

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Monday, 15th March, 2021, 7.00 pm - MS Teams. Watch It [Here](#)

Members: Councillors Peray Ahmet (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Ruth Gordon and Khaled Moyeed

Co-optees/Non Voting Members: KanuPriya Jhunjhunwala (Parent Governor representative), Anita Jakhu (Parent Governor representative), Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Lourdes Keever (Co-opted Member - Church Representative (Catholic))

Quorum: 3

1. **FILMING AT MEETINGS**

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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 - 26)

To agree the minutes of the meetings on 12th January and 18th January 2021.

7. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR COMMUNITIES

Verbal update.

8. FIRE SAFETY IN HIGH RISE BLOCKS - UPDATE (PAGES 27 - 46)

9. BREXIT - IMPLICATIONS FOR BOROUGH UPDATE (PAGES 47 - 52)

10. OVERVIEW AND SCRUTINY PROTOCOL (PAGES 53 - 66)

11. SCRUTINY REVIEW - NOEL PARK

To Follow

12. WORK PROGRAMME UPDATE (PAGES 67 - 96)

13. NEW ITEMS OF URGENT BUSINESS

14. FUTURE MEETINGS

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John Jones
Monitoring Officer (Interim)
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 05 March 2021

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MINUTES OF MEETING Overview and Scrutiny Committee HELD ON Tuesday, 12th January, 2021, 19:00

PRESENT:

Councillors: Peray Ahmet (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Ruth Gordon, Khaled Moyeed

Cooptees: KanuPriya Jhunjunwala, Anita Jakhu, Yvonne Denny, Lourdes Keever

ALSO ATTENDING: Cllr Seema Chandwani, Cllr Matt White and Cllr Zena Brabazon

8. FILMING AT MEETINGS

The Chair referred Members present to agenda item 1 regarding filming at the meeting and Members noted the information contained therein.

9. APOLOGIES FOR ABSENCE

There were no apologies for absence.

10. URGENT BUSINESS

None.

11. DECLARATIONS OF INTEREST

None.

12. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

13. MINUTES

The minutes of the meeting on 23rd November were agreed as a correct record.

14. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED

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

Housing and Regeneration – 19th November 2020
Environment and Community Safety - 3 November 2020
Children and Young People – 9th November 2020
Adults and Health – 17th November 2020

15. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR PLANNING AND CORPORATE SERVICES

The Committee received a verbal update from the Cabinet Member for Planning and Corporate Services around his portfolio, followed by a Q&A session with the Committee. Richard Grice - Director of Customers, Transformation and Resources, Maurice Richards – Principal Transport Planner, and Rob Krzyszowski – Interim Assistant Director, Planning, Building Standards & Sustainability were all present for this agenda item. The following key points were noted:

- a. The Cabinet Member advised that the Planning Policy team were undertaking the first stages of developing a new Local Plan and an initial consultation process had been started, which went beyond the minimum legal requirements. There were still two and a half weeks left on this initial phase of public consultation.
- b. Strategic Transport had received £860k from TfL for the implementation of three low traffic neighbourhood schemes in Bruce Grove, St Ann's and Bounds Green. £5.1m of capital budget had also been allocated for this area.
- c. The Council's apprenticeship scheme was due to be launched during the 8-12 February, which was National Apprenticeship Week.
- d. The Fairness Commission Implementation Plan was being developed, following the Cabinet meeting March where the recommendations of the commission were formally agreed. The Cabinet Member noted that the implementation of this had unfortunately been delayed due to Covid-19.

The following was raised in discussion of this agenda item:

- a. In response to a question around what the engagement plan was for implementation of these schemes, the Cabinet Member advised that that the initial phase of consultation around the new Local Plan would be followed by subsequent consultation and engagement phases on both the draft and the final plans. The Cabinet Member acknowledged that there had been some high profile reports in the media around problems with other borough's low traffic neighbourhoods schemes and advised that there had been significant lessons learned from some of these perceived mistakes. Government guidance had also changed on these schemes so that the Council was now required to consult widely before implementing such schemes. Officers added that there would be a widespread 3 stage engagement process with residents around the LTN schemes, including working closely with the emergency services and a six month consultation once the schemes had been put in place.
- b. In response to a question, the Cabinet Member acknowledged that the progress of the Fairness Commission had been impacted by Covid-19 but advised that this work was still progressing and that he was particularly keen to underline the socio-economic considerations of the work the commission was

- undertaking, especially given the impact of Covid-19. Officers advised that they the administration was particularly keen that this wasn't just another consultation process and that there would be a number of stages and that a communication and engagement plan was in place. A number of virtual engagement sessions were taking place with stakeholders and work had been undertaken with the RNIB and the Bridget Renewal Trust to ensure that the consultation documents were as accessible as possible and that as wide a community network as possible could be utilised.
- c. In relation to a follow up question, officers acknowledged that consideration had been given to minority languages and there would be a process in place to direct people to translations of the documents.
 - d. In response to a question, the Cabinet Member advised that the organisation was paying into the apprenticeship levy but did not have an apprenticeship scheme at present, which meant that the organisation could only spend the money on training and that a training programme needed to be in place to fully utilise this. It was envisaged that there would be an uptake in the number of apprentices taken on and that there would be a significant training programme in place that could also be used by the existing workforce.
 - e. The Committee were advised that the plan was that all new starters at grades SC1-SC6 would start an apprenticeship and that the training on offer would go up to degree level. It was estimated that up to 75% of staff could be involved in the scheme. There was also going to be a focus on developing a local graduate scheme, which would help the organisation to focus recruitment on local people.
 - f. In relation to Reynardson's Court and the administration's general position on demolition of Council homes, the Cabinet Member advised that this was outside of his portfolio, but that his own position was that he would only support demolition in instances where they were rebuilt at better and that the homes were secure tenancies at council rents. The Cabinet Member also set out that the delivery of 1000 new Council homes was one of the administration's key manifesto commitment.
 - g. The Committee noted concerns around Love Lane and the fact that this was listed for demolition in the Local Plan. The Committee sought assurances around the new affordability target of 50% on the London Plan and how the administration was going to meet this target. In response, the Cabinet Member advised that the site allocations were set out within the existing Local Plan, which he couldn't change but the process had begun of gathering evidence for the new Local Plan albeit this would take time. Part of this process was around gathering evidence of what was needed in the borough as well viability, which reflected what was actually possible. Officers advised that viability versus affordability was a key consideration in relation to the evidence gathering process. The viability threshold within the Mayor's target was 35%.
 - h. In relation to concerns around increased emphasis on co-living schemes, the Committee was advised that the new Local Plan had a section on this and so engagement was being sought on the issue.
 - i. In relation to concerns around the number of developments coming forward with three bedrooms plus, Cllr Connor agreed to pick this up with Cllr White and Cllr Ibrahim outside of the meeting.
 - j. In response to a question, Cllr Chandwani advised that mobile enforcement cameras were being used for moving traffic offences as well as fly-tipping and

the ultimate goal was to ensure compliance rather than generate revenue. It was suggested that as they were fairly new, there was little data available in relation to their effectiveness in reducing flytipping but they had been incredibly effective at ensuring compliance for moving traffic violations in Alexandra Ward.

RESOLVED

Noted.

16. SCRUTINY OF THE 2021/22 DRAFT BUDGET / 5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2021/22-2025/26) - YOUR COUNCIL

The Committee received a report which set out the Council's 2021/22 Draft Budget / 5-year Medium Term Financial Strategy (MTFS) 2021/22 – 2025/26 along with savings proposals relating to the Your Council priority. Attached to the covering report were the draft MTFS paper that went to Cabinet in December, the capital bids relating to Your Council, the new savings proposals within Your Council and the pre-agreed savings for Your Council. The report was introduced by Richard Grice, Director of Customers, Transformation and Resources as set out in the agenda pack at pages 57-160. Also present for this item were: Frances Palopoli, Head of Corporate Financial Strategy & Monitoring; Andy Briggs, Assistant Director for Corporate & Customer Services; Paul Dooley, Chief Information Officer and Christine Addison, Assistant Director for Capital Projects and Property. Also present were the Cabinet Member for Corporate Services and Licensing and the Cabinet Member for Transformation and Public Realm Investment.

The following was raised in the discussion of this item:

- a. In response to a question, the Committee was advised that the total revenue savings within Your Council, totalled £4m from a circa £30m budget in total. However, some of the items within Your Council were delivered by services across the Council and so that £30m total was slightly misleading.
- b. In response to a question around the service growth adjustment figure on page 83 of the agenda pack, officers advised that this related to a small figure being put into the budget for 2022-23 which was to cover the ongoing cost of the Civica Mid-call solution which facilitated online payments being taken in a secure way. There was also £300k allocated for a new welfare assistance fund and £67k into HR to recruit local people. In response to a follow-up question, officers advised that this was not a reallocation of budgets from Your Council, it came from elsewhere across the organisation.
- c. In response to a question, officers advised that Digital Together was a programme of work to enable the Council to streamline processes to help it carry out the work it undertook. This included, for example, the digitising and automation of processes and effectively modernising the work of the organisation. Officers advised that they had a high level of confidence that the savings set out in the report could be achieved and that significant inroads had been made already in the planning of this programme, which had built on the knowledge and lessons from the Customer First programme.
- d. The Committee sought clarification around the finance savings put forward at the February Cabinet meeting and queried whether there were any job losses involved and whether these had already gone through. Officers advised that

these were restructure savings that predominantly related to vacancies and that these savings had been delivered. The Committee sought clarification around the number of posts involved. Officers agreed to provide a written response on this. **(Action: Richard Grice).**

- e. In relation to the previous saving YC06 in relation to a £365k saving in Libraries, the Committee expressed a degree of anxiety about whether this could realistically be achieved, particularly in light of the impact of Covid on libraries. In response officers advised that libraries had moved portfolio area since last year's budget but to the best of their knowledge this saving was based around better utilisation of space and activities in libraries to generate income growth. Officers agreed to come back with a written response, including the extent to which these savings were deliverable in the current climate. **(Action: Richard Grice).**
- f. The Committee cautioned that removal of vacant posts could still result in additional stress and pressures on staff in the long-term which could have a significant impact on the quality and delivery of services.
- g. In response to further questions around the Digital Together Programme, the Cabinet Member for Transformation and Public Realm Improvement advised that this programme was around utilising technology and new ways of working to bring council back-office functions into the 21st century. The programme was cross-council and would be spread across all of the different services. The Cabinet Member clarified that it entailed a bottom-up process of encouraging staff to come forward with their own ideas and areas of best practice. It was suggested that the difference between this and what may have been tried previously was that there was now a team in place to coordinate this. The Committee was also advised that the programme was also looking at licences for software and apps that were no longer relevant and where savings could be made from getting rid of them.
- h. The Cabinet Member set out that the Digital Together Programme included a viability funnel for projects put forward and that 40 projects had been funnelled down to 18 that were being moved to the next stage of viability. These projects totalled £1.9m in savings and the programme was working towards a £3m target, but this was an iterative process over a three year programme.
- i. In response to concerns about the £3.2m capital investment required for the Digital Together programme, the Cabinet Member acknowledged that this was a significant investment but cautioned that this would be a one-off investment that would allow the organisation to make long term year-on-year savings. In relation a question around the risk attached to this programme, the Committee was advised that monthly programme meetings were undertaken and, as with any programme of this size, adjustments would be made as the programme developed. It was anticipated that as quarterly reviews were undertaken projects under the programme would be either on target or below target.
- j. In response to a question around staff reductions involved in the programme, the Cabinet Member outlined that there was a worst case scenario of 30 post reductions across the Council but that no staff were at risk yet. The Cabinet Member also cautioned that the FOBO programme set out a worst case scenario of 110 job losses, but it ended up at around 50 reductions with no compulsory redundancies.
- k. The Committee requested that the quarterly reviews of the Digital Together Programme were brought back to the Committee to provide ongoing monitoring

of the programme. Officers agreed to bring the reviews back to OSC as regular update. It was queried whether this could be adapted into a rolling programme of projects in order to help facilitate effective scrutiny. **(Action: Richard Grice).**

- l. In response to a question, the Committee was advised that the term unidentified savings reflected the budget gap at a particular point in time i.e. the gap between the amount of money the organisation thought it would need to cover expenditure for a particular budget area and the amount of money currently allocated to that budget. Table 7.3 of the report reflected the projected budget gap as of February 2020 and was included in the report to provide context.
- m. The Chair of Budget Scrutiny commented that she would like to see a recommendation around ensuring clarity and ease of understanding in future budget scrutiny reports, highlighting the need for people without a finance background to be able to access and understand the information contained within it. The Chair of Budget Scrutiny also commented that she would like to see future budget scrutiny reports clearly separate out each of the priority areas from the main body of information. This should be placed into Revenue and Capital sections with the MTFS table including the RAG ratings and the savings slippage (as was provided to Cabinet).
- n. In relation to saving YC101 – Finance savings, the Committee sought clarification around the savings figure involved and the extent to which the level of income generation involved was realistic. In response, officers advised that the saving of £202k related to all four areas and not just treasury management. The figure of £112k given was an estimate of additional income based on trend analysis and officers commented that this was a prudent estimate of the level of additional income.
- o. In relation to saving YC104 – Highway Searches, officers advised that the income generation level was estimated at between £24k-£90k based on a variable rate for each search undertaken, depending on how quickly the turnaround time was. The team undertook 300 searches last year and based on the lower charge for a slower turnaround of 3-4 days, this would generate £24k but 300 searches at the higher charge for turning around the search in 4 hours would generate £90k. The savings figure of £24k was based on a prudent assumption that all searches would be at the lowest level.
- p. In relation to saving YC105 – Digital Services Establishment Savings, the Committee sought clarification as to whether there was a cost associated with this saving. In response, officers advised that there were no costs involved and that the establishment of Digital Services was to replace the shared service with Islington and Camden. The saving specifically related to the holding open of four vacant posts which would generate £250k in MTFS savings.
- q. In relation to saving YC106 – Reduction in Legal Services Support, the Committee sought clarification about the nature of the posts involved and whether the cost of utilising a private barrister would outweigh any savings generated. In response, officers advised that this related to the reduction of four administrative posts, three of which were vacant. The saving related to learning lessons about how the Legal team operated during the pandemic and utilising this to generate savings. The Committee was advised that the barrister was on a framework contract which allowed the authority to access additional

- support at preferential rates and that any additional costs would be limited and did not related to the work of the administrative posts.
- r. The Committee suggested that they would like to put forward a recommendation in relation to YC106 as they were concerned that reductions in the legal team would seriously impact their ability to support statutory services such as health and social care. **(Clerk – to note).**
 - s. In relation to a question on saving YC109 – HR Savings, officers advised that this saving related to the permanent recruitment of staff being brought back in house and the fee previously paid to Hays per recruitment would be used to establish a permanent internal recruitment team, generating ongoing savings. The temporary recruitment contract with Hays had been re-contracted and savings from this would be used to fund the apprenticeship scheme for example. The saving was formulated through a top slicing of the recruitment costs for both temporary and permanent recruitment.
 - t. The Committee set out concerns with current provision of temporary or agency social workers and welcomed the opportunity to bring recruitment of these back internally. Officers acknowledged these concerns and set out that this was a problem felt across local government. The Director of Customers, Transformation and Resources agreed to write to the Committee to supply figures for the number of agency staff employed within Children’s Services. The Committee also requested figures for the per-day rate of consultancy staff. **(Action: Richard Grice).**
 - u. YC 109 - In response to a question around what the £400K investment was for, officers advised that this was for project work and consultancy work that the organisation did not have the expertise to undertake. The Committee sought further clarity around what percentage of the £400k related to the cost of software and how much related to consultancy. The Committee also requested figures on the per-day rate for this consultancy. Officers agreed to come back with a response. **(Action Richard Grice/Paul Dooley).**
 - v. In response to a question around whether there was an audit of how much money was spent on interim and agency staff and whether this was regularly monitored, officers advised that this was something that the organisation kept challenging however some areas of recruitment were notoriously difficult to recruit to across local government. The Director of Transformation and Resources advised that the organisation had made good progress on consultancy staff at senior levels and that this was down to single figures. This Committee was advised that this information was regularly reported up to Staffing and Remuneration Committee and was publicly available.
 - w. In relation to the pre-agreed saving YC07 - Extension of Customer First Approach, officers clarified that this project had successfully delivered around £2.5m of savings and that there was a further £1m identified as a delayed saving that will be going into next year’s budget along with a further £200k flowing into 2022/23.
 - x. In relation to the pre-agreed savings, The Director of Transformation & Resources advised that he had a high level of confidence that these savings would be achieved and that the RAG status was accurate as officers had undertaken significant amounts of work in monitoring and pushing forward these savings.
 - y. In response to a request for further details on the capital investment allocated to asset management and the Civic Centre, officers advised that this equated

to around £40m of investment spread over the five year period. £21.3m was allocated to the Civic Centre refurbishment and £18.4m for asset management. Asset management related to corporate estate expenditure that was non-school related for compliance and maintenance work, for example. It was noted that there was a significant backlog in maintenance work around the corporate estate which went back a long way. The Civic Centre is a self-financing business case and there were inherent savings that would be used to offset these costs.

- z. In response to a question, officers advised that the capital budget contained a £6.5m contingency. There was also a responsiveness fund which was a pot of money that would be used to enable the Council to respond to in year request for match funding from external bodies.
- aa. The Committee requested a breakdown of the £33m allocated in the capital budget to schools. Officers agreed to provide a response in writing **(Action: Christine Addison)**.
- bb. In response to a question around whether the allocation for the asset management of buildings included the commercial portfolio, officers responded that it did not, it also excluded housing.
- cc. The Committee enquired to what extent RPH could be made Covid-compliant, officers commented that a number of areas had been spent to improve the building and its useability, including upgrading the air-conditioning system, the lifts and the boilers. However, the windows could not be made to open as it was a sealed air-conditioning system.
- dd. In relation to the £6.5m contingency and whether any of this related to the Civic Centre, it was noted that this was a completely separate capital budget allocation. Cabinet agreed to the works in December and the total cost was higher than the £21.3m set out in the capital budget as this allocation was for next year and work around feasibility and design had already started. There was a contingency built into the scheme, as there would be for any similar project. Officers agreed to feed back in writing what the contingency figure was **(Action: Christine Addison)**.
- ee. The Committee noted concerns around capital slippage and suggested that any slippages in the capital budget would have a knock on effect on revenue budgets. The Committee noted that unlike the scrutiny panels who would have access to quarterly budget monitoring including the capital budget for their respective areas, OSC did not have the same oversight in relation to the Your Council Budget. The Chair of Budget Scrutiny commented that she would be discussing with the panel chairs on how OSC could maintain oversight of the Your Council revenue and capital budgets over the year. **(Action: All OSC Members)**.
- ff. The Director of Transformation and Resources agreed that regular monitoring of the Your Council revenue and capital budgets was a sensible suggestion but noted that monitoring was made more difficult by budgets being held across different areas. The Director of Transformation and Resources agreed to give some further thought on how to best take this forward. **(Action: Richard Grice)**.
- gg. In response to a question, officers acknowledged that the capital programme was significant and that within Your Council this equated to around £83m over five years, around £63m of which was in the three key areas outlined above.

- hh. The Committee requested further information within the Capital budget around which projects are being funded by the Council and which were self-financing, as these would have different risks attached to them and may have an impact on revenue budgets. The Director of Customers, Transformation and Resources agreed to provide this information via email. **(Action: Richard Grice)**.
- ii. OSC requested that Asset Management be explained in greater detail in future Your Council budget reports and projects clearly identified.

RESOLVED

That the Committee considered and provided recommendations on the 2021/22 Draft Budget/MTFS 2021/22-2025/26 and proposals relating to Your Council.

17. WORK PROGRAMME UPDATE

The Committee received a report which outlined the development of work plans for the Committee and its Panels for 2020-21 and beyond. The report was introduced by Rob Mack, Principal Scrutiny Officer.

It was agreed that the following Councillor's would be appointed to the Task & Finish Group on the Whittington proposals. Councillors Ahmet, Dogan, Connor, Brabazon, Das Neves, Da Costa, Palmer .

It was agreed that Rob Mack would circulate an email to cooptees to ascertain who would like to sit on the Task & Finish Group. If there were more than three people interested the Chair would make a decision. **(Action: Rob Mack)**.

RESOLVED

- I. That the current work programmes for the main Committee and Scrutiny Panels at Appendix A of the report were noted and any amendments were agreed as appropriate.
- II. That the Task and Finish Panel set up to respond to proposals from Whittington Health regarding their estates and services be comprised of:
 - The Chair of the Committee;
 - The Chair plus two other Members from the Adults and Health and the Children and Young People's Scrutiny Panels; and
 - Three non-voting co-opted Members.

18. NEW ITEMS OF URGENT BUSINESS

N/A

19. FUTURE MEETINGS

18 January 2021

15 March 2021

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

NOTICE OF MEETING

**OVERVIEW AND SCRUTINY
COMMITTEE**

Monday, 18th January, 2021, 7.00 pm - MS Teams

Members: Councillors Peray Ahmet (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Ruth Gordon and Khaled Moyeed

Co-optees/Non Voting Members: KanuPriya (Parent Governor representative), Jakhu (Parent Governor representative), Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Lourdes Keever (Co-opted Member - Church Representative (Catholic))

Quorum: 3

20. FILMING AT MEETINGS

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

21. APOLOGIES FOR ABSENCE

Apologies were received from, Yvonne Denny, KanuPriya Jhunjunwala & Anita Jakhu

22. URGENT BUSINESS

There were no items of Urgent Business

23. DECLARATIONS OF INTEREST

None.

24. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

25. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED

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

Adults and Health – 10th December 2020

Environment & Community Safety – 10th December 2020
Housing & Regeneration – 15th December 2020
Children & Young People – 17th December 2020

26. SCRUTINY OF THE 2021/22 DRAFT BUDGET/5 YEAR MEDIUM TERM FINANCIAL STRATEGY (2022/22- 2025/26) - RECOMMENDATIONS

The Committee received a cover report which set out how budget proposals detailed in the draft 5 year Medium Term Financial Strategy (2021/22 – 2025/26) had been scrutinised and the draft recommendations that had been reached by the Overview and Scrutiny Committee (OSC) and Scrutiny Review Panels. Attached to this report was the: 2021-22 Budget and 2021-2026 Medium Term Financial Strategy as considered by Cabinet on 9th December; A summary of General Fund Revenue 2021/22 Budget and Medium Term Financial Plan 2021-2026; a list of all new savings proposals, along with the Total Savings Proposals for each priority and a pro-forma outlining each saving; the proposed capital programme plan for 2021/22 – 2025/26, along with a description of the key proposed capital investments; and a copy of the savings tracker for each of the priority areas of the budget.

Members of the Committee were asked to consider and agree recommendations

contained within this report so that these could be considered by Cabinet on 9th

February 2021, when they were scheduled to agree the final MTFs proposals that will be put to Council on 22nd February 2021. The report and its appendices were introduced by Cllr Adje, Cabinet Member for Finance and Strategic Regeneration and Jon Warlow, Director of Finance, as set out in the report pack at pages 41-142. Also present for this item were Frances Palopoli, Head of Corporate Financial Strategy & Monitoring & Thomas Skeen AD for Finance.

The following was discussed in response to the report and the revenue budget:

- a. In response to a question, officers advised that the report set out that a balanced budget would be achieved subject to the use of reserves to meet the £5.4m budget gap, as it stood at the time of writing the report. The Director of Finance advised that the direction of travel since December had been positive so it was envisaged that this gap may come down in the February report. In response to a follow-up, the Committee was advised that which reserve this money came from, and how it would be funded would be detailed in the report to Cabinet in February. Officers confirmed that there was a budget resilience reserve within the existing budget of around £7m.
- b. In response to a question around the High Needs Block and the extent to which the Director of Finance was comfortable with the overspend involved, the Director of Finance advised he could not say that he was

comfortable with the position but commented that the overspend was a result of successive underfunding by central government. The Committee was advised that the net overspend was around £4m and that the service was working hard to keep the overspend down. Funding for the High Needs Block was ring fenced so that even if the authority wanted to, it could not use General Fund Reserves to meet this budget gap unless the Secretary of State gave approval. Officers advised that the government had given an indication some months ago that it was looking to develop a solution to the historic problem, but no further updates had been received to date. Officers highlighted that this was a sector wide concern and that although Haringey was above average in terms of the deficit, it was not the worst performing London Borough.

- c. In response to a request for a breakdown of the additional funding invested in Children's Services and Adults, officers advised that there was a budget adjustment of £3m in Children and £2.3m in Adults. The Adults service funding would need to address both demographic and inflationary pressures coupled with an expected growth in Mental Health and Learning Disabilities support required as a legacy of the Covid-19 pandemic. Whilst in Children's the key pressure points were SEND; both service demand and transport pressures, but more significantly placement costs due to an increase in children with more complex needs.
- d. In response to a question, officers reassured Members that a number of financial plans stretched out over 2 to 3 years and that only a fraction of plans would never be delivered. Officers acknowledged the difficulties that many businesses and the local community were facing due to Covid-19.
- e. In response to a question about the cost of Covid-19 and whether this had been accounted for in the current budget gap, officers advised that when the current budget was set in February 20/21 it was hoped that the budget setting outlook would be fairly stable and that there may be a shortfall of £1-2m. However, the ensuing health crisis had resulted in around £40m of additional expenditure. At Quarter 2, the projected budget gap was around £11-12m, but further tranches of government funding had been received in response to Covid since then. This was followed by the SR20 Spending Review, which had also been factored into this report and the current budget gap in the report was identified as £5.4m. The final budget gap, including any funding shortfalls in funding for the authority's Covid respond would be presented in the February Cabinet report and the extent of this gap would determine the extent to which reserves would need to be used to close that gap. The Director of Finance assured the Committee that the authority had sufficient reserves to ensure that a balanced budget was set.
- f. In response to concerns from the Committee about use of jargon and the need for clarity in what were public reports, officers agreed to note these concerns for the February Cabinet report.
- g. In response to a request for assurance around whether the authority would receive all of the Covid-related grant from the government, the Committee was advised that there were no certainties but that to date,

Haringey had received £27m of emergency grant and £8m of income relief from the government. This left in a C. £4m gap from the £40m cost to the authority from Covid. Officers set out that they were expecting further un-earmarked grant from the government but that they had not received any further information to date. There were, however, a number of earmarked grants promised around Test & Trace, for example, but how much these would amount to in total was not clear.

- h. In response to a question around the level of reserves held by the authority, officers advised that there was £65m in earmarked reserves within the General Fund, which was down from £74m the year before and £16m in un-earmarked reserves in the General Fund. The Director of Finance advised that he was satisfied with the level of earmarked reserves, given the pressures the authority was under and it was commented that they were adequate, given the risks the authority faced.
- i. The Committee sought assurance around whether a budget gap of £5.4m could be met for the next four years. In response, the Director of Finance advised that going forward the underlying budget gap needed to be ameliorated and that the authority should not be planning to use reserves year-on-year to close that gap.
- j. In response to a question, officers advised that the collection rate assumption for Council Tax was 96.5% which was a decrease of around 1% from the year before due to the impact of Covid. At present, Council Tax collection was holding up better than Business Rates.
- k. Officers confirmed that the budget for next year included a 2.99% increase in the adult social services precept along with the maximum increase in Council Tax of 2%. Looking forward, the assumption was that these increases would not be made year on year for the duration of the MTFS but that there had been an assumed year-on-year inflationary increase of 0.99%.

The following was discussed in response to the capital budget section of the report and its appendices:

- l. In response to a request for clarification, the Committee was advised that the cost implications from capital investment did not necessarily have an impact in the year they were allocated, instead they could have revenue implications over many years.
- m. Officers agreed to come back with a response on the level of borrowing on the capital programme undertaken last year (2019/20). **(Action: Thomas Skeen).**
- n. In response to concerns about the Minimum Revenue Provision (MRP) and the increasing revenue costs required to service the level of borrowing outlined in the capital programme, the Committee sought assurances around whether additional savings would need to be made in future to meet these borrowing costs. In response, officers acknowledged that the capital programme involved a significant investment and had increased from previous years. The cost implications were different based on what the scheme was. The report

identified that there were three primary sources for the £810m five year capital programme within the General Fund; external sources of funding i.e. grants, self-financing schemes, and schemes paid for through income that had a residual cost to the Council's revenue streams. Each of these funding sources equated to around one-third of the overall programme. The Committee noted that a lot of the additional costs added into the capital programme for next year were within the education sector, such as schools alternative provision and Pendarren.

- o. Officers advised that MRP was effectively the principal debt repayment required to meet borrowing costs for the capital programme and that this was growing within the revised MTFS. The increases in the MRP were due to two factors: The first was that from 2022/23 there would be a new basis for how MRP was calculated due to the authority having historically overpaid in MRP costs and the consequent MRP holiday expiring in 2022/23; the second factor was that borrowing was growing and this had to be repaid. However, it was worth noting that not all of the additional borrowing involved costs as a significant amount was offset by savings elsewhere.
- p. In response to a question, officers advised that by 2025/25 the repayment costs of the capital programme would be £29m in principal costs and 12.9m interest costs.
- q. In response to further questions around what impact the additional borrowing would have on the revenue budget, officers set out that table 8.8 of the report showed that in the current year 4% of the net revenue budget was taken up by financing costs, in 2025/26 this would increase to around 10% or £27.3m. The Director of Finance acknowledged that additional borrowing would create additional pressures and the fact that there was a capital programme meant that further savings would likely be required in future, however the authority also needed to ensure that there was adequate investment made into its estate and that schools were safe and fit for purpose. The Committee was advised that given the additional investment it was important that the authority scrutinised this programme effectively.
- r. The Committee sought further information in relation to a breakdown of the capital investment in schools. In response, officers advised that the asset management strategy was due to be considered by Cabinet in February and that this would provide a more detailed breakdown than the MTFS report.
- s. The Committee noted that it was proposed to increase the HRA Capital programme from around £1b to £1.2b and assurance was sought around how the feasibility of repaying this additional debt would be monitored going forwards. Officers advised that there were a number of governance procedures in place to monitor this, along with a number of key documents and sources of further information. The Committee was advised that individual schemes would be subject to specific decision making processes either through Cabinet or officer delegation, depending on whether the cost was above £500k. In relation to the HRA, the HRA business was a vast financial model that played out all of the expected financial costs to the Council's housing stock, both

existing and expansion stock. When the Council bought or built new schemes there was a significant financial impact to the authority, and the HRA business plan looked at the different models available and the profiling of those costs. This was a multi-year model and covered all of the estates and agreed schemes.

- t. The Director of Finance advised that the maintenance of an adequate reserve was an important tool in relation to financial planning and the HRA reserve was around £14m. The Committee were also advised that the HRA at present had a surplus, which was used to fund capital expenditure rather than borrowing more money. The authority was looking to maintain that surplus to a reasonable level in future years in order to create a risk buffer. The HRA business plan was refreshed every year and the Committee was assured that if circumstances changed then amendments would be made to protect the HRA's revenue viability in future.
- u. The Chair of the Housing and Regeneration Panel thanked the Director of Finance for setting out such a comprehensive answer and suggested that she would like him or one of his officers to come along to a panel meeting to provide an opportunity to ask further questions. **(Action: Cllr Gordon).**
- v. The Committee sought clarification around the extent to which proposed investment in the Civic Centre was down to historic neglect of the building. In response, the Cabinet Member advised that there were some long standing historical issues that the current administration inherited, however the fact was that the building was now listed and the authority had a duty to refurbish the building and make it fit for purpose as a civic centre.
- w. The Committee expressed an interest in scrutiny looking at the asset management plan in more detail, particularly in light of significant investment in the schools estate. The Cabinet Member set out that the asset management plan refresh was brought in for the current administration and that it provided an important tool to help the authority meet its duties around its estate and to ensure that its assets were properly maintained.
- x. The Committee sought assurance from the Cabinet Member as to whether he was comfortable with the increased revenue costs from higher borrowing and the potential for this to lead to more savings being required in future. The Cabinet Member advised that he was mindful of the additional costs involved and that this was a significant investment, but that many of the commitments involved in the capital programme were vital to the future of the borough. The Cabinet Member advised that he was hopeful that the borough would secure further grant funding from the government to offset some of these costs.
- y. The Committee sought clarification around the £106m allocation in the capital budget for the High Road West acquisition. The Director of Finance advised that under the terms of the land assembly agreement, the authority was to use its powers to purchase the land and would then in effect sell the land on to Lendlease as part of the land assembly for that scheme.

- z. The Director of Finance advised that the authority tended to lean on the side of caution and that capital bids were usually bigger than required in order to meet all obligations. The underspend from these schemes would be carried forward into the budget for following years.
- aa. The Committee sought clarification around the extent to which the Council already owned the land in question and whether the £90m funding for next year was GLA funding or whether we were match funding this. In response, the Director of Finance advised that the primary grant from the GLA was in respect of housing acquisition. Some of the land under the scheme would be used to build homes that the Council would then acquire through the HRA. Funding from the GLA would be used to subsidise the social housing elements of the scheme, which would reduce the net cost that the HRA had to pay Lendlease for those properties.
- bb. In response to further questions, the Director Finance advised that the line in the capital budget in relation to land acquisition was specific to the cost of the land assembly, which the authority was required to acquire under the terms of the deal. It was acknowledged that the Council owned some of the land already but the costs involved in acquisition were associated with the bits of land that needed to be acquired. The primary means of support from the GLA was around the housing grant which was a different number to the £90m for next year (£106m in total), this was to help buy new HRA properties delivered by the Lendlease scheme.
- cc. The Cabinet Member assured the Committee that the £90m earmarked for acquisition would be reimbursed by Lendlease and the funding from the GLA was entirely separate. The GLA funding was to assist with the provision of social housing on the site. The original specification on the site was for around 100 homes at social rents but the funding from GLA would ensure that this was increased to 500.
- dd. In response to a follow-up question from Cllr Brabazon around which land was include in the land acquisition, The Cabinet Member advised that the land being acquired was as per the original master plan for the site.
- ee. Cllr Brabazon noted concerns about the use of District Energy Networks in light of their track record and recent events at Sutton, where tenants were left without power. In response, the Cabinet Member agreed to speak to Cllr White and to provide a written response to Cllr Brabazon. **(Action: Cllr Adje).**

Clerk's note – as per Paragraph 63 of the Committee procedure rules, the Committee agreed to suspend the rules pertaining to Paragraph 18 and thereby continue to meeting past the 10pm deadline.

In addition to the recommendations put forward by the Scrutiny Panel's, which were set out at pages 47-56 of the original agenda pack and pages 1-24 of the addendum report pack, the Committee made the following amendments and additional recommendations:

- a. The Committee wished to express concerns that the borrowing costs of the capital programme would reach £27.3m in 2025/26. There was particular concern about the costs of this to our revenue budget and

the fact that the authority would likely have to make additional savings/cuts to service this debt.

- b. That Cabinet provide further assurances around the £90m allocated in the Capital budget for the land assembly agreement as part of the High Road West scheme. Concerns was noted that the authority appeared to be providing a large sum of money to a private company to provide homes on land which was largely owned by the Council, and which presumably could have been built cheaper by ourselves. Further clarification was requested as to what the money in the land assembly agreement was for and how this would be recouped by the Council
- c. That budget scrutiny reports in future years include the impact of the unachieved savings from the current year on the budget for subsequent years and that these are clearly set out and made transparent. The provision of mitigation plans should also be included in the papers.
- d. As part of its public consultation and engagement processes, Cabinet should undertake to provide more information to the public on its budget and spending commitments and the financial implications of these, including key messages on both the revenue and capital with a link to further details. Cabinet should also ensure that future budget scrutiny reports were written in plain English and were more readily accessible to ordinary members of the public. Assurance was requested that future budget scrutiny reports would include detailed financial information with each saving proposal and, in the case of pre-existing savings, whether those savings were achieved or would need to be carried forward.
- e. There was concern regarding the availability and accessibility of financial information contained within reports to the Committee. OSC would like Cabinet to commit to ensuring that adequate financial information was provided going forwards for all future scrutiny reports so that members of the public could see how much money was allocated to individual decisions and proposals, and to provide increased financial transparency about the decisions the authority makes.
- f. That Cabinet provides assurances around empty properties and the use of Compulsory Purchase Orders. It was noted that there were several properties that had been empty for 5 and 10 years plus and although CPO's are seen as a last resort, the Committee would like further information about in what circumstances Cabinet would be prepared to use these powers.
- g. In relation to assistive technology, the Committee would also like to put forward concerns around the deliverability of adaptations or technology and request that assurances were provided that the service was up and running effectively before any cuts in care visits occurred.
- h. Further clarification was sought around the operational budget for the mosaic system.
- i. Assurance was sought around whether this was the best time to make savings around mental health, given increasing demand levels on mental health services.

- j. That concern be expressed on the continuing budgetary pressures relating to the High Needs Block that were likely to increase in future years and that Cabinet provides reassurance that there are contingency plans to address these should the government fail to provide sufficient funding to meet them.
- k. That Cabinet provide details of what plans and funding were available to tackle any increase in demand for children's social care because of the Covid-19 pandemic.
- l. That the additional funding of £8.6m for Adult and Children's services for one-off use be noted and that Cabinet provides reassurance that this would meet additional demands in both areas.
- m. That Cabinet provides a breakdown of what the £300k additional investment in free school meals would cover. The Committee would like further information about how and where this would be used and assurances about how sustainable this investment would be, in light of rising poverty levels and the fact that full free school meal coverage would cost circa £6m.
- n. The Committee requested further assurances around the use of agency staff and interims and how these would be managed and monitored going forwards. The Committee would also like to see budget reductions in respect of consultancy expenditure be written into the budget process for 2021/22.

RESOLVED

That the Overview and Scrutiny Committee:

- I. Approved the final budget recommendations to be put to Cabinet on 9th February 2021, as outlined in Appendix A of the report, subject to amendments agreed at the meeting.
- II. Noted 2021/22 Draft Budget & 2021/26 Medium Term Financial Strategy Report, as presented to Cabinet 8th December 2020 (Appendix B) and the proposals therein, as considered by the Scrutiny Panels and the Overview and Scrutiny Committee in December 2020/January 2021.

27. TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22

The Committee received a cover report along with the Treasury Management Strategy Statement (TMSS) for 2021/22, before it was presented to Corporate Committee and then Full Council for final approval. The report was introduced by Dapo Shonola, Head of Pensions & Treasury as set out in the

agenda pack at pages 143-167. The following points were raised in discussion of the TMSS:

- a. The Committee sought clarification around borrowing levels going forwards. In response officers advised that borrowing for the current year was £530m against a borrowing limit of £957m and that in 2024/25 borrowing would rise to £1.8b against a borrowing limit of £1.89b. Officers advised that the operational boundary was set as part of the budget framework and that there was still a projected £90m gap in the operational headroom for 2024/25.
- b. In relation to a question, officers advised that the TMSS set out how the authority was going to borrow money, which was largely used to fund its capital programme.
- c. In response to a request for assurances, officers advised that Treasury Management was audited as part of the final accounts and that there had been no concerns raised. Furthermore, the authority had not exceeded any of its Treasury Management indicators in the current year.
- d. The AD for Finance elaborated that the annual accounts were audited every year, and these were signed off by Corporate Committee, whilst the internal audit of the treasury management functions was conducted every two years. No concerns had been raised about any of the transactions within treasury management in the most recent internal and external audit processes. The external audit for 2019/20 had not yet been completed so the AD for Finance advised that he could not say for certain that there were no issues but he advised that he was not aware of any issues arising during the work undertaken to date as part of the external audit.
- e. In relation to a question around LOBO loans, officers advised that there had been an objection to the accounts raised in previous years around LOBOs but this objection was dismissed by the external auditor. Officers advised the Committee that there were 4 LOBO loans currently held by the Council and that the average rate of interest on these loans was 4.73%. In response to a follow-up question, officers advised that the relative borrowing costs of these loans was monitored regularly and that to date it had not been financially beneficial to the Council to restructure these loans. Officers assured the Committee that the interest rate was lower than an equivalent long term loan at the time from the Public Works Loan Board. Officers also gave assurance to Members that there was no risk of the lenders calling in these loans in the short-medium term as interest rates would not exceed 4.73% and so it would not be in their interest to do so.
- f. In response to a question, officers advised that the authority held £125m in LOBO loans and although an average interest rate of 4.73% may seem high, these were historic long term loans taken out when interest rates were higher and that the interest rate and resultant borrowing costs were lower than an equivalent loan from the Treasury's Debt Management Office (Public Works Loan Board).

- g. In relation to concerns around the impact of negative interest rates, officers advised that the Council was being prudent and minimising the periods in which the authority kept a cash surplus. Overall, there was not considered to be significant implications to the Council's treasury management if there were negative interest rates. Instead, the Council would likely make investment changes to mitigate this.
- h. Officers set out that most of the Council's money was invested with other local authorities rather than commercial banks and that it adopted a low risk profile in its investments.
- i. In response to a request for assurance around whether the capital programme received sufficient scrutiny, the Head of Pensions & Treasury advised that he was happy that it received sufficient scrutiny. The capital programme was part of the budget scrutiny process and as such was scrutinised by the relevant scrutiny panels as well as the Overview and Scrutiny Committee. It was also subject to Cabinet scrutiny as well as officer scrutiny.
- j. In response to a question around the capital financing costs of the HRA, officers advised that the capital financing costs were accounted for within the budget and that these would be met as part of the whole package of income vs expenditure within the HRA, hence the table on page 104 of the agenda pack showed a balanced budget.

RESOLVED

That the proposed updated Treasury Management Strategy Statement for 2021/22 was scrutinised and comments made prior to its presentation to Corporate Committee and Council for approval.

28. NEW ITEMS OF URGENT BUSINESS

N/A

29. FUTURE MEETINGS

15th March 2021

Philip Slawther, Principal Committee Co-ordinator
Tel – 020 8489 2957
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John Jones
Monitoring Officer (Interim)
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 22 February 2021

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**Overview and Scrutiny
Action Tracker**

Mtg. Date	Action	Response	Who by	Status
18 th Jan 2021	Officers agreed to come back with a response on the level of borrowing on the capital programme undertaken last year (2019/20).	The Council financed £82.6m of capital expenditure from borrowing in the 2019/20 financial year as is shown in the 2019/20 Statement of Accounts.	Thomas Skeen	Completed.
18 th Jan 2021	The Chair of the Housing and Regeneration Panel suggested that she would like Richard Grice or one of his officers to come along to a panel meeting to provide an opportunity to ask further questions	To be picked up as part of the H&R Work Plan.	Cllr Gordon	Referred to H&R Panel
18 th Jan 2021	Concerns were raised about the use of District Energy Networks in light of their track record and recent events at Sutton, where tenants were left without power. In response, the Cabinet Member agreed to speak to Cllr White and to provide a written response to Cllr Brabazon.	A response to Cllr Brabazon was sent from Cllr Hearn on 20 th January.	Cllr Adje	Completed.
12 th Jan 2021	The Committee sought clarification around the number of posts involved in the finance savings put forward at the February 2020 Cabinet meeting.	The response was provided to Members as part of the response to budget scrutiny papers on 18 th January.	Richard Grice	Completed.
12 th Jan 2021	Officers agreed to come back with a response on the extent to which savings involving libraries were deliverable in the current climate.	The response was provided to Members as part of the response to budget scrutiny papers on 18 th January.	Richard Grice	Completed.
12 th Jan 2021	The Committee requested that the quarterly reviews of the Digital Together Programme were brought back to the Committee to provide ongoing monitoring of the programme. Officers agreed to bring the reviews back to OSC as regular update.	Officers have agreed to bring this back and this will be factored into the work programme going forwards.	Richard Grice	Ongoing
12 th Jan 2021	The Committee requested figures for the per-day rate of consultancy staff.	The response was provided to Members as part of the response to budget scrutiny papers on 18 th January.	Richard Grice	Completed.

12 th Jan 2021	The Committee requested a breakdown of the £33m allocated in the capital budget to schools.	The response was provided to Members as part of the response to budget scrutiny papers on 18 th January.	Richard Grice	Completed.
12 th Jan 2021	Officers agreed to feed back on what the contingency figure for the Civic Centre was.	The response was provided to Members as part of the response to budget scrutiny papers on 18 th January.	Christine Addison	Completed.
12 th Jan 2021	The Chair of Budget Scrutiny commented that she would be discussing with the panel chairs on how OSC could maintain oversight of the Your Council revenue and capital budgets over the year.	This is ongoing process and will be factored into budget monitoring, following the Your Council and Borough Plan refresh.	Panel Chairs	Ongoing
12 th Jan 2021	The Director of Transformation and Resources agreed to give some further thought on how to best take the monitoring of the Your Council revenue and capital budget going forward.	To be picked up as part of the finance and performance briefings following the implementation of the Your Council and Borough Plan refresh.	Richard Grice/Frances Palopoli	Ongoing
12 th Jan 2021	The Committee requested further information within the Capital budget around which projects are being funded by the Council and which were self-financing	The response was provided to Members as part of the response to budget scrutiny papers on 18 th January.	Richard Grice	Completed.
12 th Jan 2021	Officers would circulate an email to cooptees to ascertain who would like to sit on the Task & Finish Group. If there were more than three people interested the Chair would make a decision	This will be picked as part of the task & Finish group establishment process.	Rob Mack	Ongoing
23 November 2020	The Head of Policy agreed to provide an update at the next meeting in relation to a query about the value of contracts due to expire 2021.	To be included in the update to the March meeting.	Jean Taylor	Scheduled to a future meeting.
23 November 2020	The Committee sought further information about the impact of Brexit on regeneration schemes, particularly in relation to anecdotal accounts that developers were getting rid of housing stock and how this reflected on current market conditions. The Head of Policy agreed to include information on this in the next update to the Committee.	To be included in the update to the March meeting.	Jean Taylor	Scheduled to a future meeting.
23 November 2020	The Chair requested that the YAB do some mentoring with officers as well as panels and panel chairs.	Agreed. Officers are setting up meetings with the YAB and Panel Chairs.	Rob Mack	Ongoing

15 th October 2020	A report come to a future meeting of the Committee on the potential development of a Community Impact Zone within an area of Haringey.	Officers have advised that they are unable to pull this together for the March meeting due to the need for input from a range of services who are prioritising the response to Covid. Officers have requested bring a report to a meeting later in the year.	Daliah Barrett	Scheduled to a future meeting.
14 th January 2020	An all Member briefing session to be set up around leisure and the Fusion contract.	<p>Briefing was scheduled for March but was postponed due to COVID-19.</p> <p>Two Member Briefings have been sent out, one from Cllr White in August and one from the Leader on 2nd October.</p> <p>In relation to an all-Member briefing, the arrangements for this have been disrupted by Covid -19. This meeting will be rescheduled once the Leisure centres have re-opened, and the Covid restrictions eased.</p>	Zoe Robertson/ Cllr Amin	Ongoing

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Report for: **Overview and Scrutiny Committee 15 March 2021**

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

Report

Authorised by: **Rob Krzyszowski, Interim Assistant Director, Planning, Building Standards & Sustainability**

Lead Officer: **Bob McIver, Head of Building Control**

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 Fire Safety in High Rise Blocks.

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.
- 3.3. In April 2020, the government published its response to the 'Building a Safer Future' consultation from July 2019. This set out how the government intends to deliver the objectives and recommendations from the Dame Judith Hackitt Review, following the Grenfell Tower fire in 2017, as well as the management of fire and structural safety risk in new and existing buildings of more than 18 meters high (6+storeys). The government will legislate for these reforms in new primary legislation through the Building Safety Bill published on 20 July 2020, Fire Safety Bill and further secondary legislation, where necessary.

- 3.4. The attached presentation provides an update on the draft Building Safety Bill.

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: Presentation on the Draft Building Safety Bill

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](#).

Update – Draft Building Safety Bill

Feb. 2021

Why are we here?

- ▶ Well over three years on from the Grenfell tragedy on the night of 14 June 2017 where fire broke out in the 24-storey Grenfell Tower block of flats in North Kensington West London just before 1:00 am BST; it caused 72 deaths, more than 70 others were injured and 223 people escaped.
- ▶ Greatest loss of life in a residential fire in a century.
- ▶ Led to an unprecedented response from Government.



Where are we now?

- ▶ Independent Review of Building Regulations and Fire Safety, Ongoing changes to legislation and guidance.
- ▶ Limited combustibility of external walls and threshold for sprinklers from 30m to 11m
- ▶ 20th July draft Building Safety Bill published
<https://www.gov.uk/government/publications/draft-building-safety-bill>
- ▶ Complete Bill and summary
- ▶ Impact Assessment
- ▶ Delegated Powers Memorandum
- ▶ Pre-legislative scrutiny of the draft Building Safety Bill call for evidence concluded 14th September
<https://committees.parliament.uk/work/361/prelegislative-scrutiny-of-the-building-safety-bill/>



What is in the draft Bill?

Five Parts

▶ Part 1 – Introduction

- ▶ Set out the structure of the draft Building Safety Bill over the five parts.
- ▶ Deals with provisions intended to secure the safety of people in or about buildings.
- ▶ And provisions to improve the standard of buildings.

▶ Part 2 – The Regulator and its functions

- ▶ Establishing a new Building Safety Regulator within the Health and Safety Executive.
- ▶ The scope of the regime with respect to the definition of risks that it is intended to manage.
- ▶ Creates a power to set out in secondary legislation the buildings that are included in the scope of the regime.

Draft Bill Cont..

- ▶ **Part 3 – Building Act 1984**
- ▶ Amendments to the Act, as it applies to England.
- ▶ Sets out the provisions for the new regulatory regime during the design and construction phase for buildings in scope.
- ▶ Provides for the registration of building inspectors and building control approvers, to improve competence levels in the building control sector through better regulation.

- ▶ **Part 4 – Higher risk buildings**
- ▶ Provisions relating to buildings in scope when they are occupied.
- ▶ Defines and places duties on the **Accountable Person** and building safety managers in relation to building safety risks in their building.
- ▶ Provisions on resident engagement.

Draft Bill Continued

- ▶ Part 5 – Supplementary and general
- ▶ Details provisions requiring a New Homes Ombudsman scheme to be established.
- ▶ Powers to make provisions about construction products.
- ▶ Strengthens the powers available to the Architect Registration Board.

Building Safety Regulator

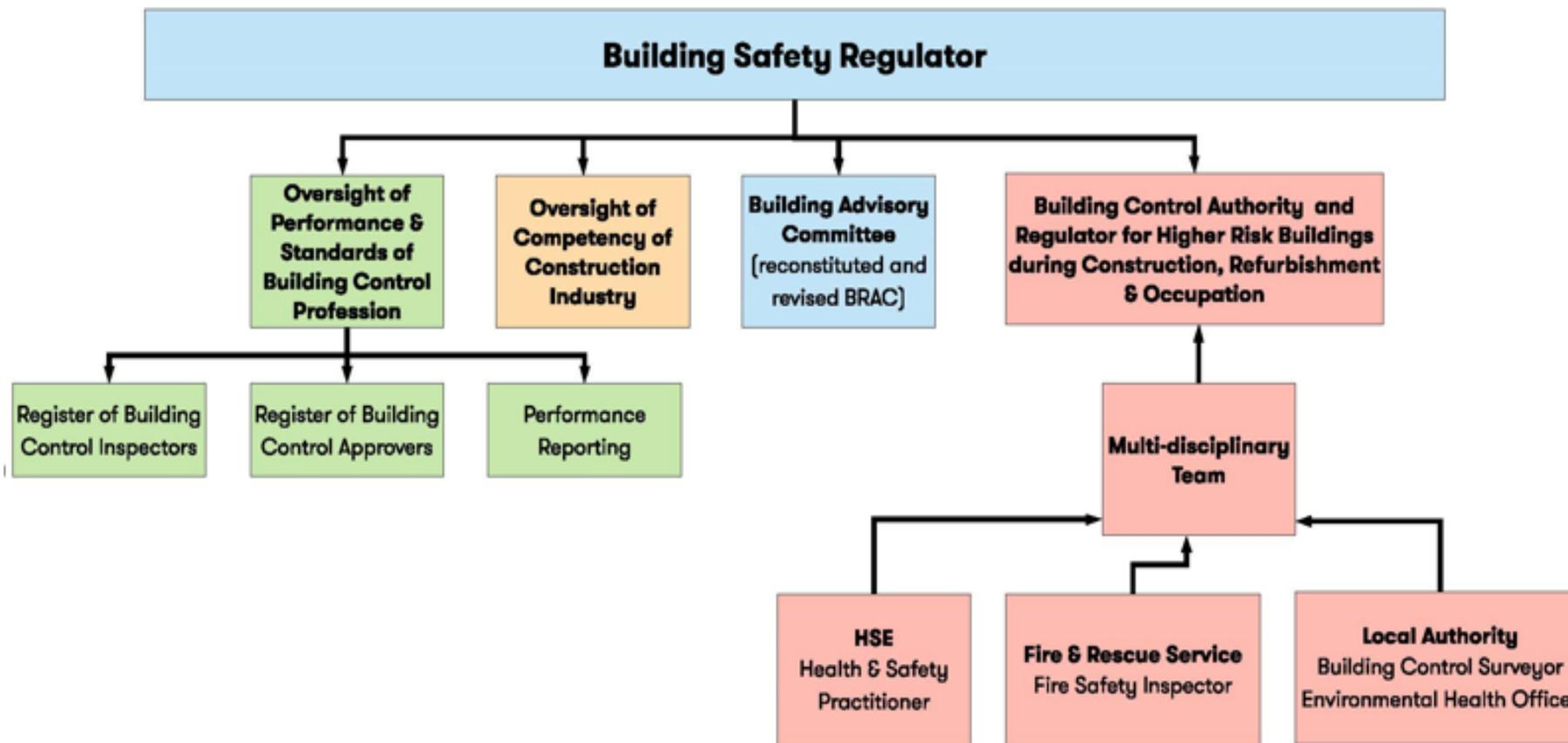
New National Building Safety Regulator [BSR] within the HSE that has three main functions

- ▶ Oversee the safety and standard of **ALL** buildings
- ▶ Directly assure the safety of higher- risk buildings
- ▶ Improve the competence of people responsible for designing, building or inspecting building work and new rules to ensure buildings are regularly inspected and remain safe.

Building Safety Regulator

- ▶ Three New Committees to support delivery of those functions.
- ▶ Building Advisory Committee (previously BRAC - Building Regulations Advisory Committee)
- ▶ Industry Competence
- ▶ Residents Panels
- ▶ Strategic Plan – a plan setting out how the regulator proposes to carry out its building functions in the period to which the plan relates
- ▶ The regulator must prepare a strategic plan, and
- ▶ Submit to the secretary of state for approval – before submission they must consult the resident's panel.

Wider Role of BSR



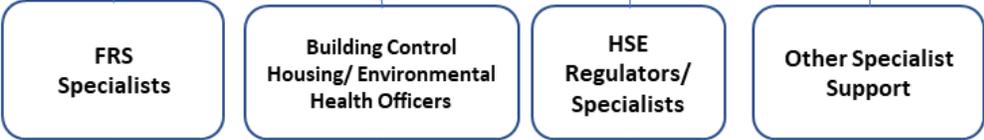
Proposed Building Safety Regime

Proposed BSR Model – Regulation of Higher Risk

National
Regulator



Gateway and safety case assessment and intervention team



Existing
Regulators

Building Safety Bill

- ▶ Dutyholders – Appointed under CDM Regulations and responsible for complying with Building Regulations: Client, Principal Designer, Principal Contractor, Designer & Contractor
- ▶ Accountable Person – The dutyholder during occupation with ongoing responsibility for building safety. Required to engage with residents.
- ▶ Building Safety Manager - Supports the accountable person in the day to day management of fire and structural safety.
- ▶ Gateways – stop / go decision points
- ▶ Golden Thread

Higher Risk - Scope

- ▶ Higher Risk Building (SofS could apply to other buildings in the future)
- ▶ Contains 2 or more dwellings, 2 or more rooms for residential purposes (e.g. supported accommodation) or student accommodation
- ▶ Top storey is 18m or more above ground or six storey (whichever reached first)
- ▶ BSR via Secretary of State can vary Scope as required

Gateways

Three Gateways

Gateway 1 - Planning

- ▶ Fire Statement
- ▶ Building Safety Regulator - Consultee for the Planning Application

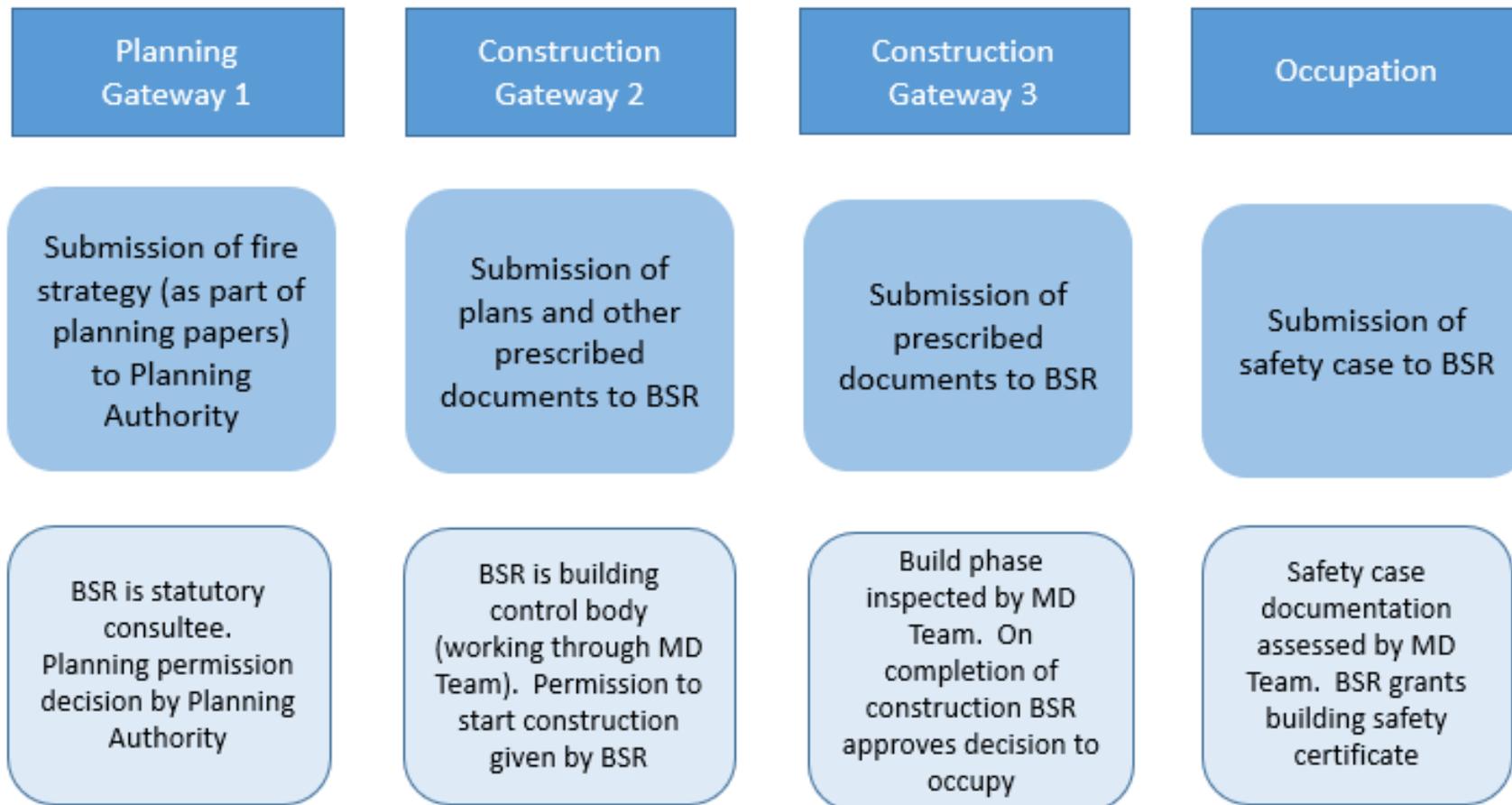
Gateway 2 - Construction Gateway

- ▶ Full Plans approved and signed off by the BSR before work starts

Gateway 3 - Completion Gateway

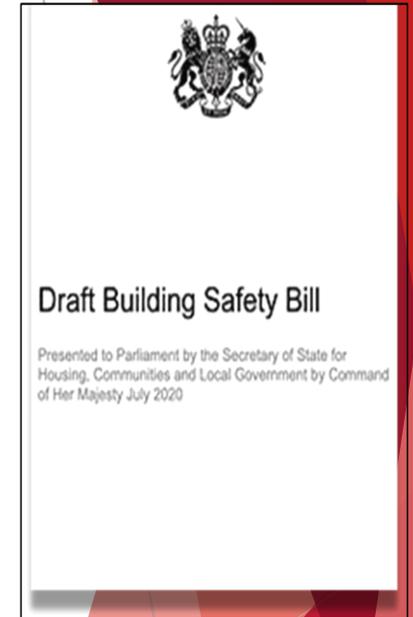
- ▶ All information including the golden thread handed over to the accountable person. This is approved by the BSR who issue a completion certificate.

Golden Thread – shared through lifecycle of building



Next Steps

- ▶ Pre-Legislative Scrutiny published 24 November 2020
 - ▶ MHCLG published its pre-legislative scrutiny report on the draft Building Safety Bill. The report is extensive, with more than 40 recommendations and it is likely that many of these recommendations will be included in the final Bill that will go before Parliament.
- ▶ MHCLG to respond to Pre-legislative Scrutiny report
- ▶ Spring - Parliament
- ▶ 2021/early 2022 - Royal Assent
- ▶ On Going - Drafting of Secondary Legislation
- ▶ Early 2021- Detailed Transition Plan published.



Key Milestones going forward

2021

High level end to end operating model & recruitment of the Chief Inspector of Buildings

2022

January the BSR Enforcement Policy Statement, Enforcement Management Model and Tools

October

- ▶ Competence Committee will be formed
- ▶ BSR duties and enforcement powers will come into effect
- ▶ The BAC replacement to BRAC will be formed
- ▶ The Resident Panel will be fully stood up
- ▶ Local Authority building control and Approved Inspectors will start registering with BSR

2023

First BSR Strategic Plan & first Higher Risk Buildings will enter the gateways end of the system

2024

First safety case review

2025

Target Operating Model reached April 2025.

Thank You

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Report for: Overview and Scrutiny Committee

Title: **Brexit – Implications for Borough update**

**Report
authorised by:**

Lead Officer: Jean Taylor – Head of Policy

Ward(s) affected: All wards

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

1. Issue under consideration

- 1.1. The Overview and Scrutiny Committee requested regular updates on the potential implications of Brexit on the Borough.
- 1.2. The UK officially left the EU on 31st December following the agreement of a free trade arrangement between the UK and EU on 24th December 2020. This deal prevented the application of tariffs on goods crossing the border with the EU but does mean replacement arrangements for travel, trade, immigration and security co-operation.
- 1.3. This briefing provides an update on the immediate impacts of Brexit on Haringey and provides an outline for how the long-term risks and impacts of Brexit will be managed moving forward.

2. Update on Short-Term Risks

2.1 Supply Chain

- There has been some disruption to the movement of goods at UK/EU border, however, on the British mainland, this is primarily due to Covid rather than Brexit, and relates to a build-up of empty containers at ports and the build-up of lorries due to Covid travel restrictions.
- These issues are beginning to subside, and the ports are moving towards a more normal flow of goods.
- In any scenario food and medication are prioritised.
- The Whittington Health Trust is currently reporting no disruption to their supply chain or food supplies.
- Many larger companies had made arrangements to mitigate disruption to goods and materials through stock piling or making alternate arrangements.
- Companies operating a just in time stock control model (generally SMEs) are most impacted.

2.2 Local Businesses

- There are three primary sectors within the borough that appear to be mostly impacted by the changes brought about by Brexit. These are:
 - Textile and Clothing
 - Food and beverages
 - Logistics
- There is likely to be increased operating costs for large number of companies in the logistics and distribution sector (a good number on our industrial estates)- as goods could become more expensive due to custom formalities/storage costs which eventually would get passed down to customers.
- The following support is being provided to businesses:
 - Strategic Procurement are working with the economic development and policy teams to provide support where required. The intention is to work closely to identify any emerging trends or issues.
 - The Brexit Business Advisors as of this week have started contacting businesses and each of them will receive practical and customised support
 - The Economic Development Team will meet the Brexit Business advisers on fortnightly basis to review and adapt the business support offer according to the needs of businesses.
 - The ED Team will closely work with Procurement and Policy Teams to coordinate new evidence as well as business support supply chain actions.
- The true impact on businesses may not be known for a couple of months as they begin to understand the implications of the new Brexit regulations.
- General feedback to date from SMEs are concerns relating to:
 - Additional hidden costs and these being passed on to consumers
 - Lack of clarity and understanding relating to new processes around importing/exporting goods

2.3 Procurement

- The Public Contract Regulations govern how Public Sector procure goods, works and services. There is no impact on how we undertake procurements due to Brexit, as these Regulations were enacted under UK Law (exclusions for Scotland and devolved administrations).
- We no longer need to advertise contract opportunities in the Official Journal of European Union (OJEU).
- The UK has a new portal for publishing contract opportunities:
 - Finder Tender Services (FTS)
 - Council procurement related systems were amended to publish to FTS with effect from 1st January 2021
- There is a Green Paper out for consultation on reforming public procurement; however this will be over 12 months before any changes are in place.

2.3 Food and essential supplies

- As of yet we have seen only very minor disruption to food supply on the British mainland with some delays to shipments of fruit and vegetables from the continent being reported. As the UK grows very small amounts of fruit and

vegetables at this time of year it is particularly reliant on produce from southern Europe.

- Whilst experts state that there may be gaps in overall supply, it is very unlikely that we will see an overall food shortage.
- The crunch point for food supplies is likely to be later this month/early March once supermarkets and other shops place new orders and deliveries need to be made. This is when we will see the new processes in Kent and at other ports really tested.
- Locally, the council continues to work with the Haringey Food Network to ensure that food banks can access a good supply of food and continue to support those most vulnerable in the community.

2.4 Community Tensions

- Community tensions continue to be monitored through the community safety partnership.
- Prior to the December deadline we saw an increase in far-right graffiti within the borough with over 9 instances reported but it is unknown to what extent this was due to Brexit.
- It is likely that in the event of food shortages we may see an increase in community tensions. These are likely to be exacerbated by the national lockdown.

2.6 Regeneration

- At our previous update, OSC asked for more detailed information about the impact of Brexit on our regeneration programmes and on the local housing market.
- The risks often cited in the industry at the moment relate to values being achieved, market confidence, supply chain and labour force issues. This can mean sites are taking longer to come forward, while developers rebase their schemes to take into account the current climate. In previous recessions, the GLA/HM Govt have stepped into to kickstart schemes in order to protect housing supply and employment. It is expected that a similar response will be forthcoming this time.
- In terms of tenures, there has been a lot of volatility in the market which has presented some opportunities for council's to step in and secure units from schemes, where previously this might not have been cost effective. There has been some softening in terms of the market for shared ownership units, and the future of the Help to Buy scheme may have an impact on market for sale homes. Institutional private rent is harder to identify a specific trend. Flexibility across tenures and a willingness to adapt is generally being seen as important in the current environment in order to protect overall housing supply, and there may continue to be opportunities for councils in the short term, as schemes which are well advanced face market pressures.

3. Medium to Long-Term Risks

- We know that some of the impacts of Brexit will not be seen for many months and in some cases years. Therefore, it is essential that the management of the medium to long term risks are embedded into council services and wider programmes of work to enable sufficient strategic planning. There is therefore work underway to mainstream these risks in organisational business and delivery planning processes.
- As noted in the previous EU transition update to OSC, the impact of Brexit on council finances is difficult to assess due to the continuing uncertainties surrounding the final Brexit outcome. Due to the significant pressure Covid has put on the budget and MTFS, the most significant risk continues to be unforeseen financial pressures that are not included within our budget envelope emerging at a quick pace and which the council will need to respond to e.g. through increased demand on certain services. To mitigate this risk, the council continues to maintain a tight grip of the organisation's overall financial position (including all Covid pressures) to ensure that the authority is in the most robust and resilient position financially speaking to deal with any new pressures emerging from Brexit.

3. Recommendations

3.1. That the committee considers the updates to the above risks.

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Report for Overview and Scrutiny Committee – 15 March 2021

Title: Overview and Scrutiny - Protocol Refresh

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

Lead Officer: Robert Mack, Principal Scrutiny Support Officer
Tel: 020 8489 2921, e-mail: 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 The Protocol for Overview and Scrutiny has been refreshed. The Committee is requested to approve the new document for recommendation to Council.

2. Recommendations

- 2.1 That the draft updated Overview and Scrutiny Protocol be endorsed by the Committee and Cabinet and recommended to Council for final approval; and
- 2.2 That the remits for each of the Scrutiny Panels be reviewed ahead of the 2022/23 Municipal Year.

3. Reasons for decision

- 3.1 The Protocol for Overview and Scrutiny has been updated in response to new government guidance, a “Scrutiny Stocktake” and to take on board learning from recent scrutiny activities.

4. Alternative options considered

- 4.1 The Committee could decide to recommend that the current Protocol be retained.

5. Background information

- 5.1 The Protocol for Overview and Scrutiny has been reviewed in response to several matters:
- New statutory guidance on Overview and Scrutiny that the Ministry of Housing, Communities and Local Government (MHCLG) issued in May 2019, which suggested the development of an Executive/Overview and Scrutiny Protocol by local authorities to “define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways”;

- A “Scrutiny Stocktake” undertaken in early 2019 by an external facilitator, working with Scrutiny Chairs that highlighted some areas where practice could be improved; and
 - Learning from scrutiny activities since the current Protocol was drafted in 2012 as well as current custom and practice.
- 5.2 Effective scrutiny is dependent on the active involvement and support of all constituent parts of local authorities and scrutiny cannot be expected to be successful without this. It is particularly important that it is led and owned by elected Members though as they have a key role in setting and maintaining the culture of an authority.
- 5.3 Creating an organisational culture that fully supports scrutiny work can help ensure that it adds value by improving policy and decision making and the efficient delivery of services. Low levels of support for and engagement with scrutiny can lead to poor quality and ill focused work that serve to reinforce the perception that it is of little worth or relevance.
- 5.4 The performance of the scrutiny function is not just of interest to individual local authorities. Its effectiveness is often considered by external bodies such as regulators and inspectors (e.g. Ofsted, Peer Reviews) and highlighted in public reports. Failures in scrutiny can therefore help to create a negative public image of the work of the organisation as a whole.
- 5.5 There has been a particular clear need to draw on lessons from places where ineffective scrutiny has been deemed to have contributed to severe service failures, such as Mid Staffordshire and Rotherham. The Centre for Public Scrutiny identified three key questions for scrutiny Members arising from these:
- “How do I know that the Council will be aware when significant problems rear their head and do I have confidence that this information will be acted on?”
 - Does scrutiny itself have access to information which will allow me to confidently challenge, on the basis of evidence, the Council’s assertions about the quality of a service?
 - Do Council officers and officers from other agencies agree and accept that scrutiny has this role to play?”
- 5.6 The need for a review should not be taken to imply that there are currently significant shortcomings in scrutiny in Haringey. Both the Scrutiny Stocktake and the Peer Review highlighted areas of good practice and strength. Work planning and support were both highlighted in these. They also commented that Members work very well together, including those from different political groups. There was a high level of enthusiasm amongst Members and attendance at meetings was very good.
- 5.7 The review was begun following a report that was made to the Overview and Scrutiny Committee on 3 June 2019, which recommended that the Protocol be updated in response to all these matters.

- 5.8 It was recognised that it was important that the whole organisation was committed to the principles within the new Protocol and not just Overview and Scrutiny. An independently facilitated workshop of Cabinet and Overview and Scrutiny Members and senior officers was therefore planned to begin the process to agree general principles and a vision. It was not possible to go ahead with this though due to the Covid-19 pandemic. Our external facilitator, Ann Reeder, instead conducted individual interviews with a number of Cabinet and Overview and Scrutiny Members and senior officers to obtain their views so these could be taken on board. The feedback from these has been incorporated into the new Protocol.
- 5.9 The clear message of both the feedback and the new guidance was the importance of developing a culture that supports scrutiny, which is fundamental for it to be effective. This is the focus of the new Protocol rather than proposing any significant structural change. As recommended in the MHCLG guidance, it aims to do this by;
- Recognising explicitly scrutiny's legal and democratic legitimacy;
 - Identifying a clear role and focus;
 - Ensuring early and regular engagement between the Cabinet and OSC;
 - Managing disagreement;
 - Ensuring that scrutiny receives impartial advice from officers and is provided with the necessary support;
 - Communicating scrutiny's role and purpose to the wider authority and the public; and
 - Ensuring scrutiny Members are supported in having an independent mindset.
- 5.10 The new Protocol:
- Highlights that the ultimate purpose of scrutiny should be to deliver outcomes that make a difference to the lives of residents through improving public services;
 - Specifies the need for scrutiny to be sufficiently robust but constructive, focused on matters of timely relevance and conducted in a courteous and professional manner. It also states that its principal aim should be to improve decision making and outcomes for residents;
 - Refers explicitly to the role of scrutiny in articulating the concerns of residents and the local community. This should not be merely a passive role, waiting for individuals and organisations to make contact and raise matters. A proactive role is proposed, with scrutiny actively and strategically seeking to involve individuals and groups that are best placed to inform specific pieces of work;
 - Emphasises the independence of scrutiny as well as the need for it to make recommendations that are based on the available evidence rather than any pre-conceived ideas;
 - Specifies expectations regarding Cabinet involvement, including regular dialogue as well as attendance at meetings for Cabinet Member Questions. In addition, the Committee and Panels are encouraged to provide advance notice of questions so that Cabinet Members and senior officers may better prepare for their participation in meetings;
 - Develops further work planning arrangements. A range of stakeholders are already involved in this, including representatives of the local community,

senior officers, Cabinet Members and partners. Detailed work plans are normally also prepared for each scrutiny body for at least a year ahead. The new Protocol includes an additional process to assist Cabinet Members and senior officers in better understanding the purpose of activity and to justify requests for information or reports;

- Differentiates between the various activities undertaken by scrutiny, including regular scheduled meetings and in-depth reviews. It also specifies that scrutiny should be a flexible process which uses a range of means of obtaining evidence and information and not just formal meetings;
- Highlights the importance of scrutiny receiving relevant information in a timely manner as well as being able to access support so that Members can understand it fully. It nevertheless states that there should be a clear purpose to requests for information and that consideration should be given to the resource implications of these. It goes on to say that scrutiny should not just rely purely on those who are directly responsible for services for information and should seek to supplement the evidence at its disposal from other sources, including service users, other residents and partners;
- Clarifies the status of evidence sessions undertaken as part of in-depth scrutiny reviews as this is currently unclear. It is proposed that the presumption will normally now be that meetings take place in public. It is nevertheless accepted that there may be some exceptional occasions where it may be appropriate to meet in closed session because of the nature of the business. Evidence gathering activities may therefore take place outside of formal meetings if necessary or appropriate;
- Explicitly recognises the responsibility that all Senior Officers have to provide impartial advice to scrutiny bodies as and when required. In addition, it refers to the specific roles of the Statutory Scrutiny Officer and the Monitoring Officer in ensuring that timely, relevant and high quality advice is provided.

5.11 There are limits relating to the workload capacity of scrutiny so it is essential that scrutiny uses its time and resources where they are most likely to be effective and deliver outcomes. The Protocol therefore highlights the importance of effective and ongoing dialogue between scrutiny, Cabinet and senior officers to ensure effective prioritisation and use of resources.

5.12 As previously mentioned, it is important that all parts of the organisation endorse the new Protocol so that it constitutes a shared understanding and agreement on how scrutiny should operate within the Council. It is therefore recommended that Cabinet also be asked to endorse the new Protocol before it is recommended to Council for final approval. In the meantime, relevant sections of the Constitution will be updated to ensure that they are consistent with the new Protocol.

5.13 An outstanding issue is the remit for the standing scrutiny panels. They have not been significantly reviewed since 2015, so it would be timely to revisit these in relation to the new Borough Plan and Cabinet portfolios. In order not to disrupt the work planning process for the forthcoming year, it is recommended that any changes arising from the review of remits be recommended for implementation in 2022/23.

6. Contribution to strategic outcomes

6.1 The work of Overview and Scrutiny covers all areas within the Borough Plan.

7. Statutory Officers comments

Finance and Procurement

7.1 There are no direct financial implications arising from the recommendations in this report

Legal

7.2 The legal issues arising from this are dealt with in the body of the report.

8. Use of Appendices

Appendix A – Overview and Scrutiny Committee (OSC) Protocol 2021

9. Local Government (Access to Information) Act 1985

N/A

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OVERVIEW AND SCRUTINY COMMITTEE (OSC) PROTOCOL 2021

1 INTRODUCTION

- 1.1 Overview and Scrutiny plays a fundamental role in the Council's governance arrangements through holding decision makers to account, policy review and development, acting as a community voice and ensuring the efficient delivery of public services. Effective scrutiny requires the commitment of the whole Council and partners, as well as creating the right culture, behaviours and attitude that sees scrutiny as a valuable contributor to the business of the Council.
- 1.2 This new protocol is a welcome opportunity for the whole Council to re-affirm its commitment to effective scrutiny, foster an effective and constructive working relationship with all stakeholders in the scrutiny process and refresh relevant policies and procedures so that they reflect best practice. It also takes into account learning from recent Haringey scrutiny work as well as the new Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities that was published by the Ministry of Housing, Communities and Local Government (MHCLG) in May 2019.
- 1.3 The Protocol is intended to give effect to the provisions in the Constitution relating to Overview and Scrutiny. In the event of any apparent conflict that may arise between the provisions in the Protocol and the Constitution, the Constitution shall take precedence.

2 ROLE OF OVERVIEW AND SCRUTINY COMMITTEE

- 2.1 The Council is committed to creating an environment conducive to effective scrutiny. It is a statutory function and a requirement for all authorities operating executive arrangements. It is also an integral part of the Council's decision-making structure and provides essential checks and balances to the Council's Cabinet to ensure that its powers are used wisely. Whilst its legitimacy is beyond question, scrutiny should nonetheless be able to demonstrate clearly to the Council and its Cabinet, senior management team, partners and the public the value that it adds in its work and seek to make recommendations that improve the lives of local residents.
- 2.2 Effective Overview and Scrutiny should:
 - Provide constructive challenge;
 - Amplify the voices and concerns of the public;
 - Be led by independent minded Members who take responsibility for their role; and
 - Drive improvement in public services.

Challenge

- 2.3 For challenge to be effective, it needs to be sufficiently robust. It should nevertheless be constructive and focused on matters of timely relevance to the Council and the wider community. The role of scrutiny as a 'Critical Friend' should be undertaken in a courteous and professional manner, reflecting the Member's Code of Conduct. The aim of scrutiny should be to improve decision making and outcomes for residents, not scoring political points or providing a political opposition to those who make decisions.

Public and Community Involvement

- 2.4 Overview and Scrutiny has an important role in articulating the concerns of residents and community organisations. It will therefore strive to facilitate their involvement in its work and, in particular, the development of its work plan, providing evidence and asking questions.
- 2.5 Overview and scrutiny will seek to ensure that the feedback that it receives is representative of the local community. It will be proactive in seeking input and seek to involve individuals and groups within it that are best placed to inform specific pieces of work. It will use a range of methods and, where possible, locations in order to best to engage with diverse stakeholders and listen to their views and experience.

Independence

- 2.6 Overview and scrutiny shall be independent in both outlook and operation. The Cabinet should not seek to direct the areas that it focusses upon, although suggestions can be made for the work programme. Overview and scrutiny shall not be subject to undue party political influence, such as whipping. Members on scrutiny bodies shall also undertake their work with an open mind and make recommendations that are based on the evidence that they receive rather than pre-conceived ideas or pressure from within the political group. It should seek to be strategic and focused on the Council and its communities of interest.

Driving Improvement

- 2.7 It is important that scrutiny not only provides challenge but delivers outcomes. These should aim to make a difference to the lives of residents through improving public services. This should be achieved by the making of evidence-based recommendations to the Council's Cabinet and other organisations responsible for the commissioning and delivery of public services.

3 RESPONSIBILITIES

- 3.1 Overview and scrutiny can scrutinise any matter which affects the authority's area or its residents' wellbeing. The powers of Overview and Scrutiny were contained in the Local Government Act 2000 and consolidated by the Localism Act 2011. It can:
- Review decisions taken by the Cabinet or the Council;
 - Investigate matters affecting the borough of Haringey and its residents;
 - Contribute to policy development for the Council;
 - Make reports and recommendations to the Cabinet or the Council;
 - Review decisions made by the Cabinet but not yet implemented ("call-in");
 - Appoint sub-committees and arrange for them to discharge any of its functions;
 - Review matters relating to the health service and crime and disorder and make reports and recommendations;
 - Require members of the Cabinet and officers to attend to provide information and answer questions;
 - Invite other persons to attend meetings as part of its evidence gathering;
 - Give notice in writing to a relevant partner authority requiring that it has regard to a report or recommendations relating to its functions; and
 - Request information from a relevant partner authority that is required for Overview and Scrutiny to discharge its functions.

4 STRUCTURE

- 4.1 The Overview and Scrutiny Committee shall comprise five members and be politically proportionate as far as possible. The membership shall be appointed each year at the Annual Council Meeting. The chair of the Committee shall be a member of the majority group. The Vice-Chair shall be a member of the largest minority group. The Committee shall also comprise statutory education co-optees, who have voting rights on education matters.
- 4.2 The Overview and Scrutiny Committee shall establish four standing Scrutiny Panels to examine designated public services. The Committee shall determine the terms of reference of each Panel. If there is any overlap between the business of the Panels, it is the responsibility of the Overview and Scrutiny Committee to resolve the issue. Areas which are not covered by the four standing Panels shall be the responsibility of the Overview and Scrutiny Committee.
- 4.3 The chair of each standing Scrutiny Panel shall be a member of the Overview and Scrutiny Committee and shall be determined by the Committee at its first meeting of the year. It is intended that each Panel shall be comprised of between 3 and 7 members and be politically proportionate as far as possible. The membership of each Scrutiny Panel shall be appointed by the Overview and Scrutiny Committee. It is intended that, other than the Chair, the other members will be non-executive members who do not sit on the Overview and Scrutiny Committee.
- 4.4 Should one of the Panels be responsible for education issues, the membership shall include the statutory education co-optees. It is intended that the education co-optees will also attend the Overview and Scrutiny Committee when reports from a relevant Scrutiny Panel are considered.
- 4.5 Each Scrutiny Panel shall be entitled to appoint up to three non-voting co-optees. Non voting co-optees are expected to add value to scrutiny by performing the following roles:
- To bring a diverse spectrum of experience and adding a different perspective to any items;
 - To act as a non-party political voice for those who live and/or work in Haringey; and
 - To bring specialist knowledge and/or skills to the Overview and Scrutiny process and an element of external challenge by representing the public.
- 4.6 Nominations for non-voting co-optees will be sought primarily from established community groups but consideration can be given to specific individuals where particular expertise/experience is required that would not be otherwise available¹.
- 4.7 Overview and Scrutiny bodies shall seek to work by consensus. Votes should only take place when as a last resort and when all efforts to achieve a consensus have been unsuccessful.

5 MEETING FREQUENCY AND FORMAT

- 5.1 The Committee shall hold six scheduled meetings each year. One meeting shall include agreement of the annual work programme for Overview and Scrutiny. One meeting, in January, shall consider the budget scrutiny recommendations from each Scrutiny Panel. In addition, the Committee may also hold evidence gathering meetings as part of in-depth scrutiny reviews on a specific issue as and when required. An extraordinary meeting of the OSC may be called in accordance with the Council's Constitution (Part 4 Section G).

¹ There is a separate and detailed Protocol regarding the process for appointment of non-voting co-optees.

- 5.2 Members of the Council may Call In a decision of the Cabinet, or any Key Decision made under delegated powers, within five working days of the decision being made. The full procedure is given in the Council's Constitution (Part 4 Section H).
- 5.3 Pre-decision scrutiny on forthcoming Cabinet decisions shall only be undertaken at scheduled Overview and Scrutiny Committee meetings, in adherence with the Council's Forward Plan.
- 5.4 It is intended that each Scrutiny Panel shall hold four scheduled meetings each year. An extraordinary meeting of a Panel may be called in accordance with the Council's Constitution (Part 4 Section G). In addition, Scrutiny Panels may also hold evidence gathering meetings as part of in-depth scrutiny reviews on a specific issue as and when required.
- 5.5 The choice of venue for meetings may have regard to the business to be transacted and the circumstances of the time. This may include meeting online for remote working or to improve access to those providing evidence to the Committee or a Panel.

6 ENGAGING WITH THE CABINET

- 6.1 Legislation relating to local authority governance provides for the separation of the Executive and Non-executive Members of a Council in order to provide a check and balance on decision-making. The Overview and Scrutiny Committee therefore shall engage regularly with Cabinet, particularly regarding its future work programme and the Forward Plan. The first of such meetings should be arranged with Cabinet prior to the first meeting of the Committee. The Chairs of the Overview and Scrutiny Committee and the Scrutiny Panels shall seek to liaise on a regular basis with the relevant Cabinet Members covering relevant portfolios regarding the progress of the work programme, agenda setting and requests for reports, attendance and updates.
- 6.2 The Leader of the Council and Chief Executive shall be invited to the Overview and Scrutiny Committee as required, based upon the agenda of a meeting, but at least once a year at the meeting when the Overview and Scrutiny work programme is considered. This shall be an opportunity to discuss jointly, amongst other matters, the Council's priorities for the next year. Meetings between the Cabinet and scrutiny should focus on outcomes and be respectful and constructive, respecting the different but complementary nature of the roles and the value of scrutiny to the Council and its residents.
- 6.3 All Cabinet Members will be expected to attend either the Overview and Scrutiny Committee and/or Scrutiny Panels as required and with reasonable notice, based upon the agenda of a meeting, but at least twice a year. Cabinet Members will be expected to provide information specific to an agenda item, to provide updates on key areas within their portfolios and to answer questions.
- 6.4 The Leader and Cabinet Members attending an Overview and Scrutiny Committee or Scrutiny Panel meeting may be accompanied and assisted by any service officers they consider necessary. The Member may invite an officer attending to answer a question and provide information on their behalf.
- 6.5 Cabinet Members and senior officers attending formal meetings of scrutiny bodies shall strive to provide full answers to questions that are put to them. Where this is not possible due to the necessary information not being accessible at the meeting, a written answer will be provided within 7 working days of the date of the meeting. To better meet requests for information, members of the Committee

and its Panels will seek to provide advance notice of questions so that Cabinet Members and senior officers may prepare for their participation in the meeting.

7 RESPONDING TO SCRUTINY RECOMMENDATIONS

7.1 Overview and Scrutiny may make recommendations to the Cabinet or any other public service providers. Recommendations to Cabinet shall be introduced by either the Chair of the Overview and Scrutiny Committee or the relevant Scrutiny Panel. They shall be responded to by the appropriate body within two months of their receipt. Responses shall be circulated to Members of the relevant scrutiny body before the Cabinet meeting to approve the response. Where recommendations from Overview and Scrutiny are not accepted by Cabinet, an explanation will be given of the reasons why. Where a response is requested from NHS funded bodies, the response shall be made within 28 days.

8 THE OVERVIEW AND SCRUTINY WORK PROGRAMME

8.1 Overview and Scrutiny will agree its own annual work programme and keep it under review over the course of a municipal year. It will have regard to corporate and strategic priorities and consult widely to inform the focus for scrutiny activity.

8.2 The Council's Democratic Services Team shall coordinate the development of the work programme for Overview and Scrutiny, covering the work of the Committee and of the Scrutiny Panels. The development process for this should include engagement with Members, Cabinet, senior officers, partners, voluntary and community organisations and residents, with specific opportunities provided for each of them to submit suggestions. Whilst safeguarding the independence of the scrutiny process, the Committee shall have regard to all such suggestions when they decide their work programme.

8.3 Decision makers should seek to involve scrutiny in the development of new policy at an early stage when proposals are being developed so that account can be taken of it when developing its work plan.

8.4 As part of the development of the work programme, the Committee will determine how external partners and public service providers shall be scrutinised and engage with key personnel to build the necessary relationships and awareness for this purpose.

8.5 The scrutiny work programme should reflect a balance of activities, including:

- Holding the Executive to account;
- Policy review and development;
- Performance management;
- External scrutiny; and
- Public and community engagement.

8.6 The work programme should;

- Reflect local needs and priorities. Issues should be of community concern as well as Borough Plan and Medium Term Financial Strategy priorities;
- Prioritise issues that have most impact or benefit to residents;
- Involve local stakeholders; and
- Be flexible enough to respond to new or urgent issues.

8.7 Scrutiny work will be carried out in a variety of ways and use whatever format that is best suited to the issue being considered. This can include a variety of "one-off" reports as well as in-depth scrutiny

review projects that provide opportunities to thoroughly investigate a topic and recommend improvements.

- 8.8 In deciding its work programme, the Committee shall be mindful of the need to achieve meaningful outcomes by ensuring that plans are deliverable within the timescale set and with the resources available.
- 8.9 A template shall be maintained and shared by the Democratic Services Team to provide criteria to assist with the preparation and updating of the work programme. The Team also will assist the Committee and its Panels in tracking their decisions and requesting updates on progress from time to time, following which the Chair and officer will consider whether such matters need to form an agenda item.
- 8.10 A template shall be maintained for the use of the Chairs and Officers of the OSC and Panels to assist the Cabinet and senior officers in understanding the purpose of scrutiny activity relating to specific topics and to justify requests for information or reports. Agenda planning meetings shall be arranged between Chairs and senior officers ahead of scheduled meetings to ensure clarity on any reports that are requested. A detailed scope, terms of reference and project plan shall also be prepared for each in-depth scrutiny review project prior to it starting. This shall include consideration of resources, timescale for completion and aspired outcomes.

9 BUDGET SCRUTINY

- 9.1 The Council's budget shall be scrutinised by both the Overview and Scrutiny Committee and each of the Scrutiny Panels. The role of the Committee shall be to scrutinise the overall budgetary position and direction of the Council and strategic issues relating to this, whilst each Scrutiny Panel will scrutinise areas that come within their terms of reference. Any individual areas of the budget that are not covered by the Panels shall be considered by the Committee.
- 9.2 A lead Committee member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Panels and the Committee relating to the budget.
- 9.3 To allow effective scrutiny of the budget in advance of it formally being set, the following timescale is suggested:
- **Scrutiny Panel Meetings: May to November**
The Overview and Scrutiny Committee will receive regular budget monitoring reports budget whilst each Scrutiny Panel shall monitor budgets within their respective areas. Between May and November, this shall involve scrutinising progress with the Medium Term Financial Strategy (MTFS) approved at the budget setting full Council meeting in February.
 - **Scrutiny Panel Meetings: December/January**
Each Scrutiny Panel shall hold a meeting following the release of the December Cabinet report on the new MTFS. The Committee will also meet to consider proposals relating to any areas within the MTFS that are not covered by individual scrutiny panels. Each Panel and the Committee shall consider the proposals in this report for their respective areas, in addition to their budget scrutiny already carried out. Relevant Cabinet Members will be expected to attend these meetings to answer questions relating to proposals affecting their portfolios as well as senior service officers.

Scrutiny Panels and the Committee may also request that the Cabinet Member for Finance and/or senior officers attend these meetings to answer questions.

- **Overview and Scrutiny Committee Meeting: January**

The Committee will consider and make recommendations on the overall budgetary position and direction of the Council and the MTFs. Each Scrutiny Panel and the Committee shall also submit their final budget scrutiny report to the meeting for ratification, containing their recommendations/proposals in respect of the budget for the areas within their terms of reference.

- **Cabinet Meeting: February**

The recommendations from the Budget Scrutiny process that have been approved by the Committee shall be referred to the Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals.

10 ACCESS TO INFORMATION

- 10.1 Legislation and the Council's own Standing Orders provide for all Members to have access to information based upon their membership of Committees and on a need to know basis.
- 10.2 For Overview and Scrutiny to be effective, it needs access to relevant information and in a timely manner. In particular, it is imperative that it has the information necessary to provide effective challenge about the provision, quality and resourcing of services. It has a legal right to information and this includes enhanced power to access exempt or confidential information. This is in addition to existing rights that Councillors have to access information.
- 10.3 Overview and Scrutiny Members need access to key information about the management of the Council, particularly on performance, management, funding and risk. Members should also be given the support necessary to ensure that they understand such information. In seeking this information, they should be mindful of the capacity of the Council to resource activity and the value and outcomes likely to be gained through it.
- 10.4 Overview and Scrutiny should not rely purely on those who are directly responsible for services for information and should seek to supplement the evidence at its disposal from within the Council from other sources, including service users, other residents and partners.
- 10.5 A template shall be maintained for the use of the Chairs and Officers of the OSC and Panels to explain the basis for the request for information and to detail the information that is required and the purpose to which it will be put. Requests will be responded to positively and in a timely manner. To ensure that the information provided is relevant, officers should ensure that they have a clear understanding of the reasons why information is needed by seeking clarification if necessary.
- 10.6 It is recognised that there may be rare occasions when it may be legitimate for information to be withheld and a written statement setting out the reasons for this will be provided to the OSC and its lead officer should this occur. Cabinet Members and senior officers will nevertheless seek to avoid refusing requests or limiting the information they provide. Before a decision exceptionally is made not to share information, serious consideration will be given to whether the information can instead be shared in closed session and the reason for this stated.
- 10.7 Where a Cabinet Member or senior officer determine that information requested by the OSC should be withheld, the OSC may refer the matter to the Monitoring Officer for adjudication if it wishes to

challenge the decision. In considering the matter, the Monitoring Officer should have regard to the legitimacy of Overview and Scrutiny, the reason(s) given for withholding the information and the value to the Council and residents of scrutiny activity on this matter.

11 TRANSPARENCY AND OPENNESS

11.1 One of the key roles of Overview and Scrutiny is to promote transparency and openness. The presumption therefore will be that its meetings will take place in public and the need to hold closed sessions will be avoided. Meetings that take place as part of the evidence gathering process for in-depth scrutiny reviews will also take place in public.

11.2 However, it is accepted that there will be limited occasions when it will be appropriate to meet in closed session because of the nature of the business or the position of the witness giving evidence. Evidence gathering activities may therefore take place outside of formal meetings if necessary or appropriate.

11.3 The status of meetings in terms of public or closed sessions, recording and documentation should be made clear in advance to all individuals attending to provide evidence.

12 OFFICER ADVICE

12.1 The Code of Conduct for Officers is clear that all Members are entitled to receive impartial advice and have access to information by virtue of their membership of committees and on a need-to-know basis.

12.2 There is therefore an expectation that all Senior Officers will provide impartial advice to scrutiny bodies as and when required. The Statutory Scrutiny Officer and the Monitoring Officer have particular roles in ensuring that timely, relevant and high quality advice is provided.

12.3 There is a specific statutory requirement for the Council to designate a Statutory Scrutiny Officer. The role of this officer is:

- To promote the role of the authority's overview and scrutiny committee(s);
- To provide support to the authority's overview and scrutiny function and to local Councillors;
- To provide guidance to members and officers of the council in relation to overview and scrutiny's functions.

12.4 The Statutory Scrutiny Officer cannot be the Council's Head of Paid Service, the Monitoring Officer or the Chief Finance Officer.

12.5 The Monitoring Officer has three principal responsibilities:

- To report on matters they believe are, or may be, illegal or amount of maladministration;
- To be responsible for the conduct of councillors and officers; and
- To be responsible for the operation, review and updating of the constitution.

12.6 Where there are disagreements about Overview and Scrutiny's powers, role and remit, the role of the Statutory Scrutiny Officer will be to advocate on behalf of it and protect its independence. The role of the Monitoring Officer will be to adjudicate on such matters and, if need be, report to Full Council on any issues that may need addressing.

Report for: Overview and Scrutiny Committee – 15 March 2021

Title: Overview and Scrutiny Work Programme/Memberships

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

Lead Officer: Rob Mack, Principal Scrutiny Support Officer
Tel: 020 8489 2921, E-mail: 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 outlines the development of workplans for the Committee and its Panels for 2020-21 and beyond.

2. Recommendations

2.1 To note the work programmes that the main Committee and Scrutiny Panels have followed in 2020/21 and any outstanding items (see **Appendix A**);

2.2 To approve the process for developing the work plan for 2021/22; and

2.3 To delegate responsibility for the final approval of the Committee's response consultation by Whittington Health on changes to its estates and services in Haringey to the to the Head of Legal and Governance in consultation with the Chair.

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 it 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

Work Planning

4.1 This Committee meeting is the final one of 2020/21 and the Committee and its Panels should now have completed their work plans for the year. All the work plans are attached to this report as **Appendix A** for information. Any outstanding matters from these can be carried forward and considered for inclusion in the work plan for 2021/22.

4.2 Consideration is now taking place of the work plan for the forthcoming year (2021/22), which will be the final year of this administration. To inform the development of work plans, the Committee and its Panels are currently

undertaking consultation with representatives of the local community on the areas within their terms of reference. This will focus on getting their views on what the priorities should be in the work plans for the Committee and its Panels.

- 4.3 Several matters have already been highlighted as potential areas for inclusion. These have come from the following:
- Responses to the on-line scrutiny survey that was undertaken in early 2020 as part of earlier work to develop a new work plan that took place before the pandemic;
 - Outstanding matters from current work plans; and
 - Areas highlighted by the Fairness Commission.
- 4.4 Views are being sought on which of these to prioritise and if there are any additional matters that should also be considered. There is finite capacity within the work plan and it will not be possible to cover everything within it in depth, hence the need to prioritise. However, there are a number of options for how matters can be addressed:
- In-depth reviews;
 - “One-off” reports to Committee or Panel meetings; or
 - Questions to Cabinet Members.
- 4.5 Following the consultation process, it is proposed that each of the Panels and the Committee meet informally to consider the feedback from the consultation and develop proposals for their work plans. Specific consideration will need to be given to items for the first meetings of 2021/22 so that officers have sufficient time to draft any reports that may be necessary for them to prepare. It is proposed that service officers and relevant Cabinet Members be invited to attend these meetings as well so that their input can be obtained. The meetings will be arranged to take place before the Annual Meeting of the Council. The workplans for the Committee and its Panels will be formally approved by the first Overview and Scrutiny Committee meeting of 2021/22.
- 4.6 Local elections are due to take place in 2022 so it is important that all outstanding work is completed ahead of this. In particular, all reviews should be finalised in good time so they can be approved by the Committee before the end of the year. It is advised that all evidence gathering activities as part of reviews be completed before the end of the calendar year. If a review is not finished before the end of the administration, it may be difficult to carry it over to the new administration due to the loss of continuity. An earlier deadline will need to be factored into work plans if Members wish their review reports considered by Cabinet before the end of the administration.

Whittington Estates and Services Task and Finish Panel

- 4.7 The Task and Finish Panel that is looking at proposals from Whittington Health regarding its estates and services in Haringey is continuing its work. Whittington Health will be considering the response to the consultation it has been undertaking on the proposals and sharing these with the Panel shortly after the Mayoral election has taken place. The Panel will also need to agree its response to the proposal. Whittington Health are wishing to finalise their plans as soon as possible as delay may have cost implications for them. The next formal meeting

of the Committee is not likely to be until June, so it is therefore proposed that formal approval of the final response to the proposals be approved using the delegated action procedure within the Constitution.

Forward Plan

4.8 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.

4.9 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>

4.10 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

Appendix A

Overview and Scrutiny Committee

Work Plan 2020-21

<p>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.</p>		
Project	Comments	Priority
<p>Business Support (Procurement and the Supply Chain)</p>	<p>To consider how local businesses can be further encouraged and supported to bid and win contracts with the Council. In doing this it will consider:</p> <ul style="list-style-type: none"> • What goods and services the Council currently procures and the respective proportions of these are procured locally; • How local procurement can best deliver benefits to local people, for example by maximising benefits for local employees and sub-contractors as well as business owners; • How Haringey compares with other local authorities and what can be learned from their experiences; • Any gaps or opportunities that there might be; • What barriers or disincentives that there might for local businesses in bidding for contracts and how they can be overcome; • What actions might have the greatest impact in increasing the proportion of contracts held by local businesses. 	<p>1.</p>

	<p>It will seek to make recommendations to the Council’s Cabinet on how the 40% target for the proportion of contracts awarded to local businesses might be achieved most effectively as well as contributing to the development of the Council’s new procurement strategy the new Economic Development Plan for the borough.</p> <p>The review was started during 2019-20 and a number of meetings and visits have already taken place.</p>	
Communicating with the Council	Review to consider how to improve communication between residents and Council services	2.
Working with the voluntary and community	<ul style="list-style-type: none"> • Working together with local voluntary/community sector, strengthening their capacity and working with them to attract external investment in the borough; • Building on examples of good co-operation and joint working between Council services and volunteers, such as within parks, which could be replicated more widely; • Involving and supporting voluntary organisations to bid for services. 	3.
Child Poverty	<ul style="list-style-type: none"> • Issues in schools highlight food poverty, poor housing and increasing mental health needs. 	4.
Fairness Commission	<ul style="list-style-type: none"> • Possible outcomes 	5.

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

Date	Potential Items	Lead Officer/Witnesses
2020-21		
May 26 2020 (Special)	Cabinet Member Questions: Leader	Leader and Chief Executive
	Cabinet Member Questions: Housing and Estate Renewal	Cllr Ibrahim and officers
	Supporting Better Access to Parking for Disabled People and Blue Badges; Scope and Terms of Reference	Chair of E&CS Panel
22 June 2020	Cabinet Member Questions: Adults and Health	Cllr James and officers
	Cabinet Member Questions: Children and Families	Cllr Brabazon and officers
	Supporting Better Access to Parking for Disabled People and Blue Badges; Final Report	Chair of E&CS Panel
20 July 2020	Cabinet Member Questions: Climate Change and Sustainability	Cllr Hearn and officers

	Cabinet Member Questions: Local Investment and Economic Growth	Cllr Bull and officers
15 October 2020	Fire Safety – Update on Implementation of Recommendations from Scrutiny Review (deferred and updated from 12 March meeting)	Director of Housing, Regeneration and Planning
	Brexit – Implications for Borough Update	Head of Policy and Cabinet Support
	Licensing Act 2003; Review of Licensing Policy 2021-2026	Assistant Director Stronger Communities & Waste
	Terms of Reference and Memberships	Scrutiny Support Officer
	Work Planning	Scrutiny Support Officer
23 November 2020	Cabinet Member Questions – The Leader	Leader and Chief Executive
	Cabinet Member Questions – Finance and Strategic Regeneration (N.B. Finance issues)	Cabinet Member – Finance and Strategic Regeneration and officers
	Budget Monitoring – Quarter 1	Director of Finance

	Complaints Annual Report. To include learning from complaints and LGO's annual review letter	Assistant Director (Corporate Governance)
	Brexit – Implications for Borough Update, including financial risk	Head of Policy
12 January 2021	Enabling Priority Budget Scrutiny; To undertake scrutiny of the “enabling” priority.	Cabinet Member for Communities and Equalities
	Cabinet Member Questions – Planning and Corporate Services	Cabinet Member Questions – Planning and Corporate Services
18 January 2021 (Budget)	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
15 March 2021	Cabinet Member Questions – Communities	Cabinet Member - Communities

	Fire Safety in High Rise Blocks – Legislative Changes	Director of Housing, Regeneration and Planning
	Scrutiny Review – Noel Park Leaseholds	Chair of Housing and Regen Panel
	Overview and Scrutiny – Updated Protocol	Principal Scrutiny Support Officer
	Brexit – Implications for Borough Update	Head of Policy
To be carried forward	<ol style="list-style-type: none"> 1. Ongoing funding for housing rough sleepers and how this will affect those with no recourse to public funds to be followed up going forwards. 2. Development of a Community Impact Zone within an area of Haringey 	

Children and Young People’s Scrutiny Panel

Work Plan 2020 - 21

<p>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.</p>		
Project	Comments	Priority
Schools	<p>There are now a range of different types of school within the borough. These include:</p> <ul style="list-style-type: none"> • Community schools; • Foundation schools and voluntary schools; • Academies; • Free schools; and • Faith schools. <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"> • 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; 	In progress

	<ul style="list-style-type: none"> • 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 • Look at practice in other local authority areas and what appears to have been most effective. <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 to accommodate future any increases in demand for places. As part of this, the review will consider:</p> <ul style="list-style-type: none"> • The role the Council has in working with schools to manage effectively the reductions in school rolls; • How a balanced range of school provision across the borough might best be maintained; and • What could be done to mitigate financial pressures on schools and ensure that any adverse effects on schools are minimised 	
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"> • What are the reasons why children in Haringey enter AP? • Once entering alternative provision, what are their outcomes and attainment levels when compared to mainstream schools? • How many children going through the AP route later enter the youth justice system? • How many children enter alternative provision as a result of SEND needs and how many have a statement or a EHCP plan? • 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; 	

	<ul style="list-style-type: none"> • 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? • Are the outcomes from AP providers uniform within Haringey? • How cost effective is AP. 	
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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
2020-21	
17 September 2020	<ul style="list-style-type: none"> • School estates and action being taken to address maintenance issues • Recovery plan for education within the borough, including action being taken to enable children and young people to catch up on missed schooling and targeted action for disadvantaged communities • Cabinet Member Questions - Communities • Work Planning; To agree items for the work plan for the Panel for year
9 November 2020	<ul style="list-style-type: none"> • Terms of Reference • Cabinet Member Questions – Children and Families

	<ul style="list-style-type: none"> • Local Safeguarding Children’s Board Annual Report (April 2018 – September 2019) • Education Update, including the impact of Covid pandemic on tests and examinations, lost learning and action to address digital poverty
14 December 2020 (Budget Meeting)	<ul style="list-style-type: none"> • Budget scrutiny • Scrutiny Review of SEND – Update on Implementation of Recommendations • Cabinet Member Questions - Communities
8 March 2021	<ul style="list-style-type: none"> • Cabinet Member Questions – Children and Families • Effectiveness of new partnership arrangements for safeguarding – interim report. • Nurseries and the Two and Three Year Old Offer • Haringey Community Gold – Evaluation and Further Update • CAMHS – Evaluation of Trailblazer Project
To be carried forward	<ol style="list-style-type: none"> 1. School exclusions data 2. NRPF: <ul style="list-style-type: none"> • Progress with implementing improvements identified as required by the practice audit undertaken on the work of the NRPF team in 2017; and

	<ul style="list-style-type: none">• How families with NRPF are assisted in accessing good quality immigration advice so that they are better able to resolve their status quickly. <ol style="list-style-type: none">3. Transitions – Further Update (to be considered jointly with the Adults and Health Panel)4. Childhood Obesity - School Catering Contracts5. Improved support offer for care leavers and pathways for low level mental health support services for children and young people6. Social workers in schools – update on progress with scheme7. Planned major works to maintained schools.
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Environment and Community Safety Scrutiny Panel - Work Plan 2020-22

<p>▪ 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.</p>		
Project	Comments	Priority
<p>Single Use Plastics Policy / Reducing the amount of plastic</p>	<p>Examining the Council’s Single Use Plastics Policy as well as 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"> • Examine the Council’s Single Use Plastics Policy (Cabinet in June) and what other boroughs are doing around this issue. • Examine the Council’s current position in relation to plastic waste; the Panel will look at the Council’s current recycling policy in relation to different types of plastic. • Examine how the Council could reduce plastic waste and increase its recycling performance, looking at innovative ideas from across the sector. • What could be done by the Council to lead by example and also to assist schools in reducing the amount of plastic waste? Is there scope for the Council to develop a plastic free pledge for schools to sign up to? 	

Date of meeting	Potential Items
3 rd September 2020	<ul style="list-style-type: none"> • Membership & Terms of Reference. • Appointment of Non-Voting Co-opted Member • Covid-19 Recovery update • Update on Youth at Risk Strategy • Gangs, Knife Crime & Hotspot locations. (MOPAC Performance update?). <ul style="list-style-type: none"> ▪ Transport hubs as hotspot locations for crime, especially Finsbury Park, Turnpike Lane, Seven Sisters and surrounding areas, particularly drug-dealing, knife crime. ▪ Update on the Ducketts Common stakeholder Strategic Group • Work Programme: To agree items for the work plan for the Panel for this year. • Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).
3 rd November 2020	<ul style="list-style-type: none"> • Cabinet Member Questions; Climate Change and Sustainability • Improving Air Quality & reducing pollution • Street Trees & Update on Queens Wood • Update on Single Use Plastics Policy

	<ul style="list-style-type: none"> • Recycling Rate • Update on Parks and Green Spaces Strategy • Parks Performance • Membership and Terms of Reference • Appointment of non-voting co-optee • Work Plan
<p>Budget Scrutiny</p> <p>10th December 2020</p>	<ul style="list-style-type: none"> • Budget Scrutiny • Police Priorities in Haringey & Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership. • Update on Haringey & Enfield BCU integration. • Additional Police numbers in Haringey • Cabinet Member Questions: Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).
<p>4th March 2021</p>	<ul style="list-style-type: none"> • Cabinet Member Q&A – Cabinet Member for Transformation and Public Realm Investment. To question the Cabinet Member on current issues and plans arising for her portfolio. • Waste, recycling and street cleansing data

Appendix A

	<ul style="list-style-type: none">• Update on Fly Tipping Strategy• Planned and Reactive Highways maintenance Performance• Work Plan update
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2021-2021

Meeting 1	<ul style="list-style-type: none">• Membership & Terms of Reference.• Appointment of Non-Voting Co-opted Member.• Work Programme• Cabinet Member Q&A – Cabinet Member Questions; Cabinet Member for Corporate and Civic Services• Strategic Transport update:<ul style="list-style-type: none">▪ TfL funding (post Covid)▪ Smarter/Active Travel (improve walking and cycling infrastructure, including cycle paths).▪ Active Travel/Cycling Action Plan▪ Reducing Congestion (Better west to east transport links, Rat-running and unauthorised HGV use).• Liveable Neighbourhoods
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Appendix A

Meeting 2	<ul style="list-style-type: none"> • Cabinet Member Q&A – Cabinet Member Questions; Climate Change and Sustainability
Meeting 3	<ul style="list-style-type: none"> • Cabinet Member Q&A – Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio). • Police Priorities in Haringey & Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership.
Meeting 4 (Budget Scrutiny)	<ul style="list-style-type: none"> • Budget Scrutiny • Cabinet Member Q&A – Cabinet Member Questions; Cabinet Member for Corporate and Civic Services.
Meeting 5	<ul style="list-style-type: none"> • Update on CPZ coverage, Visitor permits and use of permits by staff • Overview of Traffic Management including enforcement of 20mph speed limit (Improving traffic flow, Reduction in HGVs and preventing rat running) • Cabinet Member Questions; Cabinet Member for Transformation and Public Realm Investment

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Adults and Health Scrutiny Panel

Work Plan 2020 - 21

<p>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.</p>		
Project	Comments	Status
Adult Social Care commissioning	<p>This scrutiny review was established to examine the process behind commissioning decision-making including the overall strategic approach to commissioning, how decisions are tracked and measured, what key performance indicators are used, how return on investment is calculated and what criteria are used for tendering decisions.</p> <p>The Panel held an initial briefing session with Council officers in November 2019 followed by a number of evidence sessions with Council officers and external witnesses from January 2020 to March 2020.</p> <p>The Review was suspended in March 2020 due to the Covid-19 pandemic. Final evidence sessions are planned for March/April 2021.</p>	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	Agenda Items
2020-21	
21 September 2020	<ul style="list-style-type: none"> • Learning Disabilities/Autism Centre & Autism Hub <ul style="list-style-type: none"> ○ Update on the opening of the new services at Waltheof Gardens in the changed circumstances resulting from Covid-19. • ‘Stock take’ on current situation with Adult services <ul style="list-style-type: none"> ○ Summary of how services have been affected during the Covid-19 pandemic and what has been learnt. • Care homes in Haringey <ul style="list-style-type: none"> ○ Summary of the impact of Covid-19 on care homes in Haringey so far, including infection/fatality numbers and details, which care homes were most significantly affected. • Work Planning <ul style="list-style-type: none"> ○ To discuss items for the work plan for the Panel for 2020/21.
17 November 2020	<ul style="list-style-type: none"> • Domestic abuse <ul style="list-style-type: none"> ○ Action being taken by the Council to support people affected by domestic abuse given the increased risk factors resulting from Covid-19 restrictions. • Mental health

	<ul style="list-style-type: none"> ○ Challenges with the co-ordination of mental health services during the Covid-19 pandemic and action being taken by the Council to support the mental health needs of people in isolation due to Covid-19 restrictions, particularly those who do not have support networks. ● Haringey Safeguarding Adults Board – Annual Report 2019/20 ● Cabinet Member Questions – Adults & Health
10 December 2020 (Budget Meeting)	<ul style="list-style-type: none"> ● Budget scrutiny
11 March 2021	<ul style="list-style-type: none"> ● Locality working in North Tottenham ● Cabinet Member Questions – Adults & Health

Possible issues for 2021/22 Work Programme:

- CQC overview (*likely to be on agenda for June 2021 Panel meeting*)
- Living Through Lockdown report (Joint Partnerships Boards) – response to recommendations (*likely to be on agenda for June 2021 Panel meeting*)
- Impact of NCL CCG merger
- New community mental health model
- VAWG progress (including number of refuge spaces)
- IAPT waiting times

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Housing and Regeneration Scrutiny Panel

Work Plan 2020 - 21

<p>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.</p>		
Project	Comments	Status
Noel Park Major Works	An additional meeting of the Panel was held on 17 th Dec 2020 to consider concerns that had been raised by Noel Park leaseholders about proposed major works at a deputation to the Panel in Nov 2020. A report on the matter is expected to be produced in March 2021.	In progress
High Road West	<p>This scrutiny review was established to examine the proposals for the High Road West regeneration scheme in north Tottenham and to provide the Cabinet with evidence-based recommendations on ensuring a future development that meets the needs and aspirations of residents, businesses and the wider community.</p> <p>Site visits took place in Nov and Dec 2019 and the Panel held a number of evidence sessions in Feb & Mar 2020 with Council officers and with local residents, businesses, community organisations and residents associations.</p> <p>The Review was suspended due to the Covid-19 pandemic and is expected to resume shortly after the Noel Park review has been concluded.</p>	In progress

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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	Agenda Items
2020-21	
14 September 2020	<ul style="list-style-type: none"> • Impact of Covid-19 on housing development, including: <ul style="list-style-type: none"> ○ the Housing Delivery Programme ○ major redevelopment projects • Homelessness, including: <ul style="list-style-type: none"> ○ future plans for rough sleepers temporarily housed during the Covid-19 lockdown ○ expected impact of the expiration of the ban on evictions • Cabinet Member Questions – Housing & Estate Renewal • Work Planning; To discuss items for the work plan for the Panel for 2020/21
19 November 2020	<ul style="list-style-type: none"> • Cabinet Member Questions – Housing & Estate Renewal • Cabinet Member Questions – Strategic Regeneration • Housing Delivery Plan update <ul style="list-style-type: none"> ○ Overview and list of sites ○ Update on Community Benefit Society (CBS)

	<ul style="list-style-type: none"> ○ Purchase of 104 & 106 Woodside Avenue ● HfH Maintenance Service Level Agreements
15 December 2020 (Budget Meeting)	<ul style="list-style-type: none"> ● Budget scrutiny
2 March 2021	<ul style="list-style-type: none"> ● Cabinet Member Questions – Planning ● Community Infrastructure Levy ● Woodside Avenue & Cranwood Housing Development Site
Additional agenda items available to be allocated to future meetings	<ol style="list-style-type: none"> 1. Haringey Covid-19 Development Intelligence Group 2. Housing procurement policies. 3. Fire at Firs House in Wood Green in April 2020. 4. Fire safety in HfH estates. 5. Policy on demolition of existing council housing in order to build new properties through the housing delivery programme. 6. Tottenham Hale District Centre Framework. 7. Converted Properties cleaning service charge. 8. Decent Homes Plus. 9. Housing support services provided by local community organisations. 10. Empty homes. 11. Asset Management Strategy. 12. Funding models relating to the General Fund and the Housing Revenue Account. 13. Sheltered accommodation (Joint meeting with Adults & Health Scrutiny Panel). 14. Financing of housing developments.

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