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:

Thursday, 19th January, 2017

7.00 pm

Council Chamber, Hackney Town Hall, Mare Street, London E8 1EA

Tim Shields
Chief Executive, London Borough of Hackney

Contact:
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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	**Minutes of the Previous Meeting**	(Pages 1 - 20)
5	**Update on Elections in 2016**	(Pages 21 - 28)
6	**Performance Review**	(Pages 29 - 50)
7	**Council Budget, Commercialisation and Income Generation**	(Pages 51 - 52)
8	**Governance and Resources Scrutiny Commission - 2016/17 Work Programme**	(Pages 53 - 60)
9	**Any Other Business**	

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Access and Information

Getting to the Town Hall

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Accessibility

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

Further Information about the Commission

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

Public Involvement and Recording

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person reporting or providing the commentary is present at the meeting.

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

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

Providing oral commentary during a meeting is not permitted.

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Governance & Resources Scrutiny Commission 19th January 2017 **Minutes of the previous meeting and Matters Arising**	Item No **4**

OUTLINE

Attached are the draft minutes for the meeting on 14th December 2016.

Matters Arising

Action
The Director of Customer Services to review the visitors' policy for temporary accommodation in hostels and provide an update on the options available to allow visitors.

Response
In progress.

Action
Group Director Finance and Corporate Resources to provide a report covering commercialisation and income generation.

Response
Update to be provided under item 7 in the agenda.

ACTION

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

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Hackney

London Borough of Hackney **Governance and Resources Scrutiny Commission** **Municipal Year 2016/17** **Date of Meeting Wednesday, 14th December, 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), Cllr Ned Hercock and Cllr James Peters**
Apologies:	
Co-optees	
Officers In Attendance	**Kay Brown (Director Customer Services), Anne Canning (Acting Group Director, Children, Adults and Community Health), Steve Liddicott (Interim Assistant Director, Children and Young People's Service), Andrew Wollard (Media and Campaigns Officer) and Jennifer Wynter (Head of Benefits and Housing Needs)**
Other People in Attendance	**Councillor Rebecca Rennison (Cabinet Advisor Advice Services and Preventing Homelessness) and Councillor Geoff Taylor (Cabinet Member for Finance)**
Members of the Public	1 member of the public
Officer Contact:	**Tracey Anderson** ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

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Councillor Anna-Joy Rickard in the Chair

1 Apologies for Absence

1.1 Apologies for absence from CYPS Commission Councillors Councillor Emma Plouviez, Cllr Sophie Conway.

1.2 CYPS Co-optees apologies: Jo Macleod - Hackney Schools Governors' Association representative; Kairi Weekes- Sanderson HYP; Ernell Watson, Free Churches Group of Churches Together in England.

2   Urgent Items / Order of Business

  2.1   There was no urgent items and the order of business was as per the agenda.

3   Declarations of Interest

  3.1   None.

4   Temporary Accommodation

  4.1   The Chair of Governance and Resources Scrutiny Commission (G&R) welcomed colleagues from the Children and Young People Scrutiny Commission (CYP) to this joint session discussing temporary accommodation.

  4.2   The Chair of G&R chaired the presentation of information session. The Chair of CYP chaired the Q&A session.

  4.3   The Chair of G&R welcomed a local resident to the meeting, in attendance to share information about her lived experience in temporary accommodation in London Borough of Hackney.

  4.4   The Chair of G&R welcomed from London Borough of Hackney: Ian Williams, Group Director Finance and Corporate Resources; Kay Brown, Director Customer Services; Cllr Geoff Taylor, Cabinet Member for Finance and Customer Services; Cllr Rebecca Rennison, Mayoral Adviser for Advice Services and Homelessness Prevention; Jennifer Wynter, Head of Benefits and Housing Needs and Steve Liddicott, Interim Head of Service – Access and Assessment. Also in attendance was the Interim Group Director Children, Adults and Community Health.

  4.5   The Chair of G&R explained the purpose of the session and advised it would include hearing information from officers, and from local residents who would be sharing their personal experiences from living in temporary accommodation. Two resident were invited to the meeting to share their experience. One resident was in attendance and one resident sent in a written statement to inform the discussion. In addition anonymised casework was shared among commission members of the two scrutiny commissions to give them an idea of the experiences reported to councillors.

  4.6   The Chair made the following statement to all meeting attendees:
Overview and Scrutiny Commissions do not deal with individual cases. The Commission will be taking the context of the experiences from residents to raise questions about the service provision and the policies related to the service area. This discussion will not be focusing on individual cases or responding to comments related to individual cases in a meeting held in public.

  4.7   The session provided the commission members with a better understanding about the Council's role, work and enabled them to hear from residents about the impact on children and families.

4.8   The session also provided information about the cost of the service and the implications of this on the Council's budget (including the provision of discretionary housing payments).

4.9   The Local resident outlined her experience and the impact on her family. A single parent of a child born 16 weeks premature which resulted in medical needs. Resident moved into newly built hostel accommodation and does not have to share facilities. As a new mother at the time of entering the accommodation she needed support but was unable to have support due to the no visitor's policy at the accommodation. The closest family member lives 30 minutes away. The resident explained she felt isolated and highlighted a number of other people at the accommodation were experiencing the same feeling. In her view these were vulnerable people. The resident explained she wanted to return to education but was unable to pursue this option because of the no visitor policy. The resident explained if her studies required late session she would need someone to stay at her property with her child to keep to the routine. The resident explained that the child has a routine and to attend the meeting this evening the routine was disrupted because she was unable to have the visitor stay at her accommodation to maintain the child's routine. The local resident queried why the visitor's policy was so restrictive? The Local resident explained she did not want visitors to stay overnight or until late hours but would like to be allowed to have visitors until early evening – approximately 7pm.

4.10   The second local resident sent through a written statement and this was read out verbatim by Cllr Peters. In summary the resident highlighted the practical difficulties with access and living in the accommodation and having two young children in a double pushchair. Key points raised were:
  • Lift regularly breaks down in the building
  • There is only stairs to enter the property from a busy main road. The resident has difficulty taking the children and pushchair up the stairs to enter the accommodation. The resident suggested the property should have a ramp for accessibility.
  • The internal door ways are too narrow and smaller than the standard size. This makes it extremely difficult to push a pushchair through the door ways. The resident has 4 doorways to go through.
  • Laundry facilities are needed
  • The water coming out of taps is cloudy
  • The heating stops working in the night
  • Internet access is a must not a luxury
  • A communal area for children is needed
  • Request for sign posting service to other support services
  • Fire alarm goes off regularly
  • Staff speak to residents in a derogatory manner like they are not human beings.

4.10.1 In summary the key issues coming out from the resident's experience was the need for a flexible visitor's policy, increasing rent for hostels and the conditions of the hostels.

4.11   The officers provided a presentation in advance as noted on pages 3-13 of the agenda. At the meeting the following main points were made:

- Homelessness in Hackney is increasing rapidly. This is driven largely by buoyant housing market and cuts to welfare benefits. Landlords in Hackney are withdrawing their properties from renting to the to place on the open market to obtain higher rental values
- 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
- The Council receives 150 more applications a week than it has properties available
- The Council plans to build 3,000 new affordable homes, but this will still not meet the growing demand
- The largest cohort in TA is single parent households
- The number of families with older children becoming homeless is increasing – this adds to the considerations associated with finding suitable TA in close proximity to schools
- 38% of households in TA have at least one working person in the household. This indicates that Hackney is becoming unaffordable to live in
- The Council is seeing an increasing number of vulnerable single people with serious medical needs or disabilities coming to the Council for support. This is because other support mechanisms like supported living have been withdrawn or is not available.
- The top eight reason for homelessness was highlighted in the presentation. Top of the list is termination of shorthold tenancy.
- The initial aim of TA is to move households from stage 1 to stage 2 accommodation. In the current climate the Council is unable to move families on from stage 1 as quickly as they used to. This is because properties are not available.
- Hackney has retained a large number of hostels as temporary accommodation because they are easier to acquire.
- Currently families are in temporary accommodation for 3-4 years. Previously a TA stay was a number of weeks or months.
- The top 6 reason for accepting a family into TA was highlighted. Top of the list is families with dependents. It was highlighted that families would be placed in properties that were available at that point in time.
- Approximately 25 families present to the council a day in need of urgent accommodation
- The decision on where to place a household is assessed on the household's needs. This decision takes into consideration school and the needs of any disability in the household. However the council is restricted by the properties available at the point in time of need. This means there is no guarantee that families will be placed within Hackney or near to their children's school. Priority in terms of the suitability of property is given to the size, access and if it is safe and secure. Consideration about the location will come after the above.
- In TA they are working in partnership with children centres to support families with children up to the age of 5. They are also in the early stages of setting up a partnership with Hackney youth hubs to help support older children.
- All the properties used should meet the decent homes standard. All hostels have an assigned hostel manager who is a LBH staff member

- Hostel managers ensure standards are maintained and where necessary repairs and renovations are undertaken in a timely manner.
- The housing needs team have been implementing improvements to reflect the longer term occupancy of families in hostels. This includes installing communal laundry facilities as well as extra kitchen facilities where it possible. The Council in some cases is restricted by what they can provide due to the fabric of the building. For new hostels acquired the Council aim to build in the facilities required such as laundry facilities, safe play areas and homework communal space.
- The Council is close to delivering WiFi this is currently with ICT.
- In response to queries raised about the strict visitors' policy the Council explained that the safety of the residents was paramount. If hostels were open to visitors the council is unable to control or manage who enters and exits the accommodation or who was there if an issue occurs.
- Exceptions for a period of time to the visitor's policy would be considered on a case by cases basis. It was noted that mothers with a new born baby could request for access to support and this would be assessed.
- For vulnerable households requiring more assistance they commission One Housing. They provide both a medium term floating support service and a 'drop in' service for one –off support.
- In regards to affordability for accommodation, the Council can only charge affordable rents in TA. The Council has assessed from January 2017 nearly all the residents in TA will be affected by the benefit cap. Resulting in less benefit income to pay their rent and less income to live on.
- The Council has access to funding called Discretionary Housing Payments (DHP). This is designed to provide support to households in receipt of Housing Benefit (or Universal Credit), who require further financial assistance to meet their housing costs. This fund is predominately used for households in TA to prevent them from falling into rent arrears which could prevent them from bidding for settled accommodation.
- TA contains a high proportion of vulnerable households. These households are not exempt from the wider welfare reform agenda, particularly the benefit cap. It was explained that residents need to have clear rent accounts in order to move on to settled accommodation. If tenants do not have clear rent accounts many of the social registered landlords in the borough will not take them on as a tenant. This would restrict the churn in property.
- DHP funding is severely oversubscribed, and the Council has to balance the challenge. Not awarding DHP could result in a household falling into arrears which could prevent the household from being able to bid for settled accommodation. DHP is used to help households with rent payments, so as not to prevent them from bidding or restricting the churn of properties available for TA.
- At the other end of the spectrum, working households that do not receive full Housing Benefit can find themselves falling into arrears or facing short term crises for which they require additional support.
- Housing needs have undertaken a piece of work to look at tenant bidding patterns, income, affordability and the vacant properties becoming available, to help facilitate the churn in property. This is backed by officers having conversations with residents about bidding for properties they can sustain.

- The heat map in the presentation showed how far people need to go outside of London to find affordable rent within the UK.
- To end the presentation the Council highlighted the improvements to TA currently being made:
  o Hostels linked to their local Children Centres – signposting of residents to events and activities.
  o Expanding Laundry facilities – now available at Lea Bridge Road and Median Road, with plans in place for Malpas Road;
  o Introducing Wi-Fi – options paper with members;
  o Children's activity room at Lea Bridge Road, plus use of a room St Peter De Beauvoir church for use of children living at the Metropolitan;
  o Looking at ways to improve Telephone/TV reception at Ivy House and the Metropolitan.

4.12 **Question, Answers and Discussions**

(i)   Members noted there are 36 hostels and enquired about the ownership, size and management of them.

In response to the query the Commission was informed there are various sizes across the borough. Approximately half are managed by LBH officers and some hostels are rented and managed by agents. For example the Metropolitan hostel was managed by an agent. If there are any issues/complaints, they will take the complaint and pass it onto the agent to follow through and respond to the query.

(ii)   Members enquired if the agent owned hostel's operated different policies to the hostels owned and run by Hackney Council?

In response to the query the Commission was informed the same policy is applied to all. In response Member commented this means this should be same operation across the board.

The Mayoral Adviser for Advice Services and Homelessness Prevention informed the Commission as they go forward they look at how they commission property from providers. Looking at the terms they set providers to improve quality to get best value and looking at what they need to do to remove poor providers. Setting clear expectations of what they expect from providers and the expectations from those that do not meet their standards. The council is aware that currently residents do not get the same provision across the borough and the council is taking steps to ensure they have the same quality of provision throughout the borough.

(iii) Members acknowledged the need to keep residents safe but were concerned about the way people were being treated and the restrictive visitor's policy. Members were of the view the visitors policy needed to be reviewed.

The local resident queried why a person needed to be in a certain situation before they would be allowed a visitor. In her view residents need to have visitors because of the impact on their health and wellbeing. She pointed out residents were indulging in bad habits because they felt isolated and lonely.

The resident suggested the security in the building could be informed who was visiting to resolve the issue of knowing who was in the building.

(iv) **Following reflection of the residents comments Members highlighted the views expressed showed concern about the visitor's policy and assessment of need. Members commented the visitors policy needed to be written and published but also needed to be flexible for individual needs. It was appreciated there needed to be a consistent approach for all.**

(v) **Members referred to the pictures submitted in the written submission (from the other resident) and commented the pictures painted the impression of an unsafe environment despite the visitor's policy.**

The Director of Customer Services explained why the no visitors policy was introduced and advise she would make sure this explanation was published. In regards to the conditions presented in the pictures (from the resident's written statement) officers would need to investigate. The officer informed the Commission the defamations shown in the pictures were found on a site that has a no visitors' policy. It was also noted this particular hostel has cleaning once a day and the officer would need to find out if the defamation occurred before or after cleaning.

(vi) **Members asked officers to not just review the visitor's policy but consider doing something different and present alternative options.**

In response officers explained the strict visitors policy was implemented because previously when hostels were open there were attacks on residents, non-residents staying overnight etc. The policy was implemented due to these instances occurring. Upon implementation the Council did take into consideration there will be people with medical or mental health needs. The decision was made to review these situations on a case by case basis as requested. Officers agreed to review the visitors policy and consider alternative options available

The Head of Benefits and Housing Needs reiterated the Council is increasingly concerned with resident's safety. Officers pointed out they have a number of residents in small accommodations, especially people who are vulnerable with complex needs. Their priority is to keep them safe. Other options and requests for single or specific cohort accommodation - like domestic violence victims, families only or women only - have been considered. The Council's current accommodation portfolio will not enable the Council to operate this type of models. If the Council did operate this type of model there would be empty rooms at the time they needed to allocate them.

ACTION	The Director of Customer Services to review the visitors' policy for temporary accommodation in hostels and provide an update on the options available to allow visitors.

(vii) **Members referred to the role of hostel managers and the physical conditions of the hostel highlighted by the local resident. Members enquired why the council was using properties like this to accommodate people.**

The Head of Benefits and Housing Needs explained the accommodation used by the council meets the required health and safety standards. The council has a very strict inspection regime of health and safety standards in the hostels. The hostels used meet the statutory requirements, although it was recognised hostels are not ideal for all placements. It was noted the council uses hostels because there is no alternative properties available within the borough to use.

For hostels like the Metropolitan, the Council has in place arrangements for daily cleaning. The officer explained she would need to understand why this type of paraphernalia was in the lift. The Council may need to review the level of cleaning. It was also noted that there is a security member of staff at the reception point every day.

The Mayoral Adviser for Advice Services and Homelessness Prevention pointed out there is a distinction between a roof over your head and a home. Stage 1 is to put a roof over your head. The Council recognises there are issues with the quality and that the quality should be same across the borough. It was highlighted that the scale of the problem and the speed at which it has accelerated has meant that the council's priority has been about securing a roof over the residents head. The Council needs to look at how they can address the challenge. The first is what they do to improve the quality of TA in the borough because temporary accommodation is no longer temporary. The second part of the challenge is longer term, where they will house people and the options they have available for families. Access to housing for the use of TA is increasingly difficult to secure in Hackney. The Council acknowledged it needs to be firmer with poor providers and tighten up the action taken when they do have issues reported to the Council.

(viii) **Members enquired if the Council is planning to implement laundry and internet facilities in all hostels.**

In response the Director of Customer Services explained laundry facilities could be implemented in hostels that have available space. To date the Council has installed laundry facilities in 2 hostels and there are plans to install a third after Christmas. In relation to internet facilities the council is reviewing the type of WiFi they can provide in hostels.

As the council acquires a hostel these facilities are being requested from the outset.

The Mayoral Adviser for Advice Services and Homelessness Prevention informed one of the Mayor's manifesto commitments was to provide better support to homeless families. The review of the WiFi options included not only looking at the type of WiFi but also the space available to do work etc. It will be about trailing and finding out what works best, therefore the set up may need to be different for each hostel.

(ix)   **Members commented the scale of this problem indicates a system in crisis and near collapse. The problem is as a result of a housing crisis at which local authorities are at the forefront. Members raised queries about the system in place for oversight of the contractors and the day to day monitoring of the service. Members wanted to be assured there is a system in place where residents can make points to a person in authority with the ability to change the situation and do something about unsatisfactory service provision.**

The Head of Benefits and Housing Needs advised their managing agents respond well to issues raised. For reporting repairs residents contact their hostel manager. In general the managing agents used by the council deal with repair request quite rapidly and to a good standard. The Council has a good monitoring system in place and has regular reports, monitors leases and generally there is a good relationship between the Council and its managing agents.

It was impressed upon the Commission they need to take into consideration the buoyant housing market the Council is operating in and that landlords can retrieve their property and rent on the open market to acquire higher rental values. One of the biggest challenges the Council faces is trying to keep their current landlords renting to them. In other words the Council has a two pronged issue to manage. That is trying to support landlords to get the properties to the standard they require for residents and keeping landlords renting to them. The council will release properties that do not meet the required standard. If there are poor landlords the council will let these properties go and decant residents to new properties.

If landlords take their property back and rent on the open market or to another borough this would be a loss to Hackney residents.

(x)   **A co-opted Member expressed in his view the paramount concern was the safety of children. He highlighted there are restricts and procedures in place for people visiting schools and children centres. It was also the Council's responsibility to keep children safe. In his view visitors to hostels should be subject to the same level of scrutiny that any visitor to a school would need to go through. The Co-opted Member questioned if this level of scrutiny would be accepted by visitors to the hostels.**

(xi)   **Members referred to the high probability of landlords taking away property and renting to another borough. Members enquired if Hackney Council has benefited from this and acquired property in other boroughs because of the current market.**

The Head of Benefits and Housing Needs explained in London they have an inter borough agreement between 32 of the London boroughs. This has been in place for 1 year. It was noted on occasion there are breaches to this agreement. This is due to the required property to suit the need not being available in the borough at the time presented e.g. a disability. It was noted that the number of breaches to this agreement has been growing due to the housing crisis.

The Director of Customer Services highlighted they have been working with regeneration housing. Housing Needs Service have acquired properties that have been decanted for regeneration. They have paid for the property to be renovated for use as temporary accommodation until the regeneration works start. Through this work they have put back in use approximately 400 properties.

(xii) **Members enquired if and how the Council consults with residents about the level of service?**

In response to this question the Commission was informed the Council has not carried out a survey recently. The Director and Head of Service use data from complaints, FOIs and Councillor's casework to assess trends and highlight issues. It was noted all residents in a hostel have an assigned hostel manager (this person is an LBH staff member) to report problems to and have access to an out of hours duty hostel manager.

(xiii) **Members suggested the Council should do a survey twice a year and have the ability for people to raise queries or place comments via the website.**

The Director of Customer Services informed the Council has implemented the One Account. This account provides an online service that allows residents to fill in a form in relation to a service request. It was noted there are a number of services available through this portal.

The Mayoral Adviser for Advice Services and Homelessness Prevention agreed the Council does need to look at how they consult residents. This is due to the scale of the TA issue and also to make sure the Council has its priorities aligned with residents' priorities.

It was pointed the discussion has focused on hostels accommodation and this was one aspect of the Council's TA provision.

(xiv) **Members commented there is a direct correlation between LHA and homelessness. The reason for this is the LHA is flawed. There is no incentive to provide quality properties when landlords get the payment regardless of the quality of the property. If residents complain they get evicted. Unless landlords are penalized for poor quality properties nothing will change.**

(xv) **Members commented key issues from this discussion was the level understanding of the wider issues affecting councils in relation to TA. Secondly the process of managing the message disseminated.**

(xvi) **Members commented there was some conflicting statements in the Council's explanations about contract monitoring and quality of the service provision. It was pointed out the pictures provided by the local resident showed unacceptable conditions. At the same time the Council advised this hostel's management agent was one of their best. Members were of the view the conditions shown in the pictures were not acceptable after cleaning.**

The Group Director Finance and Corporate Resources explained the Council's current spend is approximately £350 million in housing benefits a year.

It was highlighted that the rise in land value in Hackney had provided valuable assets, prime for sub-letting. The Council also has a duty to combat tenancy fraud. The Council carries out checks on tenancy letting to ensure the renter is who the property was awarded to.

It was also pointed out the Council has a large volume of people on its waiting list. The solution for the 12,000 households on the waiting list, may not be in Hackney.

The Mayoral Adviser for Advice Services and Homelessness Prevention added the LHA payment for tenants in Hackney was worthless and it was becoming increasingly difficult for people to afford to live in Hackney. There was also the issue of rough sleeping which was not being addressed at the meeting. It was pointed out the welfare reform changes are changing the borough.

There are difficulties for the Council in communicating this message to residents about the pressure and spend on TA when articles are highlighting the current level of spend on TA. The reality is councils may need to spend more on TA in the future.

The long term impact is this will change the look of the borough indefinitely. The Council may need to manage families to leave the borough because they cannot be supported to remain in the borough.

(xvii) **Members referred to the council's monitoring of needs and performance of looked after children. Members enquired if the Council was monitoring the performance of children in TA and the impact of TA on their school attainment.**

(xviii) **Members referred to the approximate 700 households outside the borough and enquired if they were placed in neighbouring boroughs or outside of London?**

(xix) **Members enquired if families with children placed outside the borough would be given priority to be rehoused in Hackney?**

The Head of Benefits and Housing Needs advised in relation to schools, they do consider the child(ren) school year. If in GCSE year they will aim to keep the family in Hackney. If a child is not in GCSE year they may not be able to keep them near their school. It is likely if a child is in Year 1 they may not be kept in the borough. The housing needs service is working with the council's children and young people services to monitor and map information in relation to support for children. This work is in its infancy.

It was pointed out the Council has a legal responsibility to house people in accommodation and provide sound housing advice.

The Director of Customer Services advised if the family requests to come back to the borough they try to accommodate that request. In essence they have a waiting list within a waiting list.

(xx)   Members suggested the same focus currently given to Looked After Children should be given to children in TA.

(xxi) Members enquired if when assessing the housing needs of a person, consideration was given to mental health needs or no family support locally?

The Director of Customer Services advised they have an organisation called One Support who is commissioned to support individuals. Housing needs encourage people to complete a medical questionnaire, this is sent off for external assessment of need.

Placements do include hostels although it is recognised this is not the most suitable.

The Head of Housing Needs advised if an individual's housing need was general they are placed in temporary accommodation. If an individual's needs was more they would be placed in other facilities suitable for their needs.

The officers pointed out single people are not a priority for the council. For cases like this they have links with Green House which is where they signpost this cohort to.

The Cabinet Member for Finance and Customer Services reminded the attendees at the meeting, the housing crisis is a problem and there is an unwillingness at the necessary level to deal with the intractable problem. The officers and Executive Members of the Council are making efforts to manage the situation. Efforts are being made to engage with the Government about the crisis.

(xxii) Members commented previously the information provided advised the average length of stay in TA was 2 years. Members enquired if this had increased to 3 years and if the average length of stay was shorter or longer (e.g. 6-7 years) for some cases?

(xxiii) Members enquired if the current situation was expected to plateau?

The Director of Customer Services informed the Council's housing waiting list has 12,000 households and if the waiting list was closed immediately, it would take 10 years to clear the current waiting list.

The Head of Benefits and Housing Needs advised they have been warning since 2010 this crisis would hit. Currently officers cannot predict if or when this will plateau. At this current point in time all the Council can do is manage the crisis. It was pointed out the economy is experiencing high employment rate but this is not being experienced by all residents in Hackney. The Council is building more properties but this is not enough to resolve the local need. Hackney has experienced a population boom and increasing levels of children and families in need. All the signs currently are not showing any indication the housing crisis will plateau in the near future.

(xxiv) Members enquired if the Council was being proactive in its acquisition of properties for TA. Members asked if the Council was informed when a leaseholder was selling their property, if the Council would buy back these properties as they became available.

The Director of Customer Services confirmed if the Council was made aware of properties for sale her service area would put in a request to acquire the property.

The Group Director Finance and Corporate Resources confirmed the Council acquired properties where possible. The limitations related to the housing debt cap, this was currently £160 million for Hackney Council.

The Chairs of Governance and Resources and Children and Young People Scrutiny Commissions thanked the local resident and officers for attending the meeting.

(xxv) G&R Way forward
G&R's recommendation is that this Commission in its current form continues to monitor the budget risk and when the new overarching scrutiny panel comes into being (assuming it does) the Commission recommends that this panel does a piece of work looking at this issue - this is a recommendation jointly with CYP Scrutiny Commission.

5   Minutes of the Previous Meeting and Matters Arising

5.1   The minutes of the previous meeting held on 14th November 2016 were agreed.

RESOLVED	Minutes were approved.

6   Quarterly Finance Update

6.1   The Chair welcomed to the meeting Ian Williams, Group Director Finance and Corporate Resources and Cllr Geoff Taylor, Cabinet Member Finance and Customer Services from London Borough of Hackney, to give an update on the Council's budget and the wider financial implications following the Government's Budget and Autumn Statement made early December 2016.

6.2   The presentation covered the following areas:
- Autumn Statement
- Economic Update
- Business Rate Update
- Schools Funding
- Council Budget Update
- Pension Fund.

6.3   Local Government Settlement was expected to be Thursday 15 December 2016.

6.4   The main points from the presentation were:

6.4.1   Office of Budget Responsibility analysis of the Autumn Statement has outlined:
* A reset of the Government's tax expenditure after a review of the previous Chancellors targets.
* Weaker outlook for the economy – Brexit uncertainty and lower pound, less investment means slower productivity growth and possibly lower net inward migration.
* Weaker outlook for public finance – the borrowing was already outstripping income before referendum, weaker growth will hit receipts, especially income tax and there have been some autumn statement fiscal giveaways.

6.4.2   The Government targets have change again – all existing targets were breached and replaced, new fiscal mandate made with room to spare and balancing budget next parliament is not anticipated to be easy.

6.4.3   An example of the impact on business investment for the council was highlighted to be the purchase of IT equipment from overseas. This has soared in the last 2 weeks. This transaction was being accelerated due to rapidly increasing costs.

6.4.4   A comparison table displayed showed the forecast in March 2016 and then again November 2016. This indicated the Gross Domestic Product (GDP) is now expected to drop in 2017/18.

6.4.5   The national debt will continue to grow.   This will be a burden for future generations particularly if interest rates start to rise as they are forecast to.

6.4.6   Starting to see increases in the Consumer Price Index.

6.4.7   In real terms: earning, benefits and state pensions show that people are worse off now than they were 10 years ago and graduates are worse off now than their parents were at this stage.

6.4.8   The local Government settlement for 2016/17 to 2019/20 includes:
* Reductions to local government grant of £6.1 billion by 2019/20. Although forecasts increase other sources of local government income, overall local government spending will be higher in cash terms by 2019/20 than in 2015/16.
* £3.5 billion of support for adults social care by 2019/20 through a new social care 'precept' and an expanded Better Care Fund to support health and social care integration.
* Plans to consult on changes to the local government finance system including rebalancing support to local authorities with social care responsibility.
* Support to help local government become more efficient through new flexibilities, enabling local authorities to spend receipts from assets sales on reform projects.

6.4.9   The Borough's rateable value is increasing but the council will not get to keep all the increase.

6.4.10 Local governments expenditure is still broadly planned to follow the path set by the last autumn's spending review but, OBR is now expecting extra council tax and there to be a draw-down of reserves to boost spending slightly. There will be a re-set of the underlying 'needs' assessments for local government. There is currently dialogue between the Government's department Communities and Local Government and Councils, through the Local Government Association (LGA), to see how they can equalise a system that is currently flawed.

6.4.11 There is a 'Fair Funding' review, this is looking at how local government is funded. The LGA have produced a report on fair funding.

6.4.12 Forecasting can be difficult, however from 2019/20 assuming there is no unexpected downturn it is anticipated the public spend may return to growth in line with GDP.

6.4.13 It was highlighted that if the current spend on NHS, Pensions and Social Care continued and was not reviewed this could consume the GDP.

6.4.14 The spending review in 2015 announced the introduction of an improved Better Care Fund worth £105 million in 2017/18, £800 million in 2018/19 and £1.5 billion in 2019/20. After consideration of the consultation responses on the settlement, the Government proposes to maintain the Better Care Fund approach for 2017/18.

6.4.15 It is anticipated that Council's may get freedoms to increase the social care precept by 1%. It was highlighted the cost of implementing the London living wage for Hackney Council's homecare contracts was millions of pounds, the proposed freedom to apply the additional 1% rise through the precept will not cover increased costs like these.

6.4.16 Non-domestic rateable (NDR) value will be revalued in 2017/18. This may affect many NDR payers, although is not likely to affect individual councils' income. However, it has implications for the starting-point of the post 2019-20 100% retained NDR system. Government still planning to move to 100% NDR retention by 2019-20 with an end to the Revenue Support Grant (RSG). The view is the business rates system need a complete reform. London, Manchester, Liverpool, Cornwall, the West Midlands, Sheffield and the West of England under consideration as 'pilot areas' from 2017. The biggest challenge is how to equalise a system that is based on a number of historic assumption and flawed. The whole system in its current form is in need of significant reform. Hackney has seen a 46% increase in RV. The impact of this on local businesses is not currently easy to predict.

6.4.17 A consultation has been released on funding for schools. There is a proposal to move to a national funding formula for schools. The Government planned to introduce this in 2017/18, but this has been delayed to 2018/19. It was highlighted that there are many pressures on a school's budget, costs, pension and general pay pressures. The proposals could mean that Hackney is facing a 10% reduction, however the Government has advised in the consultation that no one should face a reduction of more than 3%.

6.4.18 London's economy is over 50% bigger than Scotland, Wales and Northern Ireland added together. London pays 30% of the UK taxation. London needs to be maintained because it is key for the UK's economy.

6.4.19 The Local Government Settlement announcement was expected to be made on Thursday 15th December 2016.

6.4.20 The council's budget is currently on track with its saving plans. Providing the local government settlement does not bring any change for 2017/18 there is a programme of work in place.

6.4.21 In relation to Hackney Council's Pension fund there has been an increase in overall fund assets and a reduction in fund deficit.

6.4.22 In summary the conclusions is local government is still facing considerable uncertainty.

6.5   **Question, Discussions and Comments**

(i)   Members enquired what EBRD stood for?

The Group Director Finance and Corporate Resources from LBH advised EBRD is European Bank for Reconstruction and Development (EBRD).

Hackney Council acted as the administrating authority for the previous Olympic 6 Growth Boroughs arrangement. Carrying out the role of accountable body for all the EU funding that came in for the growth boroughs.

(ii)   Members enquired about the increase in exchange rate and interest rate and the impact of this on council contracts.

The Group Director Finance and Corporate Resources from LBH gave an example in relation to the cost of IT equipment being purchased. It was noted the purchase was an import and the shift in value of the pound had increased the cost of the purchase.

The exchange rate and interest rates will have a major impact on constructions projects for schools and regeneration programmes. The Council is proposing to take on the exchange rate risks for the large contracts they have agreements on.

(iii)   Members enquired about the Council's current financial position and the RV increase. Members queried why Hackney had experienced the highest RV increase?

The Group Director Finance and Corporate Resources advised the report in agenda was sent to Cabinet in October 2016. In the current financial year the Council is forecasting a modest overspend. Within this position there are challenging areas like looked after children, homelessness and pressure on school's budget relation to high need children. It was pointed out that the high need element of the education budget has not been increased since 2012. Overall the Council's balance sheet has a number of reserves it can deploy to manage additional costs that have arisen or things like slow delivery of savings.

In essence if the Council maintains the same disciplines it is anticipated it can maintain a strong financial position.

The Cabinet Member for Finance and Customer Services advised, the increase in property and land prices in the borough have been an advantage and disadvantage. Pointing out the increase in RV will impact the council's budget in terms of the business rates it pays.

(iv) **Members referred to the interest rate increasing and asked for further explanation of the impact of this.**

The Group Director Finance and Corporate Resources advised the low interest rates have impacted significantly on the Council's income generation. It has been noted by commentators that interest rates have been at an all-time low since 2008.

(v) **Members commented there is uncertainty for the wider economy but the Council's budget seems to be stable. Members were keen to understand the implications for the Council in the next few years in terms of the changes to funding etc. Asking when the Council would experience significant challenges in relation to spending commitments, and asked for officers to predict when this was likely to happen?**

The Group Director Finance and Corporate Resources informed the Commission the spending changes since the forecasts in 2010/11 was a decrease in income but also an increase in New Homes Bonus. The Council has an income stream from its property estate e.g. Keltan House and stopped doing some things where one off activities because the Council did not main stream some of the short term funded activity.

To cover the cost pressures in the budget (e.g. temporary accommodation) the Council has made provisions for a £4million growth, but officers are not certain this will be sufficient. The Council is also starting to see increases in the area of looked after children from large cost support cases. At this point in time the Council cannot predict if it is a trend or just a blip.

(vi) **Members enquired when the council will need to address the real issues about resources and look at radical solutions.**

The Group Director Finance and Corporate Resources advised the Council is doing things like reviewing the modelling for the North London Waste through to 2022 to consider the impacts if the recycling performance does not increase. This work will show the increasing expenditures, where the gaps are and what the council will need to do to fill the gap.

The Cabinet Member for Finance and Customer Services pointed out in relation to TA, LAC and foster carers these are cost pressures that the council has no ability to control. If the Council removed all the elements of spend that were not within its control and had a steady state. The Cabinet Member advised in his view with the current plans to make business as usual efficiency savings the council would not encounter significant challenges in the next 2 years. However after 2 years it was unpredictable. There are a number of overlapping crisis that will collide to impact on the current situation.

(vii) **Members enquired about if the council had discharged its duty by housing a tenant under a long tenancy in the private sector.**

The Group Director Finance and Corporate Resources informed there is the ability within the lettings policy to discharge into the private sector. To the officer's knowledge the Council has only used this power once.

7 Governance and Resources Scrutiny Commission - 2016/17 Work Programme

7.1 Members discussed the information required for the commercialisation discussion item at the next meeting.

7.2 Members wanted a report that provided information about all departments in relation to the following:
- Commercial services provided
- Commercial service that could be provided.

7.3 Members requested for information about Finance and Corporate Resources role and the Council's plans in relation to all services within the Council; to understand the Council's approach to the following:
- The Council's role as a partner in developing the borough. Taking on risk in regards to its asset base
- Commercial activities that could be provided using the Council's assets more widely. The additional services that could be provided using the Council's current facilities
- The Council's ability to take on a wider set of activity not just in the area of property acquisition
- Outsourcing
- Raising fees for services
- The different culture the organisation will need to adopt. The skill sets needed by staff and how staff will be supported to manage these risks
- Use of CPO powers.

ACTION	Group Director Finance and Corporate Resources to provide a report covering the information noted in points 7.2 and 7.3.

8 Any Other Business

8.1 None.

Duration of the meeting: 7.00 - 9.35 pm

Hackney

	Item No
Governance & Resources Scrutiny Commission 19th January 2017 **Update on Elections in 2016**	**5**

Outline

Following the 2015 UK Parliamentary Election, a full review of how the election was organised and delivered took place in Hackney. The lessons learnt and the feedback was analysed and changes implemented to deal with the shortcomings identified in the review. G&R received an update on the findings from the review.

Members of the Commission received information about the problems experienced with voter registration / postal votes for the London Mayoral election in 2016. G&R requested for an update on the successes of the solutions implemented following the 2015 review and how the Elections Team have responded to the volume of elections in Hackney during 2016.

The report attached on pages 23-27 provides information about the elections carried out in Hackney in 2016.

Action
The Commission is asked to review information and ask questions.

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OSC Report – Electoral Services during 2016

OVERVIEW

This has been an extremely challenging year for Hackney Electoral Registration and Elections teams. In a normal year, we would expect to run no more than one borough wide election (usually in May). By - elections are relatively rare.

By contrast, within a period of 6 months this year there have been 3 borough wide election events and 4 single ward councillor by-elections, making 7 in total. One of these was the EU Referendum which, in addition to the pressure on the elections team, placed significant pressure on the electoral registration team with enormous volumes of applications to register. There were 41,385 applications between 1 April and 9 June 2016, of which 11,401 were duplicate applications which require significant additional work and over 2,000 were applications from overseas voters which are extremely time consuming to process. Volumes of absent vote applications were also large with over 4,400 applications for postal and proxy votes, plus significant numbers of changes and duplicates, between April and June 2016 (the great majority coming in the late May / Early June period). Postal and proxy votes require 2 or more stages of manual intervention in processing each application and proxy votes in particular are very time consuming. The canvass also has to be run and this has overlapped with elections this year, which increases the challenge. The team should be congratulated for their hard work and dedication.

It is also important to recognise that the team running electoral services is entirely new, from senior management downwards. The responsible Director changed in August 2015 and the staff in the team changed shortly after that. At the same time the electoral services IT system was changed as it was identified by the Returning Officer and an independent review that a combination of a poorly performing systems and underperforming team were causing performance issues. Whilst all of this was necessary to ensure there was not a repeat of the issues which occurred in 2015, it added to the complexity of running elections and electoral registration in 2016.

In terms of the system change, the old system was unreliable, with electors "stuck" in queues making registration difficult, and performance issues meant that at election time, the opening of returned postal votes was often delayed by several days because the system would not operate. These issues have been resolved with the implementation of a new system.

The elections team was also changed to improve performance. All but one of the team left the Council and a new structure was put into place, increasing staffing levels to ensure that we met the challenges of registration and elections. At the time this was a difficult decision which led to an unsettled period. However the timing of the change meant that a new team was substantially in place for the 2016 elections.

Taking the 7 elections as a whole, whilst naturally there are things that can be improved, the performance of the electoral services team overall has been excellent. That is not to say everything ran smoothly, and there was an issue with postal vote despatch for one election in particular which is covered in more detail below. In order to cope with demand staffing within the team has been increased, some on a permanent basis and some on a temporary basis. The additional temporary staff have now left. Members should also note that the number of additional staff required to run an election is very significant. For a borough-wide election approximately 900 staff are required, all of whom have to be individually appointed to their posts for each election, which is a huge task in itself. Roles include postal vote opening staff, staff to prepare and despatch polling station equipment, poll clerks, presiding officers, close of poll staff, count assistants and count supervisors amongst others.

It should be noted by the committee that with the statutory changes to the way electoral registration operates and the move to individual electoral registration, that the workload of the electoral services team has increased significantly. This has required additional staffing resources and also requires far more in terms of processing, printing and postage. The additional costs of this are estimated at £400k

per annum and this is currently being funded by annual reserve requests. This additional work is not expected to decrease.

The projected active electoral register now stands at circa 167,500 (the last published register stands at 180,150 however there are circa 12,600 electors who we believe are no longer resident as a result of canvass returns and are likely to be deleted in the coming months). The next publication of the register will be 1 February 2017 following the completion of the annual canvass. An electoral register which is as up to date as possible is important in order to accurately report turnout figures at elections.

The team and new the electoral system is now bedded in and has had significant experience throughout this year which will pay dividends in the preparations for 2018 and beyond.

REVIEW OF SPECIFIC ELECTIONS

5 May – GLA Election and 2 By-Elections

This election ran smoothly from the perspective of the Elector, although there were internal improvements to be made in the way that both registration and elections are run, as is always the case. There were the usual issues on the day with access to polling stations and with lifts, however nothing that could not be managed by the team. The count was held at Alexandra Palace alongside the GLA count and the by-elections turnouts were:

Hackney Downs 58%

Stoke Newington 63%

23 June – EU Referendum

This was the major elections event of the year and a huge test for the service. Preparations for this overlapped with the running of the 5 May election which made things complicated. Huge volumes of applications to register and an issue with the government website leading to a 2 day extension to the registration deadline complicated the running of the poll and shortened the time the team had to complete necessary processes. Team members working late into the night until 2am and on all weekends was common on the final days of registration and postal and proxy vote applications. There were also a high number of emergency proxy vote applications running up to and on the day of the vote itself which added to the pressure and workload on an already busy day. Flooding caused issues for Hackney in terms of staff not being able to get to their station, but our contingency plans meant all stations were open in time with all necessary equipment. Lessons learnt from 5 May were implemented in terms of the management and administration of the day itself. The count was well run, the mini count process worked well and the declaration was made at approximately 3.30am. Turnout in Hackney was 62%.

21 July – Hackney Central By-Election

This election passed without issues and was a well-run and managed event. Turnout was 18.6%

15 September – Mayoral By-Election

The main preparations for this election were done in good time, incorporating learning from previous elections. There was however a problem with the issue of postal votes when a spelling mistake was spotted on a ballot paper at a very late stage which required the postal packs to be deconstructed, the incorrect paper removed, the ballot papers reprinted and reinserted, and the packs to be reconstructed which led to a 5 day delay in despatch. This was human error and has

been dealt with using the appropriate HR process. The effect of this was that postal ballots were delivered later than planned and the statistics show a higher than usual level of postal ballots being returned after polling day which could therefore not be counted. There were also a small number of reports of postal ballot papers arriving on election day, which should not have happened even with the late despatch and we have raised our concerns with Royal Mail on this issue. It should be noted that it is not mathematically possible for the late postal ballots to have affected the election result, even if all had arrived on time and were counted.

There were also reports of election communications arriving on or after election day. Upon investigation, many of these were not actually Mayoral Booklets but Household Enquiry Forms related to the annual canvass (which was happening at the same time as the election due to unavoidable timing issues). However there were a small number of examples provided of electors whose Mayoral Booklets arrived on or after election day and again we have raised our concerns with Royal Mail. In the future we have decided to upgrade the last batch of Mayoral Booklets to first class to try to mitigate this problem (the last batch of booklets is sent to those electors who register close to the registration deadline).

The day and count themselves presented few issues, testament to the detailed preparation done by the team. The count was well run and the declaration made at about 12.15pm on the Friday following the election. Turnout was 18.6%.

3 November – Hoxton West By-Election

This election passed without issues and was a well-run and managed event. Turnout was 15.7%.

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Hackney

Governance and Resources Scrutiny Commission	Item No
19th January 2017	**6**
Performance Review	

Outline

This performance review discussion aims to establish the approach that should be taken for overview and scrutiny in conducting performance monitoring of a service provision. The aim of G&R's work is to establish if the performance monitoring information used by the responsible officer and Executive enables them to identify the risks, meet service users' needs and carry out service improvements.

The Commission selected a small number of service areas for review to look at what performance information was available and monitored by the Council in relation to that service provision.

The service areas selected for this meeting are listed below.

A report from the service area covering the indictors below is attached on pages 31-35 of the agenda.

1   ICT
   a.   FR ICT 17, 17a & 17b - ICT incidents resolved within 8 hours, number of incidents, number of service requests
   b.   FR ICT 18a, 18b, 18c – % of FOIs answered within 20 days, number of FOIs, outstanding number of FOIs
   c.   FR ICT 19a, 19c - % of DPA requests answered within 40 day, number of outstanding DPAs

A presentation from the service area covering the indictors below is attached on pages 37-50 of the agenda.

2   Temporary Accommodation
   FR RB 7 – number of households in temporary accommodation

3   Revs & Bens
   a.   FR RB 1 – Number of benefits claims
   b.   FR RB2 – time taken to process benefit claims

4   Council Tax
   a.   FR RB 3 - % Council Tax collected QRC basis
   b.   FR RB 4 - % Council Tax Collected incl benefits etc.

       c.   FR RB 5 - % NNDR collected

5   HSC
       a.   FR RB 13 – Average waiting times in HSC
       b.   FR RB 14 % of Contact Centre calls answered
       c.   FR RB 16 HSC & HCC enquiries resolved at first contact

In addition to the performance information noted above the Commission asked the Cabinet Member and Group Director (responsible for the service areas below) the following questions:

1. What information the Council holds about the performance of this service area?
2. How does the Cabinet Member assess the risks and what information is used to identify potential performance issues from the monitoring information available?
3. What information is used by the service area to improve the performance of the service?

Action
The Commission is requested to review the information presented and ask questions.

ICT performance briefing

Governance and Resources Scrutiny Commission
19 January 2017

1. Context

The Governance and Resources Scrutiny Commission have requested to review the performance monitoring arrangements for a number of the Council's services and have asked the following specific questions relating to the ICT service:

1. What information the Council holds about the performance of this service area?
2. How does the Cabinet Member assess the risks and what information is used to identify potential performance issues from the monitoring information available?
3. What information is used by the service area to improve the performance of the service?

The performance areas they have selected to review at this meeting are listed below.

a) FR ICT 17, 17a & 17b - ICT incidents resolved within 8 hours, number of incidents, number of service requests
b) FR ICT 18a, 18b, 18c – % of FOIs answered within 20 days, number of FOIs, outstanding number of FOIs
c) FR ICT 19a, 19c - % of DPA requests answered within 40 day, number of outstanding DPAs

2. Information the Council holds about the performance of the ICT service

The following details have been extracted from the Council's performance management system (Covalent) relating to the identified performance indicators.

FR ICT 17, 17a & 17b - ICT incidents resolved within 8 hours, number of incidents, number of service requests

Incidents resolved within 8 hours

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total	56.00%	53.00%	49.00%	57.00%	58.00%	70.00%	64.00%	64.00%
Target	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%

2016

No. of Incidents

Chart values by month (2016): Apr 4406, May 4082, Jun 3998, Jul 3220, Aug 3278, Sep 2980, Oct 3243, Nov 3909

No. of Service Requests

Chart values by month (2016): Apr 3581, May 3748, Jun 3874, Jul 3777, Aug 4104, Sep 3974, Oct 3907, Nov 4022
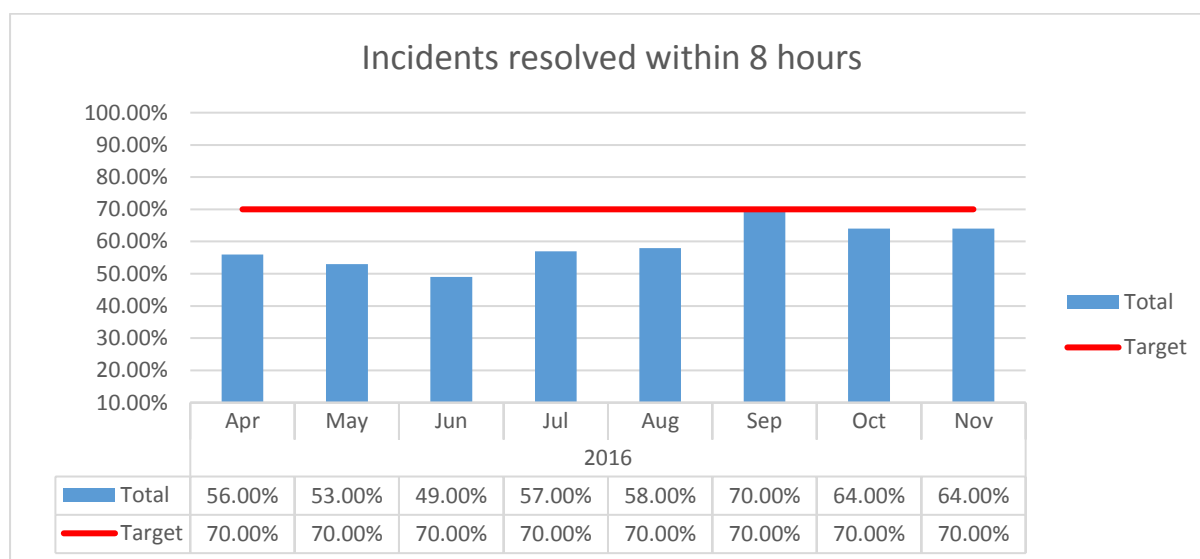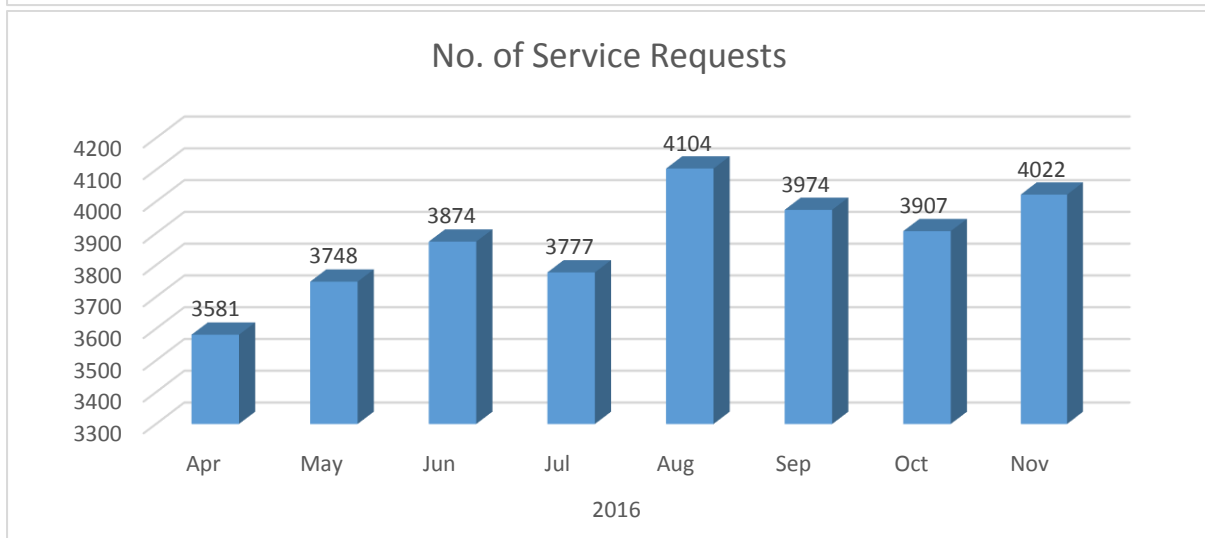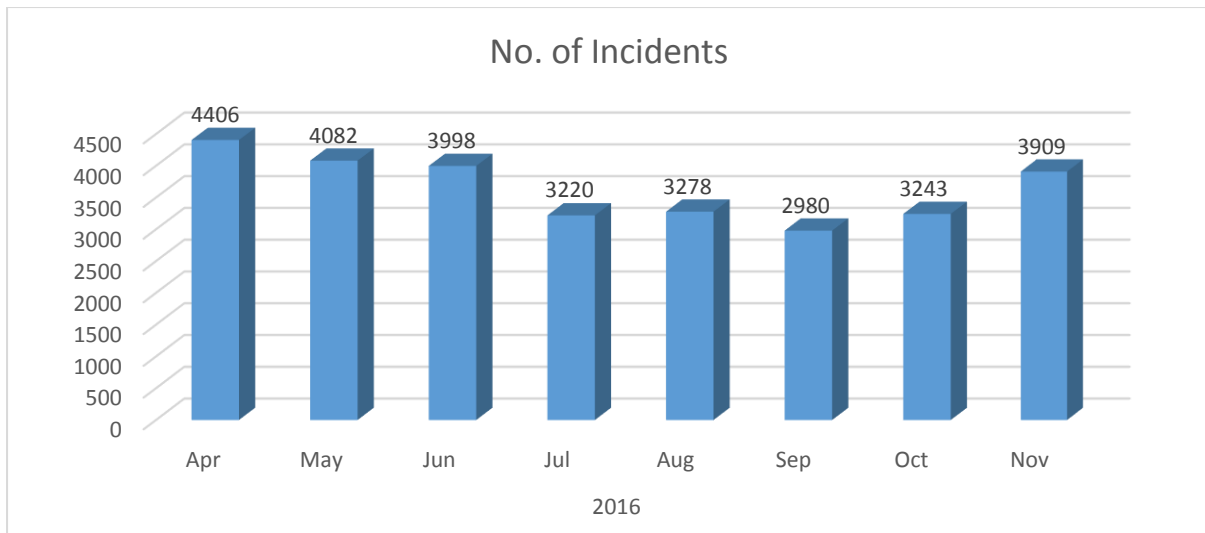
FR ICT 18a, 18b, 18c – % of FOIs answered within 20 days, number of FOIs, outstanding number of FOIs
(note: these relate to all Council services, not just the ICT division)

% of FOI answered within 20 days

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total	72.70%	68.30%	63.70%	61.40%	73.60%	73.70%	72.60%	68.50%
Target	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%

No. of FOI requests

2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Value	154	145	179	132	163	151	124	168

Outstanding No. of FOI's

2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Value	79	72	97	103	78	61	71	101
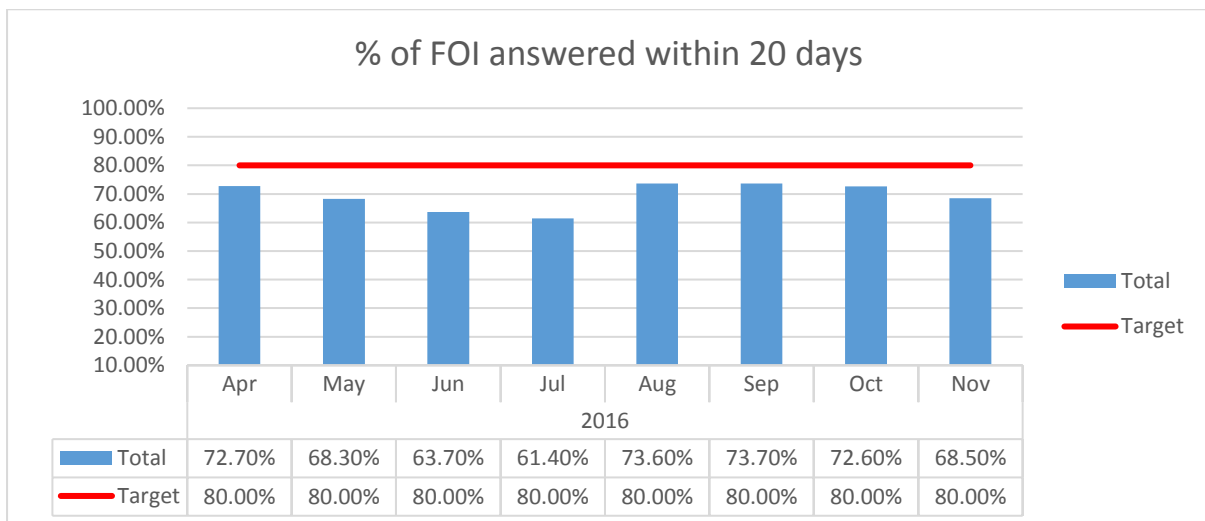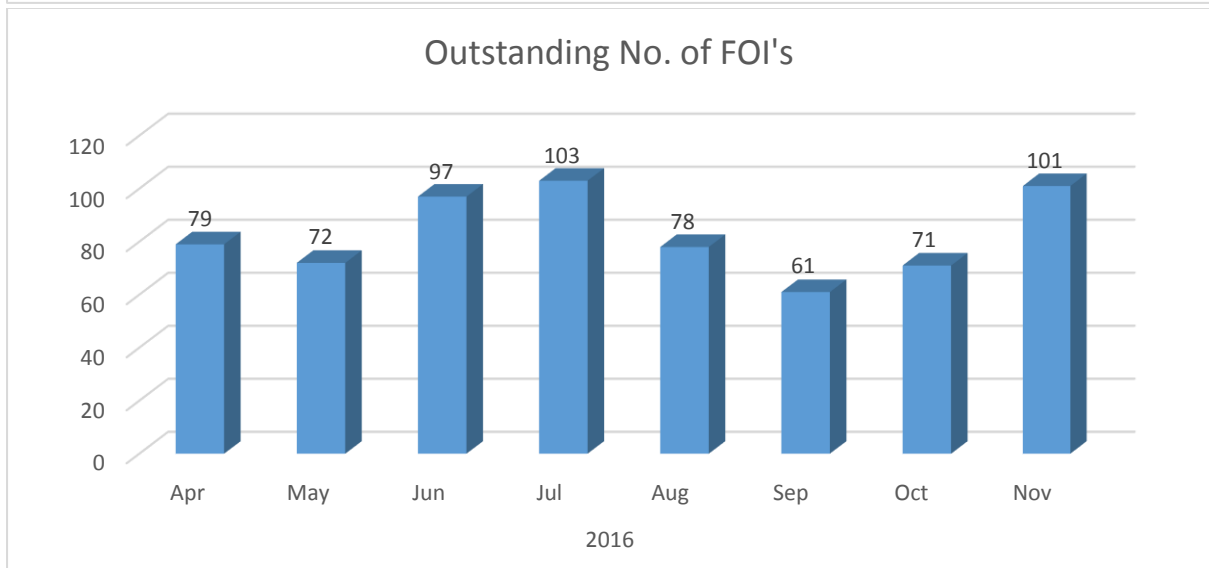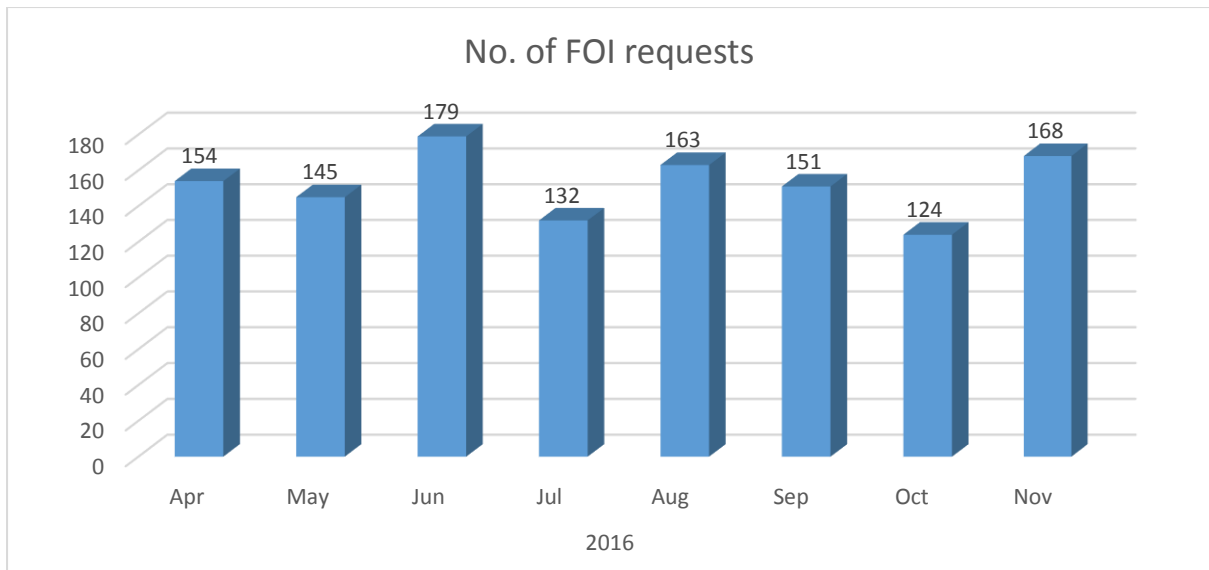
FR ICT 19a, 19c - % of DPA requests answered within 40 day, number of outstanding DPAs
(note: these relate to all Council services, not just the ICT division)

% of DPA requests answered within 40 days

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total	60.00%	77.00%	27.00%	46.00%	42.00%	49.00%	80.00%	63.00%
Target	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%

2016

No. outstanding DPA requests
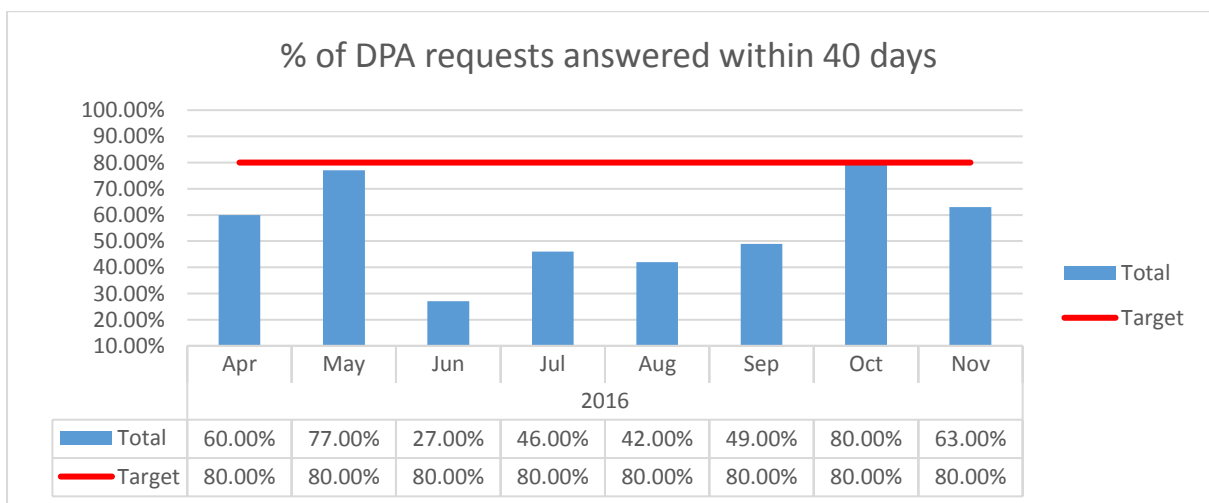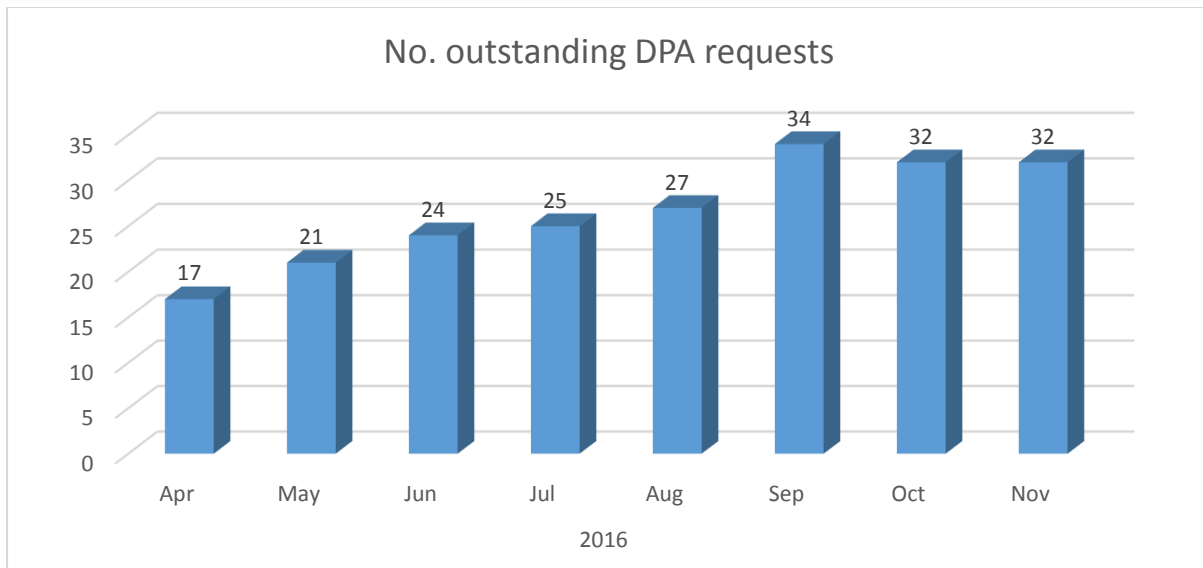
3. **Portfolio lead assessment of risks and information is used to identify potential performance issues**

Following the Mayoral election in September 2016 it has been confirmed that ICT will remain in the Mayor's portfolio. Regular 2 to 1 review meetings for the Mayor, Group Director Finance & Resources and Director of ICT are scheduled which will include updates on:

- strategic development of the service and the ICT division's contribution to the Council's initiatives
- service performance and risk management

The Director of ICT proposes to review the performance monitoring in place for the service to ensure that Performance Indicators are effectively tracking the service's strategic contribution to the Council's ambitions for Hackney. For example, this could include tracking adoption of modern mobile and collaboration technology by users of the Council's systems and regular tracking of satisfaction (including internal users and resident satisfaction with online services).

4. **Information used by the service area to improve the performance of the service**

Incident and request management performance

Workloads within the ICT service are managed using the LANDesk service management system and each incident / request is assigned to a queue so that a specific team are responsible for managing the response. These can be reassigned where input is required from another team, ensuring clear accountability and consistent monitoring of performance. Each queue owner (normally a team leader or senior specialist) has access to a dashboard which allows them to monitor the performance of their queue in 'real time' and identify incidents / requests which require management intervention.

The ICT Divisional Management Team review the service's performance on a fortnightly basis using dashboard reporting and trend analysis based on live information from the service management system, including:

- open incidents (responses to faults) and requests (eg orders for new accounts and equipment)
- incidents and requests that are over a week old
- closure of incidents and requests per week
- incidents and requests which have been reopened (this indicates where these haven't been closed to the user's satisfaction)
- incidents and requests with multiple reassignments (this indicates where these might be stuck in the system and require management intervention)
- (work is in progress to add tracking of escalations and new starter requests to this dashboard as these have been highlighted by users as priority areas for monitoring)

This monitoring process is used to identify key trends and ensure that more detailed review and intervention takes place where needed. Examples of areas that are currently being reviewed as priorities by the Divisional Management Team include:

- the performance of the MFD print and copy service
- the processes for management of joiners, movers and leavers
- the process for users to escalate incidents or requests where they are unsatisfied with the service performance
- improvements to the user experience for self-service access to report incidents and requests

Further work is planned to introduce monthly user satisfaction surveys (asking for satisfaction feedback from 10% of users who have had incidents or requests closed in the previous month). This will provide the ICT division with enhanced user insight and will further contribute to the service's ability to provide a high quality and responsive service.

FOI and DPA (Subject Access Request) performance

FOI and DPA (Subject Access Request) performance is reviewed by the Council's Information Governance Group, which meets quarterly. These relate to requests to all areas of the Council, not just the ICT division.

The Information Governance Group has introduced an enhanced escalation process to ensure that FOI and DPA requests that are approaching the response deadline are escalated to the appropriate Directors for urgent attention.

The Information Management team (part of the ICT division) are also reviewing their processes for managing FOI and DPA requests to identify opportunities for faster and more efficient processing of these requests by service staff responsible for providing responses.

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Customer Services

Monthly Performance report

December 2016

Ian Williams – Group Director of Finance & Resources

Customer Services

Monthly Performance report

December 2016

Ian Williams – Group Director of Finance & Resources

Revenues performance

Council Tax performance

CT outturn 2016-17

Month	2014-15 % collected	2015-16 % collected	2016-17	Variance
Apr	10.90%	11.10%	11.10%	0.00%
May	19.30%	19.00%	19.50%	0.50%
Jun	27.20%	27.00%	27.30%	0.30%
Jul	35.10%	34.70%	35.00%	0.30%
Aug	42.50%	42.10%	42.90%	0.80%
Sep	50.20%	50.10%	50.50%	0.40%
Oct	57.90%	57.30%	58.20%	0.90%
Nov	65.40%	65.20%	65.80%	0.60%
Dec	73.40%	73.10%	73.50%	0.40%
Jan	80.70%	80.60%		-80.60%
Feb	87.50%	87.30%		-87.30%
Mar	94.00%	94.10%		-94.10%

Comments:

Ctax has seen a 6.3% increase in the number of charge payers paying by direct debit. The total of over 50,000 payers is the highest since records began.
The Council Tax collection target is set at 94%

Council Tax	2016-17	2015-16
QRC collection	73.50%	73.10%
C&B collection	79.20%	79.30%
NCD	£92.5m	£89.83m
Cash collected	£67.9m	£65.7m
CTRS awarded	£25.6m	£26.5m
Direct Debits payments	50,448	47,453

Revenues performance

Non-Domestic Rates performance

NDR outturn 2016-17

Month	2014-15 % collected	2015-16 % collected	2016-17 Collected	Variance
Apr	9.81%	9.37%	10.30%	0.93%
May	19.10%	18.20%	19.60%	1.40%
Jun	27.67%	27.00%	29.07%	2.07%
Jul	36.33%	36.47%	37.57%	1.10%
Aug	47.95%	48.52%	44.70%	-3.82%
Sep	57.37%	57.90%	53.60%	-4.30%
Oct	66.22%	62.10%	62.80%	0.70%
Nov	73.50%	73.90%	75.10%	1.20%
Dec	81.87%	81.50%	81.00%	-0.50%
Jan	90.40%	93.50%		-93.50%
Feb	93.50%	94.10%		-94.10%
Mar	96.10%	96.10%		-96.10%

Comments:

Collection is slightly down on last year due to a combination of new properties coming online, exemptions being awarded and amendments to the rateable value affecting the Net Collectable debit figure when compared to the same period last year.
We also saw a reduction in postings between the Xmas and New Year, which may be due to the additional bank holiday. This is likely to be recovered over the last quarter.

Collection Target for NDR 95.5%

NDR	2016-17	2015-16
QRC collection	81.00%	81.50%
Cash collected	£101.8m	£94.7m
NCD	£82.5m	£77.7m

Customer Service performance

Visitor performance

Overall number of customers HSC & Cashiers

Month	2013-2014	2014-2015	2015-16	2016-17	Variance 16-17 Vs 15-16	Variance 15-16 Vs 14-15	Variance 15-16 Vs 13-14	2013-2014.	2014-2015.	2015-16.
Apr	36,833	31,159	26,451	22,370	-15.43%	-15.11%	-28.19%	00:17:47	00:15:45	00:13:12
May	35,405	29,770	25,236	21,949	-13.03%	-15.23%	-28.72%	00:14:11	00:14:40	00:14:07
Jun	31,616	27,912	26,740	22,788	-14.78%	-4.20%	-15.42%	00:12:09	00:13:28	00:12:41
Jul	35,571	29,907	27,491	21,565	-21.56%	-8.08%	-22.72%	00:09:34	00:14:45	00:11:21
Aug	30,600	25,675	22,207	21,370	-3.77%	-13.51%	-27.43%	00:10:14	00:12:04	00:11:29
Sep	31,674	28,336	26,294	23,510	-10.59%	-7.21%	-16.99%	00:13:00	00:14:09	00:12:23
Oct	33,474	29,349	25,800	22,212	-13.91%	-12.09%	-22.93%	00:10:53	00:15:58	00:12:20
Nov	30,104	25,413	24,713	22,536	-8.81%	-2.75%	-17.91%	00:08:56	00:13:51	00:13:17
Dec	24,174	21,918	19,963	16,905	-15.32%	-8.92%	-17.42%	00:10:46	00:15:45	00:11:58
Jan	32,518	25,220	19,956		-100.00%	-20.87%	-38.63%	00:00:00	00:15:11	00:13:17
Feb	25,667	23,470	22,567		-100.00%	-3.85%	-12.08%	00:00:00	00:12:26	00:13:52
Mar	30,808	28,623	24,062		-100.00%	-15.93%	-21.90%	00:00:00	00:17:49	00:13:53
Totals	378,444	326,752	291,480	195,205	-33.03%			00:08:58	00:14:39	00:12:49

Customer Service performance

Visitor performance – HSC Vs Cashiers Annexe

Month 2016-17	No of Visitors HSC	No of Visitors Cashiers	Total Visitors	Average waiting times for HSC only	Month to month variance
April	12,120	10,250	22,370	00:14:41	
May	12,197	9,752	21,949	00:11:20	-1.88%
June	12,422	10,366	22,788	00:15:01	3.82%
July	11,702	9,863	21,565	00:12:29	-5.37%
August	11,275	10,095	21,370	00:11:10	-0.90%
September	12,857	10,653	23,510	00:13:12	10.01%
October	12,049	10,163	22,212	00:12:41	-5.52%
November	12,422	10,114	22,536	00:12:55	1.46%
December	8,586	8,319	16,905	00:11:57	-24.99%
January			0		-100.00%
February			0		#DIV/0!
March			0		#DIV/0!
Totals / Average	**105,630**	**89,575**	**195,205**		

There continues to be a downward trend in the number of visitors to the HSC and Cashiers as more services go online. Performance remains within the 15 minute target.

Customer Service performance

Customer Satisfaction & FCR performance

Month	CS-16/17	CS-15/16	Target
Apr	94%	94.00%	92%
May	94%	93.78%	92%
Jun	93%	92.95%	92%
Jul	95%	93.63%	92%
Aug	97%	93.11%	92%
Sep	90%	94.20%	92%
Oct	89%	94.98%	92%
Nov	88%	95.38%	92%
Dec	89%	96.75%	92%
Jan		95.72%	92%
Feb		96.49%	92%
Mar		94.65%	92%

Month	FCR-16/17	FCR-15/16	Target
Apr	83%	83.00%	82%
May	88%	87.03%	82%
Jun	87%	86.25%	82%
Jul	85%	87.73%	85%
Aug	87%	89.58%	85%
Sep	89%	89.16%	85%
Oct	87%	88.09%	85%
Nov	87%	85.40%	85%
Dec	87%	90.43%	85%
Jan		89.53%	85%
Feb		90.63%	85%
Mar		90.99%	85%

Telephony issues impacted upon Customer Satisfaction performance as feedback from the roll out of online services remains positive.

Customer Satisfaction performance
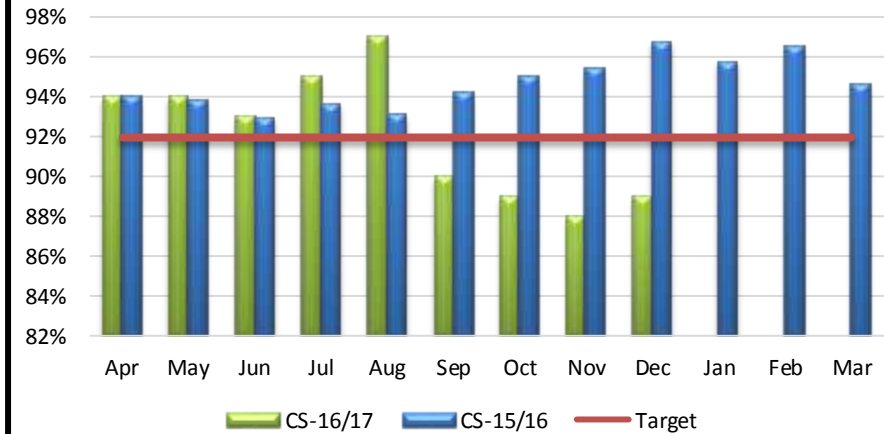
First Contact Resolution
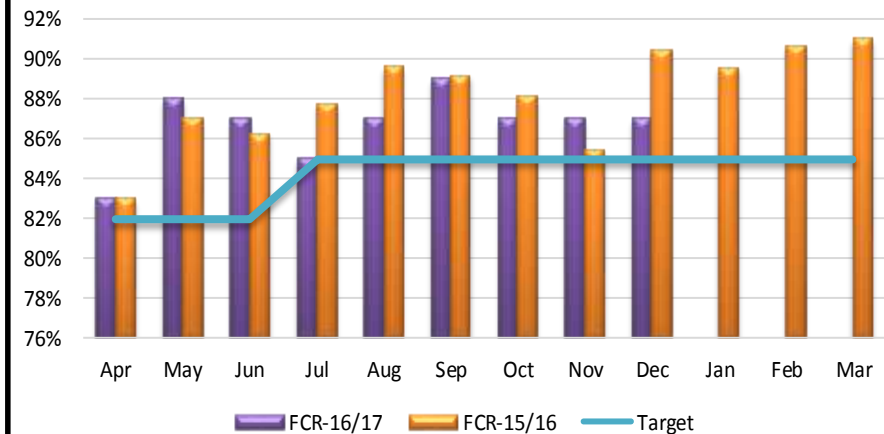
Benefits & Housing Needs

Housing Benefits processing performance

MONTHLY FIGURES FROM BRIDGE REPORT			
Period	Bridge HB New Claims SoP Monthly	Bridge HB Change Events SoP Monthly	Bridge Combined HB New Claims HB & Change Events SoP Monthly
01/04/2016-30/04/2016	20.02	7.22	7.81
01/05/2016-31/05/2016	20.77	13.36	13.71
01/06/2016-30/06/2016	18.78	13.54	13.88
Quarter 1 performance	**19.82**	**10.80**	**11.27**
01/07/2016-31/07/2016	16.33	13.97	14.11
01/08/2016-31/08/2016	14.24	10.39	10.64
01/09/2016-30/09/2016	15.23	12.85	13.02
Quarter 2 performance	**15.31**	**11.88**	**12.10**
01/10/2016-31/10/2016	15.14	10.35	10.64
01/11/2016-30/11/2016	14.71	10.68	10.95
01/12/2016-31/12/2016	18.53	13.66	14.13
Quarter 3 performance	**16.09**	**11.42**	**11.76**

YTD FIGURES FROM BRIDGE REPORT			
Period Ending	YTD Bridge HB New Claims SoP	YTD Bridge HB Change Events SoP	YTD Bridge Combined HB New Claims HB & Change Events SoP
30/04/2016	20.02	7.22	7.81
31/05/2016	20.38	9.85	10.35
30/06/2016	19.82	10.80	11.27
Quarter 1 YTD performance	**19.82**	**10.80**	**11.27**
31/07/2016	18.98	11.70	12.08
31/08/2016	18.01	11.41	11.77
30/09/2016	17.54	11.48	11.83
Quarter 2 YTD performance	**17.54**	**11.48**	**11.83**
31/10/2016	17.15	11.31	11.64
30/11/2016	16.84	11.28	11.60
31/12/2016	17.01	11.41	11.76
Quarter 3 YTD performance	**17.01**	**11.41**	**11.76**

Performance in Benefits is holding up and well within the 20 day turnaround target. figure The team are working with ICT to sign off the implementation plan for the new Academy server. It had been hoped that this would be installed by the end of November but further input is required from Capita, so ICT are chasing to see if the migration can be accomplished by the end of January before annual billing. This will greatly assist in improving the stability of Academy.
Work is underway to deliver the group sessions with Benefits Housing Needs Service and Job Centre Plus for the new cohort of claimants that will be affected by the reduced ben cap from January 2017. These will explain the change to come and the support and assistance available to help affected households to find employment and claim DHP whilst doing so.
Joint sessions with JCP and Ways into Work for the first cohort were run in November.

Benefits & Housing Needs

Housing Benefits caseload performance

Caseload	Extract Date 31/03/2016	Extract Date 03/05/2016	Extract Date 27/05/2016	Extract Date 27/06/2016	Extract Date 27/07/2016	Extract Date 24/08/2016	Extract Date 26/09/2016
Total HB (including LHA)	40,473	38,791	40,118	40,267	39,315	40,158	40,070
LHA only	8,236	8,049	8,074	8,077	7,767	8,093	8,045
Total CTRS	31,973	31,600	31,608	31,584	31,509	31,461	31,287
CTRS only	1,992	1,992	1,989	1,984	1,984	2,006	2,027
Total Live Caseload	42,465	40,783	42,107	42,251	41,299	42,164	42,097

Caseload	Extract Date 27/10/2016	Extract Date 02/12/2016	Extract Date Column2	Extract Date Column3	Extract Date Column4	Extract Date Column5	Extract Date Column6
Total HB (including LHA)	39,893	39,687					
LHA only	8,009	7,952					
Total CTRS	31,097	30,763					
CTRS only	2,033	2,036					
Total Live Caseload	41,926	41,723	0	0	0	0	0

Even with the commencement of Universal Credit for single job seeks in 2016, the housing benefit caseload remains is the highest in London. Hackney is not due to complete full migration to UC until 2022.

Benefits & Housing Needs

Housing waiting list

Housing Register Active count breakdown

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
1 beds	5,257	5,251	5,252	5,267	5,299	5,301
2 beds	3,876	3,887	3,919	3,936	3,951	3,948
3 beds	2,320	2,336	2,355	2,364	2,375	2,380
4 beds	347	351	358	359	368	378
5 beds	46	47	50	51	53	54
6 beds	21	21	21	21	23	23
7 beds	3	4	4	4	4	4
8 beds	0	0	0	0	0	0
not specified	31	33	35	38	38	39
TOTAL	11,901	11,930	11,994	12,040	12,111	12,127

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Emergency	1	1	1	1	1	1
Urgent	888	880	902	923	943	956
Homeless	2,486	2,506	2,511	2,519	2,565	2,589
Priority	135	132	135	134	140	152
General	3,726	3,763	3,807	3,826	3,828	3,822
Reserve	4,665	4,648	4,638	4,637	4,634	4,607
TOTAL	11,901	11,930	11,994	12,040	12,111	12,127

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
African	790	783	784	793	794	791
Asian	843	840	846	848	860	856
Caribbean	1,149	1,152	1,147	1,156	1,160	1,164
Orthodox Jewish	216	217	218	218	223	229
Turkish	846	852	852	857	860	856
UK Black/Other	1,758	1,768	1,767	1,770	1,783	1,777
White	3,489	3,483	3,496	3,492	3,495	3,491
Other	825	826	832	832	830	830
Not Known	1,985	2,009	2,052	2,074	2,106	2,133
TOTAL	11,901	11,930	11,994	12,040	12,111	12,127

Housing Register Active count breakdown

Column1	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
1 beds	5,331	5,324	5,304	0	0	0
2 beds	3,999	4,011	4,007	0	0	0
3 beds	2,419	2,428	2,440	0	0	0
4 beds	383	384	387	0	0	0
5 beds	54	53	54	0	0	0
6 beds	24	25	26	0	0	0
7 beds	4	3	3	0	0	0
8 beds	0	0	0	0	0	0
not specified	40	33	38	0	0	0
TOTAL	12,254	12,261	12,259	0	0	0

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Emergency	1	1	1	0	0	0
Urgent	966	942	941	0	0	0
Homeless	2,658	2,711	2,703	0	0	0
Priority	154	152	151	0	0	0
General	3,880	3,882	3,885	0	0	0
Reserve	4,595	4,573	4,578	0	0	0
TOTAL	12,254	12,261	12,259	0	0	0

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
African	801	802	797	0	0	0
Asian	862	852	846	0	0	0
Caribbean	1,177	1,178	1,176	0	0	0
Orthodox Jewish	236	241	243	0	0	0
Turkish	865	857	857	0	0	0
UK Black/Other	1,790	1,706	1,703	0	0	0
White	3,491	3,463	3,464	0	0	0
Other	834	929	929	0	0	0
Not Known	2,198	2,233	2,244	0	0	0
TOTAL	12,254	12,261	12,259	0	0	0

Benefits & Housing Needs

Temporary Accommodation

Property Type	TA Type	Dec Total
HOSTEL GF Owned	Stage 1	194
HOSTEL GF Rented	Stage 1	505
HOSTEL HRA	Stage 1	79
B&B Singles	Stage 1	180
B&B Families	Stage 1	143
Self Contained Annexes	Stage 1	786
PSL	Stage 2	199
HALS	Stage 2	297
Licenses	Stage 2	429
Total		**2,812**

Housing Needs - Corporate indicators

	Performance indicators	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target	final outturn 2016/17	final outturn 2015/16
NI 156	Number of households living in temporary accommodation	2,624	2,723			n/a		2,495
FR HN 001	Number of cases where homelessness is prevented / relieved through casework intervention	343	292			900		1168

Quarter 3 figures not yet available for homeless prevention

Benefits & Housing Needs

Temporary Accommodation Out of borough

Borough	Number of placements	Neighbouring
HARINGEY	188	North London
NEWHAM	100	East London
WALTHAM FOREST	93	East London
TOWER HAMLETS	72	East London
ISLINGTON	15	North London
Total	468	

The numbers placed out of the borough remained fairly static in December as we were able to place TA families in the borough.

Borough	Number of placements	Other & Outside
ENFIELD	89	North London
REDBRIDGE	87	East London
BARKING AND DAGENHAM	46	East London
BARNET	41	North London
WESTMINSTER	14	North London
LAMBETH	13	Outer Borough
CAMDEN	10	North London
CROYDON	10	Outer Borough
GREENWICH	8	Outer Borough
BASILDON	6	Outside of London
EALING	6	Outer Borough
HAVERING	6	Outer Borough
THURROCK	6	Outside of London
LEWISHAM	5	Outer Borough
BRENT	3	Outer Borough
EPPING FOREST	3	Outside of London
BEXLEY	2	Outer Borough
BROXBOURNE	2	Outside of London
SOUTHWARK	2	Outer Borough
HAMMERSMITH & FULHAM	1	Outer Borough
HOUNSLOW	1	Outside of London
LUTON	1	Outside of London
SLOUGH	1	Outside of London
SPELTHORNE	1	Outer Borough
CHELMSFORD	0	Outside of London
HERTFORDSHIRE	0	Outside of London
Total	364	
Grand total	832	

Benefits & Housing Needs

Temporary Accommodation – Breakdown by Borough

Borough / Month	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total
BARKING AND DAGENHAM	21	22	24	24	26	35	33	34	35	33	29	35	351
BARNET	13	15	18	22	25	28	27	27	29	29	27	29	289
BASILDON	5	5	4	6	6	4	5	5	5	5	5	4	59
BEXLEY	1	1	1	1	1	0	0	0	0	0	0	0	5
BRENT					2	2	3	3	3	3	3	3	22
BROXBOURNE	1	1	2	2	4	5	5	4	4	4	3	3	38
Camden	6	6	7	7	9	9	10	9	9	7	8	8	95
CHELMSFORD	1	1	1	1	1	1	1	1	0	0	0	0	8
CROYDON	3	3	3	3	16	15	14	13	11	11	10	10	112
EALING						1	1	2	2	0	2	2	10
ENFIELD	46	44	51	50	66	73	76	77	74	70	70	76	773
EPPING FOREST	1	1	1	1	2	2	2	2	2	2	2	2	20
ESSEX			2	0	0	0	0	0	0	0	0	0	2
GREENWICH	4	4	5	5	7	5	3	2	2	2	2	2	43
HARROW					1	1	0	0	0	0	1	0	3
HAMMERSMITH & FULHAM												1	1
HERTFORDSHIRE					1	1	1	1	1	1	0		6
HARINGEY	69	70	72	72	80	89	91	91	88	98	108	126	1054
HAVERING	6	6	6	5	5	5	6	6	7	7	6	7	72
HERTSMERE					0	0	0	0	0	0	0	0	0
ISLINGTON	6	5	5	5	6	8	8	9	13	11	11	11	98
LAMBETH	2	2	5	4	12	12	12	12	12	14	13	13	113
LEWISHAM	4	5	7	6	11	12	9	8	7	7	8	6	90
LUTON	1	1	1	1	1	1	1	1	1	1	1	1	12
NEWHAM	35	37	40	40	47	55	62	61	64	60	61	70	632
REDBRIDGE	38	38	39	38	42	48	52	49	51	53	49	47	544
SLOUGH					1	1	1	1	0	0	0	0	4
SOUTHWARK					2	2	3	4	3	3	3	3	23
THURROCK	4	4	4	3	4	4	4	4	5	4	4	4	48
TOWER HAMLETS	20	21	22	23	23	27	36	36	37	44	46	54	389
WALTHAM FOREST	51	46	49	47	52	54	61	67	64	68	70	75	704
WESTMINSTER	9	9	10	8	8	8	8	8	10	10	10	15	113
Grand Total	347	347	379	374	460	508	535	537	538	548	553	607	5733

Borough / Month	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
BARKING AND DAGENHAM	34	39	46	47	46	46	45	45	46
BARNET	32	36	39	43	42	43	43	42	41
BASILDON	4	5	6	6	6	7	6	6	6
BEXLEY	0	0	0	0	0	0	0	1	2
BRENT	3	4	4	4	3	3	3	4	3
BROXBOURNE	2	2	1	1	1	2	2	2	2
CAMDEN	8	8	7	8	8	9	9	9	10
CHELMSFORD	10	0	0	0	0	0	0	0	0
CROYDON	0	10	11	11	11	11	11	11	10
EALING	4	5	4	6	6	6	6	6	6
ENFIELD	77	82	83	86	89	91	89	90	89
EPPING FOREST	2	2	2	2	2	2	3	3	3
SPELTHORNE	0	0	0	0	0	0	0	0	1
GREENWICH	2	3	2	3	3	5	4	8	8
HARROW	0	0	0	0	0	0	0	0	0
HAMMERSMITH & FULHAM	1	1	1	1	1	1	1	1	1
HARINGEY	131	144	153	162	173	173	176	187	188
HAVERING	6	6	6	6	9	6	6	5	6
HERTFORDSHIRE	0	0	0	1	1	1	0	0	0
HERTSMERE	0	0	0	0	0	0	0	0	0
HOUNSLOW	0	0	0	0	0	0	1	1	1
ISLINGTON	11	11	11	11	10	13	10	13	15
LAMBETH	12	12	11	11	15	15	16	15	13
LEWISHAM	4	4	4	4	4	4	4	5	5
LUTON	1	1	1	1	1	1	1	1	1
NEWHAM	71	72	77	78	80	87	89	96	100
REDBRIDGE	50	51	56	54	78	81	76	80	87
SLOUGH	0	0	1	2	1	1	1	1	1
SOUTHWARK	2	1	1	1	1	2	2	2	2
THURROCK	4	3	4	4	6	6	5	5	6
TOWER HAMLETS	64	65	65	64	63	65	63	65	72
WALTHAM FOREST	79	79	78	99	87	81	83	93	93
WESTMINSTER	15	14	14	15	15	15	15	15	14
Grand Total	629	660	688	731	762	777	770	812	832

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2014-15	114	113	137	108	182	215	230	241	243	242	243	284
2015-16	347	347	379	374	460	508	535	537	538	548	553	607
2016-17	629	660	688	731	762	777	770	812	832	0	0	0
Variance by no 14-15 Vs 15-16	233	234	242	266	278	293	305	296	295	306	310	323
Variance by no 15-16 Vs 16-17	282	313	309	357	302	269	235	275	294	-548	-553	-607
Variance by % 14-15 Vs 15-16	48.93%	48.29%	56.61%	40.60%	65.47%	73.38%	75.41%	81.42%	82.37%	79.08%	78.39%	87.93%
Variance by % 15-16 Vs 16-17	81.27%	90.20%	81.53%	95.45%	65.65%	52.95%	43.93%	51.21%	54.65%	-100.00%	-100.00%	-100.00%

Customer Service

Headline 2016-17 Monthly OneAccount activity by service area

Headline 2016-17 Monthly OneAccount activity by service area
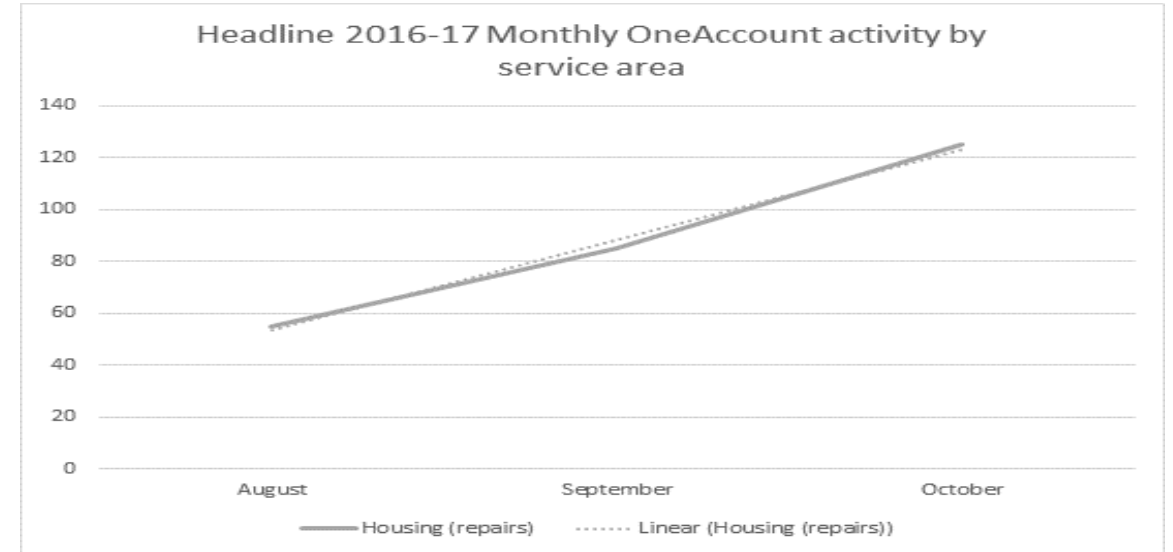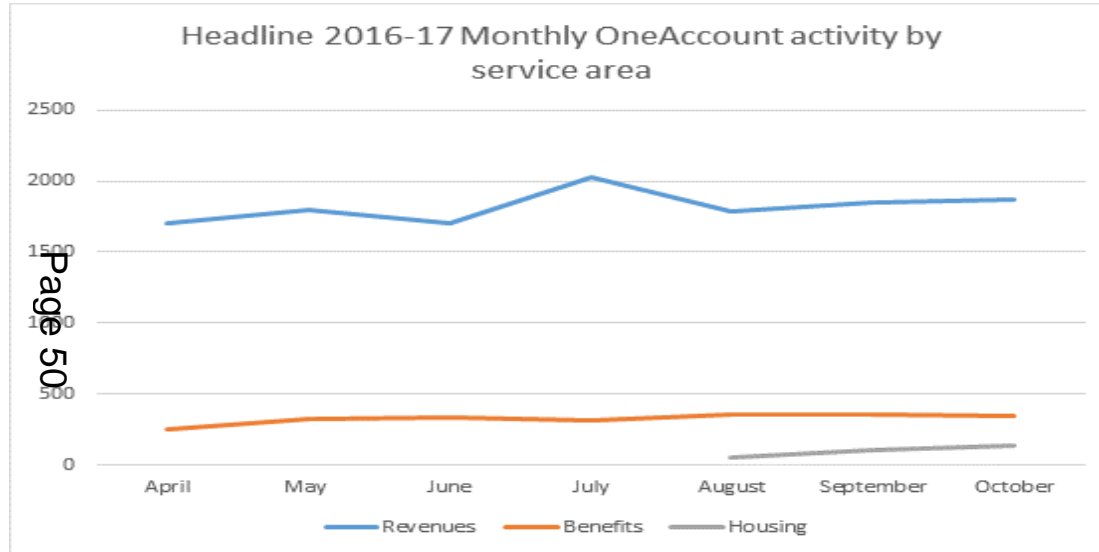
The above graph shows the number of times citizens log onto One Account to view payment, letters, balances, landlord schedules, benefits paid. Footfall in the Hackney Service Centre continues to fall as more services go online with a further fall of 5% in October.

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Governance & Resources Scrutiny Commission	Item No
19th January 2017 **Council Budget, Commercialisation and Income Generation**	**7**

OUTLINE

The Government's public sector efficiency agenda has been operational since 2010. Councils have experienced a reductions in funding from central government since the commencement of this work programme. In response to the reductions in funding councils have been reviewing the potential for commercialisation and income generation activity.

The Commission asked the Council to provide information about services that have the potential for income generation - beyond increasing fees and charges – and to provide an overview of the Council's approach and work on income generation for services across the organisation and their potential for commercial activity.

ACTION

The Commission is requested to review the information presented and ask questions.

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Governance & Resources Scrutiny Commission	Item No
19th January 2017	**8**
Governance & Resources Scrutiny Commission Work Programme for 2016/17	

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

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Wed 15th June 2016 Papers deadline: Mon 3rd 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: • 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 1st 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 23rd 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 7th 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 2nd 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 9th 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
	Budget, Commercialisation and Income Generation	Finance and Corporate Resources	Presentation of proposals looking at potential areas for income generation and 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.
	Budget, Commercialisation and Income Generation	Finance and Corporate Resources	Presentation of proposals looking at potential areas for income generation and estimated income.
	Performance review	Chief Executive's Directorate	Scrutiny identifying and establishing the role of scrutiny for performance review.
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.
	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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