Overview & Scrutiny

Governance and Resources Scrutiny Commission

All Members of the Governance & Resources Scrutiny Commission are requested to attend the meeting of the Commission to be held as follows:

Monday, 14th December, 2015

7.00 pm

Room 103, Hackney Town Hall, Mare Street, London E8 1EA

Gifty Edila
Corporate Director of Legal, Human Resources and Regulatory Services

Contact:
Tracey Anderson
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Members: **Cllr Rick Muir (Chair), Cllr Deniz Oguzkanli, Cllr Will Brett, Cllr Laura Bunt, Cllr Rebecca Rennison and Cllr Nick Sharman**

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

1	Apologies for Absence	
2	Urgent Items / Order of Business	
3	Declarations of Interest	
4	Minutes of the Previous Meeting	(Pages 1 - 32)
5	ICT Review Recommendations Update and ICT Strategy	(Pages 33 - 70)
6	Quarterly Finance Update	(Pages 71 - 106)
7	Governance and Resources Scrutiny Commission - 2014/15 Work Programme	(Pages 107 - 114)
8	Any Other Business	

Hackney

Access and Information

Getting to the Town Hall

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Accessibility

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Induction loop facilities are available in the Assembly Halls and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app') http://www.hackney.gov.uk/individual-scrutiny-commissions-governance-and-resources.htm

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The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

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All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

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⊕ Hackney

Governance & Resources Scrutiny Commission	Item No
14th December 2015	**4**
Minutes of the previous meeting and Matters Arising	

OUTLINE

Attached are the draft minutes for the meeting on 29th October 2015.

Attached are the draft minutes for the meeting on 11th November 2015.

Matters Arising

Action
The Commission requested for a detailed breakdown of the ethnicity profile from the list provided for the HR Workforce Update.

Response
The document is attached on pages 31-32 of the agenda.

ACTION

The Commission is requested to agree the minutes and note the matters arising.

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Hackney

**London Borough of Hackney
Governance and Resources Scrutiny Commission
Municipal Year 2015/16
Date of Meeting Thursday, 29th October, 2015**

Minutes of the proceedings of the Governance & Resources Scrutiny Commission held at Hackney Town Hall, Mare Street, London E8 1EA

Chair	**Councillor Rick Muir**
Councillors in Attendance	**Cllr Deniz Oguzkanli, Cllr Rebecca Rennison and Cllr Nick Sharman**
Apologies:	**Cllr Will Brett and Cllr Laura Bunt**
Co-optees	
Officers In Attendance	**Gifty Edila (Corporate Director of Legal, HR and Regulatory Services) and Dan Paul (Head of HR & OD)**
Other People in Attendance	
Members of the Public	
Officer Contact:	**Tracey Anderson** ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

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Councillor Rick Muir in the Chair

1   Apologies for Absence

1.1   Apologies for absence were received from Cllr Bunt and Cllr Brett.

1.2   Apologies for officer absence were

2   Urgent Items / Order of Business

2.1   None.

3   Declarations of Interest

3.1   None.

Page 3

4   Minutes of the Previous Meeting

4.1   Minutes were approved.

RESOLVED	Minutes were approved.

4.2   Matters arising

5.1.1   Members referred to the quality check information circulated and the report provided on page 15. Members requested for the Head of Business Analysis and Complaints to return to the Commission to provide more information about the quality checks on service areas and to explain why the percentage of inaccurate record keeping is high.

Members agreed to invite the Head of Business Analysis and Complaints to the next meeting.

ACTION	The Overview and Scrutiny Officer to invite the Head of Business Analysis and Complaints to the next meeting.

5   HR Workforce Strategy

5.1   The Chair welcomed Gifty Edila, Corporate Director Legal, HR and Regulatory Services and Dan Paul, Head of HR and Organisational Development from London Borough of Hackney to the meeting.

5.2   The reports related to this discussion item are on pages 17 - 128 of the agenda. The key points highlighted from the reports in the agenda were:

5.2.1   Changes to the HR service commenced in 2013. The changes were implemented in 2 phases; the first phase was introduced in 2014 and the second phase 'the new business partner model' became operational from April 2015.

5.2.2   The Council appointed the Head of HR and OD to carry out implementation of the new workforce strategy in the organisation.

5.2.3   The documents in the agenda provided information about the Council's workforce strategy and how the Council monitors both the changes to the workforce and staff morale as services' change and resources reduce.

5.2.4   Through the relevant Cabinet Member and Occupational Health, the health of the organisation is monitored. The new model is fully implemented and following the period of change, the Council has not encountered any increase in external tribunal or grievance cases.

5.2.5 HR view their role as helping to explain, amend or lessen the impact of change on the individual. HR are there to make sure the Council has effective policies in place to protect and support.

5.2.6 It was reported that HR have a solid relationship with the Unions and employees.

5.2.7 The new business partner model strengthens how the organisation manages its staff - the core asset of the organisation.

5.2.8 The business partner model provides managers with support for people management. HR introduced the changes with a 12 month transition period and they provided managers with training, development and information about the systems to enable managers to adapt to the change. A piece of work was undertaken to review processes to ensure that all service areas would operate to the "freedoms within a framework" philosophy and reduce unnecessary processes and control systems. This is to enable employees to be innovative in the way services are delivered and give managers the flexibility to operate within the current financial climate.

5.2.9 As the number of staff reduce, the skills required will change and the employees remaining will be doing more. Services are likely to need to change and restructure regularly in order to meet the financial and service delivery challenges. It is important throughout the change that the Council continues to support its employees.

5.2.10 The employee profile is updated annual and this document is publically available on the Council website. The changes in the employee profile are monitored to ensure the changes are not adversely impacting on one particular group.

5.2.11 The last staff survey in 2013 showed that staff morale was good and a new survey is scheduled for May 2016.

5.2.12 To date the Council has lost 700 staff. In 2010 the Council opened the voluntary redundancy (VR) scheme and 190 left through VR. Since 2010 staff leaving have largely been via compulsory redundancy. The Council re-opened the VR scheme again and received 582 applications.

5.2.13 The report on pages 19-21 of the agenda outlined how staff are supported if they go through the redundancy process.

5.2.14 The Council's aim is to have a workforce that represents the local community.

5.2.15 The workforce strategy is under pinned by 5 key themes:
- Service delivery and improvement
- Organisational and individual development and new ways of working
- Reward and recognition
- Equality and diversity
- Safe and healthy workforce.

5.2.16 The skills based support was previously procured from an organisation based in Stratford. The organisation recently lost its funding and ceased taking new applications. The Council was looking for a new provider and recently procured a new provider.

5.3 **Question, Answers and Discussion**

(i) **Members made the following enquires:**
   a) **Asked for further information about the specific support provided to staff going through the redundancy process**
   b) **Members referred to the loss of 700 staff and enquired how the remaining workload was redistributed; if the workload was redistributed to the remaining staff, Members wanted to know how staff were managing with the extra workload and transition?**
   c) **Members asked what proportion of the 700 staff related to compulsory redundancy**
   d) **Members requested for a breakdown of the ethnicity categories listed in the profile document.**

The Head of HR and OD explained alongside the processes, staff were offered skills based training at an organisation in Stratford. The officer pointed out this organisation had stopped taking new applications and the Council was in the process of commissioning a new skills based programme with Hayes to support staff. The support provided to staff included CV writing, interview skills and staff also had access to in-house courses and one to one consultations. Full details about the content of the programme could not be provided at the meeting. The officer offered to report back with details of the specific support provided to staff on the skills based programme.

ACTION	The Head of HR and OD to report back with details of the full range of support offered to staff on the skills based programme.

The Head of HR and OD acknowledged there has been an increase in the workload for the remaining staff. It was recognised this cannot continue indefinitely and decisions would need to be made about service provision.

The Head of HR and OD confirmed he would report back to the Commission with a breakdown of the reasons for leaving for the 700 staff.

ACTION	The Head of HR and OD to report back with the breakdown of the reasons for the 700 staff leaving the organisation.

The Corporate Director Legal, HR and Regulatory Services added the current position of fewer staff with an increased workload is being monitored.

(ii) **Members enquired if the staff survey asked a specific question about being able to talk to someone. This Members felt would indicate if staff members would seek support if required.**

(iii) **Members asked about following best practice and enquired if the Council put up posters on information boards.**

The Head of HR and OD advised he would need to check if that specific question was asked in the survey. The officer highlighted the Council has an independent provider for staff to talk to and this is advertised.

The Corporate Director Legal, HR and Regulatory Services informed the Council's counselling service is independent from the Council. In addition to this the Council is monitoring sickness recording to check the health and wellbeing of the workforce to look for signs of stress and anxiety.

The Head of HR and OD advised the ethnicity categories published are the ones used to collect the data. The Head of HR and OD agreed to check if they could provide a more detailed breakdown from the list provided in the report.

ACTION	The Head of HR and OD to check if they could provide a more detailed breakdown of the ethnicity profile from the list provided in the report.

(iv) **On page 120 Members referred to the high percentage of staff expressing apprehension about work place atmosphere, workload and work life balance. Member enquired if this was a high priority warning to the organisation about how staff are feeling.**

The Head of HR and OD pointed out this question related to what staff thought would happen in the next year, and advised this was not an expressions of how staff were feeling at that point in time. HR recognise this warning and were encouraging managers to monitor this closely.

(v) **Members referred to page 110 of the agenda and enquired if the categories listed under this question were looked at under the Council's strategy and performance monitoring.**

The Corporate Director Legal, HR and Regulatory Services informed the Commission in response to comments like this the Chief Executive introduced ideas groups. This has enabled staff from different service area to come together to work across services and directorates to come up with improvements for services. This has helped to address some of the points raised on page 110.

(vi) **Members referred to the number of people who have left the organisation over the last 4-5 years and queried if this had resulted in service cuts or staff becoming more productive. Members enquired if information was available on staff productivity levels per person.**

(vii)   **Members commented the next phase of change will mean cross service working and they were concerned about the report that 44% of staff did not think the Council's culture supported effective working across service areas.**

(viii) **Members queried if the organisation was preparing for the future.**

The Head of HR and OD advised HR would not be able to provide information on individual productivity. It was highlighted that Members were being presented with options on efficiency savings and service cuts.

The Head of HR and OD presented Members with information about how the HR function achieved its saving target. It was noted this was achieved by making a combination of efficiency and service delivery changes. This involved devolving some processes to managers and some processes were automated.

(ix)   **Members queried if the Council had an understanding of the cost of each service area and an overview of the impact of the changes across all service areas and staff.**

The Head of HR and OD advised the feedback HR was receiving from service areas indicated it was becoming harder, if not impossible, to make efficiency savings. Service areas were reaching the stage of savings meaning cuts to staffing levels because other forms of efficiencies had been achieved.

It was pointed out the Council has saved £130 million and is required to save a further £60 million.

(x)   **Members enquired if the organisation had perceived whether, it had reached the point where efficiencies could no longer be made and to continue to achieve savings they would need to make changes to service provision?**

The Corporate Director Legal, HR and Regulatory Services advised it varied from one service area to service area. Some service areas were communicating that they could no longer make efficiency savings therefore they would have to make alterations to the current service provision.

(xi)   **Members asked about the impact of the efficiencies to date on the whole organisation? Members wanted to see information about the impact of the efficiencies to date on the whole organisation and if it had affected the Council's ability to achieve its aims and outcomes.**

The Corporate Director Legal, HR and Regulatory Services informed the Hackney Management Team would report back with information about the impact of the efficiency savings to date on the whole organisation.

ACTION	The Hackney Management Team to provide an update on the impact of efficiencies to date on the whole organisation and the Council's ability to achieve

its aims and outcomes.

(xii) **Members referred to the recent announcement about the senior management changes in the organisation and queried if Members of G&R should have been consulted prior to the proposals being published.**

Members queried if the new senior management structure would have implications for the political structure and questioned if the political structure needed to be reviewed or aligned with the new structure. In this discussion Member thought the potential implications of the restructure warranted early communication to Members and consultation prior to decision making. Further discussions noted there was a review looking at the support to governance services.

Members commented there was no indication a change was coming. It was thought, a change of this magnitude required consultation with Members of G&R prior to the decision being made. It was noted a briefing session with the Chief Executive for elected Members was offered week commencing 26th October but some Members of the Commission were unable to attend this briefing session.

The Chair asked the officer in attendance observing the meeting to inform Members about the governance review.

The Project Manager from the Programmes and Projects Team explained the review was not looking at the Council's governance structure or proposing changes to Members' role or the functions of the service areas. The governance review was looking at the resources that support the governance structure to consider how they could be used more efficiently.

The Project Manager from the Programmes and Projects Team explained the senior management restructure was out for consultation and affected officers were being given the opportunity to provide comments on the proposed restructure. Following the consultation period the final decision would be made.

(xiii) **Members on G&R expressed concern that changes were being made to their support services and structure without prior consultation with the wider group of Councillors.**

The Project Manager from the Programmes and Projects Team explained the project had a Members reference group as representatives of Councillors who they discussed the project with. This group had given some instructions and action for the project to complete prior to proposals being made. The officer assured Members the project was looking at the resources supporting the governance structure not the current governance structure.

The Chair and Vice Chair of G&R informed Members they were on the Members reference group and explained the initial queries entailed providing information about their experience of services and support.

(xiv)   **Members wanted to be reassured the right questions were being asked and that they could feed their views into the Members' reference group.**

(xv)   **Members expressed concern that a number of changes were being made and the wider group of Councillors were not being informed. Members wanted to know how the wider group of Councillors would be involved and consulted in relation to these changes.**

Members agreed to invite the Chief Executive to attend the next meeting to inform G&R about how the wider group of Councillors will be involved and consulted about the changes for the Governance Review.

Members agreed to invite the Chief Executive to attend the next meeting to give a briefing about the senior management restructure and the implications of this restructure on the whole organisation.

ACTION	The Commission requested for the Chief Executive to provide a briefing about the senior management restructure and the implications of this restructure on the whole organisation.

(xvi)   **Members enquired if managers have been given training and support to carry out the additional duties. Members made reference to frontline staff being given more autonomy. Members asked about the support given to managers and the processes in place to support managers with the decentralised processes.**

The Head of HR and OD informed the Commission they had a transition period of 12 months prior to implementation of the new service model. Training was provided for managers during this period and they arranged a briefing sessions for all managers to attend. In these sessions they communicated the new changes and outlined the process HR would do and the processes managers would be required to do.

HR developed a range of training courses for managers and these training courses now form part of a development programme for managers.

The Corporate Director Legal, HR and Regulatory Services pointed out the workforce strategy makes reference to talented staff and these members of staff have enable the organisation to eliminate waste because their talent and abilities have reduced the need for more staff to cover the same work. It was highlighted that through the scheme of delegation the ability to make decisions is delegated as low as possible and now Planners and Lawyers can sign-off on decisions.

6   Delivering Public Services - Whole Place, Whole System Approach

6.1   The Chair introduced this item and reminded Members the draft report was circulated for comment. The Chair highlighted in tandem the report was sent to Finance and Legal officers to review the recommendations in the report and provide financial and legal comments.

6.2   The Chair asked Members for their comments, queries and amendments. The Chair advised any comments submitted or raised in the meeting would be updated and the report would be agreed at the next meeting on 11th November 2015.

6.3   The Chair advised he had received comments from Cllr Rennison and Cllr Sharman, these comments were outlined to the Commission.

6.4   Members agreed the suggested changes and amendments submitted.

6.5   The Chair agreed to make the changes to the report.

ACTION	Chair to amend the report.

6.6   **Question, Answers and Discussion**

(i)   Members had a discussion about promotion activity for their scrutiny review report 'Delivery Public Services - Whole Place, Whole System Approach'. Members requested for the Communications team to issue a press release to promote their scrutiny report.

(ii)   Members suggested having an article in Hackney Today. Members commented it was important for the public and key stakeholders to know the Commission had identified a set of service redesign principles to assist with developing cost efficient services and that the Council was thinking ahead in relation to austerity.

(iii)   Members discussed holding a round table discussion to promote the service redesign principles with key stakeholders once the report was fully published and the Council's Executive response was received.

ACTION	Overview and Scrutiny Officer to liaise with LBH Communications Team to issue a press release.

7   Devolution and Governance

7.1   The Chair introduced this item and referred to The London Proposition document in the agenda.

7.2   The Chair informed the Commission he recently attended the Scrutiny Chairs Group meeting where they had a discussion with Mayor Pipe about the devolution proposal for London. From this discussion he noted some devolution areas were more developed than others and some areas may change. However it is anticipated that devolution will happen and is the direction of travel for the future.

7.3   The Chair highlighted devolution as the next potential topic for review by the Commission. The Commission discussed completing a review looking at devolution and governance arrangements.

7.4   Members commented they were not totally convinced Whitehall had accepted the need to change how services were delivered.

7.5   Members commented Devolution seemed to need a sizeable investment and would entail taking on a large proportion of risk before devolution could be agreed.

7.6   There was a discussion about the Commission presenting its views on devolution and the implications for Hackney. Members discussed looking at how the redesigning of services in Hackney could benefit from devolution and what the management and governance arrangements for devolved budgets at regional or pan London level would look like.

7.7   Members commented the review could look at how public sector service providers would reflect service user need at the 3 possible levels of provision (pan London, regional and local borough level). Members expressed the importance of getting the governance arrangements right and how it would fit with the different accountability structures. It was noted local authorities have a democratic process but other public service providers like the NHS and employment service providers do not. Members were not reassured the pan London discussions to date had worked out the detail of the accountability arrangements and how they would work in practice.

7.8   Members outlined the review could cover:
- The approach that should be taken for devolution
- How the accountability arrangements would reflect the public pound
- How risk would be managed.

7.9   Some reservations were raised about the focus, size and benefit of doing a review on devolution. Members discussed the need for experts to feed into this review and identifying who would benefit from the information in the review. Members agreed they should choose one subject area and look at how other areas as the focus for the review. Members agreed they needed to ensure the review was manageable and would be useful.

8   Governance and Resources Scrutiny Commission - 2015/16 Work Programme

8.1   Members noted the work programme for G&R is on pages 239 – 246 of the agenda.

8.2   The Chair informed Members the next steering group meeting is on 18th November 2015 at 6pm.

8.3   Members discussed the work programme and made the following comments and suggestions for discussion items in the work programme:

- Briefing from the Chief Executive at the next meeting about the senior management restructure
- Discussion with the Communication and Consultation Team about the Hackney a Place for Everyone consultation programme and the Council's communication plans to inform and engage residents in a meaningful way about the budget setting process and the changes the Council is making
- Briefing on the work being carried out in services areas on income generation
- Check with CYPS if they scheduled to receive an update about the operation of the Hackney Learning Trust service model
- Receive an update on the employment and opportunities cross cutting programme.

Members agreed to the suggestions above.

ACTION	The Overview and Scrutiny Officer to invite the Chief Executive and Head of Communications and Consultation to the next meeting. The Overview and Scrutiny Officer to update the work programme with the listed discussion items above.

9   Any Other Business

9.1   None.

Duration of the meeting: 7.00 - 9.15 pm

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Hackney

Chair	**Councillor Rick Muir**
Councillors in Attendance	**Cllr Deniz Oguzkanli, Cllr Will Brett, Cllr Rebecca Rennison and Cllr Nick Sharman**
Apologies:	
Co-optees	
Officers In Attendance	**Bruce Devile (Head of Business Analysis and Complaints), Michael Honeysett (Assistant Director Financial Management), Joanna Sumner (Assistant Chief Executive), Tim Shields (Chief Executive) and Polly Cziok (Head of Communications and Consultation)**
Other People in Attendance	**Councillor Geoff Taylor (Cabinet Member for Finance) and Councillor Philip Glanville (Cabinet Member for Housing)**
Members of the Public	
Officer Contact:	**Tracey Anderson** ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

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Councillor Rick Muir in the Chair

1 Apologies for Absence

1.1 Apologies for absence from Ian Williams, Corporate Director Finance and Resources.

1.2 Apologies for lateness from Cabinet Member Finance, Cllr Geoff Taylor.

2 Urgent Items / Order of Business

2.1 None.

3   Declarations of Interest

3.1   None.

4   Minutes of the Previous Meeting

4.1   The minutes of the meeting held on the 29th October were not produced in time for the agenda dispatch. The Chair informed Members the minutes for the meeting on 29th October 2015 will be agreed at the next G&R meeting.

4.2   Matters Arising

The Chair thanked officers for attending the meeting at short notice. The following actions were noted:

4.2.1 The Commission requested for the Head of Business Analysis and Complaints to return to the Commission to provide more information about the quality checks on service areas and to explain why the percentage of inaccurate record keeping is high.

This was item 5 on the agenda.

4.2.2 The Head of HR and OD to report back with details of the full range of support offered to staff on the skills based programme.

This information is provided on pages 1-3 of the agenda.

4.2.3 The Head of HR and OD to report back with the breakdown of the reasons for the 700 staff leaving the organisation.

This information will be provided by the Corporate Director Finance and Resources at the G&R meeting in December.

4.2.4 The Head of HR and OD to check and confirm if they could provide a more detailed breakdown of the ethnicity profile from the list provided in the ethnicity profile report.

This information will be available at the next meeting.

4.2.5 The Hackney Management Team to provide an update on the impact of efficiencies to date on the whole organisation and the Council's ability to achieve its aims and outcomes.

This information will be provided by the Corporate Director Finance and Resources at the G&R meeting in December.

4.2.6 The Commission requested for the Chief Executive to attend the next meeting to give a briefing about the senior management restructure and the implications of this restructure on the whole organisation.

This was item 9 on the agenda.

4.2.7 Overview and Scrutiny Officer to liaise with the Communications Team about a press release following the Executive response the Commission's report.

This will be followed up as soon the report is agreed and signed-off by the Commission.

4.2.8 The Commission requested for the Communication and Consultation Team to provide an update about the *Hackney a Place for Everyone* consultation programme and the Council's communication plans to inform and engage residents in a meaningful way about the budget setting process and the changes the Council is making.

This was item 7 on the agenda.

5   Update on Complaints Quality Checks

5.1   The Chair welcomed Bruce Devile, Head of Business Analysis and Complaints from London Borough of Hackney to the meeting.

5.1.1 At the G&R meeting in September the Commission reviewed the Annual Complaints report. During the discussion Members were informed about quality checks carried out by the Business Analysis and Complaints Team on service areas. Following a review of the information Members asked for the officer to return to the Commission to answer some queries.

5.2   **Discussion, Questions and Answers**
(i)   **Members raised concern about the low percentage some service areas were achieving for record keeping. Members indicated their expectation would be for a service area to be achieving 95%. Members enquired about the target service areas were expected to achieve for the quality check assessments.**

The Head of Business Analysis and Complaints informed Members the quality checks carried out by his team have a high threshold for standard. The record keeping referred to in the assessment related to the Covalent system. The officer explained if one field is not completed on the system the service area will get a low score. The aim of this process is to improve the quality of the information stored on our system so that there is a rich data to draw on to inform service improvements. The officer also highlighted they request for additional information to be stored so they can assess what has gone wrong. It was pointed out LBH holds more data about complaints than other borough do. This is because the Council is striving for perfection and wants to hold a rich set of intelligence data.

(ii)   **Members enquired if this process was necessary to improve the insight held.**
(iii)   **Members enquired if the plan was to get all service areas to 100% because they were aiming for gold standard across the board?**

The Head of Business Analysis and Complaints informed Members when his team were reviewing the resolution and response it is based on the information

available at the time of the review. If all the information used for the investigation is not available at the time of the assessment this could lead to the service area receiving a low score. The score the officer awards give the service are an indication of the standard they are working to.

The Chief Executive for London Borough of Hackney explained the Business Analysis and Complaints team carry out a quality benchmark rather than an absolute benchmark. It was pointed out the quality of complaint response and resolution across the Council is high and feedback from residents inform the council the complaint gets resolved. The reason why the Business Analysis and Complaints team carry out these assessments is to bring all responses up to a high standard. They carry out spot checks on service areas to improve quality. If required the team put in place support and give advice. This process is not an indication that the current quality is not good enough.

(iv) **Members referred to the Overview and Scrutiny Board receiving Key Performance Indicators on service areas. Members enquired if this information was still available so they could get an understanding of the performance levels for all service areas.**

The Head of Business Analysis and Complaints informed Members the KPI information is still available and accessible via the Council's intranet. The officer informed Members they all have access to the suite of data held on the Covalent system.

Members discussed accessing the performance information and reviewing the data to decide what performance information they will monitor.

(v) **Members enquired about the process service areas followed if they received a poor quality check assessment.**

The Head of Business Analysis and Complaints explained the team carry out assessments on areas that have a high volume of complaints. The process involves taking a sample of the complaints and conducting a review. If a service area has a low quality score this is usually due to the quality of the information available at the time of the assessment. The officer explained if the officer from the service area carried out a thorough investigation but their response did not reflect this they would get marked down. Following the assessment the team will report back the outcome to the service area so they can track their progress. The officer pointed out a number of service areas have improved since they implemented the quality check assessments.

(vi) **Members enquired if a caveat is added to note that because a sample is taken the complexity of cases needed to be taken into consideration.**

The Head of Business Analysis and Complaints pointed out the quality checks were resource intensive and in addition to their normal workload. The team held data over a period of time that demonstrates the improvements service areas have made.

In relation to Members Enquires it was highlighted feedback from Councillors indicated the responses sent out had improved and were more focused.

6   Update on Hackney Homes Transition

6.1   The Chair welcomed Paul Horobin, Lead Programme and Projects Manager and Cllr Philip Glanville, Cabinet Member Housing from London Borough of Hackney to the meeting.

6.2   At the last meeting Members requested for an update on the transition of Hackney Homes into the Council. The presentation covered the work of the transition programme to transfer Hackney Homes operations back into the Council.

6.3   The Cabinet Member for Housing opening the discussion by making the following opening statements:

6.3.1   Early conversation with residents has been positive.

6.3.2   They are working with the Communications Team to develop a communication plan that will inform residents about the process and explain about the phased approach being taken.

6.3.3   To begin with the Council is holding conversations with staff first and then move on to residents.

6.4   Lead Programme and Projects Manager presented the following information about the transition:
   - The mandate for the Programme follows from the consultation with tenants and leaseholders.
   - The timetable for the Programme is tied to the expiry of the management agreement on the 31st March 2016.
   - The Programme will be successful if tenants, leaseholders and other stakeholders largely experience minimal disruption as a consequence.
   - The Programme will also be successful if, from April 2016, the current functions of Hackney Homes are delivered as indistinguishable functions of the Council.
   - The Programme is primarily concerned with the mechanics of organisational integration, with the highest volume of work associated with the TUPE process.
   - Risks are not high, although the Programme is vulnerable around critical work if other demands impact on capacity to deliver or if key staff leave.
   - Staff briefings from the 10th November on the organisational change process, including handling TUPE.
   - Aligning HR policies, processes and practices to reflect the transition, e.g. re-design forms, unify schemes, etc.
   - Integration of Hackney Homes staff into Hackney Council following the transition, e.g. ID badges, staff induction, pay etc.
   - Trying to ensure that the changes resulting from the transition are not confused or conflated with other simultaneous changes taking place across Hackney Homes and Hackney Council.
   - Aligning financial, budgetary and accounting policies, processes and practices to reflect the transition, e.g. budget and rent setting process,

CedAr, scheme of delegation, payroll interface, insurance, VAT (including notifying HMRC), etc.

- Financial winding up of Hackney Homes Ltd and arrange the transfer of balances and assets.
- Revising ICT and telephony customisations to reflect the transition.
- Re-designing the Hackney Council website and staff intranet to reflect the transition.
- Re-branding ICT content and communications, alongside the wider work on branding.
- Re-align information governance and management to reflect the transition.
- Revising Hackney Council's scheme of delegation to reflect the post-transition arrangements.
- Monitoring for legislative changes that may have an impact on the transition.

6.5 **Discussion, Question and Answers**

(i) **Members commented they were concerned about continuation of the service during this period of change. Members advised the reason for their query related to them not getting responses to queries and service requests, despite making contact several times. Members enquired how the process of change was being managed to ensure residents still get a service during the transition period.**

The Lead Programme and Projects Manager explained the transition work should not cause the problem described. The transition programme was managing processes like the transition of staff into the Council. The job roles performed by staff have not changed. Their communication to staff has been to continue with their job as normal.

(ii) **Members enquired how the Council was ensuring services continued and service requests were being answered.**

The Cabinet Member for Housing informed Members there were other channels to pursue to resolve the problem described. It was suggested that Members contact the Business Analysis and Complaints team if they were not getting a response to their service requests or queries.

(iii) **Members asked for an explanation about the difference between the transition and transformation work.**

The Cabinet Member for Housing explained the transformation work being carried out dates back to the scrutiny review on Estate Maintenance and Repair. This review identified a number of issues that related to a wider problem and the IT system. The work involves multiple strands involving communications and culture change, a cleaning project board and the work of the Council's cross cutting programmes. The cross cutting programme includes some HH service areas – Public Realm review is looking at the joining up of cleansing services and the Enforcement review includes HH ASB team.

Members were informed about the need for sensitivity in relation to communications with staff. It was explained that some staff could be affected by restructures currently taking place within the Council. This needed to be handled carefully as they transition from Hackney Homes to Council teams.

The Lead Programme and Projects Manager informed Members the transition work is separate to the transformation work. Although linked they were not dependent on the other.

The focus has been on priority areas like IT. The reason for this is to ensure they do not experience things like IT failings after the transition.

(iv)   **Members commented residents have voted overwhelmingly to bring Hackney Housing back into the Council because they believed the service would be improved. Members queried why the Council was not being more open and transparent about their plans and the timetable for service improvements. Members were of the view it would be more beneficial to have open clear dialogue about service improvement plans.**

The Cabinet Member for Housing explained to Members the ALMO would not stop them delivering the changes required and he assured Members the Council was not waiting until 1st April 2016 to carry out service improvements.

It was recognised the current service provision needed to improve and communications would be delivered under the banner *Better Homes*. They will be providing residents and staff with information and an explanation when they have a clear message to communicate about the improvements made.

(v)   **Members queried why the Council was reluctant to communicate sooner rather than later about the plans to make changes and service improvements.**

The Chief Executive for London Borough of Hackney explained he needed to have a team that was focused on the mechanics, contracts and governance. It was accepted that the service needs improvements. However they have to be mindful of the implications of service changes on staff during the transition. They did not want staff to think the organisation was unstable. It is important during this time that the organisation remained focused and stable.

It was noted that the Council and Hackney Homes have identified areas for improvement and they are doing some work to make those improvements. The Council has been working with Hackney Homes over the last few years to ensure the organisation is stable. Communications with staff about the transition has resulted in questions about the Council's restructure not the TUPE process as expected.

It was highlighted to Members the priority was to keep staff focused on doing their job because it was coming up to winter and this was the busiest time of year for housing maintenance and repair service. In the meantime they will continue to make improvements.

(vi)   **Members enquired if there would be a restructure for the workforce post transition and if this would be communicated by HR.**

The Lead Programme and Projects Manager informed Members the transition would not impact on jobs. The transition was a separate piece of work. If a staff member was likely to be impacted by a restructure within the Council this was

separate process. Staff affected by a restructure would be invited to participate in that departments restructure process.

The Cabinet Member for Housing added the Council's cross cutting programmes are working to a different timetable and any staff affected by a Council restructure will have this communicated in their TUPE letter.

(vii) **Members enquired if the Council planned to re-communicate the case for change and the benefits of the transition to local residents. Members also enquired about the name of the Council's housing service.**

The Cabinet Member for Housing confirmed the communication about the changes would be under the strapline 'Better Homes' but the department would be called Hackney Council Housing.

The Head of Communications and Consultation explained it was fully appreciated they needed to communicate about change, however it was key to get the narrative right because they have to be mindful about the impact on staff. The officer pointed out they did not want to communicate about service improvements until they could clearly demonstrate improvements had been made.

Members were reminded that residents have overwhelmingly voted in favour of the change and to bring the service back in-house. Therefore they are confident they do not need to re-communicate this message. The focus was to make sure the service was operating well and to manage expectations.

(viii) **Members enquire about residents' involvement in the changes and the role and relationship of the Hackney Homes Board with the Cabinet Member and Corporate Directors.**

The Cabinet Member for Housing informed Members this question related to two strands - resident participation and the operation of the organisation. The Cabinet Member for Housing explained the Hackney Homes Board currently has responsibility for running the organisation. After the transition the Board will take on an advisory role for 2 years, changing its remit from a decision making Board to an advisory Board.

The Cabinet Members for Housing explained for resident participation they will be reviewing the current structures to see what is working well and where improvements can be made. During the review process they will be looking at other models and best practice. It was highlighted that there are some current resident engagement forums that were not included in the current structure. This review will consider if they should be included.

The Cabinet Member for Housing informed Members the ALMOs was set up to improve resident participation. There are plans to have an away day with engaged residents to review the structure. The Council is keen for residents to maintain some form of accountability and engagement within the new structure.

The HH Board currently has 5 residents and 3 Members from the Council. They will look at the skill sets of the Board and make a final decision about the Board

after 2 years. The focus was on stability and to continue with the parts that work well.

The Lead Programme and Projects Manager added the Board will remain until the company is liquidated.

(ix) **Members enquired if the Council had benchmarked with other local authorities that have brought their housing service back in house to see the lessons learned.**

The Lead Programme and Projects Manager confirmed they have looked at other Boroughs but they will also be drawing on their experience and lessons learned from the transition of education services back into the Council.

It was also highlighted to Members that a number of back office functions for Hackney Homes are already integrated with the Council.

7 Update from Communications and Consultation Team

7.1 The Chair welcomed Polly Cziok, Head of Communications and Consultation from London Borough of Hackney to the meeting.

7.2 At the last meeting in October Members discussed having an article in Hackney Today. Following this discussion Members enquired about the Council's engagement plans with residents. The Commission invited the Head of Communication and Consultation to attend the meeting to give an update on the following:
- Update on the Hackney a Place for Everyone consultation programme, its objectives and the extent to which these have been achieved.
- To outline if the Hackney a Place for Everyone consultation programme is linked to the budget process and the communications strategy to inform residents about the savings the Council needs to make.
- Consideration given to innovative engagement techniques such as citizens' assemblies, participatory budgeting, co-operative exercises or other deliberative techniques.

7.3 Members were shown a video that gave them a short preview of resident views from the consultation.

7.4 The Head of Communications and Consultation explained the objective of this consultation was to listen to residents and learn.

7.4.1 This consultation exercise was different to their normal consultations. The Council set out to create an open process of engagement that enabled them to hear residents' views.

7.4.2 The consultation was launched in March 2015 with a public engagement event. The consultation has held 50 community events and 3000 questionnaires have been received – paper copies are all being entered onto the system. Members were informed the questionnaires have a large amount of free text because the questions were open ended to allow comments.

7.4.3 The consultation has hosted themed events and the team have plans to do supplementary consultations, specifically targeted at hard to reach groups: care leavers, carers and people on the margins whose voice are seldom heard.

7.4.4 The Council has Ipsos MORI doing the analysis and they expect to get an initial report on resident views in December 2015. Members were informed after the consultation the Council will end up with a rich set of intelligence data that informed them how residents feel. This information will be used to inform policy and budget decision.

7.4.5 The analysis is currently in progress and it is anticipated - once completed - it will contribute to the Council's future priorities. It was noted that the emphasis of this consultation was to engage with residents, it was not about obtaining fixed information.

7.4.6 In response to Member's query about resident engagement techniques and how the Communications team propose to communicate about the savings and budget. The Head of Communications and Consultation explained it was important to explain to residents and use community engagement techniques that provide useful information. The officer explained in her experience doing the types of engagement techniques suggested would not necessarily provide the information and views the organisation is looking for. Generally when people are consulted they want to protect the services they use or protect the services for the vulnerable.

7.4.7 Members were informed the Council conducted an engagement exercise with the E-panel (2000 members) at the start of the austerity. It was noted, to make the information useful they reduced the expenditure down to service area to enable them to engage with the specific users of that service. This type of service user engagement is labour intensive and may not produce the information the Council needs.

7.5 **Discussion, Questions and Answers**

(i) **Members suggested the Communications and Consultation team consider using an engagement technique of real deliberations with a group of resident to build up their knowledge and awareness of the challenges and process, to empower that group to make decisions about the budget spend. Members enquired if this type of engagement has been piloted.**

The Head of Communications and Consultation advised this type of engagement exercise is useful to inform residents, but what is being suggested is to carry out a discrete exercise with a small number of residents. In her experience useful information comes from engaging with a wide range of people and not a small group.

(ii) **Members referred to the transformation services are going through and highlighted it was important to engage with local residents about this. Members enquired if different models of engagement have been looked at so they can consult with residents on the different options and provide an explanation.**

The Head of Communications and Consultation agreed there was value in engaging with residents and it was beneficial to engage. The officer advised

Members the engagement would need to be by service provision and with users of that particular service to obtain useful information.

(iii) **Members referred to the need to prepare residents for the challenges ahead and the importance of having a communications strategy to communicate about the challenges. Members commented they wanted to find a way to engage broadly with residents about universal services.**

The Head of Communications and Consultation informed Members they will commence communication with residents about the challenges for the 2016/17 budget. This communication will be on the website and start to outline the challenges ahead. The Council is currently considering the best way to present this information and they are having discussions about where to pitch the narrative. Finding the right balance is key. It was reiterated that the strategy was to start communication with residents for the 2016/17 budget.

(iv) **Members referred to the rich data being collected from the *Hackney a Place for Everyone* consultation and enquired how the Council will be using the data and if the data would be made available for external use too.**

The Head of Communications and Consultation informed Members they have commissioned Ipsos MORI to help with the analysis of the information. Due to the large volume of free text data this presented a big challenge in terms of analysis. In addition the Council has an academic challenge panel. They will provide challenge on how they use the data and check the Council's process.

The Assistant Chief Executive added this challenge panel will not only challenge them on how they use the data but also how the data can inform technical pieces of work too.

The Head of Communications and Consultation reminded Members that the Hackney a Place for Everyone consultation was a different type of consultation and they would be thinking carefully about how to use this rich data.

8   Update on Elections Review

8.1   The Chair welcomed Tim Shields, Chief Executive of London Borough of Hackney to the meeting.

8.2   Members asked the Chief Executive to report back on the outcome of the independent review that was commissioned to investigate the reasons for the problems with the 2015 Elections process. Initial findings found there were problems with supervision and the culture within the Elections team.

8.3   At the last discussion the Returning Officer reported the next steps would be:
- To address the team and training needs
- Renew the IDOCs system.

At the time of the discussion the investigation was still in progress and was scheduled to report later in the year.

8.4 The Chief Executive recapped on the core issues and challenges that materialised at the Elections in 2015. The Chief Executive reminded Members that they carried out checks on the Monday before the Election (Thursday) and this did not identify any problems. The problems experienced related to the Council's IT system interacting with the Individual Electoral Registration (IER) system. This did not manifest until the day before the elections.

8.4.1 The Chief Executive pointed out the main issue was the IER system and its interface with LBH. The key challenge was explaining to residents how the IER system worked. This entails getting the message across to residents that entering your details on the system did not mean you were automatically on the Borough's Electoral Register.

8.4.2 The investigation showed the technical error resulted in a large number of calls coming through to the Elections Team. The immediate concern was to draft in more staff to help with the call volume. It was also noted that the BBC Elections website was directing people to the Town Hall to vote. This was the reason for a large number of people coming to the Town Hall.

8.4.3 The Council's IDOCs system will be replaced in the first 2 weeks in December once the registration process for the register is closed. The new system being implemented is used by a number of other councils.

8.4.4 The other issues identified related to staff competence. This led to a number of staff departures.

8.4.5 The Elections team has been restructured into two sections one section is focused on the IER system and another section is focused on running elections.

8.4.6 The improvements are:
- Implementation of a new system
- Implementation of a new structure within the Elections team.

8.4.7 The Government has decided the electoral register will be run from the IER system only and process of transfer needs to be complete by 1st December 2015. The challenge to the Council now is ensuring residents are registered on IER system by 1st December.

8.4.8 The focus for the Elections team is to ensure all residents are entered onto the IER system so they are on the Electoral Register.

8.4.9 To meet the 1st December deadline the Council is doing the following:
- Sent every household a head of household form. As a result have issued an additional 9000 forms to households
- Launched a campaign to get people to register on IER. For the campaign they are using various media channels and on average they seeing 300 residents a week registering
- The Council has also sent out canvassers to register residents, but the response rates to canvassers has been poor.
- The Council is talking to estate agents to ask them to put a voter registration form in tenant registration packs.

8.4.10 The Chief Executive pointed out the challenges on the day of the election, were not as a result of the problems at the Polling Stations or the Count. They were related to IER and staff using the system. The new staff and system is expected to rectify the problems experienced.

8.5 **Discussion, Questions and Answers**

(i) **Members enquired why Hackney had such a high turnout at the elections of people not on the electoral register.**

The Chief Executive informed Members Hackney has a highly transient population and a large number of residents do not register on the Electoral Register.

The Council is doing data cleansing of the register and sending out forms to people that have been named on the head of household form because they could not be found on the register. The Council has sent out an additional 9000 forms as a result of this. The Council has found that a lot of people do not want to engage with the process. There is also the thought the previous staff were not data cleansing the register too and the officer suspects the data cleansing is also a contributory factor for Hackney.

(ii) **Members enquired if the Council was confident the new system will successfully interact with IER and they have contingency plans in place to cover any concerns or risks.**

The Chief Executive informed Members that the new system was chosen because it is user friendly and used by a number of other local authorities. The system developers are confident they can transition from IDOCs (the current system) to the new system in one week. For contingency they have scheduled in two weeks. It was noted the new system carries out a lot of functionality the new system does not. Therefore the officer confident that the system will interact with IER.

9 **Update on Council Restructure**

9.1 The Chair welcomed Tim Shields, Chief Executive of London Borough of Hackney to the meeting.

9.2 G&R discussed at their last meeting the senior management restructure. Following the discussion the Commission invited the Chief Executive to the meeting to discuss the rationale and implications of the new structure to the organisation.

9.3 The Chief Executive made the following substantive points in his presentation:

9.3.1 Updates about the senior management restructure were communicated in the Members Update and via email.

9.3.2 The senior management restructure creates a smaller top tier of management that will have a broader remit of responsibility - 1 Chief Executive and 3 Group Directors.

9.3.3 The structure also creates a smaller cohort of Directors reporting to the Group Directors. The restructure will make a savings of £1million in costs.

9.3.4 Linked to this restructure is a review of the support staff to senior management.

9.3.5 The consultation on proposed restructure with affected staff closed on 6th November 2015. The Chief Executive informed Members one to one discussions were offered and he received 18 responses to the consultation.

9.3.6 The consultation set out options for how services might be clustered. The comments made in the response will be taken into consideration before the final Delegated Powers Report is produced with the formal structure.

9.3.7 In the restructure additional capacity has been retained for 2016/17 to enable the organisation to transition to the new structure and new way of working.

9.3.8 The final DPR report issued will outline assimilations. Where there are clear gaps in roles the Council has advertised the post.

9.3.9 In this restructure a number of staff are moving up or retiring. This has helped to limit the disruption and cost to the organisation.

9.3.10 A small number are staff could face redundancy. Therefore the Voluntary Redundancy Scheme deadline has been extended until 1st December for Chief Officers.

9.3.11 This restructure will enable the organisation to participate more fully in strategic discussion like devolution, by providing corporate flexibility and minimise the need for compulsory redundancy.

9.4 **Discussion, Questions and Answers**

(i) **Members enquired how the new structure would fit with the current political structure and accountability and asked the officer to explain how he sees this structure developing.**

The Chief Executive explained there are challenges with joining up service internally and across the public sector. In his view this restructure will help to overcome these challenges and enable the organisation to participate fully in strategic discussion like devolution for London. The structure will bring efficient and better working and it provide more logic to service delivery. The achievements of the structure will be demonstrated as it embeds.

In response to Members question about the political structure and the new senior management structure. The Chief Executive informed Members changes to the political structures would a decision for Mayor Pipe. As a result of the changes to the top tier the Chief Executive is currently reviewing how the new structure will map to the Cabinet Members. This aim is to review relationships and ensure there are no duplication. The new structure will enable Cabinet Members to engage with a broader range of officers.

The higher level of responsibility for Directors will enable Group Directors to focus on strategic work and contribute to wider discussions.

The key outcome is to keep focused on moving the organisation through the transition process and to be settle by December 2015.

The new structures provides a change in salary for the Directors but this is to reflect increased operational responsibility of these roles. Members were informed the salary amendments would go to Corporate Committee for approval. It was pointed out the increase is salary is needed to attract the right calibre of staff to these roles. During the transition the focus is business as usual.

(ii) **Members enquired how the Council will know the new structure is achieving its aim e.g. the organisation is thinking more strategically and internal departments are working better together.**

The Chief Executive highlighted there will be more joining up of services and a stronger contribution from Hackney to strategic discussion like devolution.

(iii) **Members requested for a progress report on the new structure in June 2016.**

ACTION	The Chief Executive to provide a progress report on the implementation of the new senior management structure in June 2016.

10   Delivering Public Services - Whole Place, Whole System Approach Draft Report

10.1 The Governance and Resources Scrutiny Commission embarked on a review looking at total public spend in the Borough - covering statutory public sector providers, voluntary sector and private sector - and how the Council and local partners can reconfigure services to meet demand with less resources.

10.2 This report from this review is intended to help the Council deal with two fundamental challenges: first, big cuts in public expenditure and second more complex social challenges that require a very different approach from the council, other public agencies and the wider community.

10.3 The Chair asked Members to agree the draft report on ages 7-118 in the agenda.

Members agreed the report.

RESOLVED	The report was agreed.

11   Governance and Resources Scrutiny Commission - 2015/16 Work Programme

11.1 Members noted the work programme on pages 119 - 126 of the agenda.

11.2 Members agreed to discuss and agree the next phase of their review at the steering group meeting on 18th November 2015.

12   Any Other Business

12.1 The Cabinet Member for Finance Cllr Taylor informed the Commission the Cabinet Procurement Committee recently reviewed a business case submitted by Hackney for European funding to support getting people back into employment. The Cabinet Member suggested the Commission receives an update on this work because the business case correlates to the work of the Commission's recent review.

12.2 Members noted the information.

 Duration of the meeting: 7.00 - 9.25 pm

Hackney Council Employee Ethnicity Profile Breakdown

Asian or Asian British		**325**
BANGLADESHI		76
INDIAN		159
OTHER ASIAN		52
PAKISTANI		38
Black or Black British		**1107**
CARIBBEAN		509
CONGOLESE	*	
GHANAIAN		65
NIGERIAN		215
OTHER AFRICAN		158
OTHER BLACK		147
SOMALI	*	
Chinese or Other Ethnic Group		**32**
CHINESE	*	
OTHER ETHNIC HERITAGE	*	
VIETNAMESE	*	
Missing		**264**
"OTHER"		**156**
Asian/Asian British - Any other	*	
Asian/Asian British - Bangladeshi	*	
Asian/Asian British - Chinese	*	
Asian/Asian British - Indian	*	
Asian/Asian British - Pakistani	*	
Black/African/Caribbean/Black- other	*	
Black/African/Caribbean/British- African	*	
Black/African/Caribbean/British- Car		31
Mixed/Multiple - White and Asian	*	
Mixed/Multiple - White and Black Carib	*	
Mixed/Multiple ETHNIC groups - Any other	*	
Not provided	*	
Other ETHNIC group - Any other	*	
White - Any other	*	
White - English/Welsh/Scottish/N Irish	*	
Mixed		**144**
OTHER MIXED HERITAGE		61
WHITE & ANY ASIAN	*	
WHITE & BLACK AFRICAN	*	
WHITE & BLACK CARRIBBEAN		50
Not Stated		**101**
White	**1**	**1585**
BRITISH	1	1181
EASTERN EUROPEAN		61
GREEK/GREEK CYPRIOT		24

GYPSY/ROMA	*
IRISH	94
KURDISH	*
ORTHODOX JEWISH/CHAREDI	*
OTHER EUROPEAN	61
OTHER JEWISH	*
OTHER WHITE	98
TURKISH/TURKISH CYPRIOT	43

Notes
1) The categories in bold are the main categories, broken down into the sub categories below them.
2) Any sub category with less than 20 in it has been marked as a * to avoid the risk of individuals being identified.

⊕ Hackney

Governance and Resources Scrutiny Commission	Item No
14ᵗʰ December 2015 **ICT Review Recommendations Update and ICT Strategy**	**5**

Outline

The Commission commenced a review of ICT in 2013/14. The Executive response was received and noted by the Commission in January 2015. The Commission requested for a further update to monitor the progress of the recommendations. The updated recommendation tracker is attached on pages 35 - 46 of the agenda.

Key highlights from the review were: the absence of a refreshed ICT Strategy; the need for clear and consistent messages to staff about upgrades; user workshops - involving staff and service users in design of services; the establishment of a Digital Advisory Board; frustrations with the overall performance of various networks and systems and the need to improve the performance of ICT services following comments in a survey by staff.

Since this review there has been changes to the ICT infrastructure (introduction of myoffice) and a drive by the Council to become more digital and shift services online.

The ICT review highlighted that the ICT Strategy came to an end in 2011 and was not replaced. The presentation on pages 47-70 is an update on the Council's ICT Strategy.

Action
The Commission is requested to note the report, presentation and ask questions.

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Governance and Resources Scrutiny Commission
Update on recommendations from the ICT Scrutiny Review
July 2014

Original Recommendations agreed by the Commission and OSB Agreed by Commission July 2014	Corporate Response from relevant Cabinet Member(s) Agreed at Cabinet and Council November 2014	Update on Recommendations following on from the Cabinet Response For discussion at Commission **14th December 2015**
Recommendation One The absence of a Corporate ICT Strategy for the Council has led to ground being lost in taking advantage of new technologies. It is also clear from the ICT customer survey that staff satisfaction is low. Setting a clear direction for the future that puts the interests, effectiveness, skills and satisfaction of staff first would be a bold and positive step to take and one that this Commission would fully support. The Council does, however, a	Agreed. An independent assessment of the Council's current ICT Strategy as evidenced by an analysis of current workloads, the ICT hardware & software estate, projects portfolio, service metrics and benchmarks, has been carried out and a preliminary "ICT Strategy & Direction Roadmap" has been produced. This will be developed into a full strategy for implementation from 2015/16.	• Completed. A Business-driven ICT strategy has been developed which sets out 67 key priority initiatives and sets out a governance model for the oversight of the programme. Future governance arrangements are being reviewed in the light of the Chief Executive's 1st & 2nd tier restructure

Document Number: 16623797
Document Name: ICT Review Recommendation Tracker

Original Recommendations agreed by the Commission and OSB Agreed by Commission July 2014	Corporate Response from relevant Cabinet Member(s) Agreed at Cabinet and Council November 2014	Update on Recommendations following on from the Cabinet Response For discussion at Commission **14th December 2015**
medium-term plan for upgrading key corporate ICT platforms and software. It is important to share the core components of the associated activity plan, and involve as many staff as possible in its design and implementation. • The Commission recommends that clear, consistent and ongoing messages are provided to staff about the upgrade proposals. • Governance arrangements for the Corporate Board include scope for specific project teams and staff workshops. It is vital that these are used extensively to inform the "user experience design" of future products. If software and	Agreed. The programme was officially launched to staff on July 23rd. There is a dedicated mailbox for any staff feedback or queries and a dedicated area on the Staff Intranet with an FAQ section and a video presentation on the new facilities. A communication plan has been put together with the Comms Team and project updates are included weekly in Staff Headlines. The "myoffice" branding was chosen by attendees of the preview workshops and their feedback has also led to some changes in the way the system will work. The attendees have also been asked to become "superusers" and will develop into a cohort for user acceptance testing and future enhancements. Agreed. The Council's Enterprise Agreement with Microsoft runs until	• Myoffice went live on 5th December 2014. The model for project governance, user engagement and communications for the myoffice project have been adopted for other projects that have gone Live this year, notably: the Social Care Mosaic implementation, the new staff intranet and the public "One Account Portal". As an indication of the success of the model, One Account went live on Monday 30th November and on Tuesday 1st December we received an email from a landlord saying "Thanks again, this site is so useful"

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Document Name: ICT Review Recommendation Tracker

Original Recommendations agreed by the Commission and OSB Agreed by Commission July 2014	Corporate Response from relevant Cabinet Member(s) Agreed at Cabinet and Council November 2014	Update on Recommendations following on from the Cabinet Response For discussion at Commission **14th December 2015**
systems are not designed in a way that makes people want to use them, that is a major reason why they don't work or don't appear to work well. That at an appropriate future point the Council should explore fully the possibility of moving to a more modern desktop and storage platform, learning fully the lessons from Hillingdon's recent experience.	2017, at which point the latest office productivity tools will be assessed to determine our future strategy.	• As noted in November 2014 – this will be reviewed when the Council's Microsoft Enterprise Agreement expires
<u>Recommendation Two</u> There is a connection between the experiment taking place in Surrey County Council and the lessons learned from Hackney's award-winning		

Document Number: 16623797
Document Name: ICT Review Recommendation Tracker

Original Recommendations agreed by the Commission and OSB Agreed by Commission July 2014	Corporate Response from relevant Cabinet Member(s) Agreed at Cabinet and Council November 2014	Update on Recommendations following on from the Cabinet Response For discussion at Commission **14th December 2015**
Waste project with Civica. Staff involved with the Hackney project told the Commission that the project would have benefited from key staff being removed temporarily from their day jobs at the outset, enabling the service requirements and design to be explored fully. It was explained that this would have led to a better outcome more quickly. This early part of the process is, in many ways, similar to what the Shift project offers to a range of services in Surrey. The Surrey example also has the advantages of being physically removed and different from mainstream service areas, with staff trained in service design techniques and the option for external challenge and advice built-in.	The Improvement Group which was looking at Technology & Systems have prioritised and overseen a number of changes in ICT procedures and processes from the customer perspective, including improvements to the Starters & Leavers process and self-service password resets. A similar	• The work of the Improvement Group has now completed but the same model is adopted where it is practicable, for example, in the work that was done in the Social Care Mosaic project with key staff being back-filled to enable them to be released, and with the current corporate cross-cutting programmes such as that for Enforcement.

Document Number: 16623797
Document Name: ICT Review Recommendation Tracker

Original Recommendations agreed by the Commission and OSB Agreed by Commission July 2014	Corporate Response from relevant Cabinet Member(s) Agreed at Cabinet and Council November 2014	Update on Recommendations following on from the Cabinet Response For discussion at Commission **14th December 2015**
• The Commission is aware that an initial set of service improvement groups have been established for four specific areas, and welcomes this move. The Commission recommends that the approach is developed further, using lessons from Surrey, so that services looking to redesign their delivery model, with potential input of digital technology, can benefit from the early input of change experts and external challenge, as well as colleagues from across the Council. • The Commission wishes to emphasise the importance of involving staff and service users in the design of	model of prioritising and developing service improvements has been adopted by the Parking Customer Journey Board. As set out in the response to recommendation one, this model is fundamental to the "myoffice" programme, and has also been followed in the recent implementation of our Children's and Adults' social care systems. It is proposed that a Board be set up, possibly involving Mike Bracken (Head of the Government Digital Service, Cabinet Office) initially to review the forthcoming ICT Strategy (recommendation one above)	However, resource constraints are such that this is not always possible. • No further progress has been made on this recommendation whilst the focus is on establishing our internal governance arrangements.

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services, including digital and technological solutions. The Commission recommends that the Council establish a Digital Advisory Board, comprising local experts from Tech City and other relevant sectors, who could advise the Council on new developments and future strategy. The model for this Board would be the Education Advisory Group which had proved successful at fulfilling a similar role for the Hackney Learning Trust.		
<u>Recommendation Three</u> The Commission recommends that a key group of data analysts within the Council should be encouraged to meet	We have already made progress on this through discussions on how to take forward Project Stentor that have involved policy analysts working with	• Unfortunately Project Stentor was not successful in attracting additional funding and this project did not continue. However, a project to procure a Corporate Business Intelligence tool has been

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regularly and use the approaches highlighted in this report and in the example from New York City (for example, predictive analysis) to help the authority look at new ways to deliver services or find savings.	ICT. Options for the establishment of such a group are currently being considered and being discussed with Joanna Sumner, Assistant Chief Executive. This will tie into work that we are carrying out in the new year to develop data analysis skills across the Council.	established and the new sponsor is the chief Executive's Head of Business Analysis. The business case for the procurement was approved at Hackney Procurement Board on 10th November 2015 and this tool will become the technological platform to enable this type of analysis.
<u>Recommendation Four</u> The Commission is sympathetic to the careful risk management being applied by the Council in this field currently. However there do appear to be a number of other local authorities and public bodies that are less risk averse and seemingly more able to share information in the ways described above. OSB has set out these points previously in its work on Transparency and Open Data	Noted. We are committed to sharing our data openly and transparently with public sector partners and are participating in the DCLG's Open Data User Group (which is looking at Public toilets, Planning applications and Alcohol & Entertainment licensing). The Council also has a number of data sharing agreements in place for the sharing of personal data. Because the discussions on Project Stentor involved big data specialists	• No further guidance has been issued by the Cabinet Office or the Law Commission on data sharing since the last update. Our commitment is to share information whenever possible and we maintain a list of Information sharing agreements over which the Council's Information Governance Group have oversight. Information in downloadable formats on Council spending, senior salaries, the community right to bid, Members' expenses and allowances, and property and land assets are freely available on the Council's website at: • http://www.hackney.gov.uk/Transparency.htm

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and we will not re-rehearse those points here. It is worth noting though, that the Peabody Trust has had no problems sharing anonymised data with Project Stentor Partners, and similarly the other Councils involved in the pilot have agreed Data Sharing Protocols enabling the work to go forward as hoped. • The Council should explain more clearly why sharing anonymised data about service use is more difficult in Hackney than other places.	Mastodon C, who work with several local authorities, we were able to reflect on different perspectives and make some progress on what it is possible to share. This issue was also raised by staff in a variety of services as part of the Chief Executive's Improvement Programme and will be explored further in tandem with cross-cutting work programmes established by Cabinet and HMT in the summer. Clearly the potential for taking a resident-centred approach to working across services can be hampered by restrictions on data sharing, much of which may be beyond our control, but there is more we can do to explore ways to make this easier. However, the considerations of sharing even anonymised data with other partners (as highlighted by Project Stentor), are threefold:	

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	• the key restrictions on data-sharing are the Data Protection Act 1998 and the common law of confidentiality which protect a living individual's right to data privacy. Under the Data Protection Act we can also be found to be acting "ultra vires" if we use information collected for a purpose other than which it was collected • presenting data concerning a relatively small geographical area where the degree of granularity required to provide meaningful data might compromise anonymity (as was the case with Project Stentor) • consideration of the point at which sharing more than one set of anonymised data could produce a dataset where individuals could be identified.	

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The Council should encourage regional organisations such as London Councils and the Local Government Association to request clarity from Government regarding the apparent tension between compliance with PSN and the drive towards more open data. Particularly in relation to how the Data Protection Act and Human Rights Act are interpreted.	We have been awaiting the Cabinet Office's draft legislation to clarify the position on data sharing and a Bill had been expected in this Parliament. However, Cabinet Office is still consulting and therefore nothing will now be brought forward prior to the May 2015 election. The Law Commission also launched a consultation of their own in 2013, but the report from that is not expected until early 2015. Agreed. The Assistant Director-ICT is a member of both Socitm and the London CIO Council (formerly London Connects) both of which are actively lobbying in this area.	
Recommendation Five The Commission recommends that a more streamlined training offer is	Agreed. A new online training application, Articulate StoryLine, has been purchased and the first video	• The new staff intranet, which was launched on 23rd November 2015 has a link from the Home Page to a revised Training and Development Section which

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made available to staff using screencasts and "youtube" style videos on the intranet. These are already used widely in some areas and are a simple way to show step-by-step how different systems and applications work.	training presentation (for myoffice) is available on the staff intranet. http://staffroom.hackney.gov.uk/ict-myoffice.htm Video tutorials are also available for a number of HR processes, made using an older software tool. http://staffroom.hackney.gov.uk/self-service-user-guides-and-video-tutorials.htm	includes over 100 e-Learning courses and video guides
Recommendation Six The Commission recommends that there is a simple interface through which people and businesses with interesting ideas about service delivery can interact with the Council. Members have noted that a lot of good contacts existed within Tech City businesses via the	Regeneration Delivery will be holding a Hackday on 15th & 16th November at the Trampery Publicis Drugstore, the "Hack-ney-thon". Initial suggested issues for the local business and tech community to tackle include wedding services and a booking process for viewing commercial property. This will be the first pilot Hackday which will be fully evaluated to understand how	An update will be provided at the meeting.

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Council's "Regeneration and Delivery" service but it was not clear how those businesses could offer to help the local authority with its own services, even where there was interest in doing so from the sector.	successful it is and whether it is something we would like to continue to do. It is hoped that this will be the first of many opportunities to work with the local business community to offer these mutually beneficial opportunities to collaborate around tackling key issues.	

Lead member: Jules Pipe, Mayor of Hackney

Director: Ian Williams, Corporate Director of Finance & Resources

Feedback Report Author: Chris Peacock, Assistant Director - ICT

Document Number: 16623797
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ICT Strategy

2015-2020

Executive Summary

Main objectives

- Develop an IT Digital Strategy for 2015-2020 through a focused engagement programme with the business
- Develop a set of technology solution principles in line with the Council's strategy & vision
- Develop and understanding of high priority business needs across the council through the creation of a business systems "heat-map" facilitated through structured workshops and 1:1's with key council stakeholders
- Understand the councils application and infrastructure landscape and identify a long list of potential initiatives to deliver the IT Digital Strategy
- Review and prioritise business and system initiatives (where appropriate), and develop a high level delivery roadmap and resource plan

Key findings

- **Support for IT** and recognition of MyOffice as a **major accomplishment**
- Business would like **clearer and more consistent ongoing engagement** with ICT
- **Recognition that not everything can be done at once**
- Over 120 individual initiatives were identified, **62** of these were categorised as **priority** or **in-flight**
- A relatively **consistent view of strategic priorities** for the council and a pragmatic view of how their functions should fit into this emerged through the business engagement
- Concerns were raised over **current perceived performance levels** (connectivity, network, CDM etc.) and the ongoing impact on business productivity
- Potential **risks** highlighted on **BC/DR** - however recognition that a project has been initiated to mitigate
- There is a clear need for an **IT Strategy Governance** process to manage initiatives and priorities across local, departmental and cross-cutting boundaries
- **IT and Business Resources are constrained** with concerns raised with IT over capacity of resource. Current calculations show that demand on majority of the main IT roles (PM, BA, Technical, Testing and Transition to Service) will exceed current capacity, with very limited capability to cover demand peaks through cross-skilling staff

Suggested next steps

1. Confirm assumptions utilised regarding the sizing of opportunities identified - *Complete*
2. Confirm assumptions on the IT resources available for strategy initiatives - *Complete*
3. Confirm and finalise key initiatives (size, priority & schedule) - *Complete*
4. Agree the outputs from the IT Digital Strategy work and circulate with wider key business stakeholders to gain buy-in -*Complete*
5. Finalise funding plans and delivery timelines *– In progress*
6. Establish enhanced IT Digital Strategy governance arrangements and transition, handling in-flight projects on case-by-case basis *– In progress*
7. Review portfolio, programme or project management arrangements for tracking and managing key cross-cutting and local initiatives

2

⊞ Hackney

Technology Solution Principles and summary view of tools used to capture business requirements

The IT systems found within each business function component area were rated on a RAG basis against each of the agreed Technology Solution Principles

	Agreed Technology Solution Principles
1	Easy to use solutions (including self service)
2	Solutions and functionality meet business needs and are reliable
3	Supports flexible and remote/mobile working for staff and customers
4	Solution facilitates joint working with partner organisations, where relevant
5	Solution has defined business and technical ownership
6	Design solutions for common use and reuse of business functionality
7	Solutions designed for deployment and support in line with LBH Council Standards
8	Solutions bought, not built (Customised off the shelf)
9	Solutions designed for Interoperability and common integration approach
10	Ability to support relevant compliance requirements
11	All Information managed and secured in line with LBH Council and PSN policies, procedures & standards
12	Master data is managed, appropriately shared and accessible
13	Agility (ease of making changes to solution and flexibility to enhance)
14	Controls technical diversity
15	Maximise existing and future investment (Value for Money)
16	Disaster Recovery / Business Continuity requirements accommodated
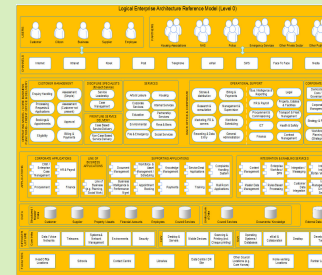
Enterprise Architecture (EA) Reference Model

The EA Reference model ensures alignment with the business of the London Borough Hackney. An EA Reference Model provides an illustrative view of the structure of the EA, and how the business, data, application and technology functions are organised.
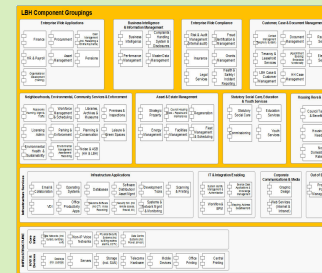
Component Groupings for Workshops

As a result of the EA reference model alignment, the Council's business and technology functions are broken down into business function components, and grouped logically, to ensure productive and relative workshops

Component Template

The component template is used to ensure consistency and standardisation across the data gathering exercise. It provided the opportunity to score the IT solutions that support each component on a RAG basis, to identify current issues and ongoing/future IT related projects. It acts a baseline for future reviews.

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1)

LBH As-is Heatmap

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1 — Enterprise Wide Applications
- Finance
- Procurement
- Cash Management (incl. Receipting & Online Payments)
- HR & Payroll
- Asset Management
- Pensions
- Organisational Development (Training)

2 — Business Intelligence & Information Management
- Business Intelligence
- Complaints Handling System & Disclosures
- Performance Management
- Master Data Management

3 — Enterprise Wide Compliance
- Risk & Audit Management (Internal audit)
- Fraud Identification & Management
- Insurance
- Grants Management
- Legal Services
- Health & Safety / Incident Reporting

4 — Customer, Case & Document Management
- Contact Management (Telephony System)
- Document Management
- Registrar Services
- Tenancy & Leasehold Services
- (Appointment Booking) Embedded functionality
- Electoral Services
- LBH Case & Customer Management
- HH Case Management

5 / 6 — Neighbourhoods, Environmental, Community Services & Enforcement
- Roadworks Planning, Mgmt & Traffic
- Workforce Management & Scheduling
- Libraries, Archives & Museums
- Premises & Inspections
- Licensing Admin
- Parking & Enforcement
- Planning & Conservation
- Leisure & Green Spaces
- Environmental Health & Sustainability
- Environmental Management Assessment/ Recording
- Noise & ASB (HH & LBH)

7 — Asset & Estate Management
- Strategic Property
- Council Housing Stock – Repairs and Maintenance
- Regeneration
- Energy Management
- Facilities Management
- Fleet Management & Scheduling

8 — Statutory Social Care, Education & Youth Services
- Statutory Social Care
- Education Services
- Commissioning
- Youth Services

9 — Housing Revs & Bens
- Council Tax & Benefits
- Housing Needs
- Non Domestic Rates

Infrastructure Services — Infrastructure Applications
- Email & Collaboration
- Operating Systems
- Databases
- Software Distribution/ Asset Mgmt
- Development Tools
- Scanning & Printing
- VDI
- Office Productivity Apps
- Telecoms Software (incl CTI, Voice Recording)
- Security SW (incl remote access, firewall, AV)
- Systems & Network Mgmt & Monitoring

IT & Integration/Enabling
- System Identity Management & Authentication
- Service Desk Applications & Knowledge Management
- Workflow & BPM
- Mapping, Address Gazetteer/GIS

Corporate Communications & Media
- Graphic Design
- Web Services (Internet & Intranet)

Out of Scope
- Project & Portfolio Management

INFRASTRUCTURE — Core Infra
- Data Networks (incl. routers, switches, wi-fi)
- Non-IP Voice Networks
- Physical Security Systems (incl. building access, alarms, CCTV)
- Data Centre Systems (incl. Power, air-con)

INFRASTRUCTURE — H/W & Devices
- Desktops (incl. Laptops)
- Servers
- Storage (incl. SAN)
- Telecoms Hardware
- Mobile Devices
- Office Printing
- Central Printing

Key Findings:

- The As-is review produced a fairly typical distribution of Reds, Ambers and Greens similar in nature to outcomes in other local authorities
- **21% Red** – poor fit or no existing or planned capability
- **53% Amber** – some fit with some outstanding questions or gaps to meet future requirements
- **22% Green** – Good fit of current systems and planned system changes to meet requirements of the Council

Heat Map Legend
Workshop Assessment

Colour	Description
Green	Good fit of current systems and planned systems changes with requirements for the transformed Council and technology outcomes
Amber	Some fit, but with some outstanding questions or gaps to meet known future requirements. Also used where impact of "Poor fit" (Red) is limited (i.e. less critical requirement)
Red	Poor fit or no existing or planned capability – requires significant further investigation / investment

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Hackney

2) LBH Future State Heatmap

Key Findings:
- The Future state review produced an unexpected outcome in that the aspirations of the Council are that **87%** of future systems will have a good fit with the requirements of the transformed Council.
- Evidence from other local authorities would indicate that a more balanced view of systems and services is more pragmatic
- The outcomes in the future state heat map indicate that there is currently an unrealistic n expectation for systems and services and will likely lead to significant financial and resource pressure and demand for new and improved IT systems and services unless IT Governance and Architecture can be improved

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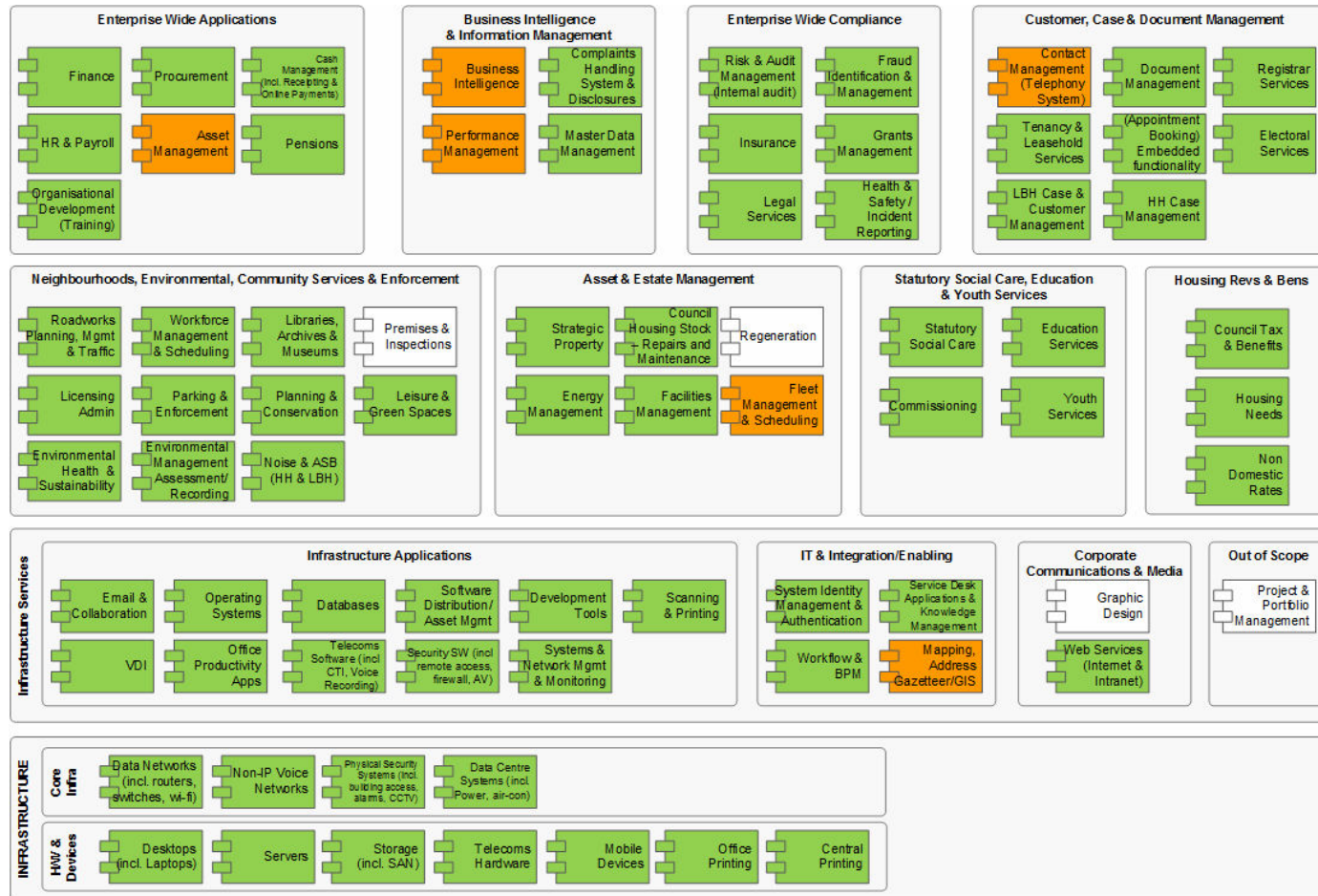| **Heat Map Legend** Workshop Assessment		
Green	• Good fit of current systems and planned systems changes with requirements for the transformed Council and technology outcomes	
Amber	• Some fit, but with some outstanding questions or gaps to meet known future requirements Also used where impact of "Poor fit" (Red) is limited (i.e. less critical requirement)	
Red	• Poor fit or no existing or planned capability – requires significant further investigation / investment	

5

Categorise 62 key initiatives

The 10 different lenses previously introduced to categorise the complete list of 117 consolidated initiatives have been applied to the sub-set of 62 key initiatives to provide further insight and categorisation

Input

62	*Key Initiatives*

Output

Size	
• Large	16
• Medium	25
• Small	21

Status (Driven from Business Workshops)	
• Red	17
• Amber	41
• Green	4

Level	
• Strategic	26
• Tactical	19
• Sustain	17

Focus	
• People	1
• Process	16
• Technology	45

Stage	
• In-flight	37
• New	25

Investment Type	
• Innovate	21
• Grow	17
• Stabilise	24

Priority	
• High	43
• Medium	14
• Low	5

Risk*	
• High	8
• Medium	30
• Low	24

Value	
• High	25
• Medium	26
• Low	11

Source	
• General	0
• Workshops	0
• E-Business	0
• Infrastructure	0

* Implementation Risk

Key categorisation results

- The key initiatives te**nd to yield a medium to high value** and be of **medium to high priority**, confirming the assumptions made for their selection.

- The number of initiatives with low to medium risks shows that LBH has the opportunity to **realise certain benefits**, if resources can be made available.

- Focussing especially on the **strategic projects and on innovative initatives**, LBH will set the right tone within the department and council and ensure it is set up to **deliver business value in the mid to long term**.

⊖ Hackney

62 prioritised key initiatives

The prioritised list of 62 key initiatives (37 in-flight, 25 new) shows a fairly balanced portfolio across the 3-by-3 values vs risk matrix
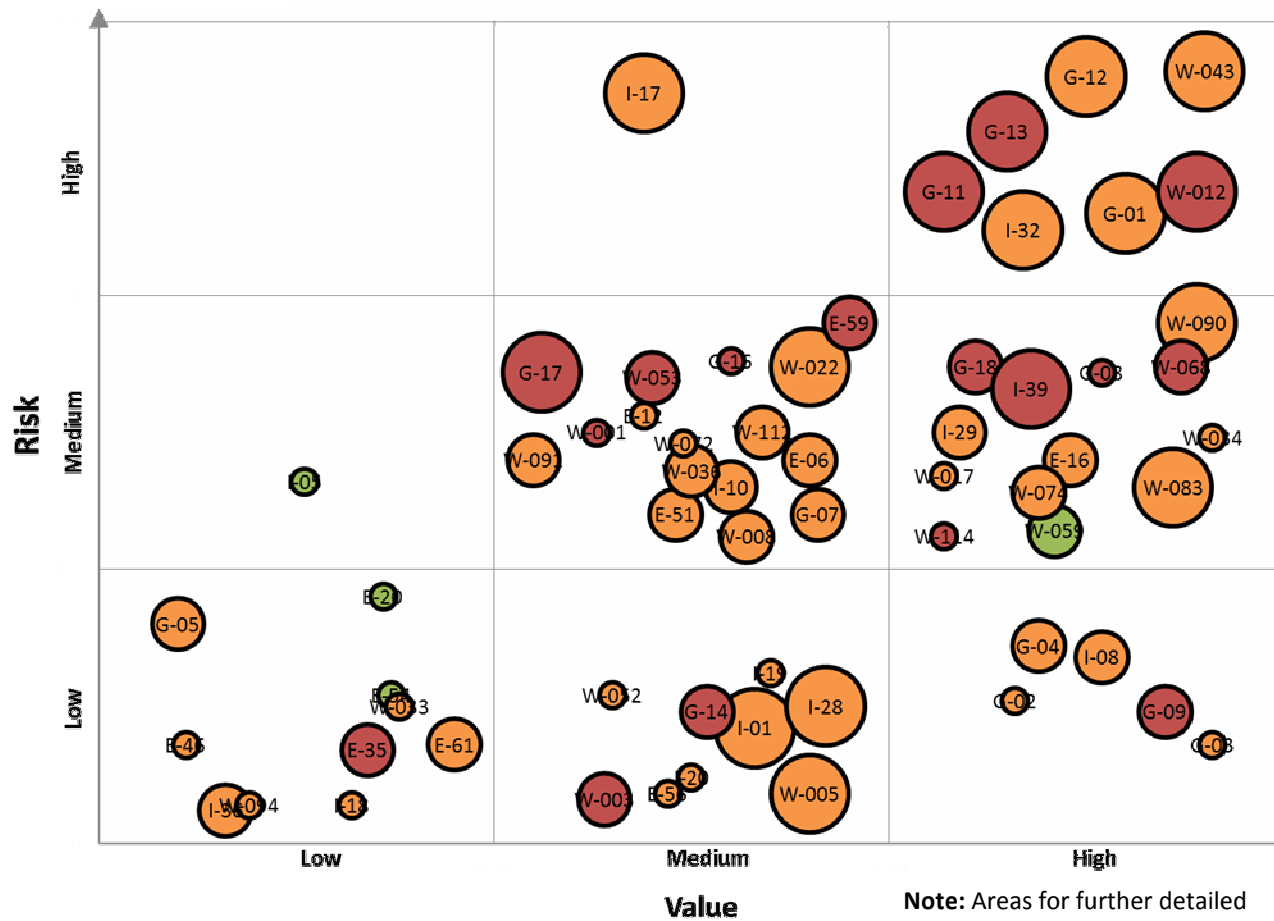
Note: Areas for further detailed consideration include high value initiatives especially for those with Red and Amber status

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37 in-flight, key initiatives

The 37 in-flight projects shows a fairly balanced portfolio across the 3-by-3 values vs risk matrix

Value provided to the council by implementing the project successfully and fully.

Risk of implementing the project, e.g. not delivering on time/budget or not satisfying the requirements.

- Initiative driven from component with an overall Red status
- Initiative driven from component with an overall Amber status
- Initiative driven from component with an overall Green status
- ○ Prioritised key project
- •●● Indicative project size
- **G-...** Council cross-cutting initiatives
- **W-...** Results from business workshops
- **E-...** E-Business projects
- **I-...** Infrastructure projects

Note: Areas for further detailed consideration include high value initiatives especially for those with Red and Amber status

8

Developing a balanced portfolio of IT Digital Strategy initiatives (1/2)

The categorisation of the selected 62 key initiatives as "stabilise - grow - innovate" shows that the biggest value
will be derived from projects focussed on innovation and growing the capabilities and services

Stabilise (24)

Grow (17)

Innovate (21)

Value provided to the council by implementing the project successfully and fully.

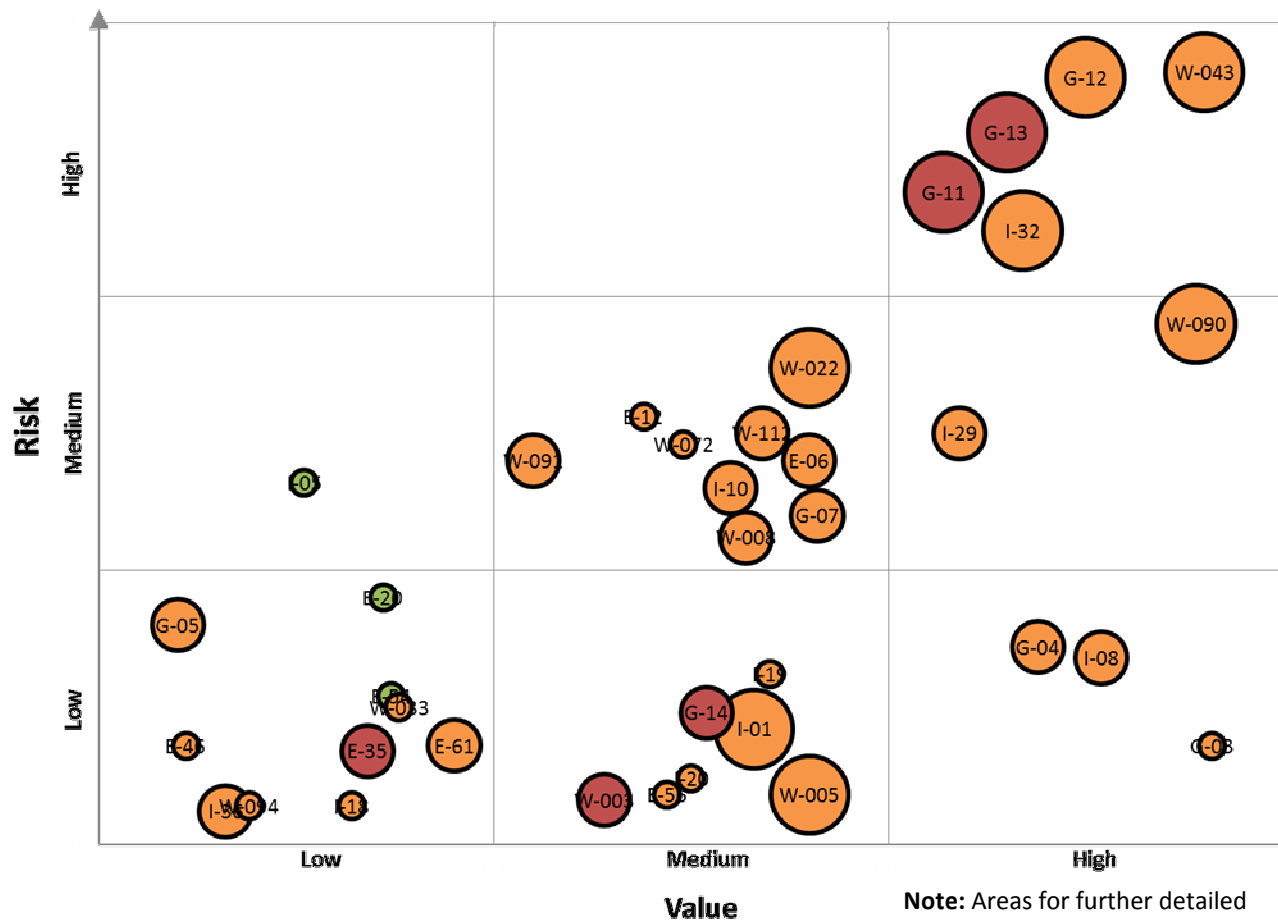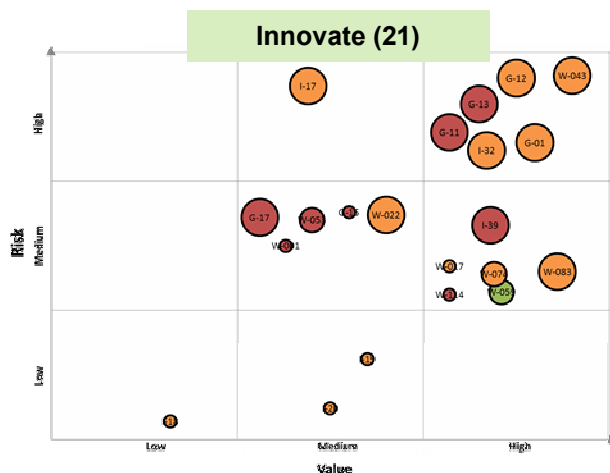**Risk** of implementing the project, e.g. not delivering on time/budget or not satisfying the requirements.

🔴 Initiative driven from component with an overall Red status

🟠 Initiative driven from component with an overall Amber status

🟢 Initiative driven from component with an overall Green status

⭕ Prioritised key project

●●● Indicative project size

G-... Council cross-cutting initiatives

W-... Results from business workshops

E-... E-Business projects

I-... Infrastructure projects

Key analysis results

•The profile shows a **fairly even distribution** across all 3 values, i.e. a balanced portfolio of focus areas for the selected key initiatives.

•Initiaves in the „Grow" and „Innovate" groups have a clear tendency to be more **risky, but also deliver a larger value**.

•Projects focused on **stabilising** the estate usually yield **less tangible benefits but are estill necessary** to maintain the current quality levels and keep up with increasing demands.

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Hackney

Developing a balanced portfolio
of IT Digital Strategy initiatives (2/2)

The categorisation of the selected 62 key initiatives as "sustain - tactical - strategic" shows that the biggest value will be derived from strategic projects, while a large number of sustaining initiatives could be candidates to free up capacity for other work

Sustain (17)

Tactical (19)

Strategic (26)

Key analysis results

•A fairly **large number initiatives are focussed on "sustaining"**. While most of these are small, the number of projects comes with **administrative overhead**. These projects should be investigated to identify "STOP" **candidates to potentially free up capacity.**

•Tactical and **strategic projects** tend to be medium to large, **delivering higher value**. They are crucial to LBH's capability to deliver services in the future and must be a clear priority.

Value provided to the council by implementing the project successfully and fully.

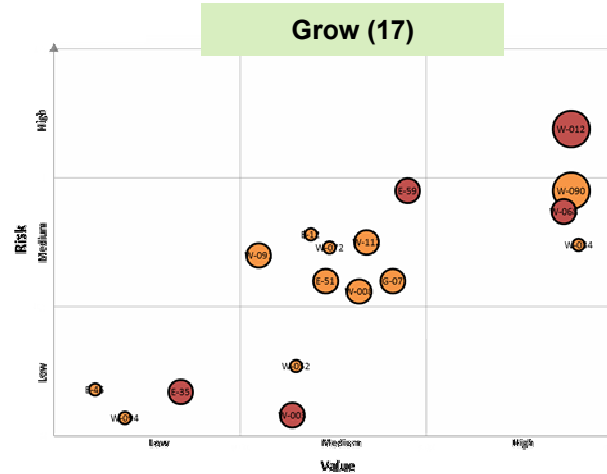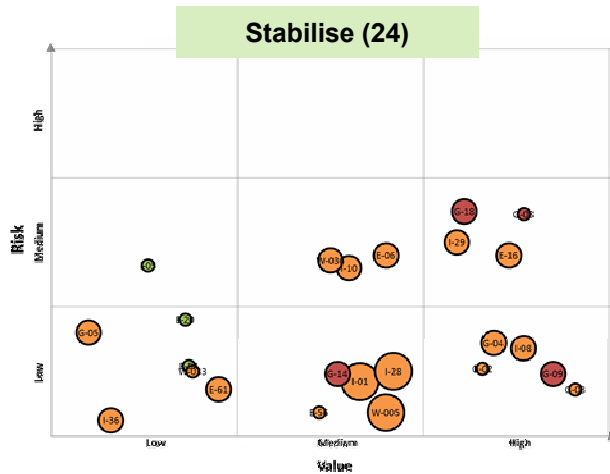**Risk** of implementing the project, e.g. not delivering on time/budget or not satisfying the requirements.

⬤ Initiative driven from component with an overall Red status

⬤ Initiative driven from component with an overall Amber status

⬤ Initiative driven from component with an overall Green status

◯ Prioritised key project

• ● ⬤ Indicative project size

G-… Council cross-cutting initiatives

W-… Results from business workshops

E-… E-Business projects

I-… Infrastructure projects

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Hackney

FTE Requirement vs Budget
on 62 key initiatives

As a result of cross cutting themes emerging from workshops, 1:1 sessions with key stakeholders and core project team, 62 out of the 117 initiatives were identified as either in-flight (37) or key business strategy initiatives (25), that should be prioritised

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Key initiatives

62

Large	Effort (Man Days)	Effort (FTE)
16	**12,933**	**62.5**

Medium	Effort (Man Days)	Effort (FTE)
25	**8,307**	**40.1**

Small	Effort (Man Days)	Effort (FTE)
21	**1,740**	**8.4**

Current Standings

Required Total Project FTE Effort

111

Budget Project FTE

44*

~Years to complete within capacity

2.5
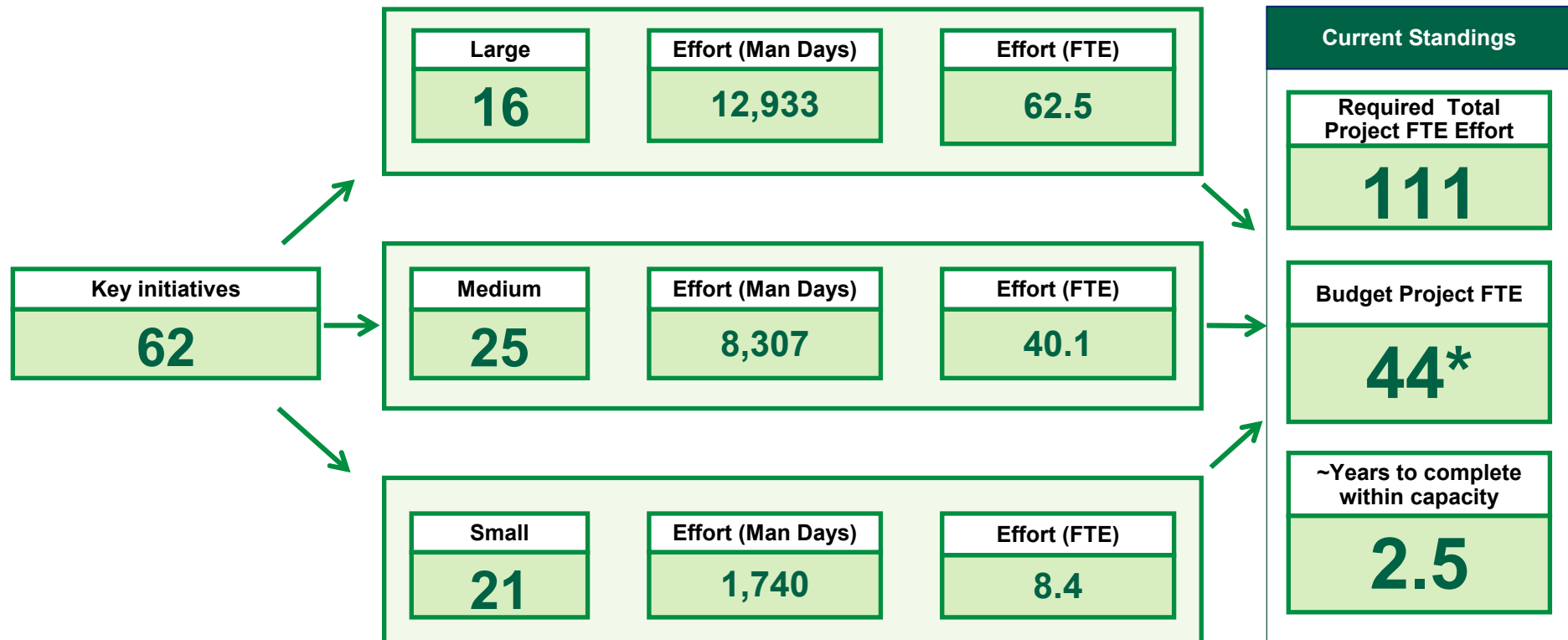
* Excludes Agency resources funded from Capital funds

Applying the same calculations as previously, the FTE requirement to complete the selected key initiatives has reduced to 111 FTE, to complete within 2.5 years. Given the deficit between the required project FTE vs budget, we may need to further prioritise the initiatives

Hackney

Resource requirements to deliver the 62 key initiatives

Focussing on delivering the 62 key initiatives significantly reduced the budget overrun, but still indicates a significant capacity problem if no further investments are made, either in additional staff or via freeing up otherwise stranded capacity, e.g. through streamlining BAU processes

- Delivering 62 key initiatives would require 111 FTE years, i.e. it could be **theoretically achieved in about 2.5 years.**

- **Even after re-planning** initial timelines for the key initiatives more carefully, the resource profile **still shows additional capacity requirements.**

- By further **re-scheduling projects, cross-skilling staff, and adding additional resources,** peak requirements for certain roles can potentially be absorbed.

- For example, in many cases **combined profiles** of PM/BA, BA/Testing, Technical/Testing are possible and **provide ICT with more flexibility around delivering projects**.

53% budget overrun within 12 months

Funding is in place for additional resource to address delivery of 37 in-flight projects only

Additional capacity required
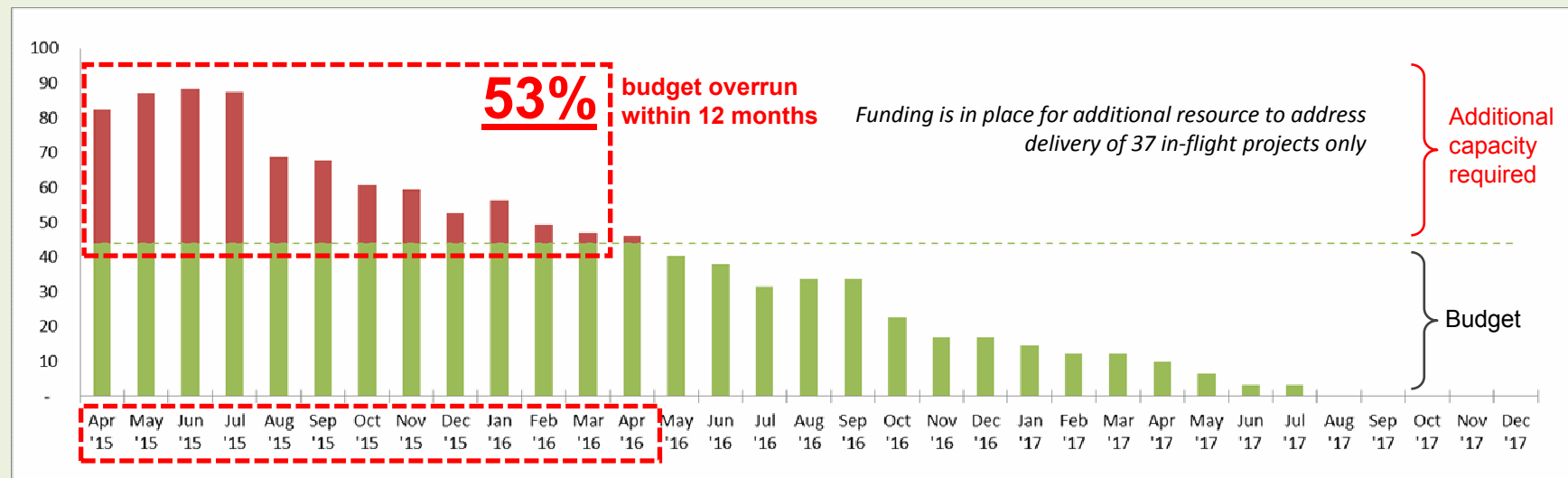
Budget

13 months exceeding budgeted capacity

* No major projects planned beyond Dec '17
Where no start date was provided, April '15 was used

Hackney

Evaluating & Prioritising Future Initiatives

The challenge	It is evident the council has a large portfolio of inflight & new initiatives that are competing for resource & funding. Creation of an effective IT Governance framework will be key to the successful delivery of the portfolio of initiatives as outlined in the diagram below.

Infrastructure & Application Upgrades & Enhancements

Robust challenge and prioritisation within ICT

Agreed Governance Owner

Tactical & Departmental Projects

Robust challenge and prioritisation within business unit

Agreed Governance Owner

Review & Approval

Prioritised Programme

Strategic & Cross-Cutting Business Initiatives

Alignment to Corporate Plan & Council Objectives

May be ad-hoc
(e.g. via requestor or project lead)

Corporate Governance Board

Benefits Monitoring

Assuming that we want a balanced portfolio, there are currently 62 key initiatives with 55 on the waiting list. It is essential that rigorous governance controls are in place to ensure these are handled correctly.

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Hackney

Governance Guiding Principles

The aim of the ICT department within LBH is to become:

*"A high performing ICT function which is cost efficient, effective at managing demand and delivers exceptional service to its customers, the council and citizens." ***

Achieving this goal will require delivery of an enhanced IT infrastructure and capability to support the future "digital by default" strategy for the council in the delivery of its services to citizens and internal users:

- IT Connectivity, Networks & Equipment
- Business Analysis & Support
- Translation of requirements to delivery of solutions
- Implementation, Transition to Service & Ongoing Support

* September 2014 ICT Strategy Review

The Guiding Principles of Governance are:

Provide single-point mechanism for new business cases and council service improvements to be channelled and assessed

Allow existing, live delivery projects to run their course

Ensure IT Digital Strategy is articulated sufficiently in advance of major projects and programmes to determine full requirements at the outset

Use and leverage existing LBH governance approaches where possible, keeping it as simple as possible to operate

Involve and engage with the business at all steps of the journey

System usage and business data improvement activity is best sustained when closely aligned to ownership/usage

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Objectives & Benefits of Governance

Objectives to Achieve Governance

- Clear communication channels and single points of contact – **consistency** of approach
- More **robust challenge** to incoming business cases
- **Cross-community** forum for reviewing new business cases and customer service improvement requests
    - Explore synergies and opportunities to undertake more efficiently

Direct Benefits

Transparency

- **Increased transparency** of work being undertaken – significant volume of potential initiatives

Benefits & Priorities

- Clearer view on benefits and priorities

Customer Experience

- Enhance the **customer & citizen experience**

Continued BAU

- Designed with transition back to **BAU** in mind via **up-skilled** resource (users & service improvement groups)
- Balancing immediate priorities and constraints with longer-term strategy

Keep the governance as "Lean" as possible - not aiming for over-inflated structures

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Summary of IT Governance Framework

Current in-flight initiatives will be allowed to run under existing arrangements, unless sufficient progress has not been made by an agreed "amnesty" deadline – a number of existing projects are well advanced (e.g. Cedar upgrade, CI implementation)

Specifically for projects and initiatives, the current development programme will be categorised into:

1) **Those which are in-flight and/or targeted for accelerated embedding in the business** (activity underway via Roadmap)

2) **Those where further development will be justified**, including initiatives which can be viewed as (a) Stabilise, (b) Grow or (c) Innovate - differentiating strategic benefit from BAU

3) **Projects where a clear case for further development cannot be made at this time**

- An inventory of existing projects in the business is compiled to support evaluation of future development proposals
- The inventory of existing applications within the business is continually reviewed, refined and rationalised where possible, building upon new information gained during the recent MyOffice implementation

The programme governance structure will be based on:

- **A Gateway/Stage process for approvals**, including the process for getting to Stage "0"
- **A business-case led approach** for new projects and initiatives
- **A new organisational structure for the governance of ICT-related initiatives**, supported by shared Business/ICT structures
- **Evaluation criteria for new initiatives**

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ICT Governance Tiered Structure

Strategic Governance

Business ICT Strategy Board

- Report to HMT Bi-annual meeting
- Checking Benefits
- Looking Forward

The Business ICT Strategy Board (Strategy Board) will meet quarterly to review formally submitted Outline Business Cases against the Business ICT Strategy, current year investment plan, the current approved portfolio of projects and current business priorities. The Strategy Board will also monitor and review progress on the Business ICT Strategy Implementation programme for the current year

Tactical Governance

Technology Advisory Board(s)

- Outline Business Case
- Monthly Meeting
- Prioritisation & Resource Allocation

The TAB(s) will meet monthly (or on demand) reviewing technology assistance requests from the business, and providing advice and guidance to the business for projects at the 'concept' or feasibility stage. TAB may recommend projects are developed to Outline Business Case stage and submitted to the Business ICT Strategy Board. TAB may also recommend projects are passed directly to ICT for development and implementation. TAB will also, as part of its core remit, provide a key focus on application rationalisation. It will also be responsible for evaluating new technologies that may have a potential effect on corporate applications for the council in the future, to help inform the on-going development of the strategy

Operational Governance

Change Advisory Board (Business as Usual)

- Day to Day IT, Governance & CAB
- Budget
- Weekly Meeting

Business as Usual Governance involves the weekly meeting to plan and manage the delivery of ICT change requests that originate from the business or from ICT. The ICT CAB will report back formally to both the Business ICT Strategy Board and the TAB on a regular basis to inform on progress and provide insight on issues and further opportunities

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Technology Advisory Board(s) (TAB)

The TAB will review and provide advice and guidance for submitted initiatives against the IT Principles detailed in the Business IT Strategy

TAB Responsibilities:

•The TAB will:

- provide early stage technology and business insight into the proposed initiative

- review and provide feedback on the costs detailed in the Outline Business Case (OBC)

- provide support and challenge feedback on the alignment of the initiative to the IT Digital Strategy

- if necessary request further development of the initiative, or refinement of the OBC

•The TAB will review the overall portfolio of IT Projects using Portfolio Management techniques to ensure that a balanced and achievable portfolio of projects is maintained

•The TAB will also review progress reports each month on the delivery of IT Projects and recommend actions or escalations as appropriate

TAB Process:

•The TAB will meet monthly to review proposals for new IT enabled initiatives before substantive resources or time has been committed to the initiative

•Outline Business Cases will be required for all initiatives submitted to the TAB

•The TAB may recommend, for large, complex or potentially business disruptive proposals that the initiative is forwarded onto the IT Strategy Board for further consideration on the basis of increased risk, significant cost, high business impact and so on

•The TAB may alternatively recommend that the initiative is passed directly to the IT Change Board (CAB) for resource allocation scheduling in the cases where the initiative is considered to have low risk, low cost and is aligned with the portfolio of projects

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Business ICT Strategy Board

The Business ICT Strategy Board will formally *review business cases (Outline and Full) and will oversee the management of the portfolio of ICT initiatives*

Business ICT Strategy Board Responsibilities:

•The Business ICT Strategy Board will meet quarterly to formally review submitted Business Cases against the Digital Strategy.
•The board will review:
  • submitted proposals against current year investment plan,
  • review the portfolio of IT projects against current business priorities
  • monitor and review progress on the Digital Strategy Implementation programme for the current year
•The board will review progress reports on the delivery of IT Projects and the realisation of benefits and recommend actions or escalations as appropriate.
•The board will report to HMT twice per year

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Business Case Approach

Example features of a good business case

Key Components

- Description & Key drivers (why we should do it)
- Cost (CapEx and OpEx, internal/external costs) & Benefits
- Timescales
- Impact assessment (people, process, system, business, change)
- Impact of not doing
- Current data assessment & challenges (volume, quality, structure, reliability)
- Ease of implementation (including reliability of outcomes)
- Inter-dependencies (and evidence of consultation)
- Key resources needed (to inform any subsequent conflict discussions)
- Project Manager (proposed)

Key Principles

- The Project Managers will drive the projects and be accountable once sanctioned
- The Programme will commission, monitor and support
- Strategy Board and/or HMT will be the final arbiters in event of any disputes or as escalation mechanism for dealing with major un-planned events

Outline business case submission should be a concise document, clearly articulating rationale for, and benefits of, the proposed project

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Scoring and prioritising business cases

Scoring and prioritisation of project requests should be performed via a consistent approach. Potential approaches to reviewing and prioritising incoming project requests have been assessed and a Semi-Formal Scoring approach will be adopted

Approach	+	-
Formal Scoring	• Consistency in the way projects are rated and scored • Each project assigned a numerical score to help arbitrate in case of resource or funding conflicts	• Risk of not comparing like-for-like • Approach may become overly mechanistic • Scoring likely to retain some level of subjectivity • All factors (e.g. volume, quality, benefits) may not be known in detail prior to undertaking project
Semi-Formal Scoring	• Consistency in the approach taken to review projects • Guidelines provided on strategic priorities for the business • Accountability within business for selecting and prioritising initiatives which will deliver most benefit • Retains a degree of flexibility in balancing financial/"hard" measures with less tangible benefits	• A degree of governance and management oversight will be needed to arbitrate competing projects – conversations with unsuccessful requestors may be tougher as a result
Informal Scoring	• Provides flexibility for the business to decide case-by-case on the merits of individual projects/business cases	• Risk that a programme of projects emerges which is not strategically aligned • No clear mechanism for evaluating one project over another • Increased risk of dispute and dissatisfaction within the business

• A semi-formal approach should be adopted, particularly where there are long-lists of initiatives, providing a balance between robust management challenge and evaluation against strategic objectives of the business.

• A more formal scoring approach is also provided for reference and comparison on the following slide as this may be appropriate when evaluating smaller subsets of projects.

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Formal Scoring Approach Example

- Clear and consistent criteria, each scored 1 to 10
- Suggested weighting examples, to be agreed via governance forum

Description	Weighting
Strategic Fit	25%
Cost / Benefits	25%
Ease of implementation	20%
Customer Experience & Usability Impact	20%
Risk (Including of not doing)	10%
Compliance Impact	Case by Case Review

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Portfolio Management Organisation

Importance of Portfolio Management	The portfolio of projects identified in the ICT strategy clearly represent a complex implementation programme and will require an appropriate programme management regime to be operated. A project management structure will need to be established that is integrated with overall programme management arrangements.

Project Boards

Project Assurance

Project Support Office/Function

LBH Business ICT Strategy Board

LBH Technical Advisory Board(s) (TAB)

Project Manager

Change Project Portfolio

Project A

Project B

Project C

"Active" Projects

Strategic Planning
Establishing the business wide priorities that ICT needs to align with and ensuring alignment of investment to strategic priorities, design & delivery.

Delivery Assurance
Ensuring outcomes are aligned to plans, robustly designed and delivering to expectations.

Delivery Responsibility
Ensuring project delivery, compliance with standards and transparent progress reporting

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ICT Strategy
2015-2020

CDM #16616813 v1
ICT Strategy 2015-2020.PPTX

Hackney

Governance and Resources Scrutiny Commission	Item No
14th December 2015	**6**
Quarterly Finance Update	

Outline

Funding from Central Government to local authorities has been reducing year on year since 2010. The Governance and Resources Scrutiny Commission have requested to receive regular updates on the Council's financial position.

The Overall Financial Position, Property Disposal and Acquisitions Report describes the Council's financial position as at the end of August 2015. It highlights the key areas of spend and outlines the forecast position of the Council's budget accounts 'General Fund' and the 'HRA'.

The Capital Programme Update report outlines the current position of the Capital Programme. The capital programme for 2015/16 includes capital project for Children and Young People's Services, Finance and Resources, Health and Community Services and the Directorate of Housing Services. The report recommends investment in schemes which will bring real benefits to local residents and other users of Council services.

This update will also cover actions from the previous meeting.

1. The Commission requested for a report on the breakdown of the reasons for the 700 staff leaving the organisation.

2. The Commission requested for an update on the impact of efficiencies to date on the whole organisation and the Council's ability to achieve its aims and outcomes.

Action
The Commission is requested to note the report, presentation and ask questions.

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GENERAL EXCEPTION

2015/16 OVERALL FINANCIAL POSITION, PROPERTY DISPOSALS AND ACQUISITIONS REPORT (SEPTEMBER 2015)

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CABINET MEETING DATE (14/15)

23rd November 2015

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CLASSIFICATION:

Open

If exempt, the reason will be listed in the main body of this report.

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WARD(S) AFFECTED

All Wards

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CABINET MEMBER

Cllr Geoff Taylor

Finance

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KEY DECISION

Yes

REASON

Spending or Savings

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CORPORATE DIRECTOR

Ian Williams Corporate Director of Finance and Resources

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GENERAL EXCEPTION

This item was not listed on the Executive Meetings and Key Decisions Notice and pursuant to Regulation 10 of the Local Authorities (Executive Arrangements (Meetings and Access to Information) England Regulations 2012 this report is submitted as a General Exception. The reason why compliance with Regulation 10 is impracticable is set out below. This report is being submitted to Cabinet under general exception as it is urgent.

The reason for urgency is outlined below:

The recommendations relating to the disposal of assets, which require the approval of Cabinet, are required to be approved as early as possible in order that the proposed agreement with the purchaser can be completed in line with the agreed terms. This cannot therefore await approval at the next Cabinet in December.

OVERALL FINANCIAL POSITION STATEMENT

1.   CABINET MEMBER'S INTRODUCTION

I present to Cabinet the Overall Financial Position report for the 2015/16 financial year which is based on detailed August monitoring data from directorates. The report is forecasting an overspend of £1,701k at year end – an improvement of £757k from August.

As I stated in the last OFP, I note the planned actions in the Health and Community Services (H&CS) commentary to redress the overspend in Adult Social Care and it is encouraging that the directorate overspend has been reduced by a further £417k since August. Just to reiterate what I have said previously, given the extremely challenging financial position we are in this year and will be in future years, it is essential that reported overspends in any service are quickly addressed and mitigated.

I commend this report to Cabinet

2.   CORPORATE DIRECTOR'S INTRODUCTION

2.1   The OFP shows that the Council is forecast to have a £1,701k overspend which is equivalent to 0.3% of the total gross budget.

2.2   **Property Disposal** - 19 Gunstor Road, Yorkshire Grove Estate, N16- Loft Space Disposal.

Terms have been agreed for the disposal of the loft space for £10,000 to the lessees of 19 Gunstor Road. The lessees of 19 Gunstor Road have requested the Council include the loft space in the lease of the existing flat, to enable them to dispose of their property, for which terms have been agreed. The property was constructed in the 1970's and is a three bedroom maisonette on ground and first floors above communal underground garages on a Council

Housing Estate in Stoke Newington. There is a loft space above the property although because of the single pitch roof construction, only about a third of the loft area can be converted into liveable space. The property was sold under the Right to Buy in 1994 and in 1995 the lessee installed a roof light and converted the loft space into a bedroom and WC, without apparently any permission's from the Council. In December 2009, just before the current leaseholder purchased the maisonette, the Council granted retrospective consent for the installation of a roof light, but not for inclusion of the loft space into the maisonette lease. Also in December 2009 the lessees were granted a Certificate of Lawful Use or Development for the roof light.

About two years ago Hackney Homes discovered that the loft space was not included in the lease of the maisonette. Counsel advised that the lessees had not acquired the loft space by adverse possession. However, Counsel also advised that because of the length of time since the works where carried out, the Council would be advised to agree terms with the lessees to include the loft space into the maisonette's existing lease.

Although loft spaces have been sold on a small number of previous occasions, Hackney Homes / The Council is generally reluctant to agree further sales principally because of the potential risk to other occupiers of blocks where loft space is sold and converted. However, in this case the conversion of the loft space was carried out many years ago and the best option is to formalise the situation by agreeing terms for the disposal of the loft space to the lessees of 19 Gunstor Road.

A consideration of £10,000 has been agreed, subject to contract, and the purchaser would meet the Council's legal costs. As with the existing lease, the Council will remain responsible for carrying out all external repairs and maintenance of the roof; recovering the cost from all of the lessees in the block, by way of a service charge.

2.3   The latest position in relation to **GENERAL FUND REVENUE EXPENDITURE** is summarised in table 1 below.

TABLE 1: GENERAL FUND FORECAST OUTTURN AS AT SEPTEMBER 2015

Original Budget	Virements	Revised Budgets	Service Unit	Change from Revised Budget	Change from Previous Month
£k	£k	£k		£k	£k
87,536	1,000	88,536	CYPS	0	-10
136,259	61	136,320	Health & Community Services	2,087	-419
1,596	0	1,596	Housing	-4	-17
12,846	-1,599	11,247	Chief Executive	6	15
4,053	0	4,053	LHRR	-385	-282
16,213	51	16,264	Finance and Resources	-3	-44
22,140	487	22,627	General Finance Account	0	0
280,643	**0**	**280,643**	**GENERAL FUND TOTAL**	**1,701**	**-757**

3.0 RECOMMENDATIONS

3.1 To note the overall financial position for September 2015, covering the General Fund and HRA, and Capital; and the earmarking by the Corporate Director of Finance and Resources of any underspend to support funding of future cost pressures and the funding of the Capital Programme.

3.2 To authorise the Council to enter into a Deed of Variation of the lease of 19 Gunstor Road, to include the loft space above this property, in the lease (shown edged red on the plan attached at Appendix 1).

3.3 To authorise the Corporate Director of Legal, HR and Regulatory Services to prepare, agree, settle and sign the legal documentation required to complete the transaction.

3.4 To authorise the Corporate Director of Finance and Resources to agree the terms for the proposed Deed of Variation (provided always that he is satisfied that the Council will achieve the best value considerations set out in section 123 of the Local Government Act 1972).

4. REASONS FOR DECISION

4.1 To facilitate financial management and control of the Council's finances and to ask for approval to the property disposal discussed in 2.2 above

4.2 Children and Young People Service (CYPS)

CYPS are forecasting a nil variance after use of reserves of £3,285k.

Corporate Parenting Overspend

As at September 2015, the service is forecasting a £1,480k overspend in Corporate Parenting (before use of reserves). The main driver for this overspend remains the increase in the numbers coming into care which occurred during 2012 and the change of profile of foster care provision from in-house placements to a higher reliance on independent foster care agencies.

Points to note:

-       The number of looked after children (LAC) for which we incur a cost decreased to below 300 towards the end of 2014/15 and has remained at that level. However the number of in-house foster placements has decreased the most of any placement category while the number of independent foster placements, which are more costly, have increased.

-       Management has in place a strategy to recruit and retain in-house foster carers including a reward offer to Council staff who recommend a successfully approved

foster carer. However it should be noted that Foster Carer recruitment is a London-wide issue which may not show significant improvement in the short to medium term.

- The forecast for over-18 placements (although forecast to overspend by £724k) is lower than last year's expenditure as a result of a fall in the numbers accommodated and more effective processes for claiming Housing Benefit.

The chart below shows that over the last 12 months LAC placements have marginally reduced and as at August 2015 stand at 299. The profile of foster care placements has fluctuated throughout the previous 12 months and this month in-house fostering placements have fallen to 78, while IFA placements are at 160 after a peak of 166 in October 2014. Residential care placements (our most costly placement for children in care), have increased to 12 resulting in a £99k underspend against the budget (an adverse movement of £158k from July).

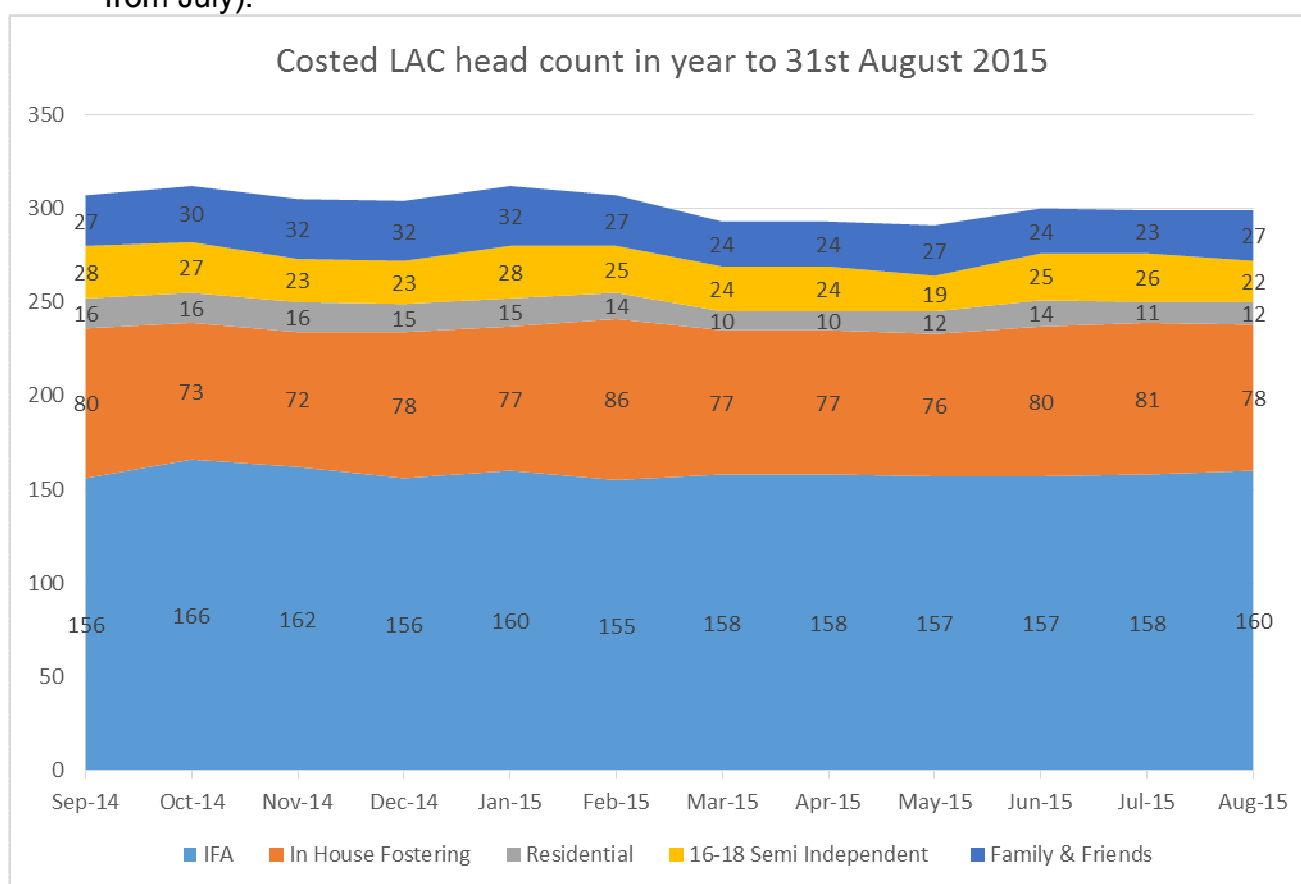**TABLE 2: Corporate Parenting Management Dashboard – August 2015 OFP**

Key Metrics	July 15 OFP	August 15 OFP	Status ⬆⬇	Comments
Overall LAC Headcount	299	299	-	This records the number of LAC where there is a financial commitment

IFA Placements	158	160	⬆	A relatively large increase in the average cost of an IFA placement (5%) coupled with an increase of 2 in headcount has led to an overall increase of £111k forecast expenditure for the year.
Average cost of IFA Placement	£42,403	£44,609		
In house placements	81	78	⬇	A decrease in headcount of 3 placements and increase in the average cost of in-house provision has led to a marginal decrease of £38k in the forecast expenditure.
Average cost of in house placements	£19,030	£19,920	⬆	
Residential Placements	11	12	⬆	An increase of 3.5% in the average cost for residential placements is due to the fact that the cohort now contains more complex and high needs children. 1 placement at £18k per annum ceased and 2 new placements started at £286k and £198k per annum respectively. This has led to an increase in the forecast of £158k from last month.
Average cost of Residential Placement	£157,386	£162,842		

Other overspends

Children in Need are forecast to overspend by £798k before use of reserves. A large part of this overspend relates to legal fees and court costs (£346k). Due to the volatility of such costs and the fact that they can arise in varying services across the Directorate, the budget is held on the Directorate Management Team (DMT) cost centre and DMT are reporting a corresponding underspend. Excluding these legal costs, there are overspends on staffing and commissioning.

- The staffing overspend relates to: - two posts over the establishment - a court case manager and a project worker, £102k; the premium on a contracted service manager who is needed until the management restructure is completed, £40k; and the additional cost of the Social Work in Schools expansion, £20k. The service is working with Finance to identify where expenditure can be reduced elsewhere to offset the impact of these costs

- The commissioning spending relates to section 17 support to prevent family breakdown which will also prevent potentially higher costs at a later date if children become Looked After. The overspend is due to a special needs case which is joint funded with HLT, this will end this year, £93k, and estimated in relation to court directed residential assessments, £72k.

Youth Justice is forecast to overspend because the cost of accommodating young persons in secure remand centres is forecast to exceed the Youth Justice Board (YJB) grant (£235k) by £860k. This is due to increased numbers of young offenders in Secure Training Centres and Secure Children's Homes. These costs should be funded by the YJB grant for remand. However, the grant award is based on the previous three years activity to 31 March 2014, where the numbers of young persons in high cost establishments was relatively low. A reserve (£603k) was set aside in recognition of a risk in this area as expenditure is dependent on court activity and decisions.

Disabled Children Services are forecast to overspend by £881k. This is reduced by £63k of legal fees and £62k of court costs (as the budget is held by directorate management), leaving an overspend position of £756k.

- This is mainly driven by an increase in home care commissioning expenditure caused by a rise in the number of care packages this year and an increase in rates paid in line with the London Living Wage.

- The short breaks service which delivers a service of 120 hours for disabled children and their carers can be accessed by an individual budget or a voluntary sector provider. An increase in the uptake of service users accessing individual budgets is not being compensated for by a decrease in the voluntary sector provider usage leading to a combined overspend of £184k on this budget. This is partly offset by underspends in the Short Breaks Overnight budgets.

Directorate Underspends

Overspends in Corporate Parenting, Children in Need, Youth Justice and Disabled Children Services are offset by underspends elsewhere, significantly, in Family Support Services, the Directorate Management Team, Safeguarding and Learning Service and Young Hackney:

- Family Support Services are forecast to underspend by £567k (after £60k use of reserves) due to posts held vacant pending the implementation of the first phase of 1CYPS.

- DMT are forecasting to underspend by £883k primarily due to legal budgets held on this cost centre whilst costs are incurred elsewhere across the Directorate (as explained in relation to the Children in Need and DCS overspend above) and as a result of accounting for the early delivery of some savings from elsewhere in the Directorate on this cost centre.

- SALS is reporting an underspend of £108k due to a management decision to reduce commissioned services (£236k) agreed to offset overspends elsewhere

- Young Hackney (YH) is forecast to underspend by £177k (after £456k use of reserves). There are forecast staff underspends (£207k) in core units due mainly to posts held vacant in advance of the first phase of 1CYPS. This is offset by overspends in various supplies & services budgets.

Hackney Learning Trust

The Hackney Learning Trust (HLT) forecast is consolidated into the CYPS position. Outturn is forecast on budget. As part of the delegated arrangements for the HLT any overspend or underspend at year end will result in a contribution from or to the HLT reserve.

Early Delivery of Savings

The CYPS directorate has worked closely with Finance & Resources to identify early delivery of savings from remodelling and evolving the service and reducing overlap and duplication whilst achieving cost savings as part of the 1CYPS approach. The first tranche of these 'in-year' savings are forecast to be delivered from October 2015. These are being closely monitored by finance and will be forecast as they are achieved. However, in some service areas e.g. Family Support Services and Young Hackney, underspends are forecast as a result of posts held vacant pending full implementation of the first phase of 1CYPS.

4.3 Health and Community Services

The September 2015/16 revenue forecast for the Health and Community Services directorate is a £2,100k overspend, an improvement of £419k on the August position.

The overspend is based solely in the Adult Social Care service and relates to non-delivery of in-year savings within Care Support Commissioning, our budget for externally commissioned packages of care.

The major variances making up the forecast overspend, using the traditional care categories, are as follows.

Adult Social Care overspend as at September 2015	£000
Learning Disabilities Commissioning	2,352
Provided Services - Housing With Care	707
Older People Commissioning	748
Physical/Sensory Commissioning	539
Preventative Services underspend	(178)
Mental Health Section 75 services	(953)
Provided Services – early delivery of Day Care saving & other underspends	(1,009)
Other	(116)
Adult Social Care overspend	**2,090**

The Learning Disabilities position has improved by £127k between August and September, to £2,350k overspend, which represents further progress against the six point plan outlined in the May forecast to address the revenue pressure. The overspend for Older People services has improved by £87k to £748k overspend and the Physical/Sensory commissioned spend has worsened by £105k to £539k overspend. Both these movements reflect month on month changes to the client snapshot.

Provided Services has improved by £166k, to £299k underspend. The improvement reflects decommissioning of the Community Resource Service (part of the Hackney One Team review). The Housing with Care function continues to have a staffing driven £707k overspend, which is being mitigated by early delivery of Day Care transformation savings (£519k) and underspends in Meals on Wheels (£125k) and Transport (£196k).

The overspending areas continue to be offset by two notable underspends. There is a £953k underspend within services that come under the Mental Health Section 75 function. This has improved by £53k since August, primarily reflecting a reduction in externally commissioned care package spend. There is also an underspend of £178k within Preventative Services which is due to reduced costs following the closure of Median Road.

Under the leadership of the ASC Budget Board the ASC management team continue to focus on Learning Disabilities, Older People, Physical Disabilities and the internally provided Housing with Care function to address the revenue pressure. This is scrutinised and monitored at the monthly ASC budget board.

The remainder of the services within the Health and Community Services directorate are forecast to spend on-budget for the September 2015/16 position.

4.4   Finance & Resources

The directorate is forecast to come in at budget despite on-going cost pressures in revenues and benefits, temporary accommodation and ICT. Overspends in ICT and property are offset by underspends elsewhere in the service, in particular in Audit and Anti-Fraud and Procurement.

4.5   Chief Executive

Overall the directorate is forecast to come in at budget. In broad terms the overspends in Chief Executive's Office and Safer Communities are being offset by the underspend in Communication & Consultation and PPD.

4.6   Legal, HR and Regulatory Services (LHRR)

The LHRR position as at September 2015 is a forecast underspend of £385k – an increase in the underspend of £282k from the previous month.

Governance Services & Member Allowances is reporting a forecast £143k underspend. This is entirely due to an underspend in the ring-fenced Member Allowances budget due to the cessation of employers' pension contributions in respect of members. Additionally, Legal Services is forecast to underspend by £303k due to the over recovery on income which is partially offset by small overspends on staffing and external legal services budgets. These underspends are offset by overspends in Human Resources and Organisational Development (HR&OD) and Planning & Regulatory Services (PRS).

HR&OD is forecast to overspend by £42k after planned reserve usage of £273k. This is primarily due to the continuation of the Head of HR and Strategic Planning post for a transitional period.

In Planning and Regulatory Services, there are income surpluses for planning applications (£160k), Land Searches (83k), Licensing (69k) driven by development activity, property purchases and new licenced premises in the Borough. These are partially offset by the administrative cost (£175k) of dealing with the additional workloads. In other areas of the service:

- The Mortuary Service has a forecast overspend of £71k on the Coroner's Service.

- There is currently a forecast income shortfall of £90k for Planning Performance Agreements (PPAs); this is driven by fewer than anticipated Housing PPAs being signed during the year. The Service Head is investigating income generating work streams to address the shortfall.

- The Building Control service has a shortfall in income. This is mitigated by a £185k planned use of the Shortfall in Building Control Income reserve. Building Control operates in a competitive market in which there is a strong link between product price and the amount of business won. Since 2010, the Building Control service has been losing market share to approved inspectors in the private sector. The service has implemented a number of initiatives to improve marketability including a revised charging schedule.

4.7   General Fund Housing Services

The service is forecasting to come in at budget.

4.8   HRA

The HRA is forecast to come in on budget. There are various overspends and underspends across the service, including underspends on repairs and maintenance and on special services (primarily spend on utilities). There are overspends on supervision and management, and rents and rates. With regards to income there is unbudgeted additional income for leaseholder services and dwelling rent but a forecast shortfall in Heating & Hot Water income of £400k due to tenants switching to a pre-paid card system for gas and a forecast income shortfall of £264k on the major works administration fee.

4.9   Capital

This is the second OFP Capital Programme monitoring report for the financial year 2015/16. The table below shows that the revised capital programme for 2015/16 as at 30th September is £252,464k, comprising Housing schemes totalling £146,477k and Non-Housing schemes totalling £105,987k.

The actual year to date capital expenditure for the 6 months April to September is £56,512k and the full year projected outturn is currently £251,855k, £610k below the revised budget. In each financial year, two reprofiling exercises within the capital programme are carried out in order that the budgets and therefore monitoring reflect the anticipated progress of schemes. The first reprofiling exercise for 2015/16 has been completed and will be reported to Cabinet in detail for formal approval in November 2015. The impact of this and other pending approvals have however been reflected in the revised budgets where they have significant impact in the table below.

Explanations for the major variances are contained within the Directorate comments below and a full list of schemes, including variances and comments on progress, are available from the corporate Capital Team.

Table 1: Summary of Capital Projected Outturn

	Revised Budget Position	Spend as at Sep 15	Projected Outturn	VARIANCE (Under/Over)	
	£000	£000	£000	£000	
Chief Executive Services	394	173	367	-	27
Children's Service	34,002	6,878	32,845	-	1,157
Finance and Resources	38,322	11,983	38,361		39
Health & Community Services	33,181	4,600	33,075	-	106
Legal, Human Resources & Regulatory Services	88	9	729		641
Total Non-Housing	**105,987**	**23,643**	**105,377**	**-610**	
Hackney Homes HRA	71,889	14,959	71,889		-
Council Capital Schemes GF	1,878	447	1,878		-
Private Sector Housing Schemes	1,324	364	1,324		-
Estate Renewal	61,442	12,567	61,442		-
Other Council Regeneration Schemes	9,945	4,532	9,945		-
Total Housing	**146,478**	**32,869**	**146,478**	**-**	
Total Capital Expenditure	**252,465**	**56,512**	**251,855**	**-610**	

Chief Executive Services

The current forecast is £367k, £27k below the revised budget of £394k. Of the 11 schemes, 4 have been coded with a traffic light of green, 6 amber and 1 red.

The overall variance between forecast expenditure and revised budget is mainly due to red scheme detailed below.

Red scheme:

Ridley Road Shop Fronts
This project is now complete and the residual budget of £25k is to be removed from the Capital Programme along with its associated funding stream. (Submitted for member approval as part of October 15 Cabinet Update Report)

Children's Services

The current forecast is £32,845k, £1,157k below the revised budget of £34,002k. Of the 81 schemes, 31 have been coded with a traffic light of green, 47 amber and 3 red.

The overall variance between forecast expenditure and revised budget is due mainly to variances on a number of schemes, largely in respect of virements required and the red schemes detailed below.

Red schemes:

Horizon BSF (£1,015k)
This project is now complete and the residual budget is to be removed from the capital programme. (Submitted for member approval as part of October 15 Cabinet Update Report)

YOT Accommodation
This scheme is not now to be progressed and will be removed from the capital programme. (Submitted for member approval as part of the October 15 Cabinet Update Report)

Integrated Children's Systems
This scheme is not now to be progressed and will be removed from the capital programme. (Submitted for member approval as part of the October 15 Cabinet Update Report)

Finance and Resources

The current forecast is £38,361k, £39k above the revised budget of £38,322k (after taking account of approvals in October Capital Update Report). Of the 106 schemes, 45 have been coded with a green traffic light and 61 amber.

There are a number of variances within individual schemes, relating to both minor overspends and underspends. In the main however, these offset each other.

Health and Community Services

The forecast outturn is £33,075k, £106k below the revised budget of £33,181k. Of the 157 schemes, 115 have been coded with a traffic light of green and 42 amber.

Although the reported variance is small, there are a number of variances within individual schemes, relating to both minor overspends and underspends. In the main however, these offset each other.

Legal, Human Resources and Regulatory Services

The current forecast is £729k, £641k above the revised budget of £88k. Of the 6 schemes, 5 have been coded with a green traffic light and 1 amber.

The variance between forecast expenditure and revised budget is due to the additional budget forecast for Dalston Lane Terrace. A delegated authority report is currently underway for this project.

Housing – ALMO Hackney Homes HRA

The current forecast is £71,889k, in line with the revised budget including additional Decent Homes funding from the GLA which will be included in the November Capital Update report. Of the 56 schemes, 53 have been coded with a traffic light of green and 3 amber.

Housing – Council General Fund

The current forecast in line with the revised budget of £1,878k. All the 9 schemes have been codes with a traffic light of green.

Although no overall variance is reported there are in fact a number of variances within individual schemes, relating to both minor overspends and underspends. These will re-align when the proposed virement has been applied to better reflect project delivery.

Housing – Private Sector Housing

The current forecast is in line with revised budget of £1,324. Of the 7 schemes, 1 has been coded with a traffic light of green and 6 amber.

Housing – Estate Renewal

The current forecast is in line with the revised budget of £61,442k. Of the 24 schemes, 2 have been coded with a traffic light of green and 22 amber.

Although currently forecasting outturn in line with budget, the HRA Business Plan is now under review as a result of the recent Government announcements in respect of the extension of the RTB scheme and reduced social rents. This may result in changes to resources available to finance the Housing capital plan and any changes will be reported accordingly.

Housing – Other Council Regeneration Schemes

The current forecast of £9,945k is in line with the approved budget position. Of the 9 schemes, I has been coded with a traffic light of green and 8 amber.

The HRA Business Plan review referred to above may also impact on this area of the Housing Capital Programme.

5.0 DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

As the main part of the report is primarily an update on the Council's financial position, there are no alternative options here. With regards to the property disposal, there is no realistic alternative to disposal as noted in 2.2 above.

6.0 BACKGROUND

6.1 Policy Context

This report describes the Council's financial position as at the end of September 2015. Full Council agreed the 2015/16 budget on 25th February 2015.

6.2 Equality Impact Assessment

Equality impact assessments are carried out at budget setting time and included in the relevant reports to Cabinet. Such details are not repeated in this report.

6.3 Sustainability

As above

6.4 Consultations

Relevant consultations have been carried out in respect of the forecasts contained within this report involving, the Mayor, the Member for Finance, HMT, Heads of Finance and Assistant Directors of Finance.

6.5 Risk Assessment

The risks associated with the schemes Council's financial position are detailed in this report.

7. COMMENTS OF THE CORPORATE DIRECTOR OF FINANCE AND RESOURCES

7.1   The Corporate Director of Finance and Resources' financial considerations are included throughout the report.

8. COMMENTS OF THE CORPORATE DIRECTOR OF LEGAL, HR AND REGULATORY SERVICES

8.1 The Corporate Director of Legal, HR and Regulatory Services has seen the report and has no legal comments to make on the regular budget monitoring part of the report.

8.2 The proposed disposal of the loft space by way of granting a lease demise of the loft space as set out at paragraph 2.2 of this report must be for the best consideration that can reasonably be obtained in order to comply with section 123 of the Local Government Act 1972.

8.3 The report at paragraph 9 sets out how the Council will ensure the best consideration that can reasonably be obtained will be achieved and the Interim Assistant Director for Strategic Property Services has confirmed at paragraph 9.2 below that the proposed transaction does comply with best consideration in order to comply with section 123 of the Local Government Act 1972.

8.4 Furthermore the Council has power under section 1 of the Localism Act 2011 (the general power of competence), to enter into this legal agreement.

9. COMMENTS OF THE INTERIM ASSISTANT DIRECTOR FOR STRATEGIC PROPERTY SERVICES

9.1 Terms have been agreed for the disposal of the loft space for £10,000 (subject to contract & Cabinet approval) to the lessees of 19 Gunstor Road, plus the Council's legal fees.

9.2 The Assistant Director of Property Services confirms that the disposal of the Land is at the best consideration in terms of S.123 of the Local Government Act 1972.

Report Author	Russell Harvey ☎020-8356-2739
Comments of the Corporate Director of Finance and Resources	Ian Williams ☎020-8356-3003
Comments of the Corporate Director Legal, HR and Regulatory Services	Budget Monitoring Yinka Owa ☎0208-356-6234/ Property Disposal Dennis Macharaga ☎0208 356 3981

19 GUNSTOR ROAD
YORKSHIRE GROVE ESTATE
LONDON N16

N

TERRACE

CONSERVATORY

LIVING ROOM

WC / STORE

NO 21 SEPARATE PROPERTY

NO 17 SEPARATE PROPERTY

UP

KITCHEN

COMMUNAL WALKWAY

FIRST FLOOR

BEDROOM 1

DN

BATH

UP

WR

NO 21 SEPARATE PROPERTY

NO 17 SEPARATE PROPERTY

BEDROOM 2

BEDROOM 3

SECOND FLOOR

WR

WC

NO 21 SEPARATE PROPERTY

NO 17 SEPARATE PROPERTY

DN

BEDROOM 4

THIRD FLOOR

PREPARED FOR THE LONDON BOROUGH OF HACKNEY
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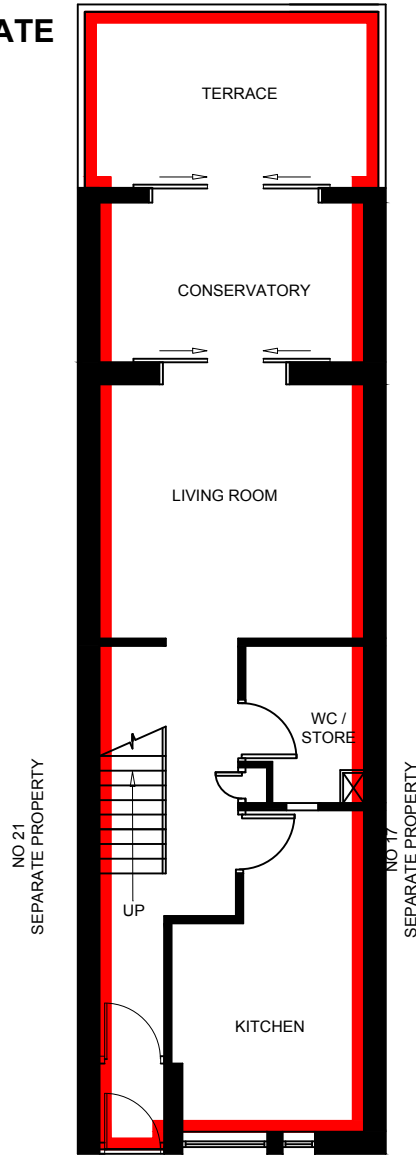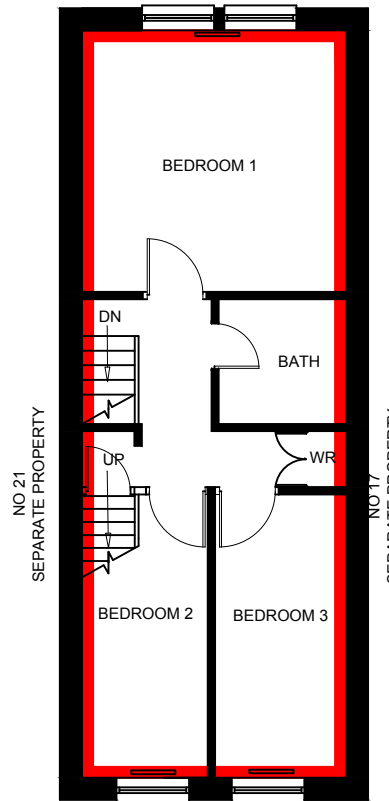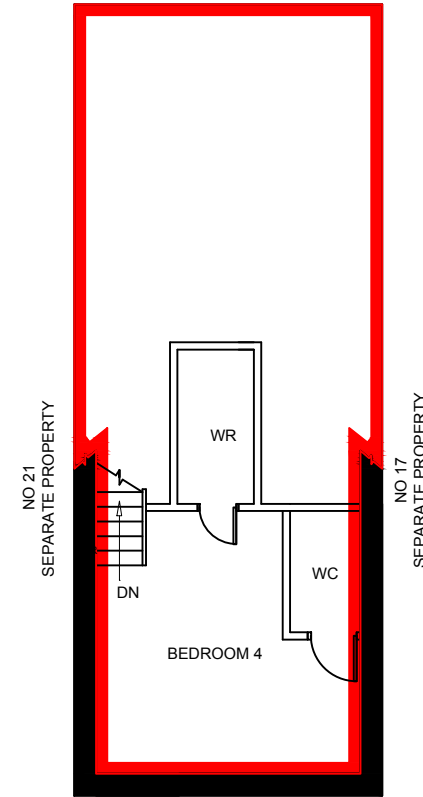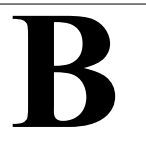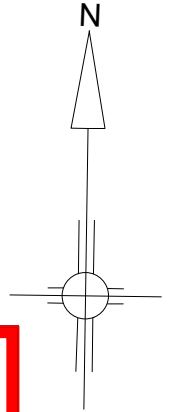
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CAPITAL UPDATE REPORT	
Key Decision No. FR L20	

CABINET MEETING DATE (2015/16)	**CLASSIFICATION:**
23 November 2015	**Open**
	If exempt, the reason will be listed in the main body of this report.

WARD(S) AFFECTED

All Wards

CABINET MEMBER

Mayor Pipe

KEY DECISION

Yes

REASON

Spending or Savings

CORPORATE DIRECTOR

Ian Williams Corporate Director of Finance and Resources

1. CABINET MEMBER'S INTRODUCTION

1.1 This is the fifth report on the capital programme for 2015/16 and includes capital project approvals for Children and Young People's Services, Finance and Resources, Health and Community Services and the Housing Services directorates.

1.2 The report recommends investment in schemes which will bring real benefits to local residents and other users of Council services.

2. CORPORATE DIRECTOR'S INTRODUCTION

This report updates Members on the current position of the Capital Programme and seeks spending and resource approval as required to enable officers to proceed with the delivery of those schemes as set out in section 9 of this report.

3. RECOMMENDATION(S)

3.1 **That the schemes for Children and Young People's Services as set out in 9.2 be given resource, virement and spending approval as follows:**

Clapton Portico: Virement and spending approval of £100k (£50k in 2015/16 and £50k in 2016/17) is requested for the maintenance and repair of the Clapton Portico Building along with the provision of space for a "bulge" class.

Shacklewell School: Resource and spending approval of £500k (£70k in 2015/16 and £430k in 201617) is requested to facilitate the demolition and replacement of the year 6 Building (Block C) in Shacklewell Primary School.

Primary Schools AMP: Virement approval of £934k is requested in order to better apportion the schools AMP budgets to reflect individual scheme delivery.

3.2 **That the schemes for Finance and Resources as set out in section 9.3 be given resource and spending approval as follows:**

Stoke Newington Library Essential Repairs: Spending approval of £160k is requested to enable essential repairs to the roof, masonry and stonework of this Grade 2 listed building.

Stoke Newington Town Hall Essential Repairs: Spending approval of £100k (£40k in 2015/16 and £60k in 2016/17) is requested to facilitate urgent roofing refurbishment at the Grade 2 listed Stoke Newington Town Hall.

Commercial Property Reactive Emergency: Resource and spending approval of £50k in 2015/16 is requested to enable emergency reactive capital works to properties in the Commercial and Voluntary and Community Sector portfolios to be carried out as they are identified.

3.3 **That the schemes for the directorate of Housing Services as set out in section 9.4 be given resource, virement and spending approval as follows:**

Shoreditch B Decent Homes Phase2: Resource and spending approval of £3,160k in 2015/16 is requested to facilitate the delivery of 172 additional decent homes by end of the financial year.

Housing Schemes: Virement approval is requested for £3,908k in order to reapportion the Housing Needs and Housing Regeneration 2015/16 approved budget to better reflect actual project delivery.

3.4 **That the S106/278 schemes as set out in section 9.5 and summarized below be given resource and spending approval as follows:**

	2016/17	2017/18
	£'000	£'000
S106/278	858	240
Total Resource and Spend approvals	858	240

3.5 **That the reprofiling of the budgets as set out in section 9.6 and Appendix 1 be approved as follows:**

	2015/16	2016/17
	Reprofiled	Reprofiled
	£'000	£'000
TOTAL NON HOUSING	(63,848)	63,848
TOTAL HOUSING	(10,043)	10,043
NET SPENDING	**(73,891)**	**73,891**

3.6 **That the capital programme adjustments as detailed in para 9.7 be approved accordingly:**

Budget 2015/16	Change 2015/16	Updated Budget 2015/16	Budget 2016/17	Change 2016/17	Updated Budget 2016/17
£'000	£'000	£'000	£'000	£'000	£'000
5,500	(403)	5,097	13	(13)	0
5,500	**(403)**	**5,097**	**13**	**(13)**	**0**

3.7 **That the schemes detailed in section 9.8 be duly noted.**

4. REASONS FOR DECISION

4.1 The decisions required are necessary in order that the schemes within the Council's approved Capital programme can be delivered as set out in this report.

4.2 In most cases, resources have already been allocated to the schemes as part of the budget setting exercise but spending approval is required in order for the scheme to proceed. Where however resources have not previously been allocated, resource approval is requested in this report.

5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None

6. BACKGROUND

6.1 Policy Context

The report to recommend the Council Budget and Council Tax for 2015/16 considered by Council on 26th February 2015 sets out the original Capital Plan for 2015/16. Subsequent update reports considered by Cabinet have amended the Capital Plan for additional approved schemes and other variations.

6.2 Equality Impact Assessment

Equality impact assessments are carried out on individual projects and included in the relevant reports to Cabinet or Procurement Committee, as required. Such details are not repeated in this report.

6.3 Sustainability

As above

6.4 Consultations

Relevant consultations have been carried out in respect of the projects included within this report, as required. Once again, details of such consultations would be included in the relevant detailed reports to Cabinet or Procurement Committee.

6.5 Risk Assessment

The risks associated with the schemes detailed in this report are considered in detail at individual scheme level. Primarily these will relate to the risk of the projects not being delivered on time or to budget. Such risks are however constantly monitored via the regular capital budget monitoring exercise and reported to cabinet within the Overall Financial Position reports. Specific risks

outside of these will be recorded on departmental or project based risk registers as appropriate.

7. COMMENTS OF THE CORPORATE DIRECTOR OF FINANCE AND RESOURCES

7.1 The gross approved Capital Spending Programme for 2015/16 currently totals £322.426m (£169.065m non-housing and £153.361m housing). This is funded by discretionary resources (borrowing, government grant support (SCE(c)), capital receipts, capital reserves (mainly Major Repairs Reserve and revenue contributions) and earmarked funding from external sources.

7.2 The financial implications arising from the individual recommendations in this report are contained within the main report.

7.3 If the recommendations in this report are approved, the revised gross capital spending programme for 2015/16 will total £252.182m (£105.704m non-housing and £146.478m housing).

Directorate	Budget Position Oct 15	Phase 1 Reprofiling	Nov 15 Cabinet Update	Updated Budget Position
	£000	£000	£000	£000
Chief Executive Services	15,531	(15,165)		366
Children's Services	65,701	(32,214)	20	33,507
Finance & Resources	45,449	(7,461)	(10)	37,978
Health & Community Services	42,296	(9,008)	477	33,765
Legal,HR and Regulatory Services	88	-		88
Total Non-Housing	**169,065**	**(63,848)**	**487**	**105,704**
Housing	153,361	(10,043)	3,160	146,478
Total	**322,426**	**(73,891)**	**3,647**	**252,182**

8. COMMENTS OF THE CORPORATE DIRECTOR OF LEGAL, HR AND REGULATORY SERVICES

8.1 The Corporate Director of Legal, HR and Regulatory Services has been consulted on the contents of this report and wishes to comment on recommendation 3.4 and 3.7 and paragraph 9.5 and 9.8 where Cabinet is being invited to approve the allocation of monies to projects from funding from agreements under Section 278 of the Highways Acts 1980 and S106 of the Town and Country Planning Act 1990.

8.2 S.106 Town and Country Planning Act 1990 permits anyone with an interest in land to enter into a planning obligation enforceable by the local planning authority. Planning obligations are private agreements intended to make

acceptable developments which would otherwise be unacceptable in planning terms. They may prescribe the nature of the development (for example by requiring that a percentage of the development is for affordable housing), secure a contribution to compensate for the loss or damage created by the development or they may mitigate the development's impact. Local authorities must have regard to ODPM Circular 05/2005 on Planning Obligations and Section 122 of the Community Infrastructure Levy Regulations 2010. Section 122 enshrines in legislation for the first time the legal test that planning obligations must meet.

8.3. Once completed S.106 agreements are legally binding contracts. This means that any monies which are the subject of the Agreement can only be expended in accordance with the terms of the Agreement. In this case, the Council's lawyers are satisfied that the terms of the S.106 Agreements referred to would allow the financial contributions to be applied as set out in this report.

8.4 Hackney Council approved the Planning Contributions Supplementary Planning Document on 1 November 2006 under which contributions are secured under S106 and S278 agreements

9 CAPITAL PROGRAMME 2015/16 AND FUTURE YEARS

9.1 This report seeks spending approval for schemes where resources have previously been allocated as part of the budget setting process, as well as additional resource and spending approvals for new schemes where required.

9.2 **Children and Young People's Services:**

9.2.1 **Clapton Portico:** Virement and spending approval of £100k (£50k in 2015/16 and £50k in 2016/17) is requested for the maintenance and repair of the Clapton Portico Building together with the provision of space for a bulge class on the site as identified for future years. This approval has no further impact on the capital plan as the overall resources already form part of the approved Additional Secondary School Provisions 2015/16 capital budget.

9.2.2 **Shacklewell School:** Resource and spending approval of £500k, (£70k in 2015/16 and £430k in 201617) is requested to facilitate the demolition and replacement of the year 6 Building (Block C) in Shacklewell Primary School. It was originally designed as a temporary building which has now exceeded its design life. The replacement building will be located in the adjacent garden area and will give full consideration to the DFE and current building regulations. The resources for this scheme are to be met by in part by £430k revenue contribution financed from reserves held by the authority and a contribution of £70k from the school.

9.2.3 **Primary Schools AMP:** Virement approval of £934k is requested in order to more accurately apportion the schools AMP budgets to reflect project delivery. The full details of the above approvals are set out in the table below. They have no further impact on the capital plan as the overall resources required are already within the approved capital programme.

Scheme	Revised Budget	Virement	Revised Budget
	£'000	£'000	£'000
Major Schemes Contingency	114	(1)	113
PCP Feasibility & Project	4	1	5
C C AMP needs/maintenance	200	(110)	90
Primary School AMP Needs	175	(175)	0
Jubilee Primary	138	65	203
Queensbridge Primary	524	(75)	449
Daubeney Primary	55	25	80
Millfields Expansion & Lift	0	20	20
Millfields Fire Doors M. Wks	20	(20)	0
Sir Thomas Abney Kitchen TC	3	6	9
CC Start Up Maintenance	349	110	459
Gainsborough Expansion	47	(20)	27
Baden Powell School	22	5	27
Grazebrook Primary School	8	(8)	0
Betty Layward AMP	106	(27)	79
Gayhurst AMP	18	(10)	8
Kingsmead AMP	3	1	4
Morningside AMP	46	45	91
Rushmore AMP	0	46	46
Woodberry Down AMP	991	(12)	979
Burbage AMP	0	2	2
Colvestone AMP	35	29	64
Grasmere AMP	279	(78)	201
London Fields AMP	7	30	37
Manderville AMP	5	23	28
Parkwood AMP	7	16	23
Whitmore AMP	58	(4)	54
Randal Cremer AMP	110	(5)	105
Springfield AMP	65	25	90
William Patten AMP	70	19	89
Design & Development AMP	0	85	85
Ickburgh BSF	580	(199)	381
Ickburgh BSF Ph3	(104)	199	95
BSF PRUs	6,831	(379)	6,452

PRU Nile Street	7,621	379	8,000
Asbestos works	390	(10)	380
Total	**18,776**	**0.00**	**18,776**

9.3 Finance and Resources:

9.3.1 **Stoke Newington Library Essential Repairs:** Spending approval of £160k is requested to enable essential repairs to this Grade 2 listed building. Of the £160k, £90k will enable roofing refurbishment and £70k masonry rebuilding and repair works including stonework. These works are urgent due to the condition of the building caused partly by rain water leaks over many years. This approval will have no further impact on the capital plan as the overall resources already form part of the approved 2015/16 capital budget.

9.3.2 **Stoke Newington Town Hall Essential Repairs:** Spending approval of £100k (£40k in 2015/16 and £60k in 2016/17) is requested to facilitate roofing refurbishment at the Grade 2 listed Stoke Newington Town Hall. These works are urgent due to the condition of the building caused partly by rain water leaks over many years risking disruption to revenue generation. This approval will have no further impact on the capital plan as the overall resources already form part of the approved 2015/16 capital budget.

9.3.3 **Commercial Property Emergency Reactive Works:** Resource and spending approval of £50k in 2015/16 is requested to enable urgent reactive capital works to properties in the Commercial and Voluntary and Community Sector portfolios as and when these are identified.

9.4 Directorate of Housing Services

9.4.1 **Shoreditch B Decent Homes Phase2:** Resource and spending approval of £3,160k in 2015/16 is requested to facilitate the delivery of works that will bring 172 additional homes to the decent standard. This is an extension to the existing 2012-15 Decent Homes Backlog grant programme. The resources are to be met by a grant contribution from the GLA ant therefore will have no further impact on the on the capital plan.

9.4.2 **Housing Schemes:** Virement approval is requested for £3,908k in order to reapportion the Housing Needs and Housing Regeneration 2015/16 approved budgets to better reflect project delivery. The full details of the above approvals are set out in the table below.

Scheme	Revised Budget	Change	Revised Budget
	£'000	£'000	£'000
Council Capital Schemes			

Scheme	Revised Budget	Change	Revised Budget
	£'000	£'000	£'000
Housing Needs Allocation HRA	2,875	(344)	2,531
B/wide Housing under occupatio	0	507	507
Fresh Start Scheme	212	(197)	15
Hostels - Major Repairs	695	153	848
Under Occupation (Voids)	351	(217)	134
Special Needs Adaptation Prog	276	(246)	30
Commercial Properties	0	344	344
Net Sub total	**4,409**	**0**	**4,409**
Estate Renewal Programme			
ERP 14/15 committed	46	(46)	0
ERP 13/14 new schemes	14	(9)	5
Estate Renewal Implementation	0	1	1
Bridge House Phase 2	1	6	7
Kings Crescent Phase 1+2	0	34	34
Colville Phase 2	3	1	4
ER1 Colville phase 3	1	0	1
St Leonard's Court	0	2	2
Acquisition Frampton Arms PH	0	1	1
Great Eastern Building	1	4	5
King Edwards Road	0	1	1
Marian Court Phase 3	0	2	2
Nightingale	0	2	2
Net Sub total	**66**	**0**	**66**
Other Regeneration Schemes			
Woodberry Down Bid	3,748	(2,849)	899
Kick Start Programme	0	302	302
Stock Transfer to HA	0	150	150
Other Heads	0	1,511	1,511
Phase2 & Other Heads	7,095	97	7,192
Woodberry Down Phase 2-5	0	720	720
Woodberry Down Tenancy Agree	0	3	3
Woodberry Down Kickstart	0	65	65
Net Sub total	**10,843**	**(0)**	**10,843**
Total Housing Schemes	**15,318**	**(0)**	**15,318**

9.5 **S106/S278 Capital Approvals:**

9.5.1 Resource and spending approval is requested for £1,098k (858k in 2015/16 and £240k in 2016/17) in respect of the projects detailed below, to be

financed by S106/S278 contributions. The works to be carried out are in accordance with the terms of the appropriate S106/S278 agreement.

Planning Application Number	Project Description	Agreement Development Site	2015/16	2016/17
2012/3792	Shoreditch Village	Shoreditch High Street 187-193	20	240
2013/0900	Frampton Park Road	Frampton Baptist Church	41	
2008/2333	Highways works Clifton Street	Clifton Street 102-108	22	
2012/0123	Highways works Willow Street 10-50	Willow Street 10-50	171	
2010/1239	Highways works 2 Sylvester Road	2 Sylvester Road	7	
2013/2442	Highway works 52 Well Street	52 well Street and Shore Place	38	
2013/1699	Highways works 218 Green Lanes	218 Green Lanes	54	
2013/1102	Highways works Gascoyne Road	Gascoyne Road & Harrogate	59	
2010/1409	Highways works 42 Lower Clapton Road	42 Lower Clapton Road	19	
2011/0444	Wenlock Road/Sturt Street/Shepherdess Walk Park Improvements	Wharf Road	80	
2012/3006	Clapton Common Pedestrian Improvements	Buccleuch House Clapton Common	30	
2013/3979	Highways work Nightingale Estate	Nightingale Estate Rendlesham Road	27	
2013/1039	Dalston Western Curve	Highways Contribution- DWC	290	
Total	**Section 106/278**		**858**	**240**

9.6   **Reprofiling of the Capital Budgets**
The capital programme is reprofiled twice each year to ensure that the budgets reflect changes in the anticipated development and progress of schemes within the approved programme. This helps to enhance capital budget monitoring and associated financing decisions. The table below summarises the reprofiling of the capital programme between years, the full details of which are shown at Appendix 1.

SUMMARY 2015/16 REPROFILING PHASE 1		
	2015/16	2016/17
	Reprofiled	Reprofiled
Directorate	£'000	£'000
Non Housing		
Chief Executive Services	- 15,165	15,165
Children's Services	- 32,214	32,214
Finance And Resources	- 7,461	7,461
Health & Community Services	- 9,008	9,008
TOTAL NON HOUSING	**- 63,848**	**63,848**
Housing		
Housing Other	- 10,043	10,043
TOTAL HOUSING	**- 10,043**	**10,043**
NET SPENDING	**- 73,891**	**73,891**

9.7 **Capital Programme Adjustments:**

9.7.1 The following schemes need to be amended in the Capital Programme in order that the approved budget reflects delivery of the anticipated programme.

Scheme	Budget 2015/16	Change 2015/16	Updated Budget 2015/16	Budget 2016/17	Change 2016/17	Updated Budget 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000
Cycle Super Highway	5,500	(403)	5,097			
77 Parkholm Supported HSG				13	(13)	0
	5,500	**(403)**	**5,097**	**13**	**(13)**	**0**

9.8   **To Be Noted:**

9.8.1 A delegated powers report for the virement and spending approval of £90k in 2015/16 in respect of health, safety and urgent repairs required at **Chats Palace** was approved. These works consist of installation of a new wireless fire alarm, a new emergency lighting system and upgrade of fire doors. The required resources already form part of the approved 2015/16 capital budget for **Voluntary Sector** and therefore this approval has no further impact on the Capital Plan.

9.8.2 A delegated powers report for resource and spending approval of £22k was approved to upgrade the highway and public footway to the property of 86-100 Mare Street, as set out in the relevant S278 agreement. This expenditure is financed by a S278 contribution and therefore has no further impact on the Capital Plan.

APPENDICES

Appendix 1: Capital Re-profiling

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required
None

Report Author	Chantelle Rigsby, 020 8356 2629
Comments of the Corporate Director of Finance and Resources	Michael Honeysett, 020 8356 3332, Michael.honeysett@hackney.gov.uk
Comments of the Corporate Director of Legal, HR and Regulatory Services	Yinka Owa, 020 8356 6234 Yinka.owa@hackney.gov.uk

Chief Executive Services		
	15/16	16/17
SCHEME/PROJECT	£'000	£'000
Dalston Square Open Space	(7)	7
Afford Workspace Space Studio	(106)	106
Hackney Central Town Centre Management Project	(33)	33
Hackney Central Regeneration	(15,000)	15,000
Dalston 2011/12 (CE)	(18)	18
Total Chief Executive	**(15,165)**	**15,165**

Children & Young People Services		
	15/16	16/17
SCHEME/PROJECT	£'000	£'000
Primary School Programmes		
Primary Capital Programme 13/14	(1,953)	1,953
Primary Capital Programme 14/15	(4,500)	4,500
Major Schemes Contingency	(113)	113
Woodberry Down	(2,972)	2,972
Orchard Refurb & Extension	(514)	514
East Wick 3FE	(2,256)	2,256
Sir Thomas Abney 14/15	(1,400)	1,400
Harrington Hill Expansion	(1,509)	1,509
Sub Total	**(15,216)**	**15,216**
Assety Management Primary (AMP) Programmes		
Children's Centre AMP needs/maintenance	(90)	90
Queensbridge Primary	(78)	78
Tyssen Roof Replacement	(189)	189
Benthal AMP	(12)	12
Betty Layward AMP	(24)	24
Woodberry Down AMP	(171)	171
Gainsborough AMP	(3)	3
Grasmere AMP	(15)	15
Holmleigh AMP	(30)	30
Whitmore AMP	(8)	8
Randal Cremer AMP	(6)	6
Gainsborough Addiional Works	(50)	50
Debeauvoir AMP	(10)	10
Sub Total	**(687)**	**687**
Secondary School Programmes		
Additional Secondary School provision	(4,535)	4,535
BSF Whole Life Costing	(197)	197
Haggeston BSF Life Cycle 14/15	(47)	47
Cardinal Pole Extension	(1,775)	1,775
Sub Total	**(6,554)**	**6,554**
Building Schools for the Future (BSF)		

Scheme/Project	(1,559)	1,559
Tiger Way Development	(1,559)	1,559
My Place Portfolio Contingency	(1)	1
Mossbourne Victoria Park Academy	(354)	354
Ickburgh BSF	(381)	381
Horizon BSF	(390)	390
Clissold &Regents Pupil Referral Units (PRU) H&S	(199)	199
BSF PRUs	(6,452)	6,452
Sub Total	**(9,336)**	**9,336**
Misc Education & Children's Services		
Kench Hill Straw Bale EcoClass	(32)	32
Short Breaks	(108)	108
Asbestos works	(280)	280
Sub Total	**(420)**	**420**
Total Children & Young People Services	**(32,214)**	**32,214**

Finance and Resources		
	15/16	16/17
SCHEME/PROJECT	£'000	£'000
Property		
81 Downham Road	(100)	100
Acquisition Gd Flr Retail DWC	(2,300)	2,300
15-49 Chapman Rd Car Pound	(300)	300
Hackney Wick Regen.	(3,702)	3,702
Sub Total	**(6,402)**	**6,402**
ICT Plan Items		
Financial Management System	(817)	817
Directorate System R&E	(242)	242
Sub Total	**(1,059)**	**1,059**
Total Finance & Resources	**(7,461)**	**7,461**

Health and Community Services		
	15/16	16/17
SCHEME/PROJECT	£'000	£'000
Leisure Centres		
Essential maintenance to Leisure Facilities	(1,900)	1,900
Leisure Development in Borough	(100)	100
Sub Total	**(2,000)**	**2,000**
Parks and Open Spaces		
Abney Park	(900)	900
Springfield Park Restoration	(500)	500
Sub Total	**(1,400)**	**1,400**
Adult Social Care		
Oswald Street Day Centre	(855)	855
Median Road Refurbishment	(1,000)	1,000
Essential Maintenance to operational centres	(100)	100
ICT upgrade - SLS/SHwC Units	(100)	100

	15/16 £'000	16/17 £'000
77 Parkholme Supp HSG	(13)	13
Sub Total	**(2,068)**	**2,068**
Infrastructure Programmes		
Central London Grid (Phase 1)	(315)	315
Hackney Central Town Centre	(1,045)	1,045
Shoreditch Area Action Plan	(2,000)	2,000
1-14 Spurstowe Works	(51)	51
6-8 New North Rd	(13)	13
68-82 Digby Rd	(30)	30
25a Willberforce Road	(5)	5
Highway Works 8-10 Paul Street	(32)	32
1a Finsbury Park Road	(16)	16
161 Kingsland Road	(14)	14
Highways Works 217 Q'bridg Rd	(18)	18
Sub Total	**(3,540)**	**3,540**
Total Health & Community Services	**(9,008)**	**9,008**

Housing Services		
	15/16	**16/17**
SCHEME/PROJECT	**£'000**	**£'000**
Housing Needs Allocation HRA	(2,531)	2,531
Housing Needs Alloc Non HRA	(300)	300
Specialist Housing	(300)	300
Sub total	**(3,131)**	**3,131**
Safer Neighbourhoods - Private Sector Housing schemes		
Empty property grant (EPG)	(510)	510
External works grant (EWG)	(36)	36
General repairs grant (GRG)	(263)	263
Hospital discharge grant (HDG)	(20)	20
Landlords grant (LLG)	(50)	50
Warmth & security grant (WSG)	(175)	175
Sub total	**(1,054)**	**1,054**
Estate Renewal Programme		
ERP 13/14 new schemes	(4,960)	4,960
Sub total	**(4,960)**	**4,960**
Other Regeneration Schemes		
Woodberry Down Bid	(898)	898
Sub total	**(898)**	**898**
Total Housing Services	**(10,043)**	**10,043**

⊖ Hackney

	Item No
Governance & Resources Scrutiny Commission 14ᵗʰ December 2015 **Governance & Resources Scrutiny Commission Work Programme for 2015/16**	**7**

Outline

Attached is the work programme for the Governance and Resources Scrutiny Commission for 2015/16. Please note this is a working document and regularly revised and updated.

Action

The Commission is asked to consider and note any suggestions for the work programme in 2015/16.

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Overview & Scrutiny

Governance and Resources Scrutiny Commission
Rolling Work Programme June 2015 – April 2016

All meetings take pace at 7.00 pm in Hackney Town Hall unless stated otherwise on the agenda. This rolling work programme report is updated and published on the agenda for each meeting of the Commission.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Wed 10th June 2015 Papers deadline: Mon 1st June	Election of Chair and Vice Chair	Chief Executive's	First meeting of newly elected Commission.
	London Living Wage Executive Response	Chief Executive's	Cabinet Member for Finance response to letter of reference following the outcome of G&R's short inquiry
	Delivering Public Services – Whole Place, Whole System Approach Evidence session	Early Intervention Foundation Donna Molloy – Head of Implementation	Presentation by Donna Molloy from Early Intervention Foundation about prevention and spending on late intervention.
	Delivering Public Services – Whole Place, Whole System Approach • Health in Hackney Scrutiny Commission – Depression and Anxiety Report • The 21st Century Public Servant	Chief Executive's	Review the findings from the Health in Hackney Scrutiny Commission Depression and Anxiety Review. Review of the finding from a review conducted by Dr Catherine Needham and Catherine Mangan on

Dates	Proposed Item	Directorate and officer contact	Comment and Action
			the changing public service workforce.
	Delivering Public Services – Whole Place, Whole System Approach • Long Term Unemployed People in Hackney – The Customer Journey	Chief Executive's	Discussion based on the findings from the qualitative research report by BDRC highlighting the customers journey for the long term unemployed in Hackney.
	Work Programme Discussion	Chief Executive's	To agree a review topic and topics for one-off items for the year.
Mon 8 July 2015 Papers deadline: Fri 26 June	London Borough of Hackney 2015 Elections	Chief Executive's (Tim Shields)	Report on the 2015 Elections - voters registration and postal votes
	Devolution	Chief Executive's (Tim Shields)	Discussion about the opportunities devolution could provide for Hackney
	Corporate Cross Cutting Programmes	Chief Executive's (Tim Shields)	Update on the progress of the Corporate Plan 2015-18 cross cutting programmes

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Tues 8 Sept 2015 Papers deadline: Thu 27 August	Finance update	Finance and Resources (Ian Williams)	Briefing on the budget scrutiny process and update on General Fund savings 2011/12-2013/14.
	Complaints Service Annual report	Chief Executive's (Bruce Devile)	Annual report of the Council's complaints service
Thurs 29 Oct 2015 Papers deadline: Mon 19 Oct	HR Workforce Strategy	Legal, HR and Regulatory Services (Gifty Edila)	Update on HR Strategy and workforce support during organisational change.
	Delivering Public Services – Whole Place, Whole System Approach Draft Report and Recommendation Discussion	Chief Executive's Directorate (Tracey Anderson)	Discuss the report and recommendations
Wed 11 Nov 2015 Papers deadline: Fri 30 Oct	Hackney Homes Transformation Update	Chief Executive's Paul Horobin and Cllr Glanville	Update on the HH transition
	Update on Complaints Quality Checks	Chief Executive's Directorate (Bruce Devile)	

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Update on Elections Review	Chief Executive's Directorate (Tim Shields)	Update report on May 2015 Elections review
	Update on Council Restructure	Chief Executive's Directorate (Tim Shields)	Briefing about the Council's senior management restructure
	Update from Communications and Consultation Team	Chief Executive's Directorate (Polly Cziok)	Discussion about the Council's communication plan for local residents to engage, involve and communicate the challenges facing the Council
	Delivering Public Services – Whole Place, Whole System Approach Draft Report	Chief Executive's Directorate (Tracey Anderson)	Agree the draft report for sign-off
Mon 14 Dec 2015 Papers deadline: Tues 1 Dec	Finance update	Finance & Resources (Ian Williams)	Update on CSR and local government settlement
	ICT Review Recommendation Update	Finance and Resources (Ian Williams and Christine Peacock)	Update on recommendations and presentation of ICT Strategy

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Tues 12 Jan 2016 Papers deadline: Mon 21 Dec	Cabinet Question Time with Cllr Taylor (Cabinet Member for Finance) TBC	Cllr Taylor – Cabinet Member Finance	Cabinet Question Time is now carried out by individual Commissions. Cllr Taylor has lead responsibility for revenues and benefits, audit, procurement, pensions, and customer services.
	Budget Scrutiny Task Group Review		Discussion about budget scrutiny task groups and lessons learned.
Mon 22 Feb 2016 Papers deadline: Wed 10 Feb	Budget and Finance update	Finance & Resources (Ian Williams)	Budget and Finance update on local government settlement and Council Budget for 2015/16.
Tues 8 Mar 2016 Papers deadline: Thu 25 Feb			

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Tues 12 Apr 2016 Papers deadline: Thu 31 March	Work programme for 2016/17 discussion		Discussion on topics for work programme for 2016/17.
	Welfare Reform Update	Finance & Resources (Kay Brown)	Update on the progress of the Universal Credit roll out and other welfare reform updates.