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13 March 2009

Overview and Scrutiny Committee, 16 March 2009

Please find attached answers to advance submitted questions:

- 6. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR
COMMUNITY COHESION AND INVOLVEMENT (PAGES 1 - 12)**
- 10. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR
CHILDREN AND YOUNG PEOPLE (PAGES 13 - 18)**

Yours sincerely

Helen Jones
Principal Committee Coordinator

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**QUESTIONS TO THE CABINET MEMBER FOR COMMUNITY COHESION AND INVOLVEMENT –
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| Page no. in full agenda pack | Question/Observation | Answer (Where applicable) |
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| <p>Page 1 (Customer Focus)</p> | <p>Questions from Cllr Karen Alexander</p> <p>1. How much does the WOW Award scheme cost to administer? In the current economic climate is it viable to continue?</p> | <p>As Haringey Council was the first council in the UK to subscribe to the WOW Awards, the usual license fee is not applied to us and we receive the services of the WOW! organisation for free. The administration of the scheme has been subsumed by the complaints teams across the council and the central Feedback and Information Team, thereby not incurring any direct staff costs. Costs of nomination forms, posters etc and corporate presentations amount to less than £5,000 a year. To date, council staff have received around 2,500 nominations – and customer interest has been sustained - and have won 183 national awards.</p> |
| <p>Page 1 (Customer Services)</p> | <p>2. Why are there 4 customer service centres? Have the council explored the possibility of bringing them all under one roof?</p> | <p>The network of four Customer Service Centres (CSC) were located strategically to enable the greatest number of customers the easiest access to face to face Council services. The CSCs are part of an integrated access strategy that includes the Website, Call Centre and CSCs. Each access “channel” aims services at key user groups, although they are open for all. The CSCs are aimed at providing services to those who are less mobile / socially excluded / have a culture of face to face service provision. A number of services have been merged into the CSC network, such as the Area Housing Offices, reinforcing their strategic positions as the Council’s primary face to face access point in the community. The CSCs are managed in two service groups; North and South Tottenham form the Tottenham Group, Wood Green</p> |

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| | | <p>and Hornsey form the Wood Green and Hornsey Group. Analysis of the footfall for the two groups show that they are equal in the numbers of residents they see. A review of the strategy has recently taken place as part of the Accommodation strategy. The strategy outlined the Council's plan to retain a network of four CSCs in a "hub and spoke" configuration. Customer Survey work in support of this strategy around South Tottenham reconfirmed the communities aspiration to have a site in the locality.</p> |
| <p>Page 1 (Corporate Voluntary Sector Team)</p> | <p>3. Does the team seek funding outside the council or is it solely funded by the council?</p> | <p>The Corporate Voluntary Sector Team administrators and monitors £2.4million of Council resources to 40 VCS Haringey based organisations that demonstrate they:</p> <ul style="list-style-type: none"> • Play a strategic role in voluntary sector activity and development in Haringey, • Are key partners with the Council and partner agencies in supporting the delivery of Haringey's Sustainable Community Strategy and LAA targets; • Support voluntary sector sustainability and development in Haringey. <p>The Team does not seek or administer external funding sources (from outside the Council) but in partnership with funded voluntary organisations, other services provides and partners provides support, intelligence and capacity building so that the sector is better placed to attract funding through commissioning opportunities and from independent sources. In 2007/08 the 40 Council core funded organisations directly attracted an additional £14million into their organisations for voluntary sector and community benefit.</p> |
| <p>Page 2</p> | <p>4. Are there plans to review the current performance levels? With</p> | <p>Performance targets are reviewed annually as part of the</p> |

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| (Complaints and suggestions) | the current performance levels 10% of all submitted complaints may not be answered within target. | business planning process. The response timescale was reduced from 15 to 10 working days in 2006, and overall stage 1 performance levels have improved from 80% in the year before that to the current 90% (in 5 days less). The average time taken to respond to all stage 1 complaints has improved from 13 to 9 working days over a 3 year period. |
| Page 2 (Members' enquiries) | 5. The attitude of some of the officers is poor, what is being done to address this? | If members have any general or specific concerns about the operation of the member enquiry procedures, they should raise their concerns with either the lead member, relevant service head, if appropriate, or with the Feedback and Information Team, who have overall responsibility for the procedures. |
| Page 2 (Data Protection) | 6. Will the council continue the policy of altering residents' personal details without notifying them first? | Please clarify what policy this question is referring to. |
| Page 2 (F of I Requests) | 7. How many requests have been turned down in the past 2 years and for what reasons? | <p>We did not record details of FOI requests that were refused or reasons for that refusal before May 2008. Between May 2008 and 10 March 2009 we have refused or partly refused (many FOI requests ask for more than one item of information) 47 FOI requests out of a total of 623 requests received. The reasons are given below.</p> <p>S 21 information available elsewhere, 9 S 30 disclosure would prejudice investigations/proceedings, 1 S 31 disclosure would prejudice law enforcement, 1 S 36 disclosure would prejudice conduct of public affairs, 12 S 40 disclosure would involve personal information, 14 S 42 disclosure would involve legally privileged material, 2</p> |

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| <p>Page 2 (Equalities & Community Cohesion)</p> | <p>8. What measures are in place to judge the success of this team?</p> | <p>S 43 disclosure would prejudice commercial interests, 8</p> |
| <p>Equalities was an underpinning theme of the CPA and will be key in the CAA. Success will be measured by:</p> <ul style="list-style-type: none"> • The Council's compliance with the Equalities Standard for local government • Ensuring the council meets its statutory public duties in relation to equalities. • Ensuring we comply with employment law in relation to equalities • NI 1 % of residents that say Haringey is a place where people from different backgrounds get on well together <p><i>Ans. 80 % of residents say Haringey is a place where people from different backgrounds get on well together</i></p> <ul style="list-style-type: none"> • Number of community groups, individuals and strategic partners participating in the Community Cohesion Forum • <i>Ans. Over 220 community groups, individuals and strategic partners participating in the Community Cohesion Forum.</i> <p><i>152 people attended the Community Cohesion Intergenerational conference showcasing local projects in Oct 08</i></p> <ul style="list-style-type: none"> • Feedback from equalities events <p><i>Ans. Feedback from equalities events is positive 99.5% so far this year 08/09</i></p> | | |

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| <p>Page 3 (Neighbourhood Management)</p> | <p>9. How successful have these teams been in engaging local residents? Which is the most successful team? Is best practice being adopted and shared between teams?</p> | <p>Neighbourhood Management engages and supports community groups and initiatives at various levels, including:</p> <ul style="list-style-type: none"> • Resident Associations • Community Association • Friends of Parks Groups • Faith Groups • Allotment Groups • Safer Neighbourhood Police Team panels • Consultation with local residents <p>The service has an important role in building effective engagement with community organisations, the voluntary and community sector, through developing active participation in local governance structures. Neighbourhood Managers support existing residents associations and encourage the formation of new groups.</p> <p>Access to Services. We work closely with hard to reach communities to build and develop a community network. We work with service providers to deliver one day events providing information and workshops around making better use of local services and to understand rights and responsibilities. Our 2008 – 2009 programme involved a wider range of Haringey’s communities including Turkish, Somali, Orthodox Jewish, Polish, Francophone, and Greek speaking elders.</p> <p>Young Advisors. Neighbourhoods have been working with the Youth Service to recruit young people to become Young Advisors. Young Advisors are young people aged between 15 and 21, who show community leaders and decision</p> |
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| | | <p>makers how to engage young people in community life, regeneration and renewal. Young Advisors can help design service planning, facilities, strategy, action plan, and get engagement with young people right the first time.</p> <p>Capacity Building. Neighbourhood Management has developed a programme of capacity building training workshops for Haringey residents and groups. Six training sessions have been organised. These sessions were aimed at local individuals and groups and supported resident engagement and capacity building along with the formation and development of community/ voluntary groups in Haringey. The sessions were delivered in January and February 2009.</p> <p>These are just a small example of the service offer that Neighbourhood on community engagement across Haringey.</p> <p>We continue to develop and share best practice in our work on community engagement. Officers across the service all teams work together to deliver initiatives. Community Development Officers and other staff meet regularly to discuss their work and share good practice.</p> |
| | <p>Questions from Cllr John Oakes</p> <p>10. What is the average Area Assembly cost for officer-attendance overtime; why is the officer:resident ratio is usually very high, and what steps are being taken to promote ordinary residents as group-discussion leaders (as opposed to officers and councillors).</p> | <p>Area assemblies are central part of the service offer for Neighbourhood Management. All costs of Area Assemblies are contained as part of the core costs of the services. They are integral to the work the Council and Partners in building engagement with residents and community groups to ensure that local people have greater opportunities to have their say.</p> <p>Officer's from across the Council and partner agencies do</p> |

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| | | <p>attend Assemblies and this reflects the commitment to listening to the views of local resident's, community organisation and groups on their work and addressing local issues.</p> <p>Area Assemblies now promote their work through "local News" pages printed as part of the new special editions Haringey People. This enables us to reach a substantially wider audience.</p> <p>Area Assembly chairs are encouraged to trial new formats and ways of promoting participation for their assemblies (work shops, discussion panels and partner information stalls)</p> <ul style="list-style-type: none"> • have meetings at different and more community accessible locations (parks, sheltered accommodation, etc). • Different times of the day and at weekend to target families and older people (afternoon assemblies and weekends there are limits on this due to funding/budgets).having themed meetings (transport, planning, intergenerational etc.) |
| | <p>11. What is the precise link is between Area Assemblies and Full Council Agendas. Cllr Oakes has never heard a single idea generated at an Area Assembly result in a motion for debate in Full Council , or be quoted in the Chamber as originating from an Area Assembly.</p> <p>Apart from the token "Making a Difference" money-allocation schemes, are AAs not in danger of being seen as talking-shops?</p> | <p>Formally, Area Assemblies are advisory bodies to the Council, with no decision-making powers. Assemblies do feed into and influence formal decision-making processes within the Council and other agencies, by raising local concerns and proposing local solutions.</p> <p>Area Assemblies are central to supporting the work the Council and Partners in listening and responding to local issues. Opportunities for further engagement are provided</p> |

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| | | <p>such as the recent information on participating in the Core Strategy consultation and a specific Area Assembly on key issues for a key user group. The Making the Difference programme is an important mechanism for local people to have their say in what improvements they would like to see in their area and for building community cohesion.</p> |
| | <p>12. (Relating to the Haringey Council Consultation Strategy Development report, considered at the Overview and Scrutiny Committee on 21 January 2009) Why is there so little mention in the report of any concrete steps to be taken? It is mostly generalised and aspirational.</p> <p>And why, (18.7) if the "consistency of good practice throughout consultation" is so important, there were so many mistakes, lack of consultation and failure to deal considerably with residents over the Bounds Green CPZ</p> | <p>The strategy development report was taken to O&S at an early stage of development to seek member views in order to inform the way the strategy should be moved forward. More concrete proposals will be included in the final document which will support the wider HSP community engagement framework.</p> <p>The implementation of consultation for the CPZ schemes is through the specific service. The Council conducted an extensive consultation process which included 2 formal phases of consultation carried out between 30th June and 30th October 2006, and statutory consultation carried out between 1st January and 1st February 2007. The first phase of formal consultation covered a large area to enable the wider community to provide their views on parking issues for the area and to assess what impact there could be in the event of their road not being included. The second phase of formal consultation covered a smaller modified area where a majority of responses from the phase one consultation were in favour of parking controls. Drop in sessions took place – in particular for Myddleton Road.</p> |
| <p style="text-align: center;">Questions from Cllr Lyn Weber</p> | | |
| <p>Page 1 (Corporate)</p> | <p>13. What resources are you putting into assisting small voluntary and community organisations to become financially self</p> | <p>The Corporate Voluntary Sector Team (CVST) core funding is targeted to Haringey based organisation that have</p> |

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| <p>Voluntary Sector Team)</p> | <p>sustaining to ensure the voluntary and community organisations do not collapse and fail once the three year core funding has run out?</p> | <p>demonstrated their role in providing activities and developments that support the sustainability of the sector. However the CVST work closely with Haringey's Association for Voluntary and Community Organisations (HAVCO) on their capacity building programme for small voluntary and community organisations (VCO) and in partnership with HAVCO have led on developing quality assurance measures that can be used by small VCO. These quality measures will assist small VCO in demonstrating their ability to provide accountable and well managed services in order to attract external funding opportunities.</p> |
| <p>Page 2 (Complaints and suggestions)</p> | <p>14. What improvements have you witnessed as a result of feedback from stage 1, 2, 3 and ombudsmen complaints?</p> | <p>Three examples of recent improvements from complaints are the regular review with the Valuation Office of temporary council tax bandings to expedite permanent banding decisions; a new storage policy for possessions of clients moving out of temporary accommodation; and new leaflets explaining residential care home costs for service users.</p> |
| <p>Questions from Cllr David Winskill</p> | | |
| <p>Page 3 (Neighbourhood management)</p> | <p>15. Please give the figures for the notional staffing support figures for each neighbourhood assembly and the actual figures of those in post, both permanent and temporary.</p> | <p>Haringay and St Anns – 3 posts, 1 post vacant recruitment underway Wood Green – 3.5 posts, 0.5 post vacant West Green and Bruce Grove – 3 posts, no vacancies Tottenham and Seven Sisters – 4.5 posts, 1.5 posts vacant recruitment underway Northumberland Park and Whiter Hart Lane – 4.5 posts, 1.5 posts vacant recruitment underway.</p> |
| <p>Page 9 (Communications)</p> | <p>16. Mention is made of “rebuilding confidence in child protection. <ul style="list-style-type: none"> • Please tell us how this will be attempted. • What the objectives of the campaign will be. </p> | <p>Rebuilding confidence in child protection will be achieved by demonstrating our implementation of the JAR Action plan. Key milestones will be Ofsted’s comments on the plan by</p> |

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| | <ul style="list-style-type: none"> • What measure for success will be put in place. • Whether any outside agencies will be used. • If so, what their brief(s) is. <p>Details of any budgets set aside to do so.</p> | <p>the end of this month and their further review in June. Communications activity will support these milestones. No outside communications agencies have been briefed regarding this and no additional budget is allocated.</p> |
| <p>Page 9 (Corporate Voluntary Sector Team)</p> | <p>17. Mention is made of “intensive monitoring and support” to organisations “failing to meet required standards”. Please tell us</p> <ul style="list-style-type: none"> • Who the organisations are • How they are perceived to be failing • The amounts of grant(s) involved • How the monitoring takes place • What support is offered | <p>Through the monitoring and support provided by the CVST to core funded organisation there are times when it is apparent that, like any small business, they are struggling to maintain the standards required of a core funded organisation. There are a number of ways these difficulties will be identified and include:</p> <ul style="list-style-type: none"> • Annual financial submission to the Council • Monitoring visits to the organisation • Annual monitoring returns • Direct contact made to the CVST by a member of the organisation • Complaints made about the organisation • Failure to provide requested information. <p>Over the last year 6 organisations have required intensive resource input by CVST officers with core grant funding ranging from £28k-£80k. The type of support provided by the CVST is flexible as officers need to consider the presenting concern, the organisations acceptance of Council intervention and willingness to work with Council officers and other more appropriate support networks available (E.g. HAVCO).</p> <p>Examples of the type of difficulties organisations have faced are:</p> <ul style="list-style-type: none"> • Financial vulnerability due to falling revenue streams • Poor financial management • Personnel issues |

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| | | <ul style="list-style-type: none">• Break down of management and governance structures• Issues with premises <p>Part of the role of the CVST is to provide time resource and support, not only to individual funded voluntary organisations, but also to colleagues in both the Council and partner agencies who have service delivery interests in a voluntary organisation that is not meeting or at risk of not meeting the required standards.</p> |
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| Questions from Cllr Alexander | | |
| | 1. Following up from the question and answer I received at Full Council in relation to the progress on the Heartlands School project, the answer provided me with the update I required but it is still not clear whether the school will be open for business in September 2010 and I would like the Cabinet Member's assurance that this will be the case please. | We are still planning for the school to open in September 2010 for the first cohort of year 7 pupils as part of a phased opening. However, prior to final contract signings, we will review carefully the impact of the economy on the take-up of places, particularly as it relates to the programme of house-building in the Wood Green area. |
| Page 59 | 2. What measures are in place to ensure that improvements are successful following the reconfiguration of the C & YP Service Dept? | Changes to referral and assessment are underway to ensure that the initial response is more efficient, effective and child focussed. The changes involve review of systems, processes and structures and will take time to have an impact. We are monitoring outcomes through auditing of cases, particular scrutiny of high risk cases, improved multi-agency working and feedback and continued work on improving supervision and reviewing impact of training. |
| Page 59 | 3. Will this "crafting an offer" include offering higher salaries than currently offered? If yes, how will this be funded? | We know that higher salaries on their own are not the answer to improved recruitment and retention. Other factors need to be addressed including good line management and supervision, support, opportunities for development and good environment to work in. These will all be part of the package being developed. |
| Page 59 | 4. School places – which areas of the borough are these most needed and how will this be delivered? | There are places for all Haringey children at reception and secondary transfer for 2009 entry. For future years, birth rates have been very high and these cohorts will be reaching our schools over the next couple of years. For this |

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| | | <p>reason, in line with our policy of providing school places where they are needed at popular and successful schools, we will be proposing at our Cabinet meeting on 24 March to consult further, with the publication of statutory notices, on the expansion of Rhodes Avenue primary school.</p> <p>A full analysis of school place demand and supply will, as in all recent years, be reported through Cabinet in July 2009. Primary rolls are expected to grow in coming years and the annual report will set out our other plans in response to this.</p> |
| Page 59 | 5. Key Stage 2 results – how are these going to be driven up? | <p>After year on year improvements the Key Stage 2 results in 2008 dipped. There were major problems with the marking of the tests in 2008 and the results remain provisional. We have worked even harder this year with headteachers to improve Key Stage 2 results. This has included a range of intervention programmes for years 5 and 6, targeted programmes for schools where there were particular concerns about under achievement in 2008, subject leadership programmes, middle management training and development, year 6 one to one support for pupils who need further dedicated support and a focus on under achieving groups. The new measure for all results is English and mathematics combined. The early years and Key Stage 1 programmes are also seen as essential in laying strong foundations, for example in language and literacy skills on which Key Stage 2 will build.</p> |
| Page 58 | 6. Heartlands School Head Teacher appointment: What are his aims and vision for the school? Will their salary kick in even if the school doesn't open on time? | <p>The new headteacher will take up his appointment full time from September 2009. During the year prior to opening he will be working to ensure that the school is ready to open and receive the first intake of year 7 pupils. He is an experienced Deputy Head and during the interview articulated a clear vision for the new school. He was</p> |

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| | | <p>particularly strong on community involvement and has already started to work with the Temporary Governing Body and wants to develop links with prospective parents and the local community. He wants the school to be an inclusive school at the heart of the community it serves and to provide a first class education in the broadest sense of the word.</p> |
| | <p>7. Despite the difficulties faced by the former head of Children's Services, the educational levels have risen impressively over the last few years – is the new head confident that he can continue this year on year rise and indeed better it?</p> | <p>The support systems that have led to impressive gains in educational attainment remain and the intention is to continue the improvements. The schools and Local Authority have high ambitions for what Haringey's young people can achieve and we will continue to set high expectations and strive to meet them.</p> |
| Questions from Cllr Weber | | |
| Page 57 | <p>8. Children in Care. Across the Council 80 staff have under taken RESPECT training plus a handful of Councillors (both Labour and Lib Dem). Will Cllr Lorna Reith attend and actively promote Haringey's "RESPECT" training course?</p> | <p>Cllr Reith has received good feedback from participants of the Total Respect course and is looking into attending.</p> |
| Questions from Cllr Winskill | | |
| Page 58 | <p>9. JAR Action plan – when will Haringey get a response back from Ed Balls and how will the response be shared with cabinet, councillors and partner organisations? Have there been any direct discussions with Mr Balls and/or his advisors? If so, please indicate the scope of the discussions and any actions/decisions taken.</p> | <p>The Secretary of State has asked Ofsted to report their assessment of the JAR Action Plan by 31st March. Our assumption is that we will hear at the same time that he does. Having been open and transparent in the preparation and submission of the Plan, we will be as much so in dealing with the response.</p> <p>As has been reported several times before, there are regular meetings/discussions with the Secretary of State's office. The Leader, Lead Member, Chief Executive and Director meet the Secretary of State and Minister for Children &</p> |

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| | | <p>Families monthly to report on progress. In the intervening two weeks between those meetings, there are meetings with officials from the Secretary of State's office. The discussions cover the progress being made in preparation (now delivery) of the Plan, together with any other matter that the Director thinks the Secretary of State might need to know about. These are effectively monitoring meetings and not a forum for decision making or other actions.</p> |
| | <p>10. On 27th February, the Evening Standard announced the setting up of an external Quality outcomes Board. Please tell us</p> <ul style="list-style-type: none"> • the remit of this board • the reporting structure (internal and external) • how members were recruited • how the idea of the board originated • who will provide the secretariat for the Board. • of any other local authorities that have set one up. • Whether the minority groups will be invited to participate in the activities of the board. • How will the local Safeguarding Children board relate to the QOB? • Are there any members common to both Boards? • Please tell us how far the plans for the QOB where advanced when Cllr Reith and the CYP director appeared at OSC last month to present the Jar Action Plan. • Please tell us why no mention of the QOB was made at this meeting. • Please tell us why no mention of the Board was made during the motion on CYP Scrutiny at the last full Council. • Please tell us why communication with Haringey | <p>I am not able to answer the majority of the questions you have asked concerning the Qualities Outcomes Board (QOB), as they fall outside the Children & Young People Cabinet portfolio. However I can respond to your query asking how the Safeguarding Children's Board would relate to the QOB as follows:</p> <p>The Safeguarding Children's Board is independent of the Council and as such will bear no relation to the QOB.</p> <p>As this is the only information regarding the QOB that as Cabinet member for Children & Young People I am able to provide you with for this meeting, I suggest that you write to the Leader who will be able to answer the remainder of your questions in writing ASAP. Alternatively the Leader of the Council can answer any questions you choose to submit about the role and remit of the QOB when she is next scheduled to attend Cabinet Question time at Overview & Scrutiny Committee.</p> |

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| | Councillors about the QOU was made through newspapers. | |
| Page 59 | 11. OSC has asked that more apprenticeships are mediated through the BSF programme, as well as increasing the number of jobs made available to local people. Would the lead member update us on any initiatives/developments in this area. | <p>Haringey BSF's contractors are to employ a wide range of apprentices, with the first group of apprentices set to start training in September 2009.</p> <p>RM, the ICT provider, will train IT apprentices at each of the secondary schools. They will complete an initial five months of studying at a specialist training centre, prior to six months working at one of the school sites. Following this, the apprentices will be guaranteed an interview with RM.</p> <p>The building contractors involved on the BSF programme have also agreed in principle to take on apprentices at each of their projects (1 apprentice for every 4 to 5 million pounds per contract) and to ensure that they identify opportunities for local employment. It is hoped up to 30 apprentices will develop through this scheme.</p> <p>Haringey Council's 14-19 team will be responsible for ensuring these schemes attract suitable candidates.</p> |
| Page 59 | 12. Please update us on the work being done to recruit and retain permanent social workers. | <p>A range of options are being developed including improving communication and addressing specific concerns raised, visible senior management support and feedback, prioritising for improvement the area where recruitment is most difficult ie referral and assessment, a review of roles, tasks and responsibilities to inform future recruitment, continuation of the graduate social worker recruitment scheme</p> |
| Page 59 | 13. In your key issues and challenges note, you mention challenges to the delivery of the BSF programme in the context of | <p>Although the schemes are not PFI based we have experienced some delay in getting to contract closure; due</p> |

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| | <p>the credit crunch and delays to PFI deals. Please update the committee on the issue and indicate any specific projects (pending or ongoing) that are likely to experience delays.</p> | <p>to the adoption of early work packages and proceeding under letters of intent this has not to date incurred significant delay to planned scheme completion dates. Sticking as closely as possible to start on site and scheme completion dates will remain one of our key priorities” .</p> |
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