

# **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 19TH NOVEMBER, 2018, 7.00PM**

## **PRESENT:**

**Councillors: Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Mahir Demir, Ruth Gordon & Adam Jogee.**

**Cooptees: Yvonne Denny.**

## **17. 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'.

## **18. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

## **19. URGENT BUSINESS**

The Chair advised that there was one new item of Urgent Business, around the revised Statement of Gambling Policy, which would be taken at Item 14. The Committee was required to consider the Statement of Gambling Policy as a Budget and Policy Framework document, as per Part 4 Section E Paragraph 2.1 of the Council's Constitution. Consideration of the report at this meeting was required in order to fit in with the wider decision making timetable for Cabinet and Full Council.

## **20. DECLARATIONS OF INTEREST**

None.

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

None.

## **22. MINUTES**

### **RESOLVED**

That the minutes of the meeting on 2<sup>nd</sup> October be agreed as a correct record of the meeting.

## 23. MINUTES OF SCRUTINY PANEL MEETINGS

The Chair requested that the Panel Chairs pick up any outstanding actions arising from minutes. **(Action: Panel Chairs).**

### RESOLVED

That the minutes of the following Scrutiny Panel meetings were noted:

Adults and Health – 9<sup>th</sup> September 2018

Children and Young Peoples – 6<sup>th</sup> September 2018

Environment and Community Safety – 13<sup>th</sup> September 2018

Housing and Regeneration Panel – 17<sup>th</sup> September 2018

## 24. LOCAL BUSINESS, EMPLOYMENT AND GROWTH

The Committee received a presentation for noting on Local Business, Employment and Growth from Steve Carr, the Assistant Director for Economic Development and Growth. The following arose from the discussion of the presentation:

- a. The Committee commented that two-thirds of businesses were in Tottenham and enquired what was being done to ensure that there were similar opportunities and support mechanisms in other parts of the Borough. In response, officers acknowledged these concerns and suggested that major inward investment in a particular location was determined by a multiplicity of factors; including the availability of large sites and existing land use.
- b. In response to a question around the activities being undertaken, officers outlined a proposal for a joint undertaking between Haringey's library service and the British Library to provide enterprise support across all of the Borough's libraries. Officers agreed to provide more details on this proposal as it progressed. **(Action: Steve Carr).**
- c. In response to a question around micro-businesses and what was being done to encourage young people and women to set up businesses, officers advised that there was an entrepreneurship bursary scheme being run in conjunction with the University of Westminster to encourage minority ethnic businesses to come forward. Similarly, there were also mentoring opportunities available.
- d. The Committee raised concerns with the fact that the economic strategy was from 2015 and therefore out of date in some respects. In particular the Committee suggested that the new strategy needed to incorporate some form of worst case scenario planning in relation to Brexit.
- e. The Committee expressed a view that the Council should be doing everything it could through its role as a landlord in attracting small businesses and providing ongoing support to them. Officers acknowledged the key role that the Council could play and the levers available to it, including as part of its ongoing regeneration programme. Officers agreed to come back to the Committee with a briefing on how the Council supported local businesses. **(Action: Steve Carr).**
- f. In relation to question around the town centre strategy and the potential for different town centres to be in competition with one another, officers advised that they were pulling together information on capacity studies for town centres.

- Officers also advised that a number of training and development sessions were being pulled together for Members on how to make town centres more resilient.
- g. The Committee enquired about the role of town centre managers in bringing in expertise and networking opportunities. The Director of Housing, Regeneration and Planning agreed to bring back a paper on town centre managers to a future Committee meeting. **(Action: Helen Fisher).**
  - h. The Committee sought reassurance around what the Council could do to reduce red-tape around apprenticeships, particularly in terms of supporting the transition into a permanent role. Similarly, the Committee enquired what could be done to support pop-up businesses such as those at Blue House Yard. In response, officers advised that there were a number of pots of money available that the Council could apply for but these tended to follow GLA priorities and designated growth areas. Officers acknowledged that more work needed to be done on looking at how to connect up schemes like Blue House Yard and town centres.
  - i. The AD for Economic Development and Growth agreed to provide an update to the Committee on what the Council was doing to support apprenticeship schemes. **(Action: Steve Carr).**
  - j. The Chair emphasised the role of place making in relation to economic development and the need to build places that worked for everyone and in support of all Haringey's different communities. The Chair urged that how the Council thought about its places should be a key consideration when developing the new strategy.

## 25. PERFORMANCE UPDATE - Q2

*\*Clerk's note – The Chair advised that the agenda would be amended so that the performance report would be taken before the Budget Scrutiny Timetable report. The minutes follow the order in which items were taken at the meeting, rather than the order they were published on the agenda.\**

The Committee received a performance report which set out performance against the outcomes and strategic priorities in the Corporate Plan 2015-18. Updates reflected the latest data available as at September 2018. The report was introduced by Charlotte Pomery, AD for Commissioning. The Chair suggested that Panel Chairs could pick up items specific to their area outside of the meeting. The following arose from the discussion of the presentation:

- a. The new Borough Plan was being developed and as part of that process there would be a new performance framework developed.
- b. The Committee raised concerns with the target for the number of affordable homes built and suggested that the vast majority related to shared ownership.
- c. The Committee also expressed concern with the number of young people supported into apprenticeships. The Committee commented that the reasons for underperformance seemed to suggest the young people were at fault and should instead reflect why the Council were unable to support them. In response, officers acknowledged these concerns and advised that the definitions were set in 2015 but would be revised as part of the new Borough Plan.

- d. The AD for Commissioning agreed to come back to the Committee with what constituted an acceptable level of litter. **(Action: Charlotte Pomery)**.
- e. The Committee expressed concerns that the performance figures seemed to suggest that 20% of Council tenants lived in non-decent homes. The AD for Commissioning agreed to come back to the Committee with further details on this. **(Action: Charlotte Pomery)**.
- f. In response to a question about how the numbers for rough sleepers were compiled, officers advised that surveys were undertaken of the number of people sleeping rough on a designated day. There was a count day scheduled for 28<sup>th</sup> November.
- g. The Committee sought reassurance about how joined up services were, in relation to rough sleepers, on a pan-London basis. In response, officers advised that Haringey worked closely with Islington and the Police in and around Finsbury Park. In addition, Finsbury Park and Stroud Green was the first place chosen to host a 'floating hub' from the Ministry of Housing, Communities and Local Government. This involved a two-week focused piece of work around rough sleepers. Officers commented that rough sleepers often had complex needs and that a significant number also had No Recourse to Public Funds, which made interventions more difficult.
- h. The Committee sought further information about the age of the first interaction of young people with the youth justice system and the reasons for this. The AD for Commissioning agreed to share the information from the recent Haringey Stat meeting around serious youth violence. **(Action: Charlotte Pomery)**.
- i. The AD Commissioning advised that there was a Member briefing on rough sleeping scheduled for 19<sup>th</sup> December.
- j. The Committee sought reassurance around a reduction in the numbers of Temporary Accommodation available. In response, officers acknowledged that there were significant numbers of residents housed in Temporary Accommodation but commented that HfH had undertaken a significant piece of work to reduce homelessness, offer housing advice and intervene sooner. The Homelessness Reduction Act came into force in April with a focus on prevention and a requirement that the local authority work with people for 56 days before making a decision on homelessness.
- k. The AD for Commissioning agreed to come back with details on the response rate for the Residents Survey. **(Action: Charlotte Pomery)**.
- l. The Chair raised concerns that the Committee had not been receiving quarterly performance briefings.
- m. The Chair of the Adults and Health Panel raised concerns with ongoing cuts to the CCG and the need for coordination between the CCG and Council on savings within Adults and Health. The Panel Chair agreed to pick this up during her Panel meeting. **(Action: Cllr Connor)**.
- n. The Chair of the Adults and Health Panel requested that some of the key risks identified in the report be provided to the Panels as part of the Budget Scrutiny process with a cost attachment. Officers suggested that this could be better set out through the formal quarterly briefings for OSC Members. **(Action: Charlotte Pomery)**.

**RESOLVED**

That the Committee noted the progress made against the delivery of the priorities and targets of the Corporate Plan.

## **26. 2019/20 BUDGET SCRUTINY TIMETABLE**

The Committee received a report for noting which set out the timetable for review and agreement of budget/MTFS proposals for 2019/20 – 2023/24. The report was introduced by Jon Warlow, Director of Finance. The Director of Finance advised that he would circulate an amended timetable following the meeting as he had spotted a couple of errors in the version included in the agenda pack. **(Action: Jon Warlow)**.

The Committee raised concerns with a lack of detail on savings proposals during last year's budget scrutiny process and requested that the information provided to the Panels and the Committee include information around risk modelling and the impact of proposed savings on service delivery. **(Action: Jon Warlow)**.

## **27. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND CABINET MEMBER FOR CORPORATE RESOURCES AND INSOURCING**

The Committee received a short verbal update from the Cabinet Member for Finance, followed by a question and answer session. The following key points arose during the discussion:

- a. In response to a question, the Cabinet Member acknowledged that it was early days for the new administration but characterised Haringey as being 'open for business'. The Committee was advised that there was more work to be done to ensure that the Capital Strategy was delivered so that the Council could invest in its high streets and its open spaces. The Cabinet Member acknowledged that there was a balance to be had when setting fees and charges to ensure that it did not deter businesses investing in the borough.
- b. In response to a question around the political direction of the new administration, the Cabinet Member advised that they were looking to adopt an invest to save outlook where it was feasible. In doing so, they were hoping to invest in service areas that may have been overlooked in recent years, given the financial challenges faced by local government.
- c. In response to a query around the impact of the Council Tax Reduction Scheme, officers advised that Council Tax had been frozen for nine years and this obviously had an impact on income levels. Haringey was now roughly in the middle of all London Boroughs for its Council Tax rates. Given a political desire to invest in services, the Cabinet Member suggested that he was not in favour of reducing Council Tax to levels such as those in Wandsworth.
- d. In response to a question, the Cabinet Member acknowledged that it was probably not feasible to improve all services across the Council, certainly in the short term. In the longer term, perhaps services could be improved by bringing a number of them back in-house.
- e. In respect of demands on services from a growing population, the Cabinet Member stated that there had been a fall in demand for reception school places which suggested that the population had plateaued in the immediate term. In terms of additional demands on services stemming from redevelopment, it was acknowledged that the Council was working to increase school places and GP services in high development areas. The Committee considered that the impact

- of Brexit was unknown and that this could have a significant impact on the population.
- f. In response to a question, the Cabinet Member acknowledged that a significant number of budget cuts in previous years were around Priority 2, particularly as it was the largest budget area. The Cabinet Member suggested that that the cash savings in the upcoming budget may not be as large, but that demand growth in this area had continued and that this would have a significant impact on the deliverability of future savings. Work was ongoing with officers to ensure that a balanced budget was set and implemented.
  - g. The Committee sought reassurance that the budget setting process was being undertaken in conjunction with CCG colleagues, to ensure that there was a joined up approach to adult social care and in recognition that savings in one budget area could have a significant impact on the other. The Cabinet Member acknowledged the need to identify demand pressures across different budget areas and to ensure that there was a joined-up budget setting process. **(Action: Cllr Berryman).**
  - h. In response to a question, the Committee was advised that a full EQIA would be undertaken in relation to each saving put forward as part of the MTFs.
  - i. In response to a request for clarification, the Committee was advised that the Council Tax devolution pilot involved a percentage of local income that was retained, to provide an incentive for the growth of the local tax base. Officers advised that under the existing pilot, the local section was around 33%. Next year's percentage was due to be set soon. The local percentage retained was pooled across London to offset the fact that some London Boroughs had significantly higher numbers of business premises.
  - j. In response to a query around what other options were being pursued beyond budget cuts, the Cabinet Member advised that he was trying to ensure minimal impact on services. The Cabinet Member advised that he was looking at income generation as well as invest to save opportunities to help balance the budget.

The following key points arose during a question and answer session with the Cabinet Member for Insourcing:

- a. In reference to the earlier question about Haringey being open for business, the Cabinet Member emphasised the need for businesses to be socially responsible. The Cabinet Member advised that the Council would be working through the supply chain to ensure that the London Living Wage was paid and that all staff had the right of representation by a trade union. The Cabinet Member advised that the administration would be looking to maintain a 100% occupancy rate for its industrial estates and would also be seeking to develop additional ground space at these sites.
- b. In response to a question, The Cabinet Member advised that the administration was heading towards a default position of bringing services back in house, where this was practicable. The Cabinet Member cautioned that any decision to do so would have to overcome obstacles around best value. The Committee was advised that the Council was developing a close working relationship with APSE to provide expertise and consultancy work, at a much cheaper rate than an equivalent private sector firm. Officers would be working with APSE to go through the contracts one-by-one, starting with the Amey contract and then the

- highways contract. Members would have the opportunity to feed into this process directly, through APSE.
- c. In relation to a further question around the timescales for the Amey contract, the Committee was advised that a report from APSE was expected in late January and that it could take six months from the date of that decision. The Cabinet Member elucidated that the Contract still had two years left to run but that there was a 6 month notice period within the contract.
  - d. In reference to the Veolia contract, the Cabinet Member advised that he thought there could be a number of advantages in bringing the Veolia contract back in-house, but cautioned that there would likely be a significant financial penalty to pay as a result. The Cabinet Member outlined that any decision to bring the contract back in-house would require political support from Members. It was suggested that the cost of the financial penalty could well be offset by the profits generated from the contract being outsourced.
  - e. In response to a question, the Cabinet Member advised that he had discussions with colleagues in other boroughs, including Islington and Enfield about how they had approached direct delivery of services.
  - f. In reference to a question about savings within Corporate Services, the Cabinet Member advised that the main savings were attached to the 'Front Office Back Office' programme. These savings related to changing the way the Council delivered services through technological improvements and efficiencies. It was estimated that these savings would be recognised over a three and a half year period.
  - g. In reference to a question around engagement with Cabinet colleagues, the Committee noted that Cabinet had set up an insourcing sub-group made up of officers and Cabinet Members which was taking a strategic look at insourcing. The Cabinet Member advised that he had also met with individual Cabinet colleagues separately.
  - h. The Chair feedback to the Cabinet Member on some of the points raised in relation to his portfolio as part of the Scrutiny Café event. In summary, the points raised were around; the need to retain key workers, the need to offer inner London weighting as an employer and the need to understand the reasons for staff churn. In response the Cabinet Member acknowledged these concerns and suggested that in principle he was in favour of anything that improved the terms and conditions for Council staff. The Director of Transformation and Resources agreed to feedback figures on the staff churn rate to the Committee **(Action: Richard Grice)**.
  - i. In response to a question, the Cabinet Member advised that his perception of staff wellbeing was one of gradual improvement. It was hoped that this would be improved further as the insourcing programme progressed.
  - j. In response to concerns about what was being done to reassure EU nationals working in the borough, officers advised that senior staff had been holding a number of drop-in sessions with staff to identify issues and answer questions. One of the issues that came to light was around identifying who was an EU national, as there had been no need to hold this information up until now. The Council was also looking at whether it could support staff in applying for settled immigration status or citizenship. One idea being explored was around offering a travel loan style scheme in order to help with costs of applying for settled status/citizenship.

## 28. REVIEW ON FIRE SAFETY IN HIGH RISE BLOCKS

The Committee received a progress report on the Scrutiny Review into Fire Safety in High Rise Blocks and was asked to consider potential interim findings and recommendations. The report was introduced by Rob Mack, Principal Scrutiny Officer. The Committee was advised that Tower Hamlets and Islington had undertaken similar reviews and made recommendations in a number of areas that the Committee may want to consider:

- a. An ageing building control workforce and the need for more staff in this area.
- b. The retrofitting of sprinklers.
- c. Leaseholder fitting of fire doors.
- d. Fire safety and how best to support vulnerable residents.
- e. Publishing fire safety assessments for high risk buildings.
- f. How best to communicate with residents, especially over the 'stay put' policy.
- g. Processes for advancing recommendations from residents.
- h. HMO's and the fire safety risks involved.

The Committee agreed to undertake some further evidence gathering work in December. The Committee would also consider the recommendations of the Hackitt Report when they came out in January. Officers would send round dates for further evidence gathering sessions outside of the meeting. **(Action: Rob Mack).**

### RESOLVED

- I. That the report on progress and evidence received to date be noted; and
- II. That the Committee considered potential interim findings and recommendations.

## 29. WORK PROGRAMME UPDATE

The Committee considered a report which sought approval of the work plans for 2018-20 for the Committee and the Panels. The report was introduced by Rob Mack, Principal Scrutiny Officer. The Committee noted that there were minor amendments to be made to the published document.

### RESOLVED

- I. That the work plans for the Committee and panels for 2018-20, including the scopes and terms of references for the reviews on the Wards Corner Regeneration and Day Opportunities, be approved; and
- II. That further reports on progress with the work plans be submitted to each future meeting of the Committee.

## 30. NEW ITEMS OF URGENT BUSINESS

The Committee received a report which set out the draft revised Statement of Gambling Policy. The report was introduced by the Lead Licensing Officer, Daliah

Barrett. The Committee was advised that there was a requirement to review the Council's Statement of Gambling Policy every three years. The current policy was adopted in January 2016 and was therefore due for review. The report sought comments from the Committee on the draft policy that was currently under public consultation. The following arose in discussion of the report:

- a. In response to a question around ASB and whether the Council could rescind a licence, officers advised that there was a formal process in place to review a licence if there was evidence that a premises was not upholding the objectives of the Gambling Act 2005. The Lead Licencing Officer advised that the operators tended to be very proactive in reporting ASB, as it was detrimental to their business. The Committee was advised that there was a very active Bet Watch scheme in place in Tottenham.
- b. The Committee enquired whether there was any way of asking for voluntary contributions from the betting operators to tackle ASB. In response, officers advised that there was no provision in the Act to allow the authority to ask for voluntary contributions. The betting industry did make voluntary contributions to GamCare schemes.
- c. In response to a question, the Committee was advised that the Gambling Act did not allow the authority to take demand into consideration nor the number of existing premises in a particular location. Unlike the Licensing Act 2003, the Gambling Act 2005 did not allow ASB as a material consideration.
- d. In response to a question about the number of licensing reviews undertaken, officers advised that, so far, they had never had to get to the stage of reviewing a licence. Instead, all problems had been resolved through mediation between officers and individual premises. In response to a follow up question, officers advised that there had been cases in other local authorities where licences had been revoked for issues such as drug dealing taking place on the premises.
- e. In response to a question around problem gamblers, the Committee were advised that the industry used a self-exclusion process.
- f. The Committee sought information around the impact of betting shops on homelessness. The Lead Licensing Officer agreed to raise the issue with the Association of Betting Shops and get back to OSC. **(Action Daliah Barrett)**.
- g. Officers agreed to circulate a previous Scrutiny Review undertaken around the clustering of Betting Shops to the Committee. **(Action Rob Mack)**.

## **RESOLVED**

The Committee reviewed the draft Statement of Gambling Policy and provided comments on the policy for recommendation onto the Cabinet and then Full Council for adoption.

### **31. FUTURE MEETINGS**

14 January 2018  
28 January 2018  
25 March 2018

## Action List

| Date of Meeting           | Action  | Owner                       | Status    |
|---------------------------|---|-----------------------------|-----------|
| 19 <sup>th</sup> November | Panel Chairs to pick up outstanding actions from Panel Minutes.   | Panel Chairs                | Ongoing   |
| 19 <sup>th</sup> November | Further information requested around scheme with British Library.   | Steve Carr                  | Ongoing   |
| 19 <sup>th</sup> November | Briefing requested on how the Council supported local businesses.   | Steve Carr                  | Ongoing   |
| 19 <sup>th</sup> November | A paper on town centre managers requested a future Committee meeting.   | Helen Fisher                | Ongoing   |
| 19 <sup>th</sup> November | Briefing requested around how the Council supported local apprenticeship schemes.   | Steve Carr                  | Ongoing   |
| 19 <sup>th</sup> November | Further information requested around what was an acceptable level of litter.  | Charlotte Pomery            | Ongoing   |
| 19 <sup>th</sup> November | Further information requested on the fact that 20% of Council tenants seemingly lived in non-decent homes.                            | Charlotte Pomery            | Ongoing   |
| 19 <sup>th</sup> November | Send round the information from the Haringey Stat meeting on youth violence.  | Charlotte Pomery            | Ongoing   |
| 19 <sup>th</sup> November | Come back with details on the response rate for the Residents Survey.   | Charlotte Pomery            | Ongoing   |
| 19 <sup>th</sup> November | Panel to pick up need for coordination between the CCG and Council on savings.  | Cllr Connor / Cllr Berryman | Ongoing   |
| 19 <sup>th</sup> November | Formal quarterly performance briefings for OSC Members to pick up key risks and likely cost impact.                                   | Charlotte Pomery            | Ongoing   |
| 19 <sup>th</sup> November | Updated budget scrutiny timetable to be circulated.   | Jon Warlow                  | Complete. |
| 19 <sup>th</sup> November | Budget documents to include information around risk modelling and the impact of proposed savings on service delivery.                 | Jon Warlow                  | Complete. |
| 19 <sup>th</sup> November | Feedback figures on the staff churn rate.   | Richard Grice               | Complete. |
| 19 <sup>th</sup> November | Dates for further fire safety evidence gathering sessions to be circulated.   | Rob Mack                    | Complete. |
| 19 <sup>th</sup> November | Feedback requested on link between homelessness and betting shop proliferation  | Daliah Barrett              | Complete. |
| 19 <sup>th</sup> November | Circulate review on clustering of betting shops.  | Rob Mack                    |           |
| 2 <sup>nd</sup> October   | Children and Young People's Panel agreed to look into CAMHS waiting lists as part its work programme and report back to the Committee | Cllr Demir                  | Ongoing   |
| 2 <sup>nd</sup> October   | Adults and Health Panel would monitor the development of a co-design approach as part of its work programme.                          | Cllr Connor                 | Ongoing   |
| 2 <sup>nd</sup> October   | Additional information session around financial outturn process to be set up.   | Cllr Das Neves              | Ongoing   |
| 2 <sup>nd</sup> October   | Quarter 2 Budget Monitoring report to include information around the feasibility of savings and risks of non-delivery.                | Jon Warlow                  | Ongoing   |

|                            |  |             |             |
|----------------------------|--|-------------|-------------|
| 2 <sup>nd</sup><br>October | Head of Organisational resilience agreed to brief Councillors on the role of Members in an emergency incident. | Andrew Meek | Outstanding |
|----------------------------|--|-------------|-------------|

CHAIR: Councillor Lucia das Neves

Signed by Chair .....

Date .....