGEY NEEDS, ESPECIALLY NEW AFFORDABLE HOMES**

- In Haringey those of White British or Asian ethnicity are most likely to own their own home. 53% of White British and 49% of Asian-headed households are owner occupied, either outright or with a mortgage, compared to 27% of households headed by a person of Black ethnicity, 32% of those of White Other ethnicity, and 29% of those of mixed or multiple ethnic groups. ONS Census, 2011
- Residents of Black ethnicity are over-represented in Haringey council housing. Two fifths of all council tenancies are headed by a person of Black ethnicity (38%), compared to the wider borough population where 14% of residents are of Black ethnicity. One in four council homes are headed by a person of White Other ethnicity (24%) and one in five by a person of White British ethnicity (22%). Homes for Haringey
- Reflecting the population in council housing itself, people of Black ethnicity make up the largest ethnic group on Haringey's housing register, at 39%, and people of White Other ethnicity make up 23%. By contrast, people of White British ethnicity are under-represented, making up 10% of residents on Haringey's housing register. Homes for Haringey
- Whether they rent from a social or private landlord, ethnic minority households in London spend a higher proportion of their income on rent. This disparity is seen across socio-economic groups and income bands. [Race Disparity Audit](#), Cabinet Office 2017
- The demand for pitches on traveller sites in Haringey outweighs supply, and as such there are a significant number of Irish Travellers living in bricks and mortar accommodation, as opposed to their preferred option of having a pitch. There is also a low recorded number of Roma and Irish travellers in social housing and presenting as being homeless. Haringey Council Roma & Irish Traveller Needs Assessment 2013

### **OUTCOME 2: PREVENT PEOPLE FROM BECOMING HOMELESS AND REDUCE EXISTING HOMELESSNESS**

- The Eastern European community is over-represented in Haringey's rough sleeping community, representing 52% of the cohort in 2016/17. Haringey Rough Sleeping Count, 2016/17

## Existing Equalities Challenges: Housing

- In Haringey, people of Black ethnicity make up more than half of all household reference persons (HRPs) in temporary accommodation (53%), compared to one in four of White Other ethnicity (26%). 6% of HRPs in TA are White British. Homes for Haringey
- Across the country BAME households are disproportionately affected by an increase in statutory homelessness across the country. Among white households homelessness increased by 9% between 2012 and 2017, while it increased by 48% among BAME households during the same time period. <https://blog.shelter.org.uk/2017/10/bame-homelessness-matters-and-is-disproportionately-rising-time-for-the-government-to-act/>

### **OUTCOME 3: DRIVE UP THE QUALITY OF HOUSING FOR EVERYONE**

- Overcrowded households in Haringey are most likely to be headed by someone of White Other ethnicity (31%), followed by Black ethnicity (28%) and then White British (19%). Relative to the wider population, Black ethnicity is significantly over represented, White Other is over-represented and White British is under-represented. Census 2011
- In Haringey just under half of households that are headed by a person of White Other ethnicity are private rented (47%), compared to 34% of households headed by a person of Mixed or Multiple ethnicity, 23% that are headed by a person of Black African ethnicity, and 28% of White British-headed households. Census 2011

## Existing Equalities Challenges: People

Prevalence of a number of physical conditions varies by race, as does the prevalence of mental health issues.

Educational attainment also varies significantly according to ethnic group.

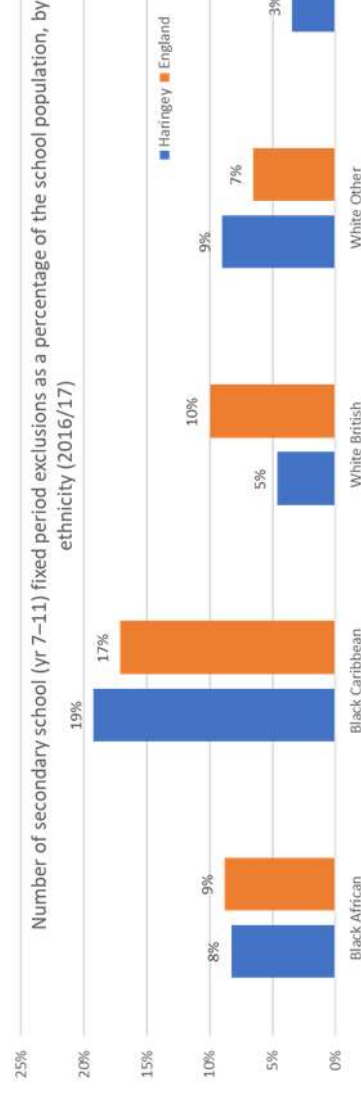
Black boys are more likely than White British boys to be excluded from school and to be identified with a special educational need.

### OUTCOME 4: BEST START IN LIFE

- Certain BAME groups are likely to book late for antenatal care (Health Equity Audit 2011 available from the Public Health Department, Haringey Council), this is considered to be one of the contributory factors in low birth weights.
- Children from BAME groups are more likely to be obese than White British children. Haringey Health & Wellbeing Strategy 2015-2018
- Certain BAME groups are less likely to take up free childcare places. There may be many reasons for this, one of which may be cultural preferences for looking after young children within families.

### OUTCOME 5: HAPPY CHILDHOOD

- Educational Attainment - There are clear inequalities in educational attainment. Ethnic groups with the highest average Attainment 8 Score are those of Chinese ethnicity (59.8), while those of Asian ethnicity (49), White (48.6) ethnicity and Mixed ethnicity (47) are average achievers. Those of Black ethnicity (42) have the lowest average Attainment 8 score. The attainment gap is not as significant in early years, but widens as children get older.
- School exclusions - BAME children are disproportionately receiving fixed term and permanent exclusions. Roma and Traveller children are also more likely to be excluded.



## Existing Equalities Challenges: People

### OUTCOME 7: ALL ADULTS ARE ABLE TO LIVE HEALTHY AND FULFILLING LIVES

- **Physical health**
  - Obesity is most prevalent among certain ethnic groups, and this differs according to sex. Women of Black African (38%), Black Caribbean (32%) and Pakistani (28%) ethnicity are most likely to be obese, while males of Black Caribbean (25%) and Irish (25%) ethnicity are most likely to be obese (HSCIC, 2006). <https://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment/health-improvement/obesity#who>
  - Different ethnic groups experience significant variations in health. For example:
    - Diabetes: Black and Asian ethnic groups have a higher risk of developing Type 2 diabetes and tend to develop it at an earlier age. Compared to the general population, the following groups have increased risk: Black Caribbean males (twice the risk), Black Caribbean females (three times the risk), Pakistani females (five times the risk) and Bangladeshi women (three times the risk).
    - Circulatory Diseases: South Asian men are more likely to develop coronary heart disease at a younger age, and have higher rates of heart attack. Black people have the highest stroke mortality rates.
    - Cancer: For some cancers, ethnicity is an important fixed risk. Overall incidence of cancer in the minority ethnic groups is lower than the White British population. However, certain ethnic groups are at high risk of specific cancers e.g. Black African and Black Caribbean men have higher incidence of prostate cancers.
    - Respiratory Diseases: Smoking is the primary cause of COPD. Some ethnic groups are more likely to smoke; on average Irish and Bangladeshi men have higher smoking levels than the general population.
    - Long-term conditions are more common among people from certain BAME groups. There are a variety of reasons for this that could include deprivation, discrimination and genetics. Haringey Health & Wellbeing Strategy 2015-2018
    - Women who have undergone FGM are more likely to experience serious complications during pregnancy. (Gayle and Rymer, 2016).
- **Mental health**
  - According to the Mental Health Foundation, people from black and minority ethnic groups in the UK are more likely to be diagnosed with a mental illness. [Mental Health Foundation](#)
  - In England Black men are significantly more likely to have experienced a psychotic disorder in the past year, compared to White men (3.2% compared to 0.3%). This ethnic disparity is not seen among females. Adults experiencing a psychotic disorder, 2007-2014, [Ethnicity Facts & Figures](#).

## Existing Equalities Challenges: People

- On the whole, suicide rates are 33% higher in Haringey than the London average, and this is particularly acute among certain BAME groups. Haringey Health & Wellbeing Strategy 2015-2018
- **Drug misuse**
  - The largest ethnic group in treatment for drug misuse tends to be those of White British ethnicity (33%), followed by Other White and Black Caribbean ethnicity (23% and 12% respectively). This is similar to the ethnic breakdown of the wider Haringey population. 2012-2013 drug misuse treatment, Haringey JSNA

### OUTCOME 8: STRONGER COMMUNITIES

- In Haringey in 2017 there were 675 incidence of racist and religious hate crime. While this represented a 1% decrease compared to the previous year, there has been a long-term increase in the reporting of this type of hate crime. MPS

## Existing Equalities Challenges: Place

BAME residents are less likely to visit the natural environment than White British residents, and less likely to participate in physical activity at least once a week.

Pollution levels are higher in areas with a greater proportion of BAME residents.

Residents of White Other ethnicity are most likely to say they feel isolated living in their local area, and less likely to feel they belong in their neighbourhood.

There is significant over-representation of BAME young people in contact with Youth Offender Teams.

### **OUTCOME 9: A HEALTHIER, ACTIVE AND GREENER PLACE**

- In England people of White ethnicity are more likely to have visited the natural environment at least once in the last seven days, with 43% of people of White ethnicity living in urban parts of the country saying they had done so, compared to 27% of BAME people living in urban areas. Across all socioeconomic groups people of White ethnicity are more likely to have visited the natural environment in the last seven days than people of BAME ethnicity. [Monitor of Engagement with the Natural Environment](#), Natural England 2009 to 2016
  - In Haringey residents of White British ethnicity are more likely to participate in physical activity at least once a week than residents from BAME groups (48% vs. 42%). [Sport England: Active People Interactive](#), 2015/16
  - In Haringey NO2 pollution is worst in areas where there is a high proportion of Black / African / Caribbean / Black British, Mixed / Mixed Multiple and Other ethnic groups, meaning that BAME groups are more likely to be impacted by the knock-on health impacts of poor air quality. [London Atmospheric Emissions Inventory \(LAEI\) 2013](#)
- ### **OUTCOME 11: A CULTURALLY ENGAGED PLACE**
- In Haringey residents of White Other ethnicity are most likely to say that they feel isolated living in their local area, with one in five saying this is the case (19%), compared to around one in eight people of White British ethnicity (13%). People of White Other ethnicity are also less likely to say they feel like they belong in their neighbourhood, compared to White British people (78% vs 69%). [Haringey Residents Survey 2018](#)

## Existing Equalities Challenges: Place

- Residents of White British and Asian ethnicity are more likely to agree that Haringey is a good place to bring up children (84% and 82% respectively), compared to residents of White Other or Black ethnicity (74% and 72% respectively). Haringey Residents' Survey 2018

### **OUTCOME 12: A SAFER BOROUGH**

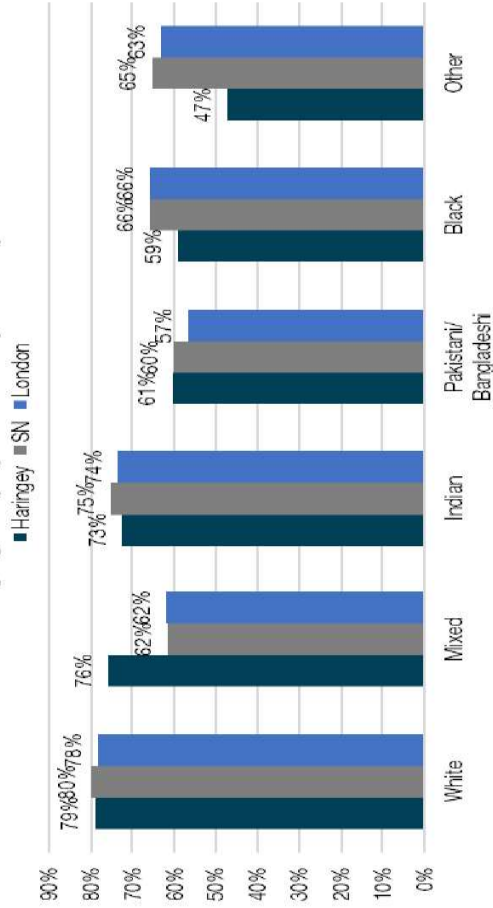
- According to police categorisations, the most common ethnicity of victims of crime in Haringey is White North European (representing 46% of all victims), followed by Black victims (27%) and White South European (16%). Haringey MPS
- According to police categorisations, the most common ethnicity of crime suspects was Black (48%), followed by White North European (32%) and White South European (13%). Haringey MPS
- BAME young people are over-represented in Haringey's youth justice cohort.

## Existing Equalities Challenges: Economy

BAME people are more likely to be unemployed or not in employment, education or training (NEET); when in employment some BAME residents are also more likely to be earning below the London Living Wage; more likely to be in receipt of employment benefits and less likely to take up apprenticeships.

**OUTCOME 14: A borough where all residents have access to training and skills development opportunities and more people are supported into work**

Working Age employment rate by ethnicity



Source: Annual Population Survey, ONS

JSA Claimants by Ethnicity, 2017



Source: DWP, 2017

## Existing Equalities Challenges: Economy

### **OUTCOME 14: ALL RESIDENTS HAVE ACCESS TO TRAINING AND SKILLS DEVELOPMENT OPPORTUNITIES AND MORE PEOPLE ARE SUPPORTED INTO WORK**

- Those of Black ethnicity are over-represented in Haringey's benefits system, with more than 2 in 5 (42%) JSA claimants being of Black ethnicity. DWP 2017
- One in four ESA claimants are of Black ethnicity (25%), while this group makes up one in six of the wider borough population (17%). Those of White British and White Other ethnicity, by contrast, are under-represented, with White British people making up 33% of the overall population but accounting for 28% of all ESA claimants, and those of White Other ethnicity making up 29% of the population and accounting for 22% of all ESA claimants in the borough. DWP 2017
- 35% of Haringey residents of an ethnic minority are economically inactive, compared to 25% of all residents. This disparity is exaggerated in Haringey compared to London, where 28% of ethnic minority residents are unemployed, compared to 22% of all residents. ONS Annual Population Survey 2017/18
- Haringey has a larger proportion of Mixed race and Black or Black British 16-17 year olds who are not in employment, education or training compared to the borough's statistical neighbours and the London average. DfE-Proportion of 16-17 year olds recorded in education and training, June 2016

#### Skills levels

- In Haringey those whose ethnic group is 'Other' are substantially more likely to have no qualifications than other ethnicities, with 26% of residents of Other ethnicity having no qualifications compared to a borough average of 18%. 2011 Census ONS
- The overwhelming majority of all learners starting an apprenticeship in 2016/17 were white (88%), and in Haringey this trend is exaggerated, with pupils from BAME groups less likely than average to take up an apprenticeship. DfE 2016/17

### **OUTCOME 15: A BOROUGH WITH MORE QUALITY JOBS WITH OPPORTUNITIES FOR PROGRESSION**

- Residents of Mixed (28%), White Other (27%) and Black (25%) ethnicity are most likely to say that someone in their household doesn't earn the LLLW. Residents' Survey

## Existing Equalities Challenges: Your Council

BAME staff at the Council are slightly over-represented among the lower pay scales and under-represented in the higher pay scales.

### **OUTCOME 19: WE WILL BE AN ABLE, POSITIVE WORKFORCE WITH THE SKILLS NEEDED TO DELIVER FOR HARINGEY**

#### HARINGEY COUNCIL WORKFORCE

52% of Haringey's workforce are from Black and Minority ethnic groups (BAME)

23% of top 5% of earners are BAME

63% of lowest earning staff (Scale 1 to Scale 5) are BAME

BAME staff are slightly under-represented at the higher scales (PO4 and above)

The proportion of BAME staff members who start in a given year is in line with the proportion of BAME staff members who leave the Council in a year (both 47% in 2018).

Of all staff that resigned in 2018, 42% were BAME

Of all staff that took redundancy or were made redundant in 2018, 62% were BAME

**The proposals in the Borough Plan are designed to have a positive impact on inequalities related to race and ethnicity.**

### **Housing**

Housing is a key issue in relation to race, and it is the leading priority in the Borough Plan. The Council is committed to tackling the issues that are likely to have a disproportionate impact on BAME residents, including: building more council homes; improving the provision of affordable homes; reducing the number of households in temporary accommodation; preventing homelessness; and addressing poor conditions in the private rental sector.

### **People**

The Council is committed to helping all children across the borough to be happy and healthy as they grow up, and to ensure that every young person, whatever their background, has a pathway to success for the future.

We aim to reduce the number of exclusions in Haringey schools, which disproportionately affect BAME students, and to intervene early where there is risk.

There is a commitment to closing the gap in health and wellbeing outcomes, including on health issues which disproportionately affect particular BAME groups.

With younger BAME residents over-represented as perpetrators and victims of crime, we are also launching a Young People at Risk strategy, aimed specifically at preventing serious youth violence and improving outcomes for all young people.

### **Place**

Our objective to improve air quality will benefit BAME residents, who are more likely to live in areas that have poor air quality.

There is also a specific objective to reduce the number of young people entering the criminal justice system.

### **Economy**

Through the Borough Plan we are committed to creating a borough where all residents have access to training and skills development opportunities, with more people supported into work. We will also take measures to make Haringey a borough with more quality jobs that pay LLW and have opportunities for progression, and to support more residents, particularly those from disadvantaged backgrounds, to take up quality apprenticeships. Our work in these areas will support BAME residents in particular, who are more likely to be unemployed or in lower paid work, and are less likely to take up apprenticeships.

### **Your Council**

There is an objective to be a diverse workplace, with a specific performance indicator on the top 5% of earners who are from black and minority ethnic groups.

# A Note on Intersectionality

---

We are aware that, in addition to the protected characteristics identified above, there are groups of people who have clusters of protected characteristics, which are particularly correlated with poorer outcomes. The Borough Plan has been designed with the aim of reducing inequality for these groups in particular.

This includes:

- Female BAME lone parents
- Young black boys
- Older people with health and social care needs
- Older LGBT residents facing homelessness and social isolation
- LGBT youth facing homelessness
- BAME women in temporary accommodation

**Report for:** Overview & Scrutiny

**Title:** Debt Recovery: Use of Bailiffs – Policy and Information

**Report authorised by :** Richard Grice – Director of Customers Transformation & Resources, Andy Briggs – Assistant Director of Corporate & Customer Services

**Lead Officer:** David Morris – Head of Corporate Debt

**Ward(s) affected:** All

**Report for Key/**

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

## 1. **Introduction**

- 1.1 The enclosed report outlines Haringey Council's use of '*Enforcement Agents*' in relation to Debt Recovery activity across all of our service areas. Highlighting steps taken by Haringey Council, to reduce Court/ Enforcement Agent recovery action, in favour of payment negotiation, through financial assessment.
- 1.2 The impact of 'uncollected revenue owed to Haringey Council applies increased pressure on Council Budgets and Services to our residents. This report will take you through the 'Step by Step' approach our Services take with regards to the collection of monies owed and the consideration given, to ensure a fair and proportionate response is applied when recovering Council wide debt.

## 2. **Debt Recovery Principle/ Procedure (Invoiced Debt)**

- 2.1 The Corporate Debt Recovery Team, Homes for Haringey, Revenue Services and Parking are responsible for the timely collection of all outstanding Invoices/ Charges due to Haringey Council. The collection of this wide range of invoices is essential, as it allows the council to:
  - **Maximise Revenue collection**
  - **Minimise the risk of material loss**
  - **Enable the council to continue to provide the high level of service our residents require**
- 2.2 The recovery processes we follow cover all aspects of Haringey council's invoiced debt collection activity. The strategy we follow incorporates the strategic aims that the council and its partners use in collecting all Sundry Debtor invoices, as well as the '*Best Practice*' standards that we champion when resolving customers queries/complaints.
- 2.3 We strive to bring together key aspects of Enforcement activity, including compliance, multiple debtor knowledge and debt collection management.

- 2.4 Whilst Services such as Council Tax, Business Rates, Housing Rents, Leaseholders and Commercial Rents work to specific legislation with regards to how a charge should be collected, they also follow the same recovery principles and procedures as the 'Corporate Debt Team', when assessing customers' ability to pay.
- 2.5 These universal principles/ procedures cover the requirement to complete financial assessments, should a resident confirm they are unable to pay and also the appropriate action to take when vulnerability has been identified.
- 2.6 Haringey Council have a responsibility to ensure that action taken at the later stages of the recovery process are proportionate, reasonable and appropriate with regards to the outstanding Invoiced charge.

## **2. Debt Recovery Principle/ Procedure (Invoiced Debt) cont.**

- 2.7 Please see the Recovery workflow attachment (Appendix A) that has been provided, detailing the Step by Step recovery process, with regards to Corporate Debt Collection.

I have listed below the recovery summary stages: -

- **Pre-Formal Recovery Action:** - Billing Stage, Soft Recovery (Invoiced Debt over **£10000+** & HBOP Over **£5000+**)
- **Stage 1 Debt Recovery:** - Final Notice Stage: - 28 Day Recovery Period
- **Stage 2 Debt Recovery:** - Pre-Action Protocol: Paralegal Process: 60 Day Recovery Period
- **Stage 3 Debt Recovery:** Team Leader/ Manager: Decision to be made on Legal Referral
- **Legal Enforcement:** All outstanding Corporate debts over **£500+** that have successfully gone through the 'Pre-Action Protocol' process, will be referred to Haringey Legal or Wilkin Chapman to proceed with proportionate and appropriate recovery action subject to the value of the charge.
- **High Court Enforcement Officer:** Charges over **£600+** would be forwarded to a 'High Court Enforcement Officer', once a 'Writ of Control' has been awarded by the High Court.

## **3. Debt Recovery Council Tax (Overview)**

- 3.1 Council Tax bills are issued annually in early March by Revenue Services in readiness for the 1st instalment which is due on 1st April. Approximately 110,000 bills are issued at this time of the year. The taxpayer generally has 10 months, running from April to January of the following year to pay their liability.
- 3.2 Residents do have an option to pay over twelve months, via the Councils preferred method of payment 'Direct Debit'. Customer contact needs to be

made upon receipt of the annual bill, so that the first Direct Debit instalment can be collected in April. Please note; as part of the Direct Debit agreement we are required to allow 14 days, grace before being able to collect the direct debit instalment from the bank. Direct debit also gives the taxpayer the flexibility of paying on either the 1st, 15th or 25th of the month.

- 3.3 The Council Tax Bill and Reminder notices are issued in accordance with Council Tax legislation. The legislation only allows for two Reminders each year to be issued where a taxpayer may have missed, paid short or not paid as billed.

#### **4. Debt Recovery Council Tax (Summons)**

- 4.1 If the resident does not pay the amount requested in the First Reminder, Second Reminder or Final Notice, within the days allowed (approximately 7 days), the Council in accordance with the legislation will apply to the Magistrates Court for a Summons to be issued, notifying them of a Liability Order hearing.
- 4.2 The summons will advise the resident the date the court will consider the application, and the amount the Council are seeking to recover, inclusive of Summons costs and Court fees.
- 4.3 As this action is taken in the Magistrates Court it will not affect the residents credit rating, unlike action taken in the County Court. If the balance outstanding on the summons, including the Summons costs are paid in full before the hearing, the Council will not obtain a Liability Order.
- 4.4 There are only eight valid defences against the council obtaining a Liability Order at the hearing:
- **the property is not listed with the Valuation Office Agency for the period Council Tax is being charged**
  - **the tax had not been properly set**
  - **the bill and subsequent recovery notices were not issued correctly**
  - **the amount demanded has been paid**
  - **more than six years have passed since the date the bill was issued**
  - **the billing authority was in breach of the duty to serve notices 'as soon as practicable' in the relevant year**
  - **the amount outstanding is for a penalty which is being appealed**
  - **bankruptcy or winding up proceedings have been initiated**

#### **5. Debt Recovery Council Tax (Liability Order)**

- 5.1 Once a Liability Order has been granted by the Magistrates, the Council has the following methods/remedies to collect the debt:
- 1. Summons Debt Payment Arrangement (SPAR)**
  - 2. Attachment of Earnings**
  - 3. Attachment of Benefit**

**4. Use Enforcement Agents**

**5. Bankruptcy**

**6. Charging order**

**7. Committal to Prison**

- 5.2 The Council is under no statutory obligation to enter into a payment arrangement, following the issuing of a Liability Order. All, of the recovery options detailed in paragraph 5.1 are open to the Council's discretion with regards to the collection of the charge.
- 5.2 However, following each Liability Order hearing, we issue a request for information which enables the taxpayer to put forward a proposal of payment. The information request form must be completed and returned, or contact made within 14 days of issue, to enable the Council to agree a suitable 'Summons Debt Payment Arrangement'.
- 5.3 If the information is not provided or a suitable payment arrangement cannot be agreed, alternative recovery methods are considered on a case by case basis, using automation where possible to identify the cases that are suitable for an Attachment to Benefit/ Earnings.
- 5.4 Automation is also used to identify accounts where the taxpayer has made or is making payment within a set period of days. These cases are reviewed based on the history and information held on the taxpayer's records.
- 5.5 Where we are unable to set up a 'Summons Debt Payment Arrangement', or an Attachment of Benefit/ Earnings, the debt would be considered for a referral to an Enforcement Agent to collect.
- 5.6 Subject to the Enforcement Agent being unable to collect the charge, the case would be referred to further Court Recovery action ie Bankruptcy, Charging Order, Committal to Prison. Please note; in accordance with the Ombudsman, the Council is expected to have referred the debt to an Enforcement Agent for collection prior to proceeding with more advanced forms of debt recovery.

**6. Vulnerability**

- 6.1 Haringey Council consider the needs of vulnerable residents. Vulnerable residents can be defined in the following groups listed below: -
- **Adults supported by Social Services**
  - **Asylum Seeker**
  - **Bereavement (Customer has had a recent death in their family)**
  - **Corporate Appointee**
  - **Disability**
  - **Learning Difficulty (including illiteracy)**
  - **Probation Service Involvement**
  - **Severely Mentally Impaired (SMI)**
  - **Substance Abuse**
  - **Safeguarding (Customer referred to Haringey Safeguarding)**
  - **Terminal illness**

- **Young adults (18-25 who have come through the Care system, but maybe no longer supported)**

- 6.2 Whilst these groups do not define all categories of vulnerability, they form a guideline for staff working within The Corporate Debt and the wider Council to identify vulnerability and determine the correct recovery action to take dependant on the customers circumstances.
- 6.3 Council Debt collection for vulnerable customers charges is always going to be a complex often difficult issue when determining the correct recovery treatment to adopt for the Local Authority. The Recovery treatment we choose should not only satisfy the Councils need to maximise income collection, but also balance this requirement with the financial/ health and wellbeing needs of our vulnerable client base.
- 6.4 All Haringey Recovery services will endeavour to ensure **all** residents who are identified with vulnerabilities are sign posted to the correct internal/ external help. The vulnerability sign posting process is completed alongside the work being carried out by internal Social Care (Safeguarding), Step Change, Civil Legal Advice, National Debt line, Advice UK, Christians Against Poverty and the Citizens Advice Bureau, Connected Communities and HFH.

## **7. Pre-Action Protocol (Paralegal Recovery)**

- 7.1 From the 1 October 2017 new recovery rules came into force within the United Kingdom around the collection of Debt claims. The new rules are detailed within the 'Pre-Action Protocol for Debt Claims'.
- 7.2 The requirement to adhere to the Protocol applies to any business (including Sole Traders and Public Bodies) claiming payment of a debt from an **individual** (including a sole trader), where pre-existing legislation around the collection of a charge is not already in place

i.e. the protocol would not supersede Legislation with regards to the collection of Council Tax, Income Tax or VAT.

The Protocol does not apply to business-to business debts unless the debtor is a sole trader. However, as good practice we follow the principles of the protocol with regards to the collection of all invoiced debts owed to the Council, prior to Court Recovery action where superseding Legislation is not in place.

- 7.3 The actions taken by the Paralegal Officer with regards to the administration of the Protocol over a 60 Day Period are summarised below: -

- 1. Review Pre-Action Protocol Pro Forma**
- 2. Review statement of account**
- 3. Prepare customer bundle**
- 4. Review customer returned bundle**

5. Review Financial Assessment
6. Complete Vulnerability assessment (**Please note; vulnerability will be assessed and addressed when identified at any point during the 'PAP' process, it does not necessarily need to wait to be identified upon the return of the Customer Bundle**)
7. Refer case to Step Change or Citizens advise bureau, subject to vulnerability assessment
8. Set Pre-Action Protocol Arrangement
9. Refer case to Legal subject to non-return of customer bundle or if unable to agree adequate Pre-Action Protocol arrangement
10. Refer case back to Team Leader/ Manager to reassign to Officer for further debt recovery action to be pursued, should failings be identified with regards to the initial recovery action
  - i.e. Customer has been overcharged by service who has raised the original invoice. Following invoice dispute, charge has been amended and case could be referred to 'Stage 1 Debt Recovery'

## **7 Pre-Action Protocol (Paralegal Recovery) cont.**

- 7.4 The purpose of the Protocol is to help with the early resolution of debt recovery and financial disputes, meaning that, ideally, fewer cases make it to court. The Protocol protects the Creditor from unnecessary loss of additional income via Court Recovery fees/ Business spend and it also protects the Debtor from an unnecessary stressful situation, therefore improving their personal health and wellbeing as well as resolving their debt issues prior to Court recovery action.
- 7.5 Haringey Council have therefore incorporated the new 'Pre-Action Protocol' paralegal process into our recovery strategy for Sundry Debt and Housing Benefit Overpayments, therefore greatly reducing the requirement for Court recovery action/ Enforcement Agents.
- 7.6 Detailed information with regards to the 'Protocol', can be found on the website [www.justice.gov.uk](http://www.justice.gov.uk).

## **8. Enforcement Agents – Use**

- 8.1 In line with the Councils directive on '*Ethical Debt collection*' within the Borough Plan, Haringey Services have actively reduced the use of '*Enforcement Agents*', where there is an option to use an alternative appropriate recovery method. The use of '*Enforcement Agents*' in some circumstances is the correct appropriate procedure to follow, in line with the action being taken.

Example: -

- Long term non-payment of Commercial Rent charges would result in an eviction notice being served and an '*Enforcement Agent*' would be required by law to attend the property in order to enforce the eviction. This process would also be required with regards to HFH Rent arrears clients.
- Bankruptcy charges would require a '*Statute Demand*' to be served and in most cases (not all) would be served by hand through a registered '*Enforcement Agent/Legal Representative*'.
- Enforcement on a County Court Judgement via a '*High Court Enforcement Agent*', previously known as a '*Sheriff*'.
- Closure of a business due to non-payment of Licence Fee.
- Collection of Council Tax/Business Rates charges where wilful refusal has been identified. The payment of Council Tax and Business Rates is a Legal requirement and the non-payment of Council Tax is one of few charges that can result in a custodial sentence, the use of an '*Enforcement agent*' for the collection of these charges can therefore be justified, dependent upon the circumstances of the case.

## 8.2 **Sundry Debt**

The use of Enforcement Agents with regards to Invoiced Debt collection has been restricted to '***Court Recovery Action***' only. This action would only be taken once all other forms of debt recovery have been exhausted. Corporate Debt have also implemented a '***Pre-Action Protocol***' paralegal process. The purpose of the process is to help with the early resolution of debt recovery and financial disputes, meaning that, ideally, fewer cases make it to Court/ Enforcement Agent stage.

## 8.3 **HFH/ Commercial Rents**

As per 6.1 the use of '*Enforcement Agents*' in relation to rental arrears, would only be authorised with regards to eviction. For a customer to get to an eviction stage, a Court Order would need to be granted and all forms of previous recovery action would have failed

## 8.4 **Council Tax**

Revenue Services have implemented a more customer focussed approach to Council Tax arrears collection, since the production of their previous guidelines in 2014. This new approach focuses on resolving customer queries in house through greater customer engagement, increased volumes of financial assessments and closer working relationships with other debt service areas, highlighting vulnerability and risk at an earlier stage.

Enforcement collection within Council Tax represents approximately **£2Million** collection per annum to Haringey Council.

## 8.5 **Business Rates**

For the financial period 1 April 2018 – 31 March 2019, the Council issued **1173** Liability Orders of which **70%** were referred to the 'Enforcement Agent' for collection. The Business Rates Team do not take a softer approach to arrears collection, as the payment of Business Rates should be incorporated into the businesses operating costs

*i.e. A business operating in the United Kingdom has a 'Legal obligation' to pay Corporation Tax/ VAT via HMRC, they should also be reasonably expected to build in the payment of Business Rates into their business operating model, as the payment of Business Rates is also 'Legal requirement'.*

The use of Enforcement Agents within the Business Rates service area is essential to ensure we can maintain a high level of collection, with the additional benefit of the 'Enforcement Agent' being able to provide accurate/valuable information in terms of '**actual**' liability.

Unfortunately, we are not always informed of the correct occupants within our business units across the borough.

Business Rates legislation states that the person entitled to possession of a property is liable to pay business rates charges. The person entitled to possession will usually be the leaseholder or the owner of the property. However; in the case of an occupied property, the person or company occupying it is liable to pay the Non-Domestic Rates.

The 'Enforcement Agents' are therefore also acting in a visiting Officer capacity for the council, reporting on liability changes and underlining issues. This is most beneficial in cases where Liability Orders for payment have been served and alternative occupants to that of the registered liable party have been found as resident in the property, by the Enforcement Agent, when they have visited the property to take control of goods.

Please note; in some exceptional cases a discretion would be taken in order to assist small businesses, with regards to longer payment periods for outstanding arrears.

## **9 Enforcement Agent - Assurance**

- 9.1 Referring Haringey debtor accounts to the Enforcement Agent, is always one of the last methods of recovery action we would choose to take as a Council. The additional costs placed against the outstanding charge does not help the debtor clear the charge any quicker and if the wrong case were referred, it could place a resident into a cycle of debt.
- 9.2 We must also consider the mental stress a visit from an Enforcement Agent can have on a resident. Recovery cases will therefore only be referred to Enforcement Agents once all other forms of debt recovery have been fully exhausted.

- 9.3 Haringey Council will only issue a debtor account to an '*Enforcement Agent*' once the following Court action has been taken: -
- Liability Order has been issued, following Court Summons notification
  - 'Writ of Control' has been awarded by High Court; case referred to High Court Enforcement Officer (HCEO)
  - Penalty Charge Notice (PCN) has been referred to the Traffic Enforcement Centre (TEC) and 'Order for Recovery' has been granted
  - Repossession Order awarded by High Court; case referred to High Court Enforcement Officer (HCEO)
- 9.4 Enforcement agents are normally employed by a private company and, as such, are not Officers of the Court, but they are certified by the court. The certification process enables the court to exercise a degree of control over the standards of competence and conduct of enforcement agents.
- 9.5 The enforcement agent certificate, granted by the County Court, authorises the enforcement agent to work anywhere in England and Wales. The certificate must be renewed every two years.
- 9.6 To qualify for a certificate, the applicant must satisfy the court that they are a "*fit and proper*" person to act as an enforcement agent. The applicant must prove that they have a sufficient knowledge of the law and procedure evidenced by Level 2 or equivalent Training in the Taking Control of Goods Regulations and provide a security bond.

## **9 Enforcement Agent – Assurance cont.**

- 9.7 Certified Enforcement Agents enforce **non-High Court orders**, this includes non-payment of Council Tax, Business Rates, Parking and Traffic offences, fines from the Magistrates' Court's, non-payment of child support, or a failure to pay Commercial Rent (collection only, a High Court Enforcement would be required in order to serve a repossession order).
- 9.8 All of our Enforcement Agent partners are certified and registered with the '*Civil Enforcement Association*'.
- 9.9 Haringey Council services review Enforcement Agent performance and customer engagement on a periodic basis. Through joint working with our partners, we ensure the recovery of monies owed to the Council which supports the delivery of Council Services. We also ensure appropriate action is being taken once vulnerability or underlining issues have been identified by the Enforcement Agent and reported to the Council.

- 9.10 Debt cases relating to Council Tax and Business Rates are referred to the Enforcement Agents on a weekly basis. Once referred the Agent will correspond with the debtor, giving them 10 days to respond to the request to pay. Haringey Council have requested for our Enforcement Agents to extend this period to 21 days (Compliance), where the debtor has an opportunity to agree an arrangement away from 'Doorstep Recovery' ie email, telephone, in writing etc. The additional charge at this stage is **£75.00**.
- 9.11 During the 'Compliance' stage, where vulnerability has been identified, Enforcement Agents will signpost residents to 'Step Change', CAB, or Haringey Social Services through the service who has assigned the charge.
- 9.12 The '*Taking Control of Goods*' regulations has provided additional protection for the vulnerable. At times it is not until an Enforcement Agent visits a property that vulnerability is identified. When this occurs, the taxpayer is protected by the regulations in that the Enforcement Agent must refrain from the doorstep and carry out the collection of the debt by way of contact via telephone, email or text. In addition to this the fees for the '*Enforcement Visit*' must be withdrawn, despite the visit having been made.
- 9.13 Failure to respond to the Enforcement Agent during the 21 day 'Compliance' stage, would unfortunately result in a further **£235.00** in charges being added to the outstanding balance. However; if the charge owed is over **£1500.00** a further percentage of the overall debt can also be added, on top of the **£235.00**

## **10 Summary**

- 10.1 Haringey Debt Recovery Teams are actively working with all customers across the Council with regards to monies owed. We are issuing automated Reminder and Final Notices, coupled with outbound calling, Pre-Action Protocol letters, Letter Before Action and advanced recovery proceedings.
- 10.2 Haringey Council are placing themselves in a strong position to combat the changing attitudes in society concerning debt and some customers becoming somewhat ambivalent to paying on time or at all.
- 10.3 The change in strategic approach from being reactive to pro-active, coupled with the joint working with our external partners, allows us to reflect these changing attitudes whilst maintaining a high level of consistency and fairness whilst conducting debt collection throughout Haringey.

Responsible Party	Pre Formal Recovery (Corporate Debt Team)						Project Team	Corporate Debt Team		Legal	Corporate Debt Team
Enforcement Stage (RAG)	Invoice Created	Billing	Billing		Billing	Billing	Stage 1 Debt Recovery	Stage 2 Debt Recovery	Stage 3 Debt Recovery	Court Recovery	Write Off
		£10000+			Contact						
Work Allocation	Customer notification (Appeal Rights)	Invoice Generated Northgate Payment Terms	Payment Processing Time	Reminder Notice	Payment Processing Time	Final Notice	Debt Project Officer	Paralegal	Team Leader/ Manager	Haringey Legal	Team Leader/ Manager
Days	28	14	2	7	2	7	28	60	14	Manual Referral	Manual Referral
Billing Days to Date		14	16	23	25	32					
Recovery Days to Date		-	-	-	-	-	28	88	102		
Invoice Raised to Date		14	16	23	25	32	60	120	134		
Account Action		Corporate Text		Corporate Text		Corporate Text	T/c/Email/Std Letter/ Text	Review PAP Pro Forma	Account Review	LBA 14 days	Write Off Policy
		Debt over £10000 Courtesy T/C				Payment	Payment	Prepare Customer Bundle	T/c/Email/Std Letter	County Court Judgement	
Corporate Text Go Live: Jan 2020						Promise to Pay	Promise to Pay	Review Bundle Return	Visit/ Customer meeting	Charging Order	
PAP: Pre - Action Protocol						Payment Arrangement	Payment Arrangement	Review financial assessment	Reassign to Officer	Statutory Demand	
IVA: Individual Voluntary Arrangement						Financial Assessment Form	Financial Assessment Form	Review Statement of Account	Review Customer Complaint	Bankruptcy/ Liquidation	
DRO: Debt Relief Order							Temp Arrangement	Set PAP Arrangement	Voluntary Charge	Deferred Payment	
LBA: Letter Before Action							Debtor Trace	Vulnerability Assessment	Review PAP	Voluntary charge	
HCEO: High Court Enforcement Officer							Attachment of Earnings	Refer case to Step Change/CAB/ Safeguarding	Review Legal Referral	HCEO	
							Attachment of Benefit	Refer to Legal	Deceased Policy		
							HB Entitlement Deduction	Team Leader Referral	Write Off Policy		
							Invoice Dispute Policy	Reassign to Officer	Liaise with Budget Holder		
							Deceased Policy		IVA/ DRO Review		
							PAP Pro Forma				
							Team Leader Referral				
							LL Deduction				

This page is intentionally left blank

**Report for:** Overview and Scrutiny Committee

**Title:** Consultation and Engagement

**Report authorised by:** Jean Taylor – Head of Policy

**Lead Officer:** Chris Brent

**Ward(s) affected:** All wards

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

## **1. Issue under consideration**

1.1. The issue of consultation and engagement was brought to the attention of the committee through a scrutiny café event and online survey that took place as part of the development for the Overview and Scrutiny Committee work plan for 2018-2020.

1.2. The following points came out of this event and survey:

- a) Good community engagement can bring considerable benefits for both the Council and Haringey communities.
- b) Consultation and engagement exercises should be based on two-way communication, with the Council being careful to act on residents' feedback and the results of those actions being reported back to them.
- c) Communities of interest need to be maintained by ensuring that community interest groups continue to have a place and a channel to communicate with the council.
- d) The change of emphasis from a corporate to a Borough Plan is significant. This commitment needs to be reflected through positive engagement with residents to develop and deliver the Plan.

## **2. Update on progress**

2.1. The Haringey Borough Plan was published in 2019 following a period of consultation. Outcome 17 of the Borough Plan states its commitment to being 'A Council that engages effectively with its residents and businesses'. As part of its overall commitment to strengthening engagement with Haringey communities, the Borough Plan also contains a Residents Engagement Pledge that sets out its aims to strengthen the relationship between residents and public services.

2.2. As a council we have a strong commitment to consultation and engagement and to gaining the views of residents more regularly and effectively. There are a number of ongoing pieces of work that reflect this commitment and deliver on the promises within the Borough Plan and the Residents Engagement pledge, which include but are not limited to the below:

2.3. The Fairness Commission

2.4. The Fairness Commission was formed in 2018 with the aim of developing practical recommendations on how the council - working with others - can tackle inequality and promote fairness in the borough. The Fairness Commission's recommendations were put together as a result of significant engagement with residents. Three large public events were held but in order to hear a wider range of voices the Commission also went out to a vast number of groups such as Carers coffee mornings, primary schools and community kitchens.

2.5. The Commission will be recommending that the Council and partners should ensure that local communities are more actively involved in consultation, engagement and coproduction.

2.6. The Fairness Commission report and final recommendations will be published in late February, with a report noting these going to Cabinet on 10<sup>th</sup> March.

2.7. Community Framework & Citizens' Panel

2.8. The Council is in the process of developing a Community Framework, the aim of which is to strengthen the overall Council-resident relationship, and to provide more opportunities for residents to have their say on the Council's direction of travel. As part of this, the Council will be moving beyond more traditional consultation and engagement activities, and developing more diverse channels for richer participation, with a greater focus on co-production and deliberative democracy.

2.9. The creation of the Citizens' Panel is a key part of this approach. Haringey Citizens' Panel will launch in Spring this year, enabling us to develop a better understanding of people's experiences as Haringey residents, and the things that matter to them. The Panel will allow us to reach a wider range of residents, and will be made up of a representative sample of residents who will be regularly invited to have their say about council services and life in the borough. Panel members will be selected through a recruitment process to ensure an accurate representation of Haringey's communities, with a particular emphasis on those who are often less represented.

2.10. As well as the Citizens' Panel, the Community Framework will set out an overall roadmap to embedding a more creative approach to consultation and engagement in the coming years. As part of this process, the Council will draw on Panel member feedback to understand their needs and preferences, as well as to invite members to attend face to face events and workshops to explore such issues in greater depth.

2.11. The Haringey Way

2.12. There is much work being done across the borough to create a greater focus on working more effectively with residents to improve outcomes, and at the

Council this is being driven through The Haringey Way, a set of principles that enshrine how we work across Children's and Adult's Social Care, the wider Council including Connected Communities and Haringey Adult Learning Service, and across the entire system, from Homes for Haringey to the VCS.

- 2.13. The Haringey Way is focused on understanding our residents, what their individual needs and circumstances are, and drawing on their strengths, their local networks and community assets to provide the care and support that is right for them.
- 2.14. While the core principles of the Haringey Way are not yet final, they will include a focus on early intervention and prevention, collaboration and a strengths-based approach, meaning we work collaboratively with residents to draw on their strengths and assets, encouraging them to be not just users, but also co-producers of the services provided.
- 2.15. The Haringey Way has been put together with partners and is currently in development. Once it is finalised it the Council will work with partners across the system to create a borough-wide commitment to embedding these ways of working.
- 2.16. Northumberland Park Integrated Team Hub
- 2.17. The Northumberland Park Integrated Team Hub creates a regular working space for locality teams, based in Northumberland Park Resource Centre. On Tuesdays each week the hub provides a space for council, voluntary and other public sector staff to meet with their clients and share expertise with colleagues from several service areas, such as health, social care, housing, benefits or employment.
- 2.18. The hub aims to create a new and exciting way of breaking down barriers both between different practitioners and between practitioners and the community. The hub is helping to embed early intervention and prevention into the way we work, whilst creating an environment where learning can be easily shared, and practitioners can work together to find solutions to residents' complex challenges. The hub is an example of the Haringey Way foundations being applied to front line services.
- 2.19. Connected Communities
- 2.20. Connected Communities is a programme set up to improve access to council and voluntary services, and to encourage residents to live their version of a good life. The programme can provide anyone in the borough support with – housing, employment, ESOL classes, parenting and childcare, benefits and financial advice, getting involved in community activities and groups and applying for the EU settlement scheme.
- 2.21. The programme, which began in September 2018, currently works out of two main hubs at Wood Green library and the Marcus Garvey Centre. In addition to these hubs, there are a wider number of flexible locations where greater

numbers of people can be reached. These locations include schools, GPs, libraries, hospitals and cafés.

2.22. They also have a team of Local Area Co-ordinators who can support residents with identifying their strengths, goals and needs, finding practical ways of becoming more independent and developing and using personal and local networks.

### 2.23. VCS Forum Engagement

2.24. Haringey is home to a rich and varied voluntary sector, which contributes significantly to the life of the borough. The sector plays a role in delivering services, supporting residents, enhancing the cultural offer in the borough as well as holding the Council to account. Council teams engage directly with voluntary sector organisations on a thematic basis – for example, as part of programming events for Black History Month, or involving specialist charities in work to tackle hate crime.

2.26. The Bridge Renewal Trust is the Council's Voluntary Sector Strategic Partner, and within this contract provides a medium of communication between the Council and the sector and facilitates opportunities for Members, Council officers and the sector to come together. As part of this, the Strategic Partner holds quarterly Voluntary & Community Sector forums plus additional thematic forums. The sector values these opportunities to input into Council policy and feedback their perspectives drawn from their work. During the most recent Voluntary & Community Sector Forum, the sector was consulted on how the Council's landlord role can enhance community benefit, and valuable insights were drawn to inform the progress of that work.

## **3. Next Steps**

3.1. The pieces of work outline above demonstrate Haringey Council's commitment to consultation and engagement and delivering on the promises within the Borough Plan and the Residents Engagement Pledge.

3.2. The next steps are for the council to continue taking this work forward and identifying opportunities to improve and refine our approach to consultation and engagement.

## **4. Recommendations**

4.1. That the committee considers the Council's ongoing work around consultation and engagement and its progress in delivering the objectives laid out in the Residents Pledge and the Borough Plan.

4.2. That the committee reflects on what works well within the council's current approach to consultation and engagement and what aspects could be improved.



## Attachments

### 1. Residents Engagement Pledge, Borough Plan 2019-2023



## RESIDENTS ENGAGEMENT PLEDGE

The purpose of the pledge to residents is to strengthen the relationship between residents and public services, and to build on the sense of community in the borough. We can only achieve the outcomes and objectives set out in the Borough Plan if the council, local organisations, community groups and residents all work together for the benefit of everyone in Haringey.

### OUR STRENGTHS

Haringey is a diverse borough with a strong sense of community.

More than nine out of 10 residents (91%) agree that their local area is a place where different backgrounds get on well. This is significantly better than most other areas.

More than four in five residents are satisfied with their local area as a place to live (86%), higher than the rates in the rest of the country (82% on average).

### OUR CHALLENGES

Government cuts to funding for local public services continue and each year decisions about budgets are getting tougher. It is vital that we work with the people who use our services to understand what has the most value.

Some who responded to the consultation on the draft version of this plan said that the relationship between the council and residents could be improved so that they can trust that the council is on their side.

We will:

- Establish a Citizens' Panel to develop a better understanding of resident perception, confidence and trust in public services. This will be made up of a representative sample of residents who want the opportunity to have their say about council services and life in the borough.
- Talk to those affected at the start of the process when looking at changing existing services or policies, and developing new ones, so people are able to inform what we do.
- Make it easier for people who want to play an active role to contribute to their communities.
- Run campaigns to promote civic pride, building on the strong sense of community, to promote positive behaviour where everyone looks after their neighbourhoods.
- Use the Citizens' Panel to talk to residents in Tottenham and Wood Green where regeneration schemes are planned to track how they are feeling about the ways in which their local area is changing, and act on any concerns.
- Ensure that residents get the right information and advice the first time they ask and find it easy to get the help they need.
- Run the residents' survey every two years to help understand what people's priorities are, how the borough is changing over time, see where we are doing well and where we need to improve.
- For those receiving personal services from the council, we will ensure that all decisions about your care is taken with you directly involved.
- We will ballot residents on estate regeneration proposals.



## 2. Outcome on engagement in Borough Plan

### Outcome 17: A Council that engages effectively with its residents and businesses

Objective	How will we deliver the objective?
a) Residents and businesses feel engaged with and show high levels of trust in the council	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Deploy a range of innovative engagement activities appropriate to the issue.</li> <li>→ Develop a Business Pledge and VCS Pledge that underpin the principles of the two-way relationship and our commitments to support the business community and Haringey's voluntary and community sector.</li> <li>→ Use the residents' survey findings to identify specific areas where there is most concern and use this to inform future decisions.</li> <li>→ Use the Fairness Commission to engage a wide range of residents, stakeholders, partners and experts, through evidence sessions, to understand how the council and its partners can tackle issues of inequality and fairness</li> </ul>
b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey's communities - and use this to inform our decisions	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Work to reform our data collection, storage and analysis so that it is robust in informing our decision-making.</li> <li>→ Actively use the residents' survey findings to inform the development of policies and projects.</li> <li>→ Pilot different approaches to open up our data for public use.</li> </ul>
c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively	<p>We will:</p> <ul style="list-style-type: none"> <li>→ Ensure that services are developed with the people who use them and with our partners who contribute to their delivery, making widespread use of user-centred design approaches, such as 'Community First'.</li> </ul>

Borough Plan outcome	Performance indicator	Target
17. A council that engages effectively with its residents and businesses	Percentage of residents who say they are well informed about the services and benefits the council provides	63% by 2022
	Commitment to develop deeper understanding of resident perception, confidence and trust in council, engagement, involvement in decision making, and the council's relationship with specific communities through the Citizens Panel	N/A

**Report for:** **Overview and Scrutiny Committee:** 12<sup>th</sup> March 2020

**Title:** Borough Plan 2019-23 Priority performance update Quarter 3

**Report authorised by:** Charlotte Pomery, Assistant Director, Commissioning

**Lead Officer:** Margaret Gallagher, Performance & Business Intelligence Manager  
[margaret.gallagher@haringey.gov.uk](mailto:margaret.gallagher@haringey.gov.uk)

**Ward(s) affected:** All

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

## 1. Background

- 1.1. When the Corporate Plan (predecessor to the Borough Plan) was first established, the Council introduced an approach to performance management, which allowed residents and others to easily track the Council's performance against five core areas of the Plan and hold it to account. This approach has now been applied to the new priorities in the Borough Plan.
- 1.2. This report is the third update relating to the new Borough Plan priorities, outcomes and indicators, but the sixteenth relating to the priority dashboards. The report reflects the latest data available as at December 2019 and so continues the quarterly reporting against the Borough Plan with a third quarter report for 2019/20. It provides an overview of key performance trends and an assessment of progress against targets and objectives on an exception basis.
- 1.3. The Overview and Scrutiny Committee and Panels use the updates as part of their role in scrutinising and supporting performance improvement and to inform the Overview and Scrutiny work programme. Scrutiny Panels have an opportunity to review performance using the latest data as published in the Priority dashboards.
- 1.4. The timely publication of the priority dashboards on the Council's website has created greater transparency about the Council's performance, enabling accountability directly to residents. This is one way of working with communities to make the borough an even better place to live.
- 1.5. As part of the approved Borough Plan, there is a performance framework to track progress against the objectives and targets set out in the delivery plans. Outcome measures and key performance indicators have been agreed for each Priority – a number of the indicators reflect outcomes and measures used to measure progress in the Corporate Plan. The agreed indicators form the basis of a monitoring framework for the Borough Plan (i.e. a new version of the performance outcome wheels) and are the primary means of measuring progress in delivering the new Borough priorities over the coming four years.

- 1.6. Progress against the outcomes and measures set out in the new framework start from a baseline, as at April 2019. The principles of the performance framework have been adopted in reporting on the measures set out in the Borough Plan. This means a continued role for the Overview and Scrutiny Committee to use the updates as part of their role in scrutinising and supporting performance improvement and in agreeing their work programmes. It also ensures the continuation of a transparent approach with the public in publishing data on progress and impact.

## **2. Recommendations**

- 2.1 Overview and Scrutiny Committee is asked to:

- Note the high-level progress made against the delivery of the strategic priorities and targets in the Borough Plan as at the end of December 2019, the third update on progress against specified outcomes in the Borough Plan 2019-2023.
- Note that measuring progress will continue with quarterly reporting to the Overview and Scrutiny Committee against the new measures via the new Priority Dashboards published on Haringey's website.

## **3. Evidence based performance management**

- 3.1. Public organisations need reliable, accurate and timely information with which to manage services, keep residents well informed and account for spend and performance. Good quality data is an essential ingredient for reliable activity and financial information. Effective organisations measure their performance against priorities and targets in order to determine how well they are performing and to identify opportunities for improvement. Therefore, the data used to report on performance must be fit for the purpose, representing the Authority's activity in an accurate and timely manner.
- 3.2. The Borough Plan and performance framework seek to address inequalities and focus on what people need to thrive. Data and insight, based on demographic and demand pressures, inform service strategies and improvement plans which may include building resilience, enabling earlier intervention and targeting to reach households before they reach crisis point. The State of the Borough profile is the Council's key document in this regard:  
<https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough> and provides a comprehensive overview of Haringey in relation to a number of key themes including demographics, employment and skills, children and young people, vulnerable adults and health, place, crime and safety and housing. The most recent version, available on Haringey's website, has been updated with the latest available data.

## **4. Performance Overview**

- 4.1. Overall, this third update of the new Borough Plan dashboards illustrates early progress against the strategic objectives set out in the Borough Plan 2019-2023

as at September 2019. In light of this, there are still some gaps in this preliminary picture. As is to be anticipated at the start of the new cycle of performance reporting but work is underway to meet the challenging targets which reflect the Council's ambitions.

4.2. There are 5 priorities in the Borough Plan:

**Housing:** a safe, stable and affordable home for everyone, whatever their circumstances

**People:** our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential

**Place:** a place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green

**Economy:** a growing economy which provides opportunities for all our residents and supports our businesses to thrive

**Your Council:** the way the council works

The associated delivery plans for each Priority can be found on the intranet <http://intranet/about-council/borough-plan-2019-23>

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

4.3.1 Priority 1 Housing (Outcome 2) **Rough sleepers who have access to appropriate support to exit street homelessness:** Quarter 3 saw a sustained increase in the number of people rough sleeping who were made an offer of support and accommodation. As well as an increase in the percentage of people made an offer of support or accommodation, the number of people counted as part of the bi-monthly street count has decreased. This has been possible as a result of additional winter funding, which ends in March. There are concerns that when this funding ceases rough sleeping services may not have capacity to maintain their current high performance, as we continue to see increases in the number of new people rough sleeping for the first time in Haringey.

4.3.2 Priority 1 Housing (Outcome 3) **Number of additional households living in improved conditions as a result of HMO licensing schemes:** HMOs (Houses of Multiple Occupation) are buildings that are occupied by more than one household. They are a much-needed source of private rented accommodation and serve a growing demand within the private rental market and it is essential that these properties are managed effectively to ensure the safety and wellbeing of the tenants living in them. Haringey Council maintains a licensing programme for HMOs that helps to maintain standards of HMOs across the borough.

4.3.2.1 The published target for this performance indicator is 9,000 additional homes in improved conditions by the end of 2022, with a 2019/20 target of 2,000; this year's target has been amended in this quarter to better reflect changes in the way that licenses are issued. Quarter 3 performance shows that 1,603

households are now living in an HMO property that has seen improvements due to licensing; the number of licences issued in 2019/20 has consistently been above the number issued in previous years and on that basis we have rated this indicator as green.

- 4.3.4 Priority 2 People (Outcome 7) **Proportion of residents with a high happiness score, per Haringey resident population aged 16+.** In 2018/19, the estimated proportion of Haringey residents aged 16+ who were happy or very happy was 73%, which is lower than the London (76%) and England (76%) average. The overall rag status for this outcome of wellbeing will be based on performance against a suite of related indicators which are currently under development, including percentage of residents feeling optimistic about the future, proportion of residents feeling relaxed, proportion of residents dealing with their problems well and proportion of residents thinking clearly.
- 4.3.5 Priority 2 People (Outcome 5) **Quality of social work practice.** These measures are closely monitored as they give us an indication of how effective our social work practice is. If social work practice is good and if partners understand the thresholds in relation to safeguarding, then this will contribute to a reduction in numbers of children being referred multiple times to social care (% of repeat referrals). Currently our performance is better than the national average and slightly above authorities like us.
- 4.3.5.1 Haringey is working towards an improvement in our Ofsted rating but a recent focused visit found "A culture of professional curiosity and child centred practice in the multi-agency safeguarding hub (MASH) and assessment service is leading to tangible improvements for children and young people" and that "Increasingly children in need of early help and protection benefit from strong child focused purposeful and timely direct work."
- 4.3.6 Priority 2 People (Outcome 7) **Healthy & fulfilling lives: Non-elective admissions.** There have been **16,889** non-elective admissions in 2019/20, a 4.98% decrease on the same period in 2018/19. There have been **5,902** non elective admissions per 100,000 population in the year to December 2020, a 6.03% reduction on the rate of admissions. This indicator continues to perform well and maintains its green RAG rating.
- 4.3.7 Priority 3 Place (Outcome 9) **A healthier, active, greener place: Air quality and CO<sub>2</sub> emissions.** On 12<sup>th</sup> November 2019, the Haringey Air Quality Action Plan (2019-2024) was adopted at Cabinet and therefore became an official Haringey policy.
- 4.3.7.1 The Council submitted a bid for a Business Low Emission Neighbourhood (BLEN) project for Tottenham High Road, which would enable the Council to engage with the businesses and local community to improve air quality. In addition, the Council is currently supporting two Anti-Idling Programmes in the borough. One led by the GLA supports teaching and awareness raising and Haringey also supports a parent led group based around Rokesly School, Rokesly Infant & Nursery School, Campsbourne Primary School, Welbourne Primary School and The Mulberry Primary School. This includes arts projects and local artwork. A proposal has been submitted for DeFRA Air Quality funding to improve the air quality stations across the borough, and a Pan-London

project on the delivery of air quality measures at a local level. The Council also submitted a new Liveable Neighbourhood Proposal to TfL for the Bruce Grove area at the end of 2019.

4.3.7.2 The Council has been awarded project development funding to design a Low Emission Neighbourhood in the borough. This area will be identified, and proposed measures costed. Finally, two key Council fleets are being reviewed to assess if they can be delivered by electrical vehicles - Parks and Homes for Haringey. This review will influence the next round of procurement and options to switch to Zero Emitting Vehicles. Based on this activity and the official adoption of the Air Quality Action Plan the Air Quality indicator maintains its green amber status.

4.3.7.3 Alongside the air quality measure in Outcome 9 sits the performance indicator for reduction in CO<sub>2</sub> levels. Haringey's carbon emissions decreased by 25% between 2013 and 2017 to a level of 668kT, as per figures provided by the Department for Business, Energy & Industrial Strategy. This is below the London average and only 68kT above our 2022 target.

4.3.7.4 In Haringey, 24% of emissions are from transport, 50% are domestic and 26% are from the industrial and commercial sector. These figures demonstrate that domestic emissions make up a higher than average proportion of Haringey's emissions compared to the UK average. In 23% of Local Authorities the domestic sector had the highest share of end-user CO<sub>2</sub> emissions. For 54% of local authorities, the transport sector was the highest emitting sector.

4.3.8 Priority 4 Economy (Outcome 13) **Percentage of the council's expenditure on goods and services spent on Haringey businesses.** The local spend has now increased as anticipated to 25% of overall expenditure going to Haringey based companies, with an additional 43% with companies based in London outside of Haringey. 23% of expenditure is via the Dynamic Purchasing System (DPS), 37.6% of this is with Haringey based companies. 92% of all DPS expenditure is with small and medium sized enterprises (SME).

4.3.8.1 DPS is similar to a traditional procurement framework agreement except it is a fully electronic system that allows providers, if they meet the relevant criteria, to join the system at any time during its lifetime. The benefits of such an approach means more niche, specialist, local and/or SME providers have an opportunity to win Council business, allows for the more rapid development of new supply to meet changing and emerging needs and demands, ensures the process is competitive, fair and transparent and standards are consistently applied across multiple boroughs. In Haringey the Dynamic Purchasing System is used to procure services in the areas of adult care, temporary accommodation, parks and transport, among others.

4.3.8.2 Due to the positive direction of travel this indicator has been rated green amber.

4.3.9 Priority 5 Your Council (Outcome 17) **Commitment to develop deeper understanding of resident perception, confidence and trust.** We have made a commitment in the Borough Plan to establish a Citizens' Panel, which we will use to develop a deeper understanding of resident perceptions, including confidence and trust in public services. We will use the findings from the

engagement work carried out as part of Haringey's independent Fairness Commission to better understand the reasons for lack of trust in some areas of public services and to address those reasons. The Commission's final report is being analysed, and we will respond to recommendations in detail during the next reporting cycle.

4.3.9.1 The launch of the Panel is due in Spring 2020. The procurement of the online platform is underway, to be followed by recruitment of Haringey residents to the Panel. We are using a specialist organisation to carry out the recruitment to ensure that we have a large and representative sample of residents to enable the Council to rely on the findings as part of the decision-making process.

Recent milestones on the journey to establishing our citizen's panel include:

- Civica have been engaged to build the Citizens' Panel online portal
- Haringey's communications team is designing a questionnaire for panel members
- In February we plan to recruit 1900 people to the Citizens' Panel
- We have started work on a social media campaign to raise engagement with the new panel

4.3.9.2 Considering the positive progress we have made so far this indicator has been rated green amber.

4.4 In the following section, we highlight objectives which are not on track to achieve their targets. We have sought to reflect the mitigating actions officers and other stakeholders are taking to respond to the new data:

4.4.1 Priority 1 Housing (Outcome 3) **Resident satisfaction with Homes for Haringey** Customer satisfaction with Homes for Haringey at the end of 2018/19 is 63%, down from 65% in 2017/18. The Homes for Haringey customer satisfaction improvement group is already delivering improvements against the five key themes within its programme plan. Programme highlights to date are that HFH has:

- Started its comprehensive leadership training in September 2019.
- Embedded a new approach to managing Complaints and Member Enquiries.
- Responded to customer feedback by making changes to the reporting of communal repairs and piloting a new grading system for estate cleaning.
- Commissioned a follow up customer survey for supported housing which aims to test the impact of changes in our service delivery. This is due to report in December.
- In addition, HFH commissioned a separate customer survey for leaseholders over the summer in order to identify their specific concerns. The results are currently under review and the findings will be incorporated into our improvement plans.

4.4.1.2 This indicator has been rated as red due to the long-term negative direction of travel. Further updates on the improvement programme will be available during the Q4 reporting cycle. The Customer Satisfaction survey takes place annually. The next data update is due in summer 2020/21.

4.4.2 Priority 2 People (Outcome 6) **Percentage of young people aged 16-17 in education, employment or training (EET)** At the end of March 2019, 90% of young people in Haringey were in Education Employment or Training. This was

amongst the lowest in London and our ambition is to be above the London average (currently 94.9%) by 2022. Local monitoring shows that at the end of June, 90.6% of 16-17-year olds are recorded as in learning. This is rated as red, as we are below the London average. Local monitoring in June shows that statistical neighbours have 93.5% in learning and the National average is 92%.

4.4.2.1 We have now set up a working group to review the way we identify, track and support young people who are not in education, employment or training and aim to complete this by the Autumn. Key factors relating to our current performance which we need to address include our capacity to track those young people whose activity is unknown, our capacity to provide them with effective information, advice and guidance about learning, training and employment opportunities and that we ensure that schools are sharing young people's destinations with us in a timely way.

4.4.3 Priority 3 Place (Outcome 12) **A safer borough: Violence with Injury non-domestic abuse related & robbery rates.** In the 12 months to December 2019 there was a marked rise in the number of both robberies and incidences of violence with injury (VWI). Haringey council continues to work with the Metropolitan police and other partners to make the borough a safer place, taking actions such as:

- Extensive and ongoing police operation including dedicated robbery team deployed around Hale Village, Tottenham Hale, Seven Sisters Market to respond to recent spike in robberies. This has had a significant impact in reducing robberies in that location.
- Ongoing partnership working and potential Public Spaces Protection Order being planned with colleagues from Hackney and Islington to address ASB and Criminality both in Finsbury Park and surrounding streets.

4.4.3.1 Although the overall number of incidents remains high there has been a positive trend in recent weeks and months, with incidents of violence with injury declining 24% between July and December 2019. December also saw the lowest number of robberies since October 2018 and this has been attributed to the police suppression plan in place in the Tottenham Hale area. Due to the long-term direction of travel this indicator continues to be rated as red.

4.4.4 Priority 2 People (Outcome) **Secondary school fixed term and permanent exclusions.** For permanent and fixed term secondary school exclusions Haringey is in the 3rd quartile nationally. The England average for permanent exclusions is 0.2%, for fixed term 9.4%. We are undertaking a comprehensive review of Alternative Provision with partners in order to reduce numbers of children and young people excluded and to ensure appropriate education pathways are in place for all.

4.4.5 Priority 5 Your Council (Outcome 18) **Customer feedback (all channels): net 'easy' score when asked 'how easy was it to get the help you wanted today?'** This indicator uses the industry standard 'Net Easy' scoring system to measure the ease with which customers can get the information and help they need when contacting Haringey Council. Using the agreed methodology to calculate the score, the number of people who said that it was difficult (either fairly, very or extremely) to get the help they wanted is subtracted from the number who said that it was easy (either very or extremely); for quarter 3, 66%

subtracted from 24% gives us a score of -42%. This represents an ongoing decline from scores of -27% in Quarter 1 and -38% in Quarter 2. A survey to capture Net Easy feedback via our contact centre telephones was added in the first week of February, and the data will be available for the Quarter 4 report. The telephone satisfaction survey is being conducted by automated SMS link to our website, so data will be collated using similar methods to the existing web and Customer Service face to face surveys.

- 4.4.5.1 Haringey is recruiting a resource to review the feedback we receive about the web, and to address the areas that need improvement; a high level review has been conducted of the comments attached to the Net Easy web feedback that will inform how we deal with these issues in future.
- 4.5 In summary, this picture demonstrates the evolving status of the performance indicators in the Borough Plan and identifies where the Council, working with partners and residents, can make progress towards the targets in its most important strategic plan.

## 5. Member enquiries, FOI requests and stage 1 complaints

- 5.1 In 2019/20 Haringey Council works to targets of 95% within agreed timescales for member enquiries, FOI requests and stage 1 complaints.

	Last period Sep 2019	This period Dec 2019
<b>Member Enquiries</b>	<b>89%</b>	<b>89%</b>
<b>FOI Requests</b>	<b>84%</b>	<b>85%</b>
<b>Stage 1 Complaints</b>	<b>83%</b>	<b>84%</b>

There have been some small improvements in the response times in quarter 3, although there is still some variation in performance between different parts of the organisation.

- 5.2 As well as complaints and Freedom of Information requests Haringey also receives a steady stream of compliments about the quality of its services and the good work of its staff. In Quarter 3 compliments were logged for the library service, particularly the children's story time sessions, and for the Access & Independence team from Adult Social Services. The 27 compliments logged in Quarter 3 were received as follows:

Adult Social Services	10
Children's Services - Early Help & Prevention	2
Children's Services - Safeguarding & Social Care	5
Commissioning	1
Corporate & Customer Services	7
Planning, Building Standards & Sustainability	1
Schools & Learning	1
<b>Grand Total</b>	<b>27</b>

## 6. Contribution to strategic outcomes

- 6.1. Effective performance monitoring of the Council and partners' progress towards achieving the outcomes in the Borough Plan is fundamental to understanding impact.

## 7. Use of Appendices

- 7.1. Priority dashboards and performance packs <http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together>

This page is intentionally left blank

**Report for:** Overview and Scrutiny Committee– 12 March 2020

**Title:** 2019/20 Budget Update

**Report**

**Authorised by:** Jon Warlow – Chief Finance Officer & Section 151 Officer

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

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

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

**1. Introduction**

- 1.1 This report will provide an update on the Quarter 3 budget monitoring and will seek approval for any budget changes required to respond to the changing financial scenario and the delivery of the MTFs. A new appendix (6) was introduced in Quarter 2 which provided a summary of debt written off since the beginning of the financial year. This will be provided on a quarterly basis.
- 1.2 This report covers the position at Quarter 3 (Period 9) of the 2019/20 financial year including General Fund (GF) Revenue and Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focuses on significant budget variances including those arising as a result of the forecast non-achievement of Cabinet approved MTFs savings.
- 1.3 Members will remember that the final agreed 2019/20 Budget reflected a number of actions taken to de-risk the base budget position. This mainly focussed on addressing the budget pressures in the two People related services which had been significantly overspent in 2018/19. These actions were intended to provide greater confidence of managing within the agreed budget as well as delivering agreed budget reduction proposals.
- 1.4 The GF revenue forecast of £5.5m overspend now presented has increased by £0.250m from Quarter 2. This pressure is coming from Children's and Adults. Two of the most significant budget pressures driving the forecast overspend have been taken into account in the 2020/21 Budget/MTFS 2020-2025 proposals. Officers continue to focus on strategies to bring the in year overspend down but with £5.5m of the overspend arising from the People services, it is unlikely that this can all be mitigated without corporate intervention. It is expected that this can be achieved without recourse to reserves.
- 1.5 The DSG year-end forecast has worsened since Qtr2 and now stands at £5.4m (£5.1m Qtr2). This is due to the on-going pressures in the High Needs Block (HNB) which Members will be aware is a national issue facing the entire local government sector mainly as a consequence of the expansion of age ranges for Education, Health and Care Plan (EHCP) eligibility. Correspondence with the Department for Education (DfE) has continued over the past months in an attempt to get confirmation about where this

funding risk sits and how it will be accounted for. The outcome of the recent consultation has now been received which proposes hardening the ringfence on the DSG however, there is some way to go until we have a clear understanding of what this means. Until this is clarified, it remains a significant risk to the authority. The Spending Round 19 announcement of one-off additional funding (c. £4.4m) for the HNB was welcome but does not cover the full estimated overspend and doesn't provide the permanent resolution that we require. The DfE intends to review the high needs funding formula and in doing so will take into account patterns of deficit and expenditure so that a Local Authority's need to spend is better reflected. The SEND review will also be published in 2020 which intends to assist in creating fair and sustainable high needs support for the future. An update on progress will be provided in future reports.

## 2. Cabinet Member Introduction

- 2.1 I am pleased to be able to report that the General Fund budget position now presented has remained stable for the third quarter and delivery of agreed savings remains in a more robust position this financial year. I believe that this is due to the decisions taken when setting this year's budget which sought to ensure that it was set to be as realistic as possible within the overall available resource envelope. Furthermore, the two most significant drivers of the reported overspend at quarter three have been recognised and addressed in the 2020/21 Budget recently approved.
- 2.2 Despite this positive direction of travel, I must highlight that this still leaves a not insignificant £5.5m forecast overspend on the General Fund. I must stress to officers and Lead members the need to actively focus on identifying options to bring the overall General Fund budget back to a balanced position by the end of the year. To optimise the resilience of the 2020/21 Budget, we must do all we can to balance this year's budget without the need to draw down on reserves
- 2.3 The forecast DSG outturn has worsened by £0.3m since my last report. This continues to be a matter of real concern and pressure continues to be put on Government to recognise this issue and come forward with a sustainable solution. As outlined in the report, we have had some feedback from the DfE however, it still doesn't provide the full clarification that we require in terms of a permanent resolution of the funding shortfall nor the proposal to address the deficits. Again, I hope to be able to provide a more favourable update for the next report.

## 3. Recommendations

OSC is recommended to:

- 3.1. Note the forecast revenue outturn for the General Fund (GF), including savings pressures, of **£5.5m overspend** (£5.2m Qtr2) (Section 6, Table 1, and Appendix 1) and that it is expected that this can be addressed via one-off corporate solutions.
- 3.2. Note the net HRA forecast of **£0.4m underspend** (£0.4m Qtr2) (Section 6, Table 2, and Appendix 2).

- 3.3. Note the net DSG forecast of **£5.4m overspend** (£5.1m Qtr2), the actions being taken to seek to address this and the potential implications for the GF (Section 7 and Table 3).
- 3.4. Note the forecast budget savings position in 2019/20 which indicates that 15% (£1.957m) will not be achieved. (Section 8, Table 4 and Appendix 3). This is incorporated into the GF budget pressure in recommendation 3.1.
- 3.5. Note the forecast capital expenditure of £150.1m in 2019/20 which equates to 50% of the revised capital budget (Section 9, Table 5 and Appendix 4).
- 3.6. To note the revenue budget virements (Appendix 5).
- 3.7. To note the debt write-off approved in quarter three (Appendix 6).

#### 4. Reason for Decision

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

#### 5. Alternative Options Considered

- 5.1 The report of the management of the Council's financial resources is a key part of the role of the Director of Finance (Section 151 Officer) in helping members to exercise their role and no other options have therefore been considered.

#### 6. Revenue Outturn

- 6.1. The Council's Quarter 3 finance position (including HRA and DSG) is a projected overspend of £10.5m (£9.98m Qtr2) for the year. The General Fund element is £5.5m which includes any non-delivery of savings as planned.
- 6.2. Table 1 below sets out full year projections at priority level. A detailed analysis at directorate level is attached in Appendix 1.

Table 1 – Revenue Budget Monitoring Forecast for Quarter 3 2019/20

Priority	Revised 2019/20 Budget	Base Budget Pressures	2019/20 Savings Challenges	Q3 Forecast Outturn	Q3 Forecast to Budget Variance	Q2 Forecast to Budget Variance	Forecast Variance Movement Between Q2 and Q3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	20,306	(235)	0	20,070	(235)	(117)	(119)
People - Children's	67,564	1,083	34	68,680	1,117	156	960
People - Adults	87,239	3,982	448	91,668	4,430	3,764	665
Place	31,377	(308)	310	31,379	2	314	(312)
Economy	5,889	(54)	750	6,586	696	669	28
Your Council	28,807	(995)	515	28,327	(480)	463	(943)
General Fund Total (before funding & DSG)	241,182	3,472	2,057	246,711	5,529	5,249	279
DSG	0	5,394	0	5,394	5,394	5,118	276
External Finance	(241,182)	0	0	(241,182)	0	0	0
General Fund Total	0	8,866	2,057	10,923	10,923	10,368	555
HRA	0	(418)	0	(418)	(418)	(390)	(28)
Haringey Total	0	8,448	2,057	10,505	10,505	9,978	527

Brief explanations of the forecast variances for each priority are outlined below. These variances include the impact of the forecast non-delivery of MTFs savings which are further discussed in section 8.

#### PEOPLE: CHILDREN'S & SCHOOLS

Overspend £1.12m

- 6.3. The budget for Children's & Schools is £67.6m and at the end of Quarter 3 an overspend of £1.12m is being forecast. This represents a £0.96m deterioration against the forecast provided in Qtr2 when an overspend of £0.156m was forecast. The two factors driving this change are outlined below.
- 6.4. Safeguarding and Social Care has seen an adverse movement of £557k. The key adverse movement relates to an increased spend on residential placements and residential school placements (£383k). There was also some movement in staffing budgets which contributed to the adverse movement of £557K.
- 6.5. Prevention and Early Intervention has seen an adverse movement of £332k – this movement is mainly due to an adverse movement and increase in spend on transport for children with special education needs and disabilities (£259k), and an adverse movement in relation to Children's Centres (£75k) where the service has not been able to achieve income targets.

#### PEOPLE: ADULTS & PUBLIC HEALTH

Overspend £4.4m

- 6.6. Adults & Public Health is forecasting to spend £91.6 against an approved budget of £87.2m resulting in a projected overspend of £4.4m at Quarter 2 (£3.8m at Qtr2).

6.7. Care packages account for the majority of the forecast overspend - £3.8m overspend compared to £3.1m in Qtr2. The following outlines the adverse variance from budget in the different service areas relating to care packages:

Adults Placements £1.9m (£1.8m Qtr2)

Learning Disabilities Placements £0.6m (£0.3m Qtr2)

Mental Health Placements £1.3m (£1.0m Qtr2)

6.8. The increase in the adverse pressure of £0.7m from Quarter 2 is attributable to a combination of increased demand pressure in Learning Disabilities and Mental Health.

6.9. It should be noted that this demand pressure has been recognised as part of the financial planning process and additional funding has been built into the 2020/21 budget.

6.10. There is ongoing reconciliation of CCG recharges to Adult Social Care for jointly funded packages. The conclusion of the exercise may result in a positive impact on the outturn figure for ASC at the end of the year.

6.11. Analysis highlights that in Quarter 3 2019/20 the forecast outturn position for Adult Social Care (ASC) have been impacted by savings and demand cost pressures:

- Savings are being delivered across all major service areas which is negating the impact of growth pressures that we would expect to see throughout the year – if savings and efficiencies had not been made then we would have seen a more consistent increase in expenditure over the last 6 months. However, some delays have been experienced in the delivery of savings and a full year effect will not now be achieved. The reduced delivery of LD and MH savings has been impacted by the reduced number of reviews undertaken. One of the goals of reviews is to support people to step down options where appropriate in order to maximise the potential for improved independence goals.

A number of factors have impacted on the number of reviews conducted in these areas and consequently workshop sessions were held in December and January to agree an approach to maximising the number of reviews completed by the end of 2019/20 and to ensuring the service is in a good position going into the first quarter of 2020/21.

The service has also identified savings in over performing areas, for example implementation of an improved financial assessment pathway, that are mitigating shortfalls in LD and MH savings.

- Demand cost pressure has been experienced due to new clients, client care package reviews and the cost of new care packages

- 6.12. Directly provided services including Osborne Grove Nursing Home is forecasting a nil variance to budget (£0.2m Qtr2). The reduction in overspend is due to lower costs associated with fewer clients at Osborne Grove.
- 6.13. Commissioning – the overspend is forecast to be £0.5m (£0.4m as reported in Qtr1). The main drivers are staffing overspends in the brokerage team relating to additional resources to increase client contributions. There is an on-going cost pressure arising from providing funding of rents to the voluntary community sector.
- 6.14. Public Health - the overspend remains at £0.3m as reported in Qtr2. This is as a result of overhead charges being higher than anticipated when this year's budget was set. However, we will endeavour to deliver in year mitigations to eliminate the current deficit position, which will be reported upon in subsequent budget monitor reports.

**PLACE**

**Overspend £0.002m**

- 6.14. The Place priority is forecasting an overspend of £0.002m which is a significantly improved variance compared to the position at Qtr2, which stood at £.314m. One reason is related to improvements within income in Highways which is described in more detail below (£0.310m).
- 6.15. Commissioning & Client Commissioning are forecasting an underspend of £55k which is a favourable movement of £75k from the position of a £19k overspend reported at Qtr2. This is made up of the following, an increase in parks forecast spend of £64k for extended vehicle hire and staffing in line with green flag status forecast however this is off-set by a £108k underspend in waste operations which is an improvement of £165k from the position reported in Qtr2.
- 6.16. Community Safety & Enforcement are reporting a reduction in overspend for Qtr3 of £0.122m (£0.188m Qtr2). This has been achieved by recharging some CCTV staffing costs to a one-off grant.
- 6.17. Parking Parks and Highways are reporting a reduction in overspend for Qtr3 of £0.016m (£0.326m Qtr2). This is due to an overall improvement of £0.310m in income generated for Traffic Management Orders (TMO's).
- 6.18. Commissioning (Culture Museum & Archives) are reporting a reduction in underspend for Qtr3 of £0.089m (£0.175m Qtr2) due to unpaid NNDR relating to 2018-19 that now needs to be accounted for.
- 6.19. The majority of the 2019/20 agreed savings programme is on track. Two savings are rated Amber largely due to delays to the planned activity. At the moment the in year pressure is largely being mitigated and all savings should be delivering in full from April 2020.

**ECONOMY**

**Overspend £0.696m**

- 6.20 Economy is reporting an overspend of £0.696m in Qtr 3, an increase of £28k from Qtr2. The single biggest pressure remains the non-achievement of the saving in relation to decanting Alexandra house under Strategic Property (£0.800m). The 2020/21 Budget and 2020-2025 MTFS report proposes to write this saving off as undeliverable.
- 6.21 The service forecasts have shown an increased underspend of £81k in Quarter 2 (£16k Qtr1). This improvement is mainly attributable to an additional £127k backdated income arising from rent reviews undertaken by Strategic property. This is offset by a £50k projected spend in year on work to start refreshing the Local Plan.
- 6.22 The delivery of forecast planning income remains one of the biggest budget risks in this Priority as it is sensitive to external factors outside the Council's control, such as Brexit, market buoyancy and the national economic situation. This continues to be monitored closely.
- 6.23 All other agreed 19/20 savings are planned to deliver in full.

**HOUSING (General Fund)**  
**£0.235m**

**Underspend**

6.24. Housing General Fund budget forecast at Qtr3 is an underspend of £0.235m, an improvement against the £0.117m underspend figure for Qtr2. £0.131m of this is due to income from licencing fees being used to cover costs of administering the Houses in Multiple Occupation (HMO) scheme. The other £0.120m underspend is against the supporting people budget.

6.25. Pressure remains in the temporary accommodation (TA) / homelessness services largely because savings that were projected in the Temporary Accommodation Reduction Plan have failed to materialise due to:

- Increases in demand overall due to the introduction of the Homelessness Reduction Act (HRAct)
- Increased pressures due to the need to urgently rehouse Broadwater Farm (BWF) tenants, which led to a significant but one off reduction in properties available to let to homeless households.
- The inability to deliver the projected savings from the conversion of existing nightly paid accommodation (NPA) into Assured Shorthold Tenancies (ASTs).
- The delay in setting up the Community Benefit Society (CBS), which has resulted in homes being acquired for TA not being let at Local Housing Allowance (LHA) levels, and so failing to realise the additional savings that would have arisen from this.
- The slower than hoped for scaling up of new lettings through the Capital Letters initiative.

6.26. The overspend increased to £2.98m in Qtr3 (£2.8m Qtr2) and the full sum is currently assumed to be covered by applying Flexible Housing Support Grant. It is hoped that the overspend figure will stabilise now in light of the points outlined above.

6.27. The impact of the rehousing at BWF has mostly been dealt with, although there are still a number of households to be rehoused from the Northolt block. The CBS is up and running and its first board meeting was in December 2019.

6.28. Recent announcements confirm that the Flexible Housing Support Grant will continue at 2019/20 levels for next year, this will enable further investment in prevention, but new, cheaper supply is the key to resolving the major overspend however, the service must continue to focus on implementing the planned initiatives to create an offer that can operate within the agreed budget.

## HOUSING (HRA) £0.418m

## Underspend

6.29. The HRA budget is projecting an underspend of £0.418m at Qtr3 (£0.390m Qtr2) for the year ending March 2020.

6.30. The main driver for the increased underspend is from increased leaseholder service charge forecasts following the conclusion of the 2018/19 reconciliation of actuals to estimates earlier in the financial year. The previously reported underspends arising from better than anticipated HRA income due to improved voids rate and less than expected right to buy sales continues. The properties within Tangmere and Northolt blocks on the BWF estate are due to be demolished and thus not included in the rental income budgets. Also, the HRA garage rental is forecast to be higher, due to the void re-let time being lower than anticipated.

6.31. Within the Housing Revenue Account (HRA) there are further budget areas within the Retained budget that are calculated at the end of the financial year that have the potential to increase the underspend further, these include capital financing costs and depreciation of dwellings budgets.

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

**Table 2 – HRA Budget Forecast (Quarter 3)**

HRA Budget (2019/20)	2019/20 Revised Budget	Q3 Forecast Outturn	Q3 Forecast to Budget Variance	Q2 Forecast to Budget Variance	Movement from Q2 to Q3
	£'000	£'000	£'000	£'000	£'000
Managed Services Income	-98,533	-99,431	-898	-1,120	222
Managed Services Expenditure	7,259	7,769	510	760	-250
Retained Services Expenditure	74,913	74,883	-30	-30	0
Surplus HRA Services (within retained)	16,361	16,361	-0	0	-0
<b>Balance of HRA Account</b>	0	-418	-418	-390	-28

## YOUR COUNCIL

Underspend £0.480m

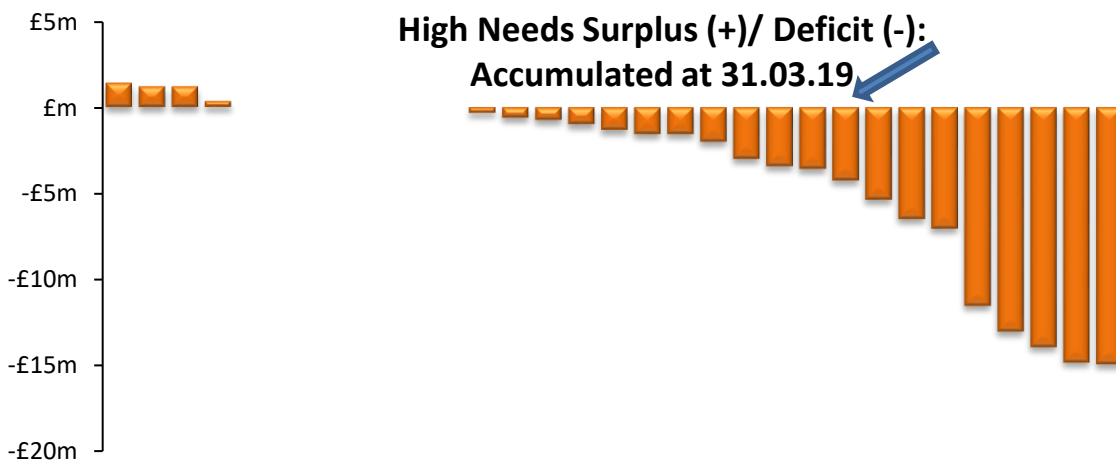
- 6.33. Your Council is projecting an overspend of £95k at Quarter 3 against a total budget of £28.8m. This represents a favourable movement of £368k compared to Quarter 2. The core service pressures flagged in Quarters 1 and 2 remain and are described below, with only minor movements in the projections over the last quarter.
- **Corporate Finance £112k overspend** due to the continuing necessity to use, albeit a reduced number, of agency staff to fill vacancies in the Business Partnering Team given recruitment difficulties.
  - **Corporate Governance £130k overspend** in Electoral Services due to a salary budget deficit and the cost of printing and distributing UC1.EC6 forms for registration in relation to the European Parliamentary election. The 2020/21 Budget & 2020-2025 MTFS report proposes to resolve this funding issue from April 2020.
  - **Corporate & Customer Services £295k overspend** as a result of staffing overspends and a shortfall in libraries income where only 25% of the in-year saving target is now forecast to be achieved and is flagged as red.
  - **HR £219k overspend** due to the Schools traded income shortfall and defunct legacy Schools maternity insurance scheme. This is being addressed in the 2020/21 budget.
- 6.34. These core pressures continue to be offset by a projected £303k saving within **Strategy & Communication** as a result of staff savings from vacancies and additional income from advertising and events sponsorship.
- 6.35. The overall movement in Quarter 3 has two main drivers; (i) in Strategic Procurement where there is up to a £700k income shortfall within the London Construction Programme (LCP) as a result of delays in project approvals which has impacted on the timing of when contractors will start on site and hence when the LCP can invoice. The Directorate of Environment and Neighbourhoods have identified further budgetary improvements not yet included in this report which should mitigate down this pressure by year end. As the LCP procurements have already been completed or are in progress this income will be realised in 2020/21; (ii) an underspend of £800k within Digital Services arising from delays in recruiting to vacant posts following their restructure (£300k) and lower than anticipated revenue funding of minor IT capital expenditure (£800k).
- 6.36. Notification has also recently been received that Government plan to redistribute £40m from the business rates levy account using the same methodology as for 2018/19, based on each local authority's 2013/14 Settlement funding assessment. The value for Haringey is £0.275m. As this will be received before the 31 March 2020 it has been reflected in the overall outturn forecast.

## 7. Dedicated Schools Grant (DSG)

Overspend £5.4m

- 7.1 The DSG estimated overspend is primarily due to the expected on-going pressures in the High Needs Block (HNB). The expansion of age ranges for EHCP eligibility is still impacting budgets particularly as many 16+ placements are costly independent special schools. The increase in SEMH (Social, emotional and mental health needs) assessments has contributed to the upturn. This is a national issue that is recognised by Central Government.
- 7.2 It should be acknowledged that HNB deficits are a national issue and shown below is a graphical representation of the size of the problem across London. Haringey's position is indicated by the arrow.

*Source DSG Survey 2019 by Society of London Treasures)*



- 7.3 The deterioration between Qtr2 and Qtr3 (£0.3m) is driven by up to date Early Years (EY) numbers including Alternative Provision elements.
- 7.4 Based on the Quarter 3 forecast, the 2019/20 closing position on the DSG balances will be a deficit of £7.6m. The pressures on the HNB is a national issue and is one of the more significant budget pressures facing the entire local government sector.
- 7.5 It is likely a Deficit Recovery Plan will be required as the projected out-turn and carry forward deficit for the 31<sup>st</sup> of March 2020 produces a cumulative deficit of 1% or more above thresholds. The plan needs to outline how Haringey will bring back its deficit position back to balance within a 3 year time frame by 30<sup>th</sup> June 2020. Recovery plans need to be discussed with Schools' Forum and the LA's Chief Finance Officer before plans are submitted to the DfE.

**Table 3 – DSG Position Quarter 3**

Blocks	Opening DSG at 01/04/19	Schools Forum agreed trf between blocks	Revised Reserves at 01/04/19	Q3 Forecast Outturn Variance	Closing DSG Reserves at Q3 2019-20	Q2 Forecast Outturn Variance	Net Movement in Variance from P7 to P8
Schools Block	(1,265)	1,265	0	0	0	0	0
Central Block	13	(13)	0	0	0	0	0
Early Years Block	(785)	785	0	(232)	(232)	(424)	192
High Needs Block	4,267	(2,038)	2,229	5,627	7,856	7,772	84
<b>Total</b>	<b>2,229</b>	<b>0</b>	<b>2,229</b>	<b>5,395</b>	<b>7,624</b>	<b>7,348</b>	<b>276</b>

## 8 MTFS Savings 2019/20 & 2020/21-2023/24

### 2019/20

- 8.1 The MTFS savings target for 2019/20 is £12.876m. As at Quarter 3 of the financial year, it is projected that £10.919m (84.8%) of the target will be achieved (Qtr2 92.9%).
- 8.2 The main pressure relates to the Alexandra House decant (£1m target) which aims to vacate floors in the building and let them to external tenants to generate an income. To date only £200k of the total has been achieved. The majority of this is being recommended for write off as no longer achievable in the 2020/21 Budget report. Table 4 below summarises the current savings position at priority level.
- 8.3 The main savings driving the worsened delivery position since Qtr 2 are the slippage in savings in mental health and the Haringey Learning Disability Partnership.

**Table 4 – Summary – 2019/20 MTFS Savings Delivery by Priority**

Priority	2019/20 Savings Target	Period 9 (Q3) Forecast	P9 (Q3) Variance	Commentary on 2019-20 Savings
	£'000	£'000	£'000	
People : Childrens	1,602	1,568	34	Pressures in SEND & placements savings, but most are mitigated through reduction in legal spend.
People : Adults	4,390	3,942	448	Slippage in savings in Mental Health & the Haringey Learning Disability Partnership.
Place	1,665	1,355	310	Savings will be delivered in 2020/21 & is part of ongoing works on the parking transformation programme.
Economy	1,660	910	750	Pressure against decanting Alex House.
Housing	1,190	1,190	0	
Your Council	2,369	1,854	515	£240k pressure on FOBO savings, & £75k pressure on achieving growth in libraries income, & £200k pressure in LCP/DPS income in procurement.
<b>TOTAL</b>	<b>12,876</b>	<b>10,819</b>	<b>2,057</b>	

2021/22 – 2023/24

8.4 Agreed savings across this period total £16.8m following Cabinet approval in July to write off £740k against the 2020/21 FOBO programme total. These savings are also being monitored to mitigate the risk of any slippage or non-delivery. The current forecast is that more are being given a green status, on schedule to deliver the agreed objectives, outcomes and benefits. There are no red ragged savings, but some still remain amber ragged with only an intermediate level of confidence in delivery. This is generally because the detailed modelling and profiling has yet to be completed thus highlighting a risk either against delivery in full or according to the planned profile.

8.5 Appendix 3 provides progress on 2019/20 savings delivery on a more detailed level.

## 9 Capital Expenditure Forecast at Quarter 3

9.1. The Council's overall revised capital budget is £300.782m. Services are reporting a projected outturn of £150.069m, an underspend of £150.712m (50%). The table below compares the Q2 reported variance to the Q3 variance. Overall services are projecting to spend £91.991m less than projected at Q2. However, there are two potential acquisitions of property that if achieved in this financial year, would materially affect the outturn position.

Table 5 – Capital Expenditure Forecast at Quarter 3

Priority	2019/20 Revised Budget £'000	2019/20 Forecast Outturn Q3. £'000	2019/20 Outturn vs Budget Variance £'000	2019/20 Q2. Variance £'000	Movement in Forecast Variance £'000
People (Children's)	18,404	11,379	(7,024)	(4,963)	(2,061)
People (Adults)	8,909	4,330	(4,579)	(4,316)	(263)
Place	25,780	17,545	(8,235)	(1,246)	(6,989)
Economy	69,778	19,046	(50,731)	(28,501)	(22,230)
Housing (GF)	9,732	2,980	(6,752)	(4,846)	(1,906)
Your Council	20,034	9,066	(10,969)	(11,240)	271
<b>General Fund Total</b>	<b>152,637</b>	<b>64,346</b>	<b>(88,291)</b>	<b>(55,112)</b>	<b>(33,179)</b>
Housing (HRA)	148,144	85,723	(62,421)	(3,609)	(58,812)
<b>Total</b>	<b>300,782</b>	<b>150,069</b>	<b>(150,712)</b>	<b>(58,721)</b>	<b>(91,991)</b>

### 9.2. People (Children's Services)

The current projected outturn is £2.061m less than projected at Q2. This is due to delays in the preparation of project briefs. This issue is being addressed through the employment of additional staff to speed up the production of the project briefs.

### 9.3 People (Adults)

The current projected outturn is £0.263m less than projected at Q2. This is due to the contractor asking for an extension of time due to unforeseen structural works required to complete the Linden House assisted living project.

### 9.4 Place

The current projected outturn is £6.989m less than that projected at Q2. This is due to movements on a number of schemes. The largest is scheme is Asset Management of Council Buildings which is reporting a lower spend of £2.0m due to delays to the works at River Park House air conditioning units. The next largest variance is on the CCTV scheme which is reporting slippage of £1.462m. The Borough Parking Plan has a number of projects within the overall scheme that have been delayed. However, whilst there is slippage of £0.952m the scheme will be completed, and the funds spent. The Parking Strategy scheme is reporting slippage of £0.888m and the Parkland Walk Bridges scheme has had to be retendered and this has meant an underspend is projected on this project of £0.723m. There are a range of offsetting positive and negative changes that total £0.964m.

### 9.5 Economy

The current projected underspend is £22.230m less than that projected at Q2. The Strategic Acquisitions budget is forecast to underspend by £13.214m. However, it is anticipated that this budget, along with the Strategic Property budget, will be used to fund two large acquisitions totalling c£30m this financial year. The two Tottenham Hale schemes are reporting slower expenditure of £2.762m. The scheme is a complex one with many dependencies which can and have affected the timing of the delivery of the programme outputs. Whilst the outputs may be delayed, they will be achieved. The projected outturn for the HRW scheme is now £2.4m less than projected at Q2 as the rate of acquisition has slowed. The Heritage Buildings scheme is delayed due to a change required in the Heritage Agreement which governs this scheme and is reporting a £2.250m lower outturn. There are a range of offsetting positive and negative changes that total £1.6m.

### 9.6 Housing General Fund

The projected outturn is £1.906m less than that reported at Q2. The majority of this movement relates to a revision to the outturn for the CPO budget of £1.025m as (it is unlikely to spend this financial year and a revision to the 54 Muswell Hill scheme which is now on hold thus leading to an underspend of £0.709m.

### 9.7 Housing HRA

The projected outturn is £58.812m less than that reported at Q2. This projected reduction in forecast can be attributed to two main reasons, which are: (i) £10m underspend resulting from delays to the golden brick payment for Welbourne due to archaeological discoveries on site, which is now likely to take place in Q2, 2020/21. (ii) The remaining balance is due to anticipated reduction in forecast on acquisitions of existing property to be used as temporary accommodation for homeless households.

In Q2, the HRA capital programme was increased by £70.4m re: £57.6m in respect of the acquisition of existing properties to be used as temporary accommodation for homeless households and £12.8m for funding new homes building and new homes. Whilst the plan is still on track, it is anticipated that a significant amount of the spend is likely to take place in the financial year 2020/21. However, there is a significant property acquisition in process that may incur expenditure this financial year.

## 9.8 Your Council

The projected outturn is £0.271m more than projected at Q2, which is a minor improvement.

## 10 Contributions to Strategic Outcomes

10.1 Adherence to strong and effective financial management will enable the Council to deliver it's stated objectives and priorities.

## 11 Statutory Officers Comments

### Finance

11.1 This is a report of the Director of Finance and therefore all finance implications have been highlighted in the body of the report.

### Strategic Procurement:

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

### Legal

11.3 The Assistant Director of Corporate Governance has been consulted on this report.

11.4 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation to find an alternative way to balance its budget. This could include action to either alter income or expenditure in the rest of the year.

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

11.6 The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's functions at Part 3 Section C, of the Constitution.

### Equalities

11.7 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.

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

11.9 This report provides an update on the Council's financial position for Quarter 3 and details the required budget changes needed to respond to the changing financial scenario and the delivery of the MTFS. The report highlights both the context and planned mitigations to address current budget overspends.

11.10 With a challenging financial environment and increasing demand for services, it is becoming more difficult to mitigate against negative equality impacts. Ensuring a fair and equal borough is a priority for the Council and this is reflected in the objectives and performance targets set out in the 2019-23 Borough Plan.

11.11 With this in mind, and given the impact on services of savings targets, all agreed MTFS savings (2019/20) were subject to equality impact assessments as part of the report to Full Council in February 2019. The Council continues to assess the equalities impact of budget changes and the associated mitigating actions.

11.12 Any new initiatives or planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process should be subject to new equality impact assessments.

## 12 Use of Appendices

Appendix 1 – Directorate Level Forecast

Appendix 2 – HRA Forecast

Appendix 3 – MTFS Savings Delivery

Appendix 4 – Capital Programme Level Forecast

Appendix 5 – Virements

Appendix 6 – Debt Write-Off

## 13 Local Government (Access to Information) Act 1985

13.1 For access to the background papers or any further information, please contact Frances Palopoli – Head of Corporate Financial Strategy & Monitoring extn 3896

<b>PRIORITY</b>	<b>2019/20 Revised Budget</b>	<b>Q3 Outturn Forecast</b>	<b>Q3 Forecast to Budget Variance</b>	<b>Q2 Forecast to Budget Variance</b>	<b>Movement in Variance from Q2 to Q3</b>
<b>PEOPLE : CHILDREN'S</b>	<b>67,563,582</b>	<b>68,680,335</b>	<b>1,116,753</b>	<b>156,424</b>	<b>960,329</b>
PEO_CY_CH.PR Childrens	55,382,148	56,642,681	1,260,533	411,391	849,142
PEO_CY_COM.PR Children's Commissioning	3,245,450	3,256,168	10,718	-86,421	97,139
PEO_CY_PH.PR Children's Public Health	5,911,070	5,911,070	0	0	0
PEO_CY_SL.PR Schools & Learning	3,024,914	2,870,416	-154,498	-168,547	14,049
<b>PEOPLE : ADULTS</b>	<b>87,238,846</b>	<b>91,668,401</b>	<b>4,429,555</b>	<b>3,764,385</b>	<b>665,170</b>
PEO_AS_ASC.PR Adults Social Care	71,369,676	75,027,786	3,658,110	3,058,740	599,370
PEO_AS_COM.PR Adults Commissioning	4,726,320	5,228,485	502,165	380,672	121,493
PEO_AS_PH.PR Adults Public Health	11,142,850	11,412,130	269,280	324,973	-55,693
<b>PLACE</b>	<b>31,377,128</b>	<b>31,378,775</b>	<b>1,647</b>	<b>313,687</b>	<b>-312,040</b>
PLA_COM.PR Environment & Neighbourhood	28,695,978	28,786,786	90,808	488,257	-397,449
PLA_COMSIN.PR Commissioning (Culture Museum & Archives)	731,150	641,989	-89,161	-174,570	85,409
PLA_CFO.PR Chief Finance Officer (Alexandra Palace)	1,950,000	1,950,000	0	0	0
<b>ECONOMY</b>	<b>5,889,496</b>	<b>6,585,560</b>	<b>696,064</b>	<b>668,535</b>	<b>27,529</b>
ECO_PRD.PR Housing Regeneration & Planning	240,945	240,945	0	0	0
ECO_HSEGWT.PR Housing	245,040	245,040	0	0	0
ECO_PLAN.PR Planning Building Standards	2,646,513	2,716,593	70,080	50,000	20,080
ECO_PCP.PR Property & Capital Projects	-1,913,580	-1,283,756	629,824	622,375	7,449
ECO_REGEN.PR Regeneration & Economic	4,670,578	4,666,738	-3,840	-3,840	0
<b>HOUSING</b>	<b>20,305,676</b>	<b>20,070,192</b>	<b>-235,484</b>	<b>-116,866</b>	<b>-118,618</b>
AH03.PR Housing Demand	9,885,303	12,867,431	2,982,128	2,852,405	129,723
AH05.PR Housing Commissioned Services	519,556	-2,446,959	-2,966,515	-2,852,405	-114,111
HOU_COMSIN.PR Commissioning	8,742,494	8,622,381	-120,113	-16,866	-103,247
HOU_DEN.PR Environment & Neighbourhood	1,158,323	1,027,339	-130,984	-100,000	-30,984
<b>YOUR COUNCIL</b>	<b>28,807,272</b>	<b>28,327,351</b>	<b>-479,921</b>	<b>463,140</b>	<b>-943,061</b>
COU_CFO.PR Chief Finance Officer	15,056,233	14,892,913	-163,320	164,333	-327,653
COU_CG.PR Corporate Governance	2,491,590	2,622,090	130,500	100,500	30,000
COU_CCS.PR Corporate & Customer Services	9,888,917	10,184,180	295,263	244,351	50,912
COU_CE.PR Chief Executive	289,690	272,900	-16,790	-16,790	0
COU_SCO.PR Strategy & Communication	256,095	-47,318	-303,413	-343,133	39,720
COU_HR.PR Human Resources	67,926	286,485	218,559	232,276	-13,717
COU_IT.PR IT Digital Services	292,673	-807,327	-1,100,000	0	-1,100,000
COU_TR.PR Transformation & Resources	650,908	716,882	65,974	83,534	-17,560
COU_SP.PR Strategic Procurement	-186,760	206,546	393,306	-1,932	395,238
<b>PRIORITY TOTAL</b>	<b>241,182,000</b>	<b>246,710,614</b>	<b>5,528,614</b>	<b>5,249,304</b>	<b>279,310</b>

## Appendix 2 : HRA Forecast

HRA BUDGET 2019/20	2019/20 Revised Budget	Q3 2019/20 Actual Spend	Q3 2019/20 Forecast	Q3 2019/20 Forecast Variance	Q2 2019/20 Forecast Variance	Forecast Variance Movement Q3 v Q2
	£000's	£000's	£000's	£000's	£000's	£000's
<b>UE0721 Managed Services Income</b>						
H39001 Rent - Dwellings	-79,091	-59,446	-79,268	-177	-245	68
H39101 Rent - Garages	-740	-623	-829	-89	-109	20
H39102 Rent - Commercial	-738	-738	-738	0	0	0
H39201 Income - Heating	-294	-448	-596	-302	-307	5
H39202 Income - Light and Power	-1,098	-808	-1,075	23	21	2
H39301 Service Charge Income - Leasehold	-6,842	-7,510	-7,425	-583	-662	78
H39401 ServChgInc SuppHousg	-1,495	-1,090	-1,461	34	1	33
H39402 Service Charge Income - Concierge	-1,668	-1,155	-1,534	134	126	8
H39405 Grounds Maintenance	-2,525	-1,858	-2,473	51	48	3
H39406 Caretaking	-1,874	-1,339	-1,792	82	79	2
H39407 Street Sweeping	-2,187	-1,695	-2,256	-70	-74	4
H40102 Water Rates Receivable	0	-1	-1	-1	0	-1
H40404 Bad Debt Provision - Leaseholders	18	0	18	0	0	0
<b>UE0721 Managed Services Income TOTAL</b>	<b>(98,533)</b>	<b>(76,711)</b>	<b>(99,431)</b>	<b>(899)</b>	<b>(1,120)</b>	<b>221</b>
	£000's	£000's	£000's	£000's	£000's	£000's
<b>UE0722 Managed Services Expenditure</b>						
H31300 Housing Management WG	23	15	23	0	0	0
H32300 Housing Management NT	28	34	36	8	0	8
H33300 Housing Management Hornsey	0	17	22	22	0	22
H33400 TA Hostels	246	191	250	4	0	4
H34300 Housing Management ST	9	30	32	23	0	23
H35300 Housing Management BWF	11	0	11	0	0	0
H36300 Rent Accounts	0	8	0	0	0	0
H36400 Accountancy	0	10	0	0	0	0
H37210 Under Occupation	167	56	90	-77	0	-77
H39002 Rent - Hostels	-1,967	-1,378	-1,831	137	141	-4
H39404 Service Charge Income - Hostels	-332	-241	-320	12	13	-1
H40001 Repairs - Central Recharges	2	-19	0	-2	-2	0
H40004 Responsive Repairs - Hostels	378	26	380	2	303	-301
H40101 Water Rates Payable	0	29	29	29	16	14
H40104 HousMgmntRechg Central	107	123	123	16	16	0
H40111 Other RentCollection	135	64	135	0	-15	15
H40201 Management Special - BWF	0	-6	0	0	0	0
H40202 Management Special - Nth Tott	0	-30	0	0	0	0
H40203 Management Special - Sth Tott	0	-25	0	0	0	0
H40204 Management Special - Wood Grn	0	-25	0	0	0	0
H40205 Management Special - Hornsey	0	-19	0	0	0	0
H40206 HousMgmntRechg Energy	731	757	758	28	0	28
H40208 Special Services Cleaning	2,789	56	2,789	0	0	0
H40209 Special Services Ground Maint	1,838	186	1,838	0	0	0
H40212 HRA Pest Control	290	130	290	0	0	0
H40213 Estate Controlled Parking	116	8	101	-15	-30	15
H40303 Supporting People Payments	1,816	1,366	1,816	0	0	0
H40309 Commercial Property - Expenditure	0	1	1	1	1	0
H40401 Bad Debt Provision - Dwellings	656	0	656	0	0	0
H40406 Bad Debt Provisions - Hostels	68	-31	81	13	0	13
H40801 HRA - Council Tax	150	223	460	310	317	-7
<b>UE0722 Managed Services Expenditure TOTAL</b>	<b>7,259</b>	<b>1,557</b>	<b>7,769</b>	<b>511</b>	<b>760</b>	<b>(249)</b>
	£000's	£000's	£000's	£000's	£000's	£000's
<b>UE0731 Retained Services Expenditure</b>						
H38002 Anti Social Behaviour Service	778	1	778	0	0	0
H39601 Interest Receivable	-296	0	-296	0	0	0
H40112 Corporate democratic Core	586	557	557	-30	-30	0
H40301 Leasehold Payments	-139	17	-139	0	0	0
H40305 Landlords Insurance - Tenanted	318	0	318	0	0	0
H40306 Landlords - NNDR	135	0	135	0	0	0
H40308 Landlords Insurance - Leasehold	1,530	1,389	1,530	0	0	0
H40501 Capital Financing Costs	11,872	0	11,872	0	0	0
H40601 Depreciation - Dwellings	15,506	0	15,506	0	0	0
H40805 ALMO HRA Management Fee	40,482	30,190	40,482	0	0	0
H49000 Housing Revenue Account	16,361	0	16,361	0	0	0
H60002 GF to HRA Recharges	2,973	0	2,973	0	0	0
H60003 Estate Renewal	0	192	0	0	0	0
H60004 HIERS/ Regeneration Team	884	365	884	0	0	0
S14400 Supported Housing Central	284	186	284	0	0	0
<b>UE0731 Retained Services Expenditure TOTAL</b>	<b>91,274</b>	<b>32,896</b>	<b>91,244</b>	<b>(30)</b>	<b>(30)</b>	
<b>Balance of HRA Account</b>		<b>(42,258)</b>	<b>(418)</b>	<b>(418)</b>	<b>(390)</b>	<b>(28)</b>

MTFS Savings Tracker			Appendix 3		Green	Saving met in full and on time	
Priority: Children's					Amber	Saving will slip but in year mitigation identified	
Period: 09 (Q3)					Red	Saving fully/partially unachievable - no mitigation	
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2019/20 Saving)	Comment on Status	Comment on Delivery RAG Status
PC1	Reduce the number of agency staff	Reduce the the number of agency staff through delivering an effective recruitment and retention strategy.	196	11	Green	Although there has not been a significant reduction in the level of agency staff. Specific proposals to recruit newly qualified social workers have delivered £150K of savings and are forecast to deliver £185K . Across the key social care services the staffing costs are being managed within budget so no shortfall is being recorded.	On track.
PC2	Reduce operational costs	Reduce operational costs through streamlining management and staffing and improving efficiency in teams	69	(46)	Green	Overachieved this saving and the forecast saving is £115K.	On track.
			248	3	Green	£245K delivered through a restructure in the Children's Centres in 2018/19. New structure already implemented.	On track.
			30		Green	On track.	On track.
PC3	Reduce the costs of placements	Reduce the costs of placements through an effective inhouse foster carer recruitment and retention strategy and through effective brokerage and negotiation of placements	90	79	Red	There is slippage in delivering these savings as invest to save projects were only agreed in July 2019 and recruitment to key posts has taken time with key officers such as the marketing officer due to start on 27 January. Therefore the savings have had to be re-profiled. Additionally the net gain in foster carers has reduced as a result of resignations. Seven new foster carers had been recruited but five resigned resulting in a net gain of two. in addition only three of the new foster carers have a current placement. Savings based on the one foster carer to the end of the year are in the region of £11K.	There is some slippage in delivering these savings as invest to save projects were agreed in July 2019 and savings have had to be reprofiled.
		Timely adaptation of properties for children with disabilities	175	46	Amber	Savings of £96K plus £33K have been identified in relation to this saving. One other child's placement is being tracked as it is likely to deliver savings.	Savings of £129K has been identified in relation to this saving. One other child's placement is being tracked as it is likely to deliver savings.
		Commission a range of supported housing services for young care leavers	136	(20)	Green	Achieved £77K saving to date and if all placements continue, £156K will be achieved.	On track.
		Commission respite care following the agreed closure of Haslemere	145		Green	Delivered.	On track.
		Enhance the brokerage teams to improve negotiation of packages and management of direct payments	75	25	Amber	£50K saving forecast. Savings to be quality assured by Finance.	Further work required to evidence savings delivery
		Ensure that children with Special Education Needs and Disabilities placed in out-of-borough schools are receiving independent travel training to encourage independence where appropriate	125	125	Red	There is delay in delivering these savings as the SEND invest to save project has not been agreed to progress.	There is delay in delivering these savings as the SEND invest to save project is still to be approved by Cabinet
	Mitigating savings have been delivered in 19/20 through a reduction in legal spend.	0	(479)	Green	Savings have been delivered through a reduction in care proceedings. Children's Social Care has a budget of £1.917M in 2019/20 and the above table indicates that expenditure to date is £ 1,544,789 (£ 1,424,111 in period 8). The end of year forecast is now projected to be £2,059,719M – this is a predicted reduction of £479K in spend compared to 2018/19.		

MTFS Savings Tracker		Appendix 3					
Priority: Children's							
Period: 09 (Q3)							
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2019/20 Saving)	Comment on Status	Comment on Delivery RAG Status
PC4	Safeguarding and Social Care and Early intervention and preventing demand	Prevent demand and costs through an effective prevention and intervention approach that means children and families are supported to avoid the care system and that where children are in care (particularly young adolescents) they are supported to return home safely wherever possible.	290	290	Red	The number of children in care is currently showing a significant reduction since the end of 2019, from 429 to 392 at the end of December. The number of children in care do rise and fall throughout the year and this is a number that we track weekly. Although the service has been effective in keeping children out of care, the placements budget is currently showing a pressure of £358K. This is mainly in relation to residential placements and residential school placements which are some of the more costly placements that children need. There have been two new residential placements in period 9 and increases to packages for some children already in care. Additionally some placements (including secure, residential and mother and baby) are showing rising costs. As part of our Edge of Care approach one child has been kept out of care for 3 weeks. However this could not be maintained and the child has had to be taken into care for their safety. There is currently a further child being supported to stay out of care however this work has only just begun and there are another 4 children being assessed currently for eligibility for this support.	On track.
PC5	Increase income generation	Increase income through delivering services to schools and work with partners to ensure fair contributions to services for children.	23		Green	The service needs to deliver income of £157,730 to be on budget - the stretch target of £23K is part of this income target. Income to date of £63K is showing for booked services and income of £58K grant funding has been received. The next significant period for bookings is in January and the service is forecasting to achieve the target.	On track.
<b>Total: People (Childrens)</b>			<b>1,602</b>	<b>34</b>			

MTFS Savings Tracker			Appendix 3		Green	Saving met in full and on time
Priority: Adults					Amber	Saving will slip but in year mitigation identified
Month 9 - Quarter 3					Red	Saving fully/partially unachievable - no mitigation
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	RAG Status (Delivery of 2019/20 Saving)	Comments
<b>People (Adults)</b>						
B2.7	Haringey Learning Disability Partnership	The Haringey Learning Disability Partnership, working jointly with Children's Services and with key partners such as the Clinical Commissioning Group and the London Borough of Islington, will implement a coherent strategy that aims to bring Haringey's demand and spending on adults with learning disabilities in line with our statistical neighbours and limit growth in spending in line with population growth.	1,200	600	Red	Slippage in savings. Partial mitigations are being met by savings in lines B2.9 & PA2.
B2.8	Mental Health	Working with our delivery partner, Barnet, Enfield & Haringey Mental Health Trust, the Clinical Commissioning Group and our communities to strengthen the prevention and 'enablement' pathways for mental health and to ensure the support we provide minimises the long-run dependency of adults with mental health issues. For those whose needs require a social care intervention, we will develop the market and look at new commissioning arrangements to improve value for money as well as promoting choice and control for the service user.	450	270	Red	Slippage in savings. Partial mitigations are being met by savings in lines B2.9 & PA2.
<b>People (Adults)</b>						
B2.9	Adults OP / PS / SS	Working with the CCG, acute providers and primary care to extend independence, choice and control to those with physical support needs and further strengthen the pathways that prevent, reduce and delay the need for social care.	920	1,100	Green	Exceeded savings target.
PA1	Charging for Managed Accounts	Introduce an administration fee for setting up and maintenance of care packages for Appointeeships and Self Funders. the fee would be comparable to existing charges levied for Deputyship clients.	120	60	Amber	Delayed implementation, agreed at Dec 2019 Cabinet.
PA2	Fast tracking financial assessments	Speed up the process of financial assessment so that charging starts as soon after the start of services as possible. The saving lies largely in reducing levels of debt and the costs of recovering overpayments rather than any additional costs to the user of this approach.	140	500	Green	Exceeded savings target.

MTFS Savings Tracker			Appendix 3		
Priority: Adults					
Month 9 - Quarter 3					
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	RAG Status (Delivery of 2019/20 Saving)
<b>People (Adults)</b>					
PA3	Capitalisation of CAS	Capitalise the majority of the operating and equipment costs of the Community Alarms Service. Because installation of a CAS solution can be considered the provision or adaptation of fixed assets for the benefit of our residents, there is scope for capitalisation of associated spending within financial regulations	177	177	Green On track.
PA4	Housing Related support	Fund housing advice and support currently provided from Adult Social Care budgets through the Flexible Homelessness Support Grant whilst we transform these services and create longer term, more sustainable funding routes over the next 3 years.	600	400	Amber Slippage in savings.
PA5	In-House Negotiator	Expand in house Care Negotiator capacity to work with providers on reducing the cost of care packages in relation to overcharging against service user needs.	116	168	Green Exceeded savings target.
PA6	Transfer of High Cost Day Opps	Lease three ex-day centre premises to a local provider to support 15-20 service users at reduced cost, and closer to their existing support networks.			
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	RAG Status (Delivery of 2019/20 Saving)
<b>People (Adults)</b>					
PA7	Public Health (Sexual Health)	Realise savings based on efficiencies already achieved in the provision of open access sexual health services	267	267	Green On track.
PA8	Investment of drug and alcohol savings in preventative services for adults and families, targeting health inequalities	Retendering of the three core substance misuse adult contracts has created savings, available from January 2019. Use these savings for investment in areas to improve health and wellbeing, with a split between cashable savings and investments in preventative services that reduce health inequalities	400	400	Green On track.
<b>Total: People (Adults)</b>			<b>4,390</b>	<b>3,942</b>	

MTFS Savings Tracker			Appendix 3			Green	Saving met in full and on time	
Priority: Place						Amber	Saving will slip but in year mitigation identified	
Period: 09 (Q3)						Red	Saving fully/partially unachievable - no mitigation	
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	2019/20 Savings (surplus)/shortfall £'000s	RAG Status (Delivery of 2019/20 Saving)	Comment on Delivery RAG Status	Proposed action plan to mitigate shortfall
<b>Place</b>								
PL1	Additional HMO Licensing Scheme for HMO	Extend the current Additional Licensing scheme for HMOs not governed by Mandatory Licensing and introduce a Selective Licensing scheme to 20% of its geographical area for all other private sector dwellings covered by the Housing Act 2004. All licensing schemes are intended to address the impact of poor quality housing, rogue landlords and anti-social tenants.						
PL2	Review and Extension of CPZ coverage	The proposal is an accelerated programme this year to 'catch up', which will allow us to deliver to residents and Member expectations, make appropriate provision for running costs, dealing with current budget gaps, while generating a surplus to be treated as new savings.	500	400	100	Green	Ongoing works - CPZ coverage scheduling is part of the Parking Transformation Programme	The additional income is being achieved through new CPZs but not enough at present to also compensate for compliance levels in existing CPZs.
PL3	Waste, CS & Enforcement: Efficiency Savings on Veolia Contract	Efficiency savings secured in recent contract negotiations with Veolia. Will be delivered with no impact on services or performance.	100	100	0	Green	Achieved through contract delivery	
PL4	Increase in Moving Traffic Enforcement	The parking and traffic enforcement service enforces moving traffic contraventions at a number of locations. Moving traffic enforcement is undertaken by CCTV camera. Capital investment £40k - Infrastructure measures	260	150	110	Amber	Implemented as part of the Parking Transformation Programme - data analysis is being undertaken	New sites are achieving projected savings, but delivered later than anticipated hence part year effect only. However compliance levels are high with a reduction in overall CCTV income levels.
PL5	Healthmatic Toilets	Savings accruing from removal of two automated WCs (already agreed and achieved)	30	30	0	Green	Delivered	
PL6	Extending parking enforcement	This is an invest to save bid. The parking on-street, off street and CCTV enforcement operations are run in-house. Additional staffing, including management is required. This will increase enforcement capacity, and associated income which will cover staffing costs and mitigate some of the current income deficit.	350	250	100	Amber	Ongoing works - Extending parking enforcement scheduling is part of the Parking Transformation Programme	While recruitment is an issue, those savings are being partly achieved in 19/20 & FYE achieved in 20/21.
PL7	Litter Enforcement	The proposal is to consider the option for an in-house service provision based on a pilot with an external contractor, Kingdom, from November 2016 to September 2017. An in-house litter enforcement provision would enable the Council to retain 100% of all Fixed Penalty Notice (FPN) income received.						
PL8	Soft FM Efficiency	Re-commissioning of soft FM services and services delivered through Amey contract (e.g. efficiencies in postage & franking, front of house, security).	25	25	0	Green	Achieved through contract delivery	
PL9	Leisure centre concessions	Reduce the number of people eligible for concessionary rates at Fusion Leisure Centres.						
PL10	London Construction Programme Revenue	Over-achieved income from subscriptions to the new Dynamic Purchasing System for the London Construction Company, managed by Haringey's Procurement service.	200	0	200	Red	Income generated through the LCP/DPS increase in subscriptions has not been achieved. Delays in projects/approvals has impacted the timing of when contractors will start on site and when the LCP can invoice. This is in accordance with the respective contract and financial regulations. These will now fall into 2020/21 fiscal year	Deferred savings It is not anticipated there is a need to revisit the Strategic Procurement budget going forward. The LCP has a 2020/21 committed pipeline and the addition of deferred revenue not on site within 2019/20, with an expectation of significant further commitment over the coming months.
PL11	Flexible Police Resourcing	The proposal is to not extend the current contract for Flexible Police Resourcing beyond March 2019. The funding for the team enables the tasking of police officers along with the wider partnership i.e. trading standards, CCTV, ASB enforcement to hotspots in the borough. The service also uses the team to deal with Travellers and to support partnership enforcement activities.	200	200	0	Green	Achieved - Funding agreement ceased March 2019	
PL12	Waste Service Programme	Review of all waste and street cleansing services to identify potential savings						
PL13	Parking Transformation Programme	Parking Transformation Programme to deliver significant improvements to this service over the coming three years. Includes a CPZ rollout programme taking the borough to 100% coverage, and extending parking permit charging models to tackle emissions from Diesel vehicles						
<b>Total: Place</b>			<b>1,665</b>	<b>1,155</b>	<b>510</b>			

MTFS Savings Tracker			Appendix 3			Green	Saving met in full and on time	
Priority: Economy						Amber	Saving will slip but in year mitigation identified	
Period: 09 (Q3)						Red	Saving fully/partially unachievable - no mitigation	
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	2019/20 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2019/20 Saving)	Comment on Delivery RAG Status	Proposed action plan to mitigate shortfall
EC1	Carbon Management	Saving £60k from the Carbon Management Service's base budget, replacing this with an income of the same amount from Planning Service. The Carbon Management Service will increase its support to the Planning Service through advice and technical specification on planning applications and issues related to carbon reduction, energy and sustainability.	60	60	0	Green	Savings are met and on track	
EC2	Reduction in consultancy budget	Saving £75k from central budget typically allocated to cover large contracts and project delivery requirements. As some Tottenham Regeneration activities shift from a focus on initial strategies and feasibility work to delivery stage, there is increasing scope to explore funding these types of contracts from other sources, including but not limited to capitalisation of costs, utilising both internal and external funding sources.	75	75	0	Green	Savings are achieved	
EC3	Deletion of senior post	The Strategic Director of Regeneration, Planning & Development was re-designated as Director of Housing, Regeneration and Planning, and along with this, it was proposed to delete the Director of Regeneration post.	225	225	0	Amber	There is a risk of a £100k overspend in RPD41 this financial year. This is because a full-year savings of £160k was taken as part of a proposal (which was not submitted by Regen) to delete a senior post; however, the relevant officer remained in post for the first quarter of the year, and there is therefore £47k of unbudgeted costs incurred thus far.	Currently assumed that this will have to be met from within RPD4 revenue
EC4	Tackling uncrystallised debt	This proposal comprises an opportunity to achieve new income potential by starting a process of tackling the uncrystallised debt in the commercial portfolio	50	50	0	Green	Savings are achieved	
EC7	Strategic Property Services	This proposal comprises a number of activities to drive out efficiencies in the service, including; better management of Hornsey Town Hall,	500	500	0	Green	This is well on course to be achieved, however we are working closely with legal to ensure lease renewals are completed on a timely basis	Working closely with Legal to ensure further renewals and reviewed are completed as planned
A6.8	Alexandra House Decant	The proposal is to vacate 5 floors of Alexandra House in 2017 and the remaining floors in the following twelve months. Realisation of savings will depend on renegotiation of rent as we vacate the building or our ability to sub-let those floors we do vacate. Hence, the cost/benefit model assumes savings appearing in 2018/19 and 2019/20.	750	0	750	Red	Alex House Decant remains mostly unachieved. The total saving is £1m (£250k assumed in 18/19). Current agreed subletting will bring in £200k, leaving a net pressure of £800k against the total saving. Efforts to generate tenants for Alex House continue.	
			1,660	910	750			

MTFS Savings Tracker			Appendix 3			Green	Saving met in full and on time
Priority: Housing						Amber	Saving will slip but in year mitigation identified
Period: 09 (Q3)						Red	Saving fully/partially unachievable - no mitigation
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	2019/20 Savings (surplus)/shortfall £'000s	RAG Status (Delivery of 2019/20 Saving)	Comment on Delivery RAG Status
B5.1	Housing	Additional savings in 19/20 by recommissioning community based homelessness prevention work.	120	120	0	Green	
HO1	Temporary accommodation reduction plan	Reduce TA costs, as detailed in the TA Reduction Plan. Proposals include initiatives to prevent homelessness, improve economic position of those in TA, and help support those in TA to move on. Revenue costs covered by the Flexible Homelessness Support Grant. Plan also includes proposals to increase supply of low cost TA through new purchase, repair and management joint venture partnership, and capital investment in new Community Benefit Society. Please note that due to the additional costs incurred due to unforeseen works at BWF, it may not be possible to meet the projected savings.	920	920	0	Green	The saving has already been taken from the budget, and although it was to be funded by transferring to cheaper accommodation it will now be offset by additional FHSG.
EC6	Explore opportunities to capitalise development team costs	Proposal to charge salaries of staff within housing development and enabling team to the Housing Revenue Account, as their work is now focused on bringing forward sites for direct housing development. Approximately 40% of salaries are currently funded by the HRA, and it's proposed to increase this to 100%.	150	150	0	Green	This saving has already been taken from the budget and has been funded by charging council housing project managers to the HRA.
			<b>1,190</b>	<b>1,190</b>	<b>0</b>		

MTFS Savings Tracker		Appendix 3									
Priority: Your Council						Red	Saving fully/partially unachievable				
Period: 09 (Q3)						Amber	Saving achievable but full/partial slippage required				
						Green	Saving met in full and on time				
MTFS Savings Ref	Saving proposal	Description	2019/20 £'000s	2019/20 Projected Full Year Savings £'000s	2019/20 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2019/20 Saving)	Comment on Delivery RAG Status	Proposed action plan to mitigate shortfall	Value of Mitigation £'000s	Net impact on 2019/20 Budget Monitoring £'000s	
<b>Your Council (incl Council-Wide)</b>											
A6.3/A6.4	FOBO - SSC and Customer Services	A series of individual service improvement / efficiency opportunities within SSC and Customer Services.	1,500	1260	240	Amber	The reduction in the in-year saving is mainly due to the acceptance that staff cannot or will not be released by 01-10-19 due to their required notice periods following consultation (most staff are on 3 months' notice) or anticipated delays in fully implementing and measuring the impact of changed processes/technology etc. before releasing staff.	The programme will continue to work with the business to try to deliver the savings as planned, or to identify other activities that could 'bridge the gap'. This gap bridging work will form an ongoing part of the project board's agenda.	0	240	
A6.1	Legal Services	Reduction in staffing and other related expenditure - dependent on a reduction in demand for Legal Services in particular in Adult Services, Children Services, Regeneration and Property	150	150	0	Green	The staffing restructure was implemented on time. The additional income is on track to meet the increased income target.			0	
YC1	Out of home advertising income generation	The proposal is to recommission the street furnishing advertising contract. Moving to digital display to ensure communication messages can be updated quickly, and to remove printing costs.	129	129	0	Green				0	
YC2	Remove ward budgets	Remove existing provision for Ward Budgets to fund community projects	190	190	0	Green				0	
YC3	Growing Libraries Income	To grow the level of income from libraries estate as part of a developing libraries strategy.	100	25	75	Red	The planned commercialisation revenue stream from advertising (£40k) will now come on stream in 2020/21. Increased income from public printing is on target but other potential income growth is unlikely to be realised this year.	Following readvertisement. An Income & Projects officer for libraries will take up post at the end of October. The priority is to review fees and charges, specifically room hire with any changes approved by cabinet, ensure the consistent application of charges and explore commercial use e.g workspaces.	0	75	
	Reduction in SAP Costs	Identify contractual savings in licensing, support and hosting	300	189	111	Amber	SAP licence moved from SAP to Support Revolution saving £189k. The remainder of the saving will be met when the Council moves to a new hosted contract from April 20 (Approved at October Cabinet).	Alternative savings from other contract renewals as they fall due (Digital Services is projecting to be on budget at year end).	111	0	
<b>Total: Your Council</b>			<b>2,369</b>	<b>1,943</b>	<b>426</b>				<b>111</b>	<b>315</b>	

**APPENDIX 4:**

Priority	Scheme Ref	Scheme Description	2019/ Original Budget (£'000)	2018/ Capital Slippage (£'000)	Budget Adjustments (£'000)	2019/20 Revised Budget after Adjustments (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	Total (£'000)
People - Children's	101	Primary Sch - repairs & maintenance	1,030	767	0	1,797	1,000	1,000	1,000	1,000	5,797
People - Children's	102	Primary Sch - mod & enhance (Inc SEN)	5,970	4,408	0	10,378	4,800	5,355	1,525	1,480	23,538
People - Children's	103	Primary Sch - new places	162	203	0	365	39	0	0	0	404
People - Children's	104	Early years	93	19	0	112	93	0	0	0	206
People - Children's	109	Youth Services	14	110	0	124	0	0	0	0	124
People - Children's	110	Devolved Sch Capital	531	0	(18)	513	531	531	531	531	2,637
People - Children's	114	Secondary Sch - mod & enhance (Inc SEN)	3,552	200	0	3,752	4,200	750	110	0	8,812
People - Children's	115	Secondary Estate Mixed Development - Fortismere Secondary School	400	0	0	400					400
People - Children's	117	Children Safeguarding & Social Care	0	170	340	510	0	0	0	0	510
People - Children's	118	Special Educational Needs Fund (New Provision Fund)	0	10	213	223	0	0	0	0	223
People - Children's	199	P1 Other (inc Con't & Social care)	0	571	(340)	231	0	0	0	0	231
		<b>People - Children's</b>	<b>11,752</b>	<b>6,457</b>	<b>195</b>	<b>18,404</b>	<b>10,663</b>	<b>7,636</b>	<b>3,166</b>	<b>3,011</b>	<b>42,880</b>
People - Adults	201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	2,193	0	168	2,361	2,193	2,193	2,193	2,193	11,133
People - Adults	207	New Day Opp's Offer	0	27	250	277	0	0	0	0	277
People - Adults	208	Supported Living Schemes	1,500	745	(304)	1,941	1,500	1,500	1,500	0	6,441
People - Adults	209	Assistive Technology	500	620	0	1,120	500	500	500	0	2,620
People - Adults	211	Community Alarm Service	177	0	0	177	177	177	177	177	885
People - Adults	212	Linden House Assisted Living Development	0	756	420	1,176	0	0	0	0	1,176
People - Adults	213	Canning Crescent Assisted Living	500	342	0	842	4,200	1,750	250	0	7,042
People - Adults	214	Osborne Grove Nursing Home	500	156	0	656	1,500	6,000	2,250	500	10,906
People - Adults	216	Homelessness Hub	100	259	0	359	0	0	0	0	359
		<b>People - Adults</b>	<b>5,470</b>	<b>2,905</b>	<b>534</b>	<b>8,909</b>	<b>10,070</b>	<b>12,120</b>	<b>6,870</b>	<b>2,870</b>	<b>40,839</b>

<b>APPENDIX 4:</b>												
Priority	Scheme Ref	Scheme Description	2019/20 Original Budget (£'000)	2018/19 Capital Slippage (£'000)	Budget Adjustments (£'000)	2019/20 Revised Budget after Adjustments (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	Total (£'000)	
Place	301	Street Lighting	1,300	(29)	0	1,271	1,300	1,300	1,300	1,300	6,471	
Place	302	Borough Roads	4,189	(8)	(380)	3,801	3,689	3,689	3,689	3,689	18,557	
Place	303	Structures(Highways)	394	1,180	(800)	774	800	0	0	0	1,574	
Place	304	Flood Water Management	590	48	0	638	620	650	680	710	3,298	
Place	305	Borough Parking Plan	322	310	478	1,110	0	0	0	0	1,110	
Place	307	CCTV	2,109	(2)	0	2,107	0	830	1,000	200	4,137	
Place	309	Local Implementation Plan(LIP)	2,500	717	934	4,151	2,500	2,500	2,500	2,500	14,151	
Place	310	Developer S106/S278	750	264	0	1,014	750	750	750	750	4,014	
Place	311	Parks Asset Management	300	(74)	282	508	300	300	300	300	1,708	
Place	313	Active Life in Parks:	230	170	(150)	250	230	230	230	230	1,170	
Place	314	Parkland Walk Bridges	1,000	1,258	(1,200)	1,058	2,200	0	0	0	3,258	
Place	316	Asset Management of Council Buildings	4,326	1,218	(116)	5,428	5,991	4,651	4,331	1,381	21,782	
Place	317	Down Lane MUGA	0	415	0	415	0	0	0	0	415	
Place	320	LCP - Dynamic Purchasing System	0	157	0	157	0	0	0	0	157	
Place	321	MOPAC - Crime & Disorder Reduction	0	121	90	211	0	0	0	0	211	
Place	322	Finsbury Park Over 8 Play Space	600	566	100	1,266	600	600	600	600	3,666	
Place	323	Parking Strategy	1,000	0	240	1,240	321	0	0	0	1,562	
Place	325	Parks Vehicles	720	0	(720)	0	720	0	0	0	720	
Place	332	Disabled Bay/Blue Badge	0	0	380	380	0	0	0	0	380	
		<b>Place</b>	<b>20,330</b>	<b>6,311</b>	<b>(861)</b>	<b>25,780</b>	<b>20,021</b>	<b>15,500</b>	<b>15,380</b>	<b>11,660</b>	<b>88,341</b>	

APPENDIX 4:												
Priority	Scheme Ref	Scheme Description	2019/20 Original Budget (£'000)	2018/19 Capital Slippage (£'000)	Budget Adjustments (£'000)	2019/20 Revised Budget after Adjustments (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	Total (£'000)	
Economy	401	Tottenham Hale Green Space	0	5,625	(3,289)	2,336	7,235	900	2,680	600	13,751	
Economy	402	Tottenham Hale Streets	14,007	10,357	(19,527)	4,837	22,495	5,097	1,363	450	34,241	
Economy	406	Opportunity Investment Fund	0	1,093	0	1,093	0	0	0	0	1,093	
Economy	411	Tott High Rd & Bruce Grove stn	150	419	(569)	0	569	0	0	0	569	
Economy	415	North Tott Heritage Initiative	0	826	(47)	779	0	0	0	0	779	
Economy	418	Heritage building improvements	0	2,500	0	2,500	0	0	0	0	2,500	
Economy	421	HRW business acquisition	54,580	2,564	(45,500)	11,644	15,521	61,170	12,770	16,830	117,935	
Economy	427	White Hart Lane Public Realm (LIP)	500	1,058	(782)	776	0	0	0	0	776	
Economy	429	Site Acq (Tott & Wood Green)	10,000	3,235	0	13,235	8,867	0	0	0	22,102	
Economy	430	Wards Corner CPO	5,000	5,000	(10,000)	0	6,500	3,500	0	0	10,000	
Economy	434	Wood Green Regeneration	100	163	0	263	0	0	0	0	263	
Economy	435	Wood Green Station Road	120	(88)	0	32	0	0	0	0	32	
Economy	438	Vacant possession Civic Centre (Woodside House Refurbishment)	72	347	0	419	0	0	0	0	419	
Economy	444	Marsh Lane	821	163	0	984	9,323	4,700	266	0	15,273	
Economy	447	Alexandra Palace -maintenance	470	0	0	470	470	470	470	470	2,350	
Economy	450	Winkfield Road (Maya Angelou Contact Centre)	0	63	0	63	0	0	0	0	63	
Economy	452	Low Carbon Zones	15	174	118	307	0	0	0	0	307	
Economy	464	Bruce Castle	1,000	119	(900)	219	1,400	4,000	6,000	8,500	20,119	
Economy	465	District Energy Network (DEN)	800	1,096	(1,460)	436	1,460	1,500	6,500	3,500	13,396	
Economy	468	Keston Road (Community Centre Reprovision)	0	0	75	75	0	0	0	0	75	
Economy	470	Wood Green HQ, Library & Customer Service Centre	950	0	(540)	410	2,940	5,000	6,400	7,000	21,750	
Economy	471	Tailoring Academy Project	0	241	0	241	0	0	0	0	241	
Economy	472	JLAC Match Fund	1,750	0	(1,250)	500	500	0	0	0	1,000	
Economy	473	THRS - ETHR Bruce Grove Public Convenience Scheme	0	0	110	110	0	0	0	0	110	
Economy	474	Tottenham High Road Strategy	1,638	800	(2,438)	0	5,402	3,980	2,318	1,027	12,727	

APPENDIX 4:											
Priority	Scheme Ref	Scheme Description	2019/20 Original Budget (£'000)	2018/19 Capital Slippage (£'000)	Budget Adjustments (£'000)	2019/20 Revised Budget after Adjustments (£'000)	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	Total (£'000)
Economy	475	Tottenham Green Public Realm Scheme Phase 2	0	979	(866)	113	156	866	0	0	1,135
Economy	477	Strategic Regeneration Initiatives	3,000	2,000	0	5,000	3,000	0	0	0	8,000
Economy	478	Wood Green Good Growth Fund	0	73	0	73	0	0	0	0	73
Economy	479	54 Muswell Hill Health Centre	0	1,100	(1,000)	100	1,000	0	0	0	1,100
Economy	480	Wood Green Regen (2)	500	0	(133)	367	5,000	5,000	8,000	7,750	26,116
Economy	481	Strategic Investment Pot	2,997	0	(2,047)	950	1,400	2,650	0	0	5,000
Economy	482	Strategic Property	19,640	0	0	19,640	680	1,273	254	3	21,850
Economy	483	Production Valley Fund (SIP)	0	0	800	800	0	0	0	0	800
Economy	484	THRS - ETHR 551B & Morrison Yard	0	0	210	210	0	0	0	0	210
Economy	485	THRS - ETHR The Trumpery	0	0	80	80	0	0	0	0	80
Economy	486	THRS - ETHR PitHR	0	0	50	50	0	0	0	0	50
Economy	487	THRS - Enterprising Tottenham High Road (ETHR) (PM Cost)	0	0	100	100	0	0	0	0	100
Economy	488	THRS - LSS - Page Green Common	0	0	460	460	0	0	0	0	460
Economy	492	THRS - LSS - PM and Monitoring	0	0	50	50	0	0	0	0	50
Economy	496	THRS - BGY - PM and Monitoring	0	0	30	30	0	0	0	0	30
Economy	4992	THRS - Heart of Tottenham (HOT) PM & Monitoring	0	0	25	25	0	0	0	0	25
<b>Economy</b>			<b>118,110</b>	<b>39,907</b>	<b>(88,240)</b>	<b>69,778</b>	<b>93,918</b>	<b>100,105</b>	<b>47,020</b>	<b>46,130</b>	<b>356,951</b>

<b>APPENDIX 4:</b>												
<b>Priority</b>	<b>Scheme Ref</b>	<b>Scheme Description</b>	<b>2019/20 Original Budget (£'000)</b>	<b>2018/19 Capital Slippage (£'000)</b>	<b>Budget Adjustments (£'000)</b>	<b>2019/20 Revised Budget after Adjustments (£'000)</b>	<b>2020/21 Budget (£'000)</b>	<b>2021/22 Budget (£'000)</b>	<b>2022/23 Budget (£'000)</b>	<b>2023/24 Budget (£'000)</b>	<b>Total (£'000)</b>	
Housing (GF)	509	CPO - Empty Homes	650	400	0	<b>1,050</b>	1,000	1,000	1,000	1,000	<b>5,050</b>	
Housing (GF)	512	Wholly Owned Company	5,000	0	0	<b>5,000</b>					<b>5,000</b>	
Housing (GF)	513	54 Muswell Hill Flats	712	0	0	<b>712</b>	0	0	0	0	<b>712</b>	
Housing (GF)	514	Notting Hill Housing Group (4 Ashley Road)	2,970	0	0	<b>2,970</b>	0	0	0	0	<b>2,970</b>	
		<b>Housing (GF)</b>	<b>9,332</b>	<b>400</b>	<b>0</b>	<b>9,732</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>13,732</b>	
Housing (HRA)		Existing Stock Investment (Haringey Standard)	52,293	17,202	(6,683)	<b>62,812</b>	87,394	82,940	72,090	54,110	<b>359,346</b>	
Housing (HRA)		New Homes Build Programme	1,890	6,373	(1,261)	<b>7,002</b>	42,132	58,766	102,298	80,686	<b>290,884</b>	
Housing (HRA)		New Homes Acquisitions	0	0	20,731	<b>20,731</b>	74,578	52,828	10,000	10,000	<b>168,137</b>	
Housing (HRA)		Existing Homes Acquisition	0	0	57,600	<b>57,600</b>	32,227	19,612	20,004	20,404	<b>149,847</b>	
		<b>Housing (HRA)</b>	<b>54,183</b>	<b>23,575</b>	<b>70,387</b>	<b>148,145</b>	<b>236,331</b>	<b>214,146</b>	<b>204,392</b>	<b>165,200</b>	<b>968,214</b>	

<b>APPENDIX 4:</b>												
<b>Priority</b>	<b>Scheme Ref</b>	<b>Scheme Description</b>	<b>2019/20 Original Budget (£'000)</b>	<b>2018/19 Capital Slippage (£'000)</b>	<b>Budget Adjustments (£'000)</b>	<b>2019/20 Revised Budget after Adjustments (£'000)</b>	<b>2020/21 Budget (£'000)</b>	<b>2021/22 Budget (£'000)</b>	<b>2022/23 Budget (£'000)</b>	<b>2023/24 Budget (£'000)</b>	<b>Total (£'000)</b>	
Your Council	601	Business Imp Programme	0	155	0	155	0	0	0	0	155	
Your Council	602	Corporate IT Board	0	3,546	0	3,546	0	0	0	0	3,546	
Your Council	603	ICT Shared Service - Set up / Seed Money	0	1,684	0	1,684	0	0	0	0	1,684	
Your Council	604	Continuous Improvement	950	2,381	(81)	3,250	950	950	950	950	7,050	
Your Council	605	Customer Services (Digital Transformation)	0	965	0	965	0	0	0	0	965	
Your Council	606	Hornsey Library Refurbishment	1,882	844	0	2,726	0	0	0	0	2,726	
Your Council	607	Financial Management System Replacement	0	0	0	0	350	2,000	650	0	3,000	
Your Council	621	Libraries IT and buildings upgrade	1,056	386	0	1,442	25	85	0	0	1,552	
Your Council	622	FOBO Programme	500	0	1,000	1,500	500	500	0	0	2,500	
Your Council	639	New Ways of Working	252	0	0	252	255	255	0	0	762	
Your Council	698	Responsiveness Fund	2,000	2,000	(2,000)	2,000	0	0	0	0	2,000	
Your Council	699	P6 - Approved Capital Programme Contingency	1,500	1	813	2,314	4,500	0	0	2,250	9,064	
Your Council	640	Accommodation Move	0	0	200	200	0	0	0	0	200	
		<b>Your Council</b>	<b>8,140</b>	<b>11,963</b>	<b>(68)</b>	<b>20,035</b>	<b>6,580</b>	<b>3,790</b>	<b>1,600</b>	<b>3,200</b>	<b>35,205</b>	
		<b>TOTAL GENERAL FUND ACCOUNT</b>	<b>173,134</b>	<b>67,943</b>	<b>(88,440)</b>	<b>152,637</b>	<b>142,253</b>	<b>140,151</b>	<b>75,036</b>	<b>67,871</b>	<b>577,948</b>	
		<b>TOTAL HRA ACCOUNT</b>	<b>54,183</b>	<b>23,575</b>	<b>70,387</b>	<b>148,145</b>	<b>236,331</b>	<b>214,146</b>	<b>204,392</b>	<b>165,200</b>	<b>968,214</b>	
		<b>OVERALL TOTAL</b>	<b>227,317</b>	<b>91,518</b>	<b>(18,053)</b>	<b>300,782</b>	<b>378,584</b>	<b>354,297</b>	<b>279,428</b>	<b>233,071</b>	<b>1,546,162</b>	

## Virements for Cabinet Approval

## Appendix 5

## Transfers from Reserves &amp; Contingencies (2019/20) - for noting

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
NONE							

## Virements for Approval (2019/20)

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
8	All	Council-wide	Capital	1,297,868		Budget Realignment	19/20 TFL LIP capital budget realignment
8	All	Council-wide	Capital	321,431		Budget Realignment	19/20 Parking plan and strategy capital budget realignment
9	Place	Parks	Revenue	1,128,100	1,128,100	Budget Realignment	Realignment of Finsbury Park events, client and management budgets to address service needs.
9	Housing	Commissioning	Revenue	275,000		Grant Allocation	Allocation of DCLG Flexible Homelessness Support Grant
9	Place	Highways	Revenue	604,062	604,062	Budget Realignment	Realignment of Highways traffic management order income budgets in line with operational needs.
9	People	Children's	Revenue	329,946	776,970	Budget Transfer	Transfer of Business Support officer salary budgets to Children's service in line with operational needs.
9	People	Children's	Revenue	190,531,403		Budget Realignment	Budget realignment of DFE Allocations and clear down of individual DSG Grant codes
10	People	Adults	Revenue	361,600	361,600	Budget Transfer	Consolidation of Emergency Response & Community Alarm Service Budgets
10	People	Children's	Revenue		1,248,107	Budget Realignment	Merging of SEN services and DSG budgets
10	People	Public Health	Revenue	1,260,900		Budget Realignment	Hospital trusts and Sexual Health Transformation programme budget realignment
10	People	Schools	Revenue		4,687,911	Budget Allocation	DSG School budget share allocation 2020-21
10	People	Children's	Revenue		93,907,195	Budget Allocation	Non School DSG budget share allocation 2020-21
10	Your Council	Your Council	Revenue		368,600	Budget Realignment	Budget realignment of Digital Service, Customer Services and Transformation salaries to match operational needs.
10	Your Council	Revenue and Benefits	Revenue	348,000		Budget Allocation	Use of contingency to fund Council Tax and NNDR historic debt collection project.
		<b>Total 2019/20</b>		<b>196,458,310</b>	<b>103,082,545</b>		

**APPENDIX 6****Write off Summary report Quarter 3**

All Council debt is considered recoverable, the Corporate Debt Recovery Team will make every necessary effort to collect charges due to the Council. However, there are some circumstances when it is appropriate to write off a debt, once all forms of recovery action have been exhausted.

Council Debt is written off in line with the instructions set out within the Financial Regulations, following Court instruction or in accordance with the Limitations Act 1980.

The quarterly summarised report is for information purposes only, the debts that have been written off for the Financial Period 30 September 2019 – 30 December 2019 relate to delinquent accounts, where all forms of recovery action have now been fully exhausted. The charges approved for write off by the Director of Finance under his delegated authority have been adequately provided for in the Council's Bad Debt Provision.

Quarter 3 Write Off, Financial Period 1 October - 30 December 2019									
Service	Council Tax	NNDR	HBOP	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
Under £25000	£98,700.35	£420,079.33	£186,979.85						£705,759.53
Volume	151	90	139						380
Over £25000		£215,550.11							£215,550.11
Volume		6							6
Total Value	£98,700.35	£635,629.44	£186,979.85	£0.00	£0.00	£0.00	£0.00	£0.00	£921,309.64
Total Volume									0
<b>2018/19 Qrt3</b>	<b>Council Tax</b>	<b>NNDR</b>	<b>HBOP</b>	<b>HRA Rent</b>	<b>Leaseholder</b>	<b>Commercial Rent</b>	<b>Sundry Debt</b>	<b>Parking</b>	<b>Total</b>
Value	£1,045,316.42	£241,371.94	£0.00	£6,381.09					£1,293,069.45
Volume	1240	6	0	35					1,281

**Quarter 3 Summary: -**

The Council Wide write off for Quarter 3 relates to Council Tax, Business Rates and Housing Benefit Overpayments.

The £98K Council Tax write off for Quarter 3 is considerably lower than in the same period in the previous financial year 2018 – 2019 (£1m). However, it should be noted that our previous financial year Qrt1-2 write off was only £198K, compared to £501k for the same period this year.

The Quarter 3 Council Tax Write off for this period comprises approximately 42% 'Insolvency', with the second highest group being 'absconded charge payers' (40%). The sums submitted for this period are all for low value debt, where the debt recovery process has been exhausted.

There are £635K of Business Rates write offs actioned following a review on outstanding aged Business Rates. All have gone through extensive recovery action, with approximately 83% relating to 'Insolvency', i.e. companies that have gone into liquidation or dissolution. With no available assets to chase through the insolvency process, this left the council with no other option.

The £186K Housing Benefit Overpayment write off relates to a review of aged debt conducted by the Corporate Debt Recovery Team. This followed work on Housing Benefit Overpayment invoiced charges owed to Haringey Council, for periods older than 5 years. This project resulted in £570K of additional income being collected.

52% of the Housing Benefit Overpayment charges related to 'Statue barred' cases and a further 32% related to 'absconded charge payers'. The remaining 16% of cases were a mixture of 'Deceased/Bankruptcy and Uneconomical to Pursue'.

This page is intentionally left blank

Report for: **Overview and Scrutiny Committee 12 March 2020**

Title: **Fire Safety in High Rise Blocks - update**

Report

Authorised by: **Dan Hawthorn, Director of Housing, Regeneration and Planning**

Lead Officer: **Alan Benson, Interim Assistant Director for Housing**

Ward(s) affected: **All**

Report for Key/

Non Key Decision: **Non-Key Decision**

## **1. Describe the issue under consideration**

1.1. The Overview and Scrutiny Committee approved recommendations on Fire Safety in High Rise blocks at its meeting on 25 March 2019. Cabinet provided a response at its meeting on 9 July 2019. This report provides a further update on the recommendations of the Overview and Scrutiny Committee.

## **2. Recommendations**

2.1. To note the report.

## **3. Background information**

3.1. The Overview and Scrutiny Panel produced a report on Fire Safety in High Rise blocks which was approved by Overview and Scrutiny Committee on 25 March 2019. The review project was set up in the aftermath of the Grenfell Tower fire in 2017. The Overview and Scrutiny Panel sought to review the response that was made to the fire in Haringey, as well as looking at how other local authorities had responded for the purpose of learning.

3.2. Cabinet responded at its meeting on 9 July 2019. Further updates to the recommendations are now available and attached at appendix 1.

## **4. Contribution to strategic outcomes**

4.1. The Borough Plan sets out housing as its first priority. Within that priority the third key aim is to 'drive up the quality of housing' and in particular to 'ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge'.

## **5. Use of appendices**

5.1. Appendix 1: Update on recommendations.

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

Minutes of the Overview & Scrutiny Committee meeting held on 25 March 2019 are available on the Haringey Council website at this [link](#).

Minutes of the Cabinet meeting held on 9 July 2019 are available on the Haringey Council website at this [link](#).

## Appendix 1: Scrutiny Panel Review of Fire Safety in High Rise Blocks Report (2019) Update on Responses to Panel Recommendations

### Overall comments on the report

This report provides an eight month update on progress implementing the responses to the recommendations of the Scrutiny Panel Review of Fire Safety in High Rise Blocks (2019), as agreed by Cabinet on 9 July 2019. The recommendations have helped guide the ongoing development of a comprehensive fire safety policy for the Council's housing stock; with its particular focus on the safety of residents living in the 54 high rise blocks. Many of the recommendations have already been acted on or are pending further guidance on the proposed changes to building safety regulations. This is following the government's 'Building a Safer Future' consultation, as well as the outcome of the full Public Inquiry into the Grenfell Tower fire. In the meantime, the Council will continue to ensure that it fulfils its statutory duties and requirements. Homes for Haringey has already started to put in place some of the measures included as recommendations from the Hackitt review.


Included in the Borough Plan is a commitment to ensure residents are kept safe in their homes and that the Council responds effectively to changes in fire safety and general building regulations. In recognition of current and likely increasing building safety requirements, the new HRA Business Plan (2020/21-2025), approved by Cabinet on 11 February 2020, includes provision for an additional £57m over the next 10 years, specifically to fund a number of fire safety measures. These include fire doors, composite door replacement, window infill panel replacements, automatic fire detection installations, compartmentation works, as well as the cost of any follow up works from the more intrusive Fire Risk Assessments (FRA)s currently being undertaken.

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
1. That, when proposals for the implementation of the recommendations of the Hackitt review are developed, a report be submitted to the Overview and Scrutiny Committee on their implications for the Council and partners. (2.2)	Noted and agreed.	The Hackitt review's recommendations have been consulted on (i.e. Building a Safer Future – July 2019). A new Fire Safety Bill is planned, but it is not

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
		yet clear what exactly will be proposed.
2. That a working group be set up to consider how to most effectively address the shortage of professional and technical staff within the Council through developing pathways to train and develop new staff as well as incentives to attract suitable individuals. (2.23)	Agreed. Working group to be established, which will comprise officers from the Council's Health & Safety team, Building Control, Learning and Development, and Homes for Haringey (HfH). When we look at training and developing staff for these roles, we will look to support care leavers.	<p>The Council's Building Control team have further developed and upskilled their existing surveying staff who are all now qualified as Level 6 Fire Safety Surveyors. This is the highest competency that Building Control Surveyors can attain and potentially (if all the Hackitt recommendations are adopted) will be a requirement to carry out future works on 'in-scope' buildings.</p> <p>HfH's Recruitment Manager has been tasked with developing a recruitment contingency strategy in relation to all hard to recruit posts, including Health and Safety Advisers and Fire Safety Officers.</p>
3. That Homes for Haringey (HfH) approach Local Authority Building Control (LABC) to explore the possibility of them providing fire risk assessors for Homes for Haringey as and when required. (2.30)	Agreed. HfH has approached Local Authority Building Control regarding the provision of Fire Risk Assessors for use, as and when, required. HfH will be using the framework in place with BC to ensure resources are available.	HfH approached LABC regarding the provision of Fire Risk Assessors. The response received is that LABC are no longer providing this service. HfH is training its own Fire Risk

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
		Assessor and will explore expanding this approach, as well as increasing the salary offer and procuring a sub-contractor to support this work.
4. That additional information by HfH for residents on Fire Risk Assessments be included on the relevant web page by providing the date of the last inspection and when the next one is due. (2.31)	Agreed. Details of Fire Risk Assessment dates are now included on HfH's web site. <a href="https://www.homesforharingey.org/your-neighbourhood/fire-safety/fire-risk-assessments">https://www.homesforharingey.org/your-neighbourhood/fire-safety/fire-risk-assessments</a>	The Fire Risk Assessments are ongoing. The date of the last and the next inspections are noted on the HfH website; the link for which is provided in the adjacent column.
5. That the Council's Communications Team be used to publicise London Fire Brigade (LFB) Fire Safety Days for HfH residents and that, in addition, consideration be given to using local schools to promote them. (3.17)	<p>Agreed. HfH is currently working with the LFB on a programme of visits for 2019/20, and once developed will work with the Council's communications team to publicise these widely.</p> <p>HfH is also developing a programme of school visits that will coincide with the stock investment programmes, to cover site safety and fire safety.</p>	<p>Two Fire Safety Days with the LFB have taken place at:-</p> <ul style="list-style-type: none"> <li>- 2-152 Birkbeck Road on 8/4/2019; and</li> <li>- Headcorn and Tenterden estate on 25/7/2019.</li> </ul> <p>School visits are included as part of the engagement package being developed for residents. These run in parallel with the major works programme.</p>

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
6. That a written communication strategy be developed by HfH and shared with the Committee outlining how residents will be engaged with on fire safety issues and involving the Council, LFB and schools. (3.22)	Agreed. HfH is currently developing a written communications strategy for fire safety, which will be in place from July 2019. Once finalised, this will be shared with the Committee.	HfH developed a written communications strategy for fire safety in 2019 and will be updating this for 2020/21. The latest version is attached.  HfH have also initiated a project that is looking at ways to improve residents' understanding of fire safety issues, particularly for those where English is not their first language. This will incorporate fire safety displays and signage, as well as residents' and HfHs' respective roles and responsibilities.
7. That further consideration be given to how fire safety concerns could best be brought to the attention of HfH by residents in order to encourage timely reporting, with the setting up of a dedicated telephone number considered as an option. (3.26)	Agreed. HfH is currently reviewing the introduction of a dedicated phone line for fire safety issues and will feed back once it is understood how this may impact on the Council's customer services approach.	HfH have considered this. However they decided not to pursue this option on the basis that having several phone lines could have a negative impact by potentially causing confusing for residents making contact.
8. That HfH publishes how fire safety concerns and issues are managed and reported on through its governance structures. (3.26)	Agreed. HfH will be publicising its governance arrangements on fire safety in July 2019.	HfH governance arrangements on fire safety are set out within the attached Health and Safety policy. (Oct 2019)

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
		 <p>HS_HSP01 Health and Safety Policy_v.6</p> <p>Section 2.1. of the Health and Safety policy refers to the roles and responsibilities of each tier within the organisation, including the Health and Safety team.</p>
<p>9. That strategic engagement by HfH with residents be included within the work plan for the Housing and Regeneration Scrutiny Panel work plan. (3.28)</p>	<p>Agreed and noted.</p>	<p>This is ongoing. Update reports will be provided at future meetings and fire safety will be included in the Housing and Regeneration Scrutiny Panel Committee work plan.</p>
<p>10. That an update on outcome of the programme of more intrusive fire risk assessments that are currently taking place be submitted to the Housing and Regeneration Scrutiny Panel and, in particular, the soundness of compartmentation of where assessments have taken place. (4.4)</p>	<p>Agreed. HfH has commissioned a survey programme for more intrusive Type 3 and 4 fire risks assessments: starting with the high-rise blocks. Any defective compartmentation (either by walls or doors) will be reinstated and would require formal Building Regulation applications. Due to the complex nature of these intrusive surveys, and unknown extent of any reinstatement works required, it is difficult, at this stage, to predict when the overall programme will complete. An update on progress will be provided to the Housing and Regeneration Scrutiny</p>	<p>Intrusive fire risk assessments have been undertaken to the high-rise blocks at Broadwater Farm.</p> <p>Further surveys are programmed for all remaining high - rise blocks within the next two years.</p> <p>An update on progress will be provided to a future meeting of the Housing and Regeneration Scrutiny Committee.</p>

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
	Panel.	
<p>11. That the issue of the retrofitting of sprinklers be considered further by the Committee when there is greater clarity on the implementation plans for the recommendations of the Hackitt review and/or the recommendations of the Grenfell Inquiry. (4.11)</p>	<p>Agreed and noted.</p>	<p>LFB is in favour of retrofitting sprinklers but there is currently no legal requirement, or recommendation in the Hackitt review, to do so. The guidance and advice on sprinklers is still emerging.</p> <p>As part of London Council’s Fire Safety Group, the Council works closely with/observes the approaches of other boroughs. Many are waiting for clarity from the legislation before committing to sprinklers.</p> <p>HfH’s Board has considered the recommendations from the Hackitt review and are in the process of implementing some of the measures as follows:-</p> <ul style="list-style-type: none"> <li>- Recruiting a Building Safety Manager.</li> <li>- Trialling collation of building specific information</li> </ul>

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
		<p>requirements such as the 'golden thread'. This is the documentation held electronically, about each building in scope. This includes structural surveys, a fire strategy, Fire Risk Assessments, an asset register and the periodic planned maintenance records. This information is then used to build a 'safety case' to show that the building is safe.</p> <ul style="list-style-type: none"> <li>- Considering the implications of more frequent testing of fire doors.</li> </ul> <p>If fully implemented, the Hackitt recommendations will be costed. However, because such details are not currently known, they have not yet been accounted for within the Council's budgets. There is a 10-year budget provision of £57m for fire safety within the Housing Revenue Account. (See 'overall comments' section).</p> <p>The Grenfell Public Inquiry is not</p>

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
		<p>expected to conclude until 2022. In the meantime, further regulatory changes are expected.</p>
<p>12. That the Commissioning Service:</p> <ul style="list-style-type: none"> <li>• Seeks to ensure that residential care homes are complying with relevant statutory guidance and making fire safety information available to residents and visitors; and</li> <li>• Encourages all residential care providers to publish FRAs on their websites, with any improvements indicated and the time frame for these to happen.</li> </ul>	<p>Partially agreed: As part of their inspection of care homes, the Care Quality Commission assesses whether providers are compliant with the relevant statutory guidance and making fire safety information available to residents and visitors.</p> <p>On quality assurance visits, the Commissioning Unit will identify any shortcomings in the fire safety information available to residents and visitors and confirm whether care homes are compliant.</p> <p>Agreed: the Commissioning Unit will share guidance on selecting competent Fire Risk Assessors and further guidance on how to carry out fire safety risk assessments in residential homes. The Commissioning Unit will encourage care providers to publish FRAs on their websites with improvements and timelines. However, it should be noted that the Commissioning Unit cannot legally or contractually enforce the</p>	<p>When carrying out quality assurance visits, the Commissioning Unit has been checking the fire safety information available to residents and visitors.</p> <p>The Commissioning Unit has also been encouraging care providers to publish FRAs on their website.</p> <p>The Commissioning Unit has raised this issue at the North Central London Social Care Group that has been working on quality assurance of the care market.</p>

Panel Recommendation	Cabinet July 2019 Response (Agreed/Not agreed/Partially agreed)	March 2020 update
	publication of FRAs on care home websites.	
13. That commissioners require all care home providers to confirm that individuals undertaking FRAs on their behalf are appropriately accredited.	Agreed: the Commissioning Unit has already written to providers to confirm the same.	There is no further update.
14. That the Council's Commissioning Service consider the feasibility of relevant FRAs being reported to the Adults Safeguarding Board.	Agreed: the Commissioning Unit will consider how relevant FRAs may be reported to the Safeguarding Adults Board. Whilst the Unit is not qualified to audit FRAs, the Unit can use the CQC's monitoring of fire safety risk assessments in residential homes and information from London Fire Brigade visits to support the reporting of FRAs to SAB.	Haringey Safeguarding Adults Board has taken an active part in fire safety in its role as leading safeguarding for vulnerable adults. A quality assurance report is presented to each meeting of the Board and of its Quality Assurance Sub-Group and fire safety awareness has been reported through these channels.

This page is intentionally left blank



Homes for Haringey

## **Fire Safety Communication Strategy**

**September 2019**



## **1. Background**

### **1.1. Resident safety is our priority**

- 1.1.1.** Following Grenfell Tower fire in June 2017, Homes for Haringey have increased the efforts to ensure that all buildings meet the highest safety standard and that our residents are safe in their homes.
- 1.1.2.** We set up the Fire Safety Group which is focusing on all elements related to fire safety. As part of that, we have been investigating cladding, doors and we are checking fire breaks and compartmentation within the building itself. Where we have found any problems, we have been working with our contractors to arrange necessary works and repairs.
- 1.1.3.** We are continuously working with our suppliers, contractors, industry experts including London Fire Brigade to make sure right steps are taken to protect our residents.
- 1.1.4.** Communication with residents about safety matters, particularly around fire safety, is of utmost importance to us.

### **1.2. Hackitt recommendations**

- 1.2.1.** Following Grenfell Tower fire in June 2017, Dame Judith Hackitt has been tasked with the review of the Building Regulations, particularly for the high-rise residential buildings.
- 1.2.2.** The Hackitt Review reinforces the importance of residents knowing what their own responsibilities are for keeping their homes and the homes of their neighbours safe, and that it is the landlord's role to educate residents of these responsibilities.
- 1.2.3.** The Hackitt Review places an emphasis on engagement, recommending a resident engagement strategy to support transparency of information and partnership with residents, which should outline how the information is shared with residents, information about their rights and responsibilities, and involvement in decision-making on changes to their building that could impact on safety.
- 1.2.4.** Although Hackitt's recommendations have been in principal agreed, the precise requirements for landlords are still to be finalised in the legally



binding document. Homes for Haringey will ensure that it fulfils the statutory duties and requirements.

Homes for Haringey

- 1.2.5. We support the findings of the Hackitt Review and have been working to adopt some key recommendations into our way of working.
- 1.2.6. Following initial recommendations from Hackitt review, we share the outcomes of all Fire Risk Assessments on our website. Upon request, we also provide copies of these assessments to residents.
- 1.2.7. Homes for Haringey also carry out Person Centred Fire Risk Assessments to our most vulnerable residents.

## 2. Aims and objectives

We fulfil Homes for Haringey's Vision:

*'Housing is about people and communities, not just brick and mortar. This means mixed and inclusive neighbourhoods, where residents can lead happy and fulfilling lives.'*

...through the below set of aims and objectives

- Community safety: To support the vision by helping to cut deaths and injuries through community safety campaigns and interventions.
- Community engagement & consultation: To support public consultation and engagement through improved and accessible communication and information.
- Delivering efficiency and value: To develop new approaches to communication which reduce costs whilst providing effective and measurable results.
- Internal relations: To maintain an excellent and effective relationship with all employees through open and timely two-way communication.
- Managing reputation: To promote and celebrate the success of the organisation and to enhance its reputation.
- Operations and emergencies: To provide the resources and communications channels to allow us to work with partners to deliver accurate and timely public information on operational incidents and emergencies.
- Partnership working: To support the work of our partners and play our part in campaigns and initiatives aimed at improving safety and health.



## Homes for Haringey

### 3. Brand and corporate identify

- 3.1.** We recognise the importance of the image Homes for Haringey and consequently Haringey Council present to the outside world. This includes the professionalism, quality and consistency of public safety documentation, advertising and website, as well as the visual image projected by vehicles, uniforms, signage and stationery.
- 3.2.** We seek to ensure consistency and quality of its visual image, whilst ensuring that any communication is undertaken in a cost-effective manner.

### 4. Communication channels

- 4.1.** Communication with residents and other stakeholders will be using a variety of channels, supported by the 'Community and Resident Engagement Strategy'.

**4.2.** External means of communication include:

- HFH website
- Social media
- Leaflets/Publications
- Magazines
- Door knocking
- Estate Safety days

**4.3.** Internal means of communication include:

- Staff training
- Briefings
- Intranet
- E-newsletter
- Notice boards
- Team briefs
- Workplace

### 5. Delivering the strategy

- 5.1.** This strategy supports the Homes for Haringey's Communication Strategy, set of internal policies, procedure and processes to ensure that everyone understands their role in communicating on behalf of the organisation, and how we will work together to ensure that the key principles of communication are followed.



**5.2.** The use of the Communication plans, agreed key messages and position statements will ensure that our key stakeholders and members of our communities are provided with consistent, accurate and timely information.

## **6. Monitoring and evaluation**

**6.1.** It is important that our communication is monitored and the effectiveness is properly measured to ensure it continues to meet the key aims and objectives.

**6.2.** Examples of the approaches to monitor outputs/outcomes may include:

- Satisfaction surveys
- Feedback forms
- Residents scrutiny feedback
- Compliments
- Complaints
- Enquiries received
- Number of attendees at events
- Internal/external audits
- Etc.

## **7. Scrutiny and Oversight**

**7.1.** Fire safety related matters and developments are shared and consulted on via our existing governance arrangements with

- Homes for Haringey Board
- Audit and Risk Committee
- Overview and Scrutiny Committee
- Etc.

**7.2.** Furthermore, we are committed to work closely with Haringey Council. We ensure Commissioning team are periodically updated on progress and involved in discussions.

### Fire Safety Communication Plan

The Fire Safety Communication Strategy is supported by the below Fire Safety Communication Plan to deliver consistent fire safety message/information internally and externally through a range of communication channels.

#### INTERNAL

	<b>Issue</b>	<b>Action</b>	<b>Responsible team/person</b>
<b>1</b>	Ensure that all HFH officers have an easy access to fire safety information and are empowered to provide a consistent message on fire safety queries.	<p>Ensure and periodically review the information available on internal HFH website is up to date, including relevant policies, procedures, FAQ, technical information, etc.</p> <p>Ensure that relevant officers received training and information.</p>	<p>Fire Safety Team Comms Team</p> <p>Learning and Development Team</p>
<b>2</b>	Uniformity of approach and a consistent message within HFH	<p>Ensure and periodically review policies and procedures:</p> <ul style="list-style-type: none"> <li>• Clear Communal Areas Policy</li> <li>• Mobility scooters</li> <li>• Security Grilles and Gates</li> <li>• Hoarding</li> </ul>	<p>Estates and Neighbourhood Improvement Team Tenancy Services</p>
<b>3</b>	Provision of Fire Safety information to staff	Fire safety information relevant to specific properties or property types must be readily available at central location.	Fire Safety Team

**EXTERNAL**

	<b>Issue</b>	<b>Action</b>	<b>Responsible team/person</b>
<b>4</b>	Fire safety information available within the HFH website is easy to find and located in one dedicated area	<p>Ensure and periodically review information on the website: Advice to households, including information on electrical appliance safety and advice to improve fire safety awareness</p> <p>Specific fire safety advice for residents in flats/blocks Information on residents' duties and responsibilities in relation to fire safety should be displayed.</p> <p>Ensure links to other sources of information are available, e.g. LFB website, Gov.uk</p>	<p>Fire Safety Team Comms Team Estate Services Team</p>
<b>5</b>	Provide up to date fire safety information at sign ups/tenancy visits	<p>Ensure that all new residents and receive the current fire safety information.</p> <p>Existing residents should receive updated information at tenancy checks/visits.</p>	<p>Voids team Tenancy Services Fire safety team</p>
<b>6</b>	Residents need to understand the importance of fire safety	<p>Periodic fire safety messages included in means of communication to residents:</p> <ul style="list-style-type: none"> <li>• Website</li> <li>• Twitter</li> <li>• E-newsletter</li> <li>• Homes Zone</li> <li>• Estate Safety days</li> <li>• Standard fire safety notices for estate noticeboards</li> </ul>	<p>Comms team Fire Safety Team Resident Engagement Team</p>

		<ul style="list-style-type: none"> <li>• Posters displayed in front-line offices</li> <li>• Leaflets, etc.</li> </ul>	
<b>7</b>	Additional support for tenants/residents living with increased fire risk due to personal health issues and other vulnerabilities	<p>Ensure systems are in place to flag and identify vulnerable groups or individuals most at risk from a range of issues including fire safety.</p> <p>Annual inspections of sheltered housing blocks, high rise and hostels.</p> <p>Provide a tailored fire safety advice to vulnerable residents including a home Fire Safety Visit by LFB, completion of PCFRA to new residents and periodic review of existing PCFRAs.</p>	<p>Tenancy Services Support and Wellbeing Service</p> <p>Fire Safety Team</p> <p>Tenancy Services Voids team Support and Wellbeing Service</p>
<b>8</b>	All residents have means of getting an access to fire safety information	<p>Ensure all residents have access to a range of communication channels for 'on-demand' fire safety information</p> <ul style="list-style-type: none"> <li>• HFH website</li> <li>• Social media</li> <li>• Contact details for Fire Safety Team</li> <li>• Feedback/complaints</li> <li>• Call centre</li> </ul>	<p>Fire Safety Team Feedback team Comms Team Call centre</p>

**Report for:** Overview and Scrutiny Committee – 12 March 2020

**Title:** Scrutiny Review on Blue Badges

**Report authorised by:** Cllr Jogee, Chair of Environment and Community Safety Scrutiny Panel

**Lead Officer:** Philip Slawther, 020 8489 2957 [philip.slawther2@haringey.gov.uk](mailto:philip.slawther2@haringey.gov.uk)

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

- 1.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:
- (a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
  - (b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
  - (c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.
- 1.2 In this context, the Overview and Scrutiny Committee on 30 April 2019 agreed to set up a review project to look at Blue Badges and how the Council could support better access to parking for people with disabilities.

## 2. Cabinet Member Introduction

N/A

## 3. Recommendations

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

## 4. Reasons for decision

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

**5. Alternative options considered**

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

**6. Background information**

- 6.1 The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.7 of the report.

**7. Contribution to strategic outcomes**

- 7.1 This review relates to Outcome 7 of the Borough Plan: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities.

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

**Finance and Procurement**

- 8.1 In September 2019 Cabinet approved the Blue Badge and Disabled Bay Operational Review, this enabled the introduction of dedicated disabled bays and change in eligibility criteria for disabled bays and to delegate authority in consultation with relevant cabinet member to make operational and policy changes.

- 8.2 Cabinet were also asked to note changes to the eligibility criteria for Blue Badges as set by the Department for Transport. this included Entitlement without further assessment (automatic entitlement) for the following individuals:-

- Receives the Higher Rate of the Mobility Component of the Disability Living Allowance; or
- Score 8 points or more under the “moving around” activity of awarded a lump the mobility component of Personal Independence Payment (PIP); or
- Receives the mobility component of PIP and has obtained 10 points specifically for Descriptor E under the “planning and following journeys” activity, on the grounds that they are unable to undertake any journey because it would cause them overwhelming psychological distress; or
- Is registered blind (severely sight impaired); or
- Receives a War Pensioner's Mobility Supplement (WPMS); or
- Has been both sum benefit at tariffs 1-8 of the Armed Forces Compensation Scheme and certified as having an enduring and substantial disability which causes inability to walk or very considerable difficulty in walking.

Or

Entitlement subject to further assessment

- A person who drives a vehicle regularly, has a severe disability in both arms and is unable to operate, or has considerable difficulty in operating, all or some types of parking meter; or
- A person who has been certified by an expert assessor as having an enduring and substantial disability which causes them, during the course of a journey, to:
  1. Be unable to walk;
  2. Experience very considerable difficulty whilst walking, which may include very considerable psychological distress; or
  3. Be at risk of serious harm when walking; or pose, when walking, a risk of serious harm to any other person.

8.3 This included recognising hidden disabilities' extending the concession to those with Dementia, Autism and ADHT.

8.4 Funds have been identified to implement these changes and the capital works are included in the Capital programme.

8.5 Paragraph 21 discusses the prospect of commissioning additional providers to carry out assessments, however the current arrangements are that Whittington Trust provide this service to the Council free of charge. Therefore any additional provision would have budgetary implications which would need to be considered

**Legal**

8.6 Under Section 9F Local Government Act 2000 ("The Act"), Overview and Scrutiny Committee have the powers to to make reports or recommendations to the executive – the Cabinet - with respect to the discharge of its functions, or on matters which affect the authority's area or the inhabitants of its area.

8.7 There is no specific statutory obligation on the Council to provide disabled parking bays (designated or otherwise). It has the discretion and the statutory power to do so however, through the making of Traffic Management Orders (TMOs) under the Road Traffic Regulation Act 1984 (RTRA).

8.8 This provision is an executive function.

8.9 In making such TMOs to introduce dedicated Disabled Parking Bays, the Council must follow statutory procedures including as to consultation. Eligibility criteria for applications for Disabled Parking Bays are set by the Council.

8.10 "Blue badge fraud" takes a number of forms, from outright forgery via theft to misuse by the person entitled to it or their associates.

8.11 Further legal implications appear in the body of the report.

**Equality**

- 8.9 Disabled people are protected under the Public Sector Equality Duty (PSED). Better access to disabled parking services can advance equality of opportunity. A equalities impact assessment would be carried out if the proposals proceeds to Cabinet

**9. Use of Appendices**

Appendix A: Draft report of Scrutiny Review on Blue Badges and Supporting Better Access to Parking for People with Disabilities.

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

N/A



# Scrutiny Review: Blue Badges and Supporting Better Access to Parking for Disabled People

**A Scrutiny Review by the Environment and Community Safety Scrutiny Panel  
2019/20**

<b>Panel Membership</b>	Cllr Adam Jogee (Chair)
	Cllr Eldridge Culverwell
	Cllr Barbara Blake
	Cllr Peray Ahmet
	Cllr Julie Davies
	Cllr Julia Ogiehor
	Cllr Scott Emery
	Ian Sygrave (Co-opted member)

Support Officer: Philip Slawther, Principal Committee Coordinator  
[Philip.slawther2@haringey.gov.uk](mailto:Philip.slawther2@haringey.gov.uk)  
0208 489 2957

<b>Contents:</b>	<b>page</b>
Chairs Foreword	3
Recommendations	5
1. Background	8
2. Introduction	11
3. Dedicated Disabled Bays	15
4. Applying for and Renewing a Blue Badge	18
5. Enforcement and Blue Badge related crime.	24
6. Correspondence and Communication	29
7. Assessments for Discretionary Blue Badge Applications	33

## **CHAIR'S FOREWORD**

The remit of the Environment and Community Safety Scrutiny Panel is such that the options for reviews to focus on, issues to unpick and policies to test are almost innumerable. As Chair, working with my colleagues, I wanted to ensure that we focused on issues of importance to the community, issues that affected the lives of our people and issues where we could deliver real change. That vision remains my priority and will do so every day I serve as a Councillor here in the London Borough of Haringey.

There are many responsibilities of the Council to the people who live, learn and work in our community. Among those important responsibilities to the people of Haringey is the fight to ensure that our Borough – east and west – is accessible, inclusive, safe and welcoming.

Those aims and objectives underpin why we chose to look at the issue of disabled bays and Blue Badges. The application process, used by many residents in our Borough, have long been inefficient, inaccessible and in some cases, not fit for purpose. A Cabinet level decision was made in early 2019 to review a range of parking related issues in line with the new Transport Strategy. Our panel wanted to play our part and engaged with the review in as open and reflective a way as possible. At a meeting of our panel in April 2019, we heard from members of the public, officers of the council, relevant stakeholders and many others that action was needed on disabled bays and blue badges.

Since then, we have met with and seen first hand the processes and structures in London Boroughs across our capital city. We have brought residents into the Council to share their experiences, to explain their thoughts and to work together to develop a set of recommendations that will deliver real and meaningful change. And we have met with representatives of community organisations, disability charities and other bodies relevant to this matter.

The Panel is grateful to the Cabinet Member for taking the time and effort to listen to our deliberations and work constructively with us over recent weeks and months. The progress made on dedicated disabled bays that went to Cabinet in September 2019 is the first step to delivering real change and we will continue to monitor this important area in the coming weeks and months.

The real change proposed in our review will lead to a better deal for disabled people, and those who require assistance with their mobility, so that they are able to go about their day-to-day life without obstruction or inconvenience. This is an important report that deserves to be taken seriously and we have put together a set of recommendations that I hope will receive full support from the Cabinet.

I would like to thank Philip Slawther, our Clerk, for his work and support. Those thanks are extended to all the officers here at the London Borough of Haringey who have assisted us from the start of the process to the publication of this review.

Lastly, I would like to thank my colleagues on the Panel. It has been a useful, interesting, challenging and motivating experience and I am grateful to Cllr Eldridge

Culverwell, Cllr Scott Emery, Cllr Barbara Blake, Cllr Peray Ahmet, Cllr Julie Davies, Cllr Julie Ogiehor and Ian Sygrave for their individual, and combined, contribution.

Councillor Adam Jogee

Labour Member for Hornsey

Chair, Environment and Community Safety Scrutiny Panel

## **RECOMMENDATIONS:**

1. Cabinet to give consideration as to how future Scrutiny Reviews could be best supported and common timelines agreed that allow Scrutiny to carry out its investigative work fully.

### **Disabled Bays and Provision of Dedicated Disabled Bays**

2. That Cabinet undertake to monitor the implementation and conversion of dedicated disabled bays going forward, with particular focus on the impact on the overall availability and distribution of disabled parking bays.
3. That Cabinet reconsider the eligibility criteria for disabled bays and the use of automatic entitlement based upon whether the person is in receipt of higher rate/enhanced rate benefit payments.

### **Applying for and renewing a Blue Badge**

4. That Cabinet undertake to explore ways of ensuring that online payments can be made for Blue Badges. At present the £10 administration fee can only be paid via cheque which causes unnecessary delays. This may require engaging with the DfT and seeking changes to the government website. It is suggested that Local Members of Parliament could be engaged on this issue and their influence sought.
5. That provision be put in place for Blue Badge applicants to be able to speak to the Concessionary Travel team directly.
6. That Cabinet explore ways in order to make the process of applying, renewing and being assessed for a Blue Badge more streamlined and less disjointed. Specifically, the Panel would like Cabinet to consider:
  - Whether regular updates could be provided to applicants on the status of their application?
  - Whether this could be automated?
  - Ensuring that applicants can upload documents online.
  - That provision of an automatic renewal reminder email/letter to Blue Badge holders at the appropriate point, be explored?
7. That the Cabinet Member should have a greater oversight of the overall process from start to finish. The Cabinet Member should receive regular performance monitoring updates from the different areas and an action plan should be developed to improve monitoring and ensure delays are minimised.
8. That the Cabinet Member undertake to arrange a quarterly strategic partnership forum with key stakeholders, including the Council, the Whittington, Police and DfT to ensure that the overall journey is streamlined and made more accessible. This

would also provide a partnership forum to address Blue Badge related crime as per Recommendation 11.

### **Enforcement and Blue Badge Related Crime.**

9. That the Council should prioritise tougher enforcement of Blue Badge fraud in order to ensure that those with genuine mobility issues are able to use their vehicles. Training should be provided for Enforcement officers and processes put in place so that any Blue Badge identified by a CEO was inspected and the badge holders' details cross referenced with the back office for possible misuse. The Panel heard evidence from Bromley that this could take as little as 30 seconds.
10. Consideration should be given to how the Council, working with police and partners, could support the rollout of theft prevention devices for Blue Badges. The Panel received evidence that these were particularly effective and cost between £30 & £40. Cabinet should consider whether providing these was cheaper than the administration costs associated with replacing a stolen Blue Badge.
11. That the Council works closely with the police to reduce proliferation of Blue Badge related crime. The Panel received evidence that Blue Badge theft from vehicles has risen over 600% in the last three years. It is suggested that the Community Safety Partnership could examine this issue as part of its work programme for 2020/21.
12. That the Council explores the feasibility of issuing virtual permits instead of Companion Badges. Cabinet should also ensure that provision of paper applications is retained on some level in order to ensure residents without access to IT are not unduly disadvantaged.
13. The Cabinet Member should engage with other Boroughs that have implemented virtual permits to see what lessons can be learnt. Engagement should also be sought with the Mayor's Office and London Councils to encourage adoption at a pan-London level and explore the feasibility of having a more integrated system across London.

### **Correspondence and Communications**

14. That a commitment is given that the Council will carry out a review of the letters and communications that it sends to residents to ensure that they are clear, courteous and without the use of intimidating language.
15. That the Council implement provision for residents to report disabled bays that were no longer in use and that processes are put in place for adequate monitoring of disabled bays and whether they were being used. Once a bay is identified as being unused there should be a clear timeline for its removal. A campaign should

be launched through Haringey People and our website to “report an unused disabled bay”.

16. That the Council should send out a booklet of key information to residents as soon as they are assessed as needing a Blue Badge.
17. That the Council explore ways in which an automatic reminder could be issued, along with the existing information given to the next of kin, to cancel a Blue Badge when a death is registered.
18. A communications campaign should be implemented across the Blue Badge agenda which clearly sets out the Council’s enforcement message. It is suggested that disability access representatives and the Council’s Equalities Steering Group should be involved in developing this campaign and that consideration should be given to highlighting awareness around the fact that not all disabilities are visible.

### **Health Assessments for Blue Badges**

19. That consideration should be given on to how to minimise delays within the assessment process, including ensuring that assessment bundles can be transferred to Stuart Crescent electronically.
20. It is recommended that, the Council should work with Stuart Crescent Health Centre to ensure that the current 5 minute deadline for late arrivals was extended and a greater degree of flexibility afforded to applicants, given the mobility levels of the people being assessed and the lack of available parking facilities. Cabinet should work with the Whittington Trust to ensure that residents were provided with an alternative date when an appointment was missed.
21. That Cabinet ensures that monitoring of the current 23 day timescale for applications to be processed is undertaken. That Cabinet also explores recommissioning of the current contract to provide assessments for discretionary Blue Badge applications as it was last done over 10 years ago. The Panel recommends that consideration is given to commissioning additional providers for the assessment process for greater flexibility and distribution across the borough. The Council should explore ways of ensuring that that residents have a choice of which centre they attend and that there is some provision in the west of the Borough as well as in Tottenham. The Panel suggests that recommissioning this service could potentially provide an opportunity to speed up the assessment process and minimise delays.

## 1. Background

### *Introduction*

- 1.1 The Panel were approached by the then Cabinet Member for Environment and the Interim AD for Environment and Neighbourhoods, who outlined proposals for the service to review a range of parking related issues in line with the Transport Strategy. The Parking Service were looking at updating a range of policies and operational practices as part of this. The impetus was a combination of a widening of existing Blue Badge eligibility criteria and opportunities arising from a scheduled upgrade to the Council's Civica IT system for parking, which would support additional online payment opportunities and maximise recovery of income from Parking Control Notices (PCNs). As part of this programme of work, it was felt that there were a number of opportunities for Scrutiny to be involved in a policy development role. Most Scrutiny Reviews are retrospective in nature and the Panel welcomed the opportunity to feed into an emerging policy area.
- 1.2 At its meeting on 30<sup>th</sup> April 2019, the Overview and Scrutiny Committee agreed to set up a review that looked into how the Council could provide better access to disabled parking services, with a particular focus on Blue Badge provision. During the Scrutiny Panel meeting on the 8<sup>th</sup> April 2019 the Panel undertook a discussion around parking services and some of the barriers faced by disabled people in accessing these services. The Panel heard from members of the public, majority and minority group Councillors and the Cabinet Member on this issue. The Panel received evidence that the process of getting a Blue Badge could be long and involve dealing a number of different agencies. This evidence reinforced some of the concerns that the Panel Members had come across through their individual surgeries and case work. Following the discussion at the April meeting of the Environment and Community Safety Panel, it was felt that there was a real need for a review of current processes and scope to make recommendations on how these could be improved.
- 1.3 One of the key issues that was highlighted at this stage was around the problems that some residents had experienced with getting a replacement Blue Badge in the eventuality that it was either lost or stolen. The Panel were keen to understand what could be done to speed this process up. Throughout the evidence gathering process for this review it was made clear that for many residents, having a Blue Badge, and the improved accessibility it afforded, could be life changing. The Panel were keen to hear from a range of stakeholders to better understand the problems that existed and evaluate where improvements could be made.

### *Scrutiny and Cabinet*

- 1.4 Following Annual Council in May 2019, the portfolio holder for parking services changed and the Cabinet Member for Neighbourhoods became responsible for this area. The Cabinet Member for Neighbourhoods had given evidence to the Scrutiny Review and was engaged with the issue from the outset. The Panel would like to thank the Cabinet Member for Neighbourhoods for her contribution

to this review, both as a backbencher and as the Cabinet Member and the level of support and enthusiasm that she has showed towards the issues raised.

- 1.5 Following a number of the evidence gathering sessions, the Cabinet Member made clear that she was keen to progress some of the issues that had been identified and was concerned that the scrutiny process was taking longer than she would have ideally liked. At this juncture the Cabinet Member took a decision that, rather than wait for the conclusion of the Scrutiny Review, she would seek to bring an initial phase of service improvements through the Council's Cabinet and that the recommendations of the Scrutiny Review would help inform subsequent stages of the wider operational review. The initial phase of changes to existing service provision were focused on the introduction of a dedicated disabled bay scheme and a upgrade to the Civica Parking Management IT System to underpin further improvements to the parking infrastructure in the future.
- 1.6 The Panel are aware that some of the proposals were time sensitive, particularly in respect of the expiry of the existing Civica contract. The Panel also recognise that this is a long-term process and that the reports that went to Cabinet in September 2019 set out the wider strategy and vision for the years ahead. The Panel understands the Cabinet Member's desire to bring about improvements and do to do so within a defined time period, but believe that the introduction of dedicated disabled bays was done without the Scrutiny Panel having completed its review of this scheme and without adequate opportunity to speak to other boroughs that had introduced similar schemes. The scheme has a cost implication to the Council and the Panel would have liked further opportunity to assure itself of the merits of introducing a dedicated a disabled bay scheme and to understand how and where this has been successful.
- 1.7 The Panel would like to see a close working relationship between Cabinet and Scrutiny and that both elements continue to explore opportunities to work in conjunction with one another and that there is a continued role for, and involvement in, policy development for Scrutiny.

***Recommendation:***

**That Cabinet give consideration as to how future Scrutiny Reviews could be best supported and common timelines agreed that allow Scrutiny to carry out its investigative work fully.**

*Aims of the Review*

- 1.8 The Panel was mindful that that parking is a complex and wide ranging policy area. It was felt that the review was most likely to be effective if it focussed on Blue Badges as this was a vital area of parking policy for those with disabilities and could be a life line for vulnerable residents who relied on the independence and ability to undertake day-to-day tasks that it affords. The Scrutiny Review also looked into the issue of dedicated disabled parking bays and whether these should be offered to residents.

1.9 The review aimed to establish:

- What are residents' experiences of accessing and using a Blue Badge?
- How can the process of issuing Blue Badges and replacement Blue Badges be improved? What, if any, are the delays involved in the process?
- What is the current process around issuing of companion Blue Badges and the barriers involved;
- Should the Council offer designated disabled parking bays;
- How Haringey compares with other local authorities and what can be learned from their experiences;
- How could improvements be made to the written correspondence received by residents in relation to disabled parking services and Blue Badges;

*Scope/Terms of Reference*

1.10 The terms of reference for the review were as follows:

“To consider and make recommendations to Cabinet on what barriers exist in getting and using a Blue Badge? What are the experiences of disabled service users in accessing parking services, particularly Blue Badges and how and where improvements can be made?”

*Sources of Evidence:*

1.11 Sources of evidence were:

- Experience of residents and service users.
- Relevant data sources, including information on current Council processes and procedures.
- Research information.
- Performance information.
- Interviews with relevant key Council officers
- Disability access groups and voluntary sector organisations such as Disabled Motoring UK and Transport for All.<sup>1</sup>
- Best practice within the sector

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

*Membership*

1.13 The membership of the Panel is as follows:

Councillors: Adam Jogee (Chair), Peray Ahmet, Julie Davies, Eldridge Culverwell, Barbara Blake, Scott Emery & Julia Ogiehor.  
Co-opted Members: Ian Sygrave (Chair of Haringey Association of

---

<sup>1</sup> Transport for All were initially keen to be involved in the process but subsequently declined our invitation to give evidence.

Neighbourhood Watches).

## 2. Introduction

- 2.1 There are around 2500 Blue Badge applications and renewals a year in Haringey and approximately 2800 disabled bays. There are around 250 applications received a year and Parking Services introduce 50 new bays and remove 20 redundant bays every 3 months. Haringey offers a Companion Badge that can be used instead of the Blue Badge and was brought in to reduce Blue Badge theft. Disabled drivers are able to park using a Blue Badge or a Companion Badge. However, the Blue Badge is valid for use across the UK, whilst the Companion Badge is only valid within Haringey. Blue Badge holders and Companion badge holders are permitted to park in all permit and shared use bays and on yellow lines for up three hours and free of charge. A Blue Badge is issued for three years before a renewal is required.
- 2.2 The process of applying for a Blue Badge is done through a government website. In Haringey residents can also make a paper based application through the Customer Service Centres. Haringey Customer Services also offer Digital Assistance for residents at its Customer Service Centre, which was originally set up to assist with Universal Credit applications but is being extended to all online transactions in support of the FOBO programme.
- 2.3 Applications for Blue Badges, either online or via a paper application, are assessed by Haringey Customer Services staff. Applicants are deemed to be eligible for automatic entitlement based on set criteria which, if met and payment is received, will result in a Blue Badge being processed on that day and the DfT usually issuing the badge within 7 working days. Including postage and delivery, this process can take up to 10 working days. If the applicant does not meet the automatic criteria then their application is considered discretionary and further evidence is requested or a physical assessment of their mobility is undertaken.
- 2.4 The criteria for Blue Badge eligibility is set externally by the Department for Transport and is not something the Council has control over. All boroughs use this criteria for Blue Badge applications. Local authorities are, however, responsible for organising the assessment for discretionary applications, based on DfT criteria, as well as the day-to-day administration and enforcement of Blue Badge schemes.

Blue Badge eligibility as set by the DfT<sup>2</sup> is based on:

---

<sup>2</sup> <https://www.gov.uk/government/publications/blue-badge-can-i-get-one/can-i-get-a-blue-badge>

a) Entitlement without further assessment if at least one of the following applies (automatic entitlement):

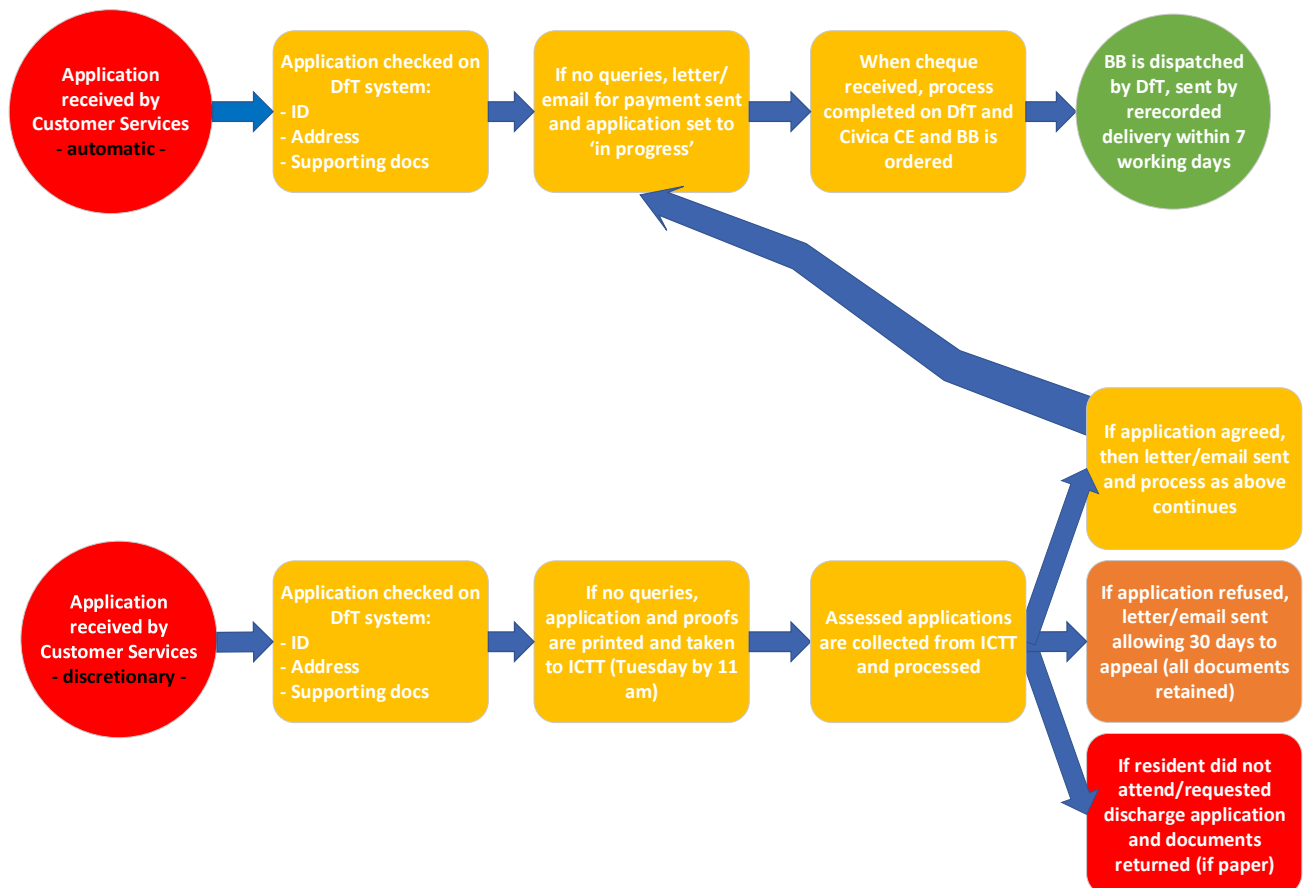
- In receipt of the higher rate of the mobility component of the Disability Living Allowance (DLA).
- In receipt of Personal Independence Payment (PIP) because you can't walk more than 50 metres (a score of 8 points or more under the 'moving around' activity of the mobility component).
- Registered blind (severely sight impaired).
- In receipt of a War Pensioner's Mobility Supplement.
- Receives a lump sum benefit within tariff levels 1-8 of the Armed Forces and Reserve Forces (Compensation) Scheme and have been certified as having a permanent and substantial disability which causes inability to walk or very considerable difficulty in walking.
- In receipt of the mobility component of PIP and have obtained 10 points specifically for descriptor E under the 'planning and following journeys' activity, on the grounds that you are unable to undertake any journey because it would cause you overwhelming psychological distress.

Or

b) Entitlement subject to further assessment. This is determined based on evidence and assessment. The DfT set out the following criteria:

- A person is unable to walk at all.
- A person is unable to walk without help from someone else or using mobility aids.
- A person finds walking very difficult due to pain, breathlessness or the time it takes.
- Walking is dangerous to their health and safety.
- A person has a terminal illness, which means they are unable to walk or find walking very difficult and have a DS1500 form.
- A person has a severe disability in both arms and drives regularly, but cannot operate pay-and-display parking machines.
- A person with a child under the age of 3 with a medical condition that means the child always needs to be accompanied by bulky medical equipment.
- A person with a child under the age of 3 with a medical condition that means the child must always be kept near a vehicle in case they need emergency medical treatment.
- A person struggles severely to plan or follow a journey.
- A person finds it difficult or impossible to control their actions and lack awareness of the impact they could have on others.
- A person regularly experiences intense and overwhelming responses to situations causing temporary loss of behavioral control.

2.5 Table 1. Application Process in Haringey for a Blue Badge - Automatic versus Discretionary process.\*



\*Discretionary assessments are carried out by Integrated Community Therapy Team (ICTT), which is part of the Whittington Trust.

### *Changes to the Blue Badge Scheme in June 2019*

2.6 On 15<sup>th</sup> June 2019 the government released new guidance on Blue Badges which included changes to the eligibility criteria. These changes then came into force from 30<sup>th</sup> August 2019. Blue Badge eligibility criteria was extended to include hidden disabilities and includes people who are unable to walk as part of a journey without considerable psychological distress or the risk of serious harm. The expanded scheme coincided with the launch of a new task force to toughen up enforcement of the scheme and prevent misuse. To date, very little progress seems to have been made in relation to this task force.

2.7 In announcing the new guidance, the government set out that this was the biggest change to the scheme since its creation in the 1970s. The Panel received evidence from DMUK that a significant uptake in Badges was anticipated as a result of these changes. A funding pot of £1.7m was set up by the government to help councils with the expected increase in applications.

However the funding is only available in the in the first year of the programme. If the expected uptake in applications is sustained over longer period, Cabinet may need to consider additional funding to support this.

### 3 Dedicated Disabled Bays

#### *Dedicated Disabled Bays*

- 3.1 Cabinet adopted dedicated disabled bays at its meeting on 10<sup>th</sup> September 2019. All new disabled parking bays that the Council installs, at the request of residents, as of January 2020 are for the sole use of the applicant. Each bay will be marked by an identifying number, which corresponds to the user's permit. If a non-permitted Blue Badge holder uses this bay then they will be liable to receive a Penalty Charge Notice (PCN). Residents will also be able to submit an application to have their existing disabled bay converted into a dedicated bay. The Council's Disabled Parking Place Policy sets out that the Council will continue to install Disabled Parking Bays in town centres and other places of interest that can be used by any holder of a Blue Badge.<sup>3</sup>
- 3.2 The Panel received significant evidence from a range of contributors as to the importance that access to parking can make to people with disabilities in allowing them to park near their home or place of work. Access to disabled parking ensures that residents with disabilities are able to use their vehicle to undertake a range of day-to-day activities. Conversely, without access to parking many residents are fearful of going out and using their vehicle for fear that they will be unable to park upon their return. For those with significantly reduced mobility and a diminished capacity to walk even short distances unaided, this is a source of significant anxiety. The importance of a Blue Badge and access to parking on the health and wellbeing of users should not be underestimated and a number of those who gave evidence to panel characterised it as an essential part of their lives.
- 3.3 The evidence we received from Disability Motoring UK set out very clearly that one of the main concerns for disabled motorists was around a lack of enforcement and lack of available parking. The vast majority of Blue Badge holders respect the scheme and use their badges appropriately. However, with the introduction of more lenient eligibility criteria for Blue Badges by the DfT in August 2019, it is anticipated that the demand on existing disabled bays would increase significantly. This additional pressure is likely to be exacerbated in London by sustained population growth. The Panel also received evidence that when marking out disabled bays authorities needed to be mindful of the additional room required by vehicles with a disability ramp and that the of placing more than two bays in a line should be avoided for this reason.
- 3.4 Overall, the Panel broadly welcomes the introduction of dedicated disabled bays and is cognisant of the impact these may have on the quality of life for an individual Blue Badge user. However, the Panel is also concerned that the ongoing conversion of disabled bays to be used by a specific person at a specific location will have a significant effect on the overall availability of disabled bays across the borough. Given the increasing demand pressures expected on disabled bays and parking spaces in general, the Panel is concerned that the

---

<sup>3</sup> <https://www.haringey.gov.uk/sites/haringeygovuk/files/disabled-parking-place-policy.pdf>

move to dedicated disabled bays will place additional strain on a limited resource. A Blue Badge holder may be able to park their car outside their residence but they will also need available parking at the other end of their journey. The Panel notes the adoption of an 'Opt-in' approach, partly in response to similar concerns, but feels that most users will seek to utilise this service once it becomes widely known.

***Recommendation:***

**That Cabinet undertake to monitor the implementation and conversion of dedicated disabled bays going forward, with a particular focus on its impact on the overall availability and distribution of disabled parking bays.**

*Appeals Process*

- 3.5 The Panel welcomes the adoption of an appeals process for rejected disabled bays and some of the evidence it received during this Scrutiny Review related to the lack of an appeals process and a perception that the process could feel arbitrary. There was also a general lack of understanding from residents on the rules and criteria behind disabled bays and why, if you had a Blue Badge, you we're automatically entitled to a disabled bay. The Panel noted concerns about a lack of joined-up thinking on Blue Badges and disabled bays. There was a feeling among some of the contributors to this review that the process for applying for a disabled bay should be made easier, given the amount of evidence required when applying for a Blue Badge.

*Disabled Bay Eligibility Criteria*

- 3.6 Eligibility criteria for disabled bays is set by the Council but is based on the automatic entitlement for a Blue Badge set out in Paragraph 2.3 of this report. The Panel is broadly supportive of the Cabinet's decision to introduce an assessment process for those who do not qualify automatically, in as much as it is felt that criteria for automatic entitlement is not a suitable determinant on its own. The Panel is keenly aware of the fact that mobility should be a determining factor when it comes to eligibility for a disabled bay however, it is concerned by the fact that this is largely determined on receipt of enhanced rate disability benefits. The Panel are concerned that many people who require a disabled bay will not be in receipt of benefits and are also concerned about the age restriction for eligibility for PIP and the potential disadvantage that causes to those over the state pension age.
- 3.7 It is not felt that that the introduction of an assessment process similar to the one used for Blue Badges adequately addresses these concerns. Particularly as going through an assessment process will create additional delays to the application process as well as the additional time and resource pressures on already stretched services. The Panel feel that that the eligibility criteria should be amended so as not to be based on the extent to which a person receives benefits. Significant concerns exist about the government's handling of benefit

entitlement and the inherent unfairness of this system. The Panel does not feel sufficiently assured that the current arrangements provide the necessary safeguards to protect disabled residents who are not in receipt of benefits.

***Recommendation:***

**That Cabinet reconsider the eligibility criteria for disabled bays and the use of automatic entitlement based upon whether the person is in receipt of higher rate/enhanced rate benefit payments.**

## 4 Applying for and renewing a Blue Badge

### *Process/Online Applications*

4.1 When a resident contacts the Council about a Blue Badge the applicant is signposted to a government website in order to fill out an online application. The specific section of the gov.uk website that relates to Blue Badges is run by Northgate, an external supplier that the DfT have commissioned to manage this. In order to undertake the application process the following information is required:

- A recent digital photo showing their head and shoulders.
- A photo or scanned copy their:
  - Proof of identity (such as a birth certificate, passport or driving licence).
  - Proof of address (such as a Council Tax bill or government letter).
  - Proof of benefits (if you get any).
- The applicant also needs to provide:
  - National Insurance number.
  - Details of their current Blue Badge (if they're reapplying for a Blue Badge).

4.2 The Panel were pleased to hear from officers that residents could still make a paper application and that digital support in undertaking the online application was offered to residents at Customer Service Centres. The Panel felt strongly that paper applications need to be retained for those without access to IT or those without the requisite knowledge and skills to undertake an online application process and welcomed the assurances they received to that effect. The Panel broadly endorses a digital default approach and recognises that this is part of a wider reshaping of Customer Services through the FOBO programme, provided that this comes with the continued safeguard of paper copies being available as well.

4.3 The Council are responsible for the administration process of assessing eligibility and processing the application. As part of the online application process, applicants are requested to pay a £10 administration fee which goes to the Council to cover the cost of Customer Services staff processing and administering the Blue Badge. The £10 administration fee is the maximum allowed in England as set out in statute and the Panel received evidence that it was debatable whether £10 was sufficient to meet all of the costs of administering the badge.

4.4 The Panel were surprised to hear that the £10 administration fee for the application could only be done via cheque, which was made payable to the Council. It was felt that cheques were becoming increasingly obsolete and that this was entirely out of sync with having an online application process. A number of Panel Members remarked that they were unsure whether they even owned a

cheque book. The Panel also received evidence that the use of cheques to make the payments caused significant delays to the process.

- 4.5 The online system used for processing applications was commissioned by the DfT and the fact that applicants can't make online payments in support of their applications may be largely outside of the Council's control. The Panel heard evidence that the Council had previously used its own system for Blue Badge applications and that this had included the facility to make online payments. The decision to migrate to the DfT system was taken on the basis of greater functionality. Incidentally, the Panel was advised that, apart from the lack of online payments, the DfT system was a significant upgrade on the previous system and was much easier to use.
- 4.6 As part of the upgrade to Civica it is anticipated that there will be significant opportunity to improve the Council's service offer and make it more user-friendly. The Panel welcomes plans to improve systems to avoid duplication and allow IT systems to 'talk' to one another. It is hoped that this will reduce the number of times residents are asked to supply the same information to the Council and reduce costs. It is anticipated that this will make processing new badges and renewals quicker and much easier for residents. However, a fundamental part of this is developing online payments for Blue Badges. The Panel was advised that if the online application process took online payments, application that met the automatic criteria would take approximately 10 minutes to process and then 7 working days for the DfT to issue the badge.

***Recommendation:***

**That Cabinet undertake to explore ways of ensuring that online payments can be made for Blue Badges. At present the £10 administration fee can only be paid via cheque which causes unnecessary delays.**

**This may require engaging with the DfT and seeking changes to the government website. It is suggested that Local Members of Parliament could be engaged on this issue and their influence sought.**

*Improvements*

- 4.7 The Panel would like to see a process whereby Blue Badge applicants received regular updates on the status of their application and that this could be automated, so as to minimise the impact on staff resources. The application for a Blue Badge can take up to six weeks and it is anticipated that generating automatic updates on the status of applications would close the feedback loop to residents and also reduce pressure on the Council's Customer Services.
- 4.8 One of the recurring themes from the evidence that the Panel received was around a lack of joined up services when it came to applying for a Blue Badge. The fact that the process involves both Customer Services and the Concessionary Travel team within the Council, which in itself can involve multiple phone calls, emails and even visits to the Customer Service Centre, as well as

dealing with a DfT managed IT system and NHS primary care services is identified as a source of significant frustration for service users. The fact that the process involves dealing with multiple agencies leads to delays and applicants having to relay the same information several times. It also increases the likelihood of documents being lost in the system. The Panel feels that there is significant scope to improve joined-up working in this area and that in an ideal world this would all be managed by one agency.

- 4.9 The Panel received evidence that a number of residents had experienced a situation where a Blue Badge holder had reported their badge stolen and had applied for a replacement but had still received a PCN from a Civil Enforcement Officer (CEO). Residents also reported significant problems when it came to uploading documents as part of the online application process. Uploading photos was often straightforward, but attempts to upload documentary evidence were often unsuccessful. This could require phone calls to more than one department or agency to resolve. The applicant is usually directed to send the missing information to the local authority by post or in person. A further example of the disjointed nature of the process is the fact that the Haringey website states that the process takes up to six weeks whilst the gov.uk websites advised that this can take up to 12 weeks.
- 4.10 The Panel heard evidence from Brian Leveson, who is a local resident and the parent of a severely disabled child. Mr Leveson emphasised the importance to the quality of life for his family that the Blue Badge provided, as well as the fragmented nature of applying for the badge and a perception that each service/agency worked in silo. Mr Leveson set out that delays to the application process had a significant effect on his family, especially in the context of needing to attend regular hospital appointments. Mr Leveson was registered for Council Tax and with the SEND transport service, whilst his son was enrolled in a local school. Despite the authority holding all of the relevant information, Mr Leveson was still required to provide the information again when renewing the Blue Badge.
- 4.11 The Panel feels that the Council should be doing everything it can to remove obstacles for Blue Badge users but it was concerned that sometimes it seemed as though the Council was actually putting additional obstacles in the way. One example relayed to the Panel was of a resident having to attend the Customer Service Centre to deal with the a Blue Badge application in person only to be sent away as they did not have the full DLA letter from the DWP, despite the fact that it was only the first page that contained the relevant information.
- 4.12 The Panel heard evidence from Mr Leveson that in comparison to applying for other services, applying for a Blue Badge could be frustrating but that this was partly due to only having to do it every three years, so exposure to the process was limited. It also meant that the process could have changed since the last application. The Panel was advised that one of the main sources of frustration was not being able to speak to the concessionary travel team directly and having to go through Customer Services instead, as this caused delays and generated multiple contacts with the Council unnecessarily. The Panel feels that there should be some provision to speak to the Concessionary Travel team directly,

given the vulnerable nature of some of the applicants for Blue Badges and the impact delays can have.

***Recommendation:***

**That provision be put in place for Blue Badge applicants to be able to speak to the Concessionary Travel team directly.**

#### 4.13 *Badge Renewal*

The process for renewing a Blue Badge is largely the same as applying for the first time and the Panel notes that it is not necessary to resend the old badge away when applying for a replacement. During evidence gathering, a number of residents raised the issue of a lack of a reminder letter that a Blue Badge was due for renewal. The Panel heard evidence that there had not been a conscious decision to stop sending out reminder letters to residents. However, unlike the previous Bevis system, the system used by the DfT simply did not have the functionality to send out reminder letters automatically at present. The Panel were advised that the DfT system was still in development and had effectively been a beta site for some time. It was anticipated that the facility to generate reminder letters should be forthcoming. The Panel would like to see automatic reminder emails and letters sent out to Blue Badge holders.

#### Replacement Blue Badges

4.14 The Panel welcomed the fact that there was a specific process in place for reissuing Blue Badges that had been stolen. Badge holders were required to report the theft to the Police and provide a crime reference number. The badge would normally take 7 working days to issue. A number of people who spoke to the Panel as part of this review complained about the length of time that renewals and replacement Blue Badges took. The Panel advocates that the Council should look at ways to speed up the process and explore how lost or stolen Blue Badges could be turned around more quickly. The Panel hopes that the upgrade of the Parking Management IT system may facilitate this.

***Recommendation:***

**That Cabinet explore ways in order to make the process of applying, renewing and being assessed for, a Blue Badge more streamlined and less disjointed. Specifically, the Panel would like Cabinet to consider:**

- **Whether updates could be provided to applicants on the status of their application?**
- **Whether this could be automated?**
- **Ensuring that applicants can upload documents online.**
- **That provision of an automatic renewal reminder email/letter to Blue Badge holders at the appropriate point, be explored?**

- 4.15 Throughout the evidence gathering process, it was made clear to the Panel that one of the main concerns from Blue Badge users was around delays and the inherent difficulties involved in having to deal with more than one agency. It was also evident that the Council was the agency that bore the brunt of complaints and was largely held responsible when delays occurred. However, Customer Services process the vast majority of applications on the day they are received. In light of the perception and the fact that the authority has some leverage to try and improve the process, the Panel feel that the Council should take more of a hands-on approach to monitoring the overall journey of applications and ensure that there is a more integrated approach taken by all parties. It is felt that the Council is perhaps best placed to take a leading role on breaking down operational silos.
- 4.16 It is suggested that the Cabinet Member should undertake a piece of work to see what could be done around minimising delays and ensuring that the Council monitors the application process from start to finish. It is felt that bringing responsibility for the whole process under one person will facilitate improvements through a more robust monitoring process. The Panel would like to see the Cabinet Member receive regular performance monitoring updates as part of their portfolio. This will provide relevant data on where delays occur and allow us to better understand where further improvements could be made. Some of the data already exists such as that presented to the Panel by Customer Services. However, there are a number of stages in the process where performance is not collected. As an example, the Panel heard that Stuart Crescent did not collect data on missed appointments for the assessments visits. Missed appointments usually resulted in the application being sent back to the Council and delays occurring as a result.

***Recommendation:***

**That the Cabinet Member should have a greater oversight of the overall process from start to finish. The Cabinet Member should receive regular performance monitoring updates from the different areas and an action plan should be developed to improve monitoring and ensure delays are minimised.**

- 4.17 It is felt that there is a gap at the partnership level around monitoring this issue and that it would benefit from the development of a more co-ordinated multi-agency response. As well as the Cabinet Member looking at how they can take a greater role in monitoring the process as a whole, it is evident that the Council can't resolve this issue on its own and needs to work with partners to improve outcomes for service users. To that end, the Panel would like to see the Cabinet Member meet with key stakeholders on a quarterly basis as part of strategic partnership forum to ensure that the overall application process is done in a way that is joined-up and made more accessible. The Council has a number of partnership forums that it uses to develop a multi-agency response and it is felt that this could build on that network. It is suggested that the forum outlined could even be established on a time-limited basis.

4.18 The forum would likely be made up of Council representatives, health colleagues, police and the DfT. This would provide an additional level of accountability as well as a dedicated body to ensure that a more integrated and considered approach is taken. It is suggested that this would also provide an ideal forum for addressing Blue Badge related crime. The Panel feels that this is a major concern and one that requires a partnership level response.

***Recommendation:***

**That the Cabinet Member undertake to arrange a quarterly strategic partnership forum with key stakeholders, including the Council, the Whittington, Police and DfT to ensure that the overall journey is streamlined and made more accessible. This would also provide a partnership forum to address Blue Badge related crime as per recommendation 11.**

## 5 Enforcement and Blue Badge Related Crime

5.1 The Panel received a significant amount of evidence around the rise of Blue Badge related crime as well as a rise in the misuse of Blue Badges. A stolen Blue Badge could be worth a reasonable amount of money given that Blue Badge holders can often park free of charge and free from parking restrictions, such as disabled bays or yellow lines. Nationally, Blue Badge theft from vehicles has risen over 600% in the last three years. As the perceived value of a Blue Badge has increased (especially with an ever increasing pressure on London's parking infrastructure), there has been a rise in the number of fraudulent Blue Badges in circulation. The Blue Badge scheme operates across 27 different EU states (plus the UK) and their design can vary from country to country. This provides significant scope for forgery, particularly in the context of the fact that the Badges could be in one of 20 plus languages.

### *Enforcement*

5.2 Disabled Motoring UK advised the Panel that the largest amount of complaints they received from Blue Badge holders were around a lack of enforcement of the scheme and the consequent impact on availability of parking spaces and a fear of negative perceptions towards 'genuine' Blue Badge holders. Concerns were also noted that without a proactive enforcement approach, this could lead to members of the public taking it on themselves to police the system and the inherent risks of a rise in vigilantism.

5.3 The Panel considered that Blue Badge abuse and misuse is rising due to a number of factors:

- Lack of enforcement
- Lack of understanding of the rules for the scheme (such as Badge holders allowing family members to use their badge).
- Failure to return Badges, such as when a family member passes away.
- A rise in the number of Blue Badges being used from other EU countries fraudulently.

5.4 A number of Local Authorities have undertaken various schemes for tackling Blue Badge abuse, ranging from increased enforcement patrols, encouraging the reporting of misuse, communications campaigns and improvements to technology and IT systems. During this Review the Panel visited the London Borough of Bromley to hear from officers from their shared parking service (Bromley and Bexley) about the adoption of a zero tolerance approach to Blue Badge misuse. This came about as a result of concerns from local residents and Blue Badge holders about widespread misuse of Blue Badges in the Borough and it has been up and running for around two and a half years to date.

5.5 The scheme involves providing additional training for Civil Enforcement Officers (CEOs) and encouraging them to inspect any Blue Badge they come across during the course of their duties and cross referencing the numerical information on the Badge with information held on the badge holder, such as name and

D.O.B. (as well as the person who was observed using it). The CEO would call up the back office to check with the team for possible misuse and then if anything was considered out of place an investigation would be carried out by the back office. This would usually involve telephoning the registered Blue Badge holder and asking if they were using the badge at the time. Prosecution would depend on whether officers could prove misuse, through the CEO witnessing it or through CCTV footage, for example. We received evidence that the GLC General Powers Act 1972 provides Local Authorities with the ability to request disclosure of the drivers' details and if they failed to provide those, the Local Authority is able to prosecute the registered keeper.

- 5.6 Bromley estimates that around 90% of misuse is carried out by family members. One of the other issues identified was around the fact that it was relatively easy to get a replacement Blue Badge and the original could then often be found again, increasing the number in circulation. A replacement Blue Badge is not marked as a replacement and it is not possible to tell just by looking at the badge. In both instances, it was only when the CEO checked with the back-office that possible misuse could be identified. Bromley also outlined a number of examples of where Blue Badge fraud was symptomatic of wider fraudulent behaviour or criminality; including cases where the investigation also led to instances of housing benefit fraud and illegal sub-letting of a property being identified.
- 5.7 In addition to the enforcement element, a number of communications activities were undertaken as part of the zero-tolerance approach in Bromley, including press releases of successful prosecutions and newsletters to Blue Badge holders to publicise the zero tolerance approach. Bromley also introduced a poster campaign in car parks warning drivers of the risk of prosecution and the likely fines imposed. It was reported to the Panel that, overall the scheme had been overwhelmingly successful and had a positive effect on behaviour change as well as generating the Local Authority significant amount of goodwill and positive press coverage. The scheme was overwhelmingly popular with residents and Blue Badge holders. The naming and shaming of offenders was also well received. Bromley are in the process of expanding the scheme to include an anti-idling campaign, outside local schools.

***Recommendation:***

**That the Council should prioritise tougher enforcement of Blue Badge fraud in order to ensure that those with genuine mobility issues are able to use their vehicles. Training should be provided for Enforcement officers and processes put in place so that any Blue Badge identified by a CEO was inspected and the badge holders' details cross referenced with the back office for possible misuse. The Panel heard evidence that this could take as little as 30 seconds.**

*Companion Blue Badges*

- 5.8 Haringey currently operates a companion Blue Badge scheme which incorporates the vehicle registration number and can be used instead of the Blue Badge. The companion badge has no intrinsic value as it can only be used on the designated vehicle and is aimed at preventing theft of Blue Badges. As part of the application process for this, the resident has to be a Blue Badge holder and provide proof of address in Haringey. The vehicle registration document must be registered to that address and the Companion Badge is only valid for one vehicle. However, unlike the Blue Badge which valid throughout the UK, the Companion Badge was only valid within Haringey. Furthermore, the Panel notes that the Companion Badge is also not valid for TfL managed roads within Haringey.
- 5.9 The Panel is supportive of the Companion Badge scheme and welcomes attempts to tackle Blue Badge related crime. The Panel notes that the Companion Badge costs £30, as opposed to the £10 fee for a Blue Badge. Some of the contributors to the review felt that this was an inconsistency. However, on balance, the Panel is sympathetic to the fact that that the Council has to be able to cover the costs of producing and administering the badge. The Council has seen year-on-year budget cuts since 2010 and, the Council has to make difficult choices about which services it is able to subsidise.

*Theft of Blue Badges*

- 5.10 As outlined, theft of Blue Badges from motor vehicles is a growing concern for Blue Badge users. The Panel heard evidence from some residents that theirs had been stolen on multiple occasions. Aside from the obvious inconvenience of having your vehicle broken in to and the badge stolen, there were also concerns outlined above about length of time it took to get a replacement especially as the process could suffer from delays and there was no facility to track the progress of a Blue Badge application.
- 5.11 The Panel received evidence from Graham Day, secretary of St Ann's and Haringey joint Ward Panel on his experiences as a Blue Badge holder in the borough. Mr Day suggested that theft of Blue Badges was a recurring issue raised at Ward Panel meetings and he had suggested that based on the figures in Harringay ward, there was probably around 700 incidents a year borough wide. Mr Day advised the Panel that he had a device which attached to the steering wheel and locked the Blue Badge in place. The device cost between £30 & £40 and had prevented any further thefts of his Blue Badge taking place. The Panel considered the relative cost of theft prevention devices against the administration costs of renewing stolen badges, sometimes on multiple occasions. The Panel feels that there is a clear case for the Council looking at how it could provide these devices for Blue Badge users, perhaps on an 'invest to save' basis, given the administration costs of providing replacements. It is anticipated that the Council could be able to take advantage of being able to receive a reduced unit cost from buying in bulk. At the very least, the Council

should be promoting these devices to its Blue Badge users as part of the application process.

- 5.12 Theft of Blue Badges and Blue Badge-related crime will require working with police colleagues and other key partners to resolve. There is ample evidence of the proliferation of this type of crime and the Panel feels that this needs to be higher up the political agenda. The Council already has a partnership body that looks into crime and community safety and it is suggested that the Community Safety Partnership could provide leadership on this issue and monitor efforts to tackle it going forwards.

***Recommendation:***

**Consideration should be given to how the Council, working with police and partners, could support the rollout of theft prevention devices for Blue Badges. The Panel received evidence that these were particularly effective and cost between £30 & £40. Cabinet should consider whether providing these was cheaper than the administration costs associated with replacing a stolen Blue Badge.**

***Recommendation:***

**That the Council works closely with the police to reduce proliferation of Blue Badge related crime. The Panel received evidence that Blue Badge theft from vehicles has risen over 600% in the last three years. It is suggested that the Community Safety Partnership could examine this issue as part of its work programme for 2020/21.**

*Virtual Permits*

- 5.13 The Panel would like to see the Council move to a position of issuing virtual permits instead of a physical Blue Badge and believe that this should be the long term aim of for Haringey. The Panel envisage that this would work in a similar way to car tax, in that all of the information is stored electronically and there is no longer any need to physically display a tax disc on a vehicle's windscreen. All of the necessary documentation is already supplied to the Council as part of the Companion Badge application process. It would simply be a case of the CEO scanning the vehicle registration into a device and an electronic database would hold all of the relevant information, including whether that person held a Blue Badge. The clear advantage of having a system of virtual permits is that there is nothing to steal and there is no risk of forgery. Consequently, it is anticipated that that this would have significant impact on the theft of Blue Badges overnight. It would also negate the need for separate Companion Badges to be issued.
- 5.14 Although a virtual Blue Badge permit would fulfil a similar role to the existing Companion Badge scheme, it is felt that there are a number of distinct advantages. Having a virtual permit system for Blue Badges would minimise any delays associated with processing and delivery and permits could presumably be issued

instantly. Having an online database that allowed the CEO instant real-time access to whether or not that person held a valid Blue Badge would also eliminate mistakes and the risk of CEO's incorrectly issuing PCN's for failing to display a Blue Badge or Companion Badge. As has been outlined elsewhere in this report, this is an issue especially when the holder has had their Blue Badge stolen. Virtual permits would assist with the Council's carbon reduction targets as there would be no need for a paper Companion Badge to be produced, as well as the associated reduction from not having to undertake postage and delivery. It is also expected that there would be savings available from moving to virtual permits through streamlining processes and reducing administration.

- 5.15 The Panel recognise that introducing a system of virtual permits is not something that can be done overnight and that this is a long term aspiration. It would take some time to develop our processes in support of this and there would likely be costs involved in upgrading the functionality of the IT systems and the hand held devices used by CEOs. It is hoped that the decision to upgrade the Parking Management IT System will provide opportunities to explore how this could be done and at what cost. Alongside virtual permits the Panel feel strongly that the Council should also retain some provision of a paper application process as there are significant equalities considerations when moving to an online application system only.

***Recommendation:***

**That the Council explores the feasibility of issuing virtual permits instead of Companion Badges. Cabinet should also ensure that provision of paper applications is retained on some level in order to ensure residents without access to IT are not unduly disadvantaged.**

- 5.16 The London Borough of Bromley have moved to a position of virtual permits and advised that they had achieved significant cost savings as a result. There are a number of examples of authorities that have transitioned to a similar system and the Panel would like to see the Cabinet Member engage with other boroughs that have implemented virtual permits to see what lessons could be learnt.
- 5.17 The Panel would also like to see virtual permits encouraged at a pan-London level and believe that the Mayor and London Councils should be engaged to promote this issue. Exploration of the feasibility of adopting a more integrated approach across London is encouraged, albeit it is recognised as a long term outcome. The Panel would like to see a situation where a virtual permit issued to a Haringey resident could be used across London. In order to achieve optimal results in tackling the theft of Blue Badges we need co-ordination at a London-wide level in order to ensure that the IT systems are joined up and that processes are integrated.

***Recommendation:***

**The Cabinet Member should engage with other boroughs that have implemented virtual permits to see what lessons can be learnt. Engagement**

**should also be sought with the Mayor's Office and London Councils to encourage adoption at a Pan-London level and explore the feasibility of having a more integrated system across London.**

## 6 Correspondence and Communication

### *Correspondence with Residents*

- 6.1 The Panel received evidence around a variable quality in the letters and other forms of communication issued by the Council around Blue Badges and associated parking services. Residents were concerned about the tone of some of the communications especially in reference to where that person was required to do something or had failed to provide what was requested. It was felt that the language used could be quite intimidating and a disproportionate emphasis was placed upon the potential sanction or penalty, rather than simply providing the information requested. One example we received was around a straightforward request for information around a Blue Badge renewal, the response to which was unduly focused on highlighting the possible penalties to that person from continuing to use the badge after its expiry. The person was directed to the gov.uk website but no additional information was provided about how long the process could take or what documentation was required.
- 6.2 Other concerns highlighted to the Panel were around a lack of clear advice when it came to communications and concerns that letters and emails were not always set out in a way that made them easy to understand. We also received evidence of instances where the Council treated what was essential a recurring service request as a complaint. In one instance, a service user wanted to know if and when they would receive a disabled parking bay, but were instead directed through a complaints process. The resident in question also commented that, after receiving approval, they never received any contact from the Council telling them when the bay was going to be installed. Frustrations from residents at automated telephone messages advising people to go online were also relayed to the Panel. It is felt that for those with severe disabilities, it is not always as easy to access online services and that some consideration should be given as to how appropriate this message is in these circumstances.
- 6.3 It is felt that the issues raised in relation to the quality and tone of correspondence are likely to be broader than just Blue Badges and that the issues raised as part of this review will likely have a resonance across the organisation. It is therefore suggested that a review should be undertaken of the correspondence from across the organisation that Council sends out to its residents.

***Recommendation:***

**That a commitment is given that the Council will carry out a review of the letters and communications that it sends to residents to ensure that they are clear, courteous and without the use of intimidating language.**

*Reporting a Disabled Bay that is no longer in use.*

- 6.4 The Panel heard evidence from local residents and ward councillors that removing a disabled bay that was no longer in use could be quite a long and drawn out process. Many Disabled Bays have been in place for a number of years and in many instances the original applicant may well no longer living there. Given the decision to implement Dedicated Disabled Bays and the anticipated increase in demand for disabled parking spaces, it is felt that there is an imperative to monitor and remove obsolete disabled bays as promptly as possible. The Panel understands that notice has to be given for a removal of a bay and that this can take some time. However, the panel heard anecdotal evidence of the process taking over six months in some cases.
- 6.5 The Panel were keen to see some communications activity undertaken on this issue to engage with residents and encourage them to report bays that were no longer in use. The Panel suggest that there could be a dedicated web page on the Council's home website where residents could 'Report an Unused Disabled Bay.' This could be supported through press releases and other communications activity.

***Recommendation:***

**That the Council implement provision for residents to report disabled bays that were no longer in use and that processes are put in place for adequate monitoring of disabled bays and whether they were being used. Once a bay is identified as being unused there should be a clear timeline for its removal. A campaign should be launched through Haringey People and our website to "report an unused disabled bay".**

*Communications Activity*

- 6.6 In light of concerns from residents that applying for or renewing Blue Badge could be a complicated process and involve liaising with different services and agencies, the Panel would like to see the Council send out a booklet of key information to residents as soon as they are assessed as meeting either the automatic or discretionary criteria. It is anticipated that this booklet will provide a range of information, advice and guidance on the process and the anticipated timescales involved. It would also provide an opportunity for the Council to provide information on other services such as how to apply for a Dedicated Disabled Bay.

***Recommendation:***

**That the Council should send out a booklet of key information to residents as soon as they are assessed as being eligible for a Blue Badge.**

- 6.7 The Panel also feel that there is scope for the Council to take a more proactive approach in issuing reminders to cancel a Blue Badge when a death is

registered. The Council's Register Office is responsible for the recording of a death. This is usually undertaken by a relative and should be done within 5 days (in England). As part of this process, a raft of information is given to the next of kin about who to contact and what to do next, including information on pensions, taxes and benefits. The Panel suggests that a reminder around cancelling Blue Badges could be easily incorporated into that process. As has been highlighted elsewhere in this report, a significant amount of misuse of Blue Badges is done by family members including continuing to use the badge after that person is deceased. Cancelling a Blue Badge is unlikely to be at the forefront of a person's mind when registering a death. Providing a gentle reminder at this juncture is felt to be appropriate and in keeping with other forms of information provided.

***Recommendation:***

**That the Council explore ways in which an automatic reminder could be issued to cancel a Blue Badge, along with the existing information given to the next of kin when a death is registered.**

- 6.8 Following on from Recommendation 9 in respect of adopting a more proactive enforcement approach to Blue Badges, the Panel feels that a communications campaign should be implemented across the Blue Badge agenda which clearly sets out the Council's enforcement message. This would also provide an ideal opportunity to promote some of the other recommendations from this review such as use of anti-theft devices as well as other pertinent information in relation to parking.
- 6.9 During the course of this review the Panel heard from a representative of the Equalities Steering Group for Haringey staff. The representative advised that she had a non-visible disability and was reluctant to apply for a Blue Badge, due to the fact that she did not 'look' as though she had a disability. It was reported to the Panel that many staff members had encountered hostility from people who perceived that they didn't fit the stereotype of what a disabled person should be. Consequently, a number of staff in Haringey were reluctant to acknowledge their disability and didn't feel entitled to apply for a Blue Badge. The Panel also heard evidence that there were a number of cases disabilities where the symptoms and mobility levels a person has could vary significantly over a short timescale and that basing an assessment on mobility at a fixed point in time was flawed.
- 6.10 The Panel recommends that Cabinet seek to include disability access representatives and the Equalities Steering Group in developing a communications campaign. As part of the campaign, consideration should be given to awareness raising around disability and that staff can access advice and support in applying for a Blue Badge. The Panel suggests that one of the topics of the campaign should focus on raising awareness that not all disabilities are visible.

***Recommendation:***

**A communications campaign should be implemented across the Blue Badge agenda which clearly sets out the Council's enforcement message. It is suggested that disability access representatives and the Council's Equalities Steering Group should be involved in developing this campaign and that consideration should be given highlighting awareness around the fact that not all disabilities are visible.**

## 7 Assessments for Discretionary Blue Badge Applications

### *Discretionary Application Process*

- 7.1 If the applicant does not meet the automatic eligibility criteria for a Blue Badge, Customer Services will refer the applicant for an assessment. In Haringey, Assessment for non-automatic or discretionary entitlement is carried out by a qualified assessor through the Integrated Community Therapy Team (ICTT), at the Whittington Trust, which is located at Stuart Crescent Health Centre. The Panel received evidence from Adeola Akano, Clinical Services Manager for ICTT that the clinic held slots on a Wednesday and Thursday to undertake the assessments, with six members of staff working on them (depending on the number of referrals received). Ultimately, it was the responsibility of the Senior Therapist to make a clinical judgement on whether someone was assessed as qualifying for a Blue Badge and this was done through reviewing the application bundle and consideration of the assessment score. The Panel were advised that the Senior Technician did not undertake the mobility assessment or have direct contact with the applicant (unless it was an appeal). The criteria used in determining eligibility for a discretionary entitlement is set out at Paragraph 2.4 of this report.
- 7.2 Applications for discretionary assessment are taken to Stuart Crescent once a week on a Tuesday by Customer Service staff. When the applications are dropped off, completed assessments are collected at the same time. If the application was approved, payment is requested by Customer Services in order to process the application. The Panel were advised by Customer Service that the application was processed on the day payment was received. Customer Services are not allowed to process Blue Badge applications without receiving payment and could not undertake any part of the process until they knew the applicant had been assessed as meeting the eligibility criteria. Once payment is received, the application is processed and it takes 7 working days for the DfT to issue the badge, as per applications that met the automatic eligibility criteria.
- 7.3 If the application is refused and the person is assessed as not meeting the criteria, Customer Services would then contact that person to advise that their application has been refused and that they have a 30 day window in which to appeal. All of the documents that have been received were retained during the 30 day window in order to support any potential appeal. During an appeal, the applicant could be asked to provide further evidence and could also be asked to repeat the mobility assessment. An appeal is undertaken by the Senior Therapist or the Team Leader at Stuart Crescent. If the appeal is unsuccessful, the application is withdrawn or applicant does not attend the assessment then the case is closed and Customer Services return all of the documents to the applicant.

*Electronic Applications and Improving the Process.*

- 7.4 The Panel considered the fact that applications were only sent to Stuart Crescent once a week and believes that this is source of delay. Further delays are then caused by the completed assessments also being collected once a week. The Panel were advised that Customer Services did not monitor the time between dropping off and collecting applications but applicants are advised that the process can take up to 6 weeks. The application bundles that are provided to Stuart Crescent are hard copies and the first task that staff at Stuart Crescent have to undertake is to manually key in all of the information from the bundle on to a spreadsheet. The feels like quite an antiquated approach and the Panel are surprised that printed hard copies of the application and documentary evidence are still used. One way to speed up the process and reduce the level of administration is to transfer the information to Stuart Crescent electronically. It is suggested that this would also have the advantage of being able to be undertaken at any time rather than waiting until a Tuesday morning. The Panel heard evidence that the issue revolved around the old IT system used at Stuart Crescent and concerns about information security. The Panel were advised that the Whittington Trust were in discussions to develop a secure system for document transfer.

*Missed Appointments*

- 7.5 The Panel noted with some concern that the window for late arrival to the assessment appointment was five minutes. If the appointment was missed Stuart Crescent advised that they would usually allow the applicant to reschedule the appointment once, but that after this the application was sent back to the Council. The Panel are clear in their view that an alternative slot has to be provided to applicants if they are unable to attend the appointment and that the Council should ensure that this takes place. The Panel feels that having an inflexible approach will contribute to further delays and that this should be reconsidered. The Panel received evidence from residents that a five minute was a very narrow threshold, particularly for people with limited mobility. Furthermore, this is exacerbated by a lack of parking facilities, including disabled bays, at the site and the fact that it is a walk to the nearest bus stop which involves crossing a very busy road.
- 7.6 The Panel received slightly conflicting evidence from Stuart Crescent as to the flexibility with which staff enforce the five minute window for late appointments. The Panel were initially informed that this was a necessity and that applicants were clearly advised that they could not be late and should arrive early for appointments. After some follow up questions, Ms Akano indicated that there was some degree of flexibility in this. However the experiences of residents that we heard from suggested that this contributed to delays and provided an added level of stress and anxiety for those attending the clinic. The Panel were interested to know what percentage of people had their appointments rescheduled and applications returned due to being late, but were advised that this information was not collected. The Panel feel that this is something that the Cabinet Member for Neighbourhoods may want to follow up on.

- 7.7 The Panel is sympathetic to the pressures that NHS services are under and the fact that delayed appointments have a knock-on effect, but emphasise the need for common sense to be used. Especially in light the fact that a number of applicants that attend the assessments will have severe disabilities. The Panel would also like to highlight the fact that people attending GP appointments are afforded a 10 minute window. Overall, the Panel believes that there is scope for the Council to work with the ICTT team to improve the service and make it more responsive to residents' needs. It is suggested that the Cabinet Member having greater oversight of this process could be a key driver.

***Recommendation:***

**That consideration should be given on to how to minimise delays within the assessment process, including ensuring that assessment bundles can be transferred to Stuart Crescent electronically.**

***Recommendation:***

**It is recommended that, the Council should work with Stuart Crescent Health Centre to ensure that the current 5 minute deadline for late arrivals was extended and a greater degree of flexibility afforded to applicants, given the mobility levels of the people being assessed and the lack of available parking facilities.**

**The Cabinet should work with the Whittington Trust to ensure that residents were provided with an alternative date when an appointment was missed.**

*Location of Assessment Site*

- 7.8 The Panel raised concerns about the accessibility of the current site at Stuart Crescent given the limited parking available and considered whether alternative sites could be sought. In response, we were advised that there is an alternative site used at Gordon Road and that appointments alternated between Stuart Crescent and the Gordon Road site on a weekly basis. Residents are able to request the Gordon Road site that has more parking available, however this is not advertised and residents would have to call up the clinic to reschedule to then be offered a later appointment at Gordon Road. The Panel notes that the initial letter sent to applicants only refers to the Stuart Crescent site. It is felt that the fact there is a second location to undergo an assessment from could be better communicated to residents and that residents should be given more of a choice between the two.
- 7.9 The Panel would also like to see additional sites sourced across the borough, particularly as both current sites are fairly central and east-west transport links can be slow. It is suggested that commissioning more than one provider to undertake assessments would also provide an additional level of flexibility. Residents should be able to have a choice of location for their assessment. The panel would like to see a site in Tottenham as well as in the west of the borough.

The Panel were advised by management at Stuart Crescent that there is not enough capacity at the Hornsey site at present to undertake assessments.

7.10 The Panel were advised that Customers Services were commissioned by Parking Services to undertake processing and administration of Blue Badge applications and that Parking also commissioned the Integrated Community Therapy Team to provide discretionary assessments at Stuart Crescent. The current 23 day time scale to undertake assessments was agreed when the contract was last commissioned. This contract was commissioned in 2009/10 and the Panel feel that this should be looked at and consideration be given to recommissioning it given the timescales involved and the fact that increased demand for Blue Badges is anticipated following the recent changes to the eligibility criteria.

***Recommendation:***

**That Cabinet ensures that monitoring of the current 23 day timescale for applications to be processed is undertaken.**

**That Cabinet also explores recommissioning of the current contract to provide assessments for discretionary Blue Badge applications as it was last done over 10 years ago. The Panel recommends that consideration is given to commissioning additional providers for the assessment process for greater flexibility and distribution across the borough. The Council should explore ways of ensuring that that residents have a choice of which centre they attend and that there is some provision in the west of the Borough as well as in Tottenham. The Panel suggests that recommissioning this service could potentially provide an opportunity to speed up the assessment process and minimise delays.**

## **Appendix A**

### **Participants in the Review:**

Adeola Akano, Integrated Community Therapy Team Clinical Service Manager from Stuart Crescent Health Centre

Gossica Anichebe, Interim Policy and Programme Manager – LB Hackney

Sofia Bouceddour, Transport Planner – LB Camden

Laura Berryman

Cllr Zena Brabazon

Andy Briggs, AD for Customer Services and Libraries

Cllr Dana Carlin

Cllr Seema Chandwani, Cabinet Member for Neighbourhoods

Cllr Pippa Connor

Ann Cunningham, Head of Operations

Graham Day, Secretary of the St Ann and Harringay joint Ward Panel

Fred Fernandes, Parking Operations Manager

Graham Footer, Chief Executive – Disabled Motoring UK

Cllr Kirsten Hearn, Cabinet Member for Climate Change and Sustainability

Dawn Hunter, Concessionary Travel Manager

Brian Leveson

Carly Norris, Project Manager – LB Hackney

Elaine Prado, Head of Business Change, Customer Services.

Shereen Tennant, Haringey Equalities Steering Group

Chloe Wenbourne, Interim Head of Service - Shared Parking Service (Bromley and Bexley)

David Wray, Blue Badge and Fraud Enforcement Officer - Shared Parking Service (Bromley and Bexley)

**Report for:** Overview and Scrutiny Committee – 12 March 2020

**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;

**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.

*Business Support Review*

4.2 Following the completion of the Committee's review on Wards Corner, the review on Business Support – Procurement and the Local Supply Chain – has restarted. A series of visits to small commercial organisations and companies is currently taking place. It is also hoped to receive evidence from the Federation of Small Businesses. In addition, consideration is being given to meeting with some local "anchor institutions". These are larger local organisations – often public sector – who are significant purchasers of goods and services. They therefore have the potential to have a significant impact on community wealth generation.

*Work Plan for 2020 – 22*

- 4.3 The work plan for 2020-22 for Overview and Scrutiny is currently being developed. In order to inform this process, an on-line Scrutiny Survey has taken place. This closed on 2 March and the results are currently being analysed. In addition, the Scrutiny Café has been arranged for Friday 20 March at the Cypriot Centre in Wood Green. A range of stakeholders including partners and voluntary and community organisations have been invited to come along to this.
- 4.4 The format for the Scrutiny Café will be similar to the event that took place in 2018. Feedback from the survey will be considered and those attending will also be asked for any other suggestions that they may have for inclusion in the work plan. In addition, participants will be asked for their views on what the most important priorities should be.

#### *Forward Plan*

- 4.5 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.
- 4.6 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>
- 4.7 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

## 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> <li>Building on examples of good co-operation and joint working between Council services and</li> </ul>	4.

	volunteers, such as within parks, which could be replicated more widely; <ul style="list-style-type: none"> <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>	

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.		
<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 2. Corporate Services and Insourcing	Cabinet Member - Finance Chief Finance Officer 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 2019</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>15 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
	Quarter One Performance Report – Quarter One	Performance Manager
	FOBO - Technological Issues/Successes so Far	Director of Customers, Transformation and Resources
	Scrutiny Review of Wards Corner – Final Report	Chair
<b>25 November 2019</b>	Performance	Performance Manager

	Complaints Annual Report. To include learning from complaints and LGO's annual review letter	Assistant Director (Corporate Governance)
	Universal Credit – Impact on Rent Arrears	Head of Income Management, Homes for Haringey
	Scrutiny Review of Wards Corner – Final Report	Chair
<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
	Fairness Commission – Progress Update	Assistant Director for Strategy and Communications
	Insourcing & Facilities Management	Head of Organisational Resilience
	Scrutiny Review on SEND	Chair of C&YP Panel

<b>23 January 2020 (Budget Scrutiny)</b>	Cabinet Member Questions – Finance and Strategic Regeneration (N.B. Finance Issues)	Cabinet Member for Finance and Regenerations and officers
	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/Runnymede Trust Survey	Head of Policy and Cabinet Support
	Cabinet Member Questions – Communities and Equalities (Voluntary Sector/Equalities issues). To include Social Value Rent, Equalities Impact Assessments/Public Sector Equalities Duties	Cabinet Member for Communities and Equalities
	Budget Monitoring – Q3	Cabinet Member - Finance Chief Finance Officer
	Performance update – Q3	Performance Manager
	Consultation and Engagement	Assistant Director for Strategy

		and Communications
	Scrutiny Review on Fire Safety – Update on Implementation of Recommendations	Director of Housing, Regeneration and Planning
	Debt Recovery; Use of Bailiffs – Policy and Implementation	Director of Customers, Transformation and Resources
<b>2020-21</b>		
<b>Meeting 1</b>	Leader’s Update on Council Priorities	Leader and Chief Executive
	Q1 Performance report	Performance Manager
	Scrutiny Protocol	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 2019-20	Scrutiny Support Officer

--	--	--

TBA:

- 1. Housing Benefit Overpayments

**Adults and Health 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
Care Home Commissioning	Report submitted to Overview & Scrutiny Committee – June 2019. Response from Cabinet provided – October 2019.
Day Opportunities	Report submitted to Overview & Scrutiny Committee – June 2019. Response from Cabinet provided – October 2019.
ASC Commissioning	Briefing session for Panel held on 18 <sup>th</sup> Nov. ToR approved by OSC on 25 <sup>th</sup> Nov. Evidence sessions currently in progress.

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
<b>4 September 2018</b>	<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>
<b>4 October 2018</b>	<ul style="list-style-type: none"> <li>• Care Homes Review – Evidence Session</li> </ul>
<b>1 November 2018</b>	<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>
<b>13 December 2018</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>
<b>29 January 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Adults and Health</li> <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>• Prevention &amp; early intervention</li> </ul>
<b>14 November 2019</b>	<ul style="list-style-type: none"> <li>• Budget &amp; performance update</li> <li>• Haringey Safeguarding Adults Board (HSAB) 2018/19 annual report</li> <li>• CQC update</li> <li>• St Ann’s Hospital update</li> <li>• Violence Against Women &amp; Girls (VAWG) strategy</li> </ul>
<b>6 January 2020</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Joint funding – Council/CCG</li> </ul>
<b>25 February 2020</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Quality Assurance and Service Improvement</li> <li>• Canning Crescent update</li> </ul>

The next work programme will commence from June 2020. Items to carry forward to the next work programme are:

- An expected follow-up item on locality working in North Tottenham

This page is intentionally left blank

## 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>	
<p>Fragmentation of school structures</p>	<p>There are now a range of different types of school within the borough, including:</p> <ul style="list-style-type: none"> <li>• Community schools;</li> <li>• Foundation schools and voluntary schools;</li> <li>• Academies;</li> <li>• Free schools; and</li> <li>• Faith schools.</li> </ul> <p>The resulting fragmentation presents challenges for local authorities. These include ensuring that all schools are providing a good standard of education and the planning and co-ordination of school places. In addition, schools are subject to varying degrees of local democratic control.</p> <p>The review will:</p> <ul style="list-style-type: none"> <li>• Seek to identify the different categories of school that there are within Haringey and their characteristics as well as the diversity of curriculum and ethos offered by individual schools;</li> <li>• Consider the ways that might be available to the Council to influence schools within the borough and, in particular, facilitate school improvement and co-ordination of school places most effectively; and</li> <li>• Look at practice in other local authority areas and what appears to have been most effective.</li> </ul> <p>The review will then focus on how the Council might best respond strategically to the significant surplus in school reception places that there is within Haringey. These have serious budgetary implications for many primary schools due to the way in which schools are funded. Demand for school places is subject to fluctuation and there will also be a need for sufficient places to be available</p>	

	<p>to accommodate future any increases in demand for places. As part of this, the review will consider:</p> <ul style="list-style-type: none"> <li>• The role the Council has in working with schools to manage effectively the reductions in school rolls;</li> <li>• How a balanced range of school provision across the borough might best be maintained; and</li> <li>• What could be done to mitigate financial pressures on schools and ensure that any adverse effects on schools are minimised</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
<b>2018-19</b>	
<b>6 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; 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>
<b>8 November 2018</b>	<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>
<b>18 December 2018</b>	<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>• Alternative Provision</li> <li>• Financial Monitoring</li> <li>• Multi Agency Safeguarding Arrangements</li> <li>• The Role of the LADO</li> <li>• Independent Reviewing Officer (Annual Report)</li> <li>• OFSTED Action Plan – Progress</li> </ul>
<b>7 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Communities</li> <li>• Childhood Obesity</li> </ul>

	<ul style="list-style-type: none"> <li>• Mental health services for teenagers and young people (CAMHS)</li> <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>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> <li>• Cabinet Member Questions – Children and Families</li> <li>• Support to Children from Refugee Families – Update on implementation of recommendations of scrutiny review</li> </ul>
<b>2 March 2020</b>	<ul style="list-style-type: none"> <li>• Play and leisure</li> <li>• Chair of LSCB &amp; Annual Report</li> <li>• Unregistered schools</li> <li>• Home schooling and safeguarding</li> <li>• Unregulated care homes</li> <li>• Haringey Community Gold – Progress Report</li> </ul>

<b>11 March 2020</b>	<ul style="list-style-type: none"> <li>• Transitions (Joint meeting with Adults and Health Panel)</li> </ul>
<b>2020-21</b>	
<b>15 June 2020</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Work Planning; To agree items for the work plan for the Panel for year</li> <li>• School estates and action being taken to address maintenance issues</li> <li>• Nurseries and the two and three year old offer</li> <li>• Cabinet Member Questions - Communities</li> </ul>

TBA:

1. School exclusions data

2. NRPF:

- Progress with implementing improvements identified as required by the practice audit undertaken on the work of the NRPF team in 2017; be submitted to a future Panel meeting; and
- How families with NRPF are assisted in accessing good quality immigration advice so that they are better able to resolve their status quickly.

**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>	

Appendix 1

	<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>
<p><b>Budget Scrutiny</b></p> <p>18<sup>th</sup> December 2018</p>	<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>

Appendix 1

	<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**

11 June	<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>
---------	---

Appendix 1

	<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>
3 <sup>rd</sup> October	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A –Neighbourhoods: To question the Cabinet Member for Neighbourhoods on current issues and plans arising for her portfolio.</li> <li>• Veolia Performance - Waste and Street Cleansing update.</li> <li>• Parks update including vehicle access and locking gates at night.</li> <li>• Update on the Parking Transformation Plan.</li> <li>• Update on Parking reports going to Cabinet.</li> <li>• Work Programme.</li> </ul>
5 <sup>th</sup> November	<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 also include an update on statistics on hate crime.</li> <li>• Update on the merging of Haringey and Enfield Borough Command Units.</li> <li>• Liveable Streets</li> <li>• Update on Events in Finsbury Park – Adobe Festival &amp; damage to the bandstand field.</li> </ul>

Appendix 1

17 <sup>th</sup> December (Budget Scrutiny)	<ul style="list-style-type: none"><li>• Budget Scrutiny</li><li>• Cabinet Member Q&amp;A – Climate Change and Sustainability; To question the Cabinet Member for Climate Change and Sustainability on current issues and plans arising for her portfolio.</li><li>• Single use Plastics &amp; Toxic Herbicides</li><li>• Update on responses/feedback from Liveable Crouch End.</li></ul>
5 <sup>th</sup> March	<ul style="list-style-type: none"><li>• Cabinet Member Q&amp;A –Neighbourhoods: To question the Cabinet Member for Neighbourhoods on current issues and plans arising for her portfolio.</li><li>• Waste, recycling and street cleansing data</li><li>• Consultation and Engagement (Team Noel Park)</li><li>• Update on Liveable Streets</li><li>• Single use Plastics</li><li>• Scrutiny Review on Blue Badges</li></ul>

## Housing and Regeneration 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.

Projects	Comments
Wards Corner	Report submitted to Overview & Scrutiny Committee - Oct 2019. Updated report submitted to Overview & Scrutiny Committee – Nov 2019.
High Road West	Site visits have taken place. Evidence sessions currently underway.

**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
17 September 2018	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Service Overview and Performance Update</li> <li>• Cabinet Member Questions;               <ul style="list-style-type: none"> <li>○ Housing and Estate Renewal; and</li> <li>○ Strategic Regeneration</li> </ul> </li> <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>• Update - Review of management process for Community Infrastructure Levy (CIL) - DEFERRED</li> </ul>

	<ul style="list-style-type: none"> <li>• Update - Socio-economic programme linked to High Road West regeneration scheme - DEFERRED</li> <li>• Wood Green AAP</li> </ul>
<b>4 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Housing and Estate Renewal</li> <li>• Update - Review of management process for Community Infrastructure Levy (CIL)</li> <li>• Update - Socio-economic programme linked to High Road West regeneration scheme</li> <li>• Housing Strategy</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 - Planning</li> <li>• Broadwater Farm</li> <li>• Housing Associations</li> <li>• Local Plan</li> </ul>

This page is intentionally left blank