

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:

Wednesday, 14th December, 2016

7.00 pm

Room 102, Hackney Town Hall, Mare Street, London E8 1EA

Tim Shields

Chief Executive, London Borough of Hackney

Contact:

Tracey Anderson

☎ 020 8356 3312

✉ tracey.anderson@hackney.gov.uk

Members: Cllr Deniz Oguzkanli, Cllr Nick Sharman, Cllr Susan Fajana-Thomas (Vice-Chair), Cllr Ned Hercock, Cllr Anna-Joy Rickard (Chair) and Cllr James Peters

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Apologies for Absence**
- 2 Urgent Items / Order of Business**
- 3 Declarations of Interest**
- 4 Temporary Accommodation** (Pages 1 - 14)
- 5 Minutes of the Previous Meeting and Matters Arising** (Pages 15 - 34)
- 6 Quarterly Finance Update** (Pages 35 - 60)
- 7 Governance and Resources Scrutiny Commission - 2016/17 Work Programme** (Pages 61 - 68)
- 8 Any Other Business**

Access and Information

Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

Accessibility

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

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>



Public Involvement and Recording

Scrutiny meetings are held in public, rather than being public meetings. This means that whilst residents and press are welcome to attend, they can only ask questions at the discretion of the Chair. For further information relating to public access to information, please see Part 4 of the council's constitution, available at <http://www.hackney.gov.uk/l-gm-constitution.htm> or by contacting Governance Services (020 8356 3503)

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Those wishing to film, photograph or audio record a meeting are asked to notify the

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The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

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.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

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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Governance & Resources Scrutiny Commission 14 th December 2016 Temporary Accommodation	Item No 4
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Outline

The Governance & Resources Scrutiny Commission and Children and Young People Scrutiny Commission are holding a joint session to review Temporary Accommodation in the borough.

The meeting will include hearing from a local resident about their experience of living in Hackney's homeless hostels / temporary accommodation. Council officers will provide information about the current position in relation to temporary accommodation in the borough.

The purpose of this session is for Members to gather information from officers and residents on the impact on children and families, the Council's role, work and the financial pressure (discretionary housing payments) of providing this service.

Attached is a PowerPoint presentation which gives an overview of temporary accommodation in the borough on pages 3-13 of the agenda.

Action

The Commission is asked to review information and ask questions.

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Homeless Families in temporary accommodation

Kay Brown

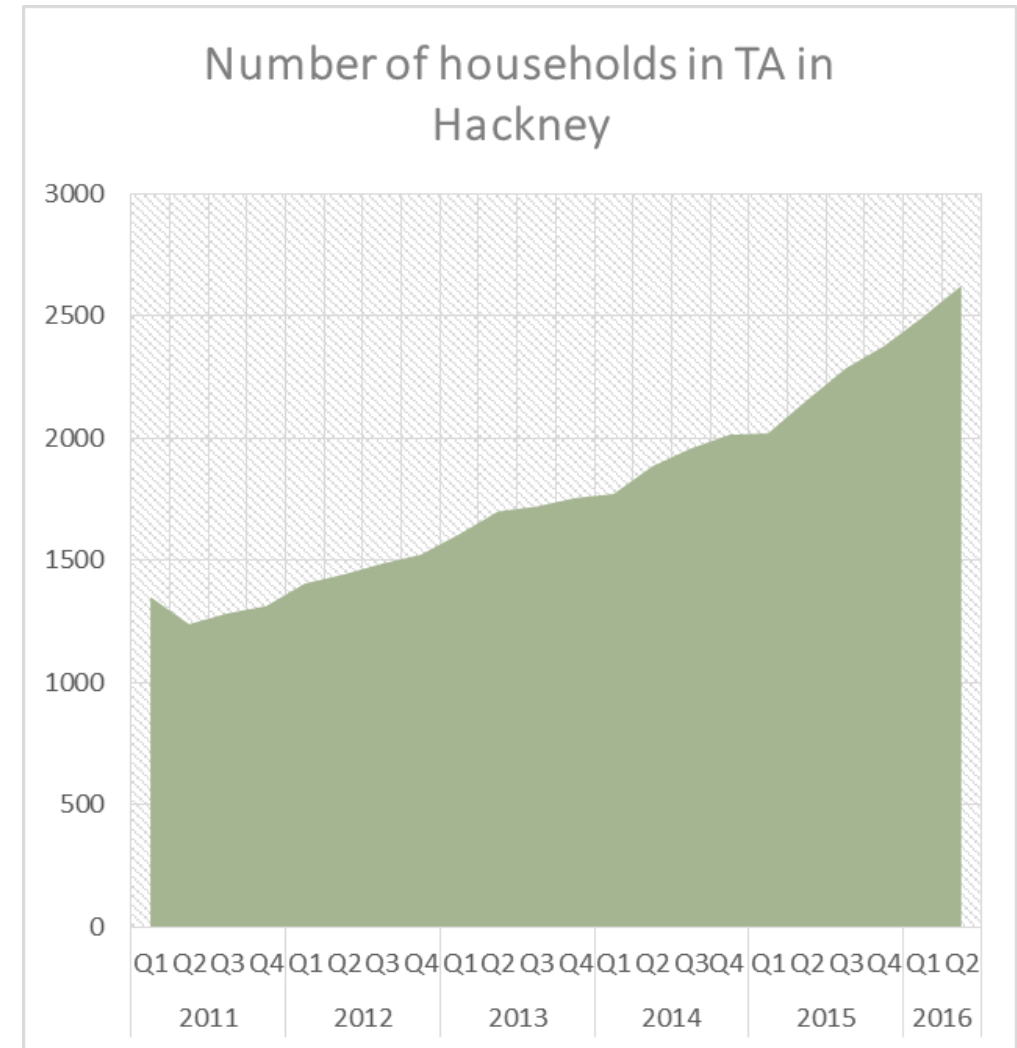
Director of Customer Services

Homeless Families in temporary accommodation

Context

- ❑ Homelessness in Hackney is increasing rapidly;
- ❑ Driven largely by buoyant housing market and cuts to welfare benefits;
- ❑ Social Housing at saturation point; there are around 47,000 Social Rent properties in Hackney, but still over 12,000 households on the Council's Housing Register;
- ❑ Currently over 2,700 households in temporary accommodation;
- ❑ Plans to deliver 3,000 new affordable homes, but will still not meet demand

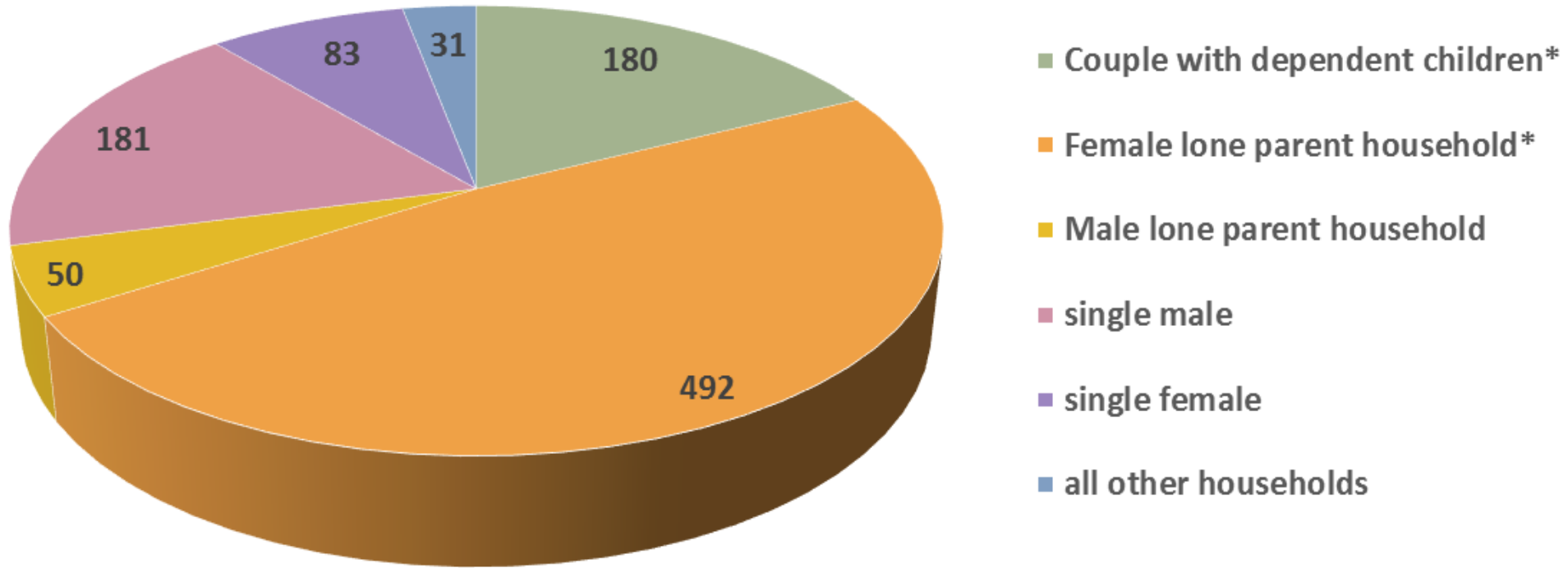
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Homeless Families in temporary accommodation

Which households are affected?

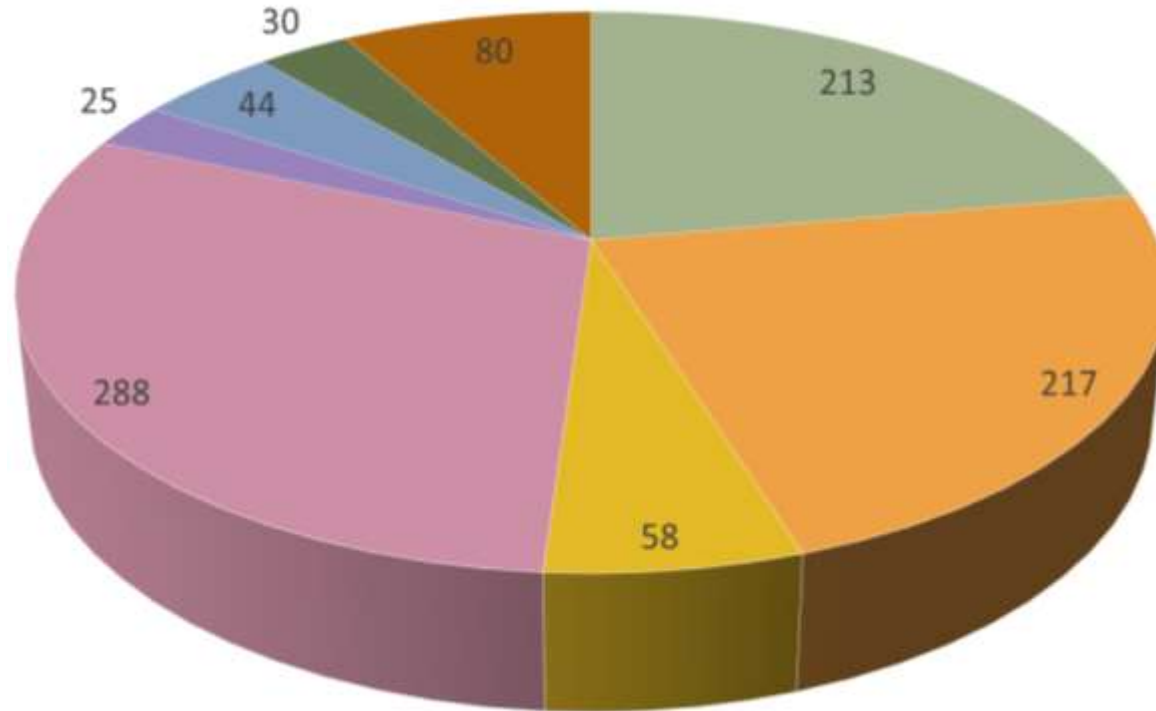
Page 5



Hackney P1E data: Apr 2015 – Mar 2016

Homeless Families in temporary accommodation

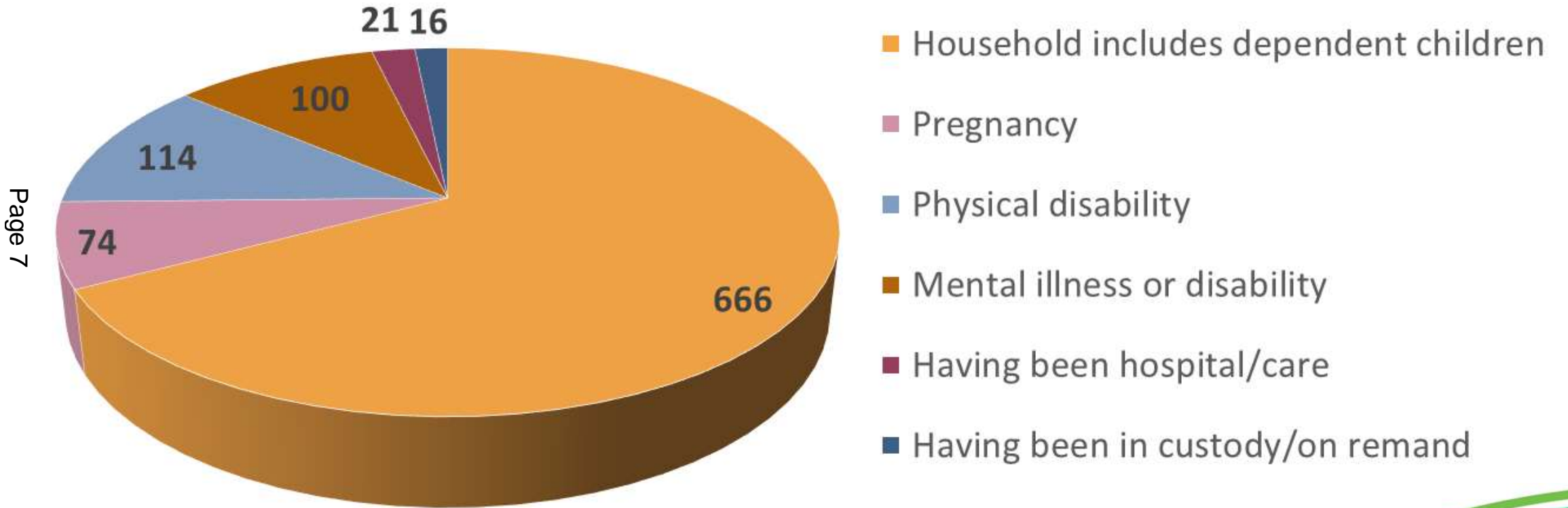
How these households became homeless



- Parents no longer willing or able to accommodate
- Other relatives or friends no longer willing or able to accommodate
- Violent breakdown of relationship, involving partner
- Termination of assured shorthold tenancy
- Reasons other than termination of assured shorthold tenancy
- Left prison/on remand
- Left other institution or LA care
- Other reason (e.g. homeless in emergency, sleeping rough or in hostel, returned from abroad)

Homeless Families in temporary accommodation

Why these households were accepted as homeless?



Hackney P1E data: Apr 2015 – Mar 2016

Homeless Families in temporary accommodation

Placing families in Temporary Accommodation

- What are the needs of the household?
- What accommodation is available?
- Is the accommodation suitable?
- Is the accommodation safe and secure?
- Decent Homes Standard
- Hostel Managers on site
- Support for families

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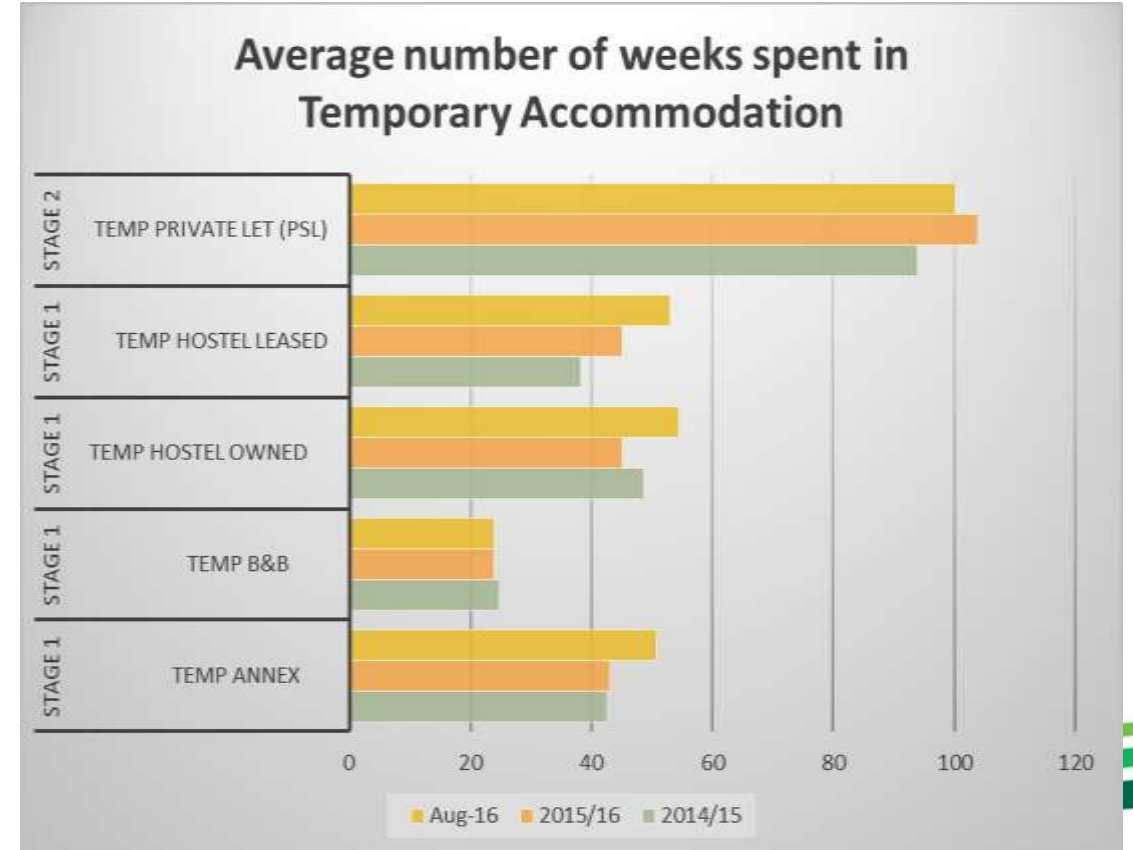


Homeless Families in temporary accommodation

Improving the quality of temporary accommodation

- ❑ Mayoral Manifesto Commitment
- ❑ Expanding Laundry facilities
- ❑ Introducing Wi-Fi
- ❑ Play spaces within hostels for younger children
- ❑ Separate Homework areas for older children
- ❑ Improved communal spaces

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Homeless Families in temporary accommodation

Families in Temporary Accommodation and Discretionary Housing Payments (DHPs)

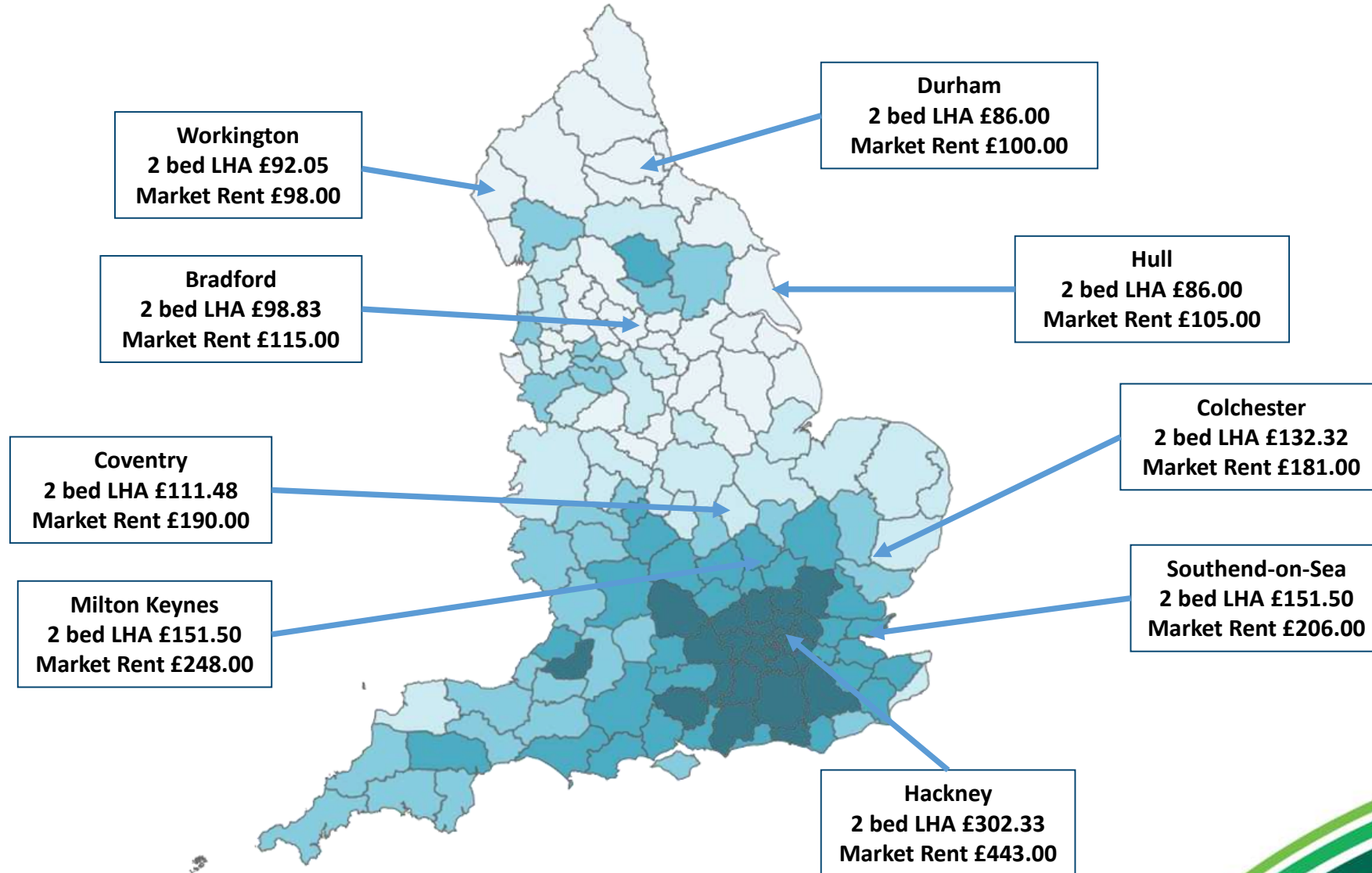
- ❑ DHPs are designed to provide help to those in receipt of Housing Benefit (or Universal Credit), who require further financial assistance to meet their housing costs.
- ❑ As we can only charge affordable rents in TA, households should not need extra help, but;
- ❑ TA will, by its nature, contain a higher proportion of vulnerable households. These households are not exempt from the wider reform agenda, particularly the Benefit Cap
- ❑ Few non-working families in TA can move into employment and exempt themselves, and the only solution is an award of a DHP.
- ❑ At the other end of the spectrum, working households do not receive full Housing Benefit they can find themselves falling into arrears or facing short term crises for which they require additional support.
- ❑ With DHP funding being severely oversubscribed, LAs face a dilemma. Not awarding DHP will mean they fall into arrears which will prevent the household being placed in permanent accommodation.

Homeless Families in temporary accommodation

Sourcing Temporary Accommodation - Financial implications

- Funding for the procurement of PSL comes largely from Housing Benefit subsidy.
- In effect less than 3 in 100 lettings are marketed at or around the subsidy rate in Hackney (and most of London).
- Council must significantly supplement the subsidy from its Revenue Account.
- Cannot pass this cost onto the tenant.
- Currently projecting a £4m overspend for this year.
- Only other realistic alternative is to source housing in areas where the Market Rent and the Subsidy rate are more in alignment.

Homeless Families in temporary accommodation



Homeless Families in temporary accommodation

Where do we go from here?

- Officers are currently sounding out landlords and estate agents throughout the South East.
- Households in temporary accommodation will have much less of a choice over the properties available to them and, more importantly, where those properties are located.
- It will be necessary to manage the expectations of residents
- Must improve the churn through out current stock
- Should we change or even abandon the Choice Based Lettings Scheme?

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Governance & Resources Scrutiny Commission 14 th December 2016 Minutes of the previous meeting and Matters Arising	Item No 5
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OUTLINE

Attached are the draft minutes for the meeting on 14th November 2016 on pages 17-31 of the agenda.

Matters Arising

Action

The Head of Governance and Business Intelligence to update Commission on service areas under the complaints category 'other' in the report.

Response

Report with the information is provided on pages 33-34 of the agenda.

Action

The Head of Governance and Business Intelligence to update the Commission with the breakdown of complaints in the category 'quality of care'.

Response

In progress.

ACTION

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

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London Borough of Hackney
Governance and Resources Scrutiny Commission
Municipal Year 2016/17
Date of Meeting Monday, 14th November, 2016

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

Chair	Councillor Anna-Joy Rickard
Councillors in Attendance	Cllr Deniz Oguzkanli, Cllr Nick Sharman, Cllr Susan Fajana-Thomas (Vice-Chair) and Cllr Ned Hercock
Apologies:	Cllr James Peters
Co-optees	
Officers In Attendance	Tim Shields (Chief Executive) and Bruce Devile (Head of Governance & Business Intelligence)
Other People in Attendance	Councillor Jonathan McShane (Cabinet Member for Health, Social Care and Culture)
Members of the Public	
Officer Contact:	Tracey Anderson ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

Councillor Anna-Joy Rickard in the Chair

1 Apologies for Absence

- 1.1 Apologies for absence from Cllr Peters and Cllr Taylor, Cabinet Member Finance and Customer Services.

2 Urgent Items / Order of Business

- 2.1 The first order of business was the election of a new Chair for the Commission.
- 2.2 Following formal nominations for the position of Chair, Councillor Anna-Joy Rickard was elected by the Members as Chair of the Governance and Resource Scrutiny Commission.
- 2.3 Following formal nominations for the position of Vice Chair, Councillor Susan Fajana-Thomas was elected by the Members as Vice Chair of the Governance and Resource Scrutiny Commission.

2.4 The remaining order of business was as per the agenda.

3 Declarations of Interest

3.1 None.

4 Minutes of the Previous Meeting

4.1 Minutes of the meeting held on 19th October 2016 were agreed.

RESOLVED	Minutes were approved.
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5 Complaints and Enquires Annual Report

- 5.1 The Chair welcomed Bruce Deville, Head of Governance and Business Intelligence to the meeting, also in attendance was the Chief Executive from London Borough of Hackney (LBH).
- 5.2 The Governance & Resources Scrutiny Commission receive the annual report for Complaints and Members Enquiries for LBH.
- 5.3 The report in the agenda provides an overview of the complaints and enquiries for the Council during 2015/16 and appendix 2 provides an update on the first 6 months of 2016/17.
- 5.4 The report was as laid out in the agenda. The main points highlighted from the report were:
 - 5.4.1 The volume of complaints for 2015/16 were similar to previous years.
 - 5.4.2 For the first half of 2016/17 there has been an increase in the number of complaints. The increase is predominately related to benefits and temporary accommodation. Residents appear to be using the complaints process to challenge decisions made. The complaints have not been about the service received but are challenging decisions to improve their points or scoring.
 - 5.4.3 Housing related complaints remains the highest volume of complaints received. In the housing complaints category approximately 50% relate to housing management and 50% relate to housing repairs. There has been some progress in getting complaints to a swifter resolution. In the housing repair cases the main issue seems to be related to contractors.
 - 5.4.4 Children Social Care complaints are slightly down and Adults Social Care complaints have increased.
 - 5.4.5 The main challenge in relation to complaints is the turnaround time. This is due to the focus being on resolution and not just on getting a response to the complaint.
 - 5.4.6 The quality of complaints remains an issue for some service areas. The Governance and Business Intelligence team have an increase in demand from services areas for the performance and quality information of their complaints. The team is talking to management teams about areas of improvement.

5.5 Discussion, Questions and Answers

- (i) **Members referred to page 21 in the agenda and asked for confirmation of the areas under the category ‘other’ and enquired if the Governance and Business Intelligence team were satisfied with the progress service areas were making in relation to complaints.**

The Head of Governance and Business Intelligence advised he did not have that information at the meeting but would provide the breakdown to the category ‘other’ after the meeting. It was pointed out the percentage of complaints for service areas in the other category would be less than 5%.

The Head of Governance and Business Intelligence informed Members he was satisfied with the progress being made considering the reduction in resources faced by the Council to date. However, there was always still room for improvement.

ACTION	The Head of Governance and Business Intelligence to update Commission on service areas under the complaints category ‘other’ in the report.
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- (ii) **Member commented that good managers would use the complaints information as a source of data to support service improvement, therefore viewing complaints in a positive way. Members were of the view that complaints were not improving and the response times were not at acceptable levels.**

The Head of Governance and Business Intelligence explained the Council could have quicker response times if the council imposed hard target for response. It was pointed out that some complaints were more complex and to reach the resolution stage required a longer period of time. Housing repair cases were not closed until the repair was completed. Previously the complaints case would be closed once the repair ticket was raised. However the council has found that repairs were not being followed through and came back into the complaints system.

- (iii) **Members expressed concern about having a standard / target that the Council could not meet.**

The Head of Governance and Business Intelligence highlighted the focus on resolution meant the council calculated the average response time with the caveat of case complexity. The council publicises its aim to resolve a complaint within 15 working days. This is not a hard target due to the complexity of cases, particularly housing repair cases. The key is the complaint will not get closed until the job is completed.

- (iv) **Members asked for the officer’s comment on the service area feedback taken to management teams.**

The Head of Governance and Business Intelligence explained the score for record keeping was a requirement from his team and related to the system they

use to capture the information about complaints. The team want service areas to fill in all the fields on the system not just the required fields. This in their view will help the service area to learn more from the complaint. This requirement is an internal process not a standard to be met.

The feedback to service areas does not necessarily mean the complaint was not being managed appropriately. The feedback could be related to record keeping of fields that allow the service are to learn more from the complaint. Feedback on this area is being requested by the service.

- (v) **Members enquired if the volume of housing complaints had changed since the service moved back in-house?**
- (vi) **Members referred to the Adult Social Care complaints and enquired about the type of complaints coming in, in relation to the categories of complaint especially the quality of care.**

The Head of Governance and Business Intelligence informed Members the figures for the first 2 quarters showed a slight decrease in the number of complaint for housing since the service moved back in-house. There has been a difference in approach with more direct action since housing services moved back in; especially for complaints related to contractors. This is alongside a more robust approach to management.

The Head of Governance and Business Intelligence advised he could not provide the information about the breakdown of complaints in the categories for Adult Social Care. The officer confirmed he would provide the information after the meeting.

ACTION	The Head of Governance and Business Intelligence to update the Commission with the breakdown of complaints in the category 'quality of care'.
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- (vii) **Members enquired how much of the increase in complaints for 2016/17 related to answering complaints to a resolution and what percentage related to resources. Members were of the view there were less resources to deal with complaints.**

The Head of Governance and Business Intelligence advised it was a mixture of both. There are some areas that have struggled in terms of turning around information. This is areas like benefits and housing needs. This is associated to the volume of case work and dealing with response to complaints.

It was highlighted that for housing repairs unresolved cases that were closed, but not completed, re-entered the complaints system. There were over 100 cases like this, it is now down to 8/9 outstanding cases. It was pointed out when cases like this get closed, it leads to a higher volume of complaint cases.

- (viii) **Members referred to Member Enquiry process and asked about the distinction between a normal case and an urgent case. Members**

enquired if there was the ability to flag up different needs of particular cases. If not is the distinction of cases being considered?

The Head of Governance and Business Intelligence explained the team has 3 officers that managed over 3000 cases last year. If Members have an urgent case which needs an answer within 24/48 hours. The officer advised Members to bring cases like this to his attention or to a member of his team and to state why the case was urgent and this would be followed it up. The officer expressed this action needed to be used appropriately and should not be used for all casework. The officer encouraged Councillors to raise any concerns with him if they were experiencing issues with casework resolution.

The Chief Executive added this involved trust. He hoped that Councillors would trust officers to respond to urgent cases appropriately.

- (ix) Members enquired if the key issue was poor response and the standard of response.**
- (x) Members for information to be distributed to Councillors about the process for different case work.**

In response the Chief Executive explained there is a step change in relation to complaints. The officer referred to live data and highlighted the current improvement in complaints: for housing repairs the council currently has 3 outstanding responses and for housing management the council currently has 1 outstanding response.

- (xi) Members enquired if Hackney Council had received any recommendations from the Local Government Ombudsman in relation to its handling of complaints? If yes, what were the recommendations and have they been implemented?**

The Head of Governance and Business Intelligence informed the Commission LBH had received 1 report from the LGO and this was 2 months ago for a long standing case for many years. This related to a planning case. Prior to this the last report was 9 years ago.

- (xii) Members were still concern about the increase in response times.**

The Head of Governance and Business Intelligence advised this is largely due to historic housing cases. At the start of the year the council had over 100 outstanding housing cases. This has been reduced to less than 10.

6 Council Restructure Update

- 6.1 The Chair welcomed Tim Shields the Chief Executive from London Borough of Hackney.
- 6.2 The Commission invited the Chief Executive to provide an update on the progress of the Council's restructure and implementation of joint working across services.

- 6.3 The Commission received a verbal update. The main points from the update were:
- 6.3.1 The Chief Executive issued the restructure on 27th November 2015. The restructure moved to implementation in December 2015. This is the first restructure since 2010.
 - 6.3.2 The restructure deleted 5 director posts and reduced the top tier of senior management to 3.
 - 6.3.3 The restructure also recommended a reduction to the 2nd tier of management from 15 posts down to 8 posts.
 - 6.3.4 The organisation now has a corporate management team of four 1st tier management including the Chief Executive and 21 2nd tier management.
 - 6.3.5 The new directorates have been completed and the new structure is in place. All group director appointment made except for the post of Children, Adults & Community Health. There is currently an interim Group Director in place and the recruitment is expected to be completed by December 2016.
 - 6.3.6 In the 2nd tier the last director post for adult social care was appointed and the officer joined the organisation this week.
 - 6.3.7 The remaining part of the restructure to conclude is the posts earmarked for deletion. The Director of Procurement post is scheduled to be deleted in April 2017.
 - 6.3.8 There are 2 posts within the Chief Executive Directorate that are earmarked for deletion in March 2017. The Assistant Director of Human Resources and Assistant Chief Executive. These posts are being reviewed and will be completed by March 2017.
 - 6.3.9 The restructure has been completed except for the post mentioned in the above points.
 - 6.3.10 In response to the success of the restructure. The Chief Executive pointed out the organisation has attracted new people bring new energy, created joint working across directorates and incorporated Hackney Homes back into the organisation under the Neighbourhoods and Housing directorate.
 - 6.3.11 The Council is now moving forward with big pieces of cross cutting work like the enforcement review and this has progressed to the stage of issuing a delegated powers report. There will also be changes in relation to regeneration and public health within the organisation.
 - 6.3.12 In terms of administration support to senior management, this was restricted too. This has been reduced from 33 posts to 14 posts. The team is bedding in with 1/2 posts pending recruitment.

6.4 Discussion, Questions and Answers

(i) In response to Members enquiry about how the smaller senior management structure fits with an expanded Cabinet structure.

The Chief Executive explained the political structure for the Council changed over the summer (expansion of Cabinet Members and Advisors). This has added complexity and a challenge to how they work – some Group Directors are supporting 3 Cabinet Members and in some instances a Cabinet Advisor too. In response to this the officers are using a mix of 221 or 321 meetings and in some cases setting up Boards. The meetings / Boards are used to cover

cross cutting issues like sustainability/ health/public realm. An example of this is a new Economic and Community Development Board has been set up. This Board has 2 Cabinet Members and the Mayor. The move has been towards looking at cross cutting issues rather than individual pieces of work.

- (ii) **Members queried how officers were responding to the new Mayor's priorities. Members assumed the changes had resulted in a cost to the organisation. Members enquired if the Council has ceased some activities previously carried out? In addition Members asked for tangible examples that demonstrated the new co-ordinated way of working for the organisation.**

The Chief Executive explained the challenge for all parties has been working at a different level. All management teams need to be more strategic and less operational. The new roles bring more accountability and responsibility and are slowly bedding in.

For the organisation this means officers are working harder, having to work longer hours and much smarter. The changes to the support structure have provided staff with the right skills to enable managers to use technology more to aid a manager's daily work. Managers are doing more self-maintenance which requires them to stay on top of emails, respond quicker and use performance management information more. There will be a number of processes that require change and the organisation will be reviewing processes to remove those that are not efficient or effective.

The negatives have been having to respond to an unforeseen change (that happened over the summer) with a reduced workforce which put pressure on the organisation.

Tangible examples of the new joint working arrangements are the enforcement review and the creation of a growth team. The Growth team has the planning and regeneration team working together on the Employment and Opportunities cross cutting work programme. The new support structure for the senior management team is a demonstration of the new working arrangements. The whole support team can view all diaries and can pick up work across the team, so if an officer is off sick the work can be picked up.

The positives from the restructure have been new energy, new ways of working – joined up working, stopping unproductive processes and a new structure e.g. the enforcement structure which has removed inefficiencies. The organisation is using information differently and does not produce multi levels of information. Instead a smaller number of briefings are produced that can be used in different forums by officers.

It was pointed out the organisation has experienced changes in staffing levels through voluntary redundancies and management. Therefore the organisation is much smaller and leaner.

- (iii) **Members enquired if the financial savings from the Council restructure have been achieved.**

The Chief Executive informed the Commission the new structure proposed savings of £1.3million through the restructure of the top 2 tiers of management and their support staff. It was confirmed by March 2017 all the proposed savings from the restructured would have been delivered.

(iv) Members enquired about the organisation's limit in relation to the reduction of staff and the expectations from officers with reduced resources.

The Chief Executive advised the limit for an organisation is reached when it starts to see a rise in sickness, poor performance and response rates from officers. Currently this organisation is still seeing a largely responsive workforce and the organisation is not showing these signs at the moment. The most challenging area for the organisation is housing services. Officers are running day to day operations and carrying out a service transformation simultaneously. In this instance a transformation team has been created to support the service with the transformation changes.

(v) Members commented the new structure appeared to have a heavy reliance on good joint projects. Members requested for an update on these in 6 months to review their progress. Members suggested seeing a report about the areas the Chief Executive uses to monitor the health of the organisation.

The Chief Executive informed the Commission he monitors and regularly reviews the organisations: sickness rates, staff turnover, stress related illnesses and would look for signs of poor performance and slower response times from officers.

The biggest pieces of work over the next 6 months for the organisation will be the enforcement review, public realm review and the bedding in of the new support staff arrangements.

One of the key comments from residents in the 'Hackney a Place for Everyone' consultation was scepticism about the economic growth benefiting local people. In relation to the economic regeneration work for town centres and linking the jobs to local economic growth. The Council has refocused the team's priorities on ensuring the local growth benefits local people.

Members asked for an update on the cross cutting projects and information about how jobs for local people are being measured.

ACTION	Overview and Scrutiny Officer to schedule in the work programme an update on the cross cutting projects and information about how jobs for local people are being measured in the G&R work programme.
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7 Devolution - The Prospect for Hackney

- 7.1 The Chair welcomed Councillor Jonathan McShane the Cabinet Member for Health, Social Care and Devolution and Tim Shields the Chief Executive for London Borough of Hackney to the meeting.
- 7.2 Following previous evidence sessions for the Devolution review, the Commission asked the Council's lead Cabinet Member for Devolution and lead officer to inform them about the Council's approach to devolution, its plans, ideal scenario and the principles being used to drive forward the Council's engagement in devolution at different levels.
- 7.3 In the opening statement the Commission asked for information about the real opportunities for Hackney to influence the devolution discussions; if there is a plan that brings all the elements of devolution together or if the different elements will be led separately.
- 7.4 The Commission received a verbal update. The main points from the verbal update were:
- There is still no clarity on what the Treasury Department and Government will give up as part of devolution for London.
 - Discussion are being held with Leaders and Mayors from London boroughs.
 - Health devolution is the only devolution area for London that has made tangible progress.
 - In relation to the different devolution areas councils may end up working on different geographies; for example a council could be working with a different group of councils for housing than it would do for skills. However there is an understandable desire in the process for everything to fit neatly.
 - In relation to devolution more broadly the current situation is there is no plan. This reason for this is fluidity and continuing discussion.
 - If the devolution asks are devolved they are unlikely to be devolved to a borough level.
 - Councils are involved in discussion about what will be devolved at either a pan-London level or regional level.
- 7.4.1 In relation to the health pilots, this is unusually asking for powers to be devolved to a borough level. Hackney unusually has co-terminosity for its local health economy.
- 7.4.2 The key areas for devolution requests for London are:
- Business rates
 - Employment and skills
 - Housing
 - Criminal justice
 - Health and social care
 - Transport.
- 7.4.3 Since the devolution requests were submitted there have been a number of changes to the current political landscape. There is a new Mayor for London, new Prime Minister and new Chancellor of the Exchequer.
- 7.4.4 Progress of the devolution discussion for the areas of request listed above are:

For business rates, the request is for 100% retention of London's business rates within London. A request for a fair funding principle. The requests are linked to the work of the Financial Committee led by Professor Tony Travers using the recommendations previously reported. The request in this area is asking for the detachment of London's business rates from the rest of the country. The response from Treasury to this request is it is unlikely to happen.

- 7.4.5 In response to a query about Hackney's involvement in discussions; it was explained for London, there is a lead Chief Executive from Boroughs and for London Councils a lead Cabinet Member; each covering particular areas.
- 7.4.6 London's devolution requests are for permissive powers to raise smaller taxes and radical powers such as to setting VAT rates.
- 7.4.7 There is a representative from London Councils in discussion with Government and the Mayor of London on behalf of London boroughs.
- 7.4.8 Currently councils are waiting to see what will be provided in the Government's Autumn statement. London is seeking the ability to retain all rights to the funds raised in London and to be able to use them flexibly.
- 7.4.9 The main request in relation to housing is the retention of all right to buy receipts within London, so London would be able to use those receipts more flexibly. The other requests in this area for London were nullified by the Housing and Planning Bill.
- 7.4.10 In the area of Work and Pensions the request from London was for co-location of job centres and co-commissioning for the work programme contracted services. The thought is London may get agreement to co-commission contracted services for approximately £55 million.
- 7.4.11 In the area of criminal justice system the London ask is for devolution of the management of rehabilitation contracts. To date the offer from Government in this area is to manage the Courts system. The last time local authorities inherited a quasi-judicial service (licensing) it resulted in a cost burden to councils.
- 7.4.12 In the area of transport the request is for further devolution of transport routes to TfL and concessions e.g. freedom pass legislation. The more devolved to TfL means less cost burdens to councils.
- 7.4.13 It was noted in the requests were quite limited and generally for pan London level.
- 7.4.14 One of the devolution areas showing real opportunity is employment and skills. There is currently a pan London review of all further education providers with the aim of consolidating service providers. An example of this locally is Hackney Community College merging with Tower Hamlets Community College. The aim of this exercise is to get a more sustainable sector because many provider are in deficit. The work in this area is separate to the devolution requests.
- 7.4.15 Following completions of the sectors review the request is for the funding for London to be devolved to 4 sub-regional partnerships by-passing the GLA. The aim is to join up business demand to the skills. The regions would decide on the provision. If this request is granted it would be in shadow form in 2018/19 and then fully implemented in 2019/20. Early signs are the funding request is unlikely to go ahead in the form requested. The funding is likely to be passed to the Mayor of London to develop the skills strategy for London. Boroughs have some influence in this are through the Skills Strategy for London work.

- 7.4.16 In the area of health, the Sustainability and Transformation Plans (STPs) are the long term vision for the NHS. The emergence of STPs has given impetus to Hackney to do something different locally. The concern is Hackney could end up with services that are designed and commissioned for East London. Although the benefits could be specialist services there is the risk of losing local focus. STPs are based on a regional setting and the risk is Hackney's health economy could lose local funding.
- 7.4.17 The Hackney health devolution pilot needs approval from NHS England so they need to ensure the pilot is aligned. The devolution pilot offers some protection from losing local resources and dedicated focus.
- 7.4.18 The business case for the pilot was submitted to the London Health Board in October 2016 and this pilot focuses on early intervention, self - care and single point of co-ordination. The vision is to deliver joined up adult social care with NHS services. The view is the unique characteristics of social care make devolution to a borough level more feasible than at a regional or pan London level.
- 7.4.19 There are a number of ambitious requests for local power such as control over NHS estates. The initial work will involve getting devolution of London's NHS estate devolved at a pan London level. Devolution of NHS estates will allow better co-ordination and management of primary care estates, leading to better care for residents and alignment of services. The Hackney health pilot is currently working up plans for how devolved estates would operate in practice. Devolution of NHS estate would sit at a Pan London level. Then locally through business cases Borough and CCGs could be given flexibility and freedoms.
- 7.4.20 To commence this request they are in discussions with Government departments. The current position is all partners are sign-up to the vision and at the table for discussion.

7.5 Discussion, Questions and Answers

- (i) **Members raised concern about the changes devolution would make to the engagement of citizens with services e.g. access to services and accountability of services.**
- (ii) **Members queried if the health pilot was in danger of being Hackney specific but not transferable for other areas in the health economy to adopt.**

The Cabinet Member for Health, Social Care and Devolution advised in recent years other approaches like one size fits have been tried and nothing has been successful. Hackney is very conscious the pilot needs to be workable for other areas. Hackney wants to make sure the services being designed deliver better services for the people who use the services the most but flexible for all.

In the NHS a national body decides the programme of work for local NHS estates. In relation to NHS estates they have encountered frustration with the quality of primary care estate and this is affecting staff sustainability.

The chief Executive explained if Hackney could be given the freedom, flexibilities and levers, they are confident through the pilot they could take health services to another level and deliver the benefits stated in the business case. Taking the strain out of the other parts of the system in London. In essence this is giving people access to the right care, in the right place at the right time. The aim of the Hackney health pilot is to demonstrate this can be achieved locally.

- (iii) **Members advised there have been concerns raised by local people about the NHS plans. The response to date has been to provide them with the issued statement by the Cabinet Member for Health, Social Care and Devolution from LBH. Members expressed concerns about the level of risk and if local authorities were fully aware of the risks they would be taking on for devolution.**

The health devolution business case tries to protect resources. LBH is one of the few areas with a sustainable local health economy. The Cabinet Member for Health, Social Care and Devolution advised the health sector could choose to top slice the budget for local CCGs.

There are plans to run local community engagement events for the devolution pilot proposals.

The key issue is STPs came along after the devolution pilots were agreed. The STPs are part of a national strategy / system. LBH are responding to requests for information to support the process but the Council is monitoring the plans and has not endorsed any proposals.

The Chief Executive pointed out the separation of the two processes was evident when the first draft of the North East London STP did not include or take into consideration the outcome of Hackney's health devolution pilot. Following comments from LBH this has now been included. Hackney has expressed concern about the STP. It highlights the gap in resources however there is no plan or details about how the gap in resources will be resolved.

- (iv) **Members commented on the devolution debate needing to change. Highlighting that a key task for London was to demonstrate to Government how services could be changed and improved to make the case for devolution. Members cited the City of Manchester as an example whereby they produced an analysis of benefits from devolution for their region.**

- (v) **Members suggested Hackney should construct analysis of how Hackney residents would benefit from the devolution process. This should be constructed from options they have consulted on and talked to residents about. Members highlighted that citizens' involvement could provide solutions. Combining vision and democracy.**

The Cabinet Member for Health, Social Care and Devolution confirmed they have plans to consult on the changes and what it means for citizens. The Cabinet Member also advised the vision is for all residents to get access to the same level of service provision. The STP will now allow stakeholders to consider the proposals and outcomes from the devolution pilots in London.

There are only 3 health devolution pilots in London.

- (vi) **Members commented a vision for change is needed despite the change being long term.**

The Chief Executive explained the difference between London and Manchester is they do not have the additional layer of government that London has. The closest London boroughs will get to influence the skills devolution is their

involvement in the production of the sub regional skills strategy. It is unlikely housing and business rates will get devolved to borough level.

- (vii) **Members enquired if the Council had principles or Hackney aspirations it would like taken into consideration if a devolution was reduced to a borough level. In terms of vision and approach Members asked for the Council's aspirations in relation to Hackney's influence at the high level discussions. It was pointed out there is business rates, skills strategy and health devolution (the most advanced).**

The Cabinet Member explained devolution is fluid therefore it was difficult to develop some kind of principles for Hackney people or set a plan. The Cabinet Member pointed out councils need to make sure they are not given areas of responsibility without resources.

In relation to accountability this is viewed as being either pan London level (Mayor) or borough level. The challenge would be if sub regional structures were used, as this would be the weakest level of accountability.

As devolution becomes clearer having some principles that has been developed in conjunction with Councillors and local citizens.

- (viii) **Members discussed including suggestions for principles as an outcome area from their devolution review.**

- (ix) **Members suggested the boroughs need the involvement of citizens to get solutions for devolution challenges. Hackney should look at finding solution and not wait for Government to provide them with the solutions.**

The Cabinet Member expressed that Hackney has a long history of partnership and joint working and this was probably one of the reason the Borough was successful in its devolution pilot bid.

The Commission agreed to ask the Group Director Finance and Corporate Resources to give an update on the progress of devolution for business rates.

ACTION	The Group Director Finance and Corporate Resources to give an update on the progress of devolution for business rates.
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8 Governance and Resources Scrutiny Commission - 2016/17 Work Programme

- 8.1 The work programme for G&R on pages 35 – 42 of the agenda was noted with the following comments, requests and amendments.
- 8.2 At the last meeting the Commission discussed revisiting previous reviews to receive updates on.
- 8.3 From the list considered the Commission concluded they would like to revisit 2 reviews the Governance review especially in light of the restructure and Procurement review (2006/07) 10 years on.
- 8.4 The review updates will be requested and scheduled into the work programme.

ACTION	Overview and Scrutiny Officer to send the Commission the last update for review and to request for an update from the Cabinet Member on recommendations made in that review.
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- 8.5 Members discussed the evidence from the devolution review and concluded the review was ready to report. The report should include suggestions for local devolution principles. The 3 key areas of the report are:
- Summary of key points
 - Plan and process
 - Principles.
- 8.6 Commission members were asked to provide their views on principles for the report.
- 8.7 Members agreed to discuss the draft report with the Cabinet Member for Cabinet Member for Health, Social Care and Devolution and Cabinet Member for Finance and Customer Services once the report was drafted.

ACTION	Overview and Scrutiny Officer to set up a meeting with the Cabinet Member for Health, Social Care and Devolution and Cabinet Member for Finance and Customer Services to discuss how the draft recommendations resulting from the review will be taken forward.
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- 8.8 For the Joint discussion item in December 2016, the Commission discussed asking for the new Scrutiny Panel (in the new municipal year) to continue monitoring temporary accommodation and its pressure on the Council's budget.
- 8.9 The Commission discussed the work programme item on commercialisation and income generation. Members discussed wanting to find out how the Council will become a successful business in the new financial climate. This would require a culture change and a change in the organisation's attitude to risk and it was not just about fees and charges. Members discussed holding 2 sessions on this item in January and February 2017. Members also discussed sending a request to Directors before the first discussion session to ask for an outline of the opportunities, challenges and plans to generate income. Members would want to know about their approach to risk, system change, culture change, workforce mind-set and mitigating action.
- 8.10 In addition to the Group Director Finance and Corporate Resources providing an overview about the organisation's risk in relation to the culture change, new system and ways of working. The Commission also agreed to ask discussed having a list of the services councils provides that could potentially be an opportunity for the organisation to enter into the commercial market.

ACTION	Request Group Director Finance and Corporate Resources to provide an overview about the organisation's risk in relation to the culture change, new system and ways of working for January meeting.
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9 Any Other Business

9.1 None.

Duration of the meeting: 7.00 - 9.20 pm

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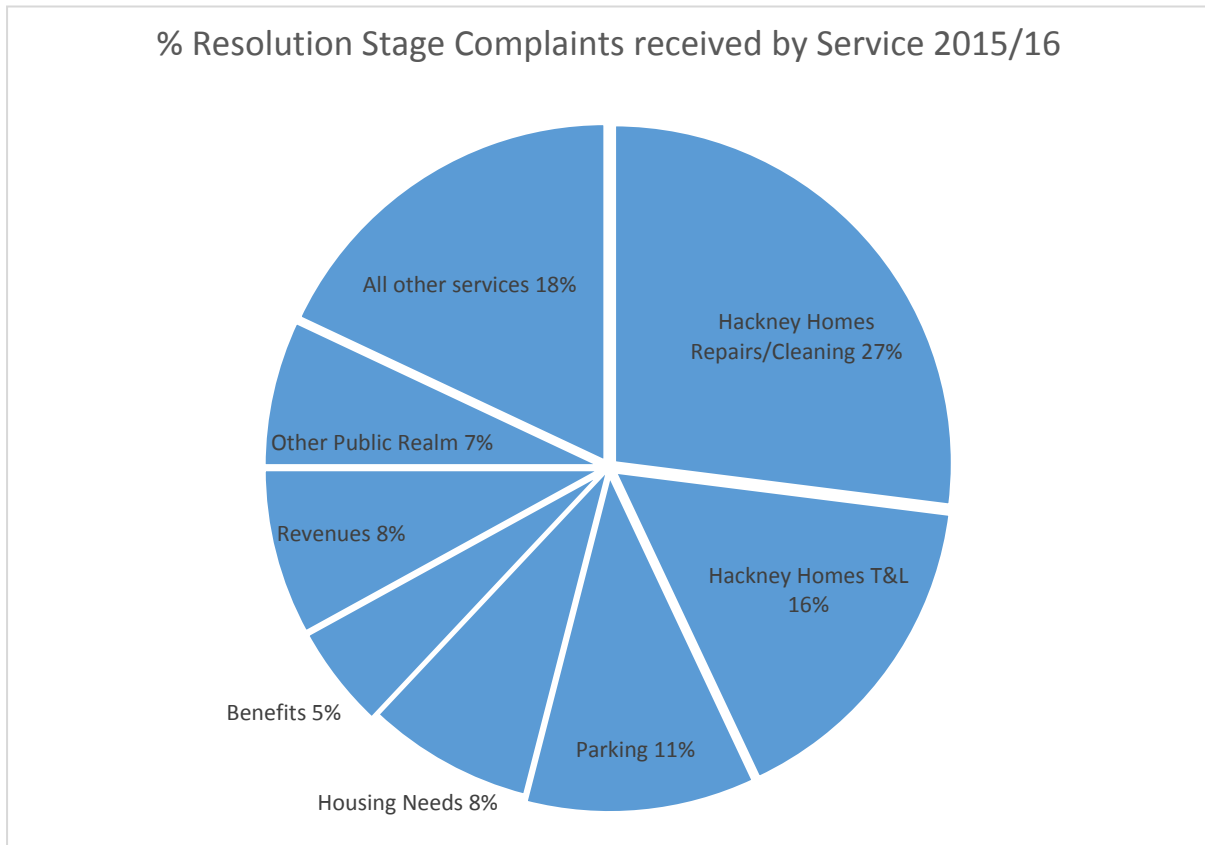
Actions from G&R Meeting November 2016

At the G&R meeting on 14th November 2016 the information below was requested:

- A list of service areas under the complaints category 'other' in the report.

Response:

The following table appeared in the Annual Complaints & Enquiries Report 2015-16.



Members have asked for a further breakdown of the 18% of complaints in the 'all other services' category as follows:

Service	Number of complaints	% of all complaints received
Housing - Planned Maintenance	142	5%
Customer & Corporate Services – Contact Centre and HSC Front of House	102	4%
Planning & Building Control	87	3%
Housing - Asset Management	69	3%
Parks & Leisure	49	2%
Elections	46	2%
Safer Communities inc noise pollution and ASB	35	1%
Libraries, Heritage & Culture	29	1%
Housing - Grounds Maintenance	19	1%
Learning Trust	18	1%
Other Housing inc. Private Sector Housing	12	0.5%
	608	23.5%

* It should be noted that there were 2609 complaints received in 2015/16 excluding Adult Social Care and Children's Social Care complaints which are dealt with under separate processes and reported separately in the main report. Although only 2609 individual complaints were received, some will have dual or multiple ownership i.e. a complaint across both Tenancy & Leasehold and Housing Needs, which explains why, when identifying individual service's volumes the total will appear higher as will associated percentages.

* The breakdown above goes only as low as those services that have received more than 10 complaints in 2015/16.



<p>Governance and Resources Scrutiny Commission</p> <p>14th December 2016</p> <p>Quarterly Finance Update</p>	<p>Item No</p> <p>6</p>
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Outline

Council's Overall Financial Position

This is the third Overall Financial Position (OFP) report for 2016/17 based on detailed August monitoring data from directorates. This report is attached on pages 37-54 of the agenda.

The OFP report describes the Council's financial position as at the end of August 2016. The report provides an update in relation to the General Fund, Housing Revenue Account and highlights the key areas of financial pressure and concern within the Council's budget for directorates.

The Council is forecast to have a £2,682k overspend which is equivalent to 0.3% of the total gross budget.

Capital Programme

The Capital Programme report provides an update on the current position for the Capital Programme and current spend allocated. This report is attached on pages 55-60 of the agenda.

Following the recent Autumn Statement the Commission will receive a verbal update at the meeting on:

- The Autumn Statement and the impact on council's budgets.
- The progress of the devolution of business rates
- Update on Local Government Settlement (if available).

Action

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

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2016/17 OVERALL FINANCIAL POSITION, PROPERTY DISPOSALS AND ACQUISITIONS REPORT (AUGUST 2016)

KEY DECISION NO. FCR 78

CABINET MEETING DATE 2016/17 31 October 2016	CLASSIFICATION: Open If exempt, the reason will be listed in the main body of this report.
WARD(S) AFFECTED All Wards	
CABINET MEMBER Cllr Taylor Finance and Corporate Services	
KEY DECISION Yes REASON Spending or Savings	
GROUP DIRECTOR Ian Williams Finance and Corporate Resources	

1. CABINET MEMBER'S INTRODUCTION

- 1.1 This is the third OFP report for 2016/17 and on the basis of detailed August monitoring data from directorates, we are forecasting an overspend of £2,682k at year end. This is a £767k improvement on the July position and I look forward to a continuing reduction in the overspend throughout the remainder of 2016/17 in line with what happened in 2015/16. 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.
- 1.2 There are two points worthy of special note. First, Independent Fostering costs double what in-house fostering costs; anything that can be done by other parts of the Council to reverse the decline in the number of our wonderful in-house foster families will significantly benefit not just our looked-after children but the Council's finances.
- 1.3 Second, it will be noted that a highly unusual use of directorate contingencies is proposed to cover two unforeseeable, one-off expenses: the high number of electoral exercises this year, and the failure of the screed at the lido. Further use of contingencies will continue to be a noteworthy event, and one which we must try our best to avoid.
- 1.4 I commend this report to Cabinet

2. GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES INTRODUCTION

- 2.1 The OFP shows that the Council is forecast to have a £2,682k overspend which is equivalent to 0.3% of the total gross budget.
- 2.2 This report is seeking Cabinet approval to potentially use some of the provision within the annual revenue budget in respect of corporate contingencies subject to a final review and decision I will make at year end. This provision is included in order to provide capacity to deal with one-off occurrences and eventualities. In the past we have been able to deal with such issues wholly from reserve funding or overall underspends but it is anticipated that this will be unlikely given the current forecast as set out in this report.

- 2.3 In March 2016, the London Fields Lido management reported several cracks appearing in the tiles along the pool length and specialist consultants / contractors were commissioned by them to undertake an investigation into the condition and integrity of the screed / render that they were attached to. The investigation identified major problems with the screed / render in all areas of the pool (including the pool floor) that had already contributed to the failure of the tiles on the pool walls and would most probably lead to further tile failures throughout the pool in the future. In the interim, temporary wall barriers have been installed along the worst affected wall areas to provide protection to bathers, and stabilisation to the wall in the short-term, and to allow LFL to operate safely throughout the summer period.

From the information gathered throughout the investigative works, it was recommended that a full screed, render and tile replacement is required urgently. The remedial works will require the full closure of LFL for 18 weeks, have an estimated total cost of £600,000 (including provision for a loss of income claim from GLL) and need to take place prior to the winter weather period as screed works will be extremely difficult to complete at this time of year. It is proposed that the estimated total cost will be met from Corporate Contingencies subject to a review and decision that I will make at year end.

- 2.4 In 2016/17, we have had to hold more local elections than could have been anticipated and it is proposed that the additional funding required - £282k – will be met from Corporate Contingencies subject to a review and decision that I will make at year end.
- 2.5 At the end of September, the Government published the “new” rateable values of each property that pays business rates, following the 2017 revaluation. The new values will take effect from April 2017 and were compiled by the Valuation Office. The underlying value of properties is re-assessed or re-valued to determine their "rateable value". That figure broadly represents the yearly rent - the rentable value - for which the property could be let. The rateable value is then combined with the "multiplier" - a figure set by the government each year - to determine the final bill. Revaluations are carried out to maintain the accuracy in the rating system by reflecting changes in the property market since the last revaluation. Revaluation does not raise extra revenue for the Exchequer. This is because the government will reduce the multiplier to offset the overall change in rateable value. It will though have impact on individual ratepayers who will see their bills rise or fall. Revaluations should occur every 5 years but this one was postponed for two years because the government wanted to avoid "sharp changes" to business rates bills. But the shifts in property values since 2008 - with prices rising strongly in many parts of London and the South East, but falling steeply in some

less prosperous regions, mean that there will be even more dramatic alterations. London businesses will bear the brunt of the increased bills.

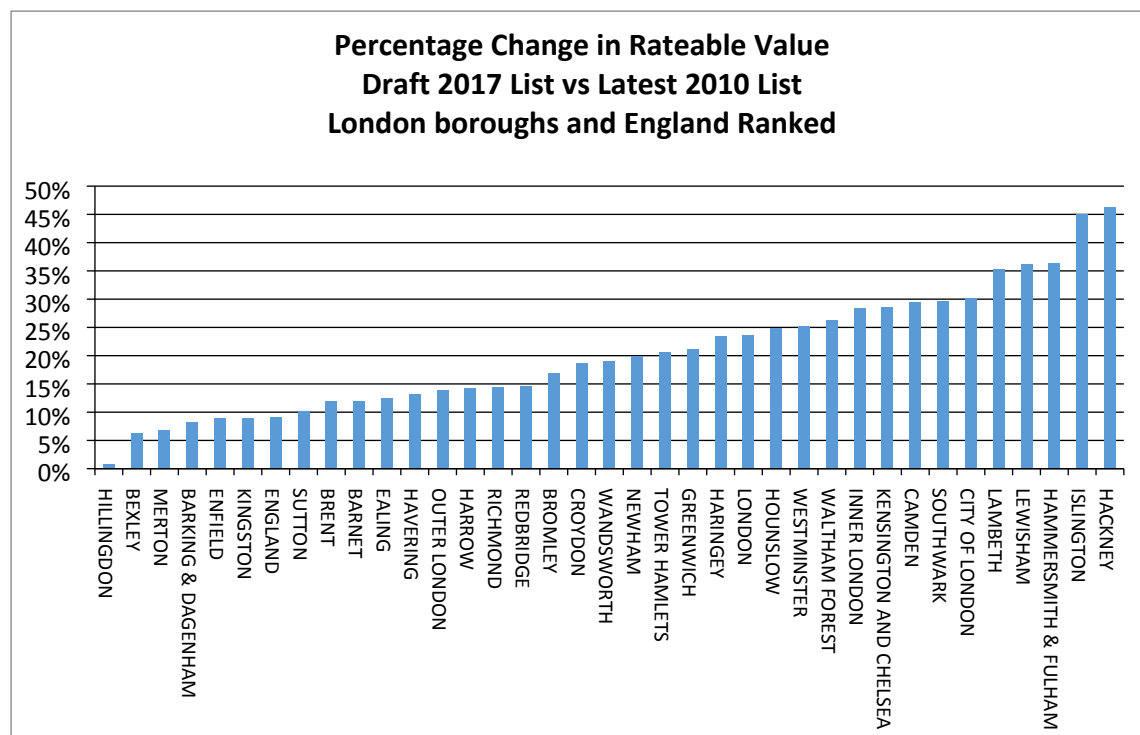
At any revaluation, some properties will see significant change – both increases and reductions. And so Transitional arrangements are used to phase in these changes. These will continue in 2017/18 and beyond. So those ratepayers facing increases (who will be in sectors and locations where rateable values have increased more than the average) will see their bill capped each year at a set percentage increase due to the revaluation; and those facing decreases will have their gains capped by the same method. The Government will ensure, (as far as is practicable), that the transitional arrangements are self-funding and that neither the government nor ratepayers overall are financially disadvantaged as a result of the scheme. To achieve this, the cost of the relief for those ratepayers facing increases must be funded from other ratepayers. There is a wide variation in RV changes across the regions of England. This is shown in the table and chart below which shows the % change in RV from 2010 and 2017 (post revaluation).

	% CHANGE IN RV
LONDON	23.7%
INNER LONDON	28.4%
OUTER LONDON	13.9%
ENGLAND	9.1%
NORTH EAST	-1.1%
NORTH WEST	-0.2%
YORKSHIRE AND HUMBER	-0.3%
EAST MIDLANDS	7.2%
WEST MIDLANDS	2.9%
EASTERN	3.9%
SOUTH EAST	8.6%
SOUTH WEST	3.8%

Inner London experiences the greatest increase in RV, followed by Outer London and the South East.

All London Boroughs experience an increase in RV. **Hackney's increase is the highest (46%)** and Hillingdon the lowest (1%). This is shown in the chart below.

Change in London Borough RV's resulting from Revaluation



It follows that the revaluation is likely to increase the 2017 rates bills of most ratepayers in Hackney, including the Council.

The Valuation Office asked all councils to send out a letter, week commencing 17th October which gives ratepayers information on the revaluation. In particular, it gives a web address where all ratepayers can check their new RV and let the VO know if they believe the VO has not recorded the correct details for their property.

We will also put out our own information pack, which in particular, gives details on reliefs that are available and how they can be applied for.

The Government issued a consultation paper at the time of publishing the revaluation results which is concerned with the operation of the transitional scheme arrangements. We will respond to this and in our response we will argue for the best deal for our ratepayers. We will liaise and work with London Councils and other Boroughs on this matter.

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

TABLE 1: GENERAL FUND FORECAST OUTTURN AS AT AUGUST 2016/17

Original Budget	Virements	Revised Budgets	Service Unit	Forecast: Change from Revised Budget after Reserves £k	Change from Previous Month £k
83,536	1,863	85,399	Children's Services	0	0
89,997	494	90,491	Adult Social Care	2,437	-302
-66	0	-66	Public Health	0	0
173,467	2,357	175,824	Total CACH	2,437	-302
43,756	1,528	45,284	Public Realm	-6	-6
11,346	3,920	15,266	Finance & Corporate Resources	343	41
12,634	1,155	13,789	Chief Executive	-35	-497
1,681	42	1,724	Housing - GF	-57	-3
29,048	-9,002	20,046	General Finance Account	0	0
271,932	0	271,933	GENERAL FUND TOTAL	2,682	-767

3. RECOMMENDATIONS

3.1 To note the overall financial position for August 2016, covering the General Fund and the HRA and the earmarking by the Group Director of Finance and Resources of any underspend to support funding of future cost pressures and the funding of the Capital Programme.

3.2 Cabinet approves the use of Corporate Contingencies to fund the London Fields Lido works and other costs as noted in 2.3 above. The decision to use Corporate Contingencies for this purpose will be delegated to the Group Director of Finance who will review the position at year end.

3.3 Cabinet approves the use of Corporate Directorate Contingencies to fund the local elections costs as noted in 2.4 above. The decision to use Corporate Contingencies for this purpose will be delegated to the Group Director of Finance who will review the position at year end

4. REASONS FOR DECISION

4.1 To facilitate financial management and control of the Council's finances and to approve the use of corporate directorate contingencies.

4.2 CACH

In overall terms the CACH directorate is forecasting a forecast overspend of £2.437m.

Children Services

CYPS are forecasting a nil variance against budget after reserves and drawdown of grant.

Corporate Parenting Overspend

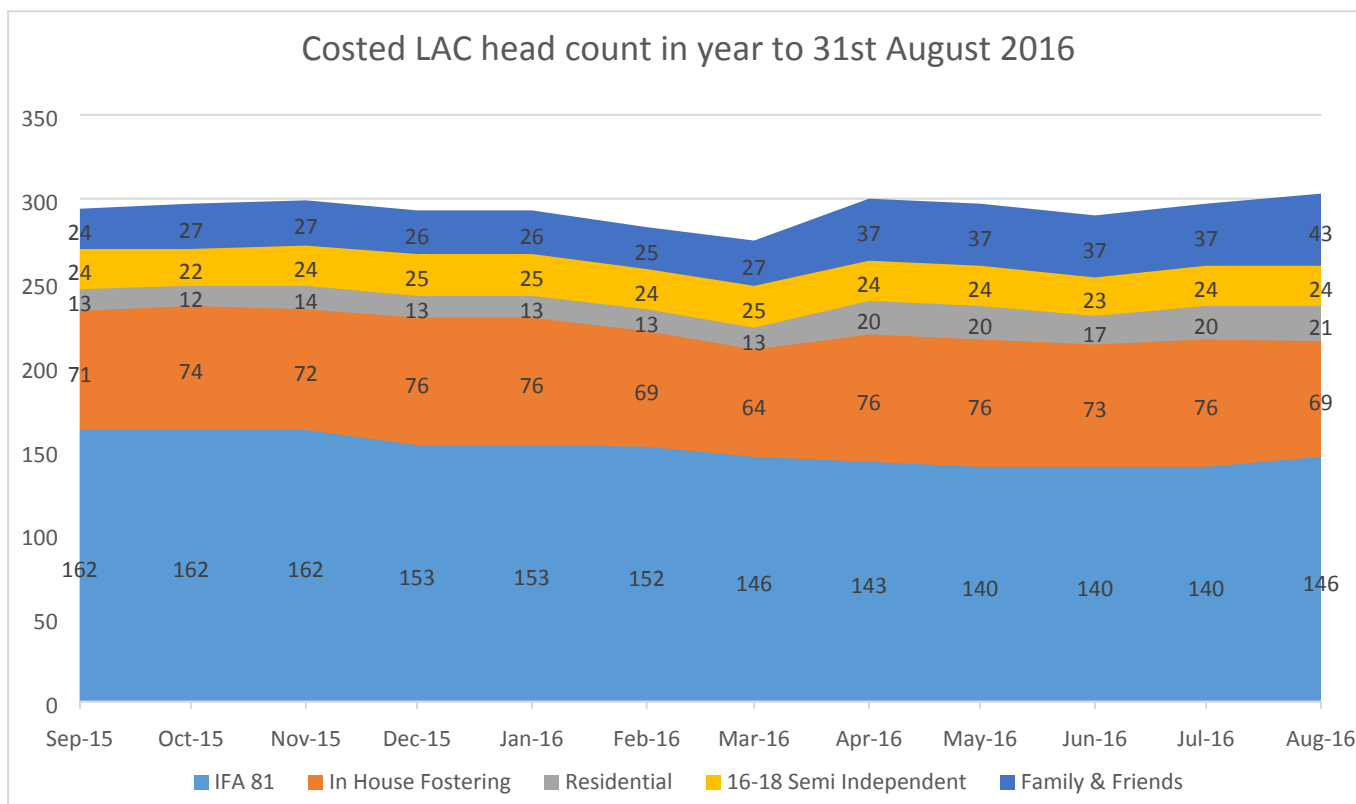
The 2016/17 forecast position as at August 2016 is an overspend of +£369k on overall Corporate Parenting, after use of reserves. This is comprised of an underspend in the Adoption Service of -£2k, an overspend of +£154k in LAC and Leaving Care and an overspend in 'core' Corporate Parenting of £217k. The overall change in placement costs from July to August is an increase of £197k and this is reflected in an overall increase in costed placement numbers of 7.









Points to note:

- The number of looked after children (LAC) for which we incur a cost (excluding UASC) increased to 307 from a restated total of 300 in July. The restatement has been made to account for 3 Hackney children in Other Local Authority placements that were not included in July.
- Residential care placements are forecast to continue to overspend in 2016/17 by +£1,293k, costing a total of £3,263k, a decrease of -£309k over the July forecast of £3,571k. The average unit cost of residential placements is £176k.
- The shortage of in-house foster carers in previous years remains an issue and expenditure on independent foster carers exceeds budget. There has been a reduction in the number of in-house placements (-7) since July and an increase in IFA placements (+6), however, the additional costs associated with IFAs is forecast to result in an overspend of +£761k whereas the cost of in-house placements is forecast to be -£411k under budget.
- 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.

- Over-18 placements are forecast to overspend in 2016/17 by +£328k, a decrease of -£54k over the July forecast reflecting an additional 1 place and an increase of 3 over July in the numbers claiming Housing Benefit.

The chart below shows that over the last 2 months LAC placements have increased by 7 and as at August 2016 stand at 307. The profile of foster care placements has fluctuated since July and this month in-house fostering placements have decreased to 69, while IFA placements have increased to 146. Residential care placements (our most costly placement for children in care), have increased from 20 in July to 21 in August 2016. Not shown on the graph are an additional 3 Hackney LAC who were placed with foster carers from other local authorities in July and 4 in August.



Key Metrics	July 16 OFP	August 16 OFP	Status	Comments
Overall LAC Headcount	300	307		This records the number of LAC where there is a financial commitment – this has seen an overall increase of 7 since July. July has been restated from 297 to 300 to include 3 placements of Hackney children with foster carers in other local authorities now reported separately.
IFA Placements	140	146		Forecast expenditure on IFA placements for the year has increased by +£335k over the July forecast due to an increase in headcount.
Average cost of IFA Placement	£44,201	£44,051		
In house placements	76	69		A decrease of 7 in-house placements has slightly less favourable financial impact due to marginally higher costs per placement and the fact that some of these placements ultimately end up in IFAs.
Average cost of in house placements	£20,631	£20,919		
In-House Fostering Vacancies	18	21		This counts the number of vacancies in approved placement beds for distinct family units (not including beds just for siblings). This figure has also been adjusted so as not to include those vacancies that are judged to have been as a result of either an issue with the carer or the child in placement (reducing the number by 44).
Residential Placements	20	21		Forecast expenditure on residential placements has decreased by - £309k since July due to one high-cost child going home, one missing child with provision assumed to start again in October and Bromley Council picking up costs of another.
Average cost of Residential Placement	£184,265	£194,798		

Other overspends

Children in Need is forecast to overspend by £384k.

The overspend is mainly due to staffing overspends arising from a significant number of vacant posts (21) covered by agency staff, who are generally paid at a higher rate than equivalent permanent staff. Provision for maternity cover has also increased costs. Overall staffing accounts for £333k of the overspend. Legal costs and LAC incidental costs account for the balance of the overspend part offset by reductions in other areas.

The variance to the July OFP (-£65k) is due to a decrease in Section 17 outturn from transfer of NRPF cases to OFIT and budget variation for permanent staff which includes the 1% budget uplift adjustment.

Youth Justice is forecast to overspend by £69k after use of reserves.

The overspend is due mainly to additional staffing costs due to agency staff covering vacant posts and one over-establishment post assisting on the Asset Plus system, which is scheduled to end in November 2016.

Access and Assessment is forecast to overspend by £172k.

The overspend is mainly due to staffing overspends from 4 maternity leave covers and 4 over established agency staff.

The variance to the July OFP (£207k) relates to the pending budget transfer of 2 vacant social work units to Directorate Management of £344k (representing early delivery of savings) and underspends in late recruitment of staffing.

Directorate Underspends

Overspends in Corporate Parenting, Children in Need, Youth Justice and Access and Assessment are offset by underspends elsewhere in Directorate Management Team, Disabled Children's Services and Family Support Services.

The Directorate Management Team is forecast to underspend by -£732k.

This underspend has increased by £357k, mainly as a consequence of the pending transfer to this cost centre of the budget for two vacant social work units from Access and Assessment (early delivery of savings).

The underspend is due to delayed recruitment to two posts and two posts expected to remain vacant (-£100k), vacancy factor funding (-£200k), Legal cost funding (-£148k), part offset by increased cost of interpreting fees (+£63k). The DMT underspend will be kept under review as the process of recruiting to the structure progresses

The Disabled Children’s Service are set to underspend by -£68k following a reduction in the forecast spend identified by improved methods of forecasting. There is a reduction in the expected use of reserve, which is now -£185k, down from -£250k in July. The budget virement of £182k for LLW is also incorporated in the forecast.

The Family Support Services is forecast to underspend by -£172k due mainly to staffing underspends.

Hackney Learning Trust

The Hackney Learning Trust (HLT) forecast is consolidated into the CYPs position. 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 and expenditure is reported on budget. However, it should be noted that HLT are forecasting a significant drawdown on the HLT reserve (£3.8m), similar to last year, as a result of additional needs pressures

Adult Social Care & Community Health

The August 2016/17 forecast for Adult Social Care is a £2.437m overspend (2.7%). This is an improvement of £302k on the July position.

The major area of overspend continues to be Care Support Commissioning, which for August has a £2.959m overspend. This is a £345k improvement on the July forecast and reflects the latest snapshot of commissioned care as per the following table.

Service Type	2016-17 Budget	August 16 Forecast	Full Year Variance to	Change on May Forecast
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	£000	£000	budget £000	£000
Learning Disabilities	12,738	14,598	1,860	(268)
Physical and Sensory	9,939	10,127	189	(260)
Memory and Cognition and OP MH	5,725	6,548	823	201
Assistive Equipment & Technology	495	653	158	(22)
Voluntary Sector Contracts -OP	708	714	6	-
Other	245	168	(77)	5
Total	29,850	32,810	2,959	(345)

The key improvements in Care Support Commissioning are within Learning Disabilities (£268k) and Physical/Sensory Support (£260k). For Physical/Sensory, £98k of the improvement relates to an increased reserve contribution to cover cost of voids at Leander Court, with a further £109k improvement being adjustments to reflect clients care type allocations and package cost updates. Our total forecast cost for property voids has increased by £20k, to £382k for the year. The remaining £40k is net impact of clients where we have seen a net increase in our cohort receiving a service of nine people.

The £268k reduction in the Learning Disabilities function reflects the latest snapshot of clients, taking into account minor changes around starters, leavers and package changes (£124k), the transferring of one client to another borough (£86k) and revisions to the forecast for respite (£58k) following a review of spend in-year.

Memory and Cognition and Older People Mental Health has seen an increase in its forecast of £201k, to £823k overspend. The two key constituent parts are £190k increase for a total of 18 new clients across the service, with the balance of the change being a combination of leavers and adjustments to packages. The net increase in service users is 12.

The Provided Services function has seen an improvement of £234k, to £81k overspend. This is explained primarily by the corporate budget adjustment to cover changes in Employers National Insurance contributions for this financial year which had not been factored into prior months' forecasts. As a front line service Provided Services sees a more significant increase in its budgets than other areas. The decision to increase staffing budgets to reflect 1% pay award on vacant posts was made as this forecast was being finalised and this is likely to have a further improvement in Provided Services in the September forecast.

Mental Health services jointly provided with the East London Foundation Trust is forecasting a reduction in the underspend to £77k. This is

primarily within externally commissioned packages of care, where there has been an increase in clients across residential care (three clients, £127k) and Supported Living (£110k, three clients).

The Commissioning division forecast has had a marginal adverse movement of £10k, to £590k underspend. There remains a £780k underspend in our Housing Related Support Programme, relating to early delivery of savings. The £190k pressure relates to staffing budgets as previously outlined.

Senior Management scrutiny of the Adult Social Care function continues through the monthly ASC budget board process which is chaired by the Chief Executive.

Public Health is forecasting a breakeven position, representing no change on the July position.

4.3 PUBLIC REALM

The August 2016/17 forecast for the Public Realm division is a £6k underspend. As with the July position, the key area to focus on is Environmental Operations function, which is breakeven but within this overall position contains the following variances.

Environmental Operations – Aug 2016/17 forecast	Aug £000	July £000	Movement
Waste Collection, Recycling and Street Cleansing	960	906	54
Commercial Waste	(890)	(836)	(54)
Hygiene Services	0	18	(18)
Toilets	(47)	(47)	0
Other	(23)	(41)	18
Overall position	0	0	0

The main pressure continues to be within the largest strand of the service which provides domestic waste collection, recycling and street cleansing functions, however when combined with the Commercial Waste function, the service as a whole comes to a broadly breakeven position. The service is currently reviewing the apportionment of staffing costs and vehicle costs across the domestic and commercial operations to ensure this accurately reflects what is happening on the ground.

The domestic operation currently contains a cost pressure on staffing of £1.2m, which is driven in part by an increase in the cost of the workforce over recent years within one of our largest front line and internally

provided services (budgeted 340 FTE posts), including legislative changes such as equal pay directive, pension charges on overtime and national insurance changes, equipment (£354k) and vehicle maintenance (£194k). These pressures are offset by targeted reserve funding of £736k, - £316k on staffing (£164k less than last month following budget adjustment for pay award and National Insurance changes), £220k covering cost of food waste recycling on estates, and £200k funding fuel cost pressure.

The Commercial Waste forecast is £890k underspend, which is a positive movement of £54k on the July position which is predominantly due to an adjustment to the income forecast. The underspend as a whole is driven by two main factors:

- £145k underspend against the cost of waste disposal - the cost per tonne charged for waste disposal by North London Waste Authority (our statutory waste disposal provider) has reduced this year following the introduction of menu pricing. The harmonising of the price we pay per tonne for waste disposal across commercial and domestic refuse (where previously a higher rate was paid for commercial and a lower rate for domestic) means we expect to see a year on year reduction of circa £300k charges for commercial with an equivalent increase rise on our domestic levy.
- Income surplus of £802k on £4.6m budget, which reflects an ongoing positive income position for commercial waste services, and an upturn of £69k from previous month. The income position is reviewed regularly to take into account one off special collections.

Within the rest of Environmental Operations, the Hygiene Services and Public Conveniences is forecast to be £47k underspent. This represents a positive movement from July of £18k in Hygiene Services due to Supplies and Services efficiencies. In Public Conveniences there is nil movement and the surplus of £47k remains which reflects efficiencies made in the operation of the service.

Parking, Streetscene, Environment and Waste Strategy, Leisure, Green Spaces and Libraries are forecasting break-even positions.

Planning and Regulatory Services (PRS) are forecasting a £6k underspend, after reserve transfers.

The Building Control service within PRS is operating at a deficit. This is mitigated by a planned usage of the shortfall in Building Control Income reserve (£281k). There are a number of initiatives to improve

marketability including a revised charging schedule. Progress of the service improvement initiatives is being monitored closely in 2016/17.

There is a +£76k variance in Business Support due to additional staff required to process a high volume of planning applications, and overtime working in a one-off data transfer project. These costs will be met from the forecast surplus in planning fees.

Building Control is forecast to under-recover income by £281k. This will be met by a reserve drawdown £281k.

Further planned utilisation of reserves is forecast in other areas of PRS, to meet the cost of planning and policy related projects and deal with high priority enforcement cases.

Management Action to Reduce Overspend

Service	Date when overspend first reported	Reduction in Overspend to date	Overspend amount forecast at year-end	Commentary on Action (see below for explanation)
		£k	£k	
Building Control	June-15	0	£281k	<ul style="list-style-type: none"> - Improved marketability and reduction of fees undertaken via a DPR in October 2014. - Milestones plan monitored and status updates against DPR - Increased market share & bigger project wins

The resulting expenditure reductions from these actions are being factored into the forecast as they are achieved. The forecast drawdown from the Building Control reserve will be reduced accordingly.

4.4 Finance & Corporate Resources

There is a forecast overspend of £343k, resulting from on-going cost pressures in revenues and benefits, temporary accommodation and ICT continue. Overspends here are partially offset by underspends elsewhere in the service.

4.5 Chief Executive

Overall the Directorate is forecasting to underspend by £35k. There are forecast overspends of £209k in Chief Executive's Office (primarily in Regeneration Delivery) and in HR (£48k) which are offset by underspends of £242k within the Legal & Electoral Services and within PPD (£38k).

4.6 General Fund Housing Services

The service is forecasting to come in at £57k under budget reflecting a reduction in the forecast spend on Staffing Costs and Repairs and Maintenance within Travellers (£25k) and also an increased amount of expenditure identified as capital within Leasehold and Income Delivery (£43k).

4.7 HRA

The HRA is forecast to come in on budget.

Income

There is a £746k favourable variance within Dwelling Rents. This is due to a lower number of Right to Buy (RTB) sales than expected and also a reduction in the amount of void losses incurred. There is also a £522k favourable variance within Leaseholder Charges for Services & Facilities. This has been based on the latest service charge estimates, which were finalised after the budget setting process. There is though, a £109k unfavourable variance within Non-Dwellings Rents which relates to lower garage income than budgeted; and a reduction in Tenant Charges Income relating to Estate Cleaning (£110k) and Block Cleaning (£77k). The reasons for the reduction in income are being investigated further.

Expenditure

Within the Housing Repairs Account, Void and Routine Repairs are currently forecast to be £175k and £130k overspent respectively. These are offset by savings in Environmental works (£280k), Drains (£88k) and Client Fees (£80k). Within Special Services, £156k of the favourable variance relates to Estate Services, that are currently forecasting an underspend due to vacant posts. There is also a £21k saving on lifts which partly offsets an overspend of £29k on Water Charges within Housing Needs. The main variance within Supervision and Management relates to the planned overspend of the Neighbourhood & Repairs Contact Centre of c £690k due to additional staff requirements to manage call demand. A restructure is planned for later on in the year.

There is also £516k of planned expenditure within the Transformation Project which will be funded from reserves. Additionally, there is an

increase in staffing costs within the Leasehold and Income team of £220k. It should be noted that the Legal Fees for Disrepair has currently been forecast to budget; and any overspend at year-end will be drawn down from a provision. The overspend in Rents, Rates Taxes and Other Charges relates to increases in Non Domestic rates of £90k and Water charges of £19k.

5.0 DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

This report is primarily an update on the Council's financial position, there are no alternative options here.

6.0 BACKGROUND

6.1 Policy Context

This report describes the Council's financial position as at the end of August 2016. Full Council agreed the 2016/17 budget on 2nd March 2016.

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 GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

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

8. COMMENTS OF THE DIRECTOR OF LEGAL

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

Report Author	Russell Harvey ☎020-8356-2739
Comments of the Group Director of Finance and Corporate Resources	Ian Williams ☎020-8356-3003
Comments of the Director of Legal	Yinka Owa ☎0208-356-6234

CAPITAL UPDATE REPORT KEY DECISION NO. FCR M77	
CABINET MEETING DATE 2016/17 31 October 2016	CLASSIFICATION: Open If exempt, the reason will be listed in the main body of this report.
WARD(S) AFFECTED All Wards	
CABINET MEMBER Philip Glanville, Mayor of Hackney	
KEY DECISION Yes REASON Spending or Savings	
GROUP DIRECTOR Ian Williams Finance and Corporate Resources	

1. CABINET MEMBER'S INTRODUCTION

- 1.1 This is the fifth report on the capital programme for 2016/17.
- 1.2 The report recommends investment in schemes which will bring real benefits to local residents and other users of Council services.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1 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 S106/278 schemes as set out in section 9.1 and summarised below be given resource and spending approval as follows:**

	2016/17
	£'000
S106 Capital	218
S106 Revenue	16
S278 Capital	944
Total S106 /S278 Resource and Spend approvals	1,178

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 2016/17 considered by Council on 2 March 2016 sets out the original Capital Plan for 2016/17. 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 GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

7.2 The gross approved Capital Spending Programme for 2016/17 currently totals **£395.144m (£180.901m non-housing and £214.243m 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.

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

7.4 If the recommendations in this report are approved, the revised gross capital spending programme for 2016/17 will total **£398.025m (£183.782m non-housing and £214.243m housing)**.

Directorate	Budget Position	31 Oct 2016 Cabinet Update	Updated Budget Position
	£'000	£'000	£'000
Chief Executive's Services	7,983	-	15,967
Children, Adults and Community Health	103,513	200	207,226
Finance and Corporate Resources	34,870	709	70,448
Neighbourhoods	34,535	1,972	71,043
Total Non-Housing	180,901	2,881	183,782
Housing	214,243	-	214,243
Total	395,144	2,881	398,025

8. COMMENTS OF THE DIRECTOR OF LEGAL

8.1 The Director of Legal has been consulted on the contents of this report and wishes to comment on recommendation 3.1 and paragraph 9.1 where Cabinet is being invited to approve the allocation of monies from agreements under Section 278 of the Highways Act 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. Hackney Council approved the Planning Contributions Supplementary Planning Document on 1 November 2006 under which contributions are secured under S106 and S278 agreements.

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.

9.1 S106/S278 Capital Approvals:

9.1.1 Resource and spending approval is requested for £1,178k in 2016/17 (£218k S106 Capital, £16k S106 Revenue and £944k S278 Capital) in respect of the projects detailed below, to be financed by S106/278 contributions. The works

to be carried out are in accordance with the terms of the appropriate S106/S278 agreement.

Planning App. No.	Project Description	Agreement Development Site	2016/17
			£'000
2007/2437	Improvement works to Regents Canal Towpath (0002-16)	Towpath at Kingsland Road Bridge	18
2008/2388	Sir Thomas Abney School Expansion (0010-16)	Homerton High Street 112-118	27
2008/0551		Cazenove Road 130	22
2008/1006		James Taylor Building Morningside Estate	65
2011/1094		Lordship Park 50	14
2009/2709		Bridport House	73
Total Capital S106 Approvals			218
2012/0123	Blackhall Street Lighting Improvements	Blackhall Street and Surrounding Streets	16
Total Revenue S106 Approvals			16
	Highways work at Haggerston West & Kingsland Estate	Haggerston West S278	944
Total S278 Approvals			944
Total S106 /S278 Resource and Spend approvals			1,178

9.2 To be noted:

- 9.2.1 A delegated powers report dated 18 August 2016 approved capital resource and spend approval for tile replacement works and improvements to the changing rooms and reception area at **London fields Lido**. As a result **£1,010k (£450k and £560k)** capital funding in 2016/17 was approved to spend for this project. Part of the resources required will be met by the revenue contingency, via additional RCCO, held by the authority (£450k) and the remainder will be funded by discretionary resources (£560k).
- 9.2.2 A delegated powers report dated 30 September 2016 approved capital resource and spend approval for the acquisition of the one remaining privately owned property in the centre of the Dalston Terrace, **58A Dalston Lane**, thus allowing the redevelopment of the terrace to continue with the aim of providing 44 new homes, 10 retail units along with the associated public realm and landscaping improvements. As a result an additional **£709k** capital funding in 2016/17 was approved to spend for this project. The required resources are to be met by discretionary resources held by the Authority.

APPENDICES

None.

BACKGROUND PAPERS

None.

Report Author	Samantha Lewis, 020 8356 2612 Samantha.lewis@hackney.gov.uk
Comments of the Group Director of Finance and Corporate Resources	Michael Honeysett, 020 8356 3332, Michael.honeysett@hackney.gov.uk
Comments of the Director of Legal	Yinka Owa, 020 8356 6234 Yinka.owa@hackney.gov.uk



Governance & Resources Scrutiny Commission 14 th December 2016 Governance & Resources Scrutiny Commission Work Programme for 2016/17	Item No 7
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Outline

Attached is the draft work programme for the Governance and Resources Scrutiny Commission for 2016/17.

Action

The Commission is asked for any comments, amendments or suggestions for the work programme.

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Overview & Scrutiny

Governance and Resources Scrutiny Commission

Rolling Work Programme June 2016 – April 2017

All meetings take place 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 15th June 2016 Papers deadline: Mon 3 rd June	Election of Chair and Vice Chair	Chief Executive's	First meeting of newly elected Commission.
	Devolution Review Evidence session	Chief Executive's	Evidence session – information session looking at the emerging devolution landscape for London and local government. Input from: <ul style="list-style-type: none"> LSE (Prof Tony Travers).
	Budget Scrutiny Task Group – commercialisation and Income Generation	Finance and Corporate Resources	Agree work focus for TOR.
	Work Programme Discussion	Chief Executive's	To agree a review topic and topics for one-off items for the year.
Wed 13 July 2016 Papers deadline: Fri 1 st July	Budget Scrutiny Task Group – Commercialisation and Income Generation	Finance and Corporate Resources	Presentation of proposals. meeting cancelled

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Mon 5 Sept 2016 Papers deadline: Tues 23 rd Aug	Devolution – the prospects for Hackney Review	Various attendees: London Councils	Education, Employment and Skills - evidence session looking at the proposed devolution for London in this area and the impact on local government.
Wed 19 Oct 2016 Papers deadline: Friday 7 th Oct	Devolution – the prospects for Hackney Review	Chief Executive's (Tracey Anderson)	Discussion about draft recommendations for the devolution review.
	Budget and Finance update	Finance & Resources (Ian Williams)	Budget and Finance update on local government settlement and Council Budget for 2016/17.
	Delivering Public Services – Whole Place, Whole System Approach	Chief Executive's Directorate (Tracey Anderson)	Review of executive response to review report and how to monitor progress of work.
	Review of Governance and Resources Scrutiny Commission	Chief Executive's Directorate (Tracey Anderson)	Discussion about previous work of the Commission.
Mon 14 Nov 2016	Complaints and Enquiries Annual Report	Chief Executive's (Bruce Devile)	Annual report of the Council's Complaints and Enquires for 2015/16.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Papers deadline: Wed 2 nd Nov	Update on Council Restructure	Chief Executive's Directorate (Tim Shields)	Update on the Council's restructure.
	Devolution – the prospects for Hackney Review	Chief Executive's Directorate (Tim Shields)	Update on the Council's approach to devolution discussions.
Wed 14 Dec 2016 Papers deadline: Thurs 1 Dec	Temporary Accommodation and Discretionary Housing Payment	Finance & Resources (Ian Williams and Kay Brown)	Joint meeting with CYPS to look at the Council's work on temporary accommodation to manage the impact of welfare reform and pressure on council budget. Review of the Discretionary Housing Payment.
	Budget and Finance update	Finance & Resources (Ian Williams)	Update on the Autumn Statement 2016.
Thurs 19 Jan 2017 Papers deadline: Mon 9 th Jan	Performance review	Chief Executive's Directorate	Scrutiny identifying and establishing the role of scrutiny for performance review.
	London Borough of Hackney 2016 Elections	Chief Executive's Directorate Tim Shields	Report Back on the Elections in May and June 2016 and voter's registration / postal votes.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Commercialisation and Income Generation	Finance and Corporate Resources	Presentation of proposals in relation to income generation (fees and charges etc.) and their estimated income.
Mon 20 Feb 2017 Papers deadline: Wed 8 Feb	Council Budget 2017/18	Finance & Resources (Ian Williams)	Presentation on draft Council budget scheduled for agreement at Full Council
	Cabinet Question Time with Cllr Taylor (Cabinet Member for Finance) TBC	Cllr Taylor – Cabinet Member Finance	Cabinet Question Time with Cllr Taylor. Portfolio lead responsibility for revenues and benefits, audit, procurement, pensions, and customer services.
	Commercialisation and Income Generation	Finance and Corporate Resources	Presentation of proposals in relation to income generation (fees and charges etc.) and their estimated income.
Tues 14 Mar 2017 Papers deadline: Thurs 2 Mar	Update EU Brexit	Finance & Resources (Ian Williams)	Update on the implication of Brexit to councils. Looking at local: economy, labour market and Hackney Council's plans.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Thurs 13 Apr 2017 Papers deadline: Mon 3 April	Work programme discussion for 2017/18	Chief Executive's Directorate	Discussion on topics for work programme for 2017/18.
	Performance review	Chief Executive's Directorate	Scrutiny identifying and establishing the role of scrutiny for performance review.
	Budget and Finance	Finance & Resources (Ian Williams)	Budget and Finance Update
	Update on Corporate cross cutting programmes	Chief Executive's Directorate Tim Shields	

To Note:

1. **Scheduling in Finance Updates** and request for briefing paper for Member giving a simple guide to the Council's finances.

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