

## Scrutiny Panel

All Members of the Scrutiny Panel are requested to attend the meeting of the group to be held as follows

**Monday, 17th July, 2017**

**7.00 pm**

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

Contact:



**Tim Shields**  
Chief Executive, London Borough of Hackney

**Members:** Cllr Mete Coban, Cllr Margaret Gordon, Cllr Ben Hayhurst,  
Cllr Christopher Kennedy, Cllr Ann Munn, Cllr Sharon Patrick, Cllr James Peters  
and Cllr Anna-Joy Rickard

## Agenda

**ALL MEETINGS ARE OPEN TO THE PUBLIC**

- 1 Election of Chair and Vice Chair**
- 2 Apologies for Absence**
- 3 Urgent Items / Order of Business**
- 4 Declaration of Interest**
- 5 Cabinet Question Time Mayor Glanville** (Pages 1 - 2)
- 6 Quarterly Finance Update** (Pages 3 - 24)
- 7 Overview and Scrutiny Work Programme Review** (Pages 25 - 50)
- 8 Scrutiny Panel Work Programme 2017/18** (Pages 51 - 56)

## Access and Information

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### 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-health-in-hackney.htm>



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<b>Scrutiny Panel</b>  17 <sup>th</sup> July 2017  <b>Cabinet Question Time - Mayor Glanville</b>	Item No  <b>5</b>
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## **Outline**

In the municipal year the Scrutiny Panel will hold 2 cabinet question time sessions with the Mayor to ask questions about performance and decision-making within the Council.

## **Invited guest**

Mayor Phillip Glanville has lead responsibility for the overall corporate strategy, financial management, and delivery of services by the Council. He also takes the lead within Cabinet on strategic housing, housing regeneration, property services, ICT, communications, devolution and policy.

The questions below were submitted in advance.

1. Housing company and future plans for this
2. Integrated commissioning update - including but not limited to future plans to roll in youth commissioning
3. Civil resilience and planning
4. The view of the Council on the new administration (following the General Election) and the impact this may have on Hackney in terms of its budget, policy and service provision.

## **Action**

A Q&A session with Mayor Glanville about the decisions and performance of the Council.

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<p><b>Scrutiny Panel</b></p> <p>17<sup>th</sup> July 2017</p> <p><b>Quarterly Finance Update - Capital Risk, SEND Budget and Temporary Accommodation</b></p>	<p>Item No</p> <p><b>6</b></p>
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**Outline**

- A report on the LBH Special Educational Needs Disability budget / overspend. The report covers the budget, cost pressures and overspend, future of SEND services and proposed resolutions to address cost pressures.

The Children and Young People Scrutiny Commission (CYP) received a verbal update about SEND at their meeting on 14<sup>th</sup> June 2017 but this did not include detailed information about the budget. To avoid duplication CYPS has agreed the Scrutiny Panel will look at the budget in detail under the finance update. CYPS will keep under review the SEND service restructure, savings and service provision.

- A report on LBH budget pressure area of temporary accommodation. The report covers current cost, mitigation and savings, future pressures and financial projections.
- Reports on LBH capital risk providing information on the council’s house building programme and the council’s approach to land / asset management.

**Action**

The Panel is requested to note the reports and ask questions.

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# SCRUTINY PANEL MEETING 17<sup>TH</sup> JULY

## LBH SEN SERVICES

### 1.0 Budgetary Position

- 1.1 There are two linked budget areas subject to significant cost pressures in the Additional Needs service area resulting in an escalating overspend of those budgets:
- the cost of 'top up' element 3 funding that pays for individual pupils' Education, Health and Care Plans (EHCPs), and funded by the Dedicated Schools Grant (DSG), and
  - the cost of daily travel assistance for pupils with EHCPs which has grown in line with the increase in EHCPs, and funded from Council core responsibilities funding (not DSG).
- 1.2 The outturn position for 2016-17 and preceding years for the provision only is given in **table 1**. The table does not include SEND funding delegated to mainstream schools, place funding in special schools or units, or other service related costs in these cost centres because these spend to budget and sometimes under. The £6.9m overspend on the provision code in 2016-17 shown reduces to a £5.75m overspend when all activity on these cost centres is included.
- 1.3 Whilst all other SEND services generally spend to budget, it should be noted that SEND services are subject to the impact of significant DSG income reductions across all DSG funding blocks as a result of national policy and funding change. Given that HLT reserve is now fully committed after meeting SEND cost pressures to date, the escalating SEND cost pressure will mean further reductions in the Council's education service unless this cost pressure is dealt with separately

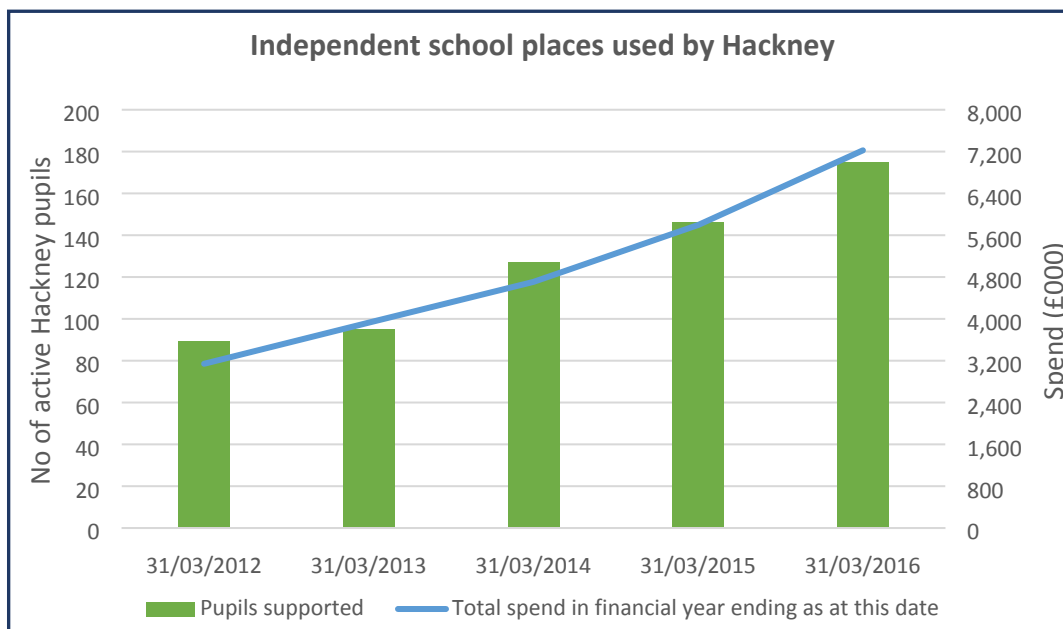
**Table 1 - SEND Provision Funding & Transport Outturns 2014-15 to 2016-17**

SEN Provision Budgets and Transport 2014-15 to 2016-17							
		2014-15		2015-16		2016-17	
Cost Centre	Budget £m	Year End Variance £	% Variance of Total	Year End Variance £	% Variance of Total	Year End Variance £	% Variance of Total
Academies	1.7	-76,126	-4.5%	-9,000	-0.5%	129,025	7.6%
College / post-16	2.5	-250,385	-9.4%	-285,506	-11.4%	-67,896	-2.7%
Special schools	4.5	75,831	1.6%	1,029,972	22.8%	1,426,159	31.6%
Independent / non-maintained	5.4	783,478	15.6%	1,814,701	33.5%	2,777,329	51.5%
Independent nurseries	0.1	-41,916	-22.1%	82,558	68.8%	140,354	117.0%
Mainstream schools	5.0	627,296	13.1%	200,924	4.1%	471,460	9.6%
Orthodox Jewish	0.9	294,634	32.7%	309,565	34.4%	-188,069	-20.9%
Out of borough	2.1	205,104	10.0%	645,457	31.5%	867,107	42.3%
<b>DSG Total</b>	<b>£22.2m</b>	<b>£1.6m</b>	<b>6.4%</b>	<b>£3.8m</b>	<b>15.1%</b>	<b>£5.5m</b>	<b>21.9%</b>
SEND Travel Assistance	2.9	679,153	23.2%	829,094	27.8%	1,372,950	48.3%
<b>Non DSG Total</b>	<b>£2.9m</b>	<b>£0.7m</b>	<b>2.8%</b>	<b>£0.8m</b>	<b>3.2%</b>	<b>£1.4m</b>	<b>5.6%</b>
<b>TOTAL £m</b>	<b>£25.1m</b>	<b>£2.3m</b>	<b>9.2%</b>	<b>£4.6m</b>	<b>18.3%</b>	<b>£6.9m</b>	<b>27.5%</b>

## 2.0 Reasons for the Cost Pressure and Overspend

- 2.1 There are a number of factors contributing to the escalation of SEND costs in Hackney. These include a significant and continued increase in the 0-25 population, an increase in the level of need and complexity of need in the population, legislative and policy changes expanding the eligible age ranges and raising parental expectations, the rising costs of provision, and a reliance on expensive independent out borough provision. At the same time, real terms High Needs funding allocations have remained fixed at 2012 levels whilst the pupil population and demand for support has risen. This issue is not unique to Hackney with many boroughs reporting significant cost pressures.
- 2.2 The budget with the largest cost pressure is that for provision at independent and non-maintained schools. 2015-16 saw an increase of 24% in pupil numbers and a similar increase in costs. This trend has continued in 2016-17, resulting in an overspend of £2.8m against this budget line. Reliance on independent high cost placements is unsustainable and to limit further significant cost increases in future years, Additional Needs are considering moving pupils from high cost independent placements to Hackney based provision. However, sufficient local provision is currently not available and options to obtain this provision will take time. Parental choice and the use of the SEND Tribunal can often override efforts to use local or less expensive provision. Provision at a distance also has corresponding transport costs.

Figure 1 below shows the trend in independent school placements from 2011-12 to 2015-16:



- 2.3 There are also significant cost pressures against the budgets for special and out of borough maintained mainstream and special schools. The Transport Assistance service is spending significantly over budget due to the numbers of pupils supported and the high cost of personal transport for many of the pupils.
- 2.4 There is little prospect of an uplift in High Needs funding for Hackney given a historically (relatively) high allocation, which has also meant Hackney providing additional support for a relatively high proportion of the pupil population in Hackney in the past.

### **3.0` Outlook for SEND in Future Years**

- 3.1 High levels of pupil population growth are forecast to continue in Hackney. The 2017 projections have yet to be confirmed but are not expected to show any dramatic reduction or slowdown in growth in the near future. However, the most recent intelligence suggests the possibility of a slowing primary population and this will be monitored carefully and forecasts adjusted accordingly. In the meantime, the upward pressure on referral and statutory assessment will continue.
- 3.2 The proportion of the Hackney resident pupil population with an EHCP is higher than nearly all other local authorities. Inner London has the highest rates compared to national, outer London and London as a whole, and Hackney has one of the highest rates in inner London. This in part is likely to be a legacy of relatively higher levels of High Needs funding for Hackney in the past. One consequence of this is that this higher ratio of EHCPs to population cannot be sustained now that it exceeds the High Needs funding allocation. The other is that [understandably] there is a culture of expectation in schools, settings and parents that sustains a higher level of referral for additional support than appears to be the case elsewhere.
- 3.3 The need to change culture as well as funding practice is a significant aspect of the new 'targeted and exceptional' funding policy. The objective of moving to the inner London average in terms of the EHCP to population ratio, linked to the new 'targeted and exceptional' funding policy, is felt to be the best way to achieve a sustainable budget position. This is also felt to be the best long term policy for ensuring the fair and equitable distribution of available resources for pupils already in the system compared to new referrals.
- 3.4 The implications of extended EHCP entitlements for 0-5 and 19-25 year olds are difficult to quantify, though there is evidence of increasing parental and student expectations translating into increased demand. Expectations are particularly high in the 0-5 age range and this may have significant consequences for future years EHCP numbers and costs
- 3.5 The rate of increase in the number and cost of EHCPs is unlikely to change without significant policy and provision changes locally. A number of changes are in hand, for example the change to 'targeted and exceptional funding' in place of 'assessment and resource levels', plans to increase in-borough provision as an alternative to the more expensive independent out-borough provision, and independent travel training for students. However, the lead in time and impact of these changes may take a number of years to show significant impact.
- 3.6 Assuming a recurrent cost pressure similar to 2016-17, plus an increase in the number of EHCPs in future years, the forecast cost pressure for the Additional Needs service area may continue for some time. However, the assumption that pupil numbers qualifying for additional support will continue to increase in line with the recent trend is not a given. A number of proposals have therefore been developed to counter this pressure and mitigate the impact of this on other Council services.

### **4.0 Use of HLT Reserves and Delegated Strategic Budget**

- 4.1 HLT as a delegated department in the Council holds a locally managed strategic budget and reserve to manage school risks, specifically the risk of a school, or group of schools failing and the financial consequences of that. It also provides for managing the risk of significant staffing reductions in the event of a failed traded service or the loss of responsibilities or function as a result of government policy or funding change.
- 4.2 In addition to managing risks and intervening to prevent school failure, this fund also provides the investment for borough wide programmes and initiatives for vulnerable and underachieving groups. Over and above that, the strategic budget and reserve also covers costs that are met corporately for other services e.g. investing in the education IT network, office restacking at 1 Reading Lane, etc.
- 4.3 Discounting the impact of the SEND cost pressure on HLT budgets, HLT would generally make a net contribution to the strategic budget and reserve each year.

- 4.4 However, over the 3 years 2014-15 to 2016-17, the overspend arising from the SEND cost pressure on provision at £10.9m and transport at £2.9m has been met from savings and underspends in other education budgets of £5.3m and a drawdown from the strategic budget and reserve of £8.5m
- 4.5 It is no longer possible to draw down further on the HLT strategic budget or reserve without removing the risk management budgets and making significant service reductions beyond the £5.8m already necessitated by the overall DSG income reductions to 2019-20.
- 4.6 The earlier analysis of the impact of the SEND cost pressure should also be considered in the context of the continuing education funding reductions to DSG affecting education specifically. The introduction of the new national funding arrangements for local authorities, schools, early years and high needs indicates further significant reductions in funding for Hackney education.
- 4.7 The use of reserves in future will need to match proposals for resolving the cost pressure until it can come into balance which may include service reductions elsewhere to increase the allocations to SEND provision budgets. The use of reserves should be linked to the transition to new policies and practices that are sustainable and fair to all pupils in the long run, but currently are beyond the scope of the HLT strategic budget and reserve.

## 5.0 Proposals for resolution with costings

- 5.1 A summary of the current proposals for resolving the SEND cost pressure issue is given in Figure 2 below.

**Figure 2 – SEND Proposals 2017-18 and Beyond**

<b>Policy and Practice Changes</b>	<b>Potential savings or range</b>
Introduce a <b>Targeted and Exceptional Funding</b> policy for referrals from January 2018.  Working to Inner London benchmark for % of plans.	£200k to £360k pa but incremental over time and incorporated into a potential £4.6m on basis of achieving spend at 84% of 2016-17 provision spend.
Reduce the value of current resource levels by 5% per annum with effect from April 2018; pending transition to the new Targeted and Exceptional Funding approach for each pupil.	£0.3m to £0.4m but later subsumed into targeted and exceptional funding model described above.
Introduce a single, or a <b>cohort specific funding</b> level for each maintained in borough special school. The implementation to be phased in over two years from April 2018.	£0.35m to £0.4m in 2018/19
Negotiate 2% – 5% <b>contract price reductions</b> in the cost of independent special school fees across the board.	£164k at 2% - £410k at 5% in Year 1 or 7/12ths if from September 2018
Develop a revised Hackney 'SEND Strategy and Provision Plan' to: <ul style="list-style-type: none"> <li>• reduce the current reliance upon, independent school placements especially for ASD, SEMH and SLD needs</li> <li>• reduce the current reliance on out of borough maintained special schools especially for ASD, SEMH and SLD needs.</li> </ul>	Incorporated in above estimates.
Review and revise the current SEN transport arrangements to identify further efficiencies, including travel training, schedules and routes etc. Taxi services for KS3 SEMH pupils travelling locally	Potentially £50k to £100k  £25k to £50k

## SCRUTINY PANEL MEETING 17<sup>TH</sup> JULY

### TEMPORARY ACCOMMODATION COST PRESSURES

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#### 1.0 Introduction

- 1.1 At 31<sup>st</sup> December 2016 there were 2,801 households in Temporary Accommodation either managed or placed by the Council. This is an 18% increase for the year, and 70% increase in 5 years. In addition to the volume of properties, the price/cost of TA has increased from the subsidy rate of 90% LHA (£270p.w.) to now include £40 management fee plus £25, plus a contract incentive of £2,000. This equates to £351p.w. an increase of 30% and £4,252 p.a. per property. Whilst the lease cost of hostels is less, there are additional management costs which reflect a similar cost and increase.
- 1.2 In 2013 only 15% of TA was on a (expensive) nightly paid basis, increasing to nearly 40% in 2016. In addition, we have had to increase the rates paid on properties to keep pace with the market, and without a comparative increase in the rent charged/HB subsidy rate. This all results in the cost of service doubling from £5.6m to £11.9m (an average of £4,000 per property).

**Table 1 – Cost of TA and Housing Needs Service**

	<b>2016/17</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>	<b>2012/13</b>
Expenditure	41,392,282	34,616,594	25,929,284	25,143,529	17,843,291
Income	(35,139,871)	(28,541,546)	(22,426,699)	(23,327,735)	(16,687,786)
<b>Net cost of TA</b>	<b>6,252,411</b>	<b>6,075,048</b>	<b>3,502,585</b>	<b>1,815,794</b>	<b>1,155,505</b>
No. in TA	2,885	2,502	2,056	1,795	1,651
Prevention	4,245,982	4,288,842	5,268,787	5,714,294	4,509,760
<b>TOTAL cost of service</b>	<b>10,498,393</b>	<b>10,363,890</b>	<b>8,771,372</b>	<b>7,530,088</b>	<b>5,665,265</b>

- 1.3 The homeless pressure and demand for Temporary Accommodation is being experienced by all London boroughs which resulted in landlords being able to create a bidding war for properties. The pan-London rates have gone some way to harmonising this, but as a demand lead service, sometimes authorities have to pay above the agreed rates.
- 1.4 Despite the increase in rates for PSL properties plus the contract incentive, there has been limited uptake of Private Sector Leases, with landlord preferring to risk nightly paid for the opportunity to increase rates. This has also driven an increase in Bed and Breakfast, as these are the only affordable/available properties or the option of out of borough placements.

## 2.0 Cost Saving/Mitigation

Hostel at 47 Lea Bridge Road - The Council acquired a 56 room hotel previous used by Westminster Council for £6.5m. Whilst this was considered high for the development potential, it was purchased because of the £570,000 p.a. cost avoidance of TA.

Council Buildings - Median Road (ASC day centre) was converted to 37 unit shared facilities hostel for TA avoiding £185k p.a and generating £500k rental income. The agreement is for 2 years whilst ASC appraisal alternative options for service provision but Housing Needs is seeking permission to continue the use of the facilities.

Seal Street was converted from an office to 7 self-contained properties for use as TA, resulting in savings of £150k.

Other Council own properties, both HRA and GF, have been considered for use or conversion to TA, but have been used for other Council priorities.

Regeneration voids - The Council is undergoing 2 extensive regeneration programmes that require the decanting of existing HRA properties. At any time there can be up to 700 decanted properties. As some of these properties can be vacant for up to 3 years, they are refurbished to a safe, secure and watertight condition (not Decent-Homes standard) and occupied by homeless families under a licences i.e. not a tenancy. There is currently 309 Regeneration voids in occupation saving the Housing Needs service which provides cost avoidance of £1.8m plus generating £1.5m income for HRA. However, there have been repairs cost (capital) to bring properties to lettable condition.

Peer Landlord Scheme – There are 2 large HRA properties at Clapton Common and Greenwood Road that have been vacant for a number of years as they were not cost effective to renovate/convert for general needs properties. Following discussions with Thames Reach about their Peer Landlord scheme, which provides a peer tenant to provide support to other tenants on each scheme a business case has been put forward to use these properties at Clapton Common and Greenwood Road for a peer support scheme. Whilst these schemes will generate a small rental, there is cost avoidance of TA of £85k

Lease of Hostels - There have been a number of hostel and residential properties offered to the Council for use as TA, both in the borough and outside of London. Each property is evaluated for operational, demand and cost. These properties is marginally (financially) beneficial allowing for the additional cost of staff, insurance and security, but the operational benefit of the property in the borough provided strong support for the property.

### **3.0 Future Pressures**

#### TA management Fee changes

The current HB limit and therefore rental charge for TA is calculated at 90% of LHA (Jan 2011) plus £40 management charge. For the Majority of Hackney, this is £256 p.w for 1 bed and £310p.w. for 2 bed. Due to the increase in TA and the cost to the government's welfare bill, through HB subsidy, from April 2017 the £40 management charge is being removed from the HB subsidy and collated into a Homeless grant, initially calculated by inflating the 2015 TA levels/management fee. The details of the grant and its calculation have not been finalised, but it is believed that will cover the total management fee, both that paid by HB and rent paying clients in TA. Therefore there is likely to be an initial increase in amount received, but the government have indicated that the grant will not increase further for additional TA, and will be redistributed in future year to those authorities reducing numbers in TA.

It has been modelled based on the limited information available, that the initial grant will be £4m. In 2017/18 this will fund the shortfall in HB subsidy for TA of £2.5m. However, with a 15-18% increase in TA each year, this value of grant will be fully used in 3 years, without any redistribution/reduction of the grant.

#### Homelessness Reduction Bill

The HRB proposes a number of changes to in effect try to move homeless prevention upstream, dealing with housing needs at the earliest possible stage. However, this will place additional pressures on Local Authorities, not only the additional staffing cost to provide Housing Plans but the additional duty to provide emergency accommodation for people threatened with homelessness from 28 to 56 days. It is estimated this could add up to £11m on the cost of the service. The government has indicated that this will be fully funded, but have started to exclude costs and uplifts resulted on additional pressures to the Council.

#### Universal Credit and Benefit Cap

As a result of benefit cap reduction in November 2016 and the roll out of Universal Credit in June 2018 there is likely to be an increase in the arrears of people in TA with benefit not covering the cost of accommodation. In addition, both the HB cap and UC will limit the affordability of private rented housing in the borough forcing more families to apply to the Council as Homeless, and with the HRB the Council will have a duty to house and require more TA.

#### Supported Housing

With the assessment for Supported Housing being restricted to those in the high support need, will be an increase in the number of homeless approaches from people with low and medium support needs, particularly those with physical disability and low level mental health issues. Therefore 'specialist' TA may become a necessity to provide these clients with the accommodation to meet their care needs.

## Fire Regulations

With new fire regulation being introduced following the review of fire at the Southwark tower block, there will be further investment required in all of the Council's hostel accommodation to meet these new standards. If there is an increase in people in TA with low level care needs, as identified above, further investment will also be needed to meet their requirements.

### **4.0 Financial Projections**

- 4.1 Continuing the current service and activities is not an option as unless there is a significant change in the housing market or housing legislation, homeless approaches will continue and the forecast impact on the Housing Needs budget is shown below.

<b>Forecast</b>	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Actual	Budget	Forecast	Forecast
Expenditure	31,365,987	28,273,605	32,399,603	39,324,135	45,924,135
Income	-28,541,546	-25,035,881	-25,067,968	-29,162,968	-33,062,968
TA mgmt. fee grant			-4,200,000	-3,600,000	-2,800,000
Net cost of TA	2,824,441	3,237,724	3,131,635	6,561,167	10,061,167
No. in TA	2,502	2,885	3,285	3,600	3,900
Prevention	4,288,842	4,245,982	5,494,532	5,500,000	5,500,000
TOTAL cost of service	7,113,283	7,483,706	8,626,167	12,061,167	15,561,167

- 4.2 The TA management fee grant, to replace that element of the TA rent and HB subsidy, covers all the TA properties, not just those that receive Housing Benefit. Therefore in 2017/18 the grant is around £800k more than the loss of income/HB subsidy. A business case has been produced to build capacity in the move on team to find settled accommodation for those in TA, with a particular focus PRS offers and support in the bidding process, resettlement support for Out of London offers and increasing the number of direct offers to those in TA that are not actively seeking permanent/settle accommodation. All of these move on options are also supported by Ways into Work support to help find suitable employment.



4.3 The cost of this additional resource totals £711k and is spread over 2 years, when the impact of them will be reviewed. Adding this resource and the potential outcomes into the forecast is shown in the table below.

<b>Forecast - including move on team</b>	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Actual	Forecast	Forecast	Forecast
Expenditure	31,365,987	28,273,605	30,199,603	34,594,135	37,894,135
Income	-28,541,546	-25,035,881	-23,767,968	-26,367,968	-28,317,968
TA mgmt. fee grant			-4,200,000	-3,600,000	-2,800,000
Net cost of TA	2,824,441	3,237,724	2,231,635	4,626,167	6,776,167
No. in TA	2,502	2,885	2,885	2,885	2,885
Prevention	4,288,842	4,245,982	5,494,532	5,500,000	5,500,000
Move on team			373,674	338,104	300,000
TOTAL cost of service	7,113,283	7,483,706	8,099,841	10,464,271	12,576,167
Reduction in service cost			526,326	1,596,896	2,985,000

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## SCRUTINY PANEL MEETING 17<sup>TH</sup> JULY

### CAPITAL RISK - EDUCATION AND LEISURE MIXED-USE SCHEMES

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#### 1.0 Introduction

- 1.1 The reduction in Central government funding has led us to think more innovatively about maximising the value of our estate. This has included taking forward schemes that look to self-fund or part-fund through the co-location of private for sale residential units with public infrastructure.

#### 2.0 Nile Street and Tiger Way

- 2.1 Construction began on the first Council-led mixed use schemes in December 2016. These consist of:
- At Nile Street, a purpose-built facility for New Regents College (as the final part of the Council's commitment to rebuild or refurbish the secondary school and special school estate under the building schools for the future programme) alongside 175 private for sale residential units
  - At Tiger Way, a two form of entry school for an expanded Nightingale Primary School alongside 89 private for sale residential units.
- 2.2 The viability of these schemes were considered together at Planning sub-committee as they are intrinsically linked with the proceeds from Nile Street required to meet the estimated funding gap on Tiger Way. Taken together in addition to two new education facilities they are estimated to contribute around £12m to affordable housing as well as substantial improvements to the public realm and a £3.5m Hackney CIL payment which will be invested in local infrastructure.
- 2.3 The Council is the developer for both Nile Street and Tiger Way and is therefore taking the sales risk of a total of 264 residential units with a total sales value of approximately £230m. Sales estimates were subject to third party review throughout the development of the project but they are of course a moving target, more so post the Brexit referendum.
- 2.4 Practical completion is due at Tiger Way in March 2019 and November 2019 for Nile Street. On the latter there will be a phased completion with New Regents College lower school due to take occupation in April 2019. Both builds are currently on programme.
- 2.5 Sales strategies have been developed for both schemes focussing on local sales first and with some off-plan sales anticipated. The first release of units are planned at the end of this calendar year. Sales are anticipated to continue through to and beyond practical completion. In the current uncertain climate it is difficult to forecast what the end position on sales revenues will be with a close degree of accuracy. Although we will of course continue to closely monitor the market through our development advisers and sales agents on these schemes.

### **3.0 Britannia**

3.1 The Council consulted on a development proposals for the Britannia site from December 2016 through to February 2017. After assimilation and review of the consultation responses, Cabinet agreed in April 2017 to progress a scheme at Britannia that will deliver:

- A brand new modern leisure centre to replace the current Britannia leisure centre which has come to the end of its useful life and is inefficient to maintain.
- In partnership with the City of London, a six form of entry secondary school with sixth form (a total of 1100 pupils) to meet the growing demand for secondary school places in the borough.
- At least 80 affordable homes.
- Approximately 400 private for sale units to part fund the leisure centre, school and affordable homes.
- Investment in Shoreditch Park Primary School, an existing 2FE primary school on the Britannia site.

3.2 The Council has secured funding from the Education and Skills Funding Agency (c. £22.5m) to part-fund the delivery of the secondary school but receives no funding for the replacement of the leisure centre or the affordable homes. The Council estimates that it will also need to make a significant contribution to the cost of the build, without which the number of private or sale units would exceed 550, which is simply not desirable or practical on the site.

3.3 Post-Cabinet approval a project team has been assembled to progress the project with a masterplan application and full planning applications for the school and the leisure centre anticipated in Spring next year. The team incorporates financial experts/modellers whose remit includes to advise and model various sales scenarios, development advisors to inform the sales strategy and specification for the private for sale homes, as well as the range of technical expertise required to develop each phase of the scheme.

## SCRUTINY PANEL MEETING 17<sup>TH</sup> JULY

### HOUSE BUILDING PROGRAMME

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#### 1.0 INTRODUCTION

- 1.1 The Council has embarked on a significant programme of developing housing both as a means of fulfilling its objective of providing affordable housing and to realise the value of its land assets to fund the delivery of other essential facilities, such as schools and leisure centres.
- 1.2 The building and selling of housing is inherently risky, but due to the rapid house price growth in recent years the income that can be achieved from property sales is seen as an opportunity to fund an ambitious capital programme.
- 1.3 Following a period of house price growth, the market is moving to a period of uncertainty from Government policy/priority and Brexit. Brexit provides additional complexity to the housing market both from the availability of labour to build the houses and the certainty of the financial markets as an investment.
- 1.4 To illustrate the Council house building risk profile each element of the development has been assessed, and then profiled against the reward/outcome from each scheme to determine if the level of risk (for the reward) is acceptable for the scheme and the spread of risk across each programme is manageable.

## 2.0 RISKS

2.1 There are 3 stages to the development, each with 2 elements of risk, mainly income and expenditure.

Scheme Risk – Each scheme has an overall risk relating to the cost to develop and the value of property sales. These are assessed as:

- **Cashflow Risk** – The gross expenditure of the scheme which will be the peak borrowing/cashflow position.
- **Sales Risk** – The gross sales forecast of the scheme which is the total amount of income for the scheme

Delivery Risk – Once it is agreed to deliver a scheme, the key risk/decision point is the award on the construction contract, when the Council's exposure to sales is also assessed in:

- **Contract Risk** – The cost of the construction contract accounts for up to 90% of the scheme costs and is dependent on the construction market at that key decision point
- **Sales Exposure Risk** – Assessing the Council's exposure to the housing market at the point of awarding the contract i.e. what future sales is the Council dependant on for the scheme.

Operating Risk – Finally, when the scheme has been developed there may be a surplus, or deficit which will require borrowing and future rental income to support such borrowing. Therefore the risks are:

- **Borrowing Risk** – The open loan of the completed scheme i.e. the surplus or deficit on the development once completed
- **Management Risk** – What is the long term future management risk of the scheme assessed as the Net Present Value. Any scheme with negative value has little opportunity to correct variations and therefore would be of higher risk.

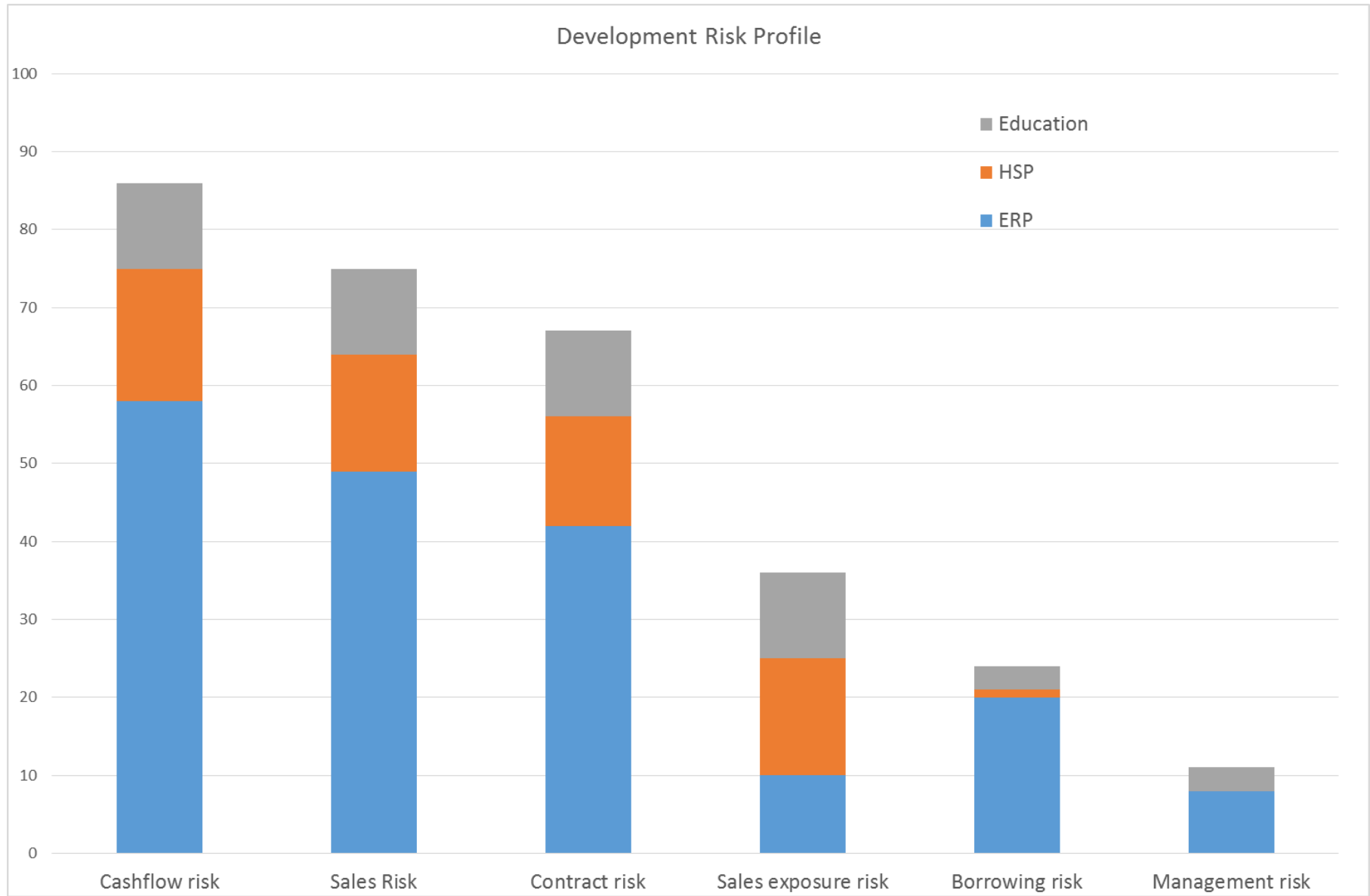
2.2 The risk has been scored (0-6) based on the value of each risk

<b>Risk Value</b>	<b>Risk Score</b>
Less than 0	0
Up to £5,000,000	1
Up to £10,000,000	2
Up to £25,000,000	3
Up to £50,000,000	4
Up to £100,000,000	5
Up to £ 250,000,000	6

2.3 Please note that the risk profile does not include the development of over 5,000 properties at Woodberry Down, which is being developed in partnership with Berkeley Homes. The Woodberry Down contract structure and delivery is very different from the Education, Estate Regeneration Programme and Housing Supply Programme with the development risk taken by Berkeley Homes, the only risk to the Council is the viability risk (Management Risk) which is agreed before each phase. In addition, Berkeley Homes does not bid for and of the Council's other tenders.

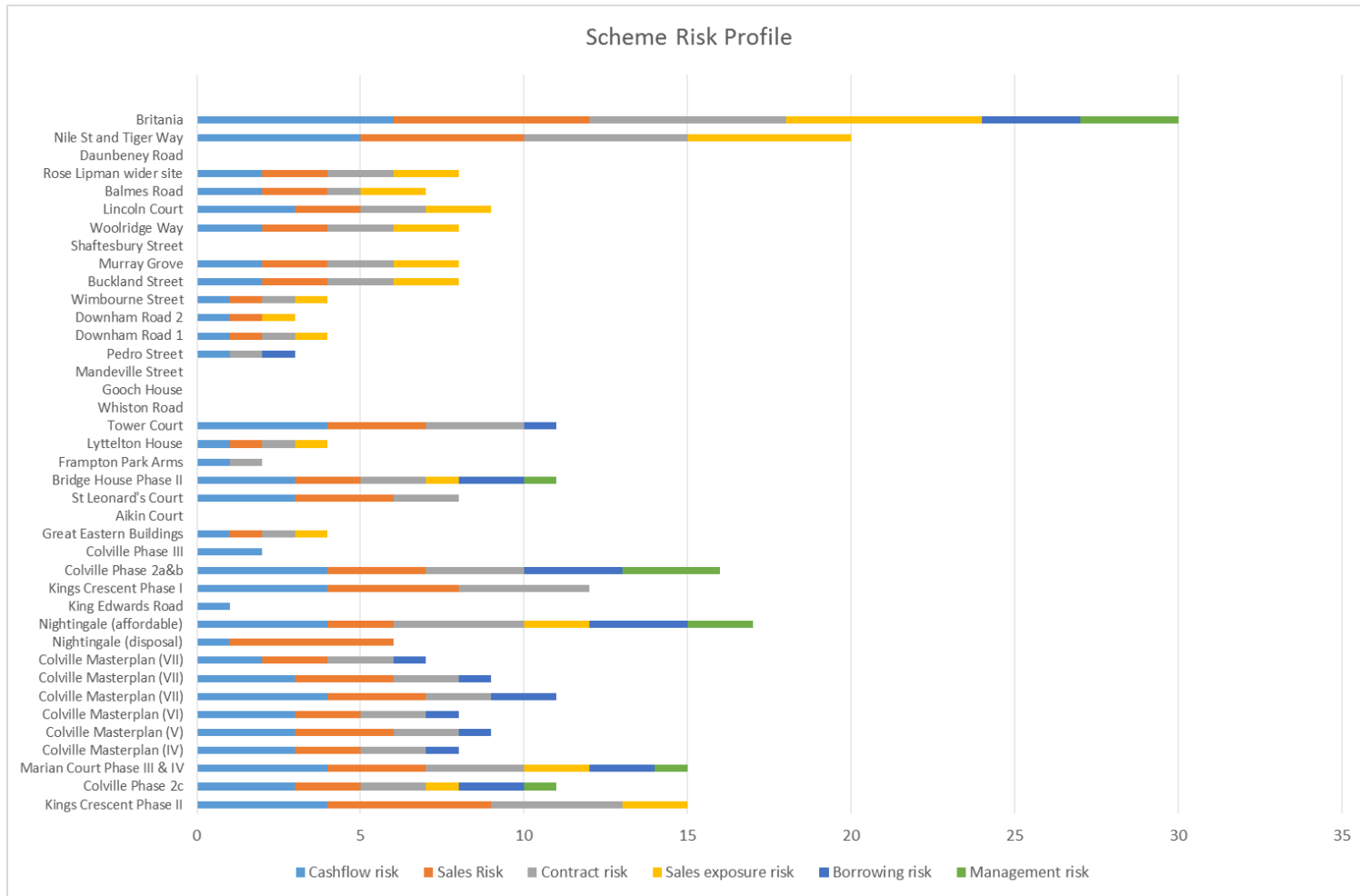
2.4 Chart 1 below, shows the total for each type of risk by programme. It is expected that the cashflow and sales risk would be the greatest and the Council demonstrates how it manages this risk by the reduction during the delivery and management of the scheme, in the remaining risk profiles. For the Education and Housing Supply programmes the total development and sales risk is being borne by the Council, whereas the Estate Regeneration Programme has passed a significant amount of the sales risk to the contractor/developer, therefore the Sales Exposure Risk is significantly less for this programme.

2.5 The portfolio approach taken for the ERP means that some schemes make surpluses to fund schemes that produce a deficit, so whilst the overall programme produces a positive NPV, the risk assesses each scheme independently and therefore produces a management risk for these schemes.

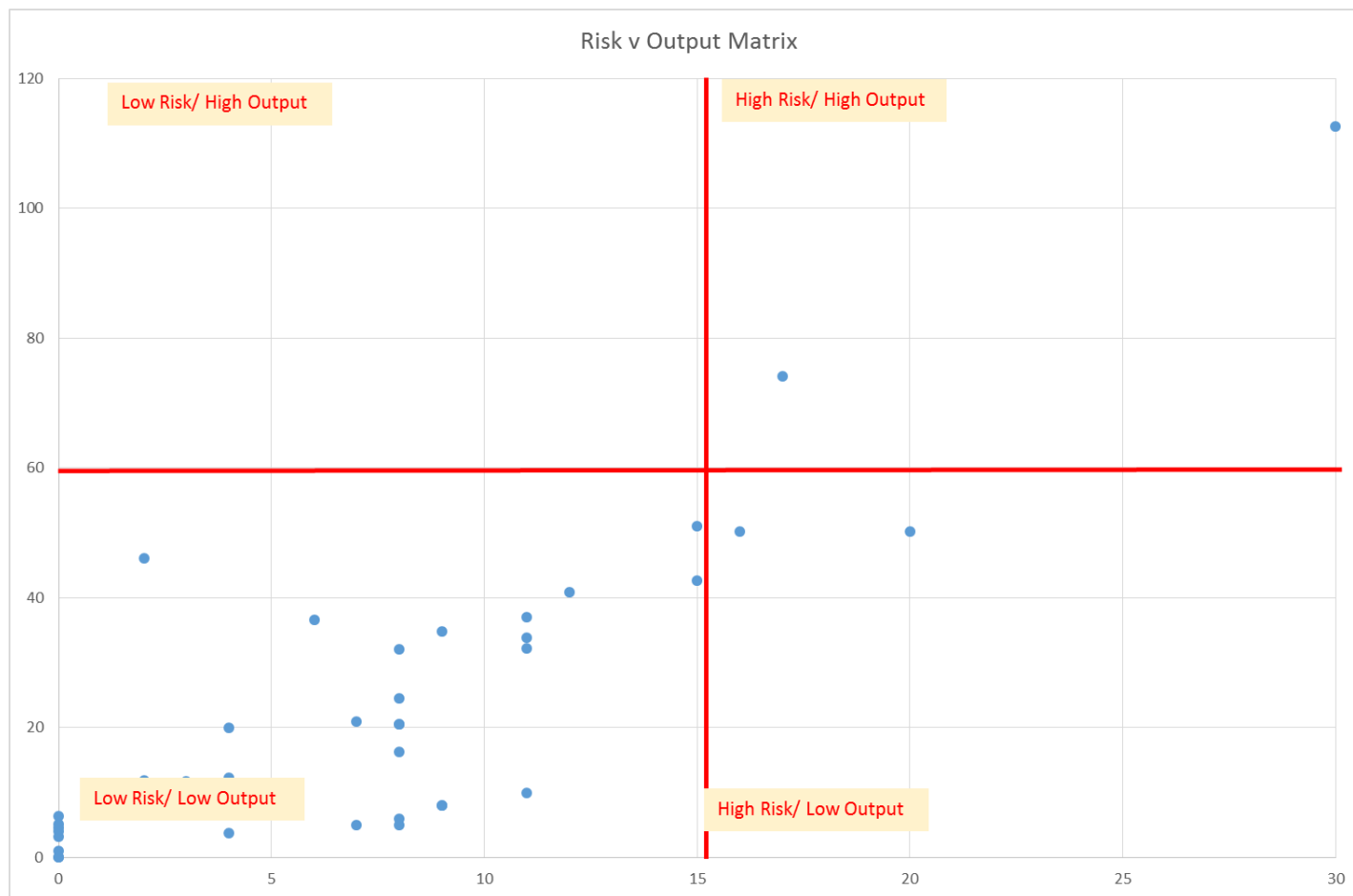




2.6 Chart 2 illustrates the risk per scheme, accumulating all the risk elements in to a total risk score. The larger scheme and therefore larger values generate a larger risk, whereas some of the smaller HSP schemes have a zero risk score. Chart 2 also illustrates that only 5 schemes have an ongoing management risk (-ve NPV). Whilst Nightingale (affordable) has a borrowing and management risk, this scheme is dependent on the sale of the Nightingale (disposal) scheme.



2.7 Chart 3 plots the total risk (from chart 2) against the outcome that is being delivered for the scheme. For ERP and HSP this is measured by the value of the affordable housing delivered, whereas for the Education programme this is the construction value of the school and leisure centre.



### 3.0 SUMMARY

- 3.1 The Council's development programme (cashflow) totals £1.5bn, however the charts show how this is being mitigated, managed and spread so that the resultant management risk over the longer term only applies to 5 schemes and is managed with the surplus generated from other schemes. The transfer of the sale risk to the contractor/developer in the ERP may have reduced the value of the potential output for the scheme but reduces the Council's sales exposure fluctuations in the housing market.
- 3.2 The charts don't plot the timeline which would illustrate the risks are not all accumulated at a point in time, but are also spread over a 5 year period. Each scheme is appraised and approved at points throughout the development with the cost and borrowing profiles reviewed and risks assessed, and only proceed if they are affordable within the parameters of the programme's financial measures.
- 3.3 The majority of the schemes fit into the low risk low output quadrant and there may be opportunity to take on a greater level of sales exposure in the ERP subject to the financial/borrowing profile of the programme. Alternatively a greater management risk may be acceptable with the introduction of private rented properties (through a housing company) where rather than taking the sales receipt on completion, the return is delivered through a long term rental return, whilst retaining the value of the asset.
- 3.4 The report and charts map the overall house building risk, but some of the schemes are in the development process and therefore some of the earlier risk elements have been managed/mitigated. Therefore it is recommended that the current risk profile is mapped with the current risk of each scheme and updated each quarter.

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<b>Scrutiny Panel</b>  17 <sup>th</sup> July 2017  <b>Overview and Scrutiny Work Programme Review</b>	Item No  <b>7</b>
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## **OUTLINE**

Attached is the draft work programmes for the 4 thematic overview and scrutiny commissions in London Borough of Hackney. Please note these are working documents, regularly revised and updated.

- Health in Hackney Scrutiny Commission
- Living in Hackney Scrutiny Commission
- Children and Young People Scrutiny Commission
- Working in Hackney Scrutiny Commission

The Chair for each commission will provide a verbal update on the proposed review and work programme discussion items.

## **ACTION**

The Panel is requested to review the work programme and discuss any suggestions for amendments or consideration.

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# Overview & Scrutiny

## Health in Hackney Scrutiny Commission

**Future Work Programme: June 2017 – April 2018** (as at 6 July 2017)

All meetings will take place in Hackney Town Hall, unless stated otherwise on the agenda.

This is a working document and subject to change.

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Mon 12 June 2017</b> Papers deadline: 31 May		Jarlath O'Connell	<b>Election of Chair and Vice Chair for 2017/18</b>	
	Legal & Democratic Services	Stephen Rix	<b>Appointment of reps to INEL JHOSC</b>	To appoint 3 reps for the year.
	CCG and Council	Paul Haigh	<b>Integrated Commissioning</b>	Update on Integrated Commissioning.
	Members		<b>Work Programme 2017/18</b>	To agree main review and single items and to note existing work programme commitments for 2017/18.
<b>INEL JHOSC</b> <b>Mon 26 June 2017</b> 6.30 pm at Tower Hamlets			<b>East London Health and Care Partnership<sup>1</sup></b>	Item 1: NEL Accountable Care Systems Item 2: Mental Health (Deep Dive)

<sup>1</sup> East London Health and Care Partnership is the new name for the North East London Sustainability and Transformation Plan (the local STP)

# Overview & Scrutiny

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Thu 20 July 2017</b> Papers deadline: 10 July	HUHFT	Sheila Adam	<b>Safety of maternity service at Homerton</b>	12 month update agreed in July 2016.
	HUHFT CCG	Sheila Adam/ Louise Egan Paul Haigh, Jenny Singleton	<b>Future development of Community Health Service (community nursing)</b>	HUHFT is the provider. To consider the findings of the CQC report, CCG performance data and issues for the service.
	HUHFT	Sheila Adam	<b>Future of pathology lab services at Homerton</b>	Update on what has happened since report to 15 Dec meeting.
	HUHFT	Sheila Adams	<b>Response to issues in annual Quality Account letter</b>	Response from HUHFT to the Commission's letter responding to the Trust's draft Quality Account 2017.
	Healthwatch Hackney	Jon Williams	<b>Healthwatch Hackney Annual Report</b>	To consider the annual report which the organisation submits to Healthwatch England.
	<i>Cabinet</i>	Cllr McShane	<b>Review on 'End of life care'</b>	To note the Executive Response to the Commission's review which is being agreed at July Cabinet.
	O&S	Jarlath O'Connell	<b>Review on 'Supporting family/unpaid carers'</b>	Scoping discussion.



# Overview & Scrutiny

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>INEL JHOSC</b> <i>tbc early</i> <b>September 2017</b> <i>6.30 pm at Tower Hamlets</i>			<b>Proposal for Single Accountable Officer for 7 NEL CCGs</b>	<i>Additional meeting on this specific issue.</i>
<b>Tue 10 Oct 2017</b> Papers deadline: 29 Sept	Council and CCG	Anne Canning Paul Haigh	<b>Integrated Commissioning</b>	Overview of the progress made by the ICB in establishing integrated health and social care commissioning in Hackney including interplay with ELHCP.
	CCG	Paul Haigh	<b>Update from CCG</b>	Including issues from the latest version of the Performance Report on all local provider.
	Healthwatch Hackney	Jon Williams	<b>Healthwatch Report on Hackney Sex Workers</b>	
	St Joseph's Hospice	Nigel Harding Ruth Bradley	<b>Issues from St Joseph's Quality Account</b>	
	TBC various	TBC various	<b>Review on 'Supporting family/unpaid carers'</b>	<b>To note evidence sessions so far and take further evidence</b> To agree terms of reference/scope
			<b>Space for urgent/topical item</b>	
<b>INEL JHOSC</b> <b>Thu 9 Nov 2017</b> <i>6.30 pm at Tower Hamlets</i>			<b>East London Health and Care Partnership</b>	Item 1: Workforce Item 2: Maternity (Deep Dive)

# Overview & Scrutiny

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Wed 22 Nov 2017</b> Papers deadline: 10 Nov	TBC	TBC	<b>Review on ‘Supporting family/unpaid carers’</b>	<b>Final evidence session and recommendation areas discussion.</b>
	ELFT	Navina Evans Dean Henderson	<b>Update from ELFT</b>	
	ELFT	Navina Evans Dean Henderson	<b>Early intervention in Psychosis Service and Mental Health Crisis Services</b>	Presentation on two areas of additional investment at ELFT
	Planning Planning Policy	Ian Rae Natalie Broughton	<b>Health partners input to the Local Plan 2033</b>	Update from Head of Planning on the progress made with this issue since the meeting on <i>Infrastructure planning and health and wellbeing provision</i> at 20 Feb meeting.
			<b><i>Space for urgent/topical item</i></b>	
		Anne Canning Paul Haigh	<b>Integrated commissioning</b>	Update on the work of the Integration Commissioning Board and the 4 work streams. <i>Possible focus on Unplanned Care (SRO Tracey Fletcher)</i>

# Overview & Scrutiny

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Mon 8 Jan 2018</b> Papers deadline: <b>21 Dec</b>		Jarlath O'Connell	<b>Review on 'Supporting family/unpaid carers'</b>	To agree report
	Cabinet Member	Cllr McShane	<b>Cabinet Member Question Time with Cllr McShane</b>	3 or 4 topics tbc
	Adult Services	Simon Galczynski	<b>Adult Services Local Account</b>	To consider the annual Local Account – report on adult services.
	Adult Safeguarding	Dr Adi Cooper Simon Galczynski Paul Griffiths	<b>City and Hackney Safeguarding Adults Board</b>	Annual presentation of Annual Report of the Safeguarding Adults Board.
	CCG, HUHFT, HCVS, ASC	Unplanned Care Board of ICB	<b>'End of Life Care' review</b>	6 month update on implementation of recommendations
			<b>Integrated commissioning</b>	Update on the work of the Integration Commissioning Board and the 4 work streams. <i>Possible focus on Planned Care (SRO Neal Hounsell)</i>
			<b>Space for urgent/topical item</b>	

# Overview & Scrutiny

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Wed 14 Feb 2018</b> Papers deadline: 2 Feb	Tbc	tbc	<b>Day Services for adults with care and support needs</b>	Also include respite for carers. Report on opening of Oswald St
	HUHFT	Tracey Fletcher Sheila Adam	<b>Update from HUHFT</b>	Update from Homerton University Hospital NHS Foundation Trust
	GP Confederation	Laura Sharpe	<b>Update from GP Confederation</b>	Update on the work of City and Hackney GP Confederation.
		Anne Canning Paul Haigh	<b>Integrated commissioning</b>	Standing item Possible focus on <i>Prevention</i> (SRO Anne Canning)
			<b>Space for urgent/topical item</b>	

# Overview & Scrutiny

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Wed 14 Mar 2018</b> Papers: 2 March	IAPT Adult Social Care Health & Wellbeing Network Mind	tbc	<b>Effectiveness of interventions for people with long term, moderate, mental health problems</b>	tbc
	CCG New provider of GP Out of Hours/Integrated Urgent Care	Paul Haigh tbc	<b>The new Integrated Urgent Care service</b>	Presentation on the new Integrated Urgent Care service which will replace CHUHSE from 1 April.
	CCG	Paul Haigh	<b>Update from CCG</b>	
		Anne Canning Paul Haigh	<b>Integrated commissioning</b>	Standing item Possible focus on <i>CYP</i> (SRO Angela Scattergood)
	LPC CCG	Kirit Shah Raj Radia Hitesh Patel Dr Haren Patel	<b>Future of Community Pharmacy Services</b>	Update one year on.
			<b>Topics for next Commission</b>	
			<b>Space for urgent/topical item</b>	

## Notes:

1.) No meetings may take place after 3 April because of statutory rules on 'purdah' in lead up to Local Elections on **3 May 2018**.

# Overview & Scrutiny

2) Evidence for the main review on 'Supporting family/unpaid carers' will take place at site visits with the terms of reference, some evidence elements and the final report only coming to the formal committee meetings.

3.) The updates on the **Integrated Commissioning Board** may be themed by Workstream Group as follows:

<b>Unplanned Care</b>	SRO <sup>2</sup> Tracey Fletcher
<b>Planned Care</b>	SRO Neal Hounsell
<b>Prevention</b>	SRO Anne Canning
<b>CYP</b>	SRO Angela Scattergood

Or focus on the 'Enabler Workstreams' under the ICB which are:

<i>Theme</i>	<i>Lead officer</i>
<b>IT</b>	Tracey Fletcher, Niall Canavan
<b>Estates</b>	Philippa Lowe, Ian Williams
<b>Communications</b>	Jon Williams, Catherine Macadam
<b>CEPN/Workforce</b>	Dr Deborah Colvin, Dr Martin Kuper
<b>Primary Care Quality Board</b>	Dr Mark Ricketts

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<sup>2</sup> SRO is Senior Responsible Officer

# Overview & Scrutiny

## Working in Hackney Scrutiny Commission

### *Rolling Work Programme June 2017 – April 2018*

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

#### **Please Note:**

Proposals coming out of the work programme discussion to be scheduled.

- Inequalities – in work poverty and under employment
- Local economic assessment
- Changing borough – the skills needed over the next 10 years in Hackney (**Proposed as the Review**)
- Evaluation and measurement of the Council's economic regeneration policies and projects
- Integrated initiatives to help people back to work
- Looking at systematic links between schools and local jobs (joint session with CYP if agreed).

<b>Dates</b>	<b>Proposed Item</b>	<b>Directorate and officer contact</b>	<b>Comment and Action</b>
<b>Thurs 15<sup>th</sup> June 2017</b>  Papers deadline: Mon 7 <sup>th</sup> June	The Council's Approach to Economic and Community Development	Corporate Strategy Chief Executive Directorate Stephen Haynes	Presentation about work strands and Council's current work
	Employment and Skills	Corporate Strategy Chief Executive Directorate Stephen Haynes	Presentation about Employment and Skills Service

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	To agree a review topic and discussion items for the work programme.
<b>Wed 5 July 2017</b> Papers deadline: Mon 26 <sup>th</sup> June 2017	Support to Local Businesses	Various	Invitation sent out to local businesses and council service areas that support local businesses
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	To agree a review topic and discussion items for the work programme.
<b>Mon 18 Sept 2017</b> Papers deadline: Wed 6 <sup>th</sup> Sept	Evidence Session for review	TBC	TBC
	Local Economic Assessment	Chief Executive Directorate Policy and Partnerships Team	TBC
<b>Wed 8 Nov 2017</b> Papers deadline: Fri 27 <sup>th</sup> Oct 2017	Cabinet Member Question Time		



Dates	Proposed Item	Directorate and officer contact	Comment and Action
<b>Thurs 14 Dec 2017</b>  Papers deadline: Mon 4 <sup>th</sup> Dec	Cabinet Member Question Time		
<b>Mon 5 Feb 2018</b>  Papers deadline: Wed 24 <sup>th</sup> Jan	Economic and Community Development Board Update		
<b>Wed 14 Mar 2018</b>  Papers deadline: Fri 2 Mar			
<b>April 2018</b>		<b>PURDAH NO MEETINGS</b>	

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# Overview & Scrutiny

## Living in Hackney Scrutiny Commission: Work Plan June 2017 – April 2017

*Each agenda will include an updated version of this Scrutiny Commission work programme*

Meeting	Item	Directorate / lead	Comment / purpose of item
<b>10<sup>th</sup> July 2017</b> Room 103, Hackney Town Hall  Agenda dispatch: 30 <sup>th</sup> June 2017	Election of Chair and Vice Chair	Tom Thorn, Overview and Scrutiny Team	
	Revised remit of the Living in Hackney Scrutiny Commission	Tom Thorn, Overview and Scrutiny Team	However, digesting the information in advance will aid later discussions around the proposed work programme for the year, and around where the Commission should direct its resources and time.
	Discussion about work programme for 2017/18	Tom Thorn, Overview and Scrutiny Team	For the Commission to agree review topics/one off items for this year.
	Update on Licensing Policy and Night Time Economy Consultation analysis	Cathy Gallagher Assistant Director (Interim) – Planning & Regulatory Services	This item follows the Commission's review of a set of consultation findings on views towards the night time economy which were being used to help inform the revision of the Licensing Policy.

Meeting	Item	Directorate / lead	Comment / purpose of item
	Update on Housing Transition and Housing Repairs Review	Neighbourhoods and Housing, Michael Scorer, Director of Housing	4 <sup>th</sup> update since the completion of the review in 2013.  To check on the progress in moving the remaining areas of work through to completion and in the extent to which the achieved improvements have been sustained. To enable the Commission reach a view on whether 2017/18 should see any further visit of the Housing Repairs area.
	Response by the Council to the Grenfell Tower Fire	Neighbourhoods and Housing, Michael Scorer, Director of Housing	To explore the actions that the Council has been taking following the tragic fire at Grenfell Tower on the 14 <sup>th</sup> June.  To reach a view on how the Commission might keep the response of the Council under review.
	Overview of the Hackney Safer Neighbourhood Board	Nicola Baboneau, Safer Neighbourhoods Board	An introduction to the Board for Members who have not previously covered community safety areas in a scrutiny setting.
	Air Quality Review – Draft report	Tom Thorn, Overview and Scrutiny Team	Members to agree report / agree subject to amendments
August Recess – no meetings			
<b>11<sup>th</sup> September</b>	Response by the	Neighbourhoods	To be scoped.

Meeting	Item	Directorate / lead	Comment / purpose of item
<b>2017</b> Room 103, Hackney Town Hall  Agenda dispatch: 1 <sup>st</sup> September 2017	Council to the Grenfell Tower Fire	and Housing, Michael Scorer, Director of Housing	
	Written update on performance and management of Specialist Electrical Services Contract	Neighbourhoods and Housing, Michael Scorer, Director of Housing	<p>The Budget Scrutiny work by Living in Hackney in July and October 2016 heard that work was ongoing to improve housing contractor performance. This had the aim of both improving customer experience and helping to deliver savings required.</p> <p>To sample test this, the Commission asked for an update on the performance of a new contract (for Specialist Electrical Works) 6 months into its lifecycle.</p> <p>The update in April showed performance to not have been as good as expected at go live. Following this, the Commission asked that a written update on performance be provided to the first Commission meeting of the new year. This is prior to the Director of Housing Services re-attending the Commission in October for a further update.</p>
	An update on the approaches of the Housing Supply and Estate Regeneration Programmes	John Lumley, Director of Regeneration	<p>For the Commission to discuss and ask questions about the following housing regeneration programmes:</p> <ul style="list-style-type: none"> <li>• Estate Regeneration - managing the Council-led direct delivery of nearly 3,000 new Council homes at 18 sites – more than half for social renting and shared ownership)</li> <li>• Housing Supply Programme – Acting as developer to deliver 400 homes on underused Council land. 400 in initial programme, 70% for social rent and shared ownership.</li> </ul>

Meeting	Item	Directorate / lead	Comment / purpose of item
<p><b>16th October 2017</b> Room 103, Hackney Town Hall</p> <p>Agenda dispatch: 6<sup>th</sup> October 2017</p>	<p>Temporary Accommodation – focus on future management approaches</p>	<p>Kay Brown, Director of Customer Services</p>	<p>Focusing on current and potential future approaches within national policy constraints to best cater for the needs of residents.</p>
<p><b>20<sup>th</sup> November 2017</b> Room 103, Hackney Town Hall</p> <p>Agenda dispatch: 10<sup>th</sup> November 2017</p>			
<p><b>17<sup>th</sup> January 2018</b> Room 103, Hackney Town Hall</p> <p>Agenda dispatch: 9<sup>th</sup> January 2018</p>			

Meeting	Item	Directorate / lead	Comment / purpose of item
<b>26<sup>th</sup> February 2018</b> Room 102 Hackney Town Hall Agenda dispatch: 16 <sup>th</sup> February 2018			
<b>26<sup>th</sup> March 2018</b> Room 103, Hackney Town Hall Agenda dispatch: 16 <sup>th</sup> March 2018			

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# Overview & Scrutiny

## Children & Young People Scrutiny Commission Work Plan June 2017 – March 2018

**Agreed in-depth review:** Child & Adolescent Mental Health: early intervention and support to schools.

**Spotlight review:** Recruitment and support for foster carers.

**To agree and/or schedule:**

- The cessation of the Educational Services Grant – transformation plans;
- SEND - transformation plans (not budget);
- Children in Temporary Accommodation.

Date	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<b>14<sup>th</sup> June 2017</b>  Papers deadline: 5 <sup>th</sup> June 2017  Agenda dispatch: 6 <sup>th</sup> June 2017	Election of Chair and Vice Chair		
	Special Education Needs (SEND) provision in Hackney. Update on: <ul style="list-style-type: none"> <li>• Update on financial position;</li> <li>• Key priorities and challenges for the service in the short- medium term;</li> <li>• Further details of any agreed or planned service changes in the next Municipal year.</li> </ul>	Cllr Anntoinette Bramble, Deputy Mayor and Cabinet Member for Children’s Services  Anne Canning, Group Director Children and Families	
	2016/17 Work Programme	Martin Bradford, Scrutiny Team	
	Childcare – 30 Hour Free Entitlement - Review process and outline conclusions	Martin Bradford, Scrutiny Team	

Date	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<b>12<sup>th</sup> July 2017</b> Papers deadline: 3 <sup>rd</sup> July 2017  Agenda dispatch: 4 <sup>th</sup> July 2017	School Admissions Annual scrutiny of school admission data.	Marian Lavelle, Head of Admissions + Pupil Benefits Hackney Learning Trust – Education Services.	Format as presented in 2016/17.
	Childcare – 30 Hour Free Entitlement Final Report	Martin Bradford, Scrutiny Team	
	Work Programme Report To review and monitor progress	Martin Bradford, Scrutiny Team	To meet with Group Director and Cabinet Member to discuss work programme.  To meet with key stakeholders to scope in-depth review and ‘spotlight review’.
<b>August – Recess – No Public Commission Meeting</b>			
<b>14<sup>th</sup> September 2017</b> Papers deadline: 30 <sup>th</sup> August 2017  Agenda dispatch: 6 <sup>th</sup> September 2017	Unregistered Educational Settings - Draft report Review conclusions and recommendations and agree report	Martin Bradford, Scrutiny Team	
	CAMHS: early intervention and support to schools: Scoping Report	Martin Bradford, Scrutiny Team	Consultation with key stakeholders to identify scope of review.
	CAMHS: early intervention and support to schools: Evidence session 1.	CAMHS Commissioners: CCG and LBH (ALL TBC) Service Providers: CAMHS, HLT (ALL TBC)	
	Work Programme Report To review and monitor progress	Martin Bradford, Scrutiny Team	To present work programme to Scrutiny Panel 17/07/17.

Date	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
	Recruitment and Support to Foster Carers: Scoping Report	Martin Bradford, Scrutiny Team	Consultation with key stakeholders to identify scope of review.
<b>10<sup>th</sup> /11<sup>th</sup> October 2017 (TBC)</b> 9.30 -17.00 19.00-21.00	Recruitment and Support of Foster Carers Spotlight Review – scrutiny in a day.	Stakeholders and other contributors to be identified.	Consultation with key stakeholders to identify scope of review. Scoping report developed and approved by Commission.
<b>18<sup>th</sup> October 2017</b>  Papers deadline: 9 <sup>th</sup> October 2017  Agenda dispatch: 10 <sup>th</sup> October 2017	Annual Question Time with Cabinet Member for Children’s Services	Cllr Anntoinette Bramble, Deputy Mayor and Cabinet Member for Children’s Services	The Commission to identify 3 areas for depth questioning in advance (15/9/2017) To include budget and performance monitoring of service area.
	CAMHS: early intervention and support to schools. Evidence session 2.	Local CAMHS Providers (TBC) Schools Representation (TBC)	
	Work Programme Report To review and monitor progress	Martin Bradford, Scrutiny Team	
<b>27<sup>th</sup> November 2017</b> Papers deadline: 16 <sup>th</sup> November  Agenda dispatch: 17 <sup>th</sup> November 2017	Children's Social Care Bi-Annual Report to Members	Sarah Wright, Director of Children & Family Services Deborah Ennis, Interim Safeguarding and Learning Team Manager	
	Exclusions Review – Review Update	Andrew Lee, Assistant Director, Education Services, Hackney Learning Trust	

Date	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
		Paul Kelly, Head of Wellbeing and Education Safeguarding, Hackney Learning Trust	
	CAMHS: early intervention and support to schools. Evidence session 3.	Contributors TBC	
	Recruitment and Support to Foster carers: Final Report	Martin Bradford, Scrutiny Team	
	Work Programme Report To review and monitor progress	Martin Bradford, Scrutiny Team	
<b>15<sup>th</sup> January 2018</b> Papers deadline: 4 <sup>th</sup> January 2018  Agenda dispatch: 5 <sup>th</sup> January 2018	Annual Update on Achievement of Students at Early Years Foundation Stage, Key Stage 2 and Key Stage 4	Angela Scattergood, Head of Early Years, Hackney Learning Trust; Hilary Ryan, Principal Adviser Primary, Hackney Learning Trust; Martin Buck, Head of Secondary, Hackney Learning Trust	To be ascertain with Assistant Director at HLT that available performance data will be confirmed. If not confirmation data not available before 1 <sup>st</sup> February then, this item to remain on January agenda.
	Integrated Commissioning – the establishment of integrated commissioning framework for CYP services across Hackney.	Amy Wilkinson, Director CYP Integrated Commissioning Angela Scattergood, Head of Early Years	Chair to meet with officers (25/10/17) to scope out the nature of this report and how scrutiny can add value to this process.
	Work Programme Report To review and monitor progress	Martin Bradford, Scrutiny Team	
<b>19<sup>th</sup> February</b>	Children's Social Care Bi-Annual	Sarah Wright, Director of	

Date	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<b>2018</b> Papers deadline: 8 <sup>th</sup> February 2018  Agenda dispatch: 9 <sup>th</sup> February 2018	Report to Members – short update to be confirmed.	Children & Family Services Deborah Ennis, Interim Safeguarding and Learning Team Manager	
	Annual Report City and Hackney Safeguarding Board	Jim Gamble, Chair of the City and Hackney Safeguarding Children Board  Rory McCallum, Senior Processional Adviser	
	CAMHS: early intervention and support to schools. Final Report	Martin Bradford, Scrutiny Team	
	Work Programme Report To review and monitor progress	Martin Bradford, Scrutiny Team	

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<b>Scrutiny Panel</b> 17 <sup>th</sup> July 2017 <b>Scrutiny Panel Work Programme for 2017/18</b>	Item No  <b>8</b>
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## **Outline**

Attached is the draft work programme for the Scrutiny Panel for 2017/18. Please note this is a working document regularly revised and updated.

## **Action**

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

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# Overview & Scrutiny

## Scrutiny Panel

### Rolling Work Programme June 2017 – April 2018

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

Dates	Proposed Item	Directorate and officer contact	Comment and Action
<b>Mon 17<sup>th</sup> Jul 2017</b>  Papers deadline: Wed 5 <sup>th</sup> July	Cabinet Question Time Mayor Glanville	Mayor's Office Ben Bradley / Tessa Mitchell	CQT session covering <ul style="list-style-type: none"> <li>Housing Company and future plans for this</li> <li>Integrated Commissioning update - including but not limited to future plans to roll in youth commissioning</li> <li>Civil resilience and planning</li> <li>What is Hackney Council's view on the new administration (following the General Election) and the impact this may have on Hackney in terms of budget, policy and service provision.</li> </ul>
	Quarterly Finance Update	Finance and Corporate Resources Ian Williams	Quarterly finance update to cover: <ul style="list-style-type: none"> <li>Capital Risk – review of the council's use of assets and capital programme.</li> <li>Special Educational Needs – budget and overspend</li> <li>Temporary Accommodation – budget and spend</li> </ul>

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Overview and Scrutiny Work Programme Review	Overview and Scrutiny Team Tracey Anderson	Discussion and review of the Overview and Scrutiny function work programme for 2017/18. Update from each scrutiny commission Chair on their work programme for 2017/18.
	Scrutiny Panel Work Programme 2017/18	Overview and Scrutiny Tracey Anderson	Discuss and agree the Scrutiny Panel work Programme for 2017/18
<b>Mon 23 Oct 2017</b> Papers deadline: Wed 11 <sup>th</sup> Oct	Quarterly Finance Update	Finance and Corporate Resources Ian Williams	<b>TBC</b>
	Chief Executive Question Time	Chief Executive's Office Tim Shields / John Robinson	<b>TBC</b>
	Performance Review	Overview and Scrutiny Tracey Anderson	Review of the approach taken by Governance and Resources Scrutiny Commission to performance review of a service provision.
<b>Mon 11 Dec 2017</b> Papers deadline: Wed 29 <sup>th</sup> Nov	Quarterly Finance Update	Finance and Corporate Resources Ian Williams	<b>TBC</b>
	Cabinet Question Time Mayor Glanville	Mayor's Office Ben Bradley / Tessa Mitchell	<b>TBC</b>
	Budget Scrutiny	Finance and Corporate Resources Ian Williams / Tracey Anderson	Review of the requests Budget Scrutiny and the format of this work.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
<b>Mon 7 Feb 2018</b> Papers deadline: Fri 26 <sup>th</sup> Jan	Quarterly Finance Update	Finance and Corporate Resources Ian Williams	<b>TBC</b>
	Chief Executive Question Time	Chief Executive's Office Tim Shields / John Robinson	<b>TBC</b>
<b>April 2018</b>		<b>PURDAH NO MEETINGS</b>	

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