

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 7th October, 2021, 7.00 pm - George Meehan House -  
Woodside Room**

To watch the meeting, click: [Here](#)

**Members:** Councillors Khaled Moyeed (Chair), Pippa Connor (Vice-Chair), Dana Carlin, Makbule Gunes and Matt White

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

Quorum: 3

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

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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 - 8)**

To agree the minutes of the meeting on 6<sup>th</sup> July as a correct record

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 9 - 54)**

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

- Adults & Health – 24<sup>th</sup> June & 28<sup>th</sup> June
- Children & Young People – 20<sup>th</sup> July
- Environment & Community Safety – 28<sup>th</sup> June
- Housing & Regeneration – 8<sup>th</sup> July

#### **8. 2020-21 PROVISIONAL FINANCIAL OUTTURN (PAGES 55 - 94)**

#### **9. FINANCE UPDATE Q1 (PAGES 95 - 142)**

#### **10. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND TRANSFORMATION**

Verbal Update.

- 11. DIGITAL TOGETHER (PAGES 143 - 188)**
- 12. BOROUGH PLAN 2019-23, PROGRESS UPDATE REFLECTING QUARTER 1 JUNE 2021 (PAGES 189 - 200)**
- 13. WORK PROGRAMME UPDATE (PAGES 201 - 234)**
- 14. NEW ITEMS OF URGENT BUSINESS**

As per Item 3

**15. FUTURE MEETINGS**

29<sup>th</sup> November 2021  
13 January 2022  
20<sup>th</sup> January 2022 (Budget Scrutiny).  
10<sup>th</sup> March 2022

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

Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 29 September 2021

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## **MINUTES OF MEETING OVERVIEW AND SCRUTINY COMMITTEE HELD ON TUESDAY 6TH JULY 2021**

**Councillors: Khaled Moyeed (Chair), Pippa Connor (Vice-Chair), Dana Carlin, Makbule Gunes and Matt White**

**Co-opted Members: Yvonne Denny and Lourdes Keever (Church representative) and KanuPriya Jhunjhunwala (Parent Governor representative)**

### **57. FILMING AT MEETINGS**

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

### **58. APOLOGIES FOR ABSENCE**

An apology for absence was received from Ms Jakhu.

### **59. URGENT BUSINESS**

None.

### **60. DECLARATIONS OF INTEREST**

In respect of item 9 (Statement of Gambling Policy), Councillor declared that he had previously been briefed on this issue whilst as the appropriate Cabinet Member but had not taken any decisions relating to it.

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

The Committee received a deputation in respect of the Council's draft Gambling Policy. The deputation stated that 20% of shop premises in Tottenham were now being used for gambling purposes. This was bad for the area and they felt that it would not be tolerated in other areas of the borough. There had previously been successful campaigns in some areas of the borough to stop betting shops but residents were not always aware of proposed new establishments.

Gambling could cause harm to people in the community and, in some cases, could lead to debt and destitution. Gambling had a particularly negative impact on young people and some premises were offering free refreshments to entice them in. Poorer communities were often targeted by operators as these were likely to provide the greatest profits. They were disappointed that a new establishment had been allowed to open in Tottenham recently, despite opposition from local people.

In answer to a question regarding how they wished the Council to respond further, the deputation stated that there had been no consultation with the local community regarding the proposed opening of new gambling premises in Tottenham and no

consideration over whether it was wanted locally. They felt that there was a need for the Council to be more ambitious in its approach. In addition, they felt that more genuine consultation was required with residents.

Committee Members stated that although gambling could be a blight on local communities, the Council had very limited powers to prevent establishments from opening. It was not possible for the Council to just say that it did not want them. Current legislation stated that there was an “aim to permit” and the Council and other local authorities had asked the government to remove this.

The deputation responded that they were aware that local authorities had limited powers. They already felt that they knew what the outcome of consultation on the issue would be and there was little chance of the Council stopping establishments from opening by using the law as it currently stood. They felt that the Council could nevertheless make local people more aware when proposals were made to open establishments as well as what they could do if they objected to them.

Committee Members stated that they shared the concerns of the deputation regarding the proliferation of gambling establishments and, in particular, the disproportionate number of these that there were in the more deprived parts of the borough. Men from some Black and Minority Ethnic communities were also disproportionately affected by gambling.

Councillor Ruth Gordon, the Cabinet Member for House Building, Place-Making and Development, reported that ward Councillors had objected robustly to a recent proposal to open a gambling establishment in Tottenham and the application had been turned down initially. However, the application had been agreed when re-submitted by the applicant despite there being a number of objections. Unlike the first time, the Police had not objected to the re-submitted application. In addition, the application had not been noticed as much when re-submitted.

It was noted that the application was submitted during the lockdown period. The government had made no changes to the Licensing laws in response to lockdown and Councils had still been required to process applications received during this time. There was a prescribed process under the Gambling Act that dealt with the application procedure and this had been followed by the Council. It had also gone beyond statutory requirements by sending information on the application to residents referred to it by ward Councillors. The original application for the premises was for 24 hours. When opening hours were reduced for the re-submitted application, the Police no longer objected.

The Chair reported that the Council had asked for the “aim to permit” provision to be abolished in response to consultation on the Gambling Act Review. In addition, they had also stated that local authorities should have the power to say when the number of gambling premises had reached saturation point and that local residents should be able to influence decisions. He felt that a campaign was required to bring about the necessary legislative changes and that this should involve local Members of Parliament.

Councillor Noah Tucker stated that he felt that there ought to be clarity that the Council did not support the proliferation of gambling establishments and the harm they caused to the community. Councillor Ibrahim felt that the Council should look at what more it

could do to address the issue. One of the biggest problem areas was Green Lanes, which had the largest concentration of gambling establishments in western Europe. It was clear that gambling could lead to harm, including domestic violence and homelessness. Operators knew the demographics of areas and targeted those where they felt they might be most successful. She felt that the Council should campaign strongly for changes to relevant legislation.

## **62. STATEMENT OF GAMBLING POLICY**

Daliah Barrett, Licensing Team Leader, introduced a report on the Council's draft Statement of Gambling Policy. Local authorities were required to review this every three years. The draft was currently being consulted upon by the Council and the Committee were invited to submit any comments that they may have. The consultation would on 6 September and the final policy would be approved by Cabinet in November.

Gambling was legal but had the potential to cause a range of harm and there was also a disproportionate impact on some communities. The Gambling Commission had acknowledged the harm gambling caused and was undertaking some work to address it. Research was taking place and it was being looked at as a public health issue. The Council's draft statement focused on how the Council carried out its regulation of gambling. Key licensing objectives were preventing crime and disorder, ensuring that gambling was fair and open and protecting children and vulnerable people.

The current legislation was permissive and designed to provide "light touch" regulation. The draft statement was based on legislation and guidance from the Gambling Commission. There were currently no casinos in Haringey. There had been some clustering of betting shops and this had been driven by the prevalence of fixed odds betting terminals (FOBTs). However, stakes had been reduced to £2 from April 2019 and this had led to clustering no longer being profitable for operators. Whilst this had led to a reduction in the number of betting shops, some had been re-purposed as adult gaming centres. The Local Area Profile acted as a guide for operators to use when preparing risk assessments. There were default conditions for adult gaming centres and these included 24 hour opening but the Local Area Profile had been used to bring about reduced hours for them within the borough.

The Council had responded to the recent call for evidence as part of the review of the Gambling Act. It had asked that the community impact could be taken into account when determining applications, that the "needs test" be restored and that the "aim to permit" provision in current legislation be removed. The outcome of the review would not be known for another year. The review had been geared towards looking at emerging issues though, such as the growth of on-line gambling.

The consultation on the Council's draft statement was underway and details had been shared with a wide range of stakeholders including Councillors, operators, neighbouring boroughs and the Citizen's Panel. It was an open and public consultation and residents were encouraged to respond. However, the legislation forbade local authorities from just responding that there were too many gambling establishments in their area or putting forward moral considerations. There was an argument for a bespoke piece of research being undertaken on the harm caused by gambling. There was currently a lack of local data and research findings could be used to provide additional detail within

the Local Area Profile. In answer to a question, she stated that there was a requirement within the Gambling Act to consult on the draft statement. The views of residents were very welcome as part of the consultation but it was not possible for the Council to just state that there too many premises.

Committee Members felt that the consultation document needed to be made more accessible so that residents were better able to respond. It was also felt that reference also needed to be made to support available to those harmed by gambling. It was also felt that consideration could be given to proactively contacting residents regarding upcoming applications. Ms Barrett responded that the Council could be vulnerable to legal challenge if there was an onus on it informing the local community of applications. The Committee noted that the two high streets with the highest number of gambling establishments were Tottenham, which had 12, and Wood Green, which had 9. The total number within the borough had reduced slightly from 64 to 58.

In answer to a question regarding whether it was possible for the Council to be explicit in its opposition to gambling, Ms Barrett stated that there was a need to be careful. The Council could not be seen to be negative about an activity that was legal. Licensing officers and the Licensing Committee had to remain neutral and balanced. The best course of action was likely to be for the Council to continue to lobby central government.

The Committee commented that seemed to be little purpose to the consultation on the policy as it was not possible to include the issue of greatest concern – the proliferation of gambling establishments – in the response due to the current legislation. The most fruitful way forward was likely to be building a campaign to persuade the government to change licensing legislation and involving local MPs in this. In addition, residents could be kept informed of any upcoming applications.

Councillor Tucker commented that although the policy following a prescribed format, the foreword came from the Council. He was the view that this should be reconsidered and rewritten in a way that was less supportive of the gambling industry.

The Committee noted that there were limited funds within the budget for Overview and Scrutiny to cover the cost of support for individual scrutiny projects. In addition, the Centre for Governance and Scrutiny were currently working on a project with the Gambling Commission on the harm caused by gambling to raise awareness and increase the involvement of elected Members in addressing it. It was also noted that there was a responsibility on the gambling industry to contribute to support for problem gamblers. However, such individuals were required to self-declare. Ms Barrett stated that she was happy to assist any Members of the Committee who wished to bring the consultation to the attention of schools or other organisations. The Council was required to put the full statement on its website as part of the consultation. However, there was also a survey that people could respond to as well. She agreed to circulate a link to the consultation to all Members of the Committee.

## **RESOLVED:**

1. That Committee's response to the consultation on the Statement of Gambling Policy be as follows:
  - (a). That the foreword to be re-written to be less supportive of gambling; and

(b). That a greater effort be made to alert residents of forthcoming planning and licensing applications for gambling establishments.

2. That a piece of research be commissioned by the Council on the local impact of gambling establishments on the community and, in particular, any harm caused by them.

### **63. MINUTES**

In respect of (n). in item 50 (Cabinet Member Questions - the Leader of the Council), the Committee requested an update on concerns regarding trees being cut down and feedback from residents about lack of communication or consultation when this happened.

#### **RESOLVED:**

That subject to the above, the minutes of the meeting of 8 June be approved.

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

#### **RESOLVED**

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

- Adults and Health Scrutiny Panel – 11<sup>th</sup> March 2021
- Children and Young People's Scrutiny Panel – 8<sup>th</sup> March 2021
- Environment and Community Safety Scrutiny Panel – 4<sup>th</sup> March 2021
- Housing and Regeneration Scrutiny Panel – 2<sup>nd</sup> March 2021

### **65. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR HOUSE BUILDING, PLACE MAKING AND DEVELOPMENT**

Cllr Ruth Gordon, the Cabinet Member for House Building, Place Making and Development, gave the Committee an update on key developments from within the areas of her portfolio that came within the terms of reference of the Committee:

- She reported that Covid government grants amounting to just under £92 million had been distributed by the Council to businesses in the borough. Home based businesses had not initially been entitled but this had now been rectified and, in addition, they would now be able to claim an allowance of £312 for property costs once the scheme reopened for applications;
- There had been a recent flood in Wood Green High Road that had caused damage to a number of businesses. Assistance had been provided for those affected by it; and
- A Good Economy Recovery Plan (GERP) had been launched by the Council last year in response to Covid pandemic and was intended to provide a road map for recovery for the local economy. It was informed by analysis of how the borough had been affected. 22,000 residents were employed within the borough and the pandemic had had a huge impact on them. The plans covered a range of issues including provision of outdoor seating and reduction of crime.

The business sector in the borough was dominated by small and medium sized enterprises (SMEs) and the plans reflected this. Further consideration was now being given to the overall strategy. In particular, what had worked well and what had not been successful were being considered.

In answer to a question, she reported that the Housing and Regeneration Scrutiny Panel on 8 July would include discussion of plans for Wards Corner, Broadwater Farm and High Road West and relevant officers would be there to assist in answering questions. In respect of Wards Corner, a viability report by the developer had stated that the proposed development was no longer economically viable. As was the normal practice in such situations, the Council had commissioned its own independent assessment, which had now been completed. Discussions were taking place with traders on the future of the site. It was agreed that the Assistant Director for Regeneration and Economic Development would provide a written answer to a question from Councillor White regarding the progress with the implementation of the Fairness Commission recommendation on the incentivisation of payment of the London Living Wage.

In answer to a question regarding place making, she stated that regeneration could be perceived as a “top down” process. Place making focussed more on building communities and developing a sense of belonging. The intention was to develop genuine engagement with residents and ensure that their views were listened to ahead of plans being developed. She reported that the Council’s role in respect of Covid grants was to passport them to local businesses. They had been lobbied by some groups who had been excluded, such as home based businesses, and had responded to their concerns where able to.

In answer to a question about preserving green space, she stated that there was a balance to be struck. There were 10,000 people on the Council’s housing waiting list as well as 3,000 people in temporary accommodation. Where the Council was building new homes on land that it owned, there was a greater opportunity to influence development. There was a need for discussion with local people regarding the competing demands on land. In answer to another question regarding networks of town centre managers, she stated that these had been developed as well as peer support for businesses. In respect of the £720k entrepreneurship and business support grant, she did not have a breakdown of its use but officers would be able to provide this. It was noted that apprenticeships came within the portfolio of the Cabinet Member for Employment, Skills and Corporate Services.

Committee Members commented that there was a need for high speed broadband to be accessible across the borough. In addition, there was also a need to have a vision for how the borough might look like in the future.

In answer to a question, the Cabinet Member stated that she did not have the dates for when the independent viability study on the Wards Corner development was commissioned and received but would share them with the Committee following the meeting. In respect of a grant given by the Bridge Renewal Trust to assist with the development on the site, she stated that her understanding was that it was not required to be returned if the development did not go ahead but would establish whether this was the case and share this with the Committee. The viability study undertaken by the developer had stated that the scheme was no longer viable and the Council’s

independent report had concurred with this. The future use of the site would be discussed with traders in order to establish their wishes before determining the way forward. In addition, engagement would take place with ward Councillors and the wider community. In respect of the purchase of homes by the Council from developers, she stated that her preference was for the Council to build its own homes on its own land and to its own specifications. However, she was happy to look at purchasing affordable homes from developers if it made financial sense. Each proposal would be considered on its own merits.

**RESOLVED:**

1. That the Assistant Director for Regeneration and Economic Development be requested to provide written responses on the following:
  - (a) Progress with the implementation of the Fairness Commission recommendation on the incentivisation of payment of the London Living Wage;
  - (b) A breakdown on the use of the £720k entrepreneurship and business support grant within the borough.
2. That the Cabinet Member for House Building, Place Making and Development be requested to update the Committee on:
  - (a) The dates that the independent viability study on the Wards Corner development was commissioned and received; and
  - (b) Whether the grant given by the Bridge Renewal Trust to assist with the development on the Wards Corner site will need to be returned should the development not proceed.

**66. GOOD ECONOMY RECOVERY PLAN, HIGH STREETS RECOVERY ACTION PLAN AND THE EMPLOYMENT AND SKILLS RECOVERY ACTION PLAN**

Peter O'Brien, Assistant Director for Regeneration and Economic Development, and Diane Southam, Head of Economic Development, introduced the Good Economy Recovery Plan for the borough. The impact of the pandemic on the borough had been amongst the severe in London, with a large numbers of people being either furloughed or made unemployed. Haringey was a borough of small and medium sized enterprises (SMEs) and the sectors that many of them were in were amongst those hardest hit. The latest data showed a cautious level of growth but this represented businesses taking back some of the losses that they experienced in the past 15 months. The peak of unemployment was not expected to be reached until next year and the consequences of the pandemic were likely to be felt for some time. There had been an increased demand for business support services and the Good Economy Recovery Plan (GERP) had been launched last year in response to it.

There were four elements to the GERP:

- Re-opening and supporting high streets and town centres;
- Supporting business through recovery and into renewal;
- Assisting residents into work and training; and
- Securing social and economic value through investments in communities and neighbourhoods.

The Committee noted the range of interventions that had been undertaken in support of the four elements of the GERP. The Chair reported that he had consulted Haringey Business Alliance regarding it. They stated that they had been consulted in the development of the GERP, were fully supportive of it and anxious for it to continue to be implemented.

Councillor Bull commented that it was important that empty shop units were targeted and they were a key reason why gambling operators moved in. He also stated that some of the worst affected businesses were those that were not required to close during lockdown but whose trade had been badly impacted, such as dry cleaners. He also suggested that Broad Lane in Tottenham be considered for inclusion in the next phase of the Shutter Gallery. In response, Mr O'Brien stated that work was being undertaken to obtain an understanding of which business had been worst affected. Engagement and a business survey were being undertaken to inform this process.

## **67. WORK PROGRAMME UPDATE**

The Committee noted that the scope and terms of reference of the forthcoming review on knife and gun crime would be circulated to Committee Members and relevant officers for comment and would be submitted to the next meeting for final approval. This would not preclude work being started on it. There were currently two items that had been requested that it was not possible to currently accommodate within the work plan. These were Brexit and Fire Safety in High Rise Blocks.

### **RESOLVED:**

1. That the current work programmes for the main Committee and Scrutiny Panels be noted; and
2. That the scope and terms of reference for the review by the Adults and Health Panel's review on Sheltered Housing be approved.

CHAIR: Councillor Khaled Moyeed

Signed by Chair .....

Date .....



**MINUTES OF THE SPECIAL BRIEFING MEETING OF THE  
ADULTS & HEALTH SCRUTINY PANEL HELD ON THURSDAY  
24<sup>TH</sup> JUNE 2021, 5:00pm - 6:30pm**

**PRESENT:**

**Councillors: Pippa Connor (Chair), Nick da Costa, Helena Kania,  
Mark Blake, Gideon Bull, Eldridge Culverwell, Mahir Demir and  
Sheila Peacock**

**Co-optees: Helena Kania**

**1. FILMING AT MEETINGS**

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

**2. APOLOGIES FOR ABSENCE**

None.

**3. DECLARATIONS OF INTEREST**

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

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

Cllr Nick da Costa declared an interest by virtue of his ownership of a company working with the NHS, medical providers and healthcare practitioners on a variety of projects, none of which, to his knowledge, work in Haringey Borough though they do work in surrounding areas and with service providers across London.

Cllr Bull noted that he was employed by NHS England.

**4. AT MEDICS TRANSFER OF HOLDINGS TO OPEROSE HEALTH LTD**

Cllr Connor introduced the main item noting that this special additional briefing meeting of the Scrutiny Panel had been called to discuss the transfer of holdings from

AT Medics to Operose Health Ltd and the potential impact of this on GP services in Haringey.

Rachel Lissauer, Director of Integration (Haringey Borough Office) at North Central London CCG, introduced the report noting that AT Medics held 34 Alternative Provider of Medical Services (APMS) contracts across London, 8 of which were in the North Central London area. Only one of these was in Haringey Borough – the St Ann's Road surgery. The concerns that some people had expressed was on the change in control of these contracts from AT Medics to Operose Health Ltd which was a company that held a number of GP and other health service contracts across London and elsewhere in the country.

In terms of the role of the CCG, she explained that AT Medics had to ask permission from the NHS for the change in control. In December 2020, the London CCGs undertook an exercise to do due diligence and reach assurances that the company could provide high quality, safe services for local residents. The CCGs were satisfied of this as a result of the exercise. Assurances had been given that GP services would continue to be run as they are now and these services would also be covered by the CQC quality assurance processes. The commissioning rules and national guidance were applied in the same way as any other GP contract and legal advice was also taken. There was no legal or contractual basis for the CCGs to object to the transfer of control to Operose Health and to do so would have risked both legal challenge and continuity of care for patients. Patient involvement was not a requirement for a change of control unless there was a change in service provision.

Paul Sinden, Chief Operating Officer at North Central London CCG, added that the Primary Care Commissioning Committee requested regular monitoring of the quality of services provided. He said that, while the CCG had published papers in line with their terms of reference, they should have alerted people to the contentious decision that was about to be made. As a piece of learning from that, a meeting now takes place with the five Lead Members for Health and Care for each Borough ahead of each Primary Care Commissioning Committee meeting in order to go through the papers. The CCG would also look again at its procurement process, including the weighting put towards social value and integration.

Asked about the different types of contracts, Paul Sinden said that the original GP contracts with the NHS were for General Medical Services (GMS). These were contracts for life that were only end on retirement or if services were exceptionally poor. Personal Medical Services (PMS) contracts were then introduced as a top up to the GMS contracts which allowed GP practices to opt to provide additional services such as managing people with specific long-term conditions. Alternative Provider of Medical Services (APMS) contracts were then added and, unlike the GMS and PMS contracts, these are time-limited contracts making it easier to change provider if the CCG considered that performance was not meeting the requirements of the contract.

Paul Sinden then responded to questions from the Panel:

- Asked by Cllr Culverwell about the criteria for providers of APMS, Paul Sinden said the term 'alternative' referred to the nature of the contract rather than the provider and that there were local providers which held APMS contracts.
- Asked by Helena Kania about the implications of Integrated Care Systems (ICS), Paul Sinden said that the CCG was working on developing 'provider alliances' which would ensure that the voice of General Practice would be heard within the ICS. The Primary Care Provider Alliance would have two peer-selected representatives from each borough and from those there would be two primary care representatives on the overall Provider Alliance for NCL.
- Cllr Bull asked whether there was specific weighting of procurement criteria in favour of local knowledge and expertise. Paul Sinden said that the weightings were being considered and that he would be happy to learn from Haringey Council and others about their procurement practices to ensure that these weightings help to select the most appropriate providers.
- Asked by Cllr Connor whether local determinants of health and the development of local care providers could be included in the weighting of procurement criteria, Paul Sinden said that the CCG had committed to looking at their procurement criteria and would be open to discussion or advice from local authority procurement teams on including these specific criteria.
- Cllr da Costa asked about the relationship between AT Medics and its parent companies such as Circle Health and the referrals of patients to secondary care services which it could have connections with. Paul Sinden said that AT Medics continued to hold contracts in the NCL area and that the CCG would monitor referral patterns from primary care providers and would be alert to any change in this. The CCG would expect local providers to be the recipients of referrals apart from some specialist referrals that might go further afield. The elective recovery programme (being deployed to reduce the waiting list backlog resulting from the pandemic) was making some use of the independent sector and there was a Clinical Prioritisation Group in place to ensure that people were treated in an equitable order. Asked by Cllr Connor whether details on monitoring would be provided to the Lead Members in the pre-meetings prior to the Primary Care Commissioning Committee, Paul Sinden said that this would not necessarily happen routinely because this was not a primary care commissioning issue. However, the Members could be alerted if any changes in referral patterns emerged. Cllr Connor asked for more information to be provided in writing about how this monitoring information would be made available and which committees would be involved. **(ACTION – included in recommendations below)**
- Asked by Cllr Peacock about the ICS reforms, Paul Sinden said that the benefit of an integrated care system was in a collaborative approach and about making decisions in the interests of the whole system rather than that of individual

organisations. Cllr Bull said that while he felt the ICS was a good idea in principle, the concern from residents about it was a perception of it providing a possible back door for privatisation. He also expressed concerns about whether a borough like Haringey without an acute trust would have parity of esteem with boroughs that did. Rachel Lissauer commented that, within the ICS frameworks that had been produced, there was a different focus on procurement than there had been in the past with recognition that health services are different from other kinds of services and a focus on social value in contracts. She had been encouraged by the potential of the ICS work so far to help with issues in Haringey, such as through the Inequality Fund.

- Cllr Connor questioned how local accountability and transparency could be ensured through the ICS, including by ensuring through representation on the ICS Board and ensuring that the information provided was clear, easily available and received at a point at which it would be useful. Paul Sinden said that there would be formal places for local authorities on the ICS Board and then a broader health and care partnership within the ICS statute that would feed in views and information from boroughs into the ICS. There should also be conversations outside of these formal structures, particularly when difficult decisions are coming up.

Emma Dove, Inspection Manager at the CQC London Region, was introduced and it was noted that she was the relationship owner for AT Medics. She explained that the CQC registers and regulates providers to carry out regulated activities. AT Medics had 39 contracts across London registered with the CQC.

Emma Dove then responded to questions from the Panel:

- Asked by Cllr Culverwell regarding complaints about providers, Emma Dove said that the CQC did not currently have any remit to investigate complaints. However, health and social care was changing rapidly and the Secretary of State had asked the CQC to report on systems, the findings of which had been in favour of organisations working together to provide better outcomes for patients.
- Asked by Cllr Connor about changes in primary care during the pandemic, Emma Dove, said that the CQC was conducting a significant piece of work on patient access to GP appointments which had recently changed for a number of patients. This included an increase in video appointments and also appointments being triaged with options such as referrals to pharmacies. The report on this work was expected to be published in August.
- In response to a question from Cllr Connor about inspections, Emma Dove said that information received from various sources and the examination of risk factors help to decide whether an inspection at a particular service was required. Services that had previously been rated as 'Inadequate' would

receive follow-up inspections. Two inspections had been carried out on AT Medics-run practices in London. One was recently based on information received and that report was due to be published the following day (25<sup>th</sup> June). Concerns had been identified and the provider had responded to these. The other inspection involved a practice in Camden registered by AT Medics in April 2020. That report had been published the previous week with Good ratings awarded in most areas. Cllr Connor asked for the Scrutiny Officer to provide these reports to the Panel Members. **(ACTION)** Paul Sinden added that when practices receive 'Inadequate' or 'Requires Improvement' ratings, the CCG sends a contract note to the practice to ensure that the concerns raised are addressed. In Haringey, the practices at Staunton Group Practice, Tynemouth Medical Practice, Stuart Crescent Medical Practice currently had contract notices against them.

- Asked by Helena Kania about her relationship owner role with AT Medics, Emma Dove said she met with AT Medics every 4-6 weeks. This was to maintain an ongoing conversation about their governance arrangements, discuss their plans for the future and establish how they monitor their own services. They are also updated about the CQC inspection programme. Asked whether this had involved Operose Health, she said that she had met with Operose on one occasion so far as an introductory meeting, but no further meetings had yet been considered necessary.
- Asked by Cllr Connor about meetings with the CCG, Emma Dove said that she didn't personally meet with Haringey CCG as she worked in a different area of London, but that CQC inspection managers do meet with their local CCGs on a range of issues. Rachel Lissauer added that there was very good regular contact and information sharing in Haringey with the CQC and with primary care commissioners.

The Panel then discussed the recommendations of the Panel based on the conversation that had taken place which were summarised by Cllr Connor as follows:

**1 – That there should be recognition of the importance of local accountability and transparency. This should include appropriate links between committees such as the ICS Board and representatives of local communities. There also needed to be clarity about how information on contractual issues, monitoring of referrals and about providers' connections to other services and providers would be made available including which committee that information would be provided to.**

**2 – That there should be clarification about the procurement criteria and how this should be weighted, including:**

- **Social value**
- **Local determinants of health**

- **Development of local care providers with local knowledge (including a level playing field for smaller providers)**

**3 - The Panel had heard about how the CCG and CQC share information and identify risk. The Panel requested clarification about how information, such as the information about AT Medics, is shared more widely.**

**4 - The Panel requested clarification about how various local authority and patient groups (such as the Health & Wellbeing Board, Borough Partnerships and healthcare partnerships) would sit within new ICS board and how the flow of information would work. It was noted that a chart illustrating this would be useful if possible.**

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....

**MINUTES OF THE MEETING OF THE ADULTS & HEALTH  
SCRUTINY PANEL HELD ON MONDAY, 28TH JUNE 2021,  
6:30pm-8:45pm**

**PRESENT:**

**Councillors: Pippa Connor (Chair), Nick da Costa, Mark Blake and  
Mahir Demir**

**ATTENDED ONLINE:**

**Councillors: Gideon Bull and Sheila Peacock**

**Co-opted Members: Helena Kania**

**1. FILMING AT MEETINGS**

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

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Gideon Bull and Cllr Eldridge Culverwell who both had clashes with other meetings. Cllr Bull attended part of the meeting online.

Apologies were also received from Cllr Sheila Peacock who was not able to join the meeting in-person but did join the whole meeting online.

**3. ITEMS OF URGENT BUSINESS**

None.

**4. DECLARATIONS OF INTEREST**

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

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

Cllr Nick da Costa declared an interest by virtue of his ownership of a company working with the NHS, medical providers and healthcare practitioners on a variety of projects, none of which, to his knowledge, work in Haringey Borough though they do work in surrounding areas and with service providers across London.

Cllr Mahir Demir and Cllr Gideon Bull both noted that they were employed by the NHS.

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

None.

## **6. MINUTES**

Following a query from Cllr da Costa, the scrutiny officer advised that there were a number of actions relating to further information required on the locality working item. It had been agreed with senior officers that the additional information would be presented to the Panel at a future meeting, which was most likely to be the meeting in November 2021.

The accuracy of the minutes of the previous meeting was agreed as an accurate record.

**AGREED: That the minutes of the meeting held on 11<sup>th</sup> March 2021 be approved as an accurate record.**

## **7. CQC UPDATE AND OVERVIEW OF PROVIDER MARKET IN THE CARE SECTOR**

Margaret Lynes, Inspection Manager at the Care Quality Commission (London Region), provided an overview of inspection work in Haringey Borough. There were 81 registered locations in Haringey, 32 of which were residential homes and 49 of which were community-based services. The Covid-19 pandemic had caused a dramatic impact on the number of inspections that could be carried out and so any on-site visits were carried out in response to risk. The number of these that were necessary in Haringey was low compared to some other areas.

The general approach during the early stages of the pandemic was a supportive one with service providers being contacted to ascertain how they were managing and flagging any particular concerns such as a lack of PPE. An Emergency Support Framework (ESF) was introduced to enable the targeting of local advice, guidance and support to providers and care staff.

After the initial support phase, a Transitional Monitoring Approach (TMA) was introduced, enabling more inspections to take place but doing so remotely where possible and limiting the physical presence of inspectors at premises. This was a more detailed approach than the ESF



with more data required from providers and more intelligence gathered in order to more accurately assess risk.

An Infection Prevention and Control (IPC) methodology was developed to enable targeted inspections of practices relating to infection prevention and control in care homes. This was used to identify both good practice which could be shared and providers where services required improvement and could be given additional support and guidance. Around 500-700 of these inspections were being carried out per month and the IPC methodology continued to be included as part of care home inspections.

Margaret Lynes then responded to questions from the Panel:

- Asked by Cllr Connor what difference the changes in practice had made to the public reports following inspections, Margaret Lynes said that the purpose of the ESF was not to produce reports but instead to identify issues and provide advice and support where necessary. Reports that had been produced through physical inspections did not have as much service user voice as they would like due to the need to avoid close contact with residents. Inspectors also took additional precautions when visiting care homes including the use of PPE, weekly covid tests and a lateral flow test prior to the visit. As the methodology had developed, service user voice was being obtained through the use of 'Experts by Experience' and by contacting relatives' representatives of service users.
- Asked by Cllr Connor about the guidance for visiting care homes, Margaret Lynes said that the CQC position was that service providers should follow government guidelines. The CQC had established that some providers had chosen to go beyond the government guidance and so the CQC had firmly said that providers should follow the government guidance unless there were very good reasons why they shouldn't. She was not aware of any care homes in Haringey that had imposed their own restrictions.
- Cllr da Costa asked whether the limitations on visits would cause a backlog when inspections resume. Margaret Lynes said that the transitional arrangements had allowed every service to be looked at and put into different risk bands which would enable the CQC to make judgments on services that should be prioritised for inspections in future.
- Asked by Cllr Demir whether the CQC would be going back to inspect certain service providers, she said that premises rated as 'Inadequate' would be prioritised for further visits with others prioritised on the basis on risk.
- Cllr Connor noted that, according to the Council report to the Panel, only 5 CQC inspection reports had been carried out between June 2020 and June 2021 and asked whether, in such circumstances, risk was being accurately assessed. Margaret Lynes said that she was confident that the methodology would identify risk but noted that risk was a changing landscape. She acknowledged that there had been a relatively low number of inspections in Haringey, mainly because risk was identified elsewhere. However, risk data was analysed and reviewed on a monthly basis which would identify any changes that would require an inspection.

Charlotte Pomery, Assistant Director for Commissioning, added that regular communication had taken place throughout the pandemic between the CQC, the Quality Assurance teams at the Council and the CCG and care providers so inspections alone were not relied upon as the

only way of identifying issues. Margaret Lynes agreed that these communication channels had proved valuable and noted that the Adults department at the Council had been very responsive to the CQC during this pandemic.

Charlotte Pomery then introduced the Council's report on the provider market in Haringey, which included a table of providers that the Council was working with due to an identified need for intervention. As an example, the first on the list had been rated as 'Good' by the CQC but an establishment concern process had still been initiated due to other concerns.

Of the 5 CQC inspection reports produced between June 2020 and June 2021, one had been rated 'Good', two rated 'Requires Improvement' and two rated 'Inadequate'. A number of closures had also taken place but this was largely due to business decisions rather than care quality issues.

Section 7 of the report outlined the response to Covid-19 including the vaccination programme for residents and staff, infection control, testing, use of PPE and communications work. Additional government funding for infection control had just been announced. These measures were expected to be necessary for quite some time to come.

Charlotte Pomery then responded to questions from the Panel:

- In response to a question from Cllr Demir about services that had been rated 'Inadequate', Charlotte Pomery said the Council immediately looks at areas highlighted in the CQC report, looks at the improvement plan drafted by the provider, takes a risk based approach suspending any new placements and, if necessary, reviews individual care packages. Service users may want to move to an alternative placement, though this is often a big decision for care home residents for example and some individuals may want to remain.
- Asked by Cllr Demir about what had happened to service users at Burghley Road after the closure of services there, Charlotte Pomery said that she would provide details to the Panel in writing. **(ACTION)**
- Asked by Cllr Blake about cost comparisons and value for money, Charlotte Pomery said that the Council currently paid the London Living Wage for home care. An hourly rate of £18.00-£18.50 was required to enable this to be paid. For supported living, the Council benchmarks with other local authorities and there were different rates for different care groups and this was monitored closely. For nursing/residential care the Council worked closely with partner authorities across north central London so that there was a detailed idea of benchmarking rates. Asked by Cllr Demir whether provider costs had risen during the pandemic, she said that there had been some additional costs caused by PPE, the need for social distancing and staff sickness but the government funding provided, including through the Infection Control Fund, had helped to cover this. There could be implications from longer-term trends, such as the initial decline in care placements as families were concerned about Covid risk, and these trends would need to be monitored over time.
- Asked by Cllr da Costa about the CQC ratings of the 6 new providers outlined in paragraph 6.4 of the report, Charlotte Pomery said that she would be able to provide details of these to the Panel in writing. **(ACTION)**

- Asked by Cllr Connor about addressing the concerns raised on certain providers, as outlined in paragraph 6.1 of the report, Charlotte Pomery said that a lot of improvement support could be provided through online communications though there had also been some direct visits, prioritised based on assessed risk. Timescales for change would vary depending on the nature of the issues. Cllr Connor asked for a more detailed timeframe for dealing with the issues to be provided to the Panel.

**(ACTION)**

- In response to a query from Cllr Connor about the vaccination programme for residents and staff, as set out in paragraph 7.2 of the report, Charlotte Pomery said that there were now targets for vaccinations in care home settings and a huge amount of work was being done to encourage and support residents and staff to get fully vaccinated. This included an offer of a choice of vaccine, easier access to vaccines and briefings from practitioners and clinicians. There were a core of residents and staff who were either unwilling or unable to receive the vaccine and it was possible that the government would make it mandatory for care home staff to be vaccinated.
- Asked by Cllr Connor about the short notice given for relocation of residents from the Mary Feilding Guild, Charlotte Pomery said that the Council had no residents placed there so there were no commissioning issues. From a safeguarding point of view, it was a challenging process and there were clearly issues with the building and other factors such as a change of ownership. There was a concerted effort by the Council to support residents, working closely with the provider and carrying out assessments of the needs of individual residents. All residents were moved to alternative accommodation before the deadline, though the legislative framework in this area would have protected residents in any event.

## **8. LIVING THROUGH LOCKDOWN - COUNCIL RESPONSE**

Cllr Connor reminded the Panel that this item related to the report published in 2020 by the Joint Partnership Board (JPB) and that the Panel had previously backed the recommendations in the report and determined to monitor the Council's response to them.

Helena Kania, a co-Chair of the JPB, said that the JPB was a group of reference groups which provided a forum which liaises with the Council over a wide range of issues.

Representation on the JPB included representation from people groups including those who are carers, frail, autistic, with mental health problems or with learning disabilities.

Helena Kania said that she had recently liaised with Charlotte Pomery over this and had concluded that a lot of the recommendations related to long-term changes that would need to be embedded and monitored over a period of time. She estimated that by December it would be possible to see whether the changes were working and suggested that this be brought back to the Panel at around this point as a quick item. **(ACTION)** Charlotte Pomery added that she was keen to ensure that the report's recommendations changed the culture and the way that the Council does things in a tangible way.

Asked by Cllr Connor if there was further detail available about the Council's response to specific recommendations, Charlotte Pomery said that the report had been widely circulated within the Council, was very much part of the recovery and renewal work and there had been progress in various areas. This included communications with residents for example, but it

was felt that the changes needed to become more embedded and that it was important to understand the shift in culture before coming back to the Panel on this.

Cllr das Neves added that the report had been mentioned in several different contexts since her recent appointment to the Cabinet and featured heavily in the policy debate in various areas.

## **9. PUBLIC HEALTH RESPONSE TO COVID-19 PANDEMIC**

Dr Will Maimaris, Director for Public Health, along with Jim Pomeroy and Eduardo Lopez Salas from the policy team, presented information about the broad impact on health and wellbeing caused by the pandemic in Haringey. Key points included:

- Since the beginning of the pandemic up to 11<sup>th</sup> June 2021, 514 deaths had been registered in Haringey with Covid-19 on the death certificate.
- Haringey's age-standardised Covid-19 death rate of 281 per 100,000 (Mar 2020 to Mar 2021) was slightly above the median for London boroughs and below the worst hit boroughs which were in excess of 400 per 100,000.
- Areas in the east of the borough, including Tottenham Green East, Bruce Grove South and Northumberland Park recorded the highest death rates. However, the East-West contrast was not without exception – Highgate Wood had one of the highest rates while Tottenham Lea Valley had one of the lowest.
- There was a moderate to strong correlation between higher rates of Covid-19 deaths and areas with a higher proportion of people from BAME backgrounds.
- 82.6% of Haringey residents over the age of 70 had received a first vaccination by the week ending 20<sup>th</sup> June 2021. Of these, 95.1% had also received their second vaccination. There was a geographical disparity with 70+ vaccination rates of over 90% in several areas in the west of the borough and areas with only 75% in the east of the borough.
- 70+ first vaccination rates varied significantly by ethnicity. Rates for residents with Asian and White backgrounds were around 90%, but those from Black backgrounds were below 80% including people from Caribbean backgrounds at around 75%.
- 53.4% of Haringey residents over the age of 16 had received a first vaccination by the week ending 20<sup>th</sup> June 2021. This was below the national average rate of 70.8%. A total of 32.5% of 16+ Haringey residents had received both vaccinations. Vaccination rates were higher in the west of the borough than in the east.
- Data from the CCG showed that, in the 12-month period from Apr 2020 to Mar 2021, there were around 45,000 secondary care referrals, a decrease of 30% from the 64,000 referrals of the same 12-month period the previous year. Completed treatments also declined by 36% from just over 450,000 in 2019 to under 290,000 in 2020/21. This was attributed to the measures required to manage the impact of Covid-19 and the increase in waiting times. The largest declines in treatments were in Ophthalmology, Trauma & Orthopaedics and Ear, Nose & Throat.
- There had been a decline in average life satisfaction in Haringey residents during the first 6 months of the pandemic, according to data from the Annual Population Survey. On a 10-point scale there had been a decline from 7.7 to 7.0, one of the highest declines in London. The NHS Mental Health Forecast Tool predicted a significant increase in demand for mental health services as a result of Covid-19.

Dr Will Maimaris, Jim Pomeroy and Eduardo Lopez Salas then responded to questions from the Panel:

- Asked by Cllr Gideon Bull why there was a disparity in Covid death rates between the west and east parts of White Hart Lane ward, Dr Will Maimaris said that the figures represented crude death rates across a number of relatively small areas and that disparities could emerge as a result of differing age profiles in certain areas.
- In response to a query from Cllr Gideon Bull about arrangements for Ophthalmology work, Dr Will Maimaris said that the decline in treatments related mainly to cataract operations and that, while referrals had continued, a backlog had built up for the operations themselves. The NHS had an elective recovery programme to deal with backlogs of treatment.
- Asked by Cllr Blake about how to increase uptake in the vaccine in communities with lower vaccine rates, Dr Will Maimaris said that there had been a briefing on this for all Councillors and the slides could be circulated. **(ACTION)** There were differences in vaccine uptake across different ethnic groups with the lowest rates among Black-African, Black Caribbean, White Other (particularly eastern European) and Gypsy Roma Traveller. However, the aspiration had been to reach at least 75% vaccination rates in over 70s in all ethnic groups which had reached. A lot of work had been done by faith leaders, the community and voluntary sector, Councillors and MPs to support the Council and the NHS in these efforts. There had also been pop-up vaccination initiatives in community locations such as mosques and food banks and at large locations such as the Tottenham Hotspur stadium. These interventions would remain ongoing throughout the summer as restrictions are lifted.
- In response to a question from Cllr Blake about the likelihood of vaccinations for schoolchildren, Dr Will Maimaris said that the health impact of Covid-19 on children was low but it had been very disruptive to their education and this would continue if they remained unvaccinated and the self-isolation requirements remained the same. Vaccinating children would also have a wider protective effect but there was a national debate continuing on this.
- Helena Kania asked about the booster vaccination programme and the likely impact of Covid-19 in the winter. Dr Will Maimaris said that this hadn't been confirmed yet but his view was that it was extremely likely to happen in the autumn and would probably involve vulnerable groups being invited for a third vaccine dose rather than a universal programme. He added that the Delta variant was spreading mainly in unvaccinated groups, such as younger people. It was thought that the spread of Covid would be more likely in the winter, but it was also possible that vaccinations would help to hold the infection rates down.
- Cllr Connor observed that, according to the slides, the vaccination rate for residents over the age of 16 was as low as 40-46% in some areas. Jim Pomeroy noted that this was most likely because the vaccination programme had only recently become more easily accessible to younger age groups. Dr Will Maimaris added that the gap in take-up rates between the east and west should close but this would take time to achieve. The community initiatives aimed at increasing take-up rates would be continuing over the following weeks concentrated in the areas with lower rates. The vaccination rates in older people were higher and getting the vaccine had become the norm for older people across all ethnic groups. This would help to keep hospitalisations down.

- Helena Kania asked why the decline in average life satisfaction in Haringey residents according to the Annual Population Survey had been worse than much of the rest of London. Jim Pomeroy said that there were socio-economic factors with employment issues acutely impacting on residents of Haringey. The Borough Plan update going to Cabinet in July would provide details on the Council's response to Covid including on the physical and mental health impacts and also financial resilience and deprivation issues. Asked by Helena Kania when the life satisfaction data would be updated he said that this was a national survey carried out only on an annual basis but that the Council had other ways of engaging with residents in the borough such as through the Citizens Panel and other consultation exercises. Helena Kania suggested that the Panel continues to monitor this data when the following year's data became available. **(ACTION)** Cllr Lucia das Neves, Cabinet Member for Health, Social Care and Well-Being said that mental health and well-being was high on her priority list. She added that she would be happy to discuss with the Chair of the Panel what further information on this issue could be brought to the Panel and to continue the discussion on how to work better in partnership with others in the community to support people's mental well-being. **(ACTION)** Cllr Connor noted that the North Central London Joint Health Overview and Scrutiny Committee would be receiving a report on mental health in October.
- Cllr da Costa asked for data about completed treatments in Oncology as this was not included in the slide provided. He also asked whether the data for "Trauma & Orthopaedics" could be separated into two categories rather than grouped together. Jim Pomeroy said that he would look into whether this information was available from the CCG and respond to the Panel in writing. **(ACTION)**
- Cllr Connor asked whether the decline in completed treatments had affected Haringey residents disproportionately compared to other London boroughs. Jim Pomeroy said that he would look into whether this information was available from the CCG and respond to the Panel in writing. **(ACTION)**

## 10. WORK PROGRAMME 2021/22

Cllr Connor updated the Panel on the Work Programme. Following discussions with officers, the terms of reference for the proposed scrutiny review on sheltered housing had been amended. Dominic O'Brien, Scrutiny Officer, outlined the new terms of reference which remained on broadly similar lines and focused on three key areas:

- Issues identified from various sources of information about the experience of residents living in sheltered housing. This should include any recent pilot projects, any recent co-production work or more general feedback from residents or other stakeholders.
- Support measures taken to address issues impacting on the quality of life of some residents, specifically:
  - Residents experiencing mental health difficulties;
  - Residents experiencing alcohol/drug misuse issues;
  - Residents reporting problems with anti-social behaviour.
- The wider care and support provided to residents living in sheltered housing, including:
  - Ensuring that residents know who to communicate with when they need to access help/support on a wide range of issues;

- Measures with a preventative approach to potential health and social care issues;
- Measures that promote aging well.

Dominic O'Brien informed the Panel that the next step would be to organise a meeting involved the Chair of the Adults & Health Scrutiny Panel, the Chair of the Housing & Regeneration Scrutiny Panel, officers from the Adults team and officers from Homes for Haringey to agree on the format for the evidence sessions and the information that the Scrutiny Panels would require.

Cllr Connor noted that a follow up report on the recommendations of the Panel's previous scrutiny review on Day Opportunities was scheduled for the September 2021 meeting of the Panel.

The issue of delayed discharge was discussed and it was agreed that this could be considered at the September 2021 Panel meeting if pertinent lines of enquiry could be identified. It was agreed that Cllr Demir, Helena Kania and Dominic O'Brien would liaise on this topic and report back to the Chair. **(ACTION)**

It was also intended that another report on locality working would be provided to the November 2021 meeting of the Panel and it was hoped that visits to key sites in the borough relating to this work could be organised in prior to this meeting.

Cllr Connor noted that the Panel had been advised earlier in the meeting that further details on the Council response to the JPB's Living Through Lockdown report would likely be available in December 2021. However, the Panel would be focused on the budget at that time and after that the next scheduled Panel meeting was not until March 2022. It was agreed that it would be preferable for this report to be received at the November 2021 Panel meeting if that were possible. **(ACTION)**

It was agreed that updates on Violence Against Women & Girls, Integrated Care Systems and CQC inspections should be scheduled for the March 2022 Panel meeting. **(ACTION)**

Cllr Demir enquired about Council House adaptations and whether or not this work was carried out in-house. Cllr Connor responded that the Panel had not scrutinised this issue for some years but that enquiries on this could be made. **(ACTION)**

### 11. DATES OF FUTURE MEETINGS

- 9th September 2021
- 15<sup>th</sup> November 2021
- 16<sup>th</sup> December 2021
- 3<sup>rd</sup> March 2022

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....



## **MINUTES OF MEETING CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON TUESDAY, 20TH JULY, 2021**

### **PRESENT:**

**Councillors: Makbule Gunes (Chair), James Chiriyankandath, Emine Ibrahim, Sarah James and Tammy Palmer**

**Co-opted Members: Lourdes Kever (Church representative) and KanuPriya Jhunhunwala (Parent Governor representative)**

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

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

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

Apologies for absence were received from Councillors Dixon and Stone and Ms Denny and Ms Jakhu.

### **3. ITEMS OF URGENT BUSINESS**

None.

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

None.

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

None.

### **6. MINUTES**

#### **AGREED:**

That the minutes of the meeting of 8 March 2021 be approved.

### **7. TERMS OF REFERENCE AND MEMBERSHIP**

It was noted that Youth Services and youth justice, which had previously been within the portfolio of the Cabinet Member for Communities, were both now within the portfolio of the Cabinet Member for Early Years, Children and Families. All of the areas within the terms of reference of the Panel were therefore covered by the Cabinet Member for Early Years, Children and Families.

**AGREED:**

1. That the terms of reference and Protocol for the Overview and Scrutiny Committee and its Panels be noted; and
2. That the policy areas/remits and membership for each Scrutiny Panel for 2020/21 be noted.

**8. CABINET MEMBER QUESTIONS - EARLY YEARS, CHILDREN AND FAMILIES.**

Councillor Zena Brabazon, the Cabinet Member for Early Years, Children and Families, reported on recent developments within her portfolio. The key priority for the administration in the coming year would be early years. Councillor Peray Ahmet, the new Leader of the Council, had made this clear and this had been well received by the community. Very young children had been severely affected by the lockdown and the long term implications could be profound. A review was taking place of early years provision with a view to strengthening it. Safeguarding and children's social care were important additional priorities. In addition, there was a lot to be done in respect of special educational needs (SEN). Of particular note was the £17 million overspend in the Delegated Schools Budget arising from the high needs block and this needed to be addressed.

School place planning was another important matter. There was currently no sign that birth rates were likely to rise and schools were therefore continuing to respond to the reduced demand for places. She paid tribute to the work that had been undertaken by the Council's Education and Public Health departments for the work that they had undertaken since March 2020 to assist schools in reopening and keeping them safe. Schools had effectively been open continuously since March 2020 and had risen very well to the challenges that they had been faced with. She had written to schools and governors to thank them for all their work.

In answer to a question, she reported that Amaze had been commissioned to review parental involvement in special educational needs and the development of a new parents forum. Their review had 59 recommendations and these were being implemented. The contract for developing the new parents forum had been awarded to the Bridge Renewal Trust and it was hoped that the new arrangements would be operational from September 2021. The Cabinet Member felt that it was important to establish the right culture, where parents were listened to and difficult things could be said without rancour. It was noted that the procurement process for the parents forum had been undertaken with input from parents. The first project for the new arrangements would to review the local offer.

In answer to another question, the Cabinet Member stated that the Bridge Renewal Trust was an established local organisation with a wide range of contacts and a good reputation. They were also being supported by an organisation called Contact, who would ensure that they learnt from best practice elsewhere.

The Panel noted that some schools were in the borough were struggling to claim for monies owed to them in respect of Education Health and Care plans for children living in neighbouring boroughs. Jackie DiFolco, Assistant Director for Early Help and

Prevention, reported that there were two ways in which the Council could assist schools who were experiencing difficulties with this. Firstly, a temporary cash flow could be agreed so that schools were able to continue with their normal activities. Secondly, the local authority that owed the money could be contacted and asked the reason for the delay in paying the school. Schools should be aware of the support that was available but could be reminded if need be.

Ms Keever reported that boroughs were not paying what they owed to schools in some cases. As a Chair of Governors, she had regularly been required to intervene to ensure payment. She felt that some boroughs were deliberately delaying payment till after the end of the financial year so that they could claim that they were no longer able to pay. Chasing up money that was owed was very time consuming for schools and the amounts involved could be substantial. They needed more support in dealing with this and the issue needed to be addressed strategically, with better communication between different boroughs. The Cabinet Member thanked her for raising the issue and stated that consideration would be given to how it could be addressed.

Ann Graham, the Director of Children's Services, stated that there was now additional capacity for her service to assist schools. They needed to know if problems were being experienced by them in obtaining payment from other boroughs so that they could escalate if necessary. Delaying tactics on the part of boroughs should not result in schools not being paid. The Assistant Directors for Early Help and Prevention and for Schools and Learning would be asked to address the issue.

In response to a question regarding the provision of independent advice and support to Chairs of school governors, the Cabinet Member stated that support to school governing bodies was the responsibility of Haringey Education Partnership (HEP). The provision of independent advice to Chairs was an interesting idea though. The need to have school governors who were able to support, challenge and advocate for their school was an important priority. It was noted that Chairs of Governors were not always receiving necessary information and agreed that the Assistant Director for Schools and Learning would take up this issue.

Panel Members welcomed the fact that early years was to become the current administration's top priority. However, it was felt that all children had been negatively affected by the Covid-19 pandemic and lockdowns and it was therefore necessary to prioritise the needs of them all. The Cabinet Member stated that she welcomed being challenged on this issue and the Council was responding to it. An extensive summer programme of activities had been arranged, which was the biggest one ever planned by the Council. Included within this were the Big Summer and the Holiday Activities and Food programmes. The latter provided free activities and a meal to children who were entitled to free school meals. The intention was to try and reach as many children as possible and to respond to the challenges that they had all faced in the last 18 months. The Director of Children's Services acknowledged that all children needed to be cared for as all had been affected. It was not fully clear what the long term impact would be. She felt that the holiday programme was one way to address the effects of what had happened.

In answer to another question, the Cabinet Member stated that change could often take a long time to implement. There had been a particular need to change the Council's approach to Special Educational Needs and Disability (SEND) and this was now proceeding with the adoption of a new strategy. Children's social care was a major priority but there was a need to focus on other issues as well. SEND had close links to Early Years and earlier intervention could lead to better outcomes. There was a huge focus on school attainment and particularly that of BAME young people. This was being addressed in partnership with HEP and schools. There was a focus on change and she wished to nurture a culture within children and young people's services which was open to new ideas.

The Panel noted that support to refugee and asylum seeker children was included within the Panel's terms of reference. Ms Graham reported that a lot of work was undertaken by her service to support such children, especially by the No Recourse to Public Funds (NRPF) team. In respect of unaccompanied minors, the pattern for arrivals had changed recently with children arriving by boat rather than in vehicles. A new system for providing for their care was due to go live shortly. It was noted that a review had been undertaken by the Panel in 2017/18 on support to children from refugee families and agreed that a further update on progress with the implementation of the recommendations be provided to a future meeting.

In answer to a question, Ms Graham reported that the Annual Report on children's social care was currently being drafted and would be available in October. This would include detail on progress and future challenges. In answer to another question, the Cabinet Member reported that discussions were beginning regarding the budget for next year. Partners would be consulted as part of this process, including health. They had a shared interest in achieving good outcomes and additional financial contributions in recognition of this would be welcome.

**AGREED:**

1. That the issue of delayed payments to schools in respect of EHC plans be referred to the Assistant Directors for Early Help and Prevention and for Schools and Learning to address and to raise with relevant boroughs; and
2. That an update on support to children from refugee and asylum seeker families and further progress on the scrutiny review regarding this be submitted to a future meeting of the Panel.

**9. YOUTH SERVICES**

Ms DiFolco reported on the range of youth services that were currently provided, which included both universal and targeted work. There was a lot of outreach work in the community and this often also involved partners, such as the Police and schools. Mental health had been a key focus and not just because of the effects of the pandemic. There had also been projects on a wide range of other subjects, including gardening, media, self-defence and music. In addition, there had also been specific programmes aimed at vulnerable young people such as young carers and autistic young people.

The pandemic had had a significant effect on participation, reducing numbers attending by two thirds. A virtual offer had been developed in response and, in addition, targeted face-to-face work had continued. Outreach and subsequently small group work had followed and the amount of face-to-face work was now being increased.

She highlighted some examples of good practice:

- Project Future was funded by Comic Relief and co-produced with young people. It involved a clinical and an assistant psychologist being based at the Bruce Grove Youth Centre and working to support the mental health needs of young men;
- A Personal, Social, Health and Economic (PHSE) education programme had been developed for schools that covered a range of issues including transitions, on line safety and substance misuse; and
- Seminars had been provided for parents and professionals on a range of relevant topics.

She reported that the service had five priorities for the forthcoming year:

- Working with the National Youth Agency (NYA) to develop hard and soft outcome measures on the impact of their interventions;
- Developing co-design in the planning and shaping of services;
- Increasing the number of young people in education, employment and training;
- Progressing significant capital projects, including the refurbishment of Bruce Grove Youth Centre and the opening of the new Wood Green Youth Hub, which was due to open next year; and
- Securing longer term funding for a larger proportion of the service's work.

In answer to a question, Ms DiFolco stated that the work with NYA was focussed upon the development of hard impact measures, such as impact on referrals, levels of anti-social behaviour and mental health. These would supplement the softer measures that were already in place across much of the service. Relevant performance data would be included in future reports when fully developed. In respect of work with girls, she reported that there was a Girls Group and agreed to circulate details of their work to the Panel.

#### **AGREED:**

That further information on specific work undertaken by the Youth Service aimed at girls be circulated to the Panel.

### **10. COVID 19 - IMPACT ON CHILDREN AND YOUNG PEOPLE**

Ms Graham reported that the events of the last 18 months had been unprecedented. Prior to the first lockdown, which began on 20 March 2020, the service had been encouraging staff to work from home where possible. Work had previously been normally undertaken on a face-to-face basis and changing this had been challenging. The full impact of the lockdowns would not be known for some time. She was mindful that some children had been born during a lockdown and had been deprived of early socialisation, with impacts on the development of language and social skills. Other children had been affected by mental health issues or bereavement.

Normal Ofsted inspections had not been able to take place and temporarily replaced by remote assurance visits to ensure that local authorities were continuing to safeguard and deliver outcomes for children. Ofsted inspectors were offered to local authorities and Haringey had collaborated with other north central London boroughs to obtain the input of several of them, who had produced a useful report on the impact of lockdown on children.

It had been known that some families struggled with poverty, including access to digital services, but the number that had been affected had been more than anticipated and not just amongst those known to the Council. Responses had been required for all children irrespective of whether they had been previously known. It had been established that food security was also not as strong as previously thought and systems had needed to be put in place to address this, including provision of food parcels. There were concerns about the level of domestic abuse and it was known that many families lived in cramped conditions. Poverty and family stress were also major issues and, whilst these were most prevalent in the east, they had also spread to the west of the borough.

Nick Hewlett, Principal Adviser for Early Years, reported that the impact on the youngest children could not be underestimated. The childcare sector had been massively affected and most childcare facilities forced to close. Only local authority and a few private nurseries had remained open. However, the Council had been able to offer childcare to every parent or carer that had asked for it. Childcare facilities had now re-opened. There were still the same number of nurseries but not all childminders had survived. Parents had experienced isolation during lockdown and children had been deprived of much of the social interaction that they would normally have. There was now a major focus on addressing this and especially speech and language development. An Early Years Strategy was now being developed and these issues would be taken up as part of it. Children Centres had been able to provide support to vulnerable families throughout the whole of the pandemic. It was hoped to be able to provide a more extensive offer from the autumn onwards.

Ms Riordan reported that it had been necessary to embed remote education very quickly after the first lockdown. Collaborative work with schools had ensured that provision was strong. The National Foundation for Education Research had estimated that the average amount of learning lost was three months but this was likely to be more for the most disadvantaged of children. Schools had remained open for vulnerable children and children of key workers. However, there were difficulties in delivering education in such circumstances such as the need to maintain social distancing and attendance had only been on a part time basis for most. School attendance levels had been low and Haringey's figures were in line of those elsewhere.

A considerable effort had been made to ensure that children had access to laptops and a large number had been distributed. In addition, a large number of free school meals had been provided, including during school holidays. There had also been a school holiday and food programme and, in addition, an extensive summer programme was planned for this year. The government had allocated £1.4 billion for education recovery and this included £1 billion for tutoring, which would be delivered through schools and colleges.

Beverly Hendricks, Assistant Director of Safeguarding and Social Care, reported that there had been a considerable impact on social care. Initially, there had been concerns regarding vulnerable children not being able to attend hospital appointments and not getting into school. Work had taken place through Haringey Safeguarding Children's Partnership (HSCP) to set up systems to provide support. The first three weeks after the initial lockdown had been focussed on ensuring that children had access to basic needs, such as housing and food. Following this, approximately 1,000 children were identified as requiring particular attention. A system to monitor relevant data on a daily basis was set up. Work was also undertaken with HSCP to provide for face-to-face contact by partners of the most vulnerable children and there was collective responsibility for ensuring the children remained safe. An Early Help Panel was established to target early intervention and a system of daily contact with the most vulnerable families established. There were a lot of lessons to be learnt from what had happened and, in particular, the need to mobilise quickly. The response had demonstrated the strength of partnership work in the borough.

The Panel raised the issue of authorisation of school absences of those young people who were clinically extremely vulnerable or had parents who were. Ms Riordan reported that Education Welfare Officers had been in communication with schools regarding how such absences were marked as many children in such a situation had stayed away when schools had reopened. The Council had been clear that schools should not be punitive and guidance and support had been provided. The expectation was that schools would treat each case on its individual merits, with education provided either within school or remotely. She was happy to take up any individual cases where there had been problems.

Panel Members expressed concern regarding the funding that the government had made available to enable children to catch up on lost learning through the provision of tutoring. Ms Riordan commented that there were constraints on the use of such funding and schools had to use tutors from an approved list. Schools were working creatively to make the best use of the funding that was available and to make sure that all children were able to get back on track after the disruptions that had taken place. She would be able to provide further detail of what was planned by schools outside of the meeting. In answer to a question regarding the future provision of free school meal vouchers in school holidays, she stated that this would need to be a decision for Members to take. In particular, funding would need to be identified. She highlighted the work that many schools were already undertaking through food and toy banks to support the children from the most deprived families in the borough. The Cabinet Member reported that Cabinet agreed to fund an extension of free schools to defined groups of primary school pupils who were not currently eligible for free school meals from Summer Term 2021 for two years. More work was required on this issue and it was possible that additional funding would be required in due course. Due to the impact of the pandemic, there were also more children who were entitled to free school meals than previously. Further consideration would be needed on the issue as part of the setting of priorities within the Council's budget.

Ms Hendricks commented that poverty of experience also needed to be addressed. A lot of work had been undertaken by the service collaboratively with partner agencies including the voluntary and third sector, such as the Bridge Renewal Trust and the

Tottenham Hotspur Foundation, to address this at the peak of the pandemic and as part of the easing measures. This had included a programme of meaningful activities that was offered during school holidays. In addition, the Virtual School had been expanded to include young people over the age of 16 that had been affected by lost learning. She agreed to circulate a note to Panel Members providing further detail on what had worked well and where further work was required.

In answer to a question regarding missing children, Ms Graham reported that she was happy to bring a report to a future meeting. In respect of staffing issues, she stated that there had been nothing exceptional in the levels of staff sickness or leaving the Council. However, some staff had been ill with Covid or had been required to self-isolate. Others had suffered bereavements and, in addition, been absent due to other health issues. Staff were nevertheless tired and this was mirrored amongst partners such as Health and the Police. It had been particularly hard for staff to get a break during the first year of the pandemic. Staff had generally shown a high degree of resilience. Their work was a vocation and staff were committed to the welfare of children and young people. In respect of food poverty, she stated that the Council responded to all families that were referred to them as being in need. The Cabinet Member stated that there was a need for a long term strategy for food and consideration was being given to this.

In answer to a question regarding digital safety, Ms Graham reported that every device that was given to children complied with school and Council safety standards. Ms Riordan commented that schools took the training of parents and carers on cyber security very seriously and the issue was also covered in PHSE classes. In respect of the physical health and fitness of children and young people, the Panel noted that schools took part in a range of initiatives, such as Run the Mile and the Spring Stride.

Michele Wong, a local resident, raised the issue of ventilation in schools and how this impacted on the transmission of Covid-19, which was mainly transmitted through the air. She stated that there was a build-up of aerosols indoors when windows were closed and there was insufficient ventilation. In such an environment, there was no safe distance as the aerosols hung in the air and this was particularly true when masks were not worn. There was a need for frequent changes of air to ensure that schools were safe and most did not currently have the mechanical means to ensure that this happened. Ventilation was quantifiable and 46 air changes per hour were needed to ensure safety. CO2 monitors could be used to measure levels. It would be particularly difficult for schools to remain safe during the winter, when it became too cold to leave windows open. It would therefore be necessary for schools to have supplementary means of ventilation in place. Although children were at lower risk from Covid than others in the population, they were at risk of developing long Covid. She felt that current risk assessments were inadequate as they did not provide for input from a mechanical engineer. She was clinically vulnerable and there was concern amongst many parents regarding Covid transmission in schools. It was important that schools protected pupils and staff. She had already been in touch with Catherine West, MP for Hornsey and Wood Green, and the Assistant Director for Schools and Learning. It was agreed that Ms Wong's presentation be circulated to the Panel and that the Assistant Director for Schools and Learning be requested to respond to the points raised within it.



**AGREED:**

1. That the Assistant Director for Safeguarding and Social Care be requested to circulate a note to Panel Members providing further detail on what had worked well in the response by the service to the Covid pandemic and where further work was required; and
2. That the PowerPoint presentation from Ms Wong regarding ventilation in schools be circulated to the Panel and that the Assistant Director for Schools and Learning be requested to respond to the points raised within it.

**11. WORK PROGRAMME 2021-22**

The Panel noted that it had been proposed that the Annual Youth Justice Plan and the SEND Strategy be added to the work plan. However, it there was currently very little space available within the proposed agendas for each remaining meeting of the year. It would therefore be necessary to take some items off the agendas for remaining meetings in order to accommodate additional items.

**AGREED:**

That further discussion on the workplan for the remaining meetings for the year take place between the Chair and relevant officers ahead of the next Panel meeting.

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....

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## **MINUTES OF MEETING Environment and Community Safety Scrutiny Panel HELD ON Monday, 28th June, 2021, 6.30 pm**

### **PRESENT:**

**Councillors: Scott Emery, Dana Carlin, Eldridge Culverwell and  
Preston Tabois**

**ALSO ATTENDING: Ian Sygrave**

### **76. FILMING AT MEETINGS**

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

### **77. APOLOGIES FOR ABSENCE**

Apologies for absence were noted from Cllr Ogiehor.

Cllrs Amin and Bull were present at the meeting virtually so their attendance cannot be formally recorded.

### **78. ITEMS OF URGENT BUSINESS**

There were no items of urgent business.

### **79. DECLARATIONS OF INTEREST**

None

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

The Committee received a deputation on behalf of the Haringey Tree Protectors, around their concerns with the felling of trees on Parkland Walk and the need to maintain and enhance the existing tree coverage in the borough. The deputation was given by Giovanna Lozzi and Hannah Pescod. The key points of the deputation are summarised below:

- Parkland Walk was described as a 2.5 miles long former railway, which was home to rare species of flower and fauna, birds, owls, bats. A recent series of tree works was undertaken at this site, which had been deeply unpopular with some local residents, and had resulted in a petition and some local press coverage. It was commented that the works were the biggest intervention at this site since it became a wildlife corridor.

- The deputation party suggested that the planning, commissioning and site-management procedures of those works were beset by serious failings and were fundamentally flawed. It was contended that the Council appeared to take a 'chop down first, ask questions later', approach. A particular point of contention was the process of felling all trees within 5m of a bridge without ascertaining whether the trees were causing structural damage. Given that the world was facing a climate emergency, it was felt that trees needed to be maintained and protected.
- The Deputation party set out that they did not believe that the Parks service adhered adequately to the existing management plan for the site and should have adopted a more localised, nuanced and sensitive approach on a tree-by-tree basis.
- Concerns were raised as to why officers did not seem to be involved in the specification of works, or in carrying out a thorough survey and ecology report, which assessed both the ecological value and potential impact of the work on trees and other vegetation beforehand. Instead, the felling works were carried out by contractors without, it was suggested, any effective monitoring and site-management by the Council.
- A failure to manage the work effectively resulted in: The mistaken felling of a number of 100-year-old oak trees at St James' Bridge; trees being cut down beyond the 5 metre remit; the loss of an array of other local flora, such as bluebells and daffodils; and path widening taking place which exceeded the 5m limit.
- The deputation party requested that OSC look into the works further in order to learn from mistakes. It was also suggested that:
  - There should be enhanced tree protections for trees, with TPOs that are properly enforced.
  - Trees should form a central part of the new Biodiversity Action Plan and Haringey urgently needed a properly implemented and scrutinised trees strategy.
  - There should be well-financed, robust and valued trees department.
  - Trees should be considered as local heritage assets and be treated with equal respect as buildings.
  - Haringey should consult meaningfully with communities on large ecological projects. It was suggested that some residents, whose houses back onto the walk, had not been consulted with or informed the work was being planned.

The following points arose as part of the discussion of the deputation:

- a. The Committee sought clarification around whether deputation party had received any response from the Council on their concerns so far. In response, the Committee was advised that as they understood it, the Council was conducting a retrospective environmental impact analysis and that this was still being completed. The deputation party advised that they had also submitted an FOI request.
- b. The Cabinet Member, Cllr Hakata, thanked the deputation party for their deputation and advised that he was new in post and was unable to respond in detail on some of the historical points. Cllr Hakata advised that he acknowledged the need to learn lessons from this process as well as the need to engage with residents better. The Cabinet Member advised that he would be

- developing a community engagement plan going forwards. The Cabinet Member also acknowledged the importance of biodiversity and the role of trees and woodland within that.
- c. The Head of Parks and Leisure advised that he was happy to share the environmental study with the deputation group and would also commit to meeting them in the next few weeks to discuss the findings of the study with them and learning points going forwards.
  - d. The Chair set out her concerns with the potential that a number of trees were cut down in error and requested whether a tree audit could be carried out so that there was a record of exactly what was there. In response, officers advised that they needed to go through the environmental study point by point. Officers advised that during the works they adopted a different specification that may have been done in the past whereby all trees within 5 metres of the a bridge were felled. The Head of Parks and Leisure advised that he was happy to commit to an individual assessment in future, whereby every tree would be marked up.
  - e. The Committee raised concerns with a perceived lack of consultation and engagement around these works and queried why all adjacent residents were not consulted with. In response, officers set out that letters did go out to local residents and that notices were also placed at the appropriate places. Officers also consulted with the Friends of Parkland Walk in advance of the works. In response to a follow-up point, officers agreed to supply the Committee with the communications plan that was used for these works including names and addresses of those engaged with. **(Action: Simon Farrow)**.
  - f. The Chair thanked the deputation party for their contribution and advised that this issue would be incorporated into the Panel's work programme going forwards.

## 81. MINUTES

### RESOLVED

That the minutes of the meeting on 4<sup>th</sup> March were agreed as a correct record.

## 82. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR ENVIRONMENT, TRANSPORT & CLIMATE EMERGENCY AND DEPUTY LEADER OF THE COUNCIL

The Cabinet Member for Environment, Transport and Climate Emergency, and the Deputy Leader of the Council, Cllr Hakata, attended OSC to give a verbal update on his portfolio, followed by a question and answer session. Rob Krzyszowski, Assistant Director, Planning, Building Standards & Sustainability was also present for this item, along with Maurice Richards, Transport Planning Team Leader and Simon Farrow. Cllr Hakata's portfolio update is summarised as follows:

- A key element of the portfolio was around strategic transport, which included the TfL Street Space programme which had replaced the traditional LIP funding during Covid for the maintenance and upkeep of the borough's roads.

- One of the key drivers behind the Street Space programme was dealing with the issue of a car-led recovery from Covid. TfL modelling suggested that a 3% increase in traffic could lead to a grid lock on London's roads.
- Haringey was committed to being zero carbon by 2041
- Respiratory illnesses were increasing and the primary cause of this was pollution.
- In light of wider health concerns, the Cabinet Member set out that he was committed to pushing people to walk and cycle more and that Haringey would be looking to disincentivise car usage, whilst incentivising cycling and walking.
- The Low Traffic Neighbourhoods (LTN) programme was continuing and the Cabinet Member advised that he was committed to engaging with local residents on LTNs and ensuring they were part of the process. The first consultation would begin on 8<sup>th</sup> July, with the others to follow shortly afterwards. This consultation exercise would feed into the decision making process for implementation in the autumn and there would also be a rolling process of consultation to ensure that LTNs achieved their stated purpose.
- LTN's were identified as being just one part of a wider toolkit of interventions, with the examples of School Streets and the Walking and Cycling Action Plan (WCAP) noted. The Council had originally committed to undertake 15 school streets programmes over the 5 period of the WCAP. The Committee was advised that this would in fact be 26.
- The Cabinet Member committed to ensuring a depth of engagement with residents across all the schemes and that he would also be looking to roll out other traffic interventions across the borough as-and-when possible.

The following arose during the discussion of this agenda item:

- a. The Panel welcomed the Cabinet Member's goal of trying to win the hearts and minds of local residents around LTNs. The Committee queried when the WCAP would be in place, in response it was noted that the original implementation of summer 2021 would now likely be delayed slightly to Autumn 2021.
- b. The Panel queried whether in addition to the three proposed LTNs, there was also scope for rolling out smaller self-contained schemes. In response, the Cabinet Member acknowledged that a whole raft of traffic and transport interventions were needed and that a number of bids had been submitted. The Cabinet Member advised that the priority for bids submitted would be pedestrians first, cyclists second and public transport third. LTN micro-schemes would be a part of the overall work programme going forward, if it was feasible.
- c. In response to a question around how schemes were prioritised and what the criteria were, officers advised that the School Streets action plan was agreed by Cabinet last autumn and this set out the detailed criteria used. Officers also advised that the draft Walking and Cycling Action Plan set out the criteria used for determining LTN proposals going forwards. Officers advised that these criteria for prioritising LTNs were developed after the emergency TfL bidding window for new schemes last year and so the current schemes were based on existing proposals and feedback received from residents
- d. The Panel queried the inherent assumption of increased traffic levels, given the impact of the pandemic and also raised concerns about the displacement effect

on traffic to surrounding streets and neighbourhoods. It was also suggested that the impact of LTNs was disproportionately on working class communities who needed to commute work and, in some cases, may have two or three jobs. In response, the Cabinet Member acknowledged that the pandemic had resulted many people working from home but that traffic levels had been increasing steadily since lockdown as more people returned to work and that this would continue as the recovery continued. Within this, pollution levels were continuing to rise and that this had a disproportionate effect on poorer and more vulnerable residents. It was suggested that only 40% of residents owned a car, and this was overwhelmingly more affluent residents. However, less well-off residents, most of whom did not own a car, suffered the most as a result of air pollution. The Cabinet Member also highlighted the prevalence of road traffic accidents in London and the links between this and traffic volumes.

- e. Following a suggestion from the Chair, the Cabinet Member agreed to provide a written answer to the Panel around the impact of LTN's, traffic displacement and the extent to which they disproportionately impacted working class communities.
- f. The Panel cautioned against the law of unintended consequences and residents feeling that this was something that was being foisted upon them. The example of a pastor in Islington was raised and it was commented that the Council needed to consider the detailed impacts of its schemes on adjacent areas. In response, the Cabinet Member acknowledged that LTNs took time to bed-in and that examples in other boroughs had shown that initial negative impacts on traffic volume were not sustained and that these got better afterwards. Long term behaviour change was what was required, and it would take some time to bring this about.
- g. The Panel sought further clarification around attempting to disincentivise drivers and cautioned that a lot of car traffic in the borough was people travelling through the borough, rather than those that lived or worked here, and that this tended to be concentrated in the main thoroughfares. In response, the Cabinet Member advised that whilst disincentivising cars played a role, incentivising other modes of transport, was the most important factor in reducing traffic levels. The Cabinet Member acknowledged that making transport accessible to all was crucial. It was suggested that a lot of traffic in Haringey was being displaced from main roads to side roads, with the resultant impact of big increases in traffic on residential streets. LTN schemes in Walthamstow had seen a reduction in overall traffic and residents moving away from cars to public transport.

## **RESOLVED**

Noted.

## **83. MEMBERSHIP AND TERMS OF REFERENCE**

## **RESOLVED**

That the Panel:

- I. Noted the terms of reference as set out Appendix A of the report and the Scrutiny Protocol set out at Appendix B of the report for the Overview and Scrutiny Committee and its Panels.
- II. Noted the policy areas/remits and membership for each Scrutiny Panel for 2020/21, as set out at Appendix C of the report.

#### **84. APPOINTMENT OF NON-VOTING CO-OPTEE**

The Panel received a report which sought approval of the re-appointment of a non-voting co-opted Member to the Panel.

#### **RESOLVED**

That a representative from Haringey Association of Neighbourhood Watches be appointed as a non-voting co-opted Member of the Panel for the 2021/22 Municipal Year.

#### **85. TRANSPORT PLANNING UPDATE**

The Panel received report which provided an update on the Council's Transport Planning programmes, including the draft Walking and Cycling Action Plan (WCAP), the Low Traffic Neighbourhood (LTN) Programme, Transport for London funding update (post-Covid) and actions being taken to reduce congestion and improve east to west transport links. The report was introduced by Rob Krzyszowski, Assistant Director, Planning, Building Standards & Sustainability and Maurice Richards, Transport Planning Team Leader, as set out in the agenda pack at page 69.

The following arose from the discussion of this item:

- a. The Panel welcomed the Peddle My Wheels scheme, which the Council contributed funding to, that allowed people to try out bikes before deciding to purchase them at a discounted rate. A Panel Member commented that cycleways in neighbouring boroughs seemed to be much better and sought assurances over how recent TfL infrastructure funding had been spent. In response, officers advised that the funding received for last year included £100k of funding from the DfT for bollards and segregation of cyclists on side roads. These works were originally due to be temporary and so some further work would be undertaken to improve these. The Panel was advised that the Street Space Plan was set out on the Haringey website, and this included details of all of the successful funding bids.
- b. As part of a follow up question, the Panel sought assurances around the latest round of TfL bids given the fact they were on a first come first served basis. In response, officers clarified that they had submitted a bid under the most recent bidding process and that this was not a new competitive bidding process. Instead, it was oriented towards schemes that had been submitted previously where boroughs were already in discussions with TfL. Bids were either through the Street Space Plan or the LIP. Officers advised the Panel that they would provide updates on this round of funding bids, along with future rounds at a future meeting. **(Clerk – to note).**



- c. The Panel also sought clarification from the Cabinet Member about comments he had made previously on social media that other borough's LTN's were better than Haringey's. The Cabinet Member clarified that the point of his remarks was that Haringey did not have any LTNs at present and to emphasise the fact that Haringey could implement schemes that were as good as other boroughs
- d. The Panel sought clarification from the Cabinet Member about whether there was any data available about who was using the different cycling schemes and whether this was concentrated in particular areas. In response, the Cabinet Member highlighted the role of the Peddle my Wheels scheme in providing an opportunity for residents to try cycling and commented that he would like to see this scheme rolled-out further. The Panel was advised that only 3% of residents cycled and the point of building cycle lanes was to provide safe cycling routes for people who felt excluded from cycling because it was considered dangerous. The Cabinet Member advised that LTNs in other boroughs had seen increases in bike ownership because people felt safer and more able to cycle to work, school, doctors' surgeries etcetera.
- e. The Cabinet Member agreed to circulate a breakdown by area on take-up levels for the various different cycling schemes that were in place. **(Action: Cllr Hakata/Rob [Krzyszowski](#)).**
- f. The Chair noted that the delivery Plan for the Cycling & Walking Action Plan did not seem to be fully up to date and commented that a number of projects that did not have funding were RAG rated as amber. Furthermore, the Hornsey cycle way, which was part of Liveable Crouch End, was listed as green even though the funding had stopped. The Chair requested that officers updated the delivery plan and that rolling updates on the progress of projects contained within the delivery plan be brought to future panel meetings. The Chair also commented on the fact that cycle hangers for residential parking was also unfunded in the delivery plan. In response, the Cabinet Member acknowledged that the plan was slightly out of date due to the nature of the projects and that the delivery plan would be updated following the latest funding update. The Cabinet Member advised that he would be seeking to produce a rolling delivery plan and that this would help feed into the Panel's request for regular updates. **(Action: Cllr Hakata/Rob [Krzyszowski](#)).**
- g. Officers advised that the Walking & Cycling Action Plan was approved by Cabinet as a draft, which would then go out to public consultation and engagement. Officers emphasised the importance of consulting with residents on this document and advised that an updated version would be produced following the engagement process. In regards to having projects on the plan that did not have funding, officers advised that listing those on the plan was beneficial as it supported the submission of future funding bids to TfL and allowed the authority to point to those bids having been engaged upon with residents. Officers noted that some TfL funding had been secured for the design work of the Hornsey cycle way but funding for the implementation had not been secured yet.
- h. The Chair followed up to reiterate the point that officers should look at the RAG rating again on the delivery plan, as it was felt that listing a project as being amber, even though it did not have funding secured, did not seem to accurately reflect the level of risk for that project. The Chair also requested further information at a future meeting about how talks with TfL bus planners were going as the borough had not had any new bus routes in a very long time. The

Chair also commented that she would like to see officers engage with residents about where new bus routes should be implemented as well as the prioritisation of locations for development of step-free access at key stations and how far officers had got with these discussions. **(To note - Rob [Krzyszowski](#)).**

- i. The Panel requested further information about cycle storage hangers. In response, officers advised that a bid had been submitted for this year under the LIP but due to TfL's funding situation this was currently suspended. A bid had been resubmitted through an alternative funding pot.
- j. The Panel queried whether the funding formula with the company that implemented cycling hangers could be re-examined as it was felt this was quite an expensive process. The Panel enquired whether this was something that could be brought in-house. Officers advised that this work stream was being looked at, including the potential for in-house delivery and that officers were keen to maximise cycle hanger delivery around the borough.
- k. The Panel emphasises the importance of buses and bus routes reflecting the needs of residents. It was commented that there were a whole range of people who were physically unable to use cycle lanes and that in that regard public transport should be seen as just as high a priority as cycling provision.
- l. In regards to cycle storage on housing estates, the Cabinet Member advised that conversations with HfH had taken place and that HfH were looking to re-provision some existing storage/garage facilities to support this.

## RESOLVED

That the update was noted.

## 86. WORK PROGRAMME UPDATE

The Panel received a work programme update report for noting and further discussion around the Panel's work plan for 2021/22. The report was introduced by the clerk as set out in the agenda pack at page 137.

The Panel agreed to postpone indefinitely the proposed Scrutiny Review on Single Use Plastics and instead to undertake a review around the implementation of Low Traffic Neighbourhoods, the scope and boundaries of which would be agreed going forwards. The Chair also set out that in light of the deputation, she would like trees and the trees strategy to be included on the work plan. **(Action: Clerk).**

In response, some members of the Panel emphasised the importance of the Council's single use plastics policy and the need to scrutinise it. It was agreed that a report would come to a future meeting on this subject.

The Chair requested that panel members email the clerk with suggestions and priorities for the work plan. **(Action: All).**

The noted that she would like to see some rolling reports come to the Panel on particular topics.

In response to specific concerns around a piece of land near the Network Rail footbridge in Stroud Green, the Panel suggested that they would like to see a piece of work undertaken that looked at how well the Council worked with partners, such as

Network Rail, on adopting a joined up approach to managing land and keeping it clear of litter. Cllr Bull agreed to email the Clerk with some further consideration of this topic, with a view to it being a future agenda item. **(Action: Cllr Bull).**

The Panel also noted that it would like an update from the new administration about a previous agreement to bring in vegetarian school meals once a week.

**RESOLVED**

- I. That the Panel noted its work programme, attached at Appendix A of the report, and considered whether any amendments are required.
- II. That the Overview and Scrutiny Committee be asked to endorse any amendments at its next meeting.

**87. NEW ITEMS OF URGENT BUSINESS**

N/A

**88. DATES OF FUTURE MEETINGS**

Noted as:

20<sup>th</sup> September 2021, 11<sup>th</sup> November 2021, 14<sup>th</sup> December 2021 and 3<sup>rd</sup> March 2022.

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE HOUSING AND REGENERATION SCRUTINY PANEL HELD ON THURSDAY, 8TH JULY 2021, 6.30 - 9.30pm**

### **PRESENT:**

**Councillors: Matt White (Chair), Bob Hare, Kirsten Hearn, Emine Ibrahim and Noah Tucker**

#### **11. FILMING AT MEETINGS**

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

#### **12. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Charles Adje and Cllr Dawn Barnes.

#### **13. URGENT BUSINESS**

None.

#### **14. DECLARATIONS OF INTEREST**

None.

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

None.

#### **16. MINUTES**

The minutes of the previous meeting were agreed as an accurate record. It was noted that a spreadsheet containing the responses to action points from the meeting had been circulated to Panel Members. There was one action point still outstanding about a referral to the audit team which would be followed up. **(ACTION)**

**AGREED: That the minutes of the meeting held on 2<sup>nd</sup> March 2021 be approved as an accurate record.**

## 17. UPDATE REPORTS

Update reports on five different topics were introduced by Cllr Ruth Gordon, Cabinet Member for House Building, Place-Making and Development and Cllr John Bevan, Cabinet Member for Planning, Licensing and Housing Services.

### High Road West

Cllr Hare asked about the businesses impacted by the High Road West redevelopment proposals, including those who were concerned that they would lose the freehold ownership of their land, and how they could be helped. Cllr Gordon emphasised that this was not a redevelopment scheme that she would have originally signed up to, as she had made clear during her previous role as Chair of the Housing & Regeneration Scrutiny Panel. She said that, while the Council was locked into the agreement with Lendlease, discussions with the businesses were ongoing and the Council would do what it could to help them. She also noted that the scheme would take some years to come to fruition and the work to the north of White Hart Lane, which included the Peacock Industrial Estate, would be part of the second phase of the scheme.

Asked by Cllr Hare whether it would be possible for the businesses to be offered 'like for like' alternative premises, Cllr Gordon said that this would be explored as part of ongoing discussions. She added that models of mixed-use sites which included industrial space was being explored in some parts of London.

Cllr Ibrahim said that there was a commitment to build 500 new Council homes on the High Road West site and noted that Cllr Gordon had previously expressed concerns about the terms of the acquisitions of these homes. Asked by Cllr Ibrahim whether that was still her view, Cllr Gordon reiterated that she had never been in favour of this redevelopment but that this was the deal that the Council was currently locked into. Her general position remained that if Councils can build their own homes on their own land, then this was the preferable option as acquisitions were typically a more expensive way of increasing housing stock. She would have preferred the Housing Delivery team at the Council to have been built up earlier in the Housing Delivery Programme for that reason. However, she added that if properties could be obtained at a reasonable price then this could be justified in some circumstances and, with the GLA funding package included as part of the overall scheme, these acquisitions would not be as expensive as they might otherwise have been.

Asked by Cllr Ibrahim whether she supported the deal as outlined in the report to the Panel, Cllr Gordon said that the key decisions, such as on the GLA funding package, had been agreed prior to her appointment to the Cabinet and that there were no fundamental changes from this in the report. Asked by Cllr Tucker whether she regarded the acquisitions in the scheme to represent value for money, Cllr Gordon

said she did because it was deemed to have met value for money criteria. Cllr Tucker suggested that the argument in favour of acquisitions was that this was in addition to direct delivery and helped to build up Council housing stock more quickly. Cllr Gordon responded that acquisitions may be appropriate in some circumstances but cited examples such as the Red House in Tottenham where Council land was sold to a developer with new homes then to be acquired by the Council. She said that she preferred direct delivery to this model as it would be cheaper and would deliver more new Council homes.

Cllr Tucker noted that the previous Leader of the Council's targets had been for 1,150 starts on site by March 2022, 1,000 completions by May 2024 and 250 Council homes every year, asking whether Cllr Gordon was committed to these targets. Cllr Gordon said that she was committed to delivering manifesto commitments and would provide a written answer in response to the figures quoted. **(ACTION)** Cllr Tucker commented that these targets required a significant component of acquisitions to be met but Cllr Gordon responded that most of the acquisitions had already been committed to under the previous leadership. Asked by Cllr Ibrahim and Cllr White whether she advocated a change in approach to acquisitions in future, Cllr Gordon said that would not agree to overpriced acquisitions but that, if the Council was offered new homes at good value for money, then they would go ahead but each proposal would be considered on its merits.

Cllr Hearn observed that Cllr Gordon had previously been critical of the redevelopment scheme and asked what she would have changed about it. Cllr Gordon said that she would have preferred the refurbishment of the estate and perhaps building some additional homes through infill development. However, this went back many years as decisions had been made and this was no longer possible. She welcomed the changes to the scheme made under the previous Leader of the Council that had increased the number of Council homes being delivered, though she was concerned about the resulting increase in the density of the redevelopment. She added that she had recently had discussions with temporary accommodation residents of the Love Lane estate and had encountered some scepticism and confusion about the scheme, so further engagement was needed to explain what was on offer to them. The primary focus was to keep the community together, including the temporary accommodation residents.

Cllr Hearn expressed concern about some of the language used around the scheme, such as the naming of the development as 'High Road West' and Cllr Ibrahim added that, in her views, new homes should not be referred to as 'products'. Cllr Tucker observed that language of the report was 'selling' the development, whereas the tone from Cllr Gordon was that this was a development that the Council was stuck with. Cllr Gordon responded that this was a report written by officers and that, as the Cabinet Member with responsibility, she was answering questions on the strategy.

Cllr Kaushika Amin was invited by the Chair to ask questions to the Cabinet Member. She noted that the proposed number of Council homes on High Road West had already been increased to 500 and asked what Cllr Gordon had done to increase the number of homes. Cllr Gordon responded that her criticism of the scheme had been that she would have preferred refurbishment and infill to the current proposals but that there had been no change to the proposed number of Council homes in the scheme since she had been appointed to the Cabinet.

Cllr Amin noted that the new Leader of the Council had been critical of the 250-year lease that the Council had with Lendlease and asked whether anything had been done to address this. Peter O'Brien responded that any change would involve a fundamental change to the Development Agreement with Lendlease and it seemed unlikely that Lendlease would want to start such a process.

In response to a question from Cllr Amin about the rents to be paid by Love Lane Estate residents after moving to new homes on the redeveloped site, Cllr Gordon said that it would be based on a formula for social rent with any increase capped at 10%. Cllr Ibrahim said that formula rent was different to average rent and different to what some current tenants were paying, explaining that she had previously asked that tenants should not pay any more as a result. Cllr Gordon confirmed that this was the case. Cllr Amin expressed concern that there could be rent unfairness with residents in different parts of the borough paying different levels of rent.

### Wards Corner

Asked by Cllr Hearn about the current approach to the Wards Corner redevelopment scheme, Cllr Gordon said that she aimed to work closely with the Seven Sisters traders. She had recently met with the West Green Road/Seven Sisters Development Trust and the market trader tenants association, along with the Leader and Deputy Leader of the Council, and had discussed their proposals for their Community Plan and a place-making approach. The immediate concern was to get the market trading again and conversations were ongoing with TfL who were the landlords for the site.

Asked by Cllr Hearn what the 'place-making' aspect meant, Cllr Gordon said that this was an idea that had originated in the US and had developed in the UK, along with ideas such as community wealth-building, in Preston and elsewhere. It was about working with communities to develop local areas based on what they wanted rather than adopting a top-down approach. Cllr White said that his understanding was that place-making was based on redevelopment and community wealth building was about the local economy. Cllr Gordon said that the two were connected but that the term regeneration had been associated with gentrification and a top-down approach whereas this approach was bottom-up. Cllr Tucker suggested that the term place-making was a word designed to conjure good feeling with little meaning to it. Cllr Gordon responded that the meaning came from action and that the term was a signal



that the Council was working with communities to improve their neighbourhoods rather than imposing top-down regeneration.

Cllr Ibrahim asked about the viability challenge described in paragraph 3.1 of the report and options that were being explored by the Council. Cllr Gordon said that various options were being explored and discussions were ongoing with the community to achieve the best possible outcome. Options being looked at included looking at the Community Plan, how traders could have more say over the governance of the market. However, none of this was set in stone and was subject to discussions with all relevant parties.

Cllr Ibrahim asked if the Development Agreement had been breached given that Grainger had not been able to deliver the temporary market, Cllr Gordon said that Grainger had written to the traders to indicate that they did not have viability for the scheme and that this had been apparent for some time. Peter O'Brien said that development agreements were typically based on a set of conditions, one of the most important of which was the viability condition. If the viability condition was not met then the scheme could not proceed. He said that this element was currently being worked through and so it was not appropriate to comment in detail about it at this time. It was hoped that there would be more clarity on this point in the next month or so. In relation to the temporary market, Peter O'Brien said that after Grainger had indicated that the work on this would not be proceeding, TfL had written to traders to say that they would immediately be looking at alternative options for an interim arrangement. TfL were conscious of the situation that the traders found themselves in and had provided financial assistance to them via a Hardship Fund in December 2020.

Asked by Cllr Amin about the status of the CPO agreement with Grainger, Cllr Gordon confirmed that this remained in place until 2023.

### Broadwater Farm

Asked by Cllr Ibrahim about the use of a S105 consultation relating to the Stapleford block during the summer holidays, Cllr Gordon said that she understood the concern and that, if it did not prove possible to speak to a sufficient number of residents, then it may be necessary to think about this again.

Cllr Ibrahim and Cllr Amin emphasised the importance of the Cabinet Member standing by the content of the reports provided by officers to Scrutiny. Cllr Gordon reiterated that she had been closely involved in the discussions on all of the issues reported on and reflected that she had only stated that she had not written the reports but perhaps could have asked officers to temper some of the language used.

## Local Plan

Cllr White asked for updates on the studies outlined in paragraph 5.7 of the report that had been commissioned to support the new Local Plan. Bryce Tudball, Interim Head of Planning Policy, Transport & Infrastructure, provided the following details:

- **Strategic Housing Market Assessment and Gypsy & Traveller Accommodation Assessment** – the London Plan sets the Council's housing target to be included in the new Local Plan. This report would be about understanding what mix of housing was required in the borough, including the amount/type of affordable housing and the size of the housing. This piece of work was now substantially complete. The second part of the work on the Gypsy & Traveller Accommodation Assessment was underway and expected to progress to a draft report fairly soon.
- **Archaeological Priority Area Study** – This was completed around six weeks previously and was about understanding the archaeology in the borough, what could be disturbed by new development and how to protect it.
- **Strategic Flood Risk Assessment** – This was about understanding flood risk across the borough from all sources. The draft report was expected in a couple of months' time.
- **Sites of Importance to Nature Conservation (SINC) Study** – The current Local Plan identified a range of SINCs across the borough and this report was to identify whether these designations had changed. It also looked at what protections for SINCs might be necessary as a result of new development.
- **Retail and Town Centre Needs Study** – This had been procured quite recently and was to understand needs in the borough for future retail and other town centre uses such as leisure.
- **Employment Land Study** – This had only started a couple of weeks previously and was to understand the borough's employment land needs and whether changes in designations might be needed.
- **Whole Plan Viability Study** – This was currently out to tender and was to understand what type of developments in the borough were viable and the impact of the Council's policies on this (e.g. affordable housing policy, sustainable credentials of buildings).

Asked by Cllr White about the Strategic Housing Market Assessment, Cllr Bevan said that he had not yet seen the report but was aware of concerns about 3 and 4-bedroom property requirements in the borough and also about accommodation for single people. The assessment would provide the evidence for what type of properties would be needed. Asked by Cllr White for further details on the assessment, Bryce Tudball said that it had concluded that the overwhelming need in the borough was for affordable housing, around 80% of which was for social housing. It also indicated some need for intermediate products such as shared ownership, and a need more

generally for larger homes. Asked by Cllr White about his plans to address these needs, Cllr Bevan said that Cllr Gordon was responsible for the house-building aspect but that they worked closely together on this.

Cllr Hare asked about the timescales for the Employment Land Study and how it would be adapted to the dramatic changes to the ways that people were now working. Bryce Tudbull said that this was still at an early stage and that some draft outputs might be expected by September with a draft report towards the end of the autumn. He added that the Employment Land Study and the Retail and Town Centre Needs Study were interlinked and that the brief for these reviews required a careful look at the changes to the employment sites in the borough and the implications of the changes in employment patterns caused by the pandemic.

Cllr Tucker asked about car parking spaces in new developments, citing the high number of spaces at the proposed St Ann's development which was contrary to the aim of the low traffic neighbourhood in the ward. Cllr Bevan said that this was a contentious issue and that a lot of residents, including those for whom use of a vehicle was an essential part of their employment, need somewhere to park. He added that the increased provision of electric charging points was also an important requirement in new developments. The consultation for the Local Plan would help to gather views on this issue but the Council was being pushed by the GLA to reduce the number of parking spaces. Cllr Hearn commented that small businesses should provide more support to employees that require a vehicle to be more environmentally friendly. Rob Krzyszowski, Assistant Director for Planning, Building Standards & Sustainability, said that, while he couldn't comment on the specific development cited, any planning application must be determined in accordance with the Development Plan (which included the London Plan and the Local Plan) which had adopted policies on car parking. These policies could be looked at again as part of the development of the new Local Plan, though it would also be important to consider the Council's existing wider policies in the Transport Strategy.

Asked by Cllr Tucker whether there were specific requirements on parking in the London Plan and Local Plan, Rob Krzyszowski said that the latest London Plan policy had stated that zero parking should be the starting point for new developments that had strong public transport links. There were maximum car parking standards in the London Plan (but not minimum standards) which would be applied to any new development in the borough.

Asked by Cllr Hearn for his views on the government's proposals on planning reform, Cllr Bevan said that the Council had made representations to the government's White Paper consultation. His opinion was that the current proposals would be radically changed and that it could be some years before they were implemented. Rob Krzyszowski added that the government's response to the Planning White Paper had been delayed until at least the autumn. The White Paper had referred to fundamental

change to the planning system whereas the recent emphasis from the Secretary of State was about evolutionary change, so the rhetoric appeared to have been toned down.

#### Homes for Haringey Repairs Service

Cllr Ibrahim expressed concerns about the doubling of the wait time for tenants reporting repairs resulting from issues with the ordering process as outlined in paragraph 3.2 of the report. Judith Page, Executive Director of Property at Homes for Haringey, said that this related to the upgrade of the housing management system and that a lot of the end user testing had been difficult to carry out during the pandemic. Some issues with the process had caused significant delays to call centre performance. Extra support and resource was being put in to overcome those issues. Cllr Ibrahim said that some repairs were not dealt with until the issues had become more serious which often increased both the inconvenience and the cost of resolving them.

Asked by Cllr Ibrahim about the Council's progress towards meeting the target on the Decent Homes Standards, Cllr Bevan said that there was a huge job to do to reach the Decent Homes Standards but this had not been helped by the complications arising from requirements following the Grenfell tragedy or the disruption caused by the Covid pandemic. However, notwithstanding these difficulties, there had not been the staff capacity within HfH to deliver the size of the programme that was required. That issue had now been resolved, with a substantial number of new officers recruited with the required technical and procurement expertise. Cllr Bevan said that the policy would be to carry out refurbishments to estates all at once rather than doing partial refurbishments in several separate stages as had occurred in the past. This was the aim and he was committed to carrying out the work but he could not guarantee that the programme would not be interrupted by future cuts to government funding.

Adding to the previous point, Judith Page said that if the Decent Homes work was not done then this would impact on the repairs budget. HfH had a target to include the most significant backlog properties, which they were on target to meet with the exception of the Noel Park estate where there had been some delays to the installation of the bathroom pods. All the Decent Homes work was being programmed to be completed by 2025 in line with the Asset Management Strategy. Significant changes had been made to the team and a lot more was being managed inhouse which provided a greater level of control and flexibility on what could be delivered.

Cllr Amin commented that it had not been possible to carry out some repairs and building maintenance over the past year or so, though service charges remained high for many residents. She asked whether residents would be refunded some of the unused funds. Judith Page noted that, while this was not her area of specialism, her understanding was that service charges were fixed and went into the Housing

Revenue Account (HRA) rather than directly to HfH. There was an adjustment process on service charges, so residents were charged based on an estimate at the beginning of the year with an adjustment made at year end based on the actual costs incurred. Any refunds due would therefore be issued through this process.

Asked by Cllr Amin about the expected timescales for the repairs backlog resulting from the pandemic, Judith Page said that around 5,000 fewer repairs were carried out last year which was about 10% less than usual. 4,000 of these were in the first lockdown and most of these were caught up with over the summer. She appreciated that some people had been waiting a long time for their repairs but some more permanent and temporary staff were being recruited and it was expected that backlog levels would be back to normal by the end of September.

Cllr Amin observed that some residents were frustrated by repair workers attending but not being able to complete the repair, resulting in multiple repair appointments and longer delays before the problem was resolved. Judith Page said that sometimes repairs required more than one person to complete. HfH was due to do some work later in the year in consultation with tenants and leaseholders about how to improve the service. She also said that HfH was aware of a problem with leaks where the source of the leak was in a different flat that could not be immediately accessed, particularly if it was a leasehold property. HfH was therefore looking at their access process to help address this. Cllr Bevan said that the leak issue was clearly a problem and had been raised with him several times. He was considering setting up a working group to address this. He also informed the Panel that a new repairs director had recently been appointed who would be addressing the wider repair issues.

Cllr Tucker noted that paragraph 4.3 of the report stated that the use of sub-contractors was being reviewed to identify areas where it was felt that in-house delivery would offer a better service or improve value for money. He expressed concern about the use of these criteria as the manifesto commitment was for insourcing to be the default option. Cllr Bevan said that, while Cllr Tucker might disagree with the wording, the Amey services had recently been brought back into HfH and there was other work being done that would previously have been outsourced. Cllr Ibrahim proposed that the rewording of these criteria be a recommendation of the Panel. **(ACTION)**

**AGREED: That the Panel recommends to the Cabinet Member for Planning, Licensing and Housing Services that the wording of the criteria for insourcing is amended to make clear that in-house delivery should be the default option unless it can be demonstrated that a better service or value for money can be achieved through alternative means.**

**18. WORK PROGRAMME UPDATE**

Panel Members discussed possible items for future meetings to be added to the Work Programme.

Cllr Hearn proposed that the two Cabinet Members relevant to the Panel should provide reports on the actions that they were taking within their portfolio to contribute towards the Climate Change Action Plan

Cllr Tucker proposed that a report be brought to the Panel about the St Ann's Hospital redevelopment site.

It was agreed that any other agenda items for future meetings and the terms of reference for the proposed scrutiny review on the future of housing management could be discussed outside of the meeting via email or separate informal meetings.

**19. DATES OF FUTURE MEETINGS**

- 13<sup>th</sup> September 2021
- 4<sup>th</sup> November 2021
- 9<sup>th</sup> December 2021
- 28<sup>th</sup> February 2022

CHAIR: Councillor Matt White

Signed by Chair .....

Date .....

**Report for:** Overview & Scrutiny Committee 7 October 2021

**Title:** 2020-21 Provisional Financial Outturn

**Report authorised by :** Thomas Skeen, AD Finance

**Lead Officer:** Frances Palopoli

**Ward(s) affected:** All

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

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

- 1.1 The 2020-21 Provisional Financial Outturn report presented to Cabinet on 13 July 2021 (attached as Appendix 1) set out the provisional outturn for 2020/21 for the General Fund, HRA, DSG and the Capital Programme compared to budget. It provided explanations of significant under/overspends and also included proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments.
- 1.2 The report confirmed that the financial impact of C19 on the Council's General Fund budgets were offset by Government support as assumed throughout the year.
- 1.3 The non-C19 pressures were offset by year end largely due to the impact of CCG funding discharges in Adults services for the whole financial year along with the application of the corporate contingency. This enabled the General Fund reserve to be maintained going into the 2021-22 financial year which, as the report describes, is expected to continue to be challenging financially.

## **2. Recommendations**

- 2.1 The Overview and Scrutiny Committee are recommended to:
  - 2.1.1 Note that the figures in the 2020-21 Provisional Financial Outturn remain provisional until the conclusion of the statutory audit process which has been extended due to the on-going impact of the C19 pandemic.
  - 2.1.2 Note that the C19 financial impact on the 2020-21 General Fund was offset by Government support
  - 2.1.3 Note that non-C19 related pressures forecast during the year were mitigated by year end.
  - 2.1.4 Note that the C19 pandemic was forecast to continue to impact on the Council's finances during 2021-22 and the assumptions made around mitigating these.
  - 2.1.5 Note that statutory comments are included in the original report to Cabinet.

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**Report for:** Cabinet 13 July 2021

**Title:** 2020-21 Provisional Financial Outturn

**Report**

**authorised by:** Jon Warlow, Director of Finance

**Lead Officer:** Frances Palopoli, Head of Corporate Financial Strategy & Monitoring, extn 3896

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Key

**1. Describe the issue under consideration**

- 1.1 This report sets out the provisional outturn for 2020/21 for the General Fund, HRA, DSG and the Capital Programme compared to budget. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments.
- 1.2 The Provisional Outturn report provides the opportunity to consider the overall financial performance of the Authority at the end of March 2021 and make decisions on balances and carry forwards of unspent funds. It should be noted that these figures remain provisional until the conclusion of the statutory audit process.
- 1.3 Due to the on-going impact of Covid-19 (C19), Government has issued the Accounts and Audit (Amendment) Regulations 2021 which extends the statutory audit deadlines for both 2020/21 and 2021/22 for all local authorities. The statutory deadline for publishing the draft Statement of Account (SoA) is 31 July with a deadline for completing the external audit 30 September for both these years.

**2020/21 Outturn Position**

- 1.4 The overall **General Fund** revenue outturn variance for the year ending 2020/21 shows an improvement to the forecasts provided in earlier reports. This is predominately due to the transfer of prior year Collection Fund surplus's (reported in last year's Outturn report), government grants covering most additional costs and a net improvement in service spend.
- 1.5 Financial reporting throughout the year has looked to differentiate the impact on Council budgets of the C19 pandemic from those considered base budget pressures. There has been an expectation that Government support would meet the financial impact (increased expenditure and lost income) of the pandemic and that the non-C19 pressures would be brought down by year end or, where necessary, met from the corporate contingency.
- 1.6 The forecast impact of **C19** was c. £38m for both Qtr2 and Qtr3 and the Outturn figures are in line with this at £39m. The Government funding forecast at Qtr3

indicated a shortfall of c. £3.5m however, this improved over the last quarter with higher than forecast Sales, Fees & Charges (SFC) compensation and the application of Contain Outbreak Management Fund (COMF) and Hardship Fund (HF). Overall, for the 2020/21 General Fund, the C19 financial impact has been offset by Government support. However, it should be noted that the adverse C19 impact on the business rates and council tax collection does not impact on the General Fund until next year and to a limited extent the year after that. Funding to meet these estimated impacts of c. £20m is provided for via these outturn proposals from various streams of government grant funding received in advance of when be required to be utilised to balance revenue budgets, and the final figures will be reported in the 2021/22 and 2022/23 in year corporate financial monitoring and budget reports.

- 1.7 The **base budget** service pressure at Qtr3 was forecast at £4.5m (£5.92m Qtr2) and the Qtr3 report was clear that any residual pressure to be covered by the utilisation of the budget contingency. At Year End this figure had reduced to a small underspend of £0.1m after planned transfers to/from reserves. This improvement in the budget bottom line, and the draft reserve movements has been achieved by:
  - reductions in forecast Service expenditure mainly seen in the People – Adult's priority and has resulted from receipt of further C19 related specific grant and the impact of CCG funding for discharges continuing across the whole year, which was longer than the service had prudently assumed.
  - non-utilisation of the corporate contingency (£8m) which had to be held as a back-up due to the on-going uncertainties of C19 on the outturn position both in respect of expenditure demands and grant levels.
- 1.8 This improvement has allowed for targeted additions to the Council's reserve balances.
- 1.9 Overall, the General Fund closed with a small underspend of £0.1m, in effect on budget, and enabled the Council's general reserve to be maintained as planned, at the opening balance of £15.8m.
- 1.10 The outturn position for the **DSG** worsened further from the £6.5m reported in Qtr3 and ended £6.8m overspent. The overspend essentially remained within the High Needs block and was driven by continued increases in take up of places in day schools, special schools and post 16 settings coupled with an increase in the average cost per placement, particularly those out of borough.
- 1.11 Members will be aware that pressure on High Needs budgets is a national issue facing the entire local government sector, mainly as a consequence of the expansion of age for Education, Health and Care Plan (EHCP) eligibility. A dialogue is underway between the Council, EFSA and government as to our position and how it will be addressed.
- 1.12 The £6.8m overspend has been added to the existing £10.2m deficit, leaving a total deficit of £17.0m on the Council's balance sheet which must be addressed via DSG funds in the future and cannot be met from Council's General Funds unless explicit agreement is given by the Secretary of State.

- 1.13 The revised **Capital Programme** budget for 2020/21 was £543.8m with an outturn spend of £179.8m (33%). The GF programme budget was £256.7m with a spend of £75.6m (29%), however within this budget there are a number of framework budgets, which are there to enable the Council to respond swiftly to opportunities. Due to the pandemic, no such opportunities have arisen, and it was therefore anticipated that significant elements of these budgets would not be spent. Excluding framework budgets, delivery was around 42%, also lower than anticipated and again due to the effects of the pandemic on capital programme delivery including its impact on the supply chain of the construction industry. It is important to note that no resources were lost as a result of the pandemic with external funders providing extensions to grant programmes. Of the unspent amounts, 97% (£176.3m) has been requested to roll forward to future years of the capital programme. The HRA capital programme budget was £287.1m with a spend of £104.2m (36%) again delivery was severely impacted by the pandemic.
- 1.14 The 2020/21 **HRA** revenue net budget assumed a surplus of income over expenditure of £11.5m. At Qtr3, a pressure of £4.2m was forecast and the draft outturn shows an improvement of £6.6m against the Qtr3 position, mainly caused by lower than budgeted capital financing costs as a result of underspend on the HRA capital programme. Rental income collection rates also continued to show improvement across the last quarter. The final revenue outturn was £13.9m surplus of income over expenditure, and this is proposed to be transferred to reserves, and is partially used to fund capital expenditure.

## 2. **Cabinet Member Introduction**

- 2.1 Finalising the previous year's outturn figures helps us to confirm whether we've underspent or overspent in that year, which would indicate any impacts on our current year's budget assumptions and any lessons for the future.
- 2.2 This report indicates that we 've kept last year's income and spend broadly within our set limits, with a small underspend and without the need to use the relevant contingency reserve we had earmarked to cover the risk of any overspending. In the light of the budget problems experienced by so many other authorities, this is welcome news.
- 2.3 It also means that we are starting the current year well within our budgetary assumptions, with enhanced reserves and balances. The enhanced balances will help us with any short-term difficulties in the current year and with our efforts to balance next year's budget without any additional cuts.
- 2.4 This is also very useful in the light of the continuing uncertainties about the knock-on effects of the pandemic and about the government's intentions, as well as our current estimate of a c£20-25m budget gap in our Medium Term (5 year rolling) Financial Strategy, that still needs to be bridged.
- 2.5 Of some concern is the relatively high underspend in our capital programme, partly explained by the pandemic and also by the council's difficulty in building up its capacity to achieve its significantly increased investment plans, which involves significant slippage of projects into the following years. The good news

is that this slippage has not resulted in any loss of external grants or other resources.

- 2.6 Despite the initial teething problems, we have now enough staff resources and expertise to be able to speed up implementation and start catching up with any lost ground, especially in terms of delivering our new council housing plans and tackling the significant backlog of necessary school buildings' improvements.

### **3. Recommendations**

- 3.1 Cabinet is recommended to:
- a) Note the provisional revenue and capital outturn for 2020/21 as detailed in the report;
  - b) Approve the capital carry forwards in Appendix 3;
  - c) Approve the appropriations to/from reserves at Appendix 4;
  - d) Approve the budget virements as set out in Appendix 5;
  - e) Note the debt write-offs approved by officers in Quarter 4 2020/21 as set out in Appendix 6.

### **4. Reasons for decision**

- 4.1 A strong financial management framework, including oversight by members and senior management is an essential part of delivering the Council's priorities and statutory duties.
- 4.2 It is necessary at year end to resolve the treatment of related balance sheet accounts, in light of the experience during the year and knowledge of the Council's future position and requirements.

### **5. Alternative options considered**

- 5.1 The Director of Finance, as Section 151 Officer, has a duty to consider and propose decisions in the best interests of the authority's finances and that best support delivery of the agreed borough plan outcomes whilst maintaining financial sustainability.
- 5.2 This report of the Director of Finance has addressed these points. Therefore, no other options have been presented.

### **6. Provisional Revenue Outturn 2020/21**

- 6.1. The table below shows the provisional revenue outturn figures for 2020/21. It shows the impact of proposed movements to/from reserves on the final position and also the movement from the outturn forecast at Qtr3 (P9).

Table 1a – Provisional Outturn 2020/21

Priority	Revised 2020/21 Budget	Outturn Before Reserve Transfers	Net Revenue Transfers To / From Reserves	Revised Outturn	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
People - Childrens	63,679	71,858	330	72,188	8,508	6,940	1,568
People - Adults	88,065	90,748	1,362	92,109	4,045	6,513	(2,468)
Place	32,821	47,912	472	48,384	15,563	16,710	(1,147)
Housing	17,269	19,104	(1,845)	17,260	(9)	1,247	(1,256)
Economy	5,331	9,465	2,177	11,642	6,311	5,792	520
Your Council-Service	8,496	12,386	(809)	11,576	3,080	3,652	(572)
Your Council-Corporate	26,496	(14,325)	29,076	14,751	(11,745)	2,006	(13,751)
Assumed C19 Grants						(34,700)	34,700
<b>General Fund - Priorities</b>	<b>242,157</b>	<b>237,146</b>	<b>30,764</b>	<b>267,910</b>	<b>25,753</b>	<b>8,160</b>	<b>17,593</b>
External Finance	(242,292)	(268,104)	0	(268,104)	(25,812)	32	(25,844)
<b>General Revenue Total</b>	<b>(135)</b>	<b>(30,957)</b>	<b>30,764</b>	<b>(193)</b>	<b>(58)</b>	<b>8,192</b>	<b>(8,250)</b>
DSG	0	6,832	(6,832)				
HRA	0	(13,872)	13,872				
<b>Haringey Total</b>	<b>(135)</b>	<b>(37,998)</b>	<b>37,804</b>				

**n.b.** The HRA position above details the revenue outturn and revenue transfers to reserves only. Further transfers are made from the HRA reserve to finance capital expenditure as detailed in Appendix 4.

The DSG figure presented above details the outturn of the Council's discharge of the 4 expenditure blocks, this does not include individual school outturn positions, are as detailed in Appendix 4, and included in the Your Council Corporate line in the above table.

- 6.2. The overall variance against the Qtr3 variance shown above in the General Fund is largely due to the non-utilisation of the Corporate Contingency (£8m).

A significant amount of the £30.764m net transfer from the General Fund to reserves in Table 1a above relates to S31 grants received during the year from Government to compensate the Council for the impact of the expanded retail and nursery business rate reliefs as part of the National response to C19. There are further sums in relation to the Tax Income Guarantee (TIG) which is further support from Government to help offset some of the wider business rates losses incurred due to the pandemic. These grants form the majority of the £20m proposed to be transferred to a new Collection Fund Smoothing reserve (see Section 10 on Reserves), which will be needed to be drawn down in future years (mainly 2021/22) to offset Collection Fund deficits impacting on the GF.

The other reserve transfers which will increase resilience of the Council, so important given the scale of future years budget gaps as detailed in the last MTFS report, the have mainly been achievable by the non-utilisation of the budgeted contingency due to the eventual government emergency funding levels. More detail is provided in section 10 with expected reserve balances at 31 March 2021 set out in Appendix 4. The £6.8m transfer of the DSG deficit to reserves is also discussed in more detail in Section 7 of the report.

The Revised Outturn to Budget Variance is analysed in Table 1b below to show the breakdown between Covid19 and non-Covid impact.

**Table 1b – Revised Outturn to Budget Variance: Covid and Non-Covid**

Priority	Non Covid Pressure/ (Reductions)	Covid Challenges	Covid - non Savings Delivery	Total Covid Pressures	Revised Outturn to Budget Variance
	£'000	£'000	£'000	£'000	£'000
People - Childrens	3,332	3,624	1,552	5,176	8,508
People - Adults	(3,734)	5,766	2,013	7,779	4,045
Place	160	13,521	1,881	15,403	15,563
Housing	(2,223)	1,688	526	2,214	(9)
Economy	1,691	4,210	410	4,620	6,311
Your Council-Service	(947)	2,977	1,050	4,027	3,080
Your Council-Corporate	(11,848)	103	0	103	(11,745)
<b>General Fund - Priorities</b>	<b>(13,570)</b>	<b>31,891</b>	<b>7,432</b>	<b>39,323</b>	<b>25,753</b>
External Finance	(25,812)	0	0	0	(25,812)
<b>General Revenue Total</b>	<b>(39,381)</b>	<b>31,891</b>	<b>7,432</b>	<b>39,323</b>	<b>(58)</b>

- 6.3 The **base budget** service pressure at Qtr3 was forecast at £4.5m (£5.92m Qtr2) and the Qtr3 report was clear that any residual pressure to be covered by the utilisation of the budget contingency. At Year End this figure had reduced to a small underspend of £0.1m after planned transfers to/from reserves. Comments on the underlying reasons for the variances within Priorities is set out in the sections below.

The largest base budget pressure was seen within the Children's priority which is a mixture of pre-C19 pressures such as increased demand, complexity and placement costs.

It should be noted that a review of the final agreed savings delivery position is underway in order to assess any implications on the savings expectations in 2021/22.

#### 6.4 **Priority: People -Children; overspend of £8.508m**

The People-Children's priority is reporting a spend of £72.18m against an approved budget of £63.7m resulting in an overspend of £8.5m. This is a £1.57m adverse movement on the position reported in Q3. The main drivers of the budget variance are set out below.

##### 6.4.1 Children's Safeguarding and Social Care (£6.3m overspend):

The main pressure remains in the Children in Care and Care Leavers services with an overspend of £3.9m due to the number and, more importantly, the complexity of placements. This has been further exacerbated by an overspend of £0.5m in the Children's Respite service mainly relating to placements in the Disabled Children's service. There are also further pressures in the Child Protection and Children in Need of Support services (£1.27m) primarily a result of the response to the COVID-19 pandemic. Across Safeguarding and Social



care, the impact of the pandemic is estimated at £3.92m in additional spend and delayed savings programmes.

6.4.2 Prevention and Early Intervention (£1.3m overspend):

The majority (£0.89m) of this is due to the SEND provision and the associated transport costs. There is further pressure from Children Centres arising from unachieved income targets.

6.4.3 This reported position also includes a provision of £0.8m against the risk of some debts and income not being realised.

6.5.1 **Priority: People – Adults and Public Health; Overspend £3.8m**

Adults & Public Health has spent £91.8m against an approved budget of £88.0m resulting in an overspend of £3.8m at year end (£6.5m at Q3). It should be noted that without the increase in bad debt provision (see below) this priority would have been almost on budget.

6.5.2 Adult Social Care has a favourable outturn variance of £0.2m despite experiencing additional pressures of £3.3m from COVID-19 related expenditure and £2.0m savings slippage which have been reprofiled into latter years. The service has managed to control spend and secure additional funding through specific COVID-19 grants and recharges to CCG which has offset the unforeseen COVID-19 related expenditure. Savings have been delivered across all major service areas reaching 82% of target.

COVID-19 has caused major disruptions and pressures on both the Council and residents. The ability of social care clients contributing to their care needs has greatly diminished. It is expected that the level of write-offs and bad debts will increase and therefore it is prudent to increase bad debt provisions by £3.6m. As a result, the overall outturn variance is £3.4m (£4.7m at Q3). This represents a favourable movement of £1.3m which is mainly attributable to increased COVID-19 funding.

6.5.3 Adults Commissioning has an adverse variance of £0.4m (£1.5m at Q3) which is comprised of additional support to voluntary and community sector (VCS) and additional brokerage expenditure to deliver client contribution income. This is a favourable movement compared to Q3 position and is largely due to greater than expected levels of COVID-19 grant funding for Connected Communities.

6.5.4 Adults Public Health has spent to budget with additional COVID-19 related expenditure being met by specific government grants.

6.6 **Priority: Place - Over budget £15.563m (Q3 £16.710m)**

6.6.1 Place Priority is showing an improved position of £1.147m over the forecast presented in Qtr3. This is due to base budget pressure improvement of £0.468m, and an improvement in pressures from COVID of £0.679m (these figures include increased provisions for bad debts of £1.6m).

- 6.6.2 Parking & Highways income position has been significantly improved due to the impact from the third lockdown not being as severe as forecast; partially off-set by increase in Bad Debt Provision for PCN's.
- 6.6.3 Community Safety, Waste & Enforcement overspend position has improved mainly from underspend on excess death expenditure, additional Contain Outbreak Management Fund Grant in Enforcement, improved regulatory services income, and an improvement in waste due to refund from NLWA for non-household waste tonnage levy and improvement on external waste income, SPI & recharges.
- 6.6.4 E&N Management & Support overspend position has worsened due to increase in Bad Debt Provision for Sundry Debtors across Environment & Neighbourhoods.
- 6.6.5 Parks & Leisure overspend position has improved due to additional Contain Outbreak Management Funding Grant.
- 6.6.6 Soft FM overspend position has improved due to the reduction/mitigation to the impact of security and cleaning from COVID/base budget pressures.
- 6.7 Priority: Economy – Overspend of £6.311m (Q3 £5.792m)**
- 6.7.1 The Economy 2020-21 Outturn position represents a movement of £0.520m from Qtr3.
- 6.7.2 This movement is due to the £1.5m transfer of unapplied Estate Regeneration Programme grant to reserves to call on in future years offset by an improvement in the Planning and Building service of £0.664m and the Regeneration and Economic Development service of £0.199m.
- 6.7.3 The Development control and Building Control Fees and Charges income has considerably improved from the impact of Covid-19 impact in the last quarter of the year due to increase in number of applications.
- 6.7.4 The Regeneration and Economic Development fee income has also increased for the delivery of Capital Projects after suffering from COVID-19 impact.
- 6.7.5 Capital Projects and Property improved their forecast position due to an improved commercial property income of £0.287m due to payment plans agreed with the tenants offsetting reduced VCS income of £0.296m. The Organisational Resilience function's outturn improved by £0.392m due to project delays on certain works due to the need to undertake stock condition survey's corporate buildings which has been offset by a contribution to reserves of £1m.
- 6.8 Priority: Housing General Fund (GF) and the HRA**

**Housing (GF) - Under budget £0.009m (Q3 Over budget £1.247m)**



- 6.8.1 The Housing Priority forecasts a net favourable variance of £9k which represents a £1.256m reduction from quarter3 forecast. Within the end of year outturn is a year-end drawdown from the Flexible Homelessness Support Grant (FHSG) reserve, in respect of the Temporary accommodation – Homelessness service to fully mitigate operational spend pressures. There are underlying underspends within both the housing commissioning and environment & neighbourhoods service areas. During the financial year there have been housing commissioning service budget pressures in the rough sleeping area due to COVID which have been offset by a Contain Outbreak Management Fund (COMF) COVID-19 grant. The Temporary Accommodation (TA) overspend, included £0.526m undeliverable savings due to COVID, fully offset by Flexible Homelessness Support Grant (FHSG).
- 6.8.2 There are initiatives in place to both reduce costs and TA demand. While these initiatives have commenced, some, such as CBS and Capital Letters have slowed down due to COVID.

#### **Housing (HRA) - Under budget £2.2m (Q3 Over Budget £4.2m)**

- 6.8.3 The HRA end of year outturn is indicating a £2.2m favourable underspend, this is showing a £6.4m movement in variance from the Q3 position. This is mainly due to £5.7m lower than anticipated capital financing costs, as a result of reduced borrowing costs on the HRA capital programme. There is also a favourable £0.7m aggregate movement due to cost reduction.
- 6.8.4 There has also been an improved performance in the rental income collection rate from 96% to 98%. The actual collection over the months during the financial year has steadily improved – reducing the forecast impact of COVID on rent collection. To date the government has not notified local authorities of any support from Government to mitigate rent loss or any other covid impacts on HRAs.
- 6.8.5 The HRA draft outturn figure includes c£14m to be transferred to the HRA reserve, which in conjunction with a £5.6m reduced revenue contribution to capital, allows the HRA reserve to be restored to £14m at year end.

#### **6.9 Priority: Your Council Service – Over budget £3.1m (Q3 £3.7m)**

- 6.9.1 The Your Council-Service budgets had an overspend of £3.1m, an improvement of £0.6m on the Q3 projections due to the application of the Covid Contain Outbreak Management Funding to cover Communications spend and increased Legal Services internal recharge income.

#### **6.10 Priority: Your Council Corporate & C19 Grants– Under budget £11.8m (Q3 under budget £32.6m)**

- 6.10.1 The Your Council – Corporate outturn variance to budget is showing an underspend of £11.8m which is predominately due to the corporate contingency not required to be utilised.

6.10.2 The movement of £21m between Qtr3 and the outturn is due to the transfer of collection fund related sums to reserves.

### **6.11 External Finance – Under budget £25.8m (Q3 Nil variance)**

6.11.1 The majority of the underspend at year end relates to the S31 grant received from Government during the year to compensate the Council for the impact of the expanded retail and nursery reliefs as part of the National response to C19. There are further sums in relation to the Tax Income Guarantee (TIG) which is further support from Government to help offset some of the wider business rates losses incurred due to the pandemic. These funds will largely need to be drawn down in future years and have been moved into the Collection Fund Smoothing reserve.

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

- 7.1. The DSG is broken down into four funding blocks: Schools, Central, Early Years and High Needs. The overall spend on DSG was £199.69m against budgeted spend of £192.88m resulting in an in year overspend of £6.80m for 2020-21. This is an adverse movement of £0.25M on the Qtr 3 forecast of £6.55M overspend.
- 7.2 The Schools block distributes budget to maintained schools in line with the APT allocations. There is a small underspend of £9k in the growth fund that must be retained for Schools and not applied against the deficit.
- 7.3 The Early Years block position has closed at breakeven for 2020-21. Covid-19 has impacted the funding of early years. Where normally the January census numbers would be applied in paying providers, in recognition of this extraordinary year there is need to alter funding arrangements. The final allocation repayment will be based on an early year's setting achieving at least 85% attendance when compared to their 2019-20 January census. The ESFA will confirm the final 2020-21 allocation in November 2021.
- 7.4 The High Needs block overspent by £6.9m (Qtr3 £6.49m) and is driven by continued increases in take up of places in day schools, special schools and post 16 settings. This is coupled with an increase in the average cost per placement as well as increased number of clients in high cost out of borough placements.
- 7.5 The Central Block is reported as breaking even. Unlike the other blocks in the DSG any surpluses in the Central Block are directly held by the LA to be used for retained duties.
- 7.6 The impact of the 2020/21 outturn is reflected in the movement on the DSG Reserve in the table below.

**Table 2 – DSG Reserve**

Blocks	Opening DSG at 01/04/20	Schools Forum agreed trf between blocks	Outturn Variance	Year End Drawdown Request	Closing Balance
	£(m)	£(m)	£(m)	£(m)	£(m)
Schools Block	0.00	0.00	0.00	0.00	0.00
Central Block	(0.01)	0.00	0.09	0.00	0.08
High Needs Block	(10.07)	0.00	(6.90)	0.00	(16.97)
Early Years Block	(0.11)	0.00	0.00	0.00	(0.11)
<b>Total</b>	<b>(10.19)</b>	<b>0.00</b>	<b>(6.81)</b>	<b>0.00</b>	<b>(17.00)</b>

**\* Surplus balances are represented in the positive and deficits in the negative**

- 7.7 DSG deficits cannot be covered from general funds without government approval, even if the Council's overall financial position was able to sustain this. The growth in the negative reserve is therefore the extent of the 2020/21 overspend added to the existing deficit, producing a cumulative deficit of £17.0m.
- 7.8 This is a national issue with more authorities declaring overspends in DSG directly attributable to pressure on High Needs Block spend resulting in growing deficit balances year on year. The DSG pressures are likely to continue into 2021/22 despite growth of £4.35m in the 2021/22 initial High Needs Block allocation for Haringey. Haringey is meeting the ESFA to review our Deficit Recovery Plan and to start discussions as to how the council might receive additional financial support to redress its DSG deficit. Continued reporting to School Forum and all stakeholders will be required. The much-anticipated SEND Review will have a bearing on the strategies to take in recovering any deficit.

## **8. Collection Fund – Council Tax & Business Rates**

- 8.1 The Council has a statutory obligation to maintain a separate ring-fenced account for the collection of council tax and business rates. The Collection Fund is designed to be self-balancing and therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. The actual benefit or burden of any in-year variance is received or borne by taxpayers in the following year.
- 8.2 The C19 pandemic has had a significant impact on tax revenue receipts and arrears collection during 2020/21. This was recognised by Government who provided a number of interventions to residents and businesses foremost being:
- Hardship Fund – largely to provide relief to individual council taxpayers, alongside existing working age local council tax support schemes;
  - Increased reliefs – particularly for retail, leisure and hospitality (with local authorities reimbursed by Section 31 grants);
  - Grants to local businesses

- 8.3 Government also introduced support and legislative changes aimed at reducing the impact on council managed Collection Funds of reduced collection rates during 2020/21 including the collection of arrears. These include:
- Recovering deficits across 3 years – to mitigate the impact on any one year;
  - Tax Income Guarantee (TIG) scheme -providing 75% compensation for certain losses (Haringey will only be eligible for business rates TIG)
- 8.4 Haringey participated in a pan-London business rate pool pilot for 2018/19 & 2019/20 which generated c. £9m additional resources for the borough. Government decided to cease the pilot in London from 2020/21 however, modelling undertaken by London Councils indicated that a non-pilot pool of all London authorities including the GLA would still produce a net financial benefit (c.£25.4m in 2020/21) as well as the wider strategic benefits. The financial benefit arises from the pool **overall** paying less in levy than the London tariff authorities would have paid individually. It was recognised that there are risks attached to pooling and these were also robustly assessed before the decision to participate was taken and were deemed very low.
- 8.5 However, the impact of the pandemic on in-year and arrears collection rates has been significant across London as a whole which has not been fully compensated by the government support outlined in 8.3 above.
- 8.6 The position has been exacerbated by concerns that some sectors might submit material change of circumstances (MCC) claims against their 2020/21 (and potentially 2021/22) ratings. The government has sought to mitigate this by (a) introducing legislation to clarify that COVID-19 and the Government's response to it is not an appropriate use of Material Change of Circumstance provisions" and (b) introducing an additional £1.5bn of reliefs. However, as the legislation has yet to be passed, some councils, including Haringey, are prudently creating provisions against potential claims. In doing so it will reduce any total levy payable by the pool and minimises the extent to which Haringey's GF may have to contribute to pool losses overall although this risk is not completely negated.
- 8.7 It is anticipated that the position with business rates and the London pool will change following future government announcements and the audit of all borough accounts.

### **Council Tax**

- 8.2 The in-year collection rate for 2020/21 was 94.20% against a target of 96.5% a shortfall of 2.3%. The main reason for the shortfall was the impact of the C19 pandemic. The Council tax surplus/deficit is distributed between the Council (80.5%) and its preceptor the GLA (19.5%) based on respective shares. Despite the C19 effects, there is still a small, estimated surplus for 2020/21. Haringey's share of this is £0.8m which compares to an actual surplus in 2019/20 of £7.16m. The latter is recognised in the 2020/21 outturn figures whilst the 2020/21 actual surplus will be paid out in 2021/22.

### **Business Rates**

- 8.3 The in-year collection rate for 2020/21 was 82.7% against a target of 98% a shortfall of 15.2%. The main reason for the shortfall against target is a reduction in collection due to Covid-19 pandemic. In 2019/20 the Council was part of the London BRR Pool Pilot where the pool retained 75% of business

rates collected that year. For 2020/21, the Government reverted back to the 67% retention scheme (which was a partial pilot, reflecting the incremental impact of the rolling in of the Greater London Authority's (GLA) Revenue Support Grant (RSG) and the Transport for London investment grant). LB Haringey receives 30% and the GLA receives 37%, the remaining 33% goes to central government.

- 8.4 There is an estimated deficit for 2020/21. Haringey's share of this is £14.56m which compares to an actual surplus of £3.99m in 2019/20. The latter is recognised in the 2020/21 outturn figures whilst the 2020/21 actual deficit will be recognised in the 2021/22. It should be noted that £14.4m of S31 reliefs form the major part of the transfers to the Collection Fund Smoothing reserve as part of the accounts closure process and this will be released in 2021/22 to offset the majority of the estimated 2020/21 deficit.

## **9. Capital Programme Outturn**

- 9.1 The overall capital budget can and does change from that agreed by Council at its budget setting meeting to the outturn budget. A range of factors contribute to this movement: the incorporation of the previous year's brought forwards into the budget, new grants being received mid-year, and live budgeting which realigns resources in the light of scheme progress.
- 9.2 The approved capital programme is composed of schemes that have varying levels of predictability to their spend profiles. Capital maintenance programmes such as borough roads, street lighting, and the disabled facilities grant works have a rhythm and regularity to them that makes forecasting the outturn accurately a relatively easy process.
- 9.3 Construction schemes are less predictable as they have many individual interdependent components, each of which can be impacted by external factors that can prolong the delivery process beyond that envisaged at the start. There can be extensive stakeholder engagement which can result in amendments to the original concept which in turn can impact on the design and design timescales; sometimes schemes require planning permission that can entail scheme design or delivery changes; the tendering processes may not deliver a contractor on time or an acceptable price due to market conditions; and the actual construction timetable itself is subject to external events such as the weather. Even more significant to the above factors, the pandemic has made the delivery of capital schemes very challenging as: surveys have been delayed/cancelled, construction companies have grappled with staff shortages, materials shortages, and revised operating procedures due to social distancing requirements.
- 9.4 In addition, there are some schemes within the capital programme that rely on third parties completing tasks or agreeing to actions over which the Council has limited or no control.
- 9.5 The table below shows the movement in the approved capital programme from the revised budget at quarter 1 to the final quarter 4 budget. The provisional

outturn position is also shown, and a variance calculated by comparing the quarter 4 budget with the provisional outturn.

**Table 3 – Approved Capital Programme**

Priority	2020/21 Revised Budget QTR.1 (£'000)	2020/21 Revised Budget QTR.2 (£'000)	2020/21 Revised Budget QTR.3 (£'000)	2020/21 Revised Budget QTR.4 (£'000)	2020/21 Final Outturn (£'000)	Variance Btw Outturn & Revised Budget QTR.4 (£'000)
People - Children's	31,235	31,235	33,157	33,074	13,066	(20,007)
People - Adults	17,863	17,863	18,181	18,181	3,755	(14,426)
Place - Safe & Sustainable Places	44,068	44,388	48,228	49,416	30,173	(19,243)
Economy - Growth & Employment	152,214	116,536	117,671	117,625	21,210	(96,415)
Housing (GF) Homes & Communities	10,698	10,698	10,698	10,698	0	(10,698)
Your Council	34,767	34,425	27,718	27,718	7,351	(20,367)
<b>Total GF Capital Budget</b>	<b>290,845</b>	<b>255,145</b>	<b>255,652</b>	<b>256,711</b>	<b>75,555</b>	<b>(181,156)</b>
Housing (HRA) Housing Revenue Account	287,136	287,136	287,136	287,136	104,244	(182,892)
<b>Total Capital Budget =</b>	<b>577,981</b>	<b>542,281</b>	<b>542,788</b>	<b>543,847</b>	<b>179,800</b>	<b>(364,047)</b>

9.6 Appendix 3 provides a scheme level analysis of the outturn versus the quarter 4 budget position. The appendix also sets out the requested carry forwards from service areas with reasons supporting the request. The following paragraphs provide a high-level commentary on each service area.

- The overall Children's Services variance of £20.0m, or 60% arises through delays to the preparation of project briefs. This in part due to the volume of briefs required and the difficulty in not being able to obtain appropriate resources to project manage the process. The pandemic also had a negative impact on the programme by elongating preparatory works such as surveys. However, a number of significant projects are nearing the final stages of procurement and the projected spend for 2021/22 will be significantly higher. In addition, the corporate landlord works programme is continuing to ensure that immediate issues that may impact on schools, such a boiler replacement, are averted.



- The Adults Services variance of £14.4m, or 79%, has a number of elements. These are delays to the Supported Living schemes. These budgets were allowances placed in the capital programme to facilitate service flexibility to be able to respond to opportunities as they arose during the year which were limited. There were limited opportunities, so the budget underperformed. There is an underspend on the disabled facilities grant due to difficulties in accessing clients premises due to Covid but the grant funding for these works is being carried forward. Both the Canning Crescent and OGNH projects are progressing, and the cash flows are being reviewed to more closely align with expected scheme progress.
- The Place capital programme has a variance of £19.2m, or 39%. The most significant ones are Marsh Lane where the project was delayed whilst the site was used for other purposes, Parkland Walk Bridges which has been delayed for a variety of reasons including negotiations with statutory undertaker and the Libraries upgrade project has been delayed.
- Economy's capital programme has a variance of £96.4m, or 83%. The Economy capital programme has a number of framework budgets that are included in the programme to enable the Council to react quickly to opportunities. As such it is to be expected that there will be significant variances compared to budgets if there is no activity. The budgets concerned are the strategic acquisitions budget, the headlease acquisitions budget and the HRW budget. In total these budget account £70m of the reported variance. The residual variances are on a range of projects as set out in the appendix. Some of the projects are grant funded and the resources need to be carried forward to comply with the grant conditions, some are jointly funded by the Council and grants so they too should be carried forward.
- The Housing GF has not needed to spend from its framework budgets in 2020/21. Within this area the budgets are similar to Economy in that they are they to enable the Council to respond. The CPO budget and the Wholly Owned Company budgets fall into that category. It is not proposed to carry forward the budget for 54 Muswell Hill as the scheme is not proceeding in the manner which was originally envisaged. The NHS is now fitting the property out for use as a GP surgery rather than the Council. The NHHG scheme at 4 Ashley Road is now not proceeding.
- The Housing HRA capital programmes reported underspends in all the capital works strands. This is mainly because of the long period of lockdown due to COVID-19.

9.7 The Your Council budget has a range of ICT budgets that have variance, but there are detailed plans in place for utilisation of the budgets post Covid.

9.8 Of the total variance of £181.156m, £176.3m has been requested to be carried forward as detailed in Appendix 3.

### **Capital Programme Financing Outturn**

9.9 Capital expenditure is financed through a variety of sources: grants from central government, grants & contributions from the GLA, contributions from developers

(S106 and S278), applying capital receipts, utilising revenue reserves, and borrowing.

- 9.10 In terms of its impact on the Council's resources, undertaking borrowing to finance expenditure impacts the revenue budget when the Council is required to borrow to finance the expenditure and this revenue expenditure is known as the capital financing costs. For the General Fund, capital financing costs are composed to two elements: interest payable on loans and the statutory minimum revenue provision (MRP). The HRA is not required to make an equivalent of MRP but does pay interest.
- 9.11 When setting the capital programme an estimate is made of both elements of the capital financing charge based on the budgeted in-year capital spend, and budgetary provision is made accordingly. Should the level of budgeted in-year capital spend not be achieved this will impact on the actual level of capital financing costs incurred.
- 9.12 The General Fund capital programme and the HRA capital programme are funded differently so they have been separated out in the following table.

Table 4 – Source Capital Funding

Source of Funding	2020/21 Revised Budget (£'000)	2020/21 Actual (£'000)	2020/21 Variance (£'000)
<b>General Fund Funding</b>			
External	47,266	16,086	(31,180)
LBH - Borrowing	104,626	44,353	(60,273)
LBH - Self-Financing	102,796	14,922	(87,874)
LBH - Capital Receipt	2,023	194	(1,829)
	<b>256,711</b>	<b>75,555</b>	<b>(181,156)</b>
<b>HRA Funding</b>			
Grants (GLA Bid)	1,400	9,072	7,672
Major Repairs Reserves	20,097	19,334	(763)
Revenue Contributions	11,596	7,582	(4,014)
RTB Capital Receipts	9,668	4,393	(5,278)
Leaseholder Contributions to Major Works	6,084	4,986	(1,098)
Borrowing	238,291	58,026	(180,265)
	<b>287,136</b>	<b>104,244</b>	<b>(182,892)</b>
<b>Overall Total</b>	<b>543,847</b>	<b>179,800</b>	<b>(364,047)</b>

#### Flexible Use of Capital Receipts Outturn

- 9.13 Normally capital receipts generated through the disposal of General Fund assets can only be used to fund prescribed expenditure, such as new capital expenditure or debt repayment. In 2016 the Government changed the regulations so that councils can use General Fund capital receipts flexibly (this flexibility do not apply to right to buy receipts). This flexibility is allowed if the



council has a strategy for their use. The council at its budget setting meeting in February 2020 set a strategy for the flexible use of capital receipts. The following table compares the budgeted position on the flexible use of capital receipts and compares that to the actual position. It can be seen that the Council generated more capital receipts than budgeted for in 2020/21 and spent less than budgeted. The increased receipts were due to the repayment of debt by Fusion when they surrendered the lease at the New River sports ground.

The higher than anticipated carry forward of capital receipts is beneficial given that capital receipts budgeted for in 2021/22 may not be fully received in that financial year.

Table 5 – Use of Capital Receipts

	Budgeted 2020/21	Actual 2020/21
	£m	£m
Balance brought forward	10.653	10.653
Capital Receipts in year	1.000	3.446
<b>Total</b>	<b>11.653</b>	<b>14.099</b>
Use of capital receipts	9.017	4.938
<b>Balance carried forward</b>	<b>2.636</b>	<b>9.161</b>

## 10. Debt Write-Off

- 10.1 All Council debt is considered recoverable, and the Corporate Debt Recovery Team will make every necessary effort to collect charges due to the Council. However, there are some circumstances when it is appropriate to write off a debt once all forms of recovery action have been exhausted.
- 10.2 Appendix 6 summarises the sums (£1m) approved for write off by the Director of Finance under his delegated authority. These have been adequately provided for in the Council's Bad Debt Provision.

## 11. Provisions

- 11.1 One of the key features of the 2020/21 financial year has been the impact of C19 on the income streams of the authority. Coupled with the need to respond to some recommendations of our external auditors on the existing levels of our bad debt provisions, the outturn position includes an overall addition of £8.9m charged to the GF in 2020/21 mostly funded by C19 government support. A further £21m has been charged in relation to the Business Rates and Council Tax, within the Collection Fund. These amounts are held on our balance sheets as provisions against the eventual non-collection of such debts and it will not be for some time as to when we know the eventual requirement.

## 12. Reserves

- 12.1 The Council holds an un-earmarked General Fund reserve. It also has a number of other earmarked reserves, which are set aside to provide contingency against unplanned events, fund one-off planned expenditure and help smooth uneven spend patterns. The Council is required to annually review the adequacy of its' reserves which it did in March as part of the 2021/26 Budget and MTFS report. That report confirmed the maintenance of a General Fund unearmarked reserve of circa £15.8m. As described in Section 1, this has been achieved at the close of 2020/21.
- 12.2 As highlighted in section 7.0, the pressure against the agreed High Needs Block funding continued this financial year and led to an overall overspend of £6.8m. Statute requires that Council's do not meet DSG overspends from General Fund (GF) resources and therefore, this balance has been taken, as a negative balance, to reserves. Authorities are now required to show the DSG balance (surplus/deficit) separately to enhance transparency of reporting. Therefore, a new 'DSG Deficit Balance reserve' has been created and, as at 31/3/2021, shows a balance of £17.0m which is made up of the 2020/21 deficit (£6.8) plus the brought forward deficits from 2018/19 and 2019/20 (£10.2m). This balance will be designated as unusable in the Statement of Accounts.
- 12.3 The impact of the C19 pandemic has had a significant financial impact on the authority's financial position and this extends to the balance sheet. The 2020/21 opening balance included £8.1m which was the first tranche of C19 un-ringfenced emergency government grant. This was drawn down in full as planned to offset the impact of the Council's response to the pandemic.
- 12.4 The impact of C19 on the Collection Fund has been extensive, not just in terms of losses but also in terms of the profiling of when the impact of government support and arrears hit the Council's GF. This requires some complex accounting treatment. To this end, a new reserve has been created (Collection Fund Smoothing) which has a balance of £20m at year end. This figure is largely made up of S31 grant received from Government during the year to compensate the Council for the impact of the expanded retail and nursery reliefs as part of the National response to C19. There are further sums in relation to the Tax Income Guarantee (TIG) which is further support from Government to help offset some of the wider business rates losses incurred due to the pandemic. This government compensation must be recognised under accounting rules in the 2020/21 financial year. However, this grant funding is provided to offset collection fund losses from the pandemic that will impact on Council budgets in the 2021/22 and 2022/23 financial years. These sums should therefore be viewed as receipts in advance as they will be drawn down in future years, although the accounting regulations do not formally recognise them as such. The Collection Fund Smoothing reserve may also be required if it does materialise that the Council has to make a contribution to the London Pool owing to capital wide losses of business rates due to pandemic.
- 12.5 An assessment of the Council's insurance position has highlighted the need to augment the Insurance reserve, which will bring it back to the level held in previous years. Transfers to service reserves have been made where there is an evidenced case for unspent monies to be needed to fulfil intentions. Additions have been made to the Transformation reserve which will be directed to support the required medium term service transformation agenda.

Maintaining the level of this reserve helps manage the risks associated with the future level of flexible capital receipts. These increases have been made possible due to the improved final draft outturn position including non-utilisation of the corporate contingency budget.

- 12.6 The £8.8m 2019/20 Collection Fund surplus (highlighted in last year's Outturn report) has been transferred to reserves as planned. £1.7m of this will be required to balance the 2021/22 budget (as agreed by Full Council in March).
- 12.7 A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and resultant estimated closing position at 31/03/2021 is shown in Appendix 4. These are not expected to change materially however, the reserve position will not be final until the completion of the 2020/21 accounts audit.
- 12.8 While the overall earmarked position on the GF increases significantly from £84.4m at the close of 2019/20 to £115.2m for 2020/21, it should be noted that £20.2m of this increase is attributed towards the creation of a Collection fund smoothing reserve to offset the expected drop in income from the Council's collection funds in future years (described above); a further £10.4m is attributable to the Strategic Budget Planning reserve. Excluding these items, the reserve balances between the years remains relatively constant.

### 13 **Contribution to strategic outcomes**

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

### 14 **Statutory Officers comments**

#### 14.1 **Finance**

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

The impact of C19 on Council budgets for 2021/22 and beyond are difficult to quantify with certainty. The 2021/22 Budget approved by Council in March assumed that Government funding would continue to offset the direct C19 costs however, it is likely that there will be on-going legacy impacts of the pandemic which will need to be tracked very closely.

#### 14.2 **Strategic Procurement**

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

#### 14.3 **Legal**

The Head of Legal & Governance has been consulted in the preparation of this report and makes the following comments.

Pursuant to Section 28 of the Local Government Act 2003, the Council is under a statutory duty to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary

situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

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

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

#### 14.4 **Equality**

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

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

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

This report sets out the provisional outturn for 2020/21 for the General Fund, HRA, DSG and the Capital Programme compared to budget. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments. The recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics. In addition to this the Council's saving programme is subject to an equality assessment, which acts to mitigate against any potential impacts for those living and working in the Borough.

#### 15 **Use of Appendices**

Appendix 1 – Revenue Directorate Level Outturn  
Appendix 2 – HRA Outturn  
Appendix 3 – Capital Carry Forwards  
Appendix 4 – Appropriations to / from Reserves  
Appendix 5 - Budget Virements  
Appendix 6 – Debt Write-Off

#### 16 **Local Government (Access to Information) Act 1985**

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

- Budget management papers
- Medium Term Financial Planning Reports

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

## Directorate Level Outturn 2020/21

## Appendix 1

PRIORITY	Revised 2020/21 Budget Less	Outturn Less Depreciation	Outturn to Budget Variance(excl reserves)	Q3 (P9 Forecast to Budget Variance)	Movement in Forecast Variance
<b>PEOPLE : CHILDREN'S</b>	<b>63,679,444</b>	<b>71,857,578</b>	<b>8,178,134</b>	<b>6,940,465</b>	<b>1,237,669</b>
PEO_CY_CH.PR Childrens	51,238,150	59,050,326	7,812,176	6,788,542	1,023,633
PEO_CY_COM.PR Children's Commissioning	3,143,590	3,362,131	218,541	126,261	92,280
PEO_CY_PH.PR Children's Public Health	6,004,400	6,173,977	169,577	-900	170,477
PEO_CY_SL.PR Schools & Learning	3,293,304	3,271,145	-22,159	26,562	-48,721
<b>PEOPLE : ADULTS</b>	<b>88,064,694</b>	<b>90,285,709</b>	<b>2,221,015</b>	<b>6,512,716</b>	<b>-4,291,701</b>
PEO_AS_ASC.PR Adults Social Care	71,857,063	74,355,777	2,498,708	4,944,257	-2,445,549
PEO_AS_COM.PR Adults Commissioning	4,648,350	5,043,341	395,591	1,515,170	-1,119,580
PEO_AS_PH.PR Adults Public Health	11,559,275	10,885,992	-673,283	53,289	-726,572
<b>PLACE</b>	<b>32,821,463</b>	<b>47,911,707</b>	<b>15,090,244</b>	<b>16,709,645</b>	<b>-1,619,401</b>
PLA_COM.PR Environment & Neighbourhood	25,366,996	39,970,627	14,603,631	16,113,377	-1,509,747
PLA_COMSIN.PR Commissioning (Culture Museum & Archives)	5,699,467	5,661,430	-38,037	96,268	-134,305
PLA_CFO.PR Chief Finance Officer (Alexandra Palace)	1,755,000	2,279,650	524,650	500,000	24,650
<b>ECONOMY</b>	<b>5,330,700</b>	<b>9,464,852</b>	<b>4,134,152</b>	<b>5,791,597</b>	<b>-1,657,445</b>
ECO_PROD.PR Housing Regeneration & Planning	181,295	195,812	14,517	-8,825	23,342
ECO_HSEGWT.PR Housing	153,700	55,391	-98,309	0	-98,309
ECO_PLAN.PR Planning Building Standards	2,129,702	3,282,277	1,152,575	1,816,879	-664,304
ECO_PCP.PR Property & Capital Projects	-1,423,287	1,491,208	2,914,495	3,624,543	-710,048
ECO_REGEN.PR Regeneration & Economic	4,289,290	4,440,164	150,874	359,000	-208,126
<b>HOUSING</b>	<b>17,269,065</b>	<b>19,104,297</b>	<b>1,835,232</b>	<b>1,247,091</b>	<b>588,141</b>
AH03.PR Housing Demand	9,159,203	13,446,298	4,287,095	4,523,025	-235,930
AH05.PR Housing Commissioned Services	-937,704	-2,938,985	-2,001,281	-4,523,025	2,521,744
HOU_COMSIN.PR Commissioning	8,585,374	8,397,357	-188,017	1,233,351	-1,421,368
HOU_DEN.PR Environment & Neighbourhood	462,192	199,627	-262,565	13,740	-276,305
<b>YOUR COUNCIL</b>	<b>34,991,880</b>	<b>30,836,280</b>	<b>-4,155,600</b>	<b>5,658,321</b>	<b>-9,813,920</b>
COU_CFO.PR Chief Finance Officer	26,693,637	20,499,495	-6,194,142	2,461,842	-8,655,985
COU_CG.PR Corporate Governance	2,559,690	2,257,688	-302,002	212,000	-514,002
COU_CE.PR Chief Executive	296,050	289,541	-6,509	0	-6,509
COU_SCD.PR Strategy & Communication	172,955	-316,434	-489,389	-33,826	-455,564
COU_CCS.PR Corporate & Customer Services	5,482,456	7,342,797	1,860,341	2,149,685	-289,344
COU_HR.PR Human Resources	-221,639	-39,117	182,522	-68,295	250,817
COU_IT.PR IT Digital Services	236,343	380,937	144,594	287,987	-143,393
COU_TR.PR Transformation & Resources	591,348	840,677	249,329	136,905	112,424
COU_SP.PR Strategic Procurement	-818,960	-419,304	399,656	512,022	-112,366
<b>PRIORITY TOTAL</b>	<b>242,157,246</b>	<b>269,460,423</b>	<b>27,303,177</b>	<b>42,859,835</b>	<b>-15,556,658</b>

## 2020/21 - Outturn (Q4 v Q3)

Appendix 2

	2020/21 Revised Budget	End of year Outturn p.14 2020/21 Actual Spend	End of year Outturn p.14 2020/21 Actual Variance	Q3 Forecast Variance	End of Year Outturn v Q3 Variance Movement
HRA BUDGET 2020/21	£000's	£000's	£000's	£000's	£000's
<b>UE0721 Managed Services Income</b>					
H39404 Service Charge Income - Hostels	-320	-288	32	0	32
H39002 Rent - Hostels	-1,815	-1,709	107	100	7
H39001 Rent - Dwellings	-82,992	-81,380	1,612	158	1,454
H39101 Rent - Garages	-857	-805	52	44	7
H39102 Rent - Commercial	-753	-678	75	-25	100
H39103 CBS - Lease Rental Income	0	-1,364	-1,364	0	-1,364
H39201 Income - Heating	-615	-618	-3	3	-6
H39202 Income - Light and Power	-1,064	-1,068	-4	-3	-1
H39301 Service Charge Income - Leasehold	-7,378	-7,113	265	228	37
H39401 ServChgInc SuppHousg	-1,495	-1,487	8	9	-2
H39402 Service Charge Income - Concierge	-1,540	-1,436	104	105	0
H39405 Grounds Maintenance	-2,514	-2,503	11	14	-3
H39406 Caretaking	-1,856	-1,859	-3	-1	-2
H39407 Street Sweeping	-2,313	-2,313	0	1	-1
H40102 Water Rates Receivable	-1	0	1	1	1
<b>UE0721 Managed Services Income TOTAL</b>	<b>(105,513)</b>	<b>(104,620)</b>	<b>892</b>	<b>635</b>	<b>258</b>
	£000's	£000's	£000's	£000's	£000's
<b>UE0722 Managed Services Expenditure</b>					
H31300 Housing Management WG	23	51	28	28	-1
H32300 Housing Management NT	28	37	9	10	-1
H33300 Housing Management Hornsey	0	26	26	14	11
H33400 TA Hostels	251	351	100	125	-25
H34000 ST Area Office Manager	0	0	0	0	0
H34100 Estate Services ST	0	0	0	0	0
H34300 Housing Management ST	10	21	11	7	4
H35300 Housing Management BWF	12	4	-8	-8	0
H36300 Rent Accounts	0	10	10	0	10
H36400 Accountancy	0	4	4	0	4
H37210 Under Occupation	170	53	-116	-83	-33
H40001 Repairs - Central Recharges	2	19	17	0	17
H40004 Responsive Repairs - Hostels	385	560	175	284	-109
H40101 Water Rates Payable	31	10	-21	0	-21
H40104 HousMgmtRechg Central	109	201	92	0	92
H40111 Other RentCollection	138	119	-18	0	-18
H40206 HousMgmtRechg Energy	1,123	1,291	168	0	168
H40208 Special Services Cleaning	3,173	3,425	251	129	123
H40209 Special Services Ground Maint	2,065	1,633	-432	0	-432
H40210 Special Services Television Aerials	0	41	41	0	41
H40211 Sp Serv DoorEntrySys	0	5	5	0	5
H40212 HRA Pest Control	295	86	-209	0	-209
H40213 Estate Controlled Parking	145	36	-109	-67	-42
H40303 Supporting People Payments	1,852	1,012	-839	-842	2
H40309 Commercial Property - Expenditure	0	53	53	27	26
H40401 Bad Debt Provision - Dwellings	768	2,726	1,958	3,663	-1,705
H40404 Bad Debt Provision - Leaseholders	19	1,475	1,456	221	1,235
H40405 BAd Debt Provision - Commercial	0	-95	-95	0	-95
H40406 Bad Debt Provisions - Hostels	68	56	-12	-68	56
H40801 HRA- Council Tax	357	574	217	216	1
S14400 Supported Housing Central	289	205	-84	-82	-2
<b>UE0722 Managed Services Expenditure TOTAL</b>	<b>11,312</b>	<b>13,988</b>	<b>2,676</b>	<b>3,574</b>	<b>(898)</b>
	£000's	£000's	£000's	£000's	£000's
<b>UE0731 Retained Services Expenditure</b>					
H25600 Housing Delivery Team	0	96	96	0	96
H38002 Anti Social Behaviour Service	608	590	-18	0	-18
H39601 Interest Receivable	-302	-76	226	0	226
H40112 Corporate democratic Core	598	557	-41	0	-41
H40301 Leasehold Payments	-142	-78	64	0	64
H40305 Landlords Insurance - Tenanted	324	342	18	0	18
H40306 Landlords - NNDR	137	48	-89	0	-89
H40308 Landlords Insurance - Leasehold	1,561	1,440	-121	0	-121
H40501 Capital Financing Costs	16,412	10,760	-5,652	0	-5,652
H40601 Depreciation - Dwellings	20,097	19,334	-763	0	-763
H40805 ALMO HRA Management Fee	39,076	39,144	68	0	68
H40900 Community Benefit Society (CBS)	0	57	57	0	57
H49000 Housing Revenue Account	11,596	11,605	9	0	9
H60002 GF to HRA Recharges	3,233	3,343	110	24	86
H60003 Estate Renewal	0	441	441	0	441
H60004 HERS/ Regeneration Team	1,002	864	-138	0	-138
H88888 Housing HRA					
<b>UE0731 Retained Services Expenditure TOTAL</b>	<b>94,200</b>	<b>88,467</b>	<b>(5,733)</b>	<b>24</b>	<b>(5,757)</b>
<b>Balance of HRA Account</b>	<b>0</b>	<b>(2,165)</b>	<b>(2,165)</b>	<b>4,233</b>	<b>(6,398)</b>



						APPENDIX 3
Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
101	Primary Sch - repairs & maintenance	8,700	4,609	(4,091)	4,091	Contractually Committed Works
102	Primary Sch - mod & enhance (Inc SEN)	12,289	4,889	(7,400)	7,400	Ongoing contractual commitment on incomplete project work for Building Services , Roofs, Windows and external works
103	Primary Sch - new places	379	17	(362)	362	ongoing contractual commitments for incomplete Parkview and Highgate wood bulge works
104	Early years	205	0	(205)	205	Contractually Committed Works
109	Youth Services	400	171	(229)	229	Contractually Committed Works
110	Devolved Sch Capital	510	510	(0)	0	
114	Secondary Sch - mod & enhance (Inc SEN)	7,650	2,403	(5,247)	5,247	ongoing contractual commitment on incomplete project work for Fortismere Secondary School- 6th Form Condition ( Urgent works - window repairs /replacement and fire safety works) Gladesmore Secondary School - Removal/Replacement of Temporary Block (Pending options appraisal) Urgent Condition works at Hornsey School for Girls, Highgate Wood Secondary School and Park View Secondary School  Strategic Education Sites Masterplan & Options Appraisal for Fortismere Secondary School Hornsey School for Girls Highgate Wood Secondary School Park View Secondary School Gladesmore Secondary School
117	Children Safeguarding & Social Care	495	0	(495)	495	Contractually Committed Works
121	Pendarren House	1,972	441	(1,531)	1,531	ongoing contractual commitments for incomplete Phase 2 works
123	Wood Green Youth Hub	250	25	(225)	225	Delayed project commencement, so reduced spend to date, however this will be accelerated through the next FY.
199	P1 Other (inc Con't & Social care)	223	0	(223)	223	To undertake the Strategic Education Sites Masterplan & Options Appraisal for Bruce Grove Youth Space and Stonecroft Day Nursery
People - Children's		33,074	13,066	(20,007)	20,007	



Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
201	Aids, Adap's & Assistive Tech - Home Owners (DFG)	2,679	922	(1,757)	902	This is a specific grant and has to be used for the stated purposes
207	New Day Opp's Offer	547	481	(66)	66	Contractually Committed Works
208	Supported Living Schemes	4,059	102	(3,957)	3,956	The capital budget is to be used to deliver on the creation of additional accommodation which in turn underpins MTFS savings.
209	Assistive Technology	1,508	249	(1,259)	1,259	Due to delays caused by the pandemic the carry forward request is to cover outstanding contractual commitments and to complete the programme implementation and includes AT equipment (ongoing procurement) as well as Installation of equipment and associated resources and infrastructure requirements.
210	Capitalisation of LA Community Equipment's	0	855	855	0	Overspend relates to scheme 201 and has been offset accordingly
211	Community Alarm Service	177	177	0	0	
212	Linden House Adaptation	581	546	(35)	35	This is a specific grant and has to be used for the stated purposes
213	Canning Crescent Assisted Living	4,830	190	(4,640)	4,640	The scheme is contractually committed
214	Osborne Grove Nursing Home	3,000	217	(2,783)	2,783	Carry forward to enable the scheme to proceed
216	Homelessness Hub	0	1	1	0	
217	Burgoyne Road (Refuge Adaptations)	500	14	(486)	486	This capital budget is required to deliver a new women's refuge which is in design development.
218	Social Emotional & Mental Health Provision	300	0	(300)	300	Project in business case development phase, therefore funding needs to be carried forward to 2021/22
<b>People - Adults</b>		<b>18,181</b>	<b>3,755</b>	<b>(14,426)</b>	<b>14,426</b>	

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
301	Street Lighting	1,300	1,087	(213)	213	The continued series of lockdowns has impacted on supply chains for equipment which is slowing the rollout of the Standard Street Lighting programmes, this accelerated in the last quarter and the ability of the suppliers to deliver products deteriorated. A significant element of the equipment ordered in the last 5 months of the year did not arrive in time to allow it to be installed within the 2020/21 financial year and therefore implementation had to be reprogrammed to 2021/22. Contractual commitments have been made to buy this equipment and undertake the works which will now be completed in 2021/22 meaning that the funding will still be required.
302	Borough Roads	4,805	4,462	(343)	343	The continued series of lockdowns is increasingly impacting on supply chains for the contractor and delays to material delivery is slowing down the programmes, this accelerated in the last quarter as the ability of the suppliers to deliver products, like kerbs, paving slabs and asphalt, deteriorated. Contractual commitments have been made to buy these materials and undertake the works which will now be completed in 2021/22 meaning that the funding will still be required.
303	Structures (Highways)	1,490	964	(526)	526	Programme covers two projects, the largest of which North Hill is now completed and final accounts agreed. The Second project is still under development and has been delayed due to the covid situation and resolving design issues on the listed structure with Heritage England. Meaning that the works will not be able to move to implementation until 2021/22. The retaining wall remains subject to temporary interim measures and risks further detonation and even full closure of the road if permanent repairs are not made.
304	Flood Water Management	620	536	(84)	84	The continued series of lockdowns has impacted on supply chains for the contractor and delays to material delivery is slowing down the implementation programmes, this accelerated in the last quarter as the ability of the suppliers to deliver products, deteriorated. Contractual commitments have been made to buy these materials and undertake the works which will now be completed in 2021/22 meaning that the funding will still be required.
305	Borough Parking Plan	624	231	(393)	393	Full C/F required - Programme deferred due to COVID-19 restrictions that delayed CPZ process.

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
307	CCTV	2,211	1,257	(954)	954	The carry over to 21/22 request is due to slippage in instructions and completions on work packages prioritised for 20/21 which will be carried over due to delays in delivery as a result of COVID-19 impact. Cameras funded through NCIL funding have been delivered but not yet installed. The slippage was due to the need to configure fly-tipping analytics in order to ensure that the specialist cameras would fully function in fly-tipping hot spot locations across the borough. Installation will commence summer 21. The change of location for new control room also meant that there was a 6 months slippage. We are now on track to deliver on a new Control Room by Q3 21/22. The carryover will therefore cover delivery the outstanding works packages from 20/21, NCIL funded cameras and the new control room (core & shell and fit out).
309	Local Implementation Plan(LIP)	2,360	1,359	(1,001)	949	C/f required to meet contractual commitments
310	Developer S106 / S278	750	131	(619)	619	This funding is very specific in nature and will at some point be spent in line with the conditions imposed by planning.
311	Parks Asset Management:	392	259	(133)	133	This is NCIL funded projects that need to be completed in 2021/22
313	Active Life in Parks:	1,048	264	(784)	784	Mainly NCIL funded projects that need to be completed in 2021/22.
314	Parkland Walk Bridges	2,620	368	(2,252)	2,252	Funding required to complete delayed works in this and next financial year.
317	Down Lane MUGA	413	356	(57)	57	Required to pay retention and other remedial landscape works.
320	LCP - Dynamic Purchasing System	0	(3)	(3)	0	
321	MOPAC - Crime & Disorder Reduction	49	0	(49)	49	Awaiting confirmation from MOPAC if this can underspend be spent in 21/22, or whether this has to be returned (as per original grant determinations). Seeking confirmation of countering grant conditions.
322	Finsbury Park	711	176	(535)	535	Need to fund contractual commitments
323	Parking Strategy	1,258	298	(960)	960	Full C/F required - Programme deferred due to COVID-19 restrictions that delayed Transformation projects
325	Parks Vehicles	720	0	(720)	720	The carry forward is requested to ensure that there is budgetary provision for the replacement of parks vehicles with appropriate electric vehicles
328	Street & Greenspace Greening Programme	293	110	(183)	183	2020/21 scheme delayed due to shielding and working restrictions
329	Park Building Carbon Reduction and Improvement Programme	250	0	(250)	250	Project resources not available to progress due to pandemic.

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
331	Updating the boroughs street lighting with energy efficient Led light bulbs	3,500	2,849	(651)	651	The continued series of lockdowns has impacted on supply chains for equipment which is slowing the rollout of the LED Street Lighting programme. With the delay to the CMS contract additional LED Lanterns had hoped to be installed to offset this delay. Equipment is however coming in slower than expected and therefore we are expecting a larger impact on the outturn for the year that projected previously. Contractual commitments have been made to buy these materials and undertake the works which will now be completed in 2021/22 meaning that the funding will still be required.
332	Disabled Bay/Blue Badge	374	22	(352)	352	Full C/F required - Programme deferred due to COVID-19 restrictions that delayed project
333	Waste Management	70	0	(70)	70	Due to the impact of COVID-19 progress on the roll out of the waste containment programme has slipped. There is now a need to revise previously completed survey to ensure that the locations allow for compliance with COVID-19 guidance on pavement space. Waste team is working with Highways to resolve these issues as soon as possible in order for the installation to commence across the sites identified. The carryover will enable completion of the waste containment project by Q2 21/22.
336	New River Acquisition	3,100	3,264	164	0	Overspend offset from Capital programme contingency pot
335	Street space Plan	270	0	(270)	270	Carry forward full amount into new financial year. TfL funding confirmed late in December 2020 and March 2021 and focus has been on using that external funding due to TfL deadlines.
419	NPD Phase 2 LBH Match Funding	3	(2)	(5)	5	C/f required to meet contractual commitments
119	School Streets	1,107	602	(505)	505	C/f required to meet contractual commitments
444	Marsh Lane	10,310	6,256	(4,054)	4,054	C/f required to meet contractual commitments
447	Alexandra Palace - Maintenance	470	470	0	0	N/A
451	Alexandra Palace -West Yard	1,430	1,430	0	0	N/A
472	JLAC Match Fund	1,250	370	(880)	880	C/f required to meet contractual commitments
606	Hornsey Library Refurbishment	2,216	2,425	209	0	
621	Libraries IT and Buildings upgrade	2,751	631	(2,120)	1,911	C/f required to meet contractual commitments
652	Libraries - Re-imaging our Libraries offer for a better future	650	0	(650)	650	Delays to the libraries upgrade scheme has had a knock on effect to this scheme.
<b>Place - Safe &amp; Sustainable Places</b>		<b>49,416</b>	<b>30,173</b>	<b>(19,243)</b>	<b>19,351</b>	

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
401	Tottenham Hale Green Space	1,002	1,386	384	0	Overspent to be offset from scheme 402
402	Tottenham Hale Streets	4,721	1,046	(3,675)	3,291	All of the Capital Slippage shown here is required to be carried over for future years spend in order to deliver a planned programme of works which are largely underway and are phased across several years.
4003	Tottenham Hale Housing Zone Funding	2,332	2,260	(72)	72	C/f required to meet contractual commitments
404	Good Economy Recovery plan	250	13	(237)	237	To ensure delivery of approved projects as part of our response to COVID impact on businesses and in delivery of the Good Economy Recovery Plan. Projects with delayed start due to second lockdown and restrictions.
406	Opportunity Investment Fund	926	384	(542)	542	includes external funding for loans scheme to support local business growth. Applications paused during pandemic but new applications being received and key part of recovery. Loan scheme approved to be an ongoing facility and carry forward required to be able to continue deliver the scheme and support local businesses
411	Tottenham Heritage Action Zone (HAZ)	314	2	(312)	312	This ischeme is grant funded so the grant needs to be carried forward
415	North Tott Heritage Initiative	653	293	(360)	360	C/f required to meet contractual commitments
418	Heritage building improvements	2,500	911	(1,589)	1,589	C/f required to meet contractual commitments
421	HRW Acquisition	20,290	2,552	(17,738)	17,738	The HRW Acquisitions budget relates to acquisitions over the period of the lifetime of the project and in accordance with the total required budget set out in the Property Cost Estimate, which remains unchanged. As such, underspend from 20/21 will be required in future years.
427	White Hart Lane Public Realm (LIP)	0	52	52	0	The overspend is to be offset from scheme 309
429	Site Acq (Tott & Wood Green)	50,267	7,945	(42,322)	42,322	The request to carry forward is to maintain the Council's ability to make opportunistic acquisitions
434	Wood Green Regeneration	113	44	(69)	69	Carry forward requested for the continuity of the projects listed in Scheme 480.
435	Wood Green Station Road	0	410	410	0	Overspent to be offset from scheme 480
438	Vacant possession Civic Centre (Woodside House Refurbishment)	169	147	(22)	22	C/f required to meet contractual commitments
445	Hornsey Town Hall	0	1	1	0	This overspend will be met from the contingency
450	Winkfield Road (Maya Angelou Centre)	61	53	(8)	0	
452	Low Carbon Zones	87	36	(50)	50	The carry forward request is to support the School Streets projects.

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget	20/21 Final Outturn (Draft)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F)	Reason for carry forward request
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	0	10	10	(10)	This negative carry forward will be met through reducing the 2021/22 budget
464	Bruce Castle	1,557	0	(1,557)	1,557	Requested to ensure that there is sufficient capital for match funding bids to improve the castle. This is a self financing scheme
465	District Energy Network (DEN)	1,480	649	(831)	831	C/f required to meet contractual commitments
468	Keston Road (Community Centre Reprovision)	75	75	0	0	
470	Wood Green HQ, Library & Customer Service Centre	3,107	319	(2,788)	2,788	The carry forward request is to support the accommodation strategy
471	Tailoring Academy Project	20	5	(15)	15	C/f required to meet contractual commitments
473	Enterprising Tottenham High Road (ETHR)	500	323	(177)	177	The ETHR programme, funded by the GLA, has been extended by 12 months to March 2022, hence our proposal to reprofile funding into 21-22
474	Tottenham High Road Strategy	500	616	116	(116)	This negative carry forward will be met through reducing the 2021/22 budget
475	Heart of Tottenham (HOT)	160	253	93	(93)	This negative carry forward will be met through reducing the 2021/22 budget
477	Strategic Regeneration Initiatives & Community Assets	0	29	29	0	This negative carry forward will be met through reducing the 2021/22 budget
478	Wood Green Good Growth Fund	121	71	(50)	50	C/f required to meet contractual commitments and grant conditions
479	54 Muswell Hill Health Centre	1,040	4	(1,036)	100	The scheme has changed so that now the NHS will be delivering the capital works so a Haringey budget is no longer required. The carry forward is required to meet some commitments and fees.
480	Wood Green Regen (2)	4,880	170	(4,710)	4,300	C/f required to meet contractual commitments and grant conditions
481	Strategic Investment Pot	850	6	(844)	844	C/f required to meet grant conditions
482	Strategic Property	3,929	0	(3,929)	3,929	This carry forward is requested to enable improvements to be made to the commercial property estate
483	Production Valley Fund (SIP)	711	68	(643)	643	C/f required to meet grant conditions
488	Liveable Seven Sisters (LSS)	477	0	(477)	477	Underspend to reprofiled for 21-22. Delays with page Green Common SLA with Parks and Highways combined with changes in resources have delayed delivery start to august 2021. Also part of FHSF programme (match funding)
493	Bruce Grove Yards (BGY)	30	4	(26)	26	Underspend to be reprofiled into 21-22. Project delayed due to impact of Covid-19 on parking survey.

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget	20/21 Final Outturn (Draft)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F)	Reason for carry forward request
4001	Maintenance of Tottenham Green Workshops	700	69	(631)	631	Refurbishment of TGW due in 2021/22
4002	Northumberland Park estate area public realm	500	0	(500)	500	This carry forward is requested to enable continued work on improving the northumberland Road public realm
4005	SME Workspace Intensification	320	204	(116)	116	To deliver projects delayed due to pandemic. Programme of delivery now being progressed
4006	Acquisition of head leases	10,000	20	(9,981)	9,981	Carry forward required to fund potential acquisition of headleases in 2021/22. Acquisitions underpin MTFS savings.
4009	Additional Carbon Reduction Project	1,500	0	(1,500)	1,500	This scheme has been delayed due to Covid and the carry forward is required to support carbon reduction
4010	Selby Urban Village Project	684	387	(297)	297	This carry forward is required to enable the scheme to continue
4011	Commercial Property Remediation	500	391	(109)	109	Ongoing remediation work in respect of commercial portfolio
4993	Pride in the High Road (PITHR)	300	4	(296)	296	C/f required to meet grant conditions
<b>Economy - Growth &amp; Employment</b>		<b>117,625</b>	<b>21,210</b>	<b>(96,415)</b>	<b>95,553</b>	

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
509	CPO - Empty Homes	2,050	0	(2,050)	2,050	The carry forward is requested to enable the CPO process to be undertaken should the need arise
512	Wholly Owned Company	5,000	0	(5,000)	5,000	The carry forward is requested so that should the company be established there is budgetary provision to enable that.
513	54 Muswell Hill Flats	678	0	(678)	0	This scheme is now not proceeding
514	Notting Hill Housing Group (4 Ashley Road)	2,970	0	(2,970)	0	This scheme is now not proceeding
<b>Housing (GF) Homes &amp; Communities</b>		<b>10,698</b>	<b>0</b>	<b>(10,698)</b>	<b>7,050</b>	

Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
601	Business Imp Programme	122	0	(122)	122	Continue pilot project for 'virtual whiteboard' trial
602	Corporate IT Board	3,015	1,653	(1,362)	1,362	The carry forward request is made to ensure that there are sufficient resources to deliver on the digital agenda
603	ICT Shared Service - Set Up / Seed Money	1,434	0	(1,434)	1,434	The carry forward request is made to ensure that there are sufficient resources to deliver on the digital agenda
604	Continuous Improvement	1,726	713	(1,013)	1,013	<p>With the presence of Covid-19 over the last 12-14 months, the need for a stable IT environment with minimum infrastructure changes able to support 3,500 working-from-home users has been the priority. As a consequence, some Evergreening projects/spend have not been fully realised. Now that Haringey Council have hopefully passed this stage and entering a different phase, infrastructure changes will now be progressed. A new profile spend is being finalised and includes some major transformational work that covers replacement of Windows 10 laptops, ensuring a robust and fit-for-purpose BCP and DR infrastructure, a backup and storage environment that can provide a level of resilience against cyber-attacks &amp; malware and discussions around the use of Cloud data centres.</p> <p>Should also be remembered that many of the Evergreening projects are multi-year in duration and the assumption is that any underspend will be used to help fund additional expenditure in future years.</p>
605	Customer Services (Digital Transformation)	561	90	(471)	471	<p>The planned capital works on Wood Green Customer Service Centre were put on hold in 2020/21 due to programme resources being otherwise allocated during the pandemic. The works are still required, especially in light of the capital works to Wood Green Library that will not extend into Customer Services (CS). The CS work will include a refit of the CSC with an improved layout and new furnishings. (c £140k)</p> <p>We additionally still intend to replace our Workforce Planning Tool with a more fit for purpose system that will enable better management of Call Centre resources. An upgrade of the current tool is underway, however it will soon be unsupported, so a replacement is required. This is needed more than ever with staff WFH, and a significant number of them expected to remain at home for all/part of the time (c £80k)</p> <p>We also plan to run the Perform + programme in Customer Services to improve our overall performance in a remote working setting. This programme has already proven useful in ASC, so will be run in Customer Services (c £250k)</p>



Scheme Ref. No.	Scheme Name	20/21 Full year Revised Budget (£'000)	20/21 Final Outturn (Draft) (£'000)	20/21 Variance (Underspend) / Overspend (£'000)	20/21 Capital Slippage (C/F) (£'000)	Reason for carry forward request
607	Financial Management System Replacement	1,100	578	(522)	522	Scheme 607 funds a 3 year programme of work on our core finance, HR and procurement systems. Year one has seen significant progress supporting the insourcing of recruitment services with the implementation of a new Applicant Tracking solution, going live as planned. Year 2 and beyond delivers on essential work packages such as procurement, budget and forecasting, self service, system performance improvement and accessible training and skills. The full programme budget of £3m remains on target.
622	Customer First	1,601	(0)	(1,601)	1,601	The carry forward is required to enable the completion of contractual payments for systems (e.g. Midcall, Customer Platform), along with providing resources / capacity to support delivery of change projects within Customer Services (e.g. Debt programme).
639	Ways of Working	330	102	(228)	228	Covid has meant that the ways of working project has been delayed. The scheme will provide project management resources to ensure that project to Council accommodation is delivered.
640	Accommodation Move	92	92	(0)	0	0
650	Connected Communities	700	142	(558)	558	The carry forward request is made to ensure that there are sufficeint resources to deliver this project
653	Capital Support for IT Projects	1,800	1,184	(616)	616	The carry forward request is made to ensure that there are sufficeint resources to deliver on the digital agenda
654	Covid 19 Contingency Budget	4,750	0	(4,750)	0	This contingency is no longer required
316	Asset Management of Council Buildings	7,321	2,750	(4,571)	4,571	The carry forward request is made to ensure that there are sufficeint resources to deliver this project
330	Civic Centre Works	2,750	47	(2,703)	2,703	Delayed commencement to stage 2, however, a revised programme has been agreed which recoup lost time and will see a greater spend in the next FY. Project works are continuing and Cabinet has approved a completion date of September 2024.
699	P6 - Approved Capital Programme Contingency	416	(0)	(416)	0	This contingency is no longer required
<b>Your Council</b>		<b>27,718</b>	<b>7,351</b>	<b>(20,367)</b>	<b>15,201</b>	
<b>TOTAL GF CAPITAL PROGRAMME</b>		<b>256,711</b>	<b>75,555</b>	<b>(181,156)</b>	<b>171,587</b>	

Reserves Table

Appendix 4

Description	Balance at 31/03/20	Transfer In 2020-21	Transfer Out 2020-21	Balance at 31/03/21
	£'000	£'000	£'000	£'000
General Fund Reserve	(15,839)	(58)	0	(15,897)
General Fund earmarked reserves:				0
Insurance reserve	(6,240)	(4,000)	1,189	(9,051)
Strategic Budget Planning Reserve	(1,691)	(8,800)	0	(10,491)
Transformation reserve	(13,646)	(2,223)	2,167	(13,702)
Schools reserve	(10,325)	(5,436)	2,814	(12,947)
Services reserve	(6,795)	(3,695)	922	(9,567)
PFI lifecycle reserve	(15,080)	(1,392)	0	(16,472)
Debt repayment reserve	(5,045)	0	0	(5,045)
Accommodation Strategy	(442)	0	0	(442)
Urban Renewal	(284)	0	0	(284)
Unspent grants reserve	(8,975)	(3,050)	2,844	(9,180)
Labour market growth resilience reserve	(513)	0	67	(445)
Budget resilience reserve	(7,303)	0	0	(7,303)
Collection Fund Smoothing reserve	0	(20,267)	0	(20,267)
Covid 19 grant reserve	(8,094)	0	8,094	0
<b>GF earmarked reserves:</b>	<b>(84,433)</b>	<b>(48,862)</b>	<b>18,098</b>	<b>(115,197)</b>
DSG Deficit Balance	10,185		6,832	17,016
<b>Total General Fund Usable Reserves</b>	<b>(90,087)</b>	<b>(48,920)</b>	<b>24,929</b>	<b>(114,078)</b>
Housing Revenue Account	(7,982)	(13,923)	7,582	(14,323)
Housing Revenue Account earmarked Reserves:				
Homes for Haringey	(709)	0	0	(709)
HRA earmarked reserves	(709)	0	0	(709)
<b>Total HRA Usable Reserves</b>	<b>(8,691)</b>	<b>(13,923)</b>	<b>7,582</b>	<b>(15,032)</b>

n.b. the HRA transfer from reserves is part of the planned financing of the HRA capital programme for the 2020/21 financial year.

### Description of Reserves Purpose and 2020/21 Usage

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

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

**Transformation Reserve** - This reserve is earmarked for the costs associated with the Council's Transformation programmes including the investment necessary to deliver longer term efficiencies and change, together with the associated costs of redundancies and decommissioning. It also helps manage the risks associated with the future level of flexible capital receipts.

**Services Reserve** - It is Council policy that services may request funds to be carried forward, this is subject to approval by the Cabinet in the year-end financial outturn report. This reserve earmarks those funds to either be carried forward to the following financial year or retained.

**PFI Lifecycle Reserve** - The PFI reserve is increased by PFI grant received in excess of contractual payments.

**Debt Repayment (Treasury) Reserve** - This reserve represents funds the Council has set aside for debt related costs including the potential repayment of debt and for funding of future capital expenditure, and management of risk inherent within the Council's treasury management activities.

**Insurance Reserve** - The Council self-insures a number of risks including liability, property and theft. Insurance claims are erratic in their timings and so the Council maintains a reserve to smooth the charge to the Council's revenue account in the same way as a premium to an external insurance provider would smooth charges to the revenue account. The increase to the reserve level has been made possible by a reduced provision requirement. As the Council carries relatively high levels of excess and it is deemed prudent to use provide greater resilience against future claims.

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

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

**Strategic Budget Planning Reserve** - This reserve will be used to smooth the MTFS over the medium term.

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

**Collection Fund (CF) Reserve** – to manage the impact of C19 on the Collection Fund in terms of losses (including potential losses from the London Pool), but also in terms of the profiling of when the impact of government support and arrears hit the Council's GF.

**Covid 19 Grant** - This grant reserve is to help mitigate the costs and loss of income that will arise from the Covid 19 Pandemic.

**DSG Deficit Reserve** – to hold the brought forward DSG deficits. This balance will be designated as unusable in the Statement of Accounts.

Virements for Cabinet Approval

Appendix 5

<b>Capital Virements for Quarter 4 (Four) 2020/21</b>				
<b>Priority</b>	<b>Scheme Number</b>	<b>Scheme Description</b>	<b>Budget Adjustment (Virement) (£)</b>	<b>Scheme Description</b>
Place	309	Local Implementation Plan(LIP)	616,023	Budget realignment
Place	302	Borough Roads	232,000	Budget realignment
Place	119	School Streets	257,000	Budget realignment
			<b>1,105,023</b>	
Economy	427	White Hart Lane Public Realm (LIP)	(24,000)	Budget realignment
Economy	452	Low Carbon Zones	(22,172)	Budget realignment
			<b>(46,172)</b>	
			<b>1,058,851</b>	

Transfers from Reserves - for noting						Appendix 5	
Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
3	Your Council	Corporate & Customer Services	Revenue	500,000		Budget Funding Allocation	Drawdown from Transformation Reserve to cover casework backlogs in Council Tax Revenues and Benefits Operations
Virements for Approval (2020/21)							
Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
11	Economy	Regeneration & Economic Development	Revenue		3,313,550	Budget Realignment	Realignment of Regeneration budget for 21/22 in line with the current approved restructure
12	People	Adults	Revenue	700,000		Budget Realignment	Realignment of the Care purchasing budget to move the costs from Learning Disability support to Mental Health support to reflect 20/21 demand growth
12	Place	Environment and Neighbourhood	Capital	3,413,149		Budget Funding Allocation	Allocation of 20/21 LIP Funding
Virements for Approval (2021/22)							
2	Housing	Housing Demand	Revenue	16,146,970	16,146,970	Budget Realignment	Realignment of Housing Demand budget to reflect actual performance
2	Housing	Housing Commissioned Services	Revenue	1,464,867	1,464,869	Budget Realignment	Realignment of Housing Commissioned Services budget to reflect actual performance
2	Place	Environment and Neighbourhood	Revenue	361,000		Budget Funding Allocation	Capital funding for the new Parking Business & Innovation Team for 21/22
3	Place	Environment and Neighbourhood	Revenue	683,973		Grant Funding Allocation	MOPAC Victims Reduction Unit and LCPF Grant Allocations for 21/22
3	Your Council	Corporate and Customer Services	Revenue	2,584,711	1,389,711	Budget Realignment	Consolidation of Customer Services Centres into one cost centre to better align with operational management
3	People	Childrens	Revenue	320,000	320,000	Budget Realignment	Realignment of staffing and placement budgets within the Disabled Children's Team
3	Housing	HRA	Capital	65,278,000		Budget Realignment	Realignment of HRA Major Works Capital budget to reflect planned spend including transfer of £1.1m to Aids and Adaptations budget
Total 2021/22				91,452,670	22,635,100		

**Write off Summary Report Quarter 4**

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

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

This quarterly summarised report is for information purposes only and, the debts that have been written off for the Financial Period 1<sup>st</sup> January 2021 – 31<sup>st</sup> March 2021 (Qtr. 4) relate to delinquent accounts, where all forms of recovery action have now been fully exhausted. The sums approved for write off by the Director of Finance under his delegated authority have been adequately provided for in the Council's Bad Debt Provision.

**Quarter 4 Summary: -**

The table below summarises the write offs by service type, financial value and volume.

Quarter 4 Write Off, Financial Period 1 January 2021 - 31st March 2021									
Service	Council Tax	NNDR	HBOP	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
<b>Under £50k</b>	£202,008.08	£140,980.70	£418,617.25	£197,115.71		£7,823.09	£133,140.79		£1,099,685.62
<b>Volume</b>	234	18	307	117		1	56		733
<b>Over £50k</b>									£0.00
<b>Volume</b>									0
<b>Total Value</b>									£1,099,685.62
<b>Total Volume</b>	234	18	307	117	0	1	56	0	733

The Council Wide write off for Quarter 4 relates to Council Tax, Business Rates, Housing Benefit Overpayments, Housing Rent Accounts, Commercial Rents & Sundry Debt.

The **Council Tax** write off for this period comprises of 46% '*Absconded Charge Payers*', with the remaining 54% being made up of '*Petty Amounts*', '*Insolvency*', '*Deceased*' and '*Statute Barred*'.

**Business Rates** write offs for Quarter 4, comprise mainly of '*Insolvency*' **£111k** and '*Absconded Charge Payers*' **£28k** and with one account being '*Statute Barred*' **£691**.

The Quarter 4 **£418k Housing Benefit Overpayment** write offs relate to '*Insolvency*', '*Deceased*', '*Whereabouts Unknown*', '*Recommended by Legal*', '*Statute Barred*' and '*Uneconomic to Pursue*'.

All the accounts were reviewed to ensure that all methods of recovery had been exhausted.

The **Commercial Rent** Team submitted 1 write off as '*Uneconomic to Pursue*' totalling £7k.

The **£197k** worth of **Housing Rent Account** write offs relate mainly to '*Statute Barred*' and '*Deceased*' accounts, these are for their General Needs and Temporary Accommodation tenants. All accounts were reviewed to ensure that recovery methods had been exhausted.

The Quarter 4 **Sundry Debt** write offs are mainly for '*Deceased*' accounts, this is part of an ongoing review that the team are carrying out within the Adults Social Care accounts. This review will continue into the new financial year with a larger volume and value submitted in Quarter 1.

**Report for:** Overview & Scrutiny Committee 7 October 2021

**Title:** 2021/22 Finance Update Quarter 1 (Period 3)

**Report authorised by :** Thomas Skeen, AD Finance

**Lead Officer:** Frances Palopoli

**Ward(s) affected:** All

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

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

- 1.1 The 2021-22 Qtr 1 Finance Update report presented to Cabinet on 14 September 2021 (attached as Appendix 1) sets out the forecast financial position for the Council as at Qtr1. It focuses on the significant budget variances including best estimates of the ongoing impact of the C19 pandemic on the Council's agreed financial plans.
- 1.2 The report confirmed that the forecast £13.9m C19 pressure is still assumed to be covered by government grants including the £9.1m unringfenced grant, Containment Outbreak Management Fund and the Sales, Fees & Charges compensation scheme. Continuing to monitor the financial impact of the pandemic separately will ensure that a close check can be kept on this.
- 1.3 The report does also highlight the impact of the pandemic on both Council Tax and Business Rates collection rates which are both below pre-pandemic levels. Lower collection rates were assumed in the 2021/22 Budget/MTFS and bad debt provisions were increased however, again this is an area that needs to be monitored closely.
- 1.4 At Qtr1 there is also £5.2m non-C19 related budget pressure forecast which is predominately within the People priorities. Directors have been tasked with looking urgently for mitigations to reduce these forecasts down.
- 1.5 The forecast overspend on the DSG (£6.6m) continues at a similar rate to prior year. The Council is producing a DSG Management Plan which will be coproduced with various stakeholders, and shared with the DFE and which will detail the various actions the Council is taking to manage the level of DSG overspend.

## **2. Recommendations**

- 2.1 The Overview and Scrutiny Committee are recommended to:
  - 2.1.1 Note the financial forecasts provided at Qtr1 and the assumptions surrounding them.

- 2.1.2 Note that Directors are seeking actions to bring the current non-C19 forecasts down.
- 2.1.3 Note that statutory comments are included in the original report to Cabinet.



**Report for:** Cabinet – 14 September 2021

**Title:** 2021/22 Finance Update Quarter 1 (Period 3)

**Report**

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

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

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

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

**1. Introduction**

- 1.1 This budget report covers the position at Quarter 1 (Period 3) of the 2021/22 financial year including General Fund (GF) Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focuses on significant budget variances including those arising as a result of the forecast non-achievement of approved MTFS savings as well as the best estimates of the ongoing impact of the Covid-19 pandemic (C19) on the Council's financial plans.
- 1.2 The Budget/Medium Term Financial Strategy (MTFS) 2021/22-2025/26 report agreed by Full Council in March 2021 continued to assume that the Council could rely on general and specific grants from government to address the financial impact of the pandemic on 2021/22 budgets. The Budget also continued to acknowledge and respond to forecast demands and take as realistic a view of its circumstances as possible and as a consequence £8.6m (before savings) was invested primarily into Adults and Children's services.
- 1.3 The forecasts provided in this report are as up to date as possible and continue to differentiate between the impact of Covid-19 on agreed budgets and MTFS savings as distinct from other base budget issues. The former are based on the most recent (June 2021) return to central government (i.e. at month 3 of the financial year) although it should be noted that there still remains uncertainty about the eventual impact of the pandemic on the final 2021/22 outturn position, not least associated with the identification of new variants and any further restrictions.
- 1.4 The overall forecast General Fund variation from budget for the year as at Qtr1 stands at **£19.1m** with **£13.9m** attributable to C19 and **£5.2m** base budget pressure. The Council has received £9.1m un-ringfenced emergency C19 grant to date, other specific grants and will be able to claim for Sales, Fees & Charges (SF&C) losses compensation at least for the first quarter of the year. It is assumed that these specific C19 grants will offset the **£13.9m** in full. The £5.2m base budget pressure is largely manifesting in the People priorities and Directors are focussing urgently on strategies to mitigate these pressures.
- 1.5 The financial pressure on the DSG budgets has not abated and at Qtr1 **£6.6m** overspend is forecast. The Council is currently finalising the DSG Management Plan

which will be a live document that will be shared periodically with the DfE. This remains a national issue impacting many councils which the Government will need to address.

- 1.6 Following the 2020/21 outturn and carry forwards approved by Cabinet in July, capital programme budgets have been reviewed and reprofiled, taking into account scheme specific progress and external factors. Excluding framework budgets which are held to allow the Council to respond to opportunities, the spend forecast in the adjusted capital programme for the 2021/22 financial year is 67% of budget.

## **2. Cabinet Member Introduction**

- 2.1 The report indicates that, although there is no room for complacency, the broad picture is within the parameters we have set out and that, despite the disruptions and uncertainties due to the pandemic and BREXIT challenges, there are some further small improvements in comparison with previous years.
- 2.2 The report indicates that, as is always the case at this stage of the annual cycle, there are budget pressures carrying the risk of overspending; these have been split between the usual base budget pressures and the exceptional ones directly related to the pandemic,
- 2.3 As regards the pandemic related pressures, at the time of writing we anticipate that the in-year impact of the pandemic will be offset by various government funding streams; however, a great deal of uncertainty surrounds how the pandemic will unfold over the remaining course of the year, and the impact this will have on our finances. The Council will continue to monitor and report on this as we continue through the year.
- 2.4 As regards the pressures related to the main budget, these are comparatively smaller than at the same stage in previous years; however, there is no room for complacency and the service is working closely with the relevant directorates to ensure that all the necessary steps are taken throughout the year to minimise the risk of ending up with any significant overspends.
- 2.5 A particular historical problem is in relation to the financial pressure on the Dedicated Schools Grant (DSG) budgets, predominately in the High Needs Block, which continues, despite concerted efforts by Council Officers to contain it. This remains an issue of national significance to the sector, and while there have been developments in recent years, the sector will require additional funding from the government to properly address this. This issue will continue to be highlighted by ourselves as one of the many Councils, experiencing pressure in this area.
- 2.6 The report also covers the regular issue of significant debt “write offs” (the standard process, within every council and large organisation, of deleting from its accounts historical debts that are deemed to be either uncollectable or more costly to continue pursuing than the potential income). I have asked for further scrutiny of each one and have been assured that all the proper procedures have been followed to the letter and that the levels in our case are well within the parameters of comparable organisations; whilst there is no evidence of any grounds for concern, we are working with the relevant sections to ensure that all lessons to be learnt from such cases have been drawn and taken into account in our evolving procedures.

**3. Recommendations**

Cabinet is recommended to:

- 3.1. Note the forecast base budget revenue outturn for the General Fund of **£5.2m** and that Directors are seeking actions to bring the forecast down before the end of the year. (Section 6, Tables 1a and 1b, and Appendix 1).
- 3.2. Note that the **£13.9m** forecast Covid pressure on the GF is expected to be offset by Government funding (Section 6 and Table 1a).
- 3.3. Note the net Housing Revenue Account (HRA) forecast of £0.6m overspend (Section 6 and Appendices 1 and 2).
- 3.4. Note the net DSG forecast of £6.6m overspend. (Section 6 and Appendix 1).
- 3.5. Note the forecast budget savings position in 2021/22 which indicates that £2.86m (27%) may not be achieved. (Section 6 and Appendix 3). This is incorporated in the GF budget pressures addressed in recommendations 3.1 and 3.2 above.
- 3.6. Approve the proposed budget adjustments and virements to the capital programme as set out in Table 2 and Appendix 6.
- 3.7. Note the 2021/26 Revised GF Capital MTFS budget after virements and budget adjustments proposed in recommendations 3.6 above (Appendix 5)
- 3.8. Note the forecast expenditure of £342m in 2021/22 which equates to 72% of the revised capital budget (Section 8 and Appendix 4).
- 3.9. To approve the revenue budget virements and receipt of grants as set out in Appendix 6.
- 3.10. To note the debt write-offs approved by officers in Quarter 1 2021/22 (Appendix 7) and approve the >£50,000 debt write-offs (Appendix 7a).
- 3.11. To note the C19 grants schedule (Appendix 8).

**4. Reason for Decision**

- 4.1 A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the council's priorities and statutory duties. This is made more critically important than ever as a result of the on-going financial implications placed on the Council by the Covid-19 crisis.

**5. Alternative Options Considered**

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

## 6. Revenue Outturn

### 6.1. Covid -19 Financial Impact

- 6.1.1 As highlighted in Section 1 above, the Council continues to plan on the basis that government support will offset the forecast financial impact of C19 which was the case for 2020/21. However, it remains imperative that the forecast impact on agreed plans is carefully monitored throughout the year alongside receipt of government funding.

- 6.1.2 Table 1a below summarises the forecast pressure and government funding assumed at Qtr1 on the GF.

**Table 1a**

	<b>Qtr1/P3</b>
<b>General Fund</b>	<b>2021/22</b>
	<b>(£m)</b>
Covid Pressure	13.95
Less: Un-ringfenced Emergency Grant received	(9.10)
Less: Income Loss Compensation Grant estimate	(2.52)
<b>Government Funding Assumed</b>	<b>2.34</b>

- 6.1.3 The estimated Income loss compensation figure in the table above is based on the scheme operating purely for the period April – June 2021 and within the same parameters as last year. Given the national delay to the final phase of the government's pandemic road map, the scheme may be extended beyond the end of June. The Council has also received £2.4m Contain Outbreak Management Fund (COMF) grant this year which will offset some of the currently forecast cost pressures. Based on this, and the fact that current C19 budget forecasts may improve ahead of Qtr2, it seems reasonable to continue to assume that Government funding will be sufficient to offset final C19 budgetary impact. This will be kept under close review and an updated position provided to Cabinet in Qtr2.
- 6.1.4 It should be stressed that the impact of C19 on the Council's **Collection Fund** continues, with in year collection estimated at 95.5% for Council Tax and 94% for Business Rates well below the 96.5% & 98% targets pre-pandemic. The Council received £3.6m Local Council Tax Support grant for 2021/22 which Haringey plans to utilise to fund increased CTRS claimant numbers (and therefore reduced Council Tax collection). The Introduction of a Local Welfare Assistance Scheme, Haringey Strategy for Tackling Debt and Haringey Ethical debt Reduction Policy are tools being used to support residents struggling financially. Government S31 grants continue to be paid to offset the on-going reliefs provided to businesses which continue to be significantly impacted by the pandemic.
- 6.1.5 The 2021/22 Budget and MTFS assumed lower collection rates for both of these revenue streams and bad debt provisions overall were augmented as part of the 2020/21 account closure process. The impact of lower than planned collections will manifest on GF revenue budgets in 2022/23 and 2023/24 and therefore any forecasts

at variance to current assumptions will need to be built into the 2022/23 Budget and MTFS refresh.

## 6.2 General Fund Forecasts

6.2.1 Table 1b below sets out full year projections at priority level.

**Table 1b – Revenue Budget Monitoring Forecast for Quarter 1 2021/22**

Priority	Revised 2021/22 Budget	Total SAP Forecast	Base Budget Pressure / (Saving)	Covid Pressure	P3 Total Variance
	£'000	£'000	£'000	£'000	£'000
Housing	17,317	18,536	22	1,197	1,219
People - Children's	65,553	71,377	2,774	3,050	5,824
People - Adults	87,194	90,058	1,375	1,489	2,864
Place	29,159	35,653	1,032	5,462	6,494
Economy	5,294	7,029	39	1,696	1,735
Your Council-Service	8,586	10,130	484	1,060	1,544
Your Council-Corporate	35,973	35,453	(519)		(519)
<b>General Fund Total (before funding &amp; DSG)</b>	<b>249,076</b>	<b>268,236</b>	<b>5,206</b>	<b>13,954</b>	<b>19,160</b>
External Finance	(249,076)	(249,076)			
<b>General Fund Total</b>		<b>19,160</b>	<b>5,206</b>	<b>13,954</b>	<b>19,160</b>
DSG	203,076	209,655	6,579		6,579
HRA	104,455	105,069	614		614
<b>Haringey Total</b>	<b>307,530</b>	<b>333,884</b>	<b>12,399</b>	<b>13,954</b>	<b>26,353</b>

6.2.2 Regarding the forecast £5.2m non-Covid base budget pressure identified in the table above it is assumed at this point in the year that Directors will have time to identify measures to mitigate these.

6.2.3 A detailed analysis at directorate level is attached in Appendix 1 along with relevant commentary.

### MTFS Savings Delivery

6.2.4 Officers continue to monitor delivery of all agreed MTFS savings as part of their monthly budget monitoring processes. At **Qtr1 £8.1m (76.1%)** of the 2021/22 savings programme is forecast to deliver and Appendix 3 provides a detailed RAG rated analysis by Priority. The impact of any forecast non-achievement of savings is reflected in the full year projections in the table above. Services also continue to monitor deliverability of savings agreed for 2022/23 and beyond and a more detailed analysis will be provided in the Qtr2 report.

## 7 Debt and Write Offs

- 7.1 Appendix 6 provides a summary of the debts under £50,000 written off in Qtr1 totalling £0.561m. These have been approved by the Director of Finance under his delegated authority and all are adequately provided for.
  - 7.2 Under Haringey's constitution debts of £50,000 or more require the approval of the Cabinet member for finance or Cabinet. This quarter there are 3 such debts being recommended for approval. These have arisen for different reasons and all available recovery action has been undertaken. All are fully provided for and as per appropriate accounting practice, this position needs to be recognised in the Council's accounts and the debts written off. The detail surrounding each of these debts is set out in Appendix 6a.
- 8 Capital Expenditure Forecast at Quarter 1**
- 8.1 The starting point for the 2021/22 capital programme is the Council's budget setting meeting in March 2021. That set a general fund budget of £288.9m and a HRA budget of £277m. In July 2021 Cabinet agreed the carried forward resources from the 2020/21 capital programme which added £172m to the General Fund capital programme (there was no HRA carry forward). The addition of the carry forward budget to the approved capital programme results in a programme of £737m.
  - 8.2 The capital programme has been reviewed to more closely align the financial performance of the programme with actual progress. The review has taken into account the effects of the pandemic (such as labour shortages, material shortages, lengthened lead in times, inflation etc.) and a range of other factors. The review highlighted that the current 2021/22 budgets do not match the expected physical progress and budgets have been reprofiled.
  - 8.3 In addition, the capital programme contains a number of framework budgets. These budgets, such as the Strategic Acquisitions Fund, are there to enable the Council to respond to opportunities as they arise but still be within the budget and policy framework.
  - 8.4 These budgets are inherently difficult to forecast and if not accounted for will distort the performance of the capital programme. The table below restates the programme taking the review and the reprofiling into account as well as adjusting for the framework budgets.

**Table 2 - 2021/22 Capital Expenditure Analysis as at Quarter 1**

Priority	2021/22 Revised Budget (£'000)	2021/22 Budget Adjustments (£'000)	2021/22 Framework Budget (£'000)	2021/22 Revised Budget (after adjustments) (£'000)	2021/22 Qtr. 1 Forecast (£'000)	2021/22 Budget Variance (£'000)
People (Children's)	46,478	(5,138)	0	41,340	37,107	(4,233)
People (Adults)	40,996	(26,323)	0	14,673	10,923	(3,750)
Place	46,360	(3,630)	0	42,730	38,822	(3,907)
Economy	278,051	(46,816)	(161,908)	69,326	48,696	(20,630)
Housing (GF)	13,050	0	(13,050)	0	0	0
Your Council	35,507	(3,274)	0	32,233	25,223	(7,011)
<b>General Fund Total</b>	<b>460,441</b>	<b>(85,181)</b>	<b>(174,958)</b>	<b>200,302</b>	<b>160,771</b>	<b>(39,531)</b>
Housing (HRA)	277,033	0	0	277,033	181,189	(95,844)
<b>Total</b>	<b>737,474</b>	<b>(85,181)</b>	<b>(174,958)</b>	<b>477,335</b>	<b>341,959</b>	<b>(135,375)</b>

8.5 At this point in the year, the forecast is for a spend level of £342m, or 72% of the restated budget which is a significant spend level.

## 9 **Statutory Officers Comments** **Finance**

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

### **Strategic Procurement**

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

### **Legal**

9.3 The Head of Legal & Governance has been consulted on this report, and makes the following comments.

9.4 The Council is under a duty to maintain a balanced budget. Pursuant to section 28 of the Local Government Act 2003, the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year.

9.5 The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend. The Council is facing an unprecedented situation due to the pandemic and there is a risk

of the financial impact on the Council if the government does not provide the Council with sufficient funding in year to cover the Council's costs due to the pandemic.

- 9.6 Pursuant to the Executive 'Financial management and resources' function set out at Part Three, Section C of the Constitution, the Cabinet is responsible for approving both virements and debt write offs in excess of certain limits as set out in the Financial Regulations at Part Four, Section I, Regulations 5.31 / 5.32 & 8.15(c) respectively.
- 9.7 Pursuant to Part Four, Section J (Contract Procedure Rules – Rule 17.1) of the Constitution, the Cabinet is responsible for approving grants from external bodies above £500,000.
- 9.8 In light of the above, there is no legal reason why Cabinet cannot adopt the Recommendations contained in the report.

#### Equalities

- 9.9 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
  - Advance equality of opportunity between people who share those protected characteristics and people who do not
  - Foster good relations between people who share those characteristics and people who do not.
- 9.10 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.11 This budget report covers the position at Quarter 1 (Period 3) of the 2021/22 financial year including General Fund (GF) Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focuses on significant budget variances including those arising as a result of the forecast non-achievement of approved MTFS savings as well as the best estimates of the ongoing impact of the Covid-19 pandemic (C19) on the Council's financial plans.
- 9.12 It also includes proposed budget virements or adjustments. The recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics. In addition to this the Councils saving programme is subject to an equality assessment, which acts to mitigate against any potential impacts for those living and working in the Borough.

## **10 Use of Appendices**

Appendix 1 – Directorate Level Forecast  
Appendix 2 – HRA Forecast  
Appendix 3 – MTFS Savings Delivery



Appendix 4 – Capital Programme Level Forecast

Appendix 5 – 2021/26 Revised General Fund (GF) Capital MTFS Budget

Appendix 6 – Virements (Revenue and Capital)

Appendix 7 & 7a – Debt Write Off

Appendix 8 – Covid-19 Related Grant Support

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

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

## Directorate Level Forecast P3

## Appendix 1

<b>PRIORITY</b>	<b>Revised 2021/22 Budget</b>	<b>P3 Outturn Forecast</b>	<b>P3 Forecast to Budget Variance</b>
<b>PEOPLE : CHILDREN'S</b>	<b>65,553,068</b>	<b>71,377,027</b>	<b>5,823,959</b>
Childrens	53,232,394	58,914,592	5,682,198
Children's Commissioning	3,192,390	3,395,535	203,145
Children's Public Health	6,004,600	6,004,600	0
Schools & Learning	3,123,684	3,062,300	-61,384
<b>PEOPLE : ADULTS</b>	<b>87,194,251</b>	<b>90,057,814</b>	<b>2,863,563</b>
Adults Social Care	71,217,226	73,697,591	2,480,365
Adults Commissioning	4,490,350	4,825,490	335,140
Adults Public Health	11,486,675	11,534,733	48,058
<b>PLACE</b>	<b>29,158,781</b>	<b>35,652,804</b>	<b>6,494,023</b>
Environment & Neighbourhood	21,893,414	28,289,758	6,396,344
Culture and Libraries	5,510,367	5,604,046	93,679
Chief Finance Officer (Alexandra Palace)	1,755,000	1,759,000	4,000
<b>ECONOMY</b>	<b>5,294,140</b>	<b>7,029,176</b>	<b>1,735,036</b>
Housing Regeneration & Planning	254,950	254,950	0
Housing	110,647	110,647	0
Planning Building Standards	2,337,781	2,580,484	242,703
Property & Capital Projects	-2,074,641	-582,308	1,492,333
Regeneration & Economic	4,665,403	4,665,403	0
<b>HOUSING</b>	<b>17,317,201</b>	<b>18,535,969</b>	<b>1,218,768</b>
Housing Demand	8,111,713	8,111,713	0
Housing Commissioned Services	-204,880	1,349,126	1,554,006
Commissioning	8,950,374	8,615,136	-335,238
Environment & Neighbourhood	459,994	459,994	0
<b>YOUR COUNCIL</b>	<b>44,558,821</b>	<b>45,583,199</b>	<b>1,024,378</b>
Chief Finance Officer	36,022,915	35,825,644	-197,271
Corporate Governance	1,788,274	1,818,274	30,000
Corporate & Customer Services	6,212,961	7,387,281	1,174,320
Chief Executive	297,450	297,450	0
Strategy & Communication	363,173	254,463	-108,710
Human Resources	190,966	279,179	88,213
IT Digital Services	127,053	155,915	28,862
Transformation & Resources	416,110	416,110	0
Strategic Procurement	-860,081	-851,117	8,964
<b>PRIORITY TOTAL</b>	<b>249,076,262</b>	<b>268,235,989</b>	<b>19,159,727</b>

Further detail on the drivers of the Priority variances follow:-

#### **PEOPLE: CHILDREN'S**

**Over budget £5.82m**

A large proportion (£3.05m) of the budget pressure relates to a COVID-19 pressures in the services. This pressure has been driven by a significant increase in social care activity with additional numbers and unit cost increases for placement costs and SEND transport. In addition, there is anticipated loss of income across a few services such as Pendarren and Children's Centres.

Safeguarding and Social Care is reporting a pressure of £4.16m. This pressure is largely increasing pressure complexity and cost of placements and an increase in staffing and legal pressures linked to increased child protection cases in the service.

Early Help and Prevention service is reporting a pressure of £1.53m which is a combination of SEN transport pressures and shortfalls in Nursery and Children centres' income.

#### **PEOPLE : ADULTS & PUBLIC HEALTH**

**Over budget £2.864m**

Adult Social Care, the Q1 adverse variance is £2.480m which includes £1.489m of COVID-19 related expenditure and £1.015m slipped savings carried forward from 20/21: these savings were not delivered in the previous year due to the impact of the pandemic, and relate to step down activity that was unable to be completed. Projected expenditure has increased by £0.412m since P2. The main drivers for the movement is an increase in activity and complexity of care package costs due to legacy COVID-19 pressures.

Adults Commissioning overall variance at Q1 is £0.335m. This is comprised of £0.215m COVID-19 related expenditure and £0.149m additional brokerage expenditure incurred to deliver client contribution income.

Adults Public Health is projected to break even with additional COVID-19 related expenditure being met by specific government grants.

It should be noted that there is an additional risk of a further increase in demand due to COVID-19 for packages of care that we are unable to quantify at this point in time: pressures arising through additional clients, care complexity, increased hours and carer breakdown. Dealing with COVID-19 continues to create unforeseen pressures on the service which ASC and health partners are dealing with. The impact and pressure are likely to change over the coming months as we begin to understand long-term and legacy implications of COVID-19. This poses additional risks to the budget position for 2021/22 and beyond.

#### **PLACE**

**Over budget £6.494m**

Place Priority is forecasting an overspend of £6.494m for Qtr1. This is due to base budget pressure issues of £1.032m, and pressures from COVID of £5.462m.

Parking, & Highways is forecasting an overspend of £4.972m. This is mainly due to on-going impact of COVID on parking income compounded by delays to implementations of new schemes (further analysis to be done to see if impact will result in on-going impact to base-budget due to change in activity). There is also a base budget pressure in Parking income from delay to roll-out of new parking IT system and on-going issues around Nuisance Vehicle Contract and in Highways from additional grounds maintenance costs.

Parks & Leisure is forecasting an overspend of £1.255m. This is mainly due to the impact from COVID on events and swimming income and the subsequent delay of Leisure Concession MTFS savings.

A further £0.251m pressure is forecast across the remaining service areas in this Priority mainly due to on-going C19 impacts.

## **ECONOMY**

**Over budget £1.735m**

The key pressure remains Covid-19, which continues to significantly impact key income streams in Commercial Property (£0.900m) and Planning income (£0.243m).

The other key area of overspend remains in Hard FM Services as a result of costs rising in Health and safety works (£0.427m) and additional security costs at the Civic Centre of £0.1m.

The cost for the health and safety works are being closely monitored with HfH and are subject to fluctuations.

## **HOUSING (General Fund)**

**Over budget**

**£1.219m**

Housing Priority forecasts a net adverse variance of £1.219m which continues to be driven by the impact of Covid.

Due to current social distancing requirements the TA Lodges are not operating at full capacity which is estimated will lead to an under recovery of income. This, coupled with the additional cost in TA due to the “everyone in policy”, is projected to have an adverse variance of £0.8m. This forecast may reduce as social distancing requirements change.

It is also projected that TA numbers will increase due to the end of the ban on evictions. Its impact is estimated to lead to an overspend of £0.4m.

It is expected that, as the pandemic impact abates, some of these forecasts will reduce and the TA reductions initiatives (HCBS, Capital Letters) will resume full scale operation to provide further mitigation.

## **HOUSING (Housing Revenue Account - HRA)**

**Over budget £0.614m**

**Table 3 – HRA Budget Forecast (Quarter 1)**

HRA BUDGET 2021/22	2021/22 Revised Budget	p.3 (Q1) 2020/21 Forecast	HRA Projected Variance - directly related to Covid19	HRA Projected Variance - inherent base budget variance	p.3 (Q1) 2021/22 Forecast Variance
	£000's	£000's	£000's	£000's	£000's
UE0721 Managed Services Income TOTAL	(106,809)	(106,542)		266	266
UE0722 Managed Services Expenditure TOTAL	13,204	13,552		348	348
UE0731 Retained Services Expenditure TOTAL	84,821	84,821			0
<b>Surplus HRA Services (within Retained)</b>	<b>8,784</b>	<b>8,784</b>			<b>0</b>
<b>Balance of HRA Account</b>	<b>0</b>	<b>614</b>	<b>0</b>	<b>614</b>	<b>614</b>

The HRA is forecasting an overspend at Qtr1 of £0.614m. This is made up of 1) £0.266m under recovery of income - primarily due to loss of income from hostel rents and service charges as a result of decants from Brunel Walk to facilitate site redevelopment and 2) £0.348m forecast overspend due to increased TA hostels security costs and responsive repairs cost.

**Your Council - Service****Over budget £1.544m**

The Pandemic continues to impact on some of the services in this Priority notably in Benefits (£0.175m) where additional resources are forecast to manage on-going increased demand. The Revenues service is forecasting under-recovery of income (£0.809m) due to courts are not expected to be fully operational for some time, which will impact on income streams.

The net base budget pressure forecast in Qtr1 is predominately caused by staffing capacity in the Finance Directorate (£0.3m) with smaller pressures spread across the other services.

**Your Council - Corporate****Under budget £0.5m**

The forecast underspend is mainly due to actual levy charges coming in lower than budgeted plus receipt of some unplanned income.

**Dedicated Schools Grant (DSG)****Over budget £6.58m**

The DSG budget is forecasting an in year overspend of £6.58m as highlighted in the table below, showing the pressure within the High Needs Block (HNB).

**Table 4 – DSG Position Quarter 1**

	Budget £'000	Forecast £'000	Variance £'000
Central Block	2,912	2,912	0
Early Years Block	21,036	21,036	0
High Needs Block	42,865	49,443	6,579
Schools Block	136,263	136,263	0
<b>Grand Total</b>	<b>203,076</b>	<b>209,654</b>	<b>6,579</b>

The main driver for the pressure in the High Needs block remains the increasing number of Education, Health and Care Plans (EHCP) in recent years. Approximately 25% of our children who are looked after have an EHCP. Where we have children who are looked after with an EHCP and who require an out of borough placements e.g. specialist residential, the social cost is higher than in borough.

The DSG reserve is ringfenced and outside the council's general fund reserves. The cumulative DSG deficit is detailed in the table below.

<b>Blocks</b>	<b>Opening DSG at 01/04/21</b>	<b>Schools Forum agreed trf between blocks</b>	<b>Qtr1 Forecast Outturn Variance</b>	<b>Drawdown Request</b>	<b>Qtr1 Forecast Closing Balance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Schools Block	0.00	0.00	0.00	0.00	0.00
Central Block	(0.08)	0.00	0.00	0.00	(0.08)
High Needs Block	16.87	0.00	6.58	0.00	23.45
Early Years Block	0.11	0.00		0.00	0.11
<b>Total</b>	<b>16.90</b>	<b>0.00</b>	<b>6.58</b>	<b>0.00</b>	<b>23.48</b>

The Council is producing a DSG Management Plan which will be coproduced with various stakeholders, and shared with the DFE and which will detail the various actions the Council is taking to manage the level of DSG overspend. The plan will be a live document which will continue to be shared periodically with the DFE. Whilst Council actions will mitigate the level of overspend, it is not anticipated that the Council will be able to ameliorate this completely given the very significant difference between government funding, and demand for services within the High Needs Block in particular.

The DFE have agreed 'Safety Valve' deals with a small number of Councils which have significant levels of DSG overspend: these arrangements provide for the DFE to fund or repay Council's historic DSG deficit positions, subject to the Councils managing to eradicate overspends in future years' allocations. Council Officers have met with representatives from the DFE earlier this year to engage with them over the council's DSG position. It has been fed back to the Council that the DFE will not look to engage with Haringey in the near future around a 'Safety Valve' deal, as the Council's overspend position is not as significant as other authorities.

	2021/22 Revised Budget	Q1 2021/22 Actual	Q1 2021/22 eoy Forecast	Q1 2021/22 eoy Forecast Variance	notes
<b>HRA Budget 2021/22</b>					
<b>Total for AH04 - Housing Revenue Account</b>	<b>0</b>	<b>(2,511)</b>	<b>614</b>	<b>614</b>	
<b>UE0721 Managed Services Income</b>	<b>(106,809)</b>	<b>(14,114)</b>	<b>(106,542)</b>	<b>266</b>	
H39404 Service Charge Income - Hostels	(320)	(20)	(288)	32	The Forecast for all HRA Managed Services Income is to £266k overspend. Due to Hostels rents and service charge less income due to decants. Please note that due to IT issues & problems regarding the NPS- Northgate OHMS replacement system change . There are only 3 weeks and four days income processed in the p.3 year to date actual figures , the budget assumption was to have processed 12 weeks and 4 days by the end of p.3 (i.e. they are 9 weeks behind on processing these weekly Rent week journals for 2021/22 due to the current non-availability of relevant rental reports from the new system). Therefore all of the other income budgets are forecast to budget.
H39002 Rent - Hostels	(1,943)	(99)	(1,709)	235	
H39001 Rent - Dwellings	(82,030)	(5,623)	(82,030)	0	
H39101 Rent - Garages	(861)	(201)	(861)	0	
H39102 Rent - Commercial	(756)	(339)	(756)	0	
H39103 CBS - Lease Rental Income	(1,984)	0	(1,984)	0	
H39201 Income - Heating	(617)	(41)	(617)	0	
H39202 Income - Light and Power	(1,016)	(69)	(1,016)	0	
H39301 Service Charge Income - Leasehold	(7,562)	(7,073)	(7,562)	0	
H39401 ServChgInc SuppHousg	(1,495)	(102)	(1,495)	0	
H39402 Service Charge Income - Concierge	(1,741)	(107)	(1,741)	0	
H39405 Grounds Maintenance	(2,201)	(152)	(2,201)	0	
H39406 Caretaking	(1,943)	(130)	(1,943)	0	
H39407 Street Sweeping	(2,338)	(157)	(2,338)	0	
H40102 Water Rates Receivable	(1)	(0)	(1)	0	
<b>UE0722 Managed Services Expenditure</b>	<b>13,204</b>	<b>1,124</b>	<b>13,552</b>	<b>348</b>	
S14400 Supported Housing Central	291	30	291	0	The Forecast for all HRA Managed Services Expenditure is £348k overspend is due to the TA Hostels security costs are the primary reasons for the £166k overspend also the Responsive Repairs - Hostels Repairs & Maintenance costs are the primary reasons for the £182k overspend , all of the other HRA Managed Services Expenditure budgets are currently forecast to Budget.
H31300 Housing Management WG	24	(0)	24	0	
H32300 Housing Management NT	28	2	28	0	
H33300 Housing Management Hornsey	0	5	0	0	
H33400 TA Hostels	252	26	418	166	
H34300 Housing Management ST	10	3	10	0	
H35300 Housing Management BWF	12	0	12	0	
H36300 Rent Accounts	0	207	0	0	
H37210 Under Occupation	171	19	171	0	
H40001 Repairs - Central Recharges	2	(17)	2	0	
H40004 Responsive Repairs - Hostels	387	(11)	569	182	
H40101 Water Rates Payable	31	3	31	0	
H40104 HousMgmtRechg Cent	110	0	110	0	
H40111 Other RentCollection	138	10	138	0	
H40202 Management Special - Nth Tott	0	(0)	0	0	
H40206 HousMgmtRechg Energ	1,128	154	1,128	0	
H40208 Special Services Cleaning	3,189	526	3,189	0	
H40209 Special Services Ground Maint	2,075	58	2,075	0	
H40212 HRA Pest Control	297	30	297	0	
H40213 Estate Controlled Parking	145	1	145	0	
H40303 Supporting People Payments	1,861	(10)	1,861	0	
H40309 Commercial Property - Expenditure	0	10	0	0	
H40401 Bad Debt Provision - Dwellings	2,535	0	2,535	0	
H40404 Bad Debt Provision - Leaseholders	91	0	91	0	
H40406 Bad Debt Provisions - Hostels	68	0	68	0	
H40801 HRA- Council Tax	359	78	359	0	
<b>UE0731 Retained Services Expenditure</b>	<b>93,605</b>	<b>10,479</b>	<b>93,605</b>	<b>0</b>	
H25600 Housing Delivery Team	0	502	0	0	At this early stage (p.3) of the 2021/22 financial year the Budget eoy Forecast for all HRA RETAINED Services Expenditure is to Budget.
H38002 Anti Social Behaviour Service	611	0	611	0	
H39601 Interest Receivable	(304)	0	(304)	0	
H40112 Corporate democratic Core	601	0	601	0	
H40301 Leasehold Payments	(142)	(39)	(142)	0	
H40305 Landlords Insurance - Tenanted	326	0	326	0	
H40306 Landlords - NNDR	138	0	138	0	
H40308 Landlords Insurance - Leasehold	1,939	0	1,939	0	
H40501 Capital Financing Costs	16,242	0	16,242	0	
H40601 Depreciation - Dwellings	20,197	0	20,197	0	
H40805 ALMO HRA Management Fee	39,271	9,772	39,271	0	
H40900 Community Benefit Society (CBS)	0	33	0	0	
H49000 Housing Revenue Account	8,784	2	8,784	0	
H60002 GF to HRA Recharges	3,265	0	3,265	0	
H60003 Estate Renewal	1,370	210	1,370	0	
H60004 HERS/ Regeneration Team	1,307	0	1,307	0	

## APPENDIX 3

Appendix 3 provides progress on savings 2021-22 delivery on a more detailed level.

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	Detail on forecast saving has been achieved YTD	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
<b>People - Children</b>								
PC2	Reduce operational costs	Reduce operational costs through streamlining management and staffing and improving efficiency in teams	(250)			(250)	0	Amber
20/25-PE03	Invest to Save - Edge of Care	Savings Approved at July 2019 Cabinet	(241)			(241)	0	Amber
20/25-PE04	Invest to Save proposal - In-House Fostering		11	-		11	0	Green
20/25-PE05	Invest to Save - SEND Transport		(216)	-		(216)	0	Green
20/25-PE06	Invest to Save - Pause Project		(1)	-		(1)	0	Green
20/25-PE09	0-19 year old public health commissioned services - a new integrated commissioned service delivery model	Public Health is working with the commissioned service provider to change the current service provision of three separate services into one integrated service model. Currently three commissioned services are within the Council's Section 75 Agreement with the CCG. These are the Health Visiting Service (including the HENRY programme), the School Nursing Service and the Family Nurse Partnership programme. All services are provided by Whittington Health NHS Trust.	125	-		125	0	Green
20/25-PE12	Reduce operational costs in Schools and Learning and Commissioning	Identify any residual discretionary spend in Schools and Learning and reduce to deliver savings. Identify and reduce operational costs in Commissioning.	25	-		25	0	Green
CH102	Maya Angelou Assessment and Contact Centre Traded Service	This proposal identifies an opportunity to develop a traded service and provide contact facilities for children and parents. We are currently the only local-authority run contact centre in North London and there is significant demand identified through partners for use of this type of facility, particularly at peak times (Saturdays and Sundays). The centre provides good facilities with activities for children. Parents would be required to pay for the use of the facility and these parents would be those in private law who were divorcing and needing to make arrangements for contact. This would be achieved initially by extending hours to allow flexibility for external service provision and room bookings, then by developing a virtual offer for supervised contact online.	82	-		82	0	Amber
CH103	Delivering residential mother and baby assessments	The service set up the Maya Angelou Family Assessment Centre as part of the previous programme of Invest to save projects. Through this facility the service is undertaking parenting assessments in the community as planned. This project brought the service in-house and reduced spot purchasing of speciality parenting assessments. Assessments completed by the team of skilled social workers are now of a higher quality and there are fewer repeat assessments required as a result. As of the end of August this service has commenced 45 parenting capacity assessments in-house, with 17 closed in the current financial year. The service is on track to avoid costs in the region of £480K.	239	0		239	0	Amber
<b>Total: People (Childrens)</b>			<b>(226)</b>	<b>0</b>	<b>0</b>	<b>(226)</b>	<b>0</b>	

MTFS Savings Ref	Saving proposal	Description	2021/22 Target £'000s	2021/22 Saving achieved £'000s	2021/22 Variance £'000s	RAG Status (Delivery of 2021/22 Saving)
<b>People (Adults)</b>						
B2.7	Haringey Learning Disability Partnership	The Haringey Learning Disability Partnership, working jointly with Children's Services and with key partners such as the Clinical Commissioning Group and the London Borough of Islington, will implement a coherent strategy that aims to bring Haringey's demand and spending on adults with learning disabilities in line with our statistical neighbours and limit growth in spending in line with population growth.	1,340	236	(1,104)	Amber
B2.8	Mental Health	Working with our delivery partner, BEHMT, CCG and our communities to strengthen the prevention and 'enablement' pathways for mental health and to ensure the support we provide minimises the long-run dependency of adults with mental health issues. For those whose needs require a social care intervention, we will develop the market and look at new commissioning arrangements to improve value for money as well as promoting choice and control for the service user.	490	0	(490)	Red
B2.9	Adults OP / PS / SS	Working with the CCG, acute providers and primary care to extend independence, choice and control to those with physical support needs and further strengthen the pathways that prevent, reduce and delay the need for social care.	1,454	317	(1,137)	Amber
PA4	Transfer of High Cost Day Opps	Lease three ex-day centre premises to a local provider to support 15-20 service users at reduced cost, and closer to their existing support networks (Ermine Road).	426	0	(426)	Amber
	Fast Tracking Financial Assessments	Generating additional income through client contributions and charging for services through more timely discussions with client & processing.	1,082	0	(1,082)	Amber
			<b>4,792</b>	<b>553</b>	<b>(4,239)</b>	



MTFS Savings Ref	Saving proposal	2021/22 £'000s	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
Place	Place					
PL9	Leisure centre concessions	50			50	Red
PL13	Parking Transformation Programme to deliver significant improvements to this service over the coming three years. Includes a CPZ rollout programme taking the borough to 100% coverage, and extending parking permit charging models to tackle emissions from Diesel vehicles	500	0	450	50	Amber
20/25-PL03	CCTV enforcement of weight limits and emissions through ANPR/DVLA check. Use of new technology cameras to record vehicle reg plates and immediately look up DVLA database to establish vehicle weight and emissions. Will require significant investment in infrastructure and back office arrangements.	280	0	140	140	Amber
20/25-PL04	Increase permit charges for highest emitting 'petrol' vehicles. A flat fee increase in Permit charge for the most polluting petrol emission band(s).	25	0	25	0	Green
20/25-PL06	Contact Centre Efficiencies	50	0		50	Red
20/25-PL07	Mechanisation of High Street Cleansing	150	0		150	Red
20/25-PL09	Hybrid Mail proposal	77	0	77	0	Amber
20/25-PL11	New Lease Income v2	20	20	20	0	Green
20/25-PL14	Parking Transformation Programme. Various workstreams - contactless £376, diesel n 2nd subsequent vehicle £300k and escalated essential permits, suspensions, carparks £164k MHCLG escalated 2021-22	840	0	500	340	Red

PL20/9	Full Cost recovery of services	130	0	20	110	Red
PL20/18	Crematorium Lease and Parks Property	20	20	20	0	Green
PL20/21	Review of Events team	45	45	45	0	Green
PL20/22	Visitors Vouchers Pricing Structure change	198	0	99	99	Amber
PL20/31	Concessionary Fares	1,200	0	1,200	0	Green
PL20/32	Diesel surcharge - Pay for Parking	(10)	0	(10)	0	
PL20/35	Night Time Enforcement	(5)	0	(5)	0	
PL20/39	Management and Support structure review	160	160	160	0	Green
PL20/3	Management of ASB Enforcement & Remodel of ASB & Waste Enforcement and Waste Services	78	78	78	0	Green
PL20/25	Pay for Parking - Introduce a minimum 30 minute purchasable sessions, (currently 15 minutes)	250	0	125	125	Red
PL20/27	Back office services efficiencies.	100	0	44	56	Red
PL20/28	Introduce Sunday charges - Car Park Pricing Structure	27	0	14	14	Amber
PL20/29	Introduce Sunday charges - Pay for Parking Pricing Structure	63	0	32	32	Amber
PL20/30	Targeted recovery of PCNs issued to persistent evaders. Dedicated resources introduced as part of new operational model and PMIS	80	0	80	0	Green
20/25-YC09	Maximising income from filming and venue management. This proposal is in two parts. The first is to make Haringey more attractive to film companies by identifying vacant buildings for meanwhile use as production bases, and by making parking easier in order to generate income.  The second is to consider employing staff, as an invest to save bid, to market the council's venues for events (currently uncoded).	6	0	6	0	Green
YC104	Highway Searches	24		16	8	Amber
<b>Total: PARKING</b>		<b>4,358</b>	<b>323</b>	<b>3,135</b>	<b>1,223</b>	

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
<b>Economy</b>							
20/25-EC08	Strategic Property Unit – New Income Outdoor Media	This proposal comprises an opportunity to achieve new income potential by securing rental payments from outdoor media companies. This includes digital billboards and an innovative building wrap with a digital display for advertising purposes and council messages.	(100)			(100)	
PL8	Soft FM Efficiency	Re-commissioning of soft FM services and services delivered through Amey contract (e.g. efficiencies in postage & franking, front of house, security).	(25)			(25)	
20/25-PL08	FM Transformation	Terminating the Amey contract for FM Services and bringing Soft FM back in-house, and transferring Hard FM to Homes for Haringey. Approximately 100 staff will be in scope for a TUPE transfer. The proposed saving will be achieved through improved efficiency and returning Amey overhead and profit to the council. The transformation will include purchase of a new Property IT system, and service improvements particularly relating to building repairs and maintenance.	(150)			(150)	
EC101	Additional Recharge to Housing Services		300			300	Green
EC102	Additional Planning income from introducing new charges		200			200	Amber
EC103	Reduction in Energy Consumption on corporate buildings		50			50	Amber
<b>Total: Economy</b>			<b>275</b>	<b>0</b>	<b>0</b>	<b>275</b>	

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
<b>Housing</b>							
HO1	Temporary accommodation reduction plan	Reduce TA costs, as detailed in the TA Reduction Plan. Proposals include initiatives to prevent homelessness, improve economic position of those in TA, and help support those in TA to move on. Revenue costs covered by the Flexible Homelessness Support Grant. Plan also includes proposals to increase supply of low cost TA through new purchase, repair and management joint venture partnership, and capital investment in new Community Benefit Society. Please note that due to the additional costs incurred due to unforeseen works at BWF, it may not be possible to meet the projected savings.	573			573	Green
20/25-HO01	Transferring PSLs to HHF	Private Sector Leasing properties are leased by the Council from private landlords for between one and five years with a guaranteed rent for the term of the lease. Leases are mainly based on 90% of the 2011 LHA plus a £40 a week management fee (the latter being a transfer from FHSG). The CBS has been established to lease properties purchased by the Council to use them as TA or to discharge homelessness. Unlike the Council, the CBS can charge the current (2019) Local Housing Allowance (LHA) for the area the property is located in. Therefore moving these leases could mean total additional rental income of £1.19m if all leases were transferred. This would require, in each case, the landlords agreement to do so and additional incentives may be required. A reduction in savings of 25% has thus been included to account for this and additional costs	272			272	Amber
HO101	Housing Team Salaries - increase HRA contribution		274			274	Green
HO102	HHF taking over the lease of PSL properties on their expiry		209			209	Amber
<b>Total: Housing</b>			<b>1,328</b>	<b>0</b>	<b>0</b>	<b>1,328</b>	<b>0</b>

MTFS Savings Ref	Saving proposal	Description	2021/22 £'000s	2021/22 Saving achieved YTD £'000s	2021/22 Projected Full Year Savings £'000s	2021/22 Savings (surplus)/ shortfall £'000s	RAG Status (Delivery of 2020/21 Saving)
<b>Your Council (incl Council-Wide)</b>							
A6.2	Audit and Risk Management	Reduction in the value of the externally procured internal audit contract; potentially changing the assurance model, or reducing the number of audits completed.	20		0	20	Amber
YC1	Out of home advertising income generation	The proposal is to recommission the street furnishing advertising contract. Moving to digital display to ensure communication messages can be updated quickly, and to remove printing costs.	5		5	0	Green
20/25-YC02	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by CIPFA, is a counter fraud service developed to supply data analytics, investigations and recoveries service for London local authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.	25		25	0	Green
20/25-YC10	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertising, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	52		26	26	Amber
YC106	Reduction in Legal Services Support		163		163	0	Green
YC105	Digital Services - Establishment Savings		250		250	0	Green
YC101	Finance Savings		202		202	0	Green
YC109	HR Savings		105		105	0	Green
<b>Total: Your Council</b>			<b>822</b>	<b>0</b>	<b>776</b>	<b>46</b>	<b>0</b>
	Digital Together	Cross-Cutting Saving Proposal	750	757	758	(8)	Amber/ Red

2021/22 Capital Monitoring, @ Quarter One (June 2021) Projection Sheet		Scheme Description	21/22 Full year Revised Budget (after Framework Budget adjustment )	2021/22 Full year Forecast Outturn	Budget Variance (Underspend) / Overspend
SCHEME REF	SCHEME NAME		£,000	£,000	£,000
101	Primary Sch - repairs & maintenance	A range of repairs to various schools covering boiler replacement, rewiring and other items.	6,845	5,753	(1,091)
102	Primary Sch - mod & enhance (Inc SEN)	A range of larger, substantial repairs to schools such as re roofing works, new windows, and major fabric replacement	24,126	24,075	(51)
103	Primary Sch - new places	To fund expansion of schools if required	362	51	(311)
104	Early years	To provide funding to increase/secure early years places	205	0	(205)
109	Youth Services	This budget is provision for the borough's Youth Services projects.	229	57	(172)
110	Devolved Sch Capital	This is passed 100% to schools	531	531	0
114	Secondary Sch - mod & enhance (Inc SEN)	A range of larger, substantial repairs to schools such as re roofing works, new windows, and major fabric replacement	5,029	3,110	(1,919)
117	Children Safeguarding & Social Care	This scheme is designed to increase the capacity to retain LAC in-borough	495	(15)	(510)
118	Special Educational Needs Fund (New Provision Fund)	This scheme is to fund the SEND programme and the budget has been transferred scheme 102.	0	0	0

121	Pendarren House	Works to the facility to bring it to a high standard of repair	858	857	(1)
122	Alternative Provision Strategy	To fund capital works that increase the number of AP places in the borough	1,300	1,300	0
123	Wood Green Youth Hub	This budget is provision for the new W.G Youth Hub	1,263	1,263	(0)
199	P1 Other (inc Con't & Social care)	This is a small programme contingency budget.	98	125	27
<b>People - Children's</b>			<b>41,340</b>	<b>37,107</b>	<b>(4,233)</b>
<p>The Children's Services capital programme has reprofiled resources of £5.138m into future years. The significant budgets that have been reprofiled are the primary school modernisation and enhancement budget which has reprofiled £2.627m into the next financial year and the secondary school modernisation and enhancement budget which has reprofiled £0.968m into the next financial year. The Pendarren project is only anticipated to spend £0.86m in this financial year so £1.4m of resources have been reprofiled into next year.</p> <p>The quarter 1 forecast outturn is showing a an under budget position of £4.2m which is largely due to the Primary School repairs &amp; maintenance budget at £1.1m variance. This budget has not been reprofiled as the spend in this area is unpredictable and it would not be prudent to reduce the budget along with the secondary school budget.</p>					
2021/22 Capital Monitoring, @ Quarter One (June 2021) Projection Sheet		Scheme Description	21/22 Full year Revised Budget (after Framework Budget adjustment )	2021/22 Full year Forecast Outturn	Budget Variance (Underspen d) / Overspend
SCHEME REF	SCHEME NAME		£,000	£,000	£,000
201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	Grant funded programme of aids and adaptations to enable people to remain in their home	3,581	3581	0
207	New Day Opp's Offer	This budget is funding for The Haven/Roundways project	66	41	(24)

208	Supported Living Schemes	Funding to convert property to supported living schemes reducing high cost placements with no loss of quality of service	456	0	(456)
209	Assistive Technology	The funding for AT will provide a greater range of Assistive Technology interventions that will enable individuals to live independently and safely for longer in their own homes, as well as greater opportunity for improved outcomes through better information and proactive intervention.	1,759	980	(779)
211	Community Alarm Service	This is the funding for the capital element of the service	177	177	0
212	Linden House Adaptation	This project is complete with a minor retention	35	53	18
213	Canning Crescent Assisted Living	This project is to provide a number of assisted living places	3,581	3,581	(0)
214	Osborne Grove Nursing Home	The scheme is in development to provide a 70 bed nursing home.	1,783	1,776	(6)
217	Burgoyne Road (Refuge Adaptations)	This project is to provide a new women's refuge	736	233	(502)
218	Social Emotional & Mental Health Provision	This budget is to provide funding to provide additional in borough provision	900	0	(900)
221	Social Care System Implementation	This budget is to provide funding for the implementation of a new social care system	1,600	500	(1,100)
<b>People - Adults</b>			<b>14,673</b>	<b>10923</b>	<b>(3750)</b>

The Adults Services capital programme has reprofiled resources of £26.3m into future years. The Osborne Grove Nursing Home budget has reprofiled resources of £16m into future years. This will more closely reflect the extended co design and co development of the scheme. The Burgoyne Road scheme is being redesigned in the light of the feasibility study which concluded that the original aspiration of a 16 unit facility was not possible.

A 10 unit facility is now proposed and design development is underway. As there will be limited spend this financial year of £2.0m have been reprofiled into next year. The Canning Crescent project is now on site with a contractor appointed and a revised budget of £3.6m for this financial year has been set.

The supported living scheme is a framework budget to enable the service to respond to opportunities as they present themselves. 57 White Hart Lane has been identified as a suitable building for this programme and a budget of £3.65m has been set for the scheme. At this stage of development, it is not anticipated that there will be very much spend this financial year so £6m of resources have been reprofiled into future years.

The quarter 1 forecast is showing an under budget position of £3.75m. The single largest variance is in relation to the Social Care System Implementation (formerly the Mosaic Implementation) budget variance of £1m. There are a range of minor underspends across the rest of the programme. It is anticipated that these two budgets will increase expenditure during the year.

2021/22 Capital Monitoring, @ Quarter One (June 2021) Projection Sheet		Scheme Description	21/22 Full year Revised Budget (after Framework Budget adjustment )	2021/22 Full year Forecast Outturn	Budget Variance (Underspend) / Overspend
SCHEME REF	SCHEME NAME		£,000	£,000	£,000
301	Street Lighting	This is the annual investment in capital maintenance	1,513	1,513	0
302	Borough Roads	This is the annual investment in capital maintenance	4,716	4,716	(0)
303	Structures (Highways)	This is the annual investment in capital maintenance	526	526	(0)



304	Flood Water Management	This is the annual investment in capital maintenance	734	734	(0)
305	Borough Parking Plan	This funding underpins the borough parking plan	714	545	(169)
307	CCTV	This funding underpins the borough CCTV plan	1,784	1,784	0
309	Local Implementation Plan(LIP)	This funding is provided by TfL for infrastructure works called the Local Implementation Plan (LIP)	284	284	(0)
310	Developer S106 / S278	This funding is provided by developers to offset the deleterious effect of their development so that it is acceptable in planning terms	869	650	(219)
311	Parks Asset Management:	This is the annual investment in capital maintenance	433	433	0
313	Active Life in Parks:	This is the annual investment in capital maintenance	1,014	914	(100)
314	Parkland Walk Bridges	Investment in the refurbishment of a number of bridges	1,133	1,133	0
317	Down Lane MUGA	This budget is to cover investment in Down Lane Park	57	57	0
321	MOPAC - Crime & Disorder Reduction	This is a grant funded scheme	49	0	(49)
322	Finsbury Park	This budget is to cover investment in Finsbury Park funded through the events income	135	100	(35)
323	Parking Strategy	This funding underpins the borough parking strategy	1,160	1,160	(0)
325	Parks Vehicles	This budget is to be used for the procurement of energy efficient park vehicles. It is self-funding and is aimed to reduce carbon emissions.	720	0	(720)

328	Street & Greenspace Greening Programme	This is an annual programme of investment in street & greenspace tree planting programme. The programme is used to match fund other external funds and sponsorship opportunities to deliver circa 200-250 trees per year. The current programme is much greater than this due to a large grant from the Urban Tree Challenge Fund and NCIL funding in four wards.	283	283	0
329	Park Building Carbon Reduction and Improvement Programme	A four year programme to improve the quality of the parks operational estate (13 buildings) including reducing the energy consumption and water usage by installing new technologies to reduce the carbon emissions to Zero in line with the Climate Action Plan targets for 2027.	1,050	1,050	0
331	Updating the boroughs street lighting with energy efficient Led light bulbs	This budget supports the upgrade of the borough's lighting to LED bulbs	4,151	4,151	0
332	Disabled Bay/Blue Badge	The scheme is to fund new disabled bays and to upgrade existing ones.	552	300	(251)
333	Waste Management	To upgrade waste infrastructure in the public realm	270	270	0
334	Parks Depot Reconfiguration	A one off programme to facilitate the rationalisation of the parks operational depots across the borough.	400	400	0
335	Streetspace Plan	This scheme is to improve the street environment within Haringey.	5,100	5,100	0
419	NPD Phase 2 LBH Match Funding	This scheme is now concluded.	5	0	(5)
119	School Streets	The funding is to support the roll out of the schools streets initiative	1,105	1,105	(0)
444	Marsh Lane	The scheme is to provide a new depot on Marsh Lane, to be completed by November 2021	8,754	8,460	(294)

447	Alexandra Palace - Maintenance	The funding is made up of a regular £470k capital maintenance budget for the upkeep of the palace. In addition there are two projects underway	1,328	1,328	0
472	JLAC Match Fund	The scheme is to refurbish elements of Jackson Lane Arts Centre	880	880	0
606	Hornsey Library Refurbishment	This scheme is now concluded.	16	16	0
621	Libraries IT and Buildings upgrade	This is a programme of upgrades to the libraries in the borough	1,996	929	(1,067)
623	Wood Green Library	The funding is to undertake upgrades to Wood Green library	1,000	0	(1,000)
652	Libraries - Re-imaging our Libraries offer for a better future	This is a self funding budget to drive greater use in the libraries	0	0	0
<b>Place - Safe &amp; Sustainable Places</b>			<b>42,730</b>	<b>38,822</b>	<b>(3,907)</b>
<p>The Place capital programme has had reprofiled resources of £3.47m. The Parkland Walk Bridges project has slipped £1.1m due to extended design development, the Finsbury Park capital programme is dependent on the achievement of event income. As there have been few events the income cannot support the capital expenditure plan, so this budget has been reduced by £1m. The Libraries Reimagining budget of £0.65m has been reprofiled to future years.</p> <p>The quarter 1 forecast is showing an under budget position of £3.9m. The two largest variances relate to the branch libraries programme, £1.1m, and the Wood Green Library scheme, £1m. There have been delays to the branch libraries programme as upon investigation additional condition works have been identified that would be best corrected as part of the upgrade programme. The Wood Green Library repairs are being specified and may take place later this year and so the forecast may improve.</p>					
<b>2021/22 Capital Monitoring, @ Quarter One (June 2021)Projection Sheet</b>		<b>Scheme Description</b>	<b>21/22 Full year Revised Budget (after Framework Budget adjustment )</b>	<b>2021/22 Full year Forecast Outturn</b>	<b>Budget Variance (Underspend) / Overspend</b>

SCHEME REF	SCHEME NAME		£,000	£,000	£,000
401	Tottenham Hale Green Space	This budget is to deliver improvements to Down Lane Park and the Paddock green spaces	1,352	1,338	(13)
402	Tottenham Hale Streets	This budget is to deliver public realm improvements in Tottenham Hale	1,759	1,759	(1)
404	Good Economy Recovery plan	This scheme is to provide interventions in high streets, to promote economic activities.	1,637	1,055	(582)
406	Opportunity Investment Fund	The budget is provided by the GLA and is used to provide loans to businesses	542	542	0
411	Tottenham Heritage Action Zone (HAZ)	This budget funded by Historic England is to deliver shop front improvements, heritage restoration and public realm improvements within Bruce Grove Conservation Area	1,579	1,578	(1)
415	North Tott Heritage Initiative	This budget funded by National Heritage Lottery Fund is to deliver shop front improvements in Northumberland Park Conservation Area	360	322	(38)
418	Heritage building improvements	This scheme is largely grant-funded, to undertake works to private properties, to safeguard heritage buildings.	1,589	1,589	(0)
421	HRW Acquisition	The budget is for the acquisition of properties as part of the HRW redevelopment. The costs will be met by the developer.	8,297	8,297	0
429	Site Acq (Tott & Wood Green)	The budget is to provide the capacity to respond to opportunities to acquire properties. The spending of the budget is subject to a business case.	14,780	14,780	0
430	Wards Corner CPO	The budget is to provide resources to undertake the CPO process on Wards Corner.	3,500	3,500	0
435	Wood Green Station Road	this scheme is to undertake master planning on WG station road.	0	2	2

438	Vacant possession Civic Centre (Woodside House Refurbishment)	This is a retention budget for this completed scheme.	22	22	(0)
452	Low Carbon Zones	This budget is used to undertake works pertaining to the neighbourhood of the future projects, which is solely funded by TfL	50	51	0
453	New workspace scheme at Stoneleigh Road car park	This budget is for the provision of mixed use workspace and housing. This budget is for the workspace element	0	0	0
454	HALS Improvement Programme	The scheme is to improve the physical environment of the service and to improve its on line offer	125	209	84
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	The funding is to be used for a replacement IT solution for planning	642	412	(230)
457	Future High Street Project	This budget funded by MHCLG is to deliver site acquisition, public realm improvements, workspace, market, community spaces and CCTV investments in Seven Sisters, Tottenham Green and Bruce Grove.	6,302	223	(6,079)
458	SIP - Northumberland PK BB & WorkSpace/Biz Support	This is a grant funded project to deliver broadband and Workspace/business support.	30	26	(4)
459	Wood Green Regen Sites	This scheme is to deliver the WG cultural quarter, WG central and Turnpike lane improvement plan.	788	788	0
464	Bruce Castle	The funding it to match fund eternal funding (should there be any) and spend is subject to a successful business case	557	0	(557)
465	District Energy Network (DEN)	The funding is to support the creation of a decentralised energy network and is subject to a successful business case	560	560	(0)
470	Wood Green HQ, Library & Customer Service Centre	This budget is for the development of the WG headquarters and associated works	7,788	0	(7,788)

471	Tailoring Academy Project	This is a grant to the Tailoring Academy	15	9	(5)
473	Enterprising Tottenham High Road (ETHR)	This budget funded by GLA is to invest in workspace in Bruce Grove	1,181	1,181	(0)
474	Tottenham High Road Strategy	The budget is the LBH contribution to support delivery of projects within Tottenham High Road strategy area	807	740	(67)
475	Heart of Tottenham (HOT)	This budget is for the delivery of the Tottenham Green phase two works, which entails the creation of a new public square (behind the old town hall), hard & soft landscaping and a new Library garden.	173	124	(49)
478	Wood Green Good Growth Fund	This is a GLA funded scheme to promote growth in WG area.	277	291	14
479	54 Muswell Hill Health Centre	The Council is leasing the property to the NHS and the funding is to undertake some remedial works to the property and cover professional fees	100	100	0
480	Wood Green Regen (2)	This budget is to facilitate the wider regeneration of the WG area.	696	696	(0)
481	Strategic Investment Pot	This is funding provided the Corporation of London for economic development purposes	2,031	0	(2,031)
482	Strategic Property	This is funding for works to the commercial portfolio	5,202	3170	(2032)
483	Production Valley Fund (SIP)	This budget provides loans to businesses and is funded by the Corporation of London	643	643	0
488	Liveable Seven Sisters (LSS)	This budget is to deliver public realm and parks improvements in Seven Sisters	0	0	0
493	Bruce Grove Yards (BGY)	This budget is to deliver public realm improvements in Bruce grove	0	0	0
4001	Maintenance of Tottenham Green Workshops	This is to undertake landlord works at the site	681	679	(2)
4002	Northumberland Park estate area public realm	This funding is to improve the public realm in this area	500	500	0

4003	Tottenham Hale Housing Zone Funding	This budget funded by GLA is to invest in public realm within the Tottenham Hale Housing Zone	500	500	0
4005	SME Workspace Intensification	The funding is to intensify use of the Council's industrial estate and spend is subject to a successful business case	684	683	(1)
4006	Acquisition of head leases	The funding is to acquire headleases and any acquisition will be subject to a successful business case	0	0	0
4007	Tottenham Hale Decentralised Energy Network (DEN)	The funding is to support the creation of a decentralised energy network and is subject to a successful business case	685	685	0
4008	Wood Green Decentralised Energy Network (DEN)	The funding is to support the creation of a decentralised energy network and is subject to a successful business case	1,085	1,085	0
4009	Additional Carbon Reduction Project	This budget is to assist other capital schemes to become more carbon efficient and it is self-funded.	500	0	(500)
4010	Selby Urban Village Project	The funding is to support the redevelopment of the Selby Centre and associated works	1,197	448	(748)
4011	Commercial Property Remediation	Funding to undertake landlord obligations.	109	53	(56)
4993	Pride in the High Road (PITHR)	This budget is to deliver placemaking / identity projects along Tottenham High Road	0	0	0
<b>Economy - Growth &amp; Employment</b>			<b>69,326</b>	<b>48,697</b>	<b>(20,629)</b>
<p>The Economy capital programme has reprofiled resources of £43.4m into future years. The schemes that have been reprofiled are: acquisition of headleases, £13m. The early engagement with the head lessors has not been encouraging as they are seeking to command premium prices to give up their interests so the budget has been reprofiled.; the Wood Green budget has been reprofiled by £8.5m; the Tottenham Housing Zone funding is a GLA grant programme and has been reprofiled by £7.4m as it is not anticipated that all the payments will be made this year; the Bruce Castle budget, which is a self-financing budget, has reprofiled £5.0m into future years as the level of spend is going to be lower than previously thought; the additional carbon reduction project budget, a self-financing budget, has had £4.0m of its budget reprofiled to future years; the Selby Urban Village project budget, a self-financing budget, has had £4.1m of its budget reprofiled into future years.</p>					

The quarter 1 forecast is for an under budget position of £20.6m. The significant variances relate to the Wood Green HQ scheme, £7.8m, DEN projects, £5.7m, slippage on the Future High Streets Fund projects, £6.1m, Strategic Property commercial property repairs, £2m. There are range of other smaller slippages.

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SCHEME REF	SCHEME NAME		£,000	£,000	£,000
509	CPO - Empty Homes	The budget is to allow the Council to undertake CPO on properties should it be required	0	0	0
512	Wholly Owned Company	The funding is to enable the establishment of a company should it be decided to establish one.	0	0	0
<b>Housing (GF) Homes &amp; Communities</b>			<b>0</b>	<b>0</b>	<b>0</b>
The Housing General Fund budget is reporting no spend and no forecast spend. The budgets contained within this area are framework budget, the CPO budget, £8.1m and the budget for the Wholly Owned Company, £5m.					
2021/22 Capital Monitoring, @ Quarter One (June 2021)Projection Sheet		Scheme Description	21/22 Full year Revised Budget (after Framework Budget adjustment )	2021/22 Full year Forecast Outturn	Budget Variance (Underspen d) / Overspend



SCHEME REF	SCHEME NAME		£,000	£,000	£,000
601	Business Imp Programme	This budget is funding IT development to support the new ways of working	122	48	(74)
602	Corporate IT Board	This budget is funding IT development to support the new ways of working	1,396	1,056	(341)
604	Continuous Improvement	This budget delivers upgrade to the council's IT infrastructure.	1,245	714	(531)
605	Customer Services (Digital Transformation)	This budget is to provide capital works at the WG Customer Services centre.	471	471	(0)
607	Financial Management System Replacement	The budget is to fund upgrades to the existing SAP system to enhance functionality	2,522	1,806	(716)
622	Customer First	This budget is to support the delivery of the councils Customer First strategy.	2,101	694	(1,407)
639	Ways of Working	This budget is to support the delivery of the councils accommodation strategy.	483	56	(427)
640	Accommodation Move	This budget supports capital expenditures associated with office moves.	0	0	0
650	Connected Communities	This budget provides capital funds to support the Connected Communities initiative.	1,258	0	(1,258)
653	Capital Support for IT Projects	This budget provides IT support to other schemes in the programme and it's self-funding.	784	400	(384)
698	Responsiveness Fund	The budget is to allow the Council to respond to in year match funding opportunities	2,000	2,000	0
316	Asset Management of Council Buildings	This scheme funds works to the council's operational buildings.	9,222	7,348	(1,874)
330	Civic Centre Works	This scheme is for the Civic centre refurbishment works	7,703	7,703	(0)

699	P6 - Approved Capital Programme Contingency	This is the approved capital programme contingency.	2,926	2,926	0
<b>Your Council</b>			<b>32,233</b>	<b>25,223</b>	<b>(7,011)</b>
<p>The Your Council capital programme has reprofiled £2.4m to future years and transferred £0.874m from the contingency to the Alexandra Palace and Park capital maintenance budget.</p> <p>The quarter 1 forecast is an adverse variance of £7m. The main contributors to the variance are slippage on the following programmes: replacement of the financial management system, £0.7m, the connected communities programme, £1.3m, and the customer first programme, £1.4m. The asset management of council buildings budget is projecting to underspend by £1.9m. However, there it is possible that expenditure will improve throughout the year. Within this area the current forecast is that both the responsiveness fund and the approved capital programme contingency will spend to budget.</p>					
<b>TOTAL GF CAPITAL PROGRAMME</b>			<b>200,302</b>	<b>153,334</b>	<b>(46,968)</b>
<b>Housing (HRA) Housing Revenue Account</b>					
<b>2021/22 Capital Monitoring, @ Quarter One (June 2021) Projection Sheet</b>		<b>Scheme Description</b>	<b>21/22 Full year Revised Budget (after Framework Budget adjustment )</b>	<b>2021/22 Full year Forecast Outturn</b>	<b>Budget Variance (Underspend) / Overspend</b>
<b>SCHEME REF</b>	<b>SCHEME NAME</b>		<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
202	HRA - P2 Aids, Adap's & Assist Tech -Council	Adaptations capital works for Council HRA properties to enable identified residents to help live an independent life.	1,100	1100	0
550	New Homes Acquisition	Acquisition of new homes to supplement the existing HRA housing stock	75,441	43,766	(31,675)
551	Existing Home Acquisitions - TA	Acquisition of existing homes to supplement existing HRA housing stock	33,877	31,292	(2,585)

552	HRA – P5 Carbon Reduction	HRA capital programme contribution to the authorities overall climate change action plan to substantially reduce carbon emissions in the housing stock (managed by HfH)	5,892	5,220	(672)
553	HRA – P5 Fire Safety	HRA capital programme fire safety essential compliance works to the housing stock. (managed by HfH)	15,329	6,131	(9,198)
554	Broadwater Farm Project	Demolition and re-building of identified blocks within the Broadwater Farm estate due to urgent health & safety issues.(managed by HfH)	14,529	8,929	(5,600)
590	HRA - P5 Homes for Haringey (HFH)	HRA housing stock original capital existing stock programme , includes internal and external major , legacy decent homes and Noel park pods works programmes. (managed by HfH)	64,178	43,029	(21,149)
599	New Homes Build Programme	Building of new homes to supplement and increase the existing HRA housing stock	66,687	41,721	(24,966)
<b>TOTAL HRA CAPITAL PROGRAMME</b>			<b>277,033</b>	<b>181,188</b>	<b>(95,845)</b>
<p>The overall HRA Capital programme is reporting a projected total underspend of £96m. The significant variances relates to New Homes build &amp; Acquisitions, and Existing stock maintenance programme. These are caused by programme slippages due to the impacts Covid and Brexit have had on supply of materials and building costs. These led to delays on some onsite activity and procurement processes. Additionally, Covid has impacted on resources in the various teams tasked with delivering the programmes, as well as supporting Teams.</p>					
<b>OVERALL CAPITAL PROGRAMME</b>			<b>477,335</b>	<b>341,960</b>	<b>(135,375)</b>

## 2021/26 REVISED GF CAPITAL MTFS BUDGET (INCLUDING 2020/21 C/F's) AS AT QUARTER ONE

		2021/22 Revised Budget	2021/22 (IN-YEAR) Budget Virement	2021/22 (FUTURE YEARS) Budget Virement	2021/22 Revised Budget (after Virement)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2021/22 - 25/26 Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
101	Primary Sch - repairs & maintenance	5,091	1,754		6,845	1,000	1,000	1,000	1,000	10,845
102	Primary Sch - mod & enhance (Inc SEN)	28,755	(2,002)	(2,627)	24,126	20,152	17,480	15,000	8,000	84,758
103	Primary Sch - new places	362			362	0	0	0	0	362
104	Early years	205			205	0	0	0	0	205
109	Youth Services	229			229	0	0	0	0	229
110	Devolved Sch Capital	531			531	531	531	531	531	2,655
114	Secondary Sch - mod & enhance (Inc SEN)	5,997		(968)	5,029	1,078	0	0	0	6,107
117	Children Safeguarding & Social Care	495			495	0	0	0	0	495
121	Pendarren House	2,276		(1,418)	858	2,243	2,913	70	0	6,084
122	Alternative Provision Strategy	1,300			1,300	2,500	3,500	3,500	1,200	12,000
123	Wood Green Youth Hub	1,015	248		1,263	0	0	0	0	1,263
199	P1 Other (inc Con't & Social care)	223		(125)	98	125	0	0	0	223
<b>People - Children's</b>		<b>46,478</b>	<b>0</b>	<b>(5,138)</b>	<b>41,340</b>	<b>27,629</b>	<b>25,424</b>	<b>20,101</b>	<b>10,731</b>	<b>125,225</b>
201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	3,095	486		3,581	2,193	2,193	2,193	2,200	12,360
207	New Day Opp's Offer	66			66	0	0	0	0	66
208	Supported Living Schemes	6,456		(6,000)	456	4,500	3,000	3,000	0	10,956
209	Assistive Technology	1,759			1,759	500	0	0	0	2,259
211	Community Alarm Service	177			177	177	177	177	177	885
212	Linden House Adaptation	35			35	0	0	0	0	35
213	Canning Crescent Assisted Living	6,390		(2,809)	3,581	100	0	0	0	3,681
214	Osborne Grove Nursing Home	17,783		(16,000)	1,783	6,036	34,504	2,545	1,094	45,962
217	Burgoyne Road (Refuge Adaptations)	2,736		(2,000)	736	2,250	0	0	0	2,986
218	Social Emotional & Mental Health Provision	900			900	600	600	600	0	2,700
221	Social Care System Implementation	1,600			1,600	1,600	0	0	0	3,200
<b>People - Adults</b>		<b>40,996</b>	<b>486</b>	<b>(26,809)</b>	<b>14,673</b>	<b>17,956</b>	<b>40,474</b>	<b>8,515</b>	<b>3,471</b>	<b>85,089</b>

		2021/22 Revised Budget	2021/22 (IN-YEAR) Budget Virement	2021/22 (FUTURE YEARS) Budget	Revised Budget (after Virement)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2021/22 - 25/26 Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
119	School Streets	1,105			1,105	600	600	600	0	2,905
301	Street Lighting	1,513			1,513	1,300	1,300	1,300	1,300	6,713
302	Borough Roads	4,716			4,716	4,769	6,044	6,924	6,924	29,377
303	Structures (Highways)	526			526	0	0	0	0	526
304	Flood Water Management	734			734	680	710	0	0	2,124
305	Borough Parking Plan	714			714	321	321	321	321	1,998
307	CCTV	1,784			1,784	1,000	550	0	0	3,334
309	Local Implementation Plan(LIP)	1,949	(1,665)		284	1,000	1,000	1,000	1,000	4,284
310	Developer S106 / S278	869			869	250	250	250	250	1,869
311	Parks Asset Management:	433			433	300	300	300	300	1,633
313	Active Life in Parks:	1,014			1,014	230	230	230	230	1,934
314	Parkland Walk Bridges	2,252		(1,119)	1,133	1,615	85	0	0	2,833
317	Down Lane MUGA	57			57	0	0	0	0	57
321	MOPAC - Crime & Disorder Reduction	49			49	0	0	0	0	49
322	Finsbury Park	1,135		(1,000)	135	600	600	1,000	0	2,335
323	Parking Strategy	960	200		1,160	0	0	0	0	1,160
325	Parks Vehicles	720			720	0	0	0	0	720
328	Street & Greenspace Greening Programme	283			283	100	100	100	0	583
329	Park Building Carbon Reduction and Improvement Programme	1,050			1,050	800	800	0	0	2,650
331	Updating the boroughs street lighting with energy efficient Led light bulbs	4,151			4,151	0	0	0	0	4,151
332	Disabled Bay/Blue Badge	552			552	0	0	0	0	552
333	Waste Management	270			270	200	0	0	0	470
334	Parks Depot Reconfiguration	400			400	0	0	0	0	400
335	Streetspace Plan	5,370	(270)		5,100	0	0	0	0	5,100
419	NPD Phase 2 LBH Match Funding	5			5	0	0	0	0	5
444	Marsh Lane	8,754			8,754	266	0	0	0	9,020
447	Alexandra Palace - Maintenance	470	858		1,328	470	470	470	470	3,208
472	JLAC Match Fund	880			880	0	0	0	0	880
606	Hornsey Library Refurbishment	0	16		16	0	0	0	0	16
621	Libraries IT and Buildings upgrade	1,996			1,996	0	0	0	0	1,996
623	Wood Green Library	1,000			1,000	1,000	0	0	0	2,000
652	Libraries - Re-imaging our Libraries offer for a better future	650		(650)	0	650	0	0	0	650
<b>Place - Safe &amp; Sustainable Places</b>		<b>46,360</b>	<b>(861)</b>	<b>(2,769)</b>	<b>42,730</b>	<b>16,151</b>	<b>13,360</b>	<b>12,495</b>	<b>10,795</b>	<b>95,530</b>

		2021/22 Revised Budget	2021/22 (IN-YEAR) Budget Virement £,000	2021/22 (FUTURE YEARS) Budget £,000	2021/22 Revised Budget (after £,000	2022/23 Budget £,000	2023/24 Budget £,000	2024/25 Budget £,000	2025/26 Budget £,000	2021/22 - 25/26 Total £,000
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
401	Tottenham Hale Green Space	810		542	1,352	4,406	2,055	4,849	0	12,661
402	Tottenham Hale Streets	11,221		(9,461)	1,759	9,143	800	1,319	0	13,021
4003	Tottenham Hale Housing Zone Funding	6,735		460	7,195	4,326	0	3,203	0	14,724
404	Good Economy Recovery plan	1,637			1,637	500	100	0	0	2,237
406	Opportunity Investment Fund	542			542	0	0	0	0	542
411	Tottenham Heritage Action Zone (HAZ)	1,319	260		1,579	2,000	1,200	0	0	4,779
415	North Tott Heritage Initiative	360			360	0	0	0	0	360
418	Heritage building improvements	1,589			1,589	0	0	0	0	1,589
421	HRW Acquisition	107,738			107,738	3,940	6,830	6,000	4,600	129,108
429	Site Acq (Tott & Wood Green)	57,072			57,072	14,000	10,000	12,000	0	93,072
430	Wards Corner CPO	10,000			10,000	0	0	0	0	10,000
435	Wood Green Station Road	0			0	0	0	0	0	0
438	Vacant possession Civic Centre (Woodside House Refurbishment)	22			22	0	0	0	0	22
452	Low Carbon Zones	50			50	0	0	0	0	50
453	New workspace scheme at Stoneleigh Road car park	400	(400)		0	1,000	0	0	0	1,000
454	HALS Improvement Programme	125			125	0	0	0	0	125
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	642			642	0	0	0	0	642
457	Future High Sreeet Project	0	6,302		6,302	0	0	0	0	6,302
458	SIP - Northumberland PK BB & WorkSpace/Biz Support	0	1,520	(1,490)	30	1,490	0	0	0	1,520
459	Wood Green Regen Sites	0	788		788	0	0	0	0	788
464	Bruce Castle	5,557		(5,000)	557	6,000	8,500	5,000	0	20,057
465	District Energy Network (DEN)	2,331		(1,771)	560	6,500	3,500	1,771	0	12,331
471	Tailoring Academy Project	15			15	0	0	0	0	15
473	Enterprising Tottenham High Road (ETHR)	1,907	(726)		1,181	451	0	0	0	1,632
474	Tottenham High Road Strategy	484	323		807	587	0	0	0	1,394
475	Heart of Tottenham (HOT)	773	(600)		173	0	0	0	0	173
478	Wood Green Good Growth Fund	50	227		277	0	0	0	0	277
479	54 Muswell Hill Health Centre	100			100	0	0	0	0	100
480	Wood Green Regen (2)	9,269	(946)	(7,627)	696	8,000	7,750	8,664	7,627	32,736
481	Strategic Investment Pot	2,831	(800)		2,031	1,950	0	0	0	3,981
482	Strategic Property	5,202			5,202	254	3	0	0	5,459
483	Production Valley Fund (SIP)	643			643	0	0	0	0	643
488	Liveable Seven Sisters (LSS)	1,704	(1,704)		0	2,250	1,019	0	0	3,269
493	Bruce Grove Yards (BGY)	1,326	(1,326)		0	1,670	218	0	0	1,888
4001	Maintenance of Tottenham Green Workshops	681			681	0	0	0	0	681
4002	Northumberland Park estate area public realm	1,000		(500)	500	500	0	0	0	1,000
4005	SME Workspace Intensification	2,116	(1,432)		684	3,500	4,000	0	0	8,184
4006	Acquisition of head leases	19,981		(13,000)	6,981	12,000	13,000	0	0	31,981
4007	Tottenham Hale Decentralised Energy Network (DEN)	1,814		(1,129)	685	3,129	5,000	7,000	7,500	23,314
4008	Wood Green Decentralised Energy Network (DEN)	1,614		(529)	1,085	2,529	2,500	7,500	7,500	21,114
4009	Additional Carbon Reduction Project	4,500		(4,000)	500	3,000	3,000	3,000	4,000	13,500
4010	Selby Urban Village Project	5,297		(4,100)	1,197	25,000	25,000	15,000	21,416	87,613
4011	Commercial Property Remediation	109			109	0	0	0	0	109
4993	Pride in the High Road (PITHR)	696	(696)		0	432	0	0	0	432
<b>Economy - Growth &amp; Employment</b>		<b>270,263</b>	<b>790</b>	<b>(47,606)</b>	<b>223,447</b>	<b>118,556</b>	<b>94,474</b>	<b>75,306</b>	<b>52,643</b>	<b>564,426</b>

		2021/22 Revised Budget	2021/22 (IN-YEAR) Budget Virement	2021/22 (FUTURE YEARS) Budget	Revised Budget (after Virement)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2021/22 - 25/26 Total
SCHEME REF	SCHEME NAME	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
509	CPO - Empty Homes	8,050			8,050	1,000	1,000	0	0	10,050
512	Wholly Owned Company	5,000			5,000	0	0	0	0	5,000
<b>Housing (GF) Homes &amp; Communities</b>		<b>13,050</b>	<b>0</b>	<b>0</b>	<b>13,050</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>15,050</b>
316	Asset Management of Council Buildings	9,222			9,222	4,331	1,381	4,000	4,000	22,934
330	Civic Centre Works	7,703			7,703	5,500	4,500	5,000	1,250	23,953
470	Wood Green HQ, Library & Customer Service Centre	7,788			7,788	6,400	7,000	6,000	0	27,188
601	Business Imp Programme	122			122	0	0	0	0	122
602	Corporate IT Board	2,796		(1,400)	1,396	1,400	0	0	0	2,796
604	Continuous Improvement	2,245	(1,000)		1,245	950	950	950	950	5,045
605	Customer Services (Digital Transformation)	471			471	0	0	0	0	471
607	Financial Management System Replacement	2,522			2,522	650	0	0	0	3,172
622	Customer First	2,101			2,101	0	0	0	0	2,101
639	Ways of Working	483			483	0	0	0	0	483
640	Accommodation Move	0			0	0	0	0	0	0
650	Connected Communities	1,258			1,258	0	0	0	0	1,258
653	Capital Support for IT Projects	784			784	450	450	450	450	2,584
698	Responsiveness Fund	2,000			2,000	0	0	0	0	2,000
699	P6 - Approved Capital Programme Contingency	3,800	(874)		2,926	0	1,250	1,250	0	5,426
<b>Your Council</b>		<b>43,295</b>	<b>(1,874)</b>	<b>(1,400)</b>	<b>40,021</b>	<b>19,681</b>	<b>15,531</b>	<b>17,650</b>	<b>6,650</b>	<b>99,533</b>
<b>TOTAL GF CAPITAL PROGRAMME</b>		<b>460,441</b>	<b>(1,459)</b>	<b>(83,722)</b>	<b>375,260</b>	<b>200,973</b>	<b>190,263</b>	<b>134,067</b>	<b>84,290</b>	<b>984,853</b>

**APPENDIX 6****Virements for Cabinet Approval – all within the Council's Financial Framework****Transfers from Reserves & Contingencies - for noting**

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
4	People	Adults	Revenue	506,006		Budget Funding Allocation	Drawdown from Transformation Reserve to fund the ASC Transformation Programme

**Virements for Approval (2021/22)**

3	Place	Environment and Neighbourhood	Revenue	5,296,023	4,574,023	Budget Realignment	Realignment of the Parking & Highways Budget for 21/22 in line with Parking Restructure & Other Changes
3	Your Council	Dedicated Schools Grant (DSG)	Revenue	15,057,920	15,057,920	Budget Realignment	Realignment of the 21-22 DSG budget to match the DfE allocation
4	Economy	Corporate Landlord	Revenue	300,000	300,000	Budget Allocation	Allocation of growth funding to cover staffing costs
4	People	Childrens	Revenue	815,000		Budget Allocation	Stonecroft childrens centre budget allocation for 2021-22.
4	People	Childrens	Revenue	2,437,100	2,437,100	Budget Allocation	Park Lane, Triangle and Woodside childrens centres budget allocations for 2021-22.
4	People	Adults	Revenue	525,390	525,390	Budget Realignment	Budget realignment to reflect Sec 75 funding being applied to respite care purchasing.
5	Your Council	Human Resources (HR)	Revenue	376,580	376,580	Budget Adjustment	Adjustments include moving the recruitment advertising budget to salaries; transferring job boards to consultant fees; transferring agency support costs to consultant fees

**Total 2021/22****25,314,019****23,271,013**



### Proposed Capital Virements for Quarter One (2021/22)

Priority	Scheme Number	Scheme Description	Budget Adjustment (Virement) (£)	Scheme Description
People - Children's	101	Primary Sch - repairs & maintenance	1,754,092	Budget realignment
People - Children's	102	Primary Sch - mod & enhance (Inc SEN)	(1,754,092)	Budget realignment
People - Children's	123	Wood Green Youth Hub	248,000	Budget realignment
People - Children's	102	Primary Sch - mod & enhance (Inc SEN)	(248,000)	Budget realignment
People - Children's	114	Secondary Sch - mod & enhance (Inc SEN)	(968,000)	Budget reprofiled to future years
People - Children's	121	Pendarren House	(1,418,000)	Budget reprofiled to future years
People - Children's	199	P1 Other (inc Con't & Social care)	(125,000)	Budget reprofiled to future years
People - Children's	102	Primary Sch - mod & enhance (Inc SEN)	(2,627,000)	Budget reprofiled to future years
			<b>(5,138,000)</b>	
People - Adults	201	Aids, Adap's & Assistive Tech - Home Owners (DFG)	485,851	2021/22 DFG award budget reconciliation / realignment
People - Adults	208	Supported Living Schemes	(6,000,000)	Budget reprofiled to future years
People - Adults	213	Canning Crescent Assisted Living	(2,809,000)	Budget reprofiled to future years
People - Adults	214	Osborne Grove Nursing Home	(16,000,000)	Budget reprofiled to future years
People - Adults	217	Burgoyne Road (Refuge Adaptations)	(2,000,000)	Budget reprofiled to future years
			<b>(26,323,149)</b>	
Place	447	Alexandra Palace - Maintenance	858,000	Budget transfer from capital contingency - Alexander Palace & Park Emergency Capital Works
Place	323	Parking Strategy	200,000	Weight restriction cameras budget financed by Flexible capital receipt
Place	309	Local Implementation Plan(LIP)	(1,665,000)	2021/22 TfL funding adjustment/reduction based on limited funding information
Place	335	Streetspace Plan	(270,000)	Budget reduction/deletion
Place	606	Hornsey Library Refurbishment	15,553	Budget transfer from capital contingency
Place	314	Parkland Walk Bridges	(1,119,000)	Budget reprofiled to future years
Place	322	Finsbury Park	(1,000,000)	Budget reprofiled to future years
Place	652	Libraries - Re-imaging our Libraries offer for a better future	(650,000)	Budget reprofiled to future years
			<b>(3,630,447)</b>	

Priority	Scheme Number	Scheme Description	Budget Adjustment (Virement) (£)	Scheme Description
Economy	481	Strategic Investment Pot	(800,000)	Budget transfer from scheme 481 to scheme 458
Economy	458	SIP - Northumberland PK BB & WorkSpace/Biz Support	800,000	Budget transfer to scheme 458 from scheme 481
Economy	458	SIP - Northumberland PK BB & WorkSpace/Biz Support	720,000	SIP2 Workspace and Business Support programme grant award
Economy	459	Wood Green Regen Sites	788,000	Budget realignment
Economy	478	Wood Green Good Growth Fund	226,739	Budget realignment
Economy	480	Wood Green Regen (2)	(945,762)	Budget realignment
Economy	480	Wood Green Regen (2)	(7,627,000)	Budget reprofiled to future years
Economy	401	Tottenham Hale Green Space	541,575	Budget realignment
Economy	402	Tottenham Hale Streets	(9,461,441)	Budget reprofiled to future years
Economy	4003	Tottenham Hale Housing Zone Funding	459,600	Budget reprofiled to future years
Economy	458	SIP - Northumberland PK BB & WorkSpace/Biz Support	(1,490,000)	Budget reprofiled to future years
Economy	464	Bruce Castle	(5,000,000)	Budget reprofiled to future years
Economy	4002	Northumberland Park estate area public realm	(500,000)	Budget reprofiled to future years
Economy	4006	Acquisition of head leases	(13,000,000)	Budget reprofiled to future years
Economy	4009	Additional Carbon Reduction Project	(4,000,000)	Budget reprofiled to future years
Economy	4010	Selby Urban Village Project	(4,100,000)	Budget reprofiled to future years
Economy	411	Tottenham Heritage Action Zone (HAZ)	260,000	Budget realignment
Economy	453	New workspace scheme at Stoneleigh Road car park	(400,000)	Budget realignment
Economy	457	Future High Street Project	6,302,000	Budget realignment
Economy	473	Enterprising Tottenham High Road (ETHR)	(726,000)	Budget realignment
Economy	474	Tottenham High Road Strategy	322,894	Budget realignment
Economy	475	Heart of Tottenham (HOT)	(600,000)	Budget realignment
Economy	488	Liveable Seven Sisters (LSS)	(1,704,000)	Budget realignment
Economy	493	Bruce Grove Yards (BGY)	(1,325,947)	Budget realignment
Economy	4005	SME Workspace Intensification	(1,432,000)	Budget realignment
Economy	465	District Energy Network (DEN)	(1,770,596)	Budget reprofiled to future years
Economy	4007	Tottenham Hale Decentralised Energy Network (DEN)	(1,129,000)	Budget reprofiled to future years
Economy	4008	Wood Green Decentralised Energy Network (DEN)	(529,000)	Budget reprofiled to future years
Economy	4993	Pride in the High Road (PITHR)	(696,012)	Budget realignment
			(46,815,951)	

Priority	Scheme Number	Scheme Description	Budget Adjustment (Virement) (£)	Scheme Description
Your Council	699	P6 - Approved Capital Programme Contingency	80,000	Elections Polling Both Replacement
Your Council	699	P6 - Approved Capital Programme Contingency	(80,000)	Elections Polling Both Replacement
Your Council	699	P6 - Approved Capital Programme Contingency	(858,000)	Alexander Palace & Park Emergency Capital Works
Your Council	699	P6 - Approved Capital Programme Contingency	(15,553)	Budget transfer to Hornsey Library budget to mitigate overspend
Your Council	604	Continuous Improvement	(1,000,000)	Budget reduction/deletion
Your Council	602	Corporate IT Board	(1,400,000)	Budget reprofiled to future years
			<b>(3,273,553)</b>	
		<b>OVERALL TOTAL =</b>	<b>(85,181,100)</b>	

**APPENDIX 7****Write off Summary Report Quarter 1**

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

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

This quarterly summarised report is for information purposes only and, the debts that have been written off for the Financial Period 1<sup>st</sup> April 2021 – 30<sup>th</sup> June 2021 (Qtr. 1) relate to delinquent accounts, where all forms of recovery action have now been fully exhausted. The sums approved for write off by the Director of Finance under his delegated authority have been adequately provided for in the Council's Bad Debt Provision.

**Quarter 1 Summary: -**

The table below summarises the write offs by service type, financial value and volume.

Quarter 1 Write Off, Financial Period 1st April 2021 - 30th June 2021									
Service	Council Tax	NNDR	HBOP	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
Under £50k	£19,529.93	£34,273.51	£197,674.60				£309,444.02		£560,922.06
Volume	32	24	59				23		138
Over £50k									£0.00
Volume									0
Total Value									£560,922.06
Total Volume	32	24	59	0	0	0	23	0	138

The Council Wide write off for Quarter 1 relates to Council Tax, Business Rates, Housing Benefit Overpayments & Sundry Debt.

The Quarter 1 **Council Tax** write off for this period comprises of approximately 37% '*Absconded Charge Payers*', 34% '*Insolvency*' with the remaining 29% being made up of '*Petty Amounts*' and '*Deceased*'. This is a lower amount than previous financial years and is mainly due to the restrictions placed on Court proceedings from the onset of Covid.

**Business Rate** write offs for Quarter 1 comprises mainly of 54% '*Insolvency*' with the remaining 46% being made up of '*Absconded Charge Payers*' and '*Petty Amounts*'. Once again, this is a lower amount than previous financial years and is mainly due to the arrears team's continued work on the Business Grants.

**Housing Benefit Overpayment** write off for Qtr. 1 of **£197k**, this was split over four areas with the largest two being '*Deceased*' and '*Statute Barred*', although the cases in the second instance are all for low value debt.

The Quarter 1 **Sundry Debt** write offs are all for '*Deceased*' accounts, this is part of an ongoing review that the team are carrying out within the Adults Social Care accounts. This review will continue throughout the year.

All the accounts were reviewed to ensure that all methods of recovery had been exhausted.

**APPENDIX 7A****Debt Write off Greater than £50,000.**

All large businesses or organisations expect a certain level of income to become irrecoverable and therefore plan for some levels of write-offs. Occasionally, for a variety of reasons, debts do arise which become irrecoverable. Under Haringey's constitution debts of £50,000 or more require the approval of the Cabinet member for finance or Cabinet.

Details of the 3 debts over £50,000 presented for write off in this quarter are set out below. The Council's bad debt provisions are sufficient to cover the full value of these write-offs.

**B Ltd - £79,901.03**

The former lessee's & guarantors of commercial premises in the borough fell into rent arrears following a dispute over the rental amount. A number of court hearings were scheduled and postponed between 2008-2013 due to delays on the part of the owners, however possession was finally obtained in 2013, following which unsuccessful attempts were made to recover the debt, which has since become statute barred.

**K Ltd - £124,185.73**

The former lessee's of commercial premises in the borough fell into rent arrears and defaulted on a number of payment plans which were put in place between 2011-2016. The Council successfully obtained possession of the premises in 2019, and **£32,274.16** was recovered and paid towards the debt, however the company has now been dissolved and the Council is unable to recover any further amounts.

**I Ltd - £282,000.00**

In September 2016 Haringey Council granted an Opportunity Investment Fund (OIF) loan to I Ltd for the amount of £327,000.00 inclusive of interest. The company defaulted on their loan and Insolvency Practitioners were instructed, and the company went into liquidation. The Council has sought independent advice regarding potential further recovery steps, however there is now no prospect of further recovery.

		<b>APPENDIX 8</b>
<b>Covid 19 Grants Allocated 2021/22</b>		
<b>Grant Name</b>	<b>Grant Type</b>	<b>£m</b>
C19 Unringenced Grant (Local Authority Support Grant)	Emergency Funding	9.12
Contain Outbreak Management Fund (COMF)	Track & Trace / Outbreak Mgt	2.35
Local Council Tax Support Scheme	Welfare	3.61
ASC Infection Control Fund 21/22 (Round 3)	Track & Trace / Outbreak Mgt	0.31
ASC Rapid Testing Fund (2) 21/22	Track & Trace / Outbreak Mgt	0.25
C19 Unringenced Grant (Local Authority Support Grant)	Welfare	0.09
Welcome Back Fund (former RHSSF - Reopening High Streets Safely Fund)	Business Support	0.48
Business Restart Grant	Business Support	11.22
C-19 Winter Grant Tranche 3 (17 April to 20 June)	Welfare	0.23
C-19 Winter Grant Tranche 3 (21 June to 30 Sept)	Welfare	0.93
Self Isolation support Framework (March-June21)	Welfare	0.08
Self Isolation support Framework (July 21)	Welfare	0.09
Clinically Extremely Vulnerable Support Funding (CEV)	Welfare	0.33
Clinically Extremely Vulnerable Support Funding (CEV)	Welfare	0.20
		<b>29.29</b>

**Report for:** OSC: 7<sup>th</sup> October 2021

**Title:** Update on Digital Together

**Report** Susie Faulkner, Director of Customers, Transformation & Resources

**authorised by :**

**Lead Officer:** Paul Dooley, CIO  
Andy Briggs, AD for Customer Services  
Sue Graham, Programme Director

**Ward(s) affected:** Not applicable

**Report for Key/**

**Non Key Decision:** Non Key

**1. Describe the issue under consideration**

Overview and Scrutiny Committee have requested an update on progress of the Digital Together, cross-council cost cuttings savings programme.

**2. Cabinet Member Introduction**

**3. Recommendations**

3.1 To note the contents of the report.

**4. Reasons for decision**

N/A

**5. Alternative options considered**

N/A

**6. Background information**

See attached PowerPoint presentation.

**7. Contribution to strategic outcomes**

It is envisaged that individual projects within the programme will have the ability to encompass all elements of strategic priority. The programme is assembling a series of projects to deliver savings and improve process efficiency, standardisation and automation across the Council.

The programme is under-pinned by the Digital Strategy and Borough Plan.

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

**Finance Comments**

The current year's budget assumes the delivery of £0.750m from this programme with a further £2.250m next year. Within the current challenging financial environment it is critical that the whole organisation engages as a matter of urgency to start realising the planned benefits.

**Procurement**

**N/A**

**Legal**

This report has been forwarded to Legal for comment.

**Equality**

This report has been forwarded for comment. An EQIA has been completed for the overall programme.

**9. Use of Appendices**

Appendix 1: PowerPoint: Programme Update

Appendix 2: PowerPoint: CAB submission: 13/10/20.

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

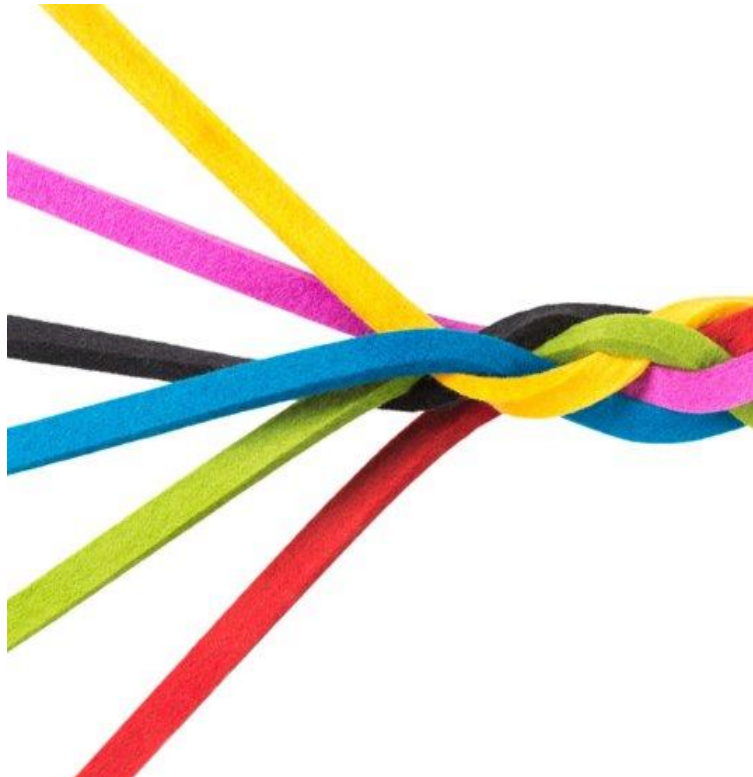




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# Update on Digital Together for the Overview Scrutiny Committee

7th October 2021



# Objective of session

- For Members of the Overview and Scrutiny Committee to note contents of presentation and Executive Summary.

# Digital Together Programme

Name	Role
Coun Chandwani	Lead Member
Susie Faulkner	Director of Customers, Transformation & Resources
Andy Briggs	Programme Sponsor
Paul Dooley	Programme Sponsor
Sue Graham	Programme Director

# Executive Summary

- Strong start to programme in Sept 2020.
- Challenging remit to determine opportunities with cashable savings, that are not in the scope of other programmes and not part of existing MTFS declared savings
- Ownership for savings (i.e, budget reductions) sits with each Service- DT is the enabling programme. Service engagement proved difficult due to a variety of factors including COVID-response:
- Over 100 savings opportunities reviewed: 18 identified for further investigation
- This report highlights progress against original 18 savings opportunities
- Separate programme reviews (March/ April 2021) by Sponsors and Director of Finance (July 2021) resulted in key changes to programme resulting in changes to programme personnel and appointment of full-time resources
- It is acknowledged that programme will fall short of savings target for Year 1 however stronger, more strategic opportunities, are coming into play, around RPA and process improvement given actions of the review teams.
- Financial position: £90k (cashable savings)
- Financial position: £170k (reduced costs/ non cashable)

# Background to programme inception

The cost of meeting the demands of the coronavirus pandemic have been significant. It is estimated to have cost Haringey Council in the region of £20m.

This challenge brought the opportunity to look at our ways of doing business through a new lens.

Three programmes were initiated to begin the recovery and renewal work:



CoRe – Community Resilience & Enablement Programme



**Digital Together – Process Efficiency Automation & Standardisation Programme**



Property

**Challenge:**

£3m savings target to be delivered over the next 2 years

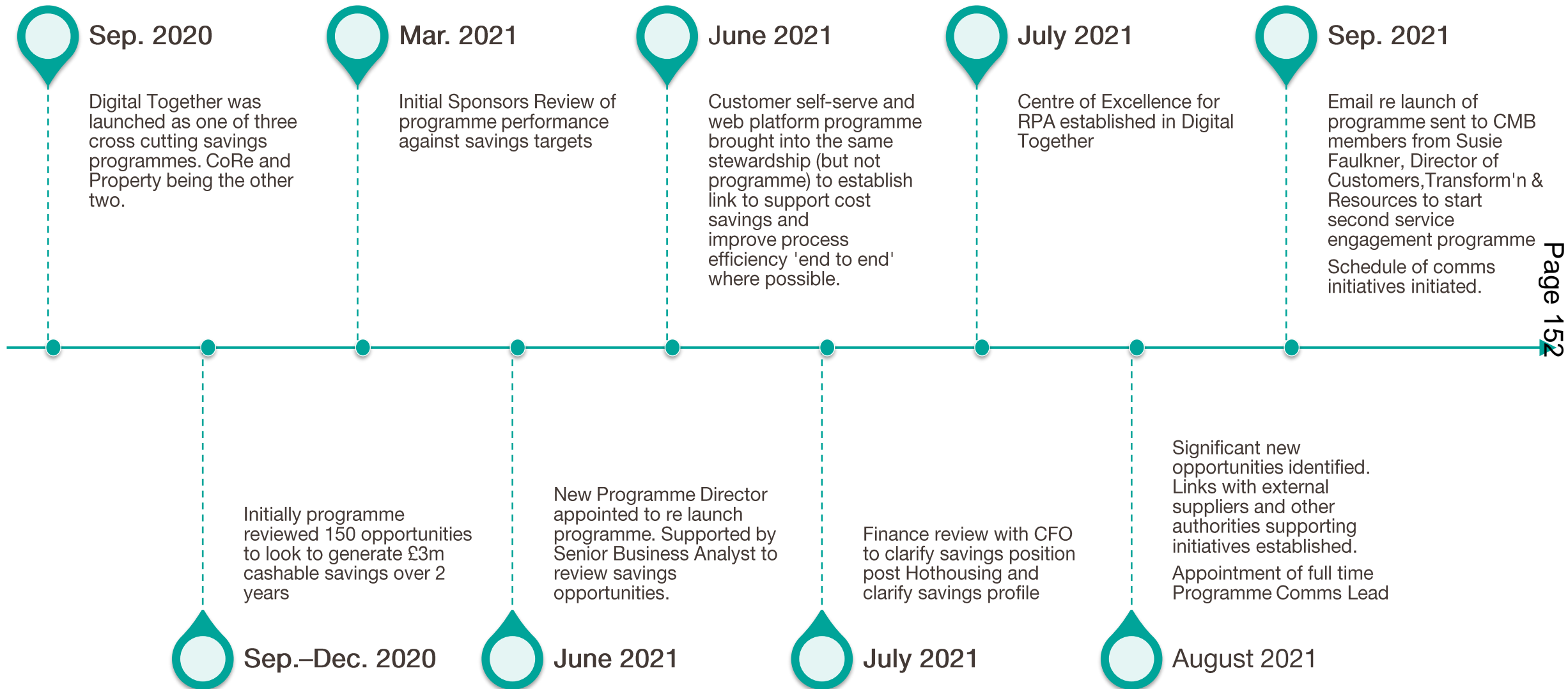
**Approach:**

Work in collaboration with service areas to identify, assess, prioritise, plan and deliver digital solutions, process efficiencies and automation wherever possible

**Focus:**

Simplification of processes and improvement of compliance  
Eliminate waste, repetition, duplication and unnecessary contact  
Remove manual handling wherever possible and appropriate  
Deliver solutions that require a lower level of resource

# Programme Timeline





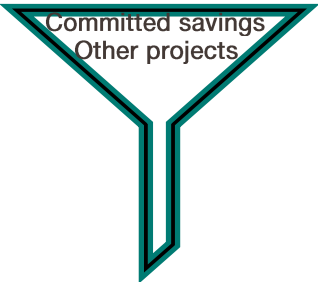
Initial actions: Sept 2020

# 150 Opportunities Identified



## Next Steps

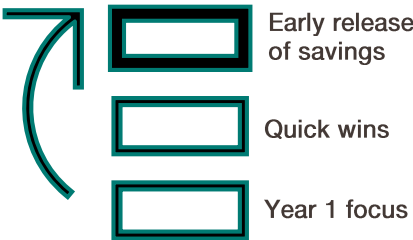
FILTER



WEIGH



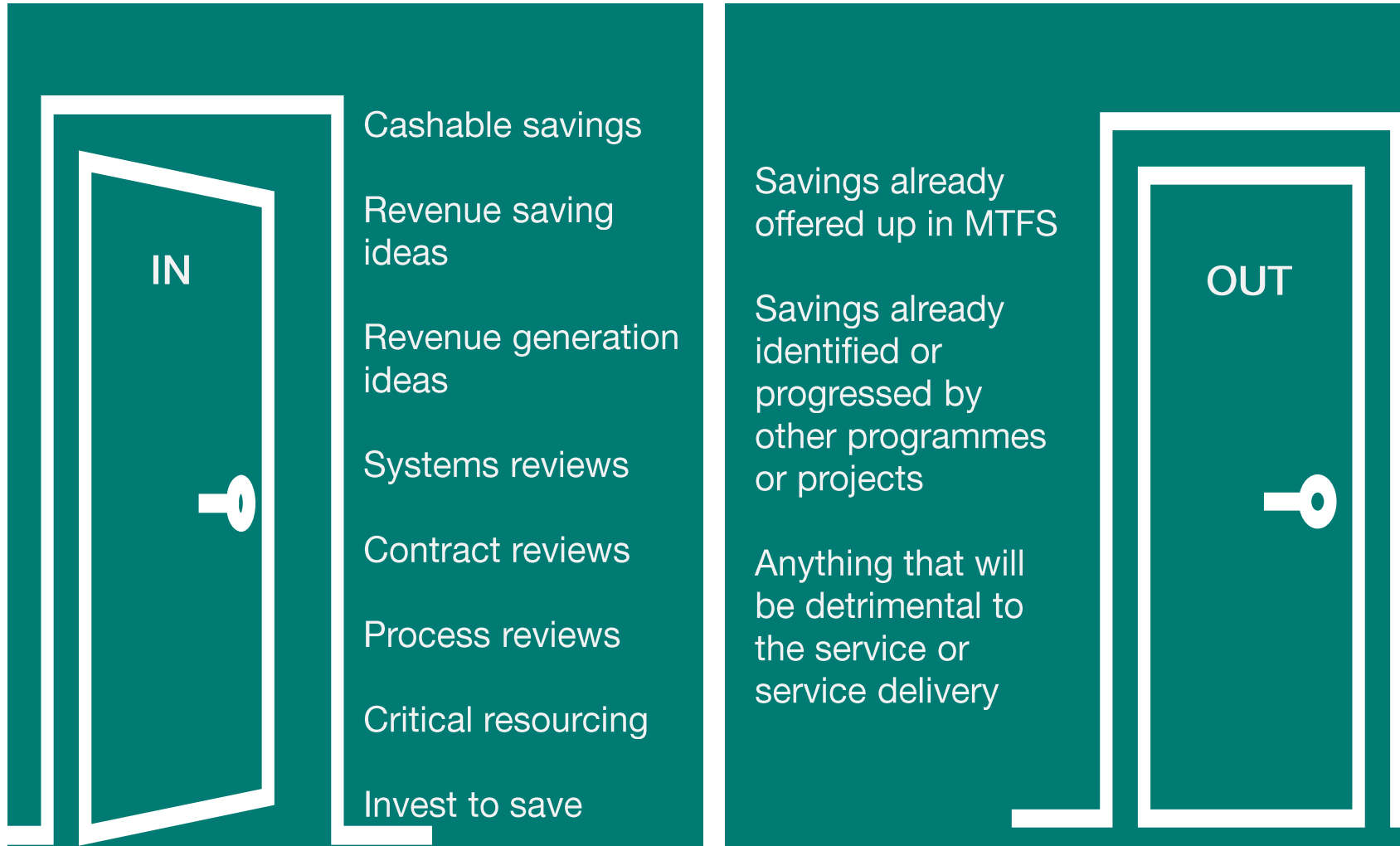
PRIORITISE




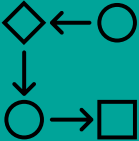


# Initial Assessment of Ideas & Opportunities

- ❖ **Type of savings**  
Targeting revenue savings for the MTFS
- ❖ **Value of savings**  
Whilst every penny counts we needed to prioritise
- ❖ **Viability/Sustainability**  
We are looking for savings that can be absorbed and sustained without damaging services/service delivery
- ❖ **Complexity of improvement/change**  
Some improvement initiatives may be dependent on other factors e.g. delivery of other initiatives, contractual obligations, wholesale culture change
- ❖ **Cost of improvement/change**  
We need to balance the potential savings that can be achieved against the cost of implementing the change to ensure we're focussed on the right thing at the right time and always adding value
- ❖ **Savings Profile**  
We take all the above factors into account to profile the savings

# Scope of programme



# Project Examples

 <p>Strategic Contract Review Digital Services</p>	 <p>Process and System Efficiency Corporate Finance</p>	 <p>Standardisation of Applications Digital Services</p>	 <p>Reduce print</p>
<p>A full digital contract review has been initiated with a focus on rationalisation and renegotiation of contracts.</p>	<p>Changing processes within Finance to maximise the interest on the money we hold, and to apply better techniques to avoid duplication within systems to save money.</p>	<p>We have more modern platforms and applications and there is an opportunity to review and standardise them and their and support personnel across the Council.</p>	<p>Encourage a reduction in printing to save on resources, improve ways of working &amp; support the wider green agenda</p>

# Digital Together Sponsor Review

## Key actions

- Shortfall in savings acknowledged and programme review commissioned by sponsors
- 08/07/21: Hothouse held of all DT listed opportunities in current reporting pack- Stop/Go/Pause/Accelerate outcome
- Separation of programme from BAU and associated resource plan of dedicated interim DT resources in development pending Hothouse outcomes
- Key enabling themes brought into DT thinking e.g. RPA, self serve, data science and web to support decision-making around strategic solutions e.g. digital toolkit in advance of Digital Transformation
- Change in programme Governance with senior additions to programme board and three key interim appointments progressed
  - Senior Programme Analyst: Joined 07/07/21
  - Communications Officer: Joined 02/8/21
  - DT Programme Manager: Interviews w/c 19/07/21: (Unable to appoint - out to recruitment Sept 2021)



# Re launch of Digital Together





# Re launch of Digital Together

- Link to Business Liaison & Digital Strategy
- Centre of Excellence for RPA & automation solutions within DT
- Involvement of third parties and agencies
- Inclusion of Web & Self-serve in overall DT umbrella
- Pursuit of a programme portfolio which includes cashable savings & longer term efficiency initiatives
- Dedicated team appointed which is growing to support RPA

# Links to Digital Transformation

- We are looking at all Digital Services activity through the lens of digital transformation i.e. requests which may seem like a straight-forward upgrade need to be viewed through the lens of transformative opportunity and cost savings
- Digital Strategy refers to a Digital Toolkit and our aspiration is to offer a fast-track service to services on standard solutions as detailed in our Digital Strategy to create economies of scale and slick service delivery be they internal or external customers
- We are beginning the journey now to prepare the way for Digital Transformation via Digital Together in supporting Services to upgrade their processes which will make RPA solutions more effective & easier to implement which should encourage greater service engagement and broaden the savings opportunities
- Within Digital Services at SLT level we are discussing with Gartner and other trusted advisors how best to organise ourselves & resources to support this transformation & maximise our opportunities to cost-save





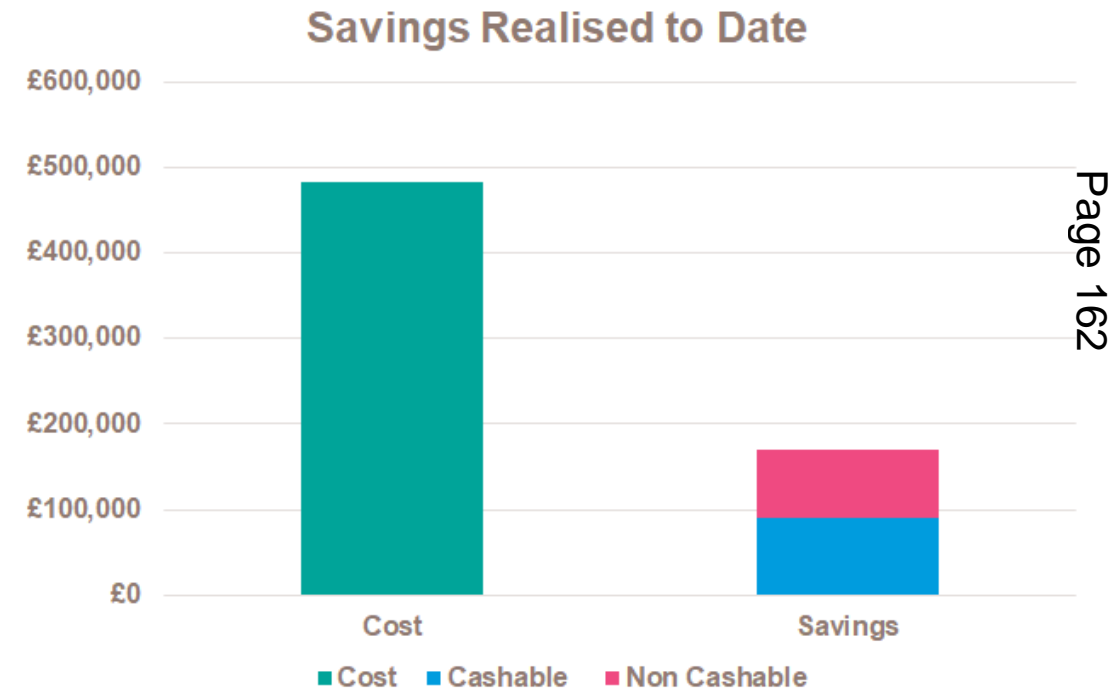
DT – the numbers

# DT resource costs to date

FY 20/21		TOTAL
Actual	Pay costs	319,061
Actual	Non-pay costs	
	TOTAL	£319,061

FY 21/22		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	TOTAL
Actual	Pay costs	5,972	23,567	16,793	35,160	44,160		125,652
Actual	Non-pay costs							
Forecast	Pay costs						38,000	38,000
Forecast	Non-pay costs							
	TOTAL	£5,972	£23,567	£16,793	£35,160	£44,160	£38,000	£163,652

TO DATE		TOTAL
Actual	Pay costs	444,713
Actual	Non-pay costs	
Forecast	Pay costs	38,000
Forecast	Non-pay costs	
	TOTAL	£482,713



# DT resource forecast

FY 20/21		TOTAL
Actual	Pay costs	319,061
Actual	Non-pay costs	
	TOTAL	£319,061

FY 21/22		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct--21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	TOTAL
Actual	Pay costs	5,972	23,567	16,793	35,160	44,160								125,652
Actual	Non-pay costs													
Forecast	Pay costs						38,000	58,100	110,000	110,000	110,000	110,000	110,000	646,000
Forecast	Non-pay costs													
	TOTAL	£5,972	£23,567	£16,793	£35,160	£44,160	£38,000	£58,100	£110,000	£110,000	£110,000	£110,000	£110,000	£771,652

TO DATE		TOTAL
Actual	Pay costs	444,713
Actual	Non-pay costs	
Forecast	Pay costs	646,000
Forecast	Non-pay costs	
	TOTAL	£1,090,713

# Current Programme Resources



Core Resource	Time	Area
Programme Director	100%	
Senior Programme Analyst	100%	Financial analysis/Reporting
Comms & Engagement Lead	100%	Programme Comms & Engagement
PMO	100%	Programme Administration & planning
Senior BA	20%	Various DT opportunities
Senior PM	20%	Mail Reduction

# Approved Resources: To be recruited



Role
Programme Manager
Project Manager 0365
Senior Business Analyst
Data Scientist
Business Analysts x 3

Potential Requirements
Business Analyst - up to 3
Graduate Intern
Apprentice

# Outcome of Digital Together Finance Programme Review:

- Communication schedule put in place (which will be owned by inbound DT Comms Officer): Internal Comms resource maximised also.
- Critical friends both internal and external identified to provide constructive guidance and feedback to programme lead
- New reporting pack completed to form basis for new quarterly savings status report to Finance Director
- Notes of qualification shared with FD to give clarity around opportunities and savings calculation
- Clarification sought from Finance on matters relating to savings
- Re launch of programme via BRM resource and current Programme Manager (SG) at DMT- demonstrating new digital tech & highlighting initiatives from other authorities



# Opportunities - overview

Opportunity type	Description	Status	Count
Budget to be identified	Active initiative being managed as a dependency within DS but outside of DT; to identify if there is a viable budget to extract savings (includes self-serve & website)	Active	25
In scope of another programme	Status unknown, managed within a separate programme	Unknown	7
Counted elsewhere	Counted within another opportunity	Closed	9
Digital Strategy	To be delivered under the broader Digital Transformation	Closed	2
Hot House S1: Savings unverified	Opportunities reviewed under Hot House 1 and identified as having low-confidence savings	Active	3
Hot House S1: Savings verified	Opportunities reviewed under Hot House 1 and identified as having med-high confidence savings	Active	2
Hot House S2: Requires analysis	Opportunities that require further analysis	Active	19
Marked as closed	Opportunities that have been closed due to lack of savings	Closed	26
Other Programme	Savings committed elsewhere	Closed	14
<b>Grand Total</b>			<b>107</b>

# Review of 18 original opportunities

(1 of 2)

Ref:	Opportunity	Reviewed by Hothouse	% progress	Lower Threshold	Original Estimated Saving	Upper Threshold	Variance	Summary of Highlights or Escalations	Current RAG
1	Apps Rationalisation	Y	50	60,000	250000	120000	--160,000	Procurement have been through and determined which areas have benefited from underspend (and which of those can be 'given up'). Next step to review the Apps register for any more potential savings (which at this stage seem unlikely).	
2	Print Reduction	Y	75	300,000	317,500	400,000	100,000	DT Comms resource now onboard, so can progress with alignment to the DT strategy & the 'reduce print' message associated with NWOW. Delivery Plan to be prepared. Further opportunity in external print in discovery.	£30k saved
3	IAM Identity & Access Management	Y	10	75,000	75,000	75,000		Recommended for Digital Transformation Commenced with restart of Staff Platform working with ERP	
4	Haringey@Work	Y	Complete	n/a	20,000	n/a	-20,000	Evaluation complete: No savings attached	N/A
5	Internal Fraud Detection	Y	10	50,000	75,000	85,000	TBD	Original opportunity paused following hothouse due to lack of evidence of savings. However conversations within service area revealed there may be others therefore discussions underway to identify & analyse. Tenancy Fraud = 'Housing Stock Reallocation	
7	Supplier Payment Terms	Y	Complete	80,000	100,000	110,000	TBD	Programme work complete. Decision required re whether to progress. Status: Awaiting final decision: Finance however thought unlikely to progress as the saving is not cashable- however advised to progress an RPA solution so remain open	
8	Salary Monitoring	Y		25,000	35,000	40,000		£35k estimated savings. DM confirmed not in ERP scope. Separate to the Establishment Review (this is a monthly process).	
9	Centralised PO Shopping (Under 10k VFM, Low Spend Category Management)	Y	Paused	90,000	107,500	120,000	TBD	Hothousing assessment has identified lack of identified budget and confidence regarding savings. Discovery work paused while this is assessed with Finance.	



# Review of original 18 opportunities (2 of 2)

2 - Print Reduction amalgamated with Finance Emails (6)  
9 - Centralised PO Shopping amalgamated with Under 10k VfM (11) and Low Spend Category Management (16)

Ref:	Opportunity	Reviewed by Hothouse	% complete	Lower Threshold	Original Estimated Saving	Upper Threshold	Variance	Summary of Highlights or Escalations	RAG status
10	Mosaic Automation <i>(formally Check Duplicate Transactions)</i>	Y		200,000	250,000	300,000	TBD	1) Vendor Management - automation to add & update vendors from SAP 2) Overpayment Recovery - to automate this process (currently has several steps) 3) Gross payment model - provides more visibility and control of debt and thus recovery.	
12	Centralised Supplier Management	Y	10	225,000	300,000	400,000	TBD	Waiting on the outcome of an audit being conducted by an external agency - expected to come out in September.	
13	Contract Renewal Notices	Y (No Savings Identified)	Complete	n/a	75,000	n/a	-75,000	Marked as closed. No savings	N/A
14	Enhanced RFQ Check	Y (No Savings Identified)	Complete	n/a	20,000	n/a	-20,000	Marked as closed. No savings	N/A
15	Automated Credit Check	Y (No Savings Identified)	Complete	n/a	75,000	n/a	-75,000	Marked as closed. No savings	N/A
17	Strategic Contract Review	Y	80	60,000	60,000	100,000	TBD	Link to Apps Review	£60k saved to date
18	Establishment Review	Y	25	50,000	100,000	125,000	TBD	Assumption: Established posts that have been vacant for some time are no longer needed. Follow up session with RE to clarify questions on data	
Totals				£1,215,000	£1,860,000	£1,875,000	£-250,000	Those opportunities where the variance to original budget is to be determined, we anticipate some of these will benefit from an increase in savings to the original estimate and this process is currently in progress.	

# Timeline for Current Opportunities



DT Opportunity Tracker – Current

Total Estimated Savings £201,920

Savings Realised Indicator

Activity

Closed/on Pause



Task	Original Estimated Savings	Status	Progress	Q3 2021		Q4 2021			
				Aug	Sep	Oct	Nov	Dec	
Housing Stock Reallocation	TBD	In progress	5%	Opportunity Workshop and Selection			Initial Strawman	Agreement / Fine Tune	
Propensity to Pay using AI	TBD	Discovery	10%	Verification of opportunity/identify savings		Initial Strawman	Agreement / Fine Tune		
HR (Overtime)	TBD	Initiated within HR	5%	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			
HR (Leave)	TBD	To commence	1	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			
Journal Box	TBD	Discovery	10%	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			
External Print (Contract amalgamation)	TBD	Under review	10%	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			
Stop Cheques	£1,920	Under review	15%	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			
Procurement	TBD	In commence	10%	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			
Libraries	TBD	In discussion	10%	Opportunity Workshop and Selection			Initial POC	Agreement / Fine Tune	
Website (revenue generating)	TBD	To commence	10%	Verification of opportunity/identify savings		Validation/ Liaise with Finance BP			

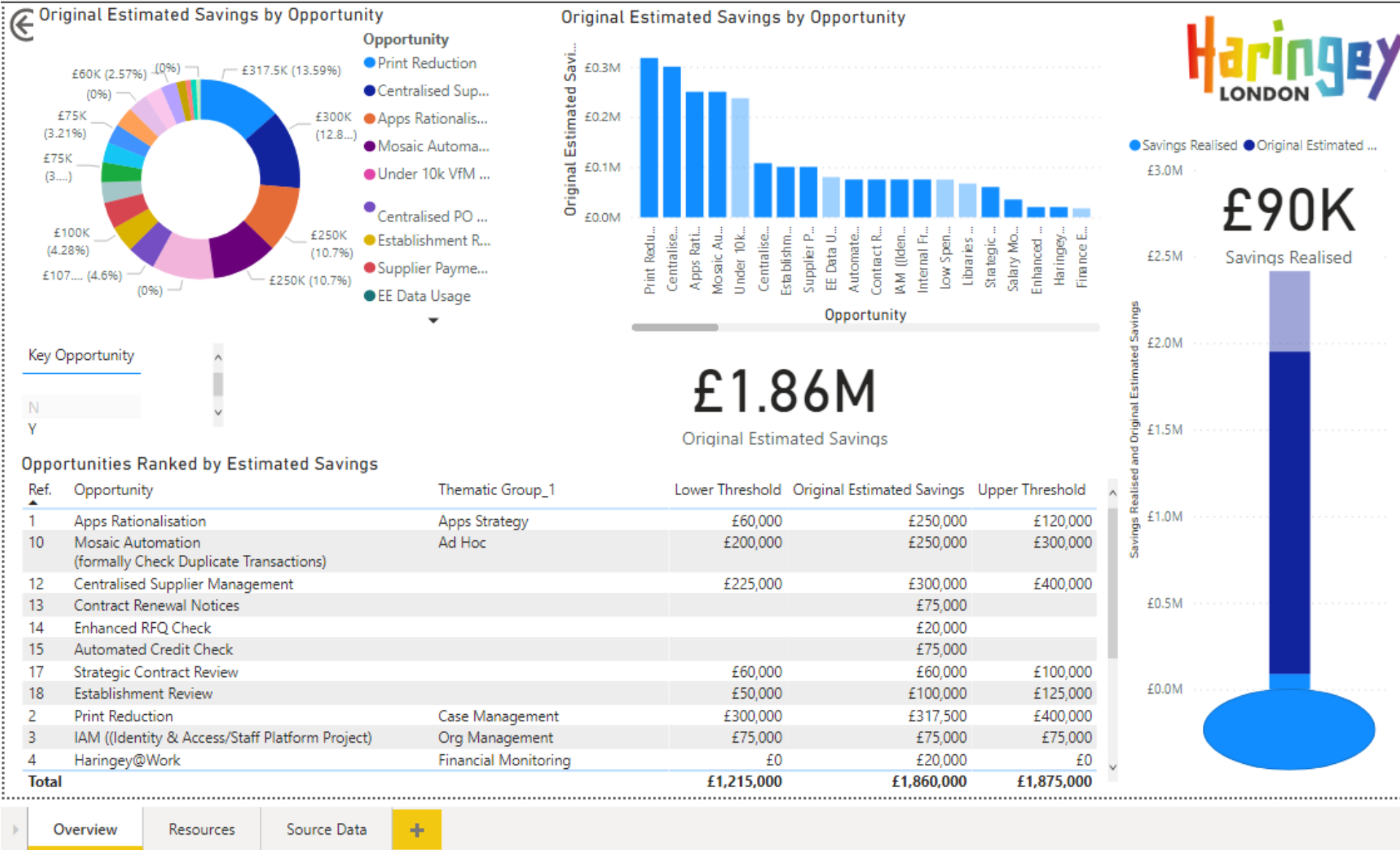
# Current opportunities (1 of 2)

Opportunity	Status	Estimated savings	Comment
Housing Stock Reallocation	In progress	Cost of temporary accommodation is £12m per annum	Reduce temporary accommodation costs by improving tenancy management processes and utilising datasets to more rapidly update tenancy records & maximise housing stock. Thus reducing need for temporary accommodation.
Propensity to Pay using AI	Discovery	TBD - MC working with David Graaf	Supporting the reduction of council tax arrears fraud. Supporting early intervention around resident debt.
HR (Overtime)	Initiated with HR	£55k/£110k	Cost of overtime is £1.1m. Reducing by 5% equates to £55k. Improved process of recording and claiming overtime linked to consultation with services and policy. (Opportunity based on peer authority experience).
HR (Leave)	Paused/ Not started	TBD	Cashable savings difficult to extrapolate: Sponsors Board advised Pause.
Journal Box	Paused/ Discovery	TBD	Strong benefit to organisation, but cost savings look minimal due to no full posts being saved.
Mail reduction	In progress	Savings identified in longer term	Further discussions required to determine way forward re. contract management.

# Current opportunities (2 of 2)

Opportunity	Status	Estimated savings	Comment
Stop cheques	Under review	£1,920 annual savings	Under review
Procurement Review	To commence	TBD	DT opportunity as part of procurement review.
Libraries	Inception	£200k over 5 years	Project approved Sept Programme Board. PM to be appointed.
Website (revenue generating)	To commence	TBD	
Automation of Pest Control opportunity	Discovery	£10k	Used as a proof of concept for wider savings

# Upcoming reporting using PowerBI



# Risk & Decisions

Type	Risk	Advisory/Mitigation/Decision needed	Decision/Note
R	Cashable savings by way of digital transformation may be achievable for longer term stretch targets, but not for aggressive year 1 and 2 targets.	Mitigation: a clear savings definition has been established with Finance.	Note Review: 01.11.21
R	Savings profiling confirmed as being based on available base budget, not actual /cumulative expenditure. This presents further challenges with regards to the value of actual savings potential.	Mitigation: opportunities have been reviewed and assessed for confidence.	Note Review: 01.11.21
R	Estimated indicative savings have been reviewed in light of the above and it is clear that some will not achieve original estimates. New opportunities may not be worth pursuing if the base budget is very small and/or there is no identifiable budget.	Mitigation: new process has been put in place, which also includes the R.I.C.E model. Greater number of savings opportunities have been generated & service comms and engagement has been accelerated.	Note Review: 01.11.21
R	Some opportunities will be delivered within other DS led projects, therefore delivery of savings will be dependent on individual project timescales and priorities.	Mitigation: clarify how these savings are managed. Invoke resilient project governance framework, track inter dependencies & milestone track.	Note In progress Dependency workshop w/c 27/9/21 Review: 01.11.21
R	Risk that without better communication and visibility of the programme, further saving opportunities will not be identified.	Mitigation: Comms and Engagement lead has been appointed.	Note: Complete

# Issues & Decisions

Type	Issues	Advisory/Mitigation/Decision needed	Decision/Note
I	Savings target for year 1 has been identified, but currently falls short of expectations. Savings further reduce net of implementation costs.	Mitigation: further opportunities being assessed using Value vs Effort method (Reach Impact Confidence effort), which will help ensure efforts are focused on the correct opportunities.	Note  Review: 01.11.21
I	Overall demand – Digital Together is competing with FOBO ‘handover’ projects, Covid response and urgent support to services, Service MTFS and in-sourcing projects, disruptive/quasi-projects. Changeover to Matrix has slowed down recruitment.	Mitigation: A dedicated team is being established, but delivery will be impacted while recruitment is carried out. Looking at alternative D-Cloud resourcing options	Note Review: 01.11.21
I	The reporting categories of savings achieved was changed by Finance to the following: 1. cashable savings against cost centre, 2. cost avoidance, 3. overspend (reduce cash limit), 4. nontangible benefit.	Improved visibility as we progress to Power BI to report against opportunities, with the ability to drill also. This will be an iterative development.	Note  Review: 01.11.21
I	Programme has suffered from lack of communication and every effort is being made to address this through the development of a comms and engagement strategy. Initiatives in place include presenting updates at Huddle and survey to ascertain level of understanding regarding DT.	Comms & Engagement Lead appointed Significant comms and engagement initiatives/ multiple channel have been progressed	Note  Review: 01.11.21
			<a href="http://haringey.gov.uk">haringey.gov.uk</a>



A black rotary telephone handset and cord are positioned on the left side of the slide. The handset is angled upwards, and the cord extends from the bottom left, loops across the bottom, and then loops upwards on the right side.

# DT – communications

Full time Communication & Engagement Lead appointed via joint recruitment panel of Corporate Comms and DT

Fortnightly meetings with Corporate Comms to align comms strategy and initiatives

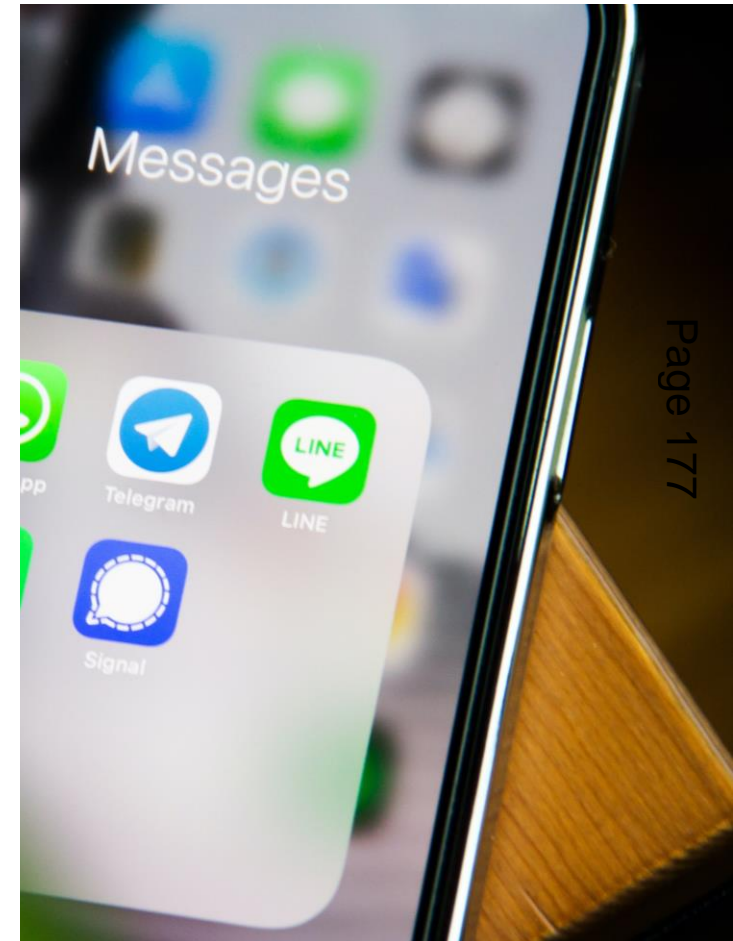
Comms and engagement schedule produced

Managers Toolkit for comms use in final production



# The Digital Together communication challenge

- Councils across the UK are facing the **dual challenge** of decreasing funding and increasing demand.
- Need to find **new ways** of using technology to deliver services more effectively and enable their staff work in ways that increase **productivity** and **efficiency**.
- The cost of the pandemic has been significant: estimated to have cost Haringey Council in the region of £20m.
- These challenges also bring **opportunities** – to look at our working practices through a new lens.
- **Digital Together – Process Efficiency Automation & Standardisation**
- Initiated to begin that process of **recovery** and **renewal**.



Challenges have also led to opportunities

# Key messages – be part of the change

- Digital Together is designed to improve our processes and maximise digital technology – to ensure Haringey is an innovative and forward-looking Council.
- First class customer experience – whether you are a resident, a business or an employee, ensuring your journey is the best it can be.
- Drive efficiencies – we want to make the most of what's currently available to staff and reduce costs wherever possible.
- We are inclusive – we want to help you help you gain the digital skills, confidence and access the tools you need to do your job most effectively.
- Be part of the change – we want staff to be a part of this ambitious programme – working *as one* to make Digital Together a success and drive efficiencies across the Council.
- Help us improve and innovate – we want to hear your ideas about how we can further improve and make this programme a success.



# Communications schedule

Format	Audience	Message	Date
Email to relaunch DT	Corporate management team plus SLT	Re launch of DT – over-arching strategic objectives. Opportunity to obtain support in order to deliver savings. Budget cuts ahead if savings not achieved.	Complete
PowerPoint Presentation	DMT	Cost savings agenda – what the programme looks like, what will happen when. Opportunity to utilise leading edge technologies. Show & tells. Drive savings opportunities.	Sept 2021 (various dates)
Manager's toolkit	Cascaded by managers to all staff	Clarity around what Digital Together is and what it aims to achieve. What it means for the individual staff member. Help us help you – work with DT to drive efficiencies, encourage comments, suggestions and feedback from staff. Highlight the need to get involved – what staff need to do.	Sept/Oct 2021
Yammer/ Blogs	Council-wide	Get involved in Digital Together. How it can drive efficiencies, help you do your job better. Contribute to the resident experience and help improve it.	TBD
Digital Skills Survey	Council-wide	Digital skills survey (in line with Corporate) to develop organisational understanding of digital and individual skills/ capability.	Sept/Oct 2021
Pulse Group	Digital Services	Initially small group of individuals set up within DS to measure awareness (Pulse) in relation to our programme initiatives and engagement to be rolled out to wider Council if initiative agreed and successful.	Oct/Nov 2021



## Questions from the Committee





## Process Efficiency, Automation and Standardisation Programme

CAB – 13<sup>th</sup> October 2020

Andy Briggs – Assistant Director : Corporate and Customer Services  
Paul Dooley – Chief Information Officer and SIRO

# Our Vision

A reduced organisational cost base achieved through;

- removal of duplication and non-standard processes
- consolidation of activities and processes
- implementation of digital solutions

An empowered, energised and enabled resident community engaging with us through increased digital channels that quickly direct them to the right resources through anticipation of their needs

A more digitally aware and confident council, embracing digital technologies to maximise our opportunities

# Guiding Principles

## **We cannot afford not to do this:** **Living our values**

- We desire for Haringey to be the best it can be in this modern digital world whilst at the same time acknowledging that we need to protect the vulnerable and those who may find engaging through digital channels challenging.
- Residents expect modern, efficient, accessible and timely response to every interaction with the Council-
- The programme is focussed on reaching out to individual residents and businesses.
- The programme's aim is to make the way we work relevant to the way our community currently interact with organisations of our size. We want the council to be relevant and aligned to the expectations regarding faster turnaround and responses.
- The programme wants to lead by example to match the expectations of our community and the way of doing business that our residents already have when; dealing with their banks, booking their holidays, doing their shopping and dealing with public utilities.

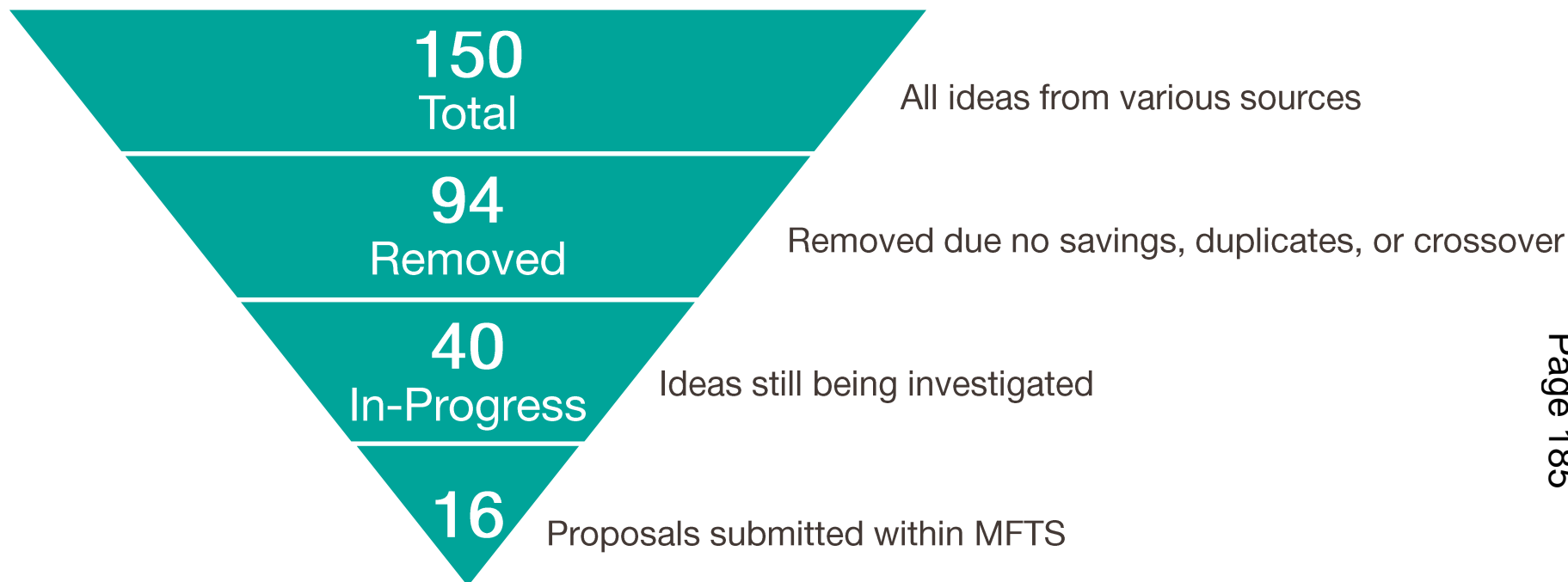
# The Programme

## What

- Simplify our processes and improve compliance
- Reduce repetition, duplication and unnecessary contact
- Remove unnecessary interaction wherever possible and appropriate
- Create capacity – demand for public services has and will increase
- Deliver solutions and processes that require a lower level of resource
- Improve the customer, and staff, experience



# Assessment of Opportunities



- Examination of Peers, Consultancy & Research, Requests to Services
- **£3m** savings identified within the programme
- We are continually pursuing additional opportunities

# MTFS Update

The detailed programme planning will target the savings profile of £750k in 21/22 – approximately £300k of which will be mid year staff reduction and the remainder other revenue budget savings. In 22/23 the split will be circa £900k full year, with the remainder from other revenue budgets.

Funding for programme personnel and deliverables for the current year is being met from existing budgets.

<b>Revenue Impacts</b> <i>All figures shown on an incremental basis</i>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	750	2250				3000

<b>Initial One-Off Investment Costs</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>2025/26</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>Total</b> (all in year and current known asset costs for yr 2 estimation from existing Digital Services Capital - this could reach £1m for 21/22)	320					320
<b>Total</b> (sought from Flexible Capital Receipts - see Appendix 2)	1,500	1,500	-	-	-	3,000

# Project Examples



**Strategic Contract  
Review  
Digital Services  
\*NEW**

A full digital contract review has been initiated with a focus on rationalisation and renegotiation of contracts.



**Standardisation of  
Applications  
Digital Services &  
Satellite IT Teams  
\*1 of 16**

We have more modern platforms and applications and there is an opportunity to review and standardise them and their support personnel across the Council.



**Process and System  
Efficiency  
Corporate Finance  
\*2 of 16 plus NEW**

Changing processes within Finance to maximise the interest on the money we hold, and to apply better techniques to avoid duplication within systems to save money.



**Centralised Shopping  
\*NEW**

Creation of an online catalogue of items and forming a central team to undertake purchasing to enable better value for money and improved compliance



Process Efficiency, Automation and Standardisation Programme

**Report for:** Overview and Scrutiny Committee:

**Title:** Borough Plan 2019-23, Progress Update reflecting period to Quarter 1 June 2021

**Report authorised by:** Claire McCarthy, Assistant Director Strategy and Communications

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

**Ward(s) affected:** All

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

## 1. Background

- 1.1. When the Corporate Plan (predecessor to the Borough Plan) was first established, the Council introduced an approach to performance management, which allowed residents and others to easily track the Council's performance against five core areas of the Plan and hold it to account. This approach has been applied to the priorities in the Borough Plan.
- 1.2. The 2019 – 2023 Borough Plan saw the conclusion of its second year in March 2021, a year on from the beginning of the Covid-19 pandemic which had a profound effect on some of the outcomes and progress in achieving those as the council adjusted its resources in responding to the pandemic. This had an impact on the delivery of some of the borough plan priorities, outcomes and meant some indicators lost some of their relevance or targets were no longer able to be met. For example, the Housing priority indicator of numbers of households in temporary accommodation was affected by the government's Everyone In programme, which required councils to find emergency accommodation for people seen rough sleeping. There was a significant change in the patterns of crime in the borough particularly during the first lockdown.
- 1.3. As things are gradually moving back to some form of normality, we have reviewed and updated some of the 'Outcomes' and 'Objectives' in the Borough Plan and our Performance Indicators have been reviewed to better reflect and monitor the work that we are delivering. Whilst the high-level outcomes have not been removed, we have added in more priorities to reflect our response to the impact of the pandemic and other growing challenges, such as climate change. Some areas introduced new performance metrics, and some kept things broadly the same.
- 1.4. The Priority wheel updates and progress against key indicators are designed to show progress against high level outcomes overtime based on aspirational targets which were set at the start of the Borough Plan period and on which the Red Amber Green (RAG) statuses are based, where progress is depicted visually on the published wheels.

- 1.5. The Overview and Scrutiny Committee and Panels use the updates as part of their role in scrutinising and supporting performance improvement and to inform the Overview and Scrutiny work programme. Scrutiny Panels have an opportunity to review performance using the latest data as published in the Priority dashboards.
- 1.6. The timely publication of the priority dashboards on the Council's website has created greater transparency about the Council's performance, enabling accountability directly to residents. This is an important way of working with communities to make the borough an even better place to live.
- 1.7. As part of the Borough Plan, there is an existing performance framework to track progress against the objectives and targets set out in the delivery plans. Outcome measures and key performance indicators have been agreed for each Priority. The agreed indicators form the basis of a monitoring framework for the Borough Plan (i.e., the performance outcome wheels) and are the primary means of measuring progress in delivering the Borough priorities over the remaining period (final year) of the Borough Plan.
- 1.8. Progress reporting against the outcomes and measures set out in the framework started from a baseline, as of April 2019. The principles of the performance framework have been adopted in reporting on the measures set out in the Borough Plan. This means a continued role for the Overview and Scrutiny Committee to use the updates as part of their role in scrutinising and supporting performance improvement and in agreeing their work programmes. It also ensures the continuation of a transparent approach with the public in publishing data on progress and impact.
- 1.9. As well as continuing to provide updates on the exiting Borough Plan outcomes, we will be focusing our energy on developing a full new Borough Plan to be adopted in 2022/23 with an associated performance framework focused on measuring impact, and what is happening in our communities. Our aim is to develop a framework that is rooted in co-production and dialogue with residents in terms of what they value.

## **2. Recommendations**

- 2.1 Overview and Scrutiny Committee is asked to note the high-level progress made against the delivery of the strategic priorities and targets in the Borough Plan as at the end of June 2021.

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

- 3.1. Public organisations need reliable, accurate and timely information with which to manage services, keep residents well informed and account for spend and performance. Good quality data is an essential ingredient for effective utilisation of resources. Effective organisations measure their performance against priorities and targets to determine how well they are performing and to identify opportunities for improvement and whether activities and approaches are



achieving the expected and desired outcomes. Therefore, the data used to report on performance must be fit for the purpose, representing the Authority's activity in an accurate and timely manner.

The Borough Plan and performance framework seek to address inequalities and focus on what people need to thrive. Data and insight, based on demographic and demand pressures, inform service strategies and improvement plans which may include building resilience, enabling earlier intervention, and targeting to reach households before they reach crisis point.

The State of the Borough profile is the Council's key document in this regard: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough> and provides a comprehensive overview of Haringey in relation to a number of key themes including demographics, employment and skills, children and young people, vulnerable adults and health, place, crime and safety and housing. The most recent version, available on Haringey's website, is regularly refreshed with the latest available data.

#### 4. Performance Overview

4.1. Overall, this seventh update of the 2019-2023 Borough Plan dashboards illustrates progress against the strategic objectives set out in the Borough Plan as of June 2021 reflecting the position at the end of Quarter 1 2021.

4.2. There are 5 priorities in the Borough Plan:

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

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

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

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

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

The associated delivery plans for each Priority can be found on the intranet <http://intranet/about-council/borough-plan-2019-23>. Updated delivery plans that reflect the new themes and objectives from the recovery and renewal work relating to the borough plan have been referenced and will inform the monitoring of key deliverables as we move forward.

#### 4.3 Housing

4.3.1 Outcome 2 Reduce homelessness **-Households in temporary accommodation (TA):** In June 2020 the total number of households in TA was 2,844. Although the number of households in TA remains high, we have seen a reduction in families in TA over the past year to 2,763. The lifting of the moratorium on evictions in May 2021 has led to a steady rise in approaches from

families and this will continue. The number of single people accommodated through the Discretion Policy introduced in response to the Covid pandemic has reduced from 144 at the end of March to 81 at the end of June, with 309 people positively moving on overall.

- 4.3.2 Outcome 3 A safe, stable, and affordable home- **Decent homes:** 74.6% of properties met the Decent Homes Standard at the end of 2020/21 financial year, against a target 90%; this result was lower than the previous year's outturn of 83%. The outturn figure for 2020-21 was lower because of Covid-19 and due to other properties becoming non decent during this time. It is anticipated that we will still experience difficulties gaining access into properties to conduct internal works as well as challenges regarding resources and materials with external works.
- 4.3.3 The target for this indicator has been revised to 100% of Haringey housing stock meeting the Decent Homes standard by 2025. The Asset Management Strategy 2020-25 was agreed by Cabinet on 19 January 2021 and will enable us to deliver 'holistic' investment programmes to meet this revised target. A high priority focus for 2021-22 will be the 975 homes that have been listed as non-decent since 2015-16. As of 29<sup>th</sup> June 2021, 870 homes of the 975 are currently non decent. All properties have been allocated into programmes for delivery this financial year; further updates will be available in the next reporting cycle.

#### 4.4 People

- 4.4.1 Outcome 6 Pathway to Success- **Schools and Early Years settings rated Good or Outstanding:** The quality of our schools and early years settings continues to be a strength:
- 97% of schools are rated good or outstanding, 21 schools rated outstanding with all our secondary schools rated good or outstanding;
  - 99% of early years settings are judged as good or outstanding;
  - 98% of our PVI children's centres are judged good or better with all having good or outstanding childcare
- 4.4.2 Outcome 6 Pathway to success **Secondary school fixed term and permanent exclusions-** The latest published data (2019/ 20 school year) on permanent exclusions at secondary schools is 0.11% of the school population compared to 0.13% nationally, ranking us 60<sup>th</sup> lowest in England, 2<sup>nd</sup> quartile performance. The average permanent exclusion rate in 2016/17 was 0.22% so there has been a positive direction of travel.

Haringey has improved comparatively having ranked 82<sup>nd</sup> nationally in 2016/17 and a reduction in the baseline means that we have met the Borough Plan target. For fixed term exclusions the same positive direction of travel can be seen at 6.65% compared with 9.17% in 2016/17, below the England average (7.43%). There remains an issue of disproportionality though, this too is reducing and going in the right direction.

- 4.4.3 Outcome 7 Healthy & Fulfilling lives **Proportion of adult safeguarding cases with risks removed or reduced at the end of the case:** in Haringey 91% of the



safeguarding cases concluded had their risks either removed or reduced in Q1 of 2021/22. This was 4% below the target but still higher than the national average, our statistical neighbours, and London based on the latest available published data. On this basis this measure has been rated amber/ green in terms of progress.

- 4.4.4 A new “free from harm outcome” has been introduced in the refreshed approach and includes four safeguarding indicators including one around “making safeguarding personal” which will track the proportion of clients asked about their desired outcome. This indicator is already monitored and reported via our Safeguarding Adults Board along with safeguarding trends, abuse types and locations alongside deep dives into any areas of concern to better understand the issues presented in the data.
- 4.4.5 The latest data on people asked about ***Making Safeguarding Personal (MSP)*** outcomes is showing a declining trend (64% as of August '21 down from 83% as of April) but on a more positive note, of those that are asked about their outcomes, there is an increasing trend in desired outcomes being achieved; 84% of clients asked said their desired MSP outcomes were met or partially met, now back at a similar level to that being achieved in 20/21.
- 4.4.6 Outcome 8- Strong Communities ***Domestic abuse- Violence with Injury***: Data from the Metropolitan Police indicates that in 2020/21 795 incidents of domestic abuse were recorded in Haringey, an annual equivalent of 343 per 100,000 of the 16+ population. Unfortunately, but not unsurprisingly, the Quarter 1 figures are showing an increasing rate of domestic abuse offenses which has risen above the target to 380 per 100,000 population. This is higher than the London rate of 328 and is now higher than our 2017/18 baseline target of 375 incidents per 100,000 population, as such progress against this outcome has been rated Red having previously been rated as on track to reduce the rate to below the 2017/18 baseline.
- 4.4.7 One of the Safeguarding Adults Board priorities is to improve understanding of and responses to older people at risk of or experiencing domestic abuse across the partnership and make links to the Violence Against Women and Girls (VAWG) strategy. Recently work to secure a BAME domestic abuse service and a mental health domestic abuse service, to support the existing DA services available in the borough has started. The VAWG Team are also scoping a mapping of all existing DA/VAWG training in the council and how this can be delivered across departments jointly.
- 4.4.8 A VAWG Partnership Action Plan was developed so all partners work together to achieve the aims of Haringey's VAWG Strategy. The action plan comprises of best practice recommendations in the following areas:
- Coordinated Community Response to VAWG
  - Support for victim/ survivors
  - Prevention
  - Holding Perpetrators to account.

4.4.9 Outcome 8- Strong Communities- ***Racist and religious hate crimes***: Latest data from the Metropolitan Police indicates that there were 250 racist and religious hate crimes in Quarter 1 2021/22, an increase of 29% compared to the same period last year. The rate is now 356 per 100,000 population up from 284 in 20/21 and 225 in 2019/20. A similar increasing trajectory is being seen across London whose annualised rate is 281 per 100k population as at Quarter one.

4.4.10 The fact that Haringey's rate is above the average for London and Haringey's increase is tracking at a slightly higher rate than London (17%), we have rated this red as although there is no official MOPAC target, we are seeking a positive direction of travel tracking or bettering the London position. Racist and religious hate crimes include race hate crime, anti-Semitic hate crime, Islamophobic and faith hate crimes.

## 4.5 Place

4.5.1 Outcome 10 A cleaner, accessible, and attractive place- ***Percentage of streets assessed as having unacceptable levels of cleanliness and litter***: We measure this quarterly by monitoring a selection of wards across the borough for cleanliness. Over the course of the year, we will have monitored all wards at least once. We adjust the wards we monitor each quarter and year to diffuse any seasonal factors, such as autumn leaf fall, that might affect ward level performance.

In Quarter 1, while overall performance was within target, performance between wards varied. Muswell Hill, St Ann's and Stroud Green were within target; Tottenham Green fell just outside the target of fewer than 11% of streets rated as unacceptable. Learning from differences in performance across the borough will inform options for the review of street cleansing services.

4.5.2 Outcome 9 A healthier, active, and green place- ***Delivery of key milestones and activity set out in the air quality plan***: The borough's latest Air Quality report shows that when compared to all the previous 6 years results, the borough continues to register an improvement on its NO2 concentrations through the two automatic monitoring stations at Tottenham High Road, and Priory Park. Both of the monitoring stations achieved the national air quality objectives. The national target and objective is less than 40µg/m3.

4.5.3 Of the 18 diffusion tube monitoring points that are located across the borough, two failed to achieve the required air quality objectives. This is an improvement on the last year when three failed. The two that failed in 2020 are: Wood Green High Road and the junction of Archway Road / Southwood. Similarly, to the 2019 data, Wood Green High Road was significantly the worst location recorded in the borough for air quality. It exceeded the air quality objective with an annual mean recording of 67.80µg/m3.

4.5.4 The Council continues to support air quality improvement projects. This includes an Anti-Idling Programme in the borough, working with the GLA to support teaching and awareness raising around our schools and anti-idling training to fleet operators. The Council is developing new Low Traffic Neighbourhood proposals for the Bruce Grove, St Ann's, and Bounds Green areas. The Council has delivered 11 School Streets in 2021, and a further 5

planned before 2022. These reduce traffic around schools and enable them to deliver social distancing around the school gates.

- 4.5.5 The Council has improved Air Quality Monitoring in the borough. We have upgraded its existing air quality monitoring stations at Tottenham High Road, and Priory Park, changing to new state of art equipment reducing running costs and new automatic reporting. The Council has also installed a new monitoring station in Wood Green. Alongside this the Council has increased passive monitoring stations with a new 19 locations across the borough and we now have one in every ward.
- 4.5.6 Outcome 10 A cleaner, accessible and attractive place- ***Modal shift to walking, cycling and public transport***. This performance indicator is in line with the Mayor's target of 80% of journeys in London to be made using sustainable methods by 2041 (88% for Haringey). The Council is continuing to invest available funding in increasing cycling, walking and public transport. This investment is spent on our roads and pavements to improve the safety of pedestrians and cyclists, as well as improving bus reliability. The funding is also used to actively promote cycling through a substantial behaviour change programme which includes cycle training and maintenance and investing in cycle parking across the borough.
- 4.5.7 The Council is consulting on three Low Traffic Neighbourhoods (LTNs) and has consulted on its draft Walking and Cycling Action Plan. This Action Plan and the LTNs will help drive the active travel agenda and enable more trips in the borough to be made by walking and cycling. This indicator is measured on a three-year average from 2017/18 - 2019/20. Public transport use and cycling use fell slightly across the whole of London for 2019/20.
- 4.5.8 The percentage of journeys in Haringey made by walking, cycling and public transport will have changed because of the Covid 19 pandemic. We witnessed an increased demand for cycling in the summer of 2020. Public transport demand fell as residents and businesses decided their mode of travel based on their ability to socially distance and following the Mayor of London's advice to avoid public transport during lockdown. The extent of this shift in travel behaviour is not yet known or whether these changes are long term. We will continue to prioritise active travel in the borough and improve bus priority on our roads. This indicator maintains its Red/Amber status to highlight the 2041 ambition for 88% of journeys in Haringey made by Walking, cycling and public transport.

## 4.6 Economy

- 4.6.1 Outcome 13 A growing economy- ***Percentage of council's expenditure on goods and services spent with Haringey businesses***: Whilst Covid-19 has had a negative impact on implementing some of the Council's local procurement initiatives, we have tried to focus on local expenditure and local employment opportunities. The London Construction Partnership has been working closely with the Regeneration and Economic Development team to support local employment opportunities in the construction sector.
- 4.6.2 Contractual requirements are in place for payment of the London Living Wage in all contracts in excess of £160,000. We have now started to track spend

in neighbouring boroughs, which was 20% in Quarter 1. The Dynamic Purchasing System (DPS) continues to outperform other procurement methods with 34% of expenditure through the DPS made through Haringey based companies, and 93% of expenditure with Small and Medium Enterprises.

- 4.6.3 Whilst the impact of Covid continues, it will be difficult to move closer to our target of 30%. Year-end local procurement figure for 2020/21 (Q4) was 24%. Whilst the percentage was down, due to Covid-19, the value was up by £10m on the previous year. Local expenditure for Q1 was 25% at £35.8m. Whilst the amount has reduced, this is because our expenditure profile is much less in Q1 (£141m) compared to Q4 (£161m), which is essentially year end effect.
- 4.6.2 Outcome 13 A growing economy- **Number of jobs in Haringey**: Covid-19 has had a major impact on jobs in Haringey which saw the largest increase of unemployed claimants in central London and the highest rate of furloughed residents. Workforce percentage numbers had the greatest fall in the Arts & Entertainment, Accommodation & Food and Construction sectors. Low earners/low skilled workers were most exposed to economic risks. As restrictions have lifted, the rebound recovery has started and by the end of March, growth was at 2.1%.
- 4.6.3 Long-term economic scarring of Haringey's labour market will continue though, with prolonged unemployment expected to remain through to mid-2023. Forecasts for unemployment expected a peak of approximately 31,000 in January 2022, after which high unemployment will remain, but on a downward trajectory. More recent data and evidence, however, suggests we may now be in a better (best-case) scenario as the labour market appears to be rebounding more strongly than expected. The claimant count hit 21,000 earlier this year but has now declined to c.18,000.
- 4.6.4 Employment levels were not expected to reach pre-pandemic levels until May 2023 but there are green shoots of hope as the labour market is showing some positive level of rebound albeit that London continues to lag the UK on some key economic indicators. In July 2021, there were 10,700 employments in furlough in Haringey (down from 50,000). There is significant uncertainty, but this could translate into c.1,400 newly unemployed residents.
- 4.6.5 The Council has worked with businesses and business networks to deliver the Good Economy Recovery Plan and the associated High Streets Recovery Action Plan to support our high streets and town centres and with employment and skills partners to deliver the Employment and Skills Recovery Action Plan to provide a targeted approach for those most impacted by Covid-19.
- 4.6.3 Outcome 15 Opportunities for progression- **Reduction in the proportion of Haringey workers paid below the London Living Wage (LLW)**: London Living Wage is a requirement in our new contracts being let. Haringey is now a LLW wage employer, and we promote that via our commissioning and contracting and with the introduction of revised employment requirements in service and works related contracts, including those aligned with S106. In Quarter 4, work under the Employment and Skills Recovery Action Plan was being scoped to reduce the

number of workers paid under the LLW. With Central London Forward, a European Social Fund proposal was submitted which includes employment support for disengaged and disadvantaged 18- to 24-year-olds to move into sustainable employment, and onto a career path with job opportunities paid at LLW and scoping work started in Quarter 1. Haringey Higher Level Skills continues to deliver courses to support entry into sustainable jobs or more hours at LLW.

- 4.6.4 Outcome 13 A growing economy- **Gross Value Added:** UK GDP fell by 1.5% after the second lockdown and is now 8.7% lower than its pre-pandemic level. In the year since the pandemic started (March 2020/21), there was a 140% rise in London in the number of Londoners claiming universal credit for unemployment. Long-term economic scarring of Haringey's labour market will continue with prolonged unemployment expected to remain through to mid-2023.
- 4.6.5 In response to the pandemic, the Council launched the Good Economy Recovery Plan and associated High Streets Recovery Action Plan in summer 2020 and has developed project delivery plans for the Council to support the economy under great pressure from Covid-19.
- 4.6.6 Recent progress includes providing targeted support for businesses to get online and encourage owners to sell online, provide advice to save costs (with 740 businesses engaged) and navigate the impact of Covid-19 and Brexit and scoping a programme for food start-up businesses. A peer network business programme was established to help build capacity in the creative business community, while strengthening networks. Local creatives were supported with small public realm commissions while offering local shops a free shutter makeover and brightening up our high streets.
- 4.6.7 The Economic Development team also supported the administration of the government grants schemes including designing the Discretionary Grant Scheme and Additional Restrictions Grant Scheme. The team also supported the Tottenham Green Market operator to successfully reopen and extended the contract to 2021.

#### 4.7 Your Council- The way we work

- 4.7.1 Outcome 17 Effective Engagement-**Commitment to develop deeper understanding of resident perception, confidence, and trust:** Haringey Council remain committed to developing a deeper understanding of resident perception, confidence and trust. Our work to establish the Citizens' Panel has reflected this commitment, recruiting almost 1200 residents aiming to represent the diversity of the borough and ensure all perspectives are captured and accounted for.
- 4.7.2 The purpose of the Haringey Together Citizens' Panel is to ensure that all Haringey residents, wherever they live in the borough and whatever their background, are given a platform to talk to us about what matters to them. We have been using the Panel since mid-2020 to run regular, online surveys that have enabled us to gather resident perspectives on a range of topics, from the



impact of coronavirus to their work, finances, and the local economy. We have also used the Citizens' Panel to provide updates to residents on the work of our strategic partners, and to inform them of statutory consultations being undertaken in the borough.

- 4.7.3 Before the end of the financial year, we will be commissioning a Resident survey in which we can gauge progress on resident's perception and whether we have built their confidence in us as a Council since the last survey which was conducted in 2018. The feedback from this survey, the ongoing utilisation of the Citizen's Panel, and our wider co-production approach will enable residents to continue shape our strategies, policies, and projects. We will put residents at the centre of our work and ensure that residents perspectives and experience shape our service design and decision making and we are actively working to develop the Council's approach to resident participation with a focus on ensuring that we hear from lesser heard communities.
- 4.7.4 Whilst we have maintained good progress against this outcome, taking positive steps towards the goal of developing an understanding of resident's perspectives, we still have more to do so we can build those strong and trusting relationships and work together in creative ways to co-produce the best possible solutions to the challenges we face. We want to be open to criticism, transparent when we go wrong, and adaptive when we receive feedback. Although a subjective judgement, based on these plans we have rated our progress on this objective and indicator Amber/ Green recognising that we are moving in the right direction not least with firm plans to undertake a Residents survey. In addition, recent initiatives including the survey on Women's Safety, that attracted more than 1,500 responses, are a positive example of our commitment to engagement. Some of things we are going to focus on and prioritise in the way we work going forward are listed below:
- develop a better mutual understanding and dialogue between the council and communities on our vision for Haringey
  - co-produce more services and policies with residents, communities, and partners so that residents are involved in the decisions that affect them
  - enable strong communities by supporting community activity and networks & building trust and understanding by being professional and compassionate in all our interactions with residents, including through all our services
  - support the development of networks and alliances to strengthen our shared responses to emerging challenges
  - hold each other to account to ensure that we are delivering the best outcomes for residents
- 4.7.5 Outcome 19 Positive workforce- ***Percentage of top 5% earners who are from black and minority ethnic groups:*** The June 2021 Haringey employment profile shows that 26.3% of senior managers are from a BAME background. This represents a 1.9% decrease from the previous reporting period at the end of March 2021. It should be noted that the cohort of top 5% of earners is subject to fluctuation as people move in and out of senior roles (given the 5% threshold)

and the number of BAME senior managers are both relatively small numbers (c105 staff and roughly 30 BAME) so percentage change can be volatile and unreliable in assessing progress against this outcome. Despite this change this indicator remains in green, according to the original borough plan target to improve from a baseline of 17.2%.

- 4.7.6 On this same outcome we are also making progress on the **percentage of workforce that are under age 40** against our target to increase from a baseline of 26.2%. Although the average age of our employees as of June 2021 remains 47 years, 26.3% or 653 staff are aged under 40 as the end of June 2021, up from 626 at the end of March 2021. The council is committed to ensuring its staff base is diverse in thought, background and experience and is reflective of Haringey's communities. One of the things that the council is doing is reviewing its approach to recruitment and retention to include utilisation of apprenticeships, with a particular focus on improving the diversity of the workforce age profile. Moving forward as we get more sophisticated with our monitoring; we would like to be able to measure the Ethnicity pay gap (perhaps to replace % of BAME senior managers) and the average age of new starters.

## 5. Contribution to strategic outcomes

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

## 6. Use of Appendices

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

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**Report for:** Overview and Scrutiny Committee – 7 October 2021

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

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

**Lead Officer:** Philip Slawther, Principal Scrutiny Support Officer  
Tel: 020 8489 2957, E-mail: [philip.slawther2@haringey.gov.uk](mailto:philip.slawther2@haringey.gov.uk)

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

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

**1. Describe the issue under consideration**

- 1.1 This report updates the Committee on the work plans for 2021-22 for the Committee and its Panels.

**2. Recommendations**

- 2.1 To note the current work programmes for the main Committee and Scrutiny Panels at Appendix A and agree any amendments, as appropriate; and
- 2.2 To note the Committee and Panels' proposed Scrutiny Review Projects and the submission timescales required in order to finish the reviews by the end of the municipal year.

**3. Reasons for decision**

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

**4. Background**

- 4.1 The Committee approved the draft workplans for 2021-22 for the Committee and its Panels. Further work has been undertaken and their latest iterations are attached as **Appendix A**.
- 4.2 The Q&A session with the Cabinet Member for Customer Service, Welfare and the Public Realm, which was due to be considered at this meeting, has been deferred until the meeting on 23 November.
- 4.3 Local elections are due to take place in 2022 so it is very important that all outstanding work is completed before the end of the year. In particular, all reviews should be finalised in good time so they can be approved by the Committee. It is therefore 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.

#### *Review on High Road West Development*

- 4.4 It has been agreed that the Committee will take over responsibility from the Housing and Regeneration Scrutiny Panel for completing the review on the High Road West regeneration site, which was begun in 2019/20. Three additional evidence sessions were required for this and these took place in August. The final report is currently being drafted.

#### *Review on Gun and Knife Crime*

- 4.5 The terms of reference for this Review focuses on three distinct areas:
- Knife crime;
  - Gun crime; and
  - Violence against women and girls.

The first evidence sessions for this Review took place in September 2021.

#### *Forward Plan*

- 4.6 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.
- 4.7 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>

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

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

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

### **6. Statutory Officers comments**

#### **Finance and Procurement**

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

## **Legal**

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

## **Equality**

- 6.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 6.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services and fair representation of all groups within Haringey;
  - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

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

**7. Use of Appendices**

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

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

N/A

## Overview and Scrutiny Committee

### Work Plan 2021-22

<b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.		
Project	Comments	Priority
High Road West Regeneration Site	Completion of review previously undertaken by the Housing and Regeneration Scrutiny Panel	
Gun & Knife crime	<p>The terms of reference for this Review focuses on three distinct areas:</p> <ul style="list-style-type: none"><li>• Knife crime;</li><li>• Gun crime; and</li><li>• Violence against women and girls.</li></ul> <p>The first evidence sessions for this Review took place in September 2021.</p>	

2. <b>“One-off” Items;</b> These will be dealt with at scheduled meetings of the Committee. The following are suggestions for when particular items may be scheduled.		
<b>Date</b>	<b>Potential Items</b>	<b>Lead Officer/Witnesses</b>
<b>8 June 2021</b>	Cabinet Member Questions: Leader	Leader and Chief Executive
	Performance update; To monitor performance against priority targets	Performance Manager
	Terms of Reference	Principal Scrutiny Officer
	Overview and Scrutiny Work Plan	Principal Scrutiny Officer
	Impact of Covid	Head of Policy and Cabinet Support
<b>6 July 2021</b>	Cabinet Member Questions - Cabinet Member for House Building, Place-Making and Development	Cabinet Member and officers
	Haringey Good Economy and High Streets Action Recovery Plan	

		Assistant Director for Regeneration and Economic Development
	Gambling Policy	Licensing Team Leader
	Scrutiny reviews 2021/22; scopes, terms of reference and project plans	Panel Chairs
<b>7 October 2021</b>	Cabinet Member Questions; Cabinet Member for Finance and Transformation	Cabinet Member and officers
	2020/21 Provisional Outturn report	Director of Finance
	Performance update – Q1; To monitor performance against priority targets	Performance Manager
	Digital Together	Director of Customers, Transformation and Resources
<b>29 November 2021</b>	Cabinet Member Questions - Customer Service, Welfare and the Public Realm	Cabinet Member and officers
	Performance update – Q2; To monitor performance against priority targets	Performance Manager

	Working with the Voluntary and Community Sector	Director of Customers, Transformation and Resources
	Consultation, Engagement and Co-production	Head of Policy and Cabinet Support
	Complaints Annual Report	Head of Customer Experience & Operations
	Fairness Commission	Head of Policy and Cabinet Support
<b>13 January 2022</b>	Cabinet Member Questions; Cabinet Member for Employment, Skills and Corporate Services	Cabinet Member and officers
	Enabling Priority Budget Scrutiny; To undertake scrutiny of the “enabling” priority	Director of Customers, Transformation and Resources
	Universal Credit	Director of Customers, Transformation and Resources
<b>20 January 2022</b>		Deputy Chair (in the Chair)



<b>(Budget)</b>	Budget Scrutiny; Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions (Deputy Chair in the Chair)	
	Treasury Management Statement	Assistant Director of Finance
<b>10 March 2022</b>	Scrutiny review reports	Scrutiny review reports
	Review of Scrutiny Panel terms of reference and remits	Principal Scrutiny Officer
	Health Inequalities	

TBA:

- Fire Safety in High Rise Blocks
- Brexit

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## Overview and Scrutiny Committee

### Review on Gun and Knife Crime (2021/2022); Scope and Terms of Reference

Review Topic	Review / Project Title
<b>Rationale</b>	<p>Despite recent reductions, there is a strong perception that violent crime has been increasing within the borough. The issue is a serious source of concern for many local residents, as evidenced by the recent consultation undertaken by the Committee and its Panels on potential issues for the work plan for 2021/22.</p> <p>The review will focus on three distinct areas:</p> <ul style="list-style-type: none"><li>• Knife crime;</li><li>• Gun crime; and</li><li>• Violence against women and girls.</li></ul> <p>In doing this, it will consider the following:</p> <ul style="list-style-type: none"><li>• Current levels and trends;</li><li>• Definitions;</li><li>• The profile of perpetrators and victims;</li><li>• Where incidents occur within the borough;</li><li>• Enforcement action currently undertaken by the Community Safety Partnership; and</li><li>• Interventions by the Council and its partners to prevent offending</li></ul> <p>It will also compare and contrast the approaches of other boroughs. In addition, it will engage with representatives of the local community, including children and young people, to obtain their perspective. In doing this, it will seek to establish how effective current interventions are and what, if anything, else could be done to reduce levels.</p>

<b>Objectives/Desired outcomes</b>	To make recommendations to the Council's Cabinet and/or the Community Safety Partnership on what additional action may be undertaken by the Council and its partners in order reduce levels of knife and gun crime and violence against women and girls.
<b>Terms of Reference (Purpose of the Review/ Objectives)</b>	To consider causes, current levels and trends in gun and knife crime and violence against women and girls in the borough as well as current interventions to address them and to make recommendations to the Council's Cabinet and/or the Community Safety Partnership on what additional action may be undertaken by the Council and its partners to further reduce levels.
<b>Scrutiny Membership</b>	Councillors Khaled Moyeed (Chair), Pippa Connor (Vice-Chair), Dana Carlin, Makbule Gunes and Matt White  Co-optees/Non-Voting Members: Yvonne Denny (Co-opted Member – Church Representative (CofE)), Lourdes Keever (Co-opted Member – Church Representative (Catholic)), KanuPriya Jhunhunwala (Parent Governor representative) and Anita Jakhu (Parent Governor representative)
<b>Links to the Borough Plan</b>	Priority 3: Place  Outcome 12: A safer borough a) Improve community confidence and reduce the fear of crime using our relationships with partners and communities as well as our physical assets including the built environment and closed circuit television (CCTV) stock; b) Reduce the number of victims and perpetrators of crime and reduce the serious harm experienced by victims; c) Ensure that the criminal justice system proceeds swiftly and proportionately, with victims supported and perpetrators brought to justice.
<b>Evidence Sources</b>	These will include: <ul style="list-style-type: none"> <li>• Relevant performance statistics;</li> <li>• Guidance, research and policy documents;</li> </ul>

	<ul style="list-style-type: none"> <li>• Interviews and discussions with key officers, partners and community organisations; and</li> <li>• Information and data from other local authorities and the Mayor Office for Policing and Crime (MOPAC).</li> </ul>
<b>Methodology/Approach</b>	<p>A variety of methods will be used to gather evidence from the witnesses above, including:</p> <ul style="list-style-type: none"> <li>• Desk top research;</li> <li>• Evidence gathering sessions with witnesses; and</li> <li>• Visits</li> </ul>
<b>Witnesses</b>	<p>Police - Borough Commander</p> <p>Eubert Malcolm – Assistant Director for Safer and Stronger Communities</p> <p>Jackie DiFolco – Assistant Director for Early Help, Prevention and SEND</p> <p>Sheri Jiwani-Burnett - Service Manager Haringey Youth Justice Service</p> <p>Emma Cummergen – Head of Service for Young Adults, Youth Justice Service and Hasslemere</p> <p>Youth Worker from Bruce Grove Youth Centre</p> <p>Manju Likhman - Violence against Women and Girls Strategic Lead (VAWG)</p> <p>Dr Chantelle Fatania - Consultant in Public Health</p> <p>Haringey Headteachers</p> <p>Voluntary sector and community organisations</p>

	<p>Haringey Youth Council</p> <p>Young people from the Youth Advisory Board, Youth Justice Service</p> <p>Victim Support</p> <p>Joe Benmore – IOM Strategic Lead</p> <p>The Probation Service</p>
<b>Equalities Implications</b>	Knife and gun crime and gender based violence disproportionately impacts on black and minority ethnic communities and women. Fear of crime can disproportionately affect older people.
<b>Date for completion</b>	The final report of the review will be submitted to the Committee meeting on 13 January 2021.
<b>Reporting arrangements</b>	The Assistant Director for Safer and Stronger Communities will co-ordinate a response to the recommendations.
<b>Publicity</b>	The review will be publicised through the scrutiny website and scrutiny newsletter providing details of the scope and how local people and community groups may be involved. The outcomes of the review will be similarly published once complete.
<b>Constraints/Barriers/Risks</b>	<p>Risks:</p> <p>Not being able to get key evidence providers to attend on the agreed dates of evidence gathering.</p> <p>Not being able obtain evidence from key informants e.g. local authorities.</p>

<b>Officer Support</b>	<p>Lead Officer: Robert Mack, Scrutiny Policy Officer, 0208 489 2921 <a href="mailto:rob.mack@haringey.gov.uk">rob.mack@haringey.gov.uk</a></p> <p>Service Contact: Eubert Malcolm, Assistant Director for Safer and Stronger Communities</p>
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## Adults and Health Scrutiny Panel

### Work Plan 2021 - 22

<b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.		
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 final evidence sessions were held in March/April 2021 and the final report is expected to be published shortly.</p>	In progress
Sheltered Housing	<p>The aim of this scrutiny project is to review the current arrangements for the provision of sheltered housing in Haringey including the care and support provided to residents living in sheltered housing.</p> <p>Two evidence sessions involving senior officers, sheltered housing residents and support and well-being workers took place in September 2021.</p>	In progress

2. <b>“One-off” Items;</b> 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
<b>2021-22</b>	
<b>24 June 2021</b> (Additional briefing meeting)	<ul style="list-style-type: none"> <li>• Transfer of GP contracts from AT Medics to Operose Health</li> </ul>
<b>28 June 2021</b>	<ul style="list-style-type: none"> <li>• CQC Overview</li> <li>• Living Through Lockdown report (Joint Partnerships Boards) – response to recommendations</li> <li>• Public health response to Covid-19 pandemic</li> </ul>
<b>9 September 2021</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Adults &amp; Health</li> <li>• Day Opportunities Scrutiny Review – Follow up</li> <li>• Hospital Discharge Arrangements &amp; Continuing Health Care</li> </ul>
<b>15 November 2021</b>	<ul style="list-style-type: none"> <li>• Haringey Safeguarding Adults Board – Annual Report 2020/21</li> <li>• Locality Working overview</li> </ul>

	<ul style="list-style-type: none"> <li>• Update – Response to recommendations of JPB Living Through Lockdown report</li> </ul>
<b>16 December 2021 (Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> </ul>
<b>3 March 2022</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Adults &amp; Health</li> <li>• CQC Overview</li> <li>• Update – Violence Against Women &amp; Girls (including number of refuge spaces)</li> <li>• Update – Integrated Care Systems</li> </ul>

Possible items to be allocated to Panel meetings:

- Impact of NCL CCG merger
- New community mental health model
- Supporting older people post-pandemic
- IAPT waiting times
- Carers Strategy (including the care assessment process, advocacy services, personal budgets, availability of information about care services and support for young carers)
- Council house adaptations

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## Children and Young People's Scrutiny Panel

### Work Plan 2021 - 22

<b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e., ones that cover the terms of reference of more than one of the panels.		
Project	Comments	Priority
Schools	<p>There are now a range of different types of school within the borough. These include:</p> <ul style="list-style-type: none"><li>• Community schools;</li><li>• Foundation schools and voluntary schools;</li><li>• Academies;</li><li>• Free schools; and</li><li>• Faith schools.</li></ul> <p>The resulting fragmentation presents challenges for local authorities. These include ensuring that all schools are providing a good standard of education and the planning and co-ordination of school places. In addition, schools are subject to varying degrees of local democratic control.</p> <p>The review will:</p> <ul style="list-style-type: none"><li>• Seek to identify the different categories of school that there are within Haringey and their characteristics as well as the diversity of curriculum and ethos offered by individual schools;</li></ul>	In progress

	<ul style="list-style-type: none"> <li>Consider the ways that might be available to the Council to influence schools within the borough and, in particular, facilitate school improvement and co-ordination of school places most effectively; and</li> <li>Look at practice in other local authority areas and what appears to have been most effective.</li> </ul> <p>The review will then focus on how the Council might best respond strategically to the significant surplus in school reception places that there is within Haringey. These have serious budgetary implications for many primary schools due to the way in which schools are funded. Demand for school places is subject to fluctuation and there will also be a need for sufficient places to be available to accommodate future any increases in demand for places. As part of this, the review will consider:</p> <ul style="list-style-type: none"> <li>The role the Council has in working with schools to effectively manage the reductions in school rolls;</li> <li>How a balanced range of school provision across the borough might best be maintained; and</li> <li>What could be done to mitigate financial pressures on schools and ensure that any adverse effects on schools are minimised</li> </ul>	
Child Poverty	Scope and terms of reference to be determined.	

2. <b>“One-off” Items; These</b> will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
<b>Date</b>	<b>Potential Items</b>
<b>2021-22</b>	

<b>20 July 2021</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Work Planning; To agree items for the work plan for the Panel for the forthcoming year</li> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Covid; Impact on children and young people</li> <li>• Youth Services</li> </ul>
<b>23 September 2021</b>	<ul style="list-style-type: none"> <li>• Financial Monitoring</li> <li>• Annual Youth Justice Plan</li> <li>• Missing Children</li> <li>• Support to Refugee Afghan Children</li> </ul>
<b>4 November 2021</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Haringey Children’s Safeguarding Partnership – Annual Report</li> <li>• Children’s Social Care; Annual Report</li> <li>• Whittington Health Estates and Services Reconfiguration – Implementation</li> </ul>

	<ul style="list-style-type: none"> <li>• Mental Health and Well-Being</li> </ul>
<b>4 January 2022 (Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> </ul>
<b>7 March 2022</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Engagement with Young People</li> </ul>

TBA

SEND Strategy

SEND Transport

Kinship Care

Youth Justice Thematic Inspection Report Findings (considering needs of mixed heritage and black young boys and men)



**Environment and Community Safety Scrutiny Panel - Work Plan 2020-22**

<p>▪ <b>Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p>		
<b>Project</b>	<b>Comments</b>	<b>Priority</b>
Low Traffic Neighbourhoods	Examining the Council’s plans to implement Low Traffic Neighbourhoods and examining pilot schemes that have been undertaken such as Liveable Crouch End to see how improvements could be made and how resident engagement could be improved. What lessons can be learned from other local authorities who have successfully implemented similar schemes?	

<b>Date of meeting</b>	<b>Potential Items</b>
3 <sup>rd</sup> September 2020	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Covid-19 Recovery update</li> </ul>

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

	<ul style="list-style-type: none"> <li>• Work Plan</li> </ul>
<b>Budget Scrutiny</b>  10 <sup>th</sup> December 2020	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Police Priorities in Haringey &amp; Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough's Community Safety Partnership.</li> <li>• Update on Haringey &amp; Enfield BCU integration.</li> <li>• Additional Police numbers in Haringey</li> <li>• Cabinet Member Questions: Communities, Safety and Engagement (to cover areas within the Panel's terms of reference that are within that portfolio).</li> </ul>
4 <sup>th</sup> March 2021	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Cabinet Member for Transformation and Public Realm Investment. To question the Cabinet Member on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> <li>• Update on Fly Tipping Strategy</li> <li>• Planned and Reactive Highways maintenance Performance</li> <li>• Work Plan update</li> </ul>

28 <sup>th</sup> June 2021	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Work Programme</li> <li>• Cabinet Member Q&amp;A – Cabinet Member Questions; Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council</li> <li>• Strategic Transport update: <ul style="list-style-type: none"> <li>▪ TfL funding (post Covid)</li> <li>▪ Reducing Congestion (Better west to east transport links)</li> </ul> </li> <li>• Liveable Neighbourhoods</li> </ul>
9 <sup>th</sup> September 2021	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Cabinet Member for for Customer Service, Welfare and the Public Realm.</li> <li>• Waste, recycling and street cleansing data.</li> <li>• Briefing on the changes to Waste Legislation</li> <li>• 12 month update on the recommendations from the Review into Blue Badges and Supporting Better Access to Parking for Disabled People. Inc update on implementation of designated disabled bays.</li> <li>• Update on Parking Transformation Programme (inc. the new permit system).</li> </ul>
11 <sup>th</sup> November 2021	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Leader of the Council (N.B. questions which related to the Leader’s portfolio which the Panel has responsibility for i.e. Community Safety and Serious Youth violence).</li> <li>• Police Priorities in Haringey &amp; Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership.</li> </ul>

	<ul style="list-style-type: none"> <li>• North London Waste Authority –Edmonton Incinerator &amp; context within the wider Waste Strategy</li> </ul>
14 <sup>th</sup> December 2021 (Budget Scrutiny)	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Q&amp;A – Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council.</li> <li>• Low Traffic Neighbourhoods including introduction of small schemes</li> <li>• Tree Strategy update – (Queen’s Wood, Parkland Walk [lessons learnt], staffing resources within Trees team, removal of street trees, funding for new trees)</li> </ul>
3 <sup>rd</sup> March 2021	<ul style="list-style-type: none"> <li>• Update on CPZ coverage, Visitor permits and use of permits by staff</li> <li>• Update on Fly-tipping strategy</li> <li>• Overview of Traffic Management including enforcement of 20mph speed limit (Improving traffic flow, Reduction in HGVs and preventing rat running)</li> <li>• Cabinet Member Questions; Cabinet Member for for Customer Service, Welfare and the Public Realm</li> </ul>

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## Housing and Regeneration Scrutiny Panel

### Work Plan 2021 - 22

<p><b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p>		
Project	Comments	Status
Broadwater Farm	A short scrutiny review was proposed at the Panel’s meeting in Sep 2021 to make recommendations to Cabinet on repair and maintenance issues on the Broadwater Farm estate. It was proposed that this would involve a one-day evidence gathering session, including a site visit to the estate.	TBC
Wards Corner	A short scrutiny review was proposed at the Panel’s meeting in Sep 2021 to make recommendations to Cabinet on the future of the Wards Corner market. It was proposed that this would involve a two-days of evidence gathering, including a site visit to the market.	TBC
The Future of Housing Management in Haringey	A report to Cabinet in July 2021 recommended the approval of a consultation process with tenants and leaseholders on a proposal to bring Homes for Haringey back in-house. This Review will be comparing different models of housing management in local government to make recommendations for the future approach in Haringey.	TBC
Sheltered Housing – Care and Support	To review the current arrangements for the provision of sheltered housing in Haringey including the care and support provided to residents living in sheltered housing. This Review is being conducted by	To begin Sep 2021

(Adults & Health Scrutiny Panel)	the Adults & Health Scrutiny Panel but members of the Housing & Regeneration Scrutiny Panel may wish to provide some input given the overlap with its remit.	
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2. <b>“One-off” Items; These</b> will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.	
Date	Agenda Items
<b>2021-22</b>	
<b>8 July 2021</b>	<ul style="list-style-type: none"> <li>• Update - High Road West</li> <li>• Update - Wards Corner</li> <li>• Update - Broadwater Farm</li> <li>• Update - HfH repairs service</li> <li>• Update - New Local Plan</li> <li>• Work Planning; To discuss items for the work plan for the Panel for 2021/22</li> </ul>
<b>13 September 2021</b>	<ul style="list-style-type: none"> <li>• Wards Corner Scrutiny Review – Follow up</li> <li>• Update – Broadwater Farm (Stapleford consultation)</li> <li>• Update – Broadwater Farm (Maintenance issues)</li> <li>• Update – HfH Repair Contracts</li> </ul>
<b>4 November 2021</b>	<ul style="list-style-type: none"> <li>• Update – St Ann’s Development</li> <li>• Climate Change – contribution to reducing carbon emissions from Cabinet Member portfolios</li> </ul>



	<ul style="list-style-type: none"> <li>• Love Lane estate ballot</li> </ul>
<b>9 December 2021 (Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> </ul>
<b>28 February 2022</b>	<ul style="list-style-type: none"> <li>• Noel Park Scrutiny Review – Follow up</li> </ul>

Possible items to be allocated to Panel meetings:

- Procurement in the Housing sector (including the London Construction Programme)
- Financing of housing developments
- Monitoring of progress - Accommodation Strategy
- Practice of separating social tenants from other private residents in the same housing developments
- Sheltered housing (Joint meeting with Adults & Health Scrutiny Panel)
- Creation of Residents Forums (one each to represent different tenures)
- Haringey Covid-19 Development Intelligence Group
- Fire safety in HfH estates
- Policy on demolition of existing council housing in order to build new properties through the housing delivery programme
- Tottenham Hale District Centre Framework
- Converted Properties cleaning service charge
- Decent Homes Plus
- Housing support services provided by local community organisations
- Empty homes
- Asset Management Strategy
- Funding models relating to the General Fund and the Housing Revenue Account
- Homelessness

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