

## NOTICE OF MEETING

# CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL

**Monday, 26th June, 2023, 7.00 pm - Woodside Room - George Meehan House, 294 High Road, N22 8JZ (watch the live meeting [here](#), watch the recording [here](#))**

**Councillors:** Makbule Gunes (Chair), Anna Abela, Gina Adamou, Mark Blake, Lotte Collett, Marsha Isilar-Gosling and Sue Jameson

**Co-optees/Non Voting Members:** Yvonne Denny (Church representative), Lourdes Keever (Church representative), Amanda Bernard (Haringey SEND Parent Carer Forum) and Venassa Holt (Parent Governor representative)

**Quorum:** 3

### 1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### 2. APOLOGIES FOR ABSENCE

### 3. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with as noted below).

#### **4. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

#### **5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, Paragraph 29 of the Council's Constitution.

#### **6. MINUTES (PAGES 1 - 8)**

To approve the minutes of the meeting of 23<sup>rd</sup> March 2023.

#### **7. TERMS OF REFERENCE AND MEMBERSHIP (PAGES 9 - 46)**

To note the terms of reference and membership of the Panel.

#### **8. APPOINTMENT OF NON VOTING CO-OPTED MEMBER (PAGES 47 - 50)**

To approve the appointment of a non-voting co-opted member to the Panel.

#### **9. CABINET MEMBER QUESTIONS: CHILDREN, SCHOOLS AND FAMILIES**

An opportunity to question Councillor Zena Brabazon, the Cabinet Member for Children, Schools and Families, on developments within her portfolio.

#### **10. OFSTED INSPECTION OF LOCAL AUTHORITY CHILDREN'S SOCIAL CARE (PAGES 51 - 82)**

To consider the outcome of the recent inspection of children's social care services at the Council and the action plan arising from it.

#### **11. SEND - EARLY INTERVENTION (PAGES 83 - 98)**

To consider and comment on how early intervention is undertaken by the Council for children and young people in order to prevent needs from escalating.

**12. SCRUTINY REVIEW ON CHILD POVERTY - UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS (PAGES 99 - 112)**

To receive an update on the implementation of the recommendations of the review on child poverty that was undertaken by the Panel in 2021-22 and responded to by Cabinet on 18 October 2022.

**13. WORK PROGRAMME UPDATE (PAGES 113 - 122)**

To consider the future work plan for the Panel.

**14. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 3 above.

**15. DATES OF FUTURE MEETINGS**

Rob Mack, Principal Scrutiny Officer  
Tel – 020 8489 2921  
Email: rob.mack@haringey.gov.uk

Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday 16<sup>th</sup> June

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## **MINUTES OF MEETING CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 23RD MARCH 2023**

### **PRESENT:**

**Councillors: Makbule Gunes (Chair), Anna Abela, Lester Buxton, Lotte Collett, Marsha Isilar-Gosling, Sue Jameson and Mary Mason**

**Co-opted Members: Lourdes Keever (Church representative), Venassa Holt (Parent Governor representative) and Amanda Bernard (Haringey SEND Parent Carer Forum)**

### **11. FILMING AT MEETINGS**

The Chair referred Members present to item 1 on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

### **12. APOLOGIES FOR ABSENCE**

An apology for absence was received from Yvonne Denny (Church representative).

### **13. ITEMS OF URGENT BUSINESS**

None.

### **14. DECLARATIONS OF INTEREST**

None.

### **15. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

### **16. MINUTES**

The Panel noted that responses were still awaited for some of actions arising of the joint meeting with the Adults and Health Panel on 9<sup>th</sup> February. Once they had all been received, they would be circulated to the Panel.

### **AGREED:**

That the minutes of the meetings of 3 January (budget) and 9 February 2023 (joint meeting with Adults and Health Panel) be approved.

### **17. CABINET MEMBER QUESTIONS - CHILDREN, SCHOOLS AND FAMILIES**

Councillor Zena Brabazon, the Cabinet Member for Children, Schools and Families, answered questions from the Panel on developments in her portfolio. The Panel

noted that the Ofsted inspection of Children's Social Care Services had been completed and the report was due to be published on 11<sup>th</sup> April.

In answer to a question regarding the funding of Children's Centres, she stated that the Council had been adversely affected by cuts to funding due to the government's austerity policies and therefore had been unable to provide any more money for them. The number of centres had been reduced from 16 to 9 since 2016/17. The borough was fortunate to have more than many authorities and there was a commitment to ensure that they were accessible to all. The new Early Years Strategy had outlined a number of priorities that included the role of the Children Centres.

In answer to a question regarding the establishment of Family Hubs, she reported that they were different to Children's Centres as they were for families with children aged 0 - 19. Funding came from central government and there was strict and rigid criteria attached to it. The funding could not be used for existing services. The new hubs would be in addition to and complement Children's Centres delivery. Most of the funding was focused on perinatal health and the first 1,000 days of life. The plan was for four hubs to be established in the borough. One of these would be at the Triangle Centre and location of the others still had to be determined. She was happy to attend any school governors meetings to which she was invited in order to brief them on the changes. She would discuss how engagement on the new hubs could be enhanced with officers. The first of the new hubs was due to be launched in June.

In answer to a question regarding schools in financial deficit, she reported that the Council was working very closely with them as well as those using reserves to balance their budgets. Achieving financial balance was challenging when there were falling numbers of children on school rolls. Where headteachers or senior members of staff had resigned, governing bodies were being encouraged to collaborate. Falling school rolls was a London wide problem and not just confined to Haringey. The Council would provide any help that it could to support schools during this difficult period.

In answer to a question regarding the adoption of the Haringey Safety Valve and the proposed new banding system for SEND, the Cabinet Member reported that they were not linked. The proposed banding system was still being developed and there would be further discussion and engagement with schools, parents, carers and partners regarding it. There would also be consideration of it through the Schools Forum and its High Needs Block working group. Draft proposals on the Safety Valve programme suggested that it would lead to an increase in resources and efforts were being made to ensure that its distribution was more equitable.

In answer to a question regarding the Baroness Casey report on the standards of behaviour and internal culture of the Metropolitan Police, the Cabinet Member reported that it had only just been published. It had therefore not been possible to determine its full implications. There was a lot of work taking place with the Police on a range of issues including knife crime, Violence Against Women and Girls and mental health. In addition, there had been Police officers who worked in schools for some considerable time. The Police had been excellent and consistent safeguarding partners and were also a key part of the Multi Agency Safeguarding Hub (MASH).

Beverley Hendricks, Assistant Director for Safeguarding and Social Care acknowledged that the report was a source of concern and time would be needed to consider a response. It was nevertheless important to distinguish between the Business Command Unit (BCU) that covered Haringey and Enfield and the Metropolitan Police as a whole. Any issues that had been raised locally in recent years with the BCU had been addressed and they had been very responsive to issues that arose. For example, Stop and Search, including safeguarding and welfare concerns, had been addressed. It was agreed that the Police would be invited to a future meeting to report on issues arising from the Casey Report, Stop and Search and safeguarding.

The Panel were of the view that the key issue arising from the Casey report was how it was ensured that young people had confidence in the Police as the report had shaken trust in them. Consideration needed to be given not just to how the community got the standard of policing it deserved but also to how confidence was established.

Concern was expressed by the Panel regarding stress arising from Ofsted inspections on teachers and the mental health impact of this. The Cabinet Member stated that she shared the Panel's concern. Ann Graham, the Director of Children's Services, stated that there were Council services available to support schools and teachers, including mental health support, for those who bought into the Council's services. Schools that did not could make their own arrangements. She would check to see what the Council's offer for community schools was.

Panel Members highlighted a recent incident where BID street rangers had handcuffed a young boy in Chichester and enquired whether there had been any concerns regarding their operations in Haringey. The Cabinet Member stated that there had been no incidents reported to her but she would make further enquiries and report back. Ms. Graham stated that her own experience of BID street rangers had been positive. In particular, they had been involved in the development of the Youth at Risk strategy and because of this were now reporting children and young people found out of school. She was nevertheless happy to speak with them in order to minimise the risk of anything similar occurring in Haringey.

In answer to a question regarding the outcome of the recent OFSTED inspection, Ms Graham reported that the report would be published on 11<sup>th</sup> April and could be reported to the next meeting of the Panel.

**AGREED:**

That the Director of Children's Services be requested to provide further information on the support offered to teaching staff of Community Schools that buy into the Council's services, including mental health.

**18. HARINGEY CHILDREN'S SAFEGUARDING PARTNERSHIP - ANNUAL REPORT 2021-22**

David Archibald, the Independent Chair, gave a presentation to the Panel on the Children's Safeguarding Partnership Annual Report for 2021-22. The Chair thanked him for all of the work that the partnership undertook.

In answer to a question regarding whether there were enough social workers in the borough, Ms Hendricks reported that the ratio of case need to social worker showed that there were currently sufficient numbers. There was a policy not to carry social worker vacancies and a range of options available to ensure that there was a strong pipeline of staff. Further work was being undertaken to increase the number, skills and confidence of social workers. In respect of mental health support, there had recently been a joint meeting of the Panel with the Adults and Health Panel that had looked at activity levels, vision and ambition. Further consideration of relevant issues needed to be arranged, together with partners. There were currently challenges across NHS services. There were also challenges that remained from Covid, which would need to be addressed by both the Council and NHS colleagues.

In answer to a question regarding areas of concern for the partnership, Mr Archibald stated that he would raise any immediate concerns with relevant officers in the first instance. Child protection systems around the country were under a lot of pressure. There had been particular challenges during the Covid pandemic but these had been handled well in Haringey. The Panel requested an understanding of where specifically the pressures were and what were the issues that they should be looking at. Mr Archibald reported that, on a national basis, there were a large number of qualified staff leaving children's social work due to its challenging nature.

In response to a question regarding relationship based social work practice, Mr Archibald stated that this was the model used in Haringey and there was a commitment to develop it further. Ms Hendricks reported that the practice model used in Haringey was referred to as Signs of Safety. It had been developed following a review of practice in Haringey that had recommended the adoption of a strength based approach. This had been implemented and built on a relationship based practice approach. There had been a conscious move away from a compliance model in order to build pathways to protection based on the confidence and trust of parents and carers. It aimed to promote empathy and understanding, without ignoring harm and risk.

In answer to a question regarding the role of schools, Mr Archibald stated that they and the safeguarding leads within them were crucial. There were representatives of primary, secondary and special schools on the Partnership's Leadership Group. When the new arrangements for safeguarding children had been developed, there had been a debate regarding whether schools should also be included as statutory partners and discussion of this was continuing. Whilst schools were clearly of great importance, local authorities could have a very large number within them and this presented practical challenges. Schools were well integrated into arrangements within Haringey though, with Headteachers on the Leadership Group and effective work taking place with safeguarding leads in schools. Ms Hendricks reported that a recently and highly respected retired Headteacher had been invited out of retirement by the partnership to liaise with and represent all schools in the borough on the HCSP partnership.



The Panel stated that the issue of links with schools had been raised previously. Unlike boroughs like Camden and Hammersmith and Fulham, there was no explicit reference to the relationship with schools in the Partnership's Annual Report. The Panel was of the view that the Annual Report should make explicit reference to links with schools in future. Mr Archibald stated that schools were crucial and he agreed with the sentiments that had been expressed. Headteachers had been involved in the drafting of the current annual report but he would ensure that there was a stronger emphasis on the role of schools in it next time.

The Chair asked Mr Archibald how confident he was that the partnership was working effectively to safeguard children. In response, he stated that, as Independent Chair, he saw the three statutory partners working very closely together to make safeguarding as effective as possible and ensure close working between front line practitioners. An example of this was the Practice Week that had recently taken place, as referred to in his presentation.

In answer to a question regarding links with schools, the Panel noted that the recently retired Headteacher previously referred to had been appointed to work with schools to provide an additional voice for them on the partnership. He had only retired a very short time ago and was known and highly respected by schools in the borough. The Panel welcomed this but were also of the view that a range of experience from Headteachers needed to be sought and incorporated.

The Panel thanked Mr Archibald and officers for the presentation and their work as part of the partnership.

## **19. CHILDREN'S SOCIAL CARE; ANNUAL REPORT 2021-22**

Beverley Hendricks presented that Annual Report for Children's Social Care, as included in the agenda papers for the meeting. The Panel congratulated the service for the report and particularly the work that had been done to develop the Council's own social work academy and recruitment drive. It was noted that there had been a drop in the number of Education, Health and Care (EHC) plans that were completed within 20 weeks. In response, Jackie Difolco (Assistant Director for Early Help and Prevention) reported that the service had undergone restructuring during this period, which had resulted in a number of staff leaving. The new structure had now been implemented, new staff recruited and training taken place. 70% of assessments were now, on average, completed within 20 weeks and this would be reflected in the next annual report.

In respect of factors found at the end of assessment, the Panel requested a gender breakdown where these related to alcohol misuse. In answer to a question regarding ethical recruitment, Ms Hendricks stated that there was an ethical code that ensured new recruits were well supported when they arrived in the UK. There was a generous relocation package and staff were able to support their families and bring spouses and children to join them.

In answer to a question regarding adoption, Ms Hendricks stated that the assessment process for adoption involved a high degree of challenge and support. Information was gathered and kept in a children's permanency record, including background and

heritage, so that they had a record that could be accessed if required at a later stage. Adoptive parents could access support through the regional adoption agency or local authority. This included an adoption support fund, which included financial and therapeutic help if required. Comprehensive packages could be designed to avoid breakdown of placements. Adoption failure was rare and data on this was kept centrally. She agreed to share this with the Panel if it was possible to disaggregate figures for Haringey. The Council had also invested in a scheme called Pause, which was a national programme that sought to avoid unnecessary adoptions by working with parents who had previously had children removed from their care. A spectrum of approaches was required for interventions to ensure that children were able to remain with families.

In answer to a question regarding children who were out of school, Jane Edwards (Assistant Director for Schools and Learning), reported that the number of these fluctuated. They were identified by a number of means and action was taken to get them back into school as soon as possible. In some cases, children became electively home educated. If it was not possible to find the child or young person, a multi-agency was arranged to decide what further action to take. The number of children who were out of school in Haringey was very low and compared well with other authorities, with only 35 identified in the previous week. This was not considered to be a significant number.

**AGREED:**

1. That, in respect of factors found at the end of assessments, the Assistant Director for Safeguarding and Social Care be requested to provide the Panel with a gender breakdown of where these relate to alcohol misuse; and
2. That the Assistant Director for Safeguarding and Social Care be requested to provide the Panel with statistics for the number of adoption breakdowns in Haringey.

**20. LOOKED AFTER CHILDREN (LAC) SUFFICIENCY STRATEGY 2022-2026**

Ms Hendricks introduced and outlined the LAC Sufficiency Strategy for 2022-2026, which had been circulated with the agenda papers for the meeting. The Panel congratulated the service on the work that had been undertaken. In answer to a question, Ms Hendricks stated that it was a live document. There were eight priorities within it and an action plan. Progress against the priorities was reviewed regularly and she hoped to return to the Panel to provide an update on further progress. It was agreed that a further report would be requested, including detail on outcomes.

Ms Graham thanked Ms Hendricks and her staff for all the work that had been done on this issue. Such a strategy did not exist five years ago and significant progress had been made. In particular, she was particularly proud of the opening of the Haslemere Road children's residential home, which enabled children to remain in the borough and represented a noteworthy improvement in outcomes.

The Chair, on behalf of the Panel, thanked officers for their work. She stated that significant progress had been made during the past year.

**AGREED:**

That a further report, providing an update on progress in achieving targets within the strategy, be submitted to the Panel in due course.

**21. WORK PROGRAMME UPDATE**

The Panel noted that it would be meeting on 6<sup>th</sup> April to gather further evidence as part of its review on Physical Activity and Sport. The next ordinary meeting would be on 26<sup>th</sup> June. The main items for this would be Stop and Search and SEND – Prevention and Early Intervention. The Panel had agreed to undertake a review on Housing and Children and identified a number of areas of potential focus. These could be broken down into two distinct areas – social housing and private sector. In order for the review to be effective and deliver tangible outcomes, it was recommended that it focus on a discrete area that could be looked at in detail. It was therefore suggested that either social housing or private sector be chosen for consideration in the first instance.

Ms Graham reported that the report of the recent OFSTED inspection of the local authority would be available by the time of the next meeting. It was agreed that this would be given priority on the agenda and that, if need be, one of the other items be deferred to make sufficient space.

In respect of the review on Housing and Children, the Cabinet Member stated that she welcomed a review on this issue. Consideration of the issue of housing allocations and how they impacted on children would be particularly welcome. The Panel agreed that the review would look at social housing in the first instance and, in particular, housing allocations. Consideration could be given to commissioning further work on private sector housing in due course.

**AGREED:**

1. That a report on the outcome of the recent Ofsted inspection of Children's Social Care and the action plan arising from this be submitted to the next ordinary meeting of the Panel; and
2. That the forthcoming review on Housing and Children focus on social housing and, in particular, allocations in the first instance.

**22. VOTE OF THANKS**

It being the last ordinary meeting of the Panel for the current Municipal Year, the Chair was thanked by the Panel for her work as Chair. The Chair thanked Members and officers for their kind assistance and co-operation

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....

**Report for:** Children and Young People's Scrutiny Panel – 26<sup>th</sup> June 2023

**Item number:**

**Title:** Terms of Reference and Membership

**Report authorised by:** Ayshe Simsek, Democratic Services and Scrutiny Manager

**Lead Officer:** Robert Mack, Principal Scrutiny Support Officer,  
Tel: 020 8489 2921, e-mail: rob.mack@haringey.gov.uk

**Ward(s) affected:** N/A

**Report for Key/  
Non-Key Decision:** N/A

**1. Describe the issue under consideration**

1.1 This report sets out the terms of reference and membership for Overview and Scrutiny and its panels for 2023/24.

**2. Recommendations**

2.1 The Panel is asked to:

(a) Note the terms of reference (Appendix A) and protocols for the Overview and Scrutiny Committee and its Panels (Appendix B) and non-voting co-opted Members on Scrutiny Panels (Appendix C);

(a) Note the policy areas/remits and membership for each Scrutiny Panel for 2023/24 (Appendix D).

**3. Reasons for decision**

3.1 The terms of reference and membership of the scrutiny panels above need to be noted at the first meeting of each municipal year.

**4. Overview and Scrutiny Committee**

4.1 As agreed by Council on 23 May, the membership of the Overview and Scrutiny Committee for 2020/21 (OSC) is: Cllr Matt White (Chair); Cllr Pippa Connor (Vice-Chair); Cllr Makbule Gunes, Cllr Simmons-Safo and Cllr Alexandra Worrell. The membership of the Committee also includes the statutory education representatives, who have voting rights on education matters.

4.2 The terms of reference and role of the OSC and its Panels are set out in Part Two (Article 6), Part Three (Section B) and Part Four (Section G) of the Council's Constitution. Together, these specify key responsibilities for the Committee. This information is provided in full at Appendix A.

4.4 There is also a Protocol, outside the Constitution and provided at Appendix B, that sets out how the OSC is to operate.

**5. Scrutiny Panels**

5.1 Article 6 of the Constitution states the OSC shall appoint Scrutiny Panels in order to discharge the Overview and Scrutiny role.

5.2 The specific functions for any Scrutiny Panels established is outlined in Article 6 of the Constitution at 6.3 (b) and 6.3 (c). The procedure by which this operates is detailed in the Scrutiny Protocol:

- The OSC shall establish four standing Scrutiny Panels, to examine designated public services.
- The OSC shall determine the terms of reference for each Scrutiny Panel.
- If there is any overlap between the business of the Panels, it is the responsibility of the OSC to resolve the issue.
- Areas which are not covered by the four standing Scrutiny Panels shall be the responsibility of the main OSC.
- The Chair of each Scrutiny Panel shall be a member of the OSC, as determined by the OSC at its first meeting.
- It is intended that each Scrutiny Panel shall be comprised of between 3 and 7 backbench or opposition members and be politically propionate as far as possible.
- Each Scrutiny Panel shall be entitled to appoint up to three non-voting co-optees. The Children and Young People’s Scrutiny Panel membership will include the statutory education representatives of OSC.

5.3 The 2023/24 membership for the four Scrutiny Panels is listed below.

<b>Scrutiny Panel</b>	<b>Membership</b>
Adults and Health	Cllr Pippa Connor (Chair), Cllr Cathy Brennan, Cllr Thayahlan Iyngkaran, Cllr Mary Mason, Cllr Sean O’Donovan, Cllr Felicia Opoku, Cllr Sheila Peacock
Children and Young People	Cllr Mukbule Gunes (Chair), Cllr Anna Abela, Cllr Gina Adamou, Cllr Mark Blake, Cllr Lotte Collett, Cllr Marsha Isilar-Gosling, Cllr Sue Jameson plus the statutory education representatives of OSC
Climate, Community Wellbeing and Culture	Cllr Michelle Simmons-Safo (Chair), Cllr Gina Adamou, Cllr Charles Adje, Cllr Eldridge Culverwell, Cllr Isidoros Diakides, Cllr George Dunstall, Cllr Marsha Isilar-Gosling
Housing and Regeneration	Cllr Alexandra Worrell (Chair), Cllr Dawn Barnes, Cllr John Bevan, Cllr Mark Blake, Cllr Holly Harrison-Mullane, Cllr Tammy Hymas, Cllr Khaled Moyeed

5.4 The policy areas to be covered by the four existing Scrutiny Panels have been updated. This information, together with the relevant Portfolio holders for each scrutiny body, is attached at Appendix D.

## **6. Contribution to strategic outcomes**

6.1 The contribution scrutiny can make to strategic outcomes will be considered as part of its routine work.

## **7. Statutory Officers Comments**

### **Finance and Procurement**

7.1 There are no direct financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

### **Legal**

7.2 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committee to discharge any of its functions. The establishment of Scrutiny Panels by the Committee falls within this power and is in accordance with the requirements of the Council's Constitution.

7.3 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the OSC. Such reports can then be referred to Cabinet or Council under agreed protocols.

### **Equality**

7.4 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

7.5 The proposals outlined in this report relate to the membership and terms of reference for the OSC and carry no direct implications for the Council's general equality duty. However, the Committee should ensure that it addresses these duties by considering them within its work programme and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

7.6 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

## **8. Use of Appendices**

Appendix A Part Two (Article 6), Part Three (Section B), and Part Four (Section G) of the Constitution of the London Borough of Haringey.

Appendix B Scrutiny Protocol

Appendix C Protocol for non-voting co-opted Members on Scrutiny Panels

Appendix D Overview & Scrutiny Remits and Membership 2021/22

## **9. Local Government (Access to Information) Act 1985**



## **APPENDIX A**

### **PART TWO – ARTICLES OF THE CONSTITUTION**

Last updated 24 July 2017

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#### **Article 6 - Overview and Scrutiny**

##### **6.01 Terms of reference**

The Council will appoint an Overview and Scrutiny Committee to discharge the functions conferred by section 9F of the Local Government Act 2000, the Health & Social Care Act 2001 and the NHS Reform & Health Professionals Act 2002.

##### **6.02. General role**

Within its terms of reference, the Overview and Scrutiny Committee may:

- (a) Exercise an overview of the forward plan;
- (b) Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions;
- (c) Make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions;
- (d) Make reports or recommendations on matters affecting the area or its inhabitants;
- (e) Exercise the right to call-in, for reconsideration, key decisions made but not yet implemented by the Executive;
- (f) Receive the reports and recommendations of its commissioned Scrutiny Review Panels; and
- (g) In accordance with statutory regulations to review and scrutinise matters relating to the health service within the Authority's area and to make reports and recommendations thereon to local NHS bodies;
- (h) Enter into or appoint such joint overview and scrutiny committees that include the London Borough of Haringey and other boroughs for the purpose of responding to consultation by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

##### **6.03 Specific functions**

###### **(a) Scrutiny Review Panels.**

The Overview and Scrutiny Committee shall appoint Scrutiny Review Panels in order to discharge the Overview and Scrutiny role for designated public services and will co-ordinate their respective roles.

**(b) Policy development and review.**

The Overview and Scrutiny Committee and any Scrutiny Review Panels it may establish may:

- (i) Assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
- (ii) Conduct research, community and other consultation in the analysis of policy issues and possible options;
- (iii) Consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- (iv) Question members of the Cabinet and chief officers about their views on issues and proposals affecting the area; and
- (v) Liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

**(c) Scrutiny.**

The Overview and Scrutiny Committee and any Scrutiny Review Panels it may establish may:

- (i) Review and scrutinise the decisions made by and performance of the Cabinet and Council officers both in relation to individual decisions and over time;
- (ii) Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) Question members of the Cabinet and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) Make recommendations to the Cabinet or relevant non-executive Committee arising from the outcome of the scrutiny process;
- (v) Review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance; and
- (vi) Question and gather evidence from any person (with their consent).

**(d) Finance**

Overview and Scrutiny Committee may exercise overall responsibility for the finances made available to them.

**(e) Annual report.**

Overview and Scrutiny Committee must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

**6.04 Proceedings of Overview and Scrutiny Committee**

The Overview and Scrutiny Committee and any Scrutiny Review Panels it may establish will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

**6.05 Votes of No Confidence**

The Chair of the Overview and Scrutiny Committee or the Chair of a Scrutiny Review Panel shall cease to hold that office as a Scrutiny member if a vote of no confidence, of which notice appears on the agenda, is carried at the meeting of the relevant body. The responsibilities of that member shall be carried out by the relevant Vice-Chair until such time as a subsequent meeting of that body has been notified of the appointment of a replacement or the reappointment of the member concerned. In the event of all members of the Overview and Scrutiny Committee having been removed from office in this way at any time, Scrutiny functions shall in the interim be carried out by full Council.

**PART THREE – RESPONSIBILITY FOR FUNCTIONS**

**SECTION B**

Last updated 24 July 2017

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**SECTION 2 – COMMITTEES**

The following shall be committees of the Council and they shall have the membership as described in the Appointments of Committees, Sub-Committees, Panels, etc (as approved by the Annual Meeting):

- 1. The Corporate Committee**
  - 2. Combined Pensions Committee and Board**
  - 3. Staffing and Remuneration Committee**
  - 4. Overview and Scrutiny Committee**
  - 5. Standards Committee**
  - 6. Alexandra Palace and Park Board**
  - 7. The Regulatory Committee**
  - 8. The Health and Wellbeing Board**
- 

**4. Overview and Scrutiny Committee**

The Overview and Scrutiny Committee may:

- (a) exercise an overview of the forward plan;
- (b) review or scrutinise decisions made or actions taken in connection with the discharge of any of the Cabinet's or Council's functions;
- (c) make reports and recommendations to the full Council, the Cabinet or relevant non-Executive Committee in connection with the discharge of any functions;
- (d) make reports or recommendations on matters affecting the area or its inhabitants;
- (e) exercise the right to call-in, for reconsideration, key decisions made but not yet implemented by the Cabinet;
- (f) receive the reports and recommendations of its Scrutiny Review Panels;
- (g) in accordance with statutory regulations to review and scrutinise matters relating to the health service and all NHS funded services within the Authority's

area and to make reports and recommendations thereon to local NHS and NHS funded bodies;

- (h) enter into or appoint such joint overview and scrutiny committees that include the London Borough of Haringey and other boroughs for the purpose of responding to consultation by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013;
- (i) review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible partner authorities of their crime and disorder functions;
- (j) make reports or recommendations to the Cabinet or full Council where appropriate with respect to the discharge of the crime and disorder functions by the responsible partner authorities;
- (k) make arrangements which enable any councillor who is not a Committee member to refer any crime and disorder matter to the Committee under the Councillor Call for Action procedure; and
- (l) make arrangements which enable any councillor who is not a Committee member to refer to the Committee any local government matter which is relevant to the functions of the Committee under the Councillor Call for Action procedure.
- (m) there is a Protocol outside this Constitution setting out how the Overview and Scrutiny Committee is to operate. The Protocol shall be applied in a manner consistent with the Committee Procedure Rules in Part 4 and any issue on procedure at the meeting shall be subject to the ruling of the Chair. The Protocol can be amended by the written agreement of the Leaders of the Political Groups on the Council.
- (o) to appoint two representatives to the standing Joint Health Overview and Scrutiny Committee for North Central London. (Since this appointment is for only two members to the Joint Committee, the "political proportionality" rules in the Local Government and Housing Act 1989 do not apply.)

### **SECTION 3 - SUB-COMMITTEES AND PANELS**

The following bodies shall be created as Sub-Committees of the relevant Committee of the Council under which they are listed. Bodies described as "Panels" are Sub-Committees unless otherwise stated. Sub-Committees shall report to their parent bodies and they shall have the membership as described in the Appointments of Non-Executive Committees, Sub-Committees, Panels, etc as approved by the Annual Meeting.

#### **2. Under Overview and Scrutiny Committee**

## **2.1 Scrutiny Review Panels**

- (a) To carry out scrutiny processes relevant to particular services as determined by Overview and Scrutiny Committee and within the parameters, protocols and procedures agreed by Overview and Scrutiny Committee for all Scrutiny Review Panels.
- (b) Within these scrutiny processes to request and receive submissions, information and answers to questions from Cabinet Members, officers and other senior employees of the Council, service users, external experts and relevant members of the public.
- (c) To refer the findings/recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to The Cabinet and/or the Council as appropriate.

**PART FOUR – RULES OF PROCEDURE**  
**SECTION G – OVERVIEW & SCRUTINY PROCEDURE RULES**

Last updated 21 July 2014

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**1. The arrangements for Overview and Scrutiny**

1.1 The Council will have one Overview and Scrutiny Committee, which will have responsibility for all overview and scrutiny functions on behalf of the Council.

1.2 The terms of reference of the Overview and Scrutiny Committee will be:

- (i) The performance of all overview and scrutiny functions on behalf of the Council.
- (ii) The appointment of Scrutiny Review Panels, with membership that reflects the political balance of the Council.
- (iii) To determine the terms of reference of all Scrutiny Review Panels.
- (iv) To receive reports from local National Health Service bodies on the state of health services and public health in the borough area.
- (v) To enter into or appoint such joint overview and scrutiny committees that include the London Borough of Haringey and other boroughs for the purpose of responding to consultation by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
- (vi) To monitor the effectiveness of the Council's Forward Plan.
- (vii) To receive all appropriate performance management and budget monitoring information.
- (viii) To approve a programme of future overview and scrutiny work so as to ensure that the Overview and Scrutiny Committee's and Scrutiny Review Panels' time is effectively and efficiently utilised;
- (ix) To consider all requests for call-in and decide whether to call-in a key decision, how it should be considered and whether to refer the decision to the Cabinet or to Council.
- (x) To monitor the effectiveness of the Call-in procedure.
- (xi) To review and scrutinise action taken by partner authorities in discharge of crime and disorder functions and to make reports and recommendations to Cabinet and Council on these.

- (xii) To make arrangements which enable any Councillor who is not a Committee Member to refer any local government matter, or any crime and disorder matter, to the Committee under the Councillor Call for Action Procedure.
- (xiii) To ensure that referrals from Overview and Scrutiny Committee to the Cabinet either by way of report or call-in are managed efficiently, and
- (xiv) To ensure community and voluntary sector organisations, users of services and others are appropriately involved in giving evidence to the Overview and Scrutiny Committee or relevant Scrutiny Review Panel.

1.3 The Overview and Scrutiny Committee may establish a number of Scrutiny Review Panels:

- (i) Scrutiny Reviews Panels are appointed to examine designated Council services. Scrutiny Review Panels will refer their findings/ recommendations in the form of a written report, with the approval of the Overview and Scrutiny Committee, to the Cabinet and/or the Council as appropriate.
- (ii) Scrutiny Review Panels will analyse submissions, request and analyse any additional information, and question the Cabinet Member(s), relevant Council officers, local stakeholders, and where relevant officers and/or board members of local NHS bodies or NHS funded bodies.
- (iii) Subject to the approval of the Overview and Scrutiny Committee, Scrutiny Review Panels will be able to appoint external advisors and/or to commission specific pieces of research if this is deemed necessary.
- (iv) Scrutiny Review Panels should make every effort to work by consensus; however, in exceptional circumstances Members may submit minority reports.
- (v) Prior to publication, draft reports will be sent to the relevant chief officers or where relevant officers of the National Health Service for checking for inaccuracies and the presence of exempt and/or confidential information; Scrutiny Review Panel members will revisit any conclusions drawn from disputed information;
- (vi) Following approval by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate. The Cabinet will consider the reports and formally agree their decisions.
- (vii) Following approval by the Overview and Scrutiny Committee, reports on NHS, non-executive or regulatory matters will be copied to the Cabinet for information.



- (viii) At the Cabinet meeting to receive the final report and recommendations, the Chair of the Overview and Scrutiny Committee or the Chair of the Scrutiny Review Panel may attend and speak.
- (ix) After an appropriate period, post implementation, Overview and Scrutiny Committee will carry out a follow up review to determine if the recommendations had the intended outcomes and to measure any improvements.

- 1.4 When Scrutiny Review Panels report on non-executive or regulatory functions the above rules apply, except the references to The Cabinet shall be taken as reference to the relevant non-executive body.
- 1.5 The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee.
- 1.6 All Overview and Scrutiny meetings shall take place in public (except where exempt or confidential matters are considered).
- 1.7 The Overview and Scrutiny function should not be seen as an alternative to established disciplinary, audit or complaints mechanisms and should not interfere with or pre-empt their work.

## **2. Membership of the Overview and Scrutiny Committee and Scrutiny Review Panels**

- 2.1 All Councillors (except Members of the Cabinet) may be members of the Overview and Scrutiny Committee and the Scrutiny Review Panels. However, no Member may be involved in scrutinising a decision in which he/she has been directly involved.
- 2.2 The membership of the Overview and Scrutiny Committee and Scrutiny Review Panels shall, as far as is practicable, be in proportion to the representation of different political groups on the Council.

## **3. Co-optees**

- 3.1 Each Scrutiny Review Panel shall be entitled to appoint up to three people as non-voting co-optees.
- 3.2 Statutory voting non-Councillor members of Overview and Scrutiny Committee will be paid an allowance in accordance with the Members' Allowances Scheme in Part 6 of this Constitution.

## **4. Education representatives**

- 4.1 The Overview and Scrutiny Committee and the Scrutiny Review Panel whose terms of reference relate to education functions that are the responsibility of the Cabinet, shall include in its membership the following representatives:

- (i) At least one Church of England diocesan representative (voting).
- (ii) At least one Roman Catholic diocesan representative (voting).
- (iii) 2 parent governor representatives (voting).

These voting representatives will be entitled to vote where the Overview and Scrutiny Committee or the Scrutiny Review Panel is considering matters that relate to relevant education functions. If the Overview and Scrutiny Committee or Scrutiny Review Panel is dealing with other matters, these representatives shall not vote on those matters though they may stay in the meeting and speak at the discretion of the Chair. The Overview and Scrutiny Committee and Scrutiny Review Panel will attempt to organise its meetings so that relevant education matters are grouped together.

## **5. Meetings of the Overview and Scrutiny Committee and Scrutiny Review Panels**

- 5.1 In addition to ordinary meetings of the Overview and Scrutiny Committee, extraordinary meetings may be called from time to time as and when appropriate. An Overview and Scrutiny Committee meeting may be called by the Chair of the Overview and Scrutiny Committee after consultation with the Chief Executive, by any two Members of the Committee or by the proper officer if he/she considers it necessary or appropriate.
- 5.2 In addition to ordinary meetings of the Scrutiny Review Panels, extraordinary meetings may be called from time to time as and when appropriate. A Scrutiny Review Panel meeting may be called by the Chair of the Panel after consultation with the Chief Executive, by any two Members of the Committee or by the proper officer if he/she considers it necessary or appropriate.

## **6. Quorum**

The quorum for the Overview Scrutiny Committee and for each Scrutiny Review Panel shall be at least one quarter of its membership and not less than 3 voting members.

## **7. Chair of the Overview and Scrutiny Committee and Scrutiny Review Panels**

- 7.1 The Chair of the Overview and Scrutiny Committee will be appointed by the Council.
- 7.2 The Chair of the Overview and Scrutiny Committee shall resign with immediate effect if a vote of no confidence is passed by the Overview and Scrutiny Committee.
- 7.3 Chairs of Scrutiny Review Panels will be drawn from among the Councillors sitting on the Overview and Scrutiny Committee. Subject to this requirement,

the Overview and Scrutiny Committee may appoint any person as it considers appropriate as Chair having regard to the objective of cross-party chairing in proportion to the political balance of the Council. The Scrutiny Review Panels shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 in this Constitution.

- 7.4 The Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 in this Constitution.

## **8. Work programme**

Overview and Scrutiny Committee will determine the future scrutiny work programme and will establish Scrutiny Review Panels to assist it to perform its functions. The Committee will appoint a Chair for each Scrutiny Review Panel.

## **9. Agenda items for the Overview and Scrutiny Committee**

- 9.1 Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the proper officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.
- 9.2 The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, from the Cabinet to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the Cabinet within an agreed timescale.

## **10. Policy review and development**

- 10.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in the Budget and Policy Framework Procedure Rules in Part 4 of this constitution.
- 10.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee and its Scrutiny Review Panels may make proposals to the Cabinet for developments insofar as they relate to matters within their terms of reference. The Scrutiny Review Panels must do so via the Overview and Scrutiny Committee.

## **11. Reports from the Overview and Scrutiny Committee**

Following endorsement by the Overview and Scrutiny Committee, final reports and recommendations will be presented to the next available Cabinet meeting. The procedure to be followed is set out in paragraphs 1.3 or 1.4 above.

## **12. Making sure that overview and scrutiny reports are considered by the Cabinet**

12.1 The agenda for Cabinet meetings shall include an item entitled 'Issues arising from Scrutiny'. Reports of the Overview and Scrutiny Committee referred to the Cabinet shall be included at this point in the agenda unless either they have been considered in the context of the Cabinet's deliberations on a substantive item on the agenda or the Cabinet gives reasons why they cannot be included and states when they will be considered.

12.2 Where the Overview and Scrutiny Committee prepares a report for consideration by the Cabinet in relation to a matter where decision making power has been delegated to an individual Cabinet Member, a Committee of the Cabinet, an Area Committee, or an Officer, or under Joint Arrangements, then the Overview and Scrutiny Committee will also submit a copy of their report to that body or individual for consideration, and a copy to the proper officer. If the Member, committee, or officer with delegated decision making power does not accept the recommendations of the Overview and Scrutiny Committee, then the body/he/she must then refer the matter to the next appropriate meeting of the Cabinet for debate before making a decision.

## **13. Rights and powers of Overview and Scrutiny Committee members**

### **13.1 Rights to documents**

(i) In addition to their rights as Councillors, members of the Overview and Scrutiny Committee and Scrutiny Review Panels have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

(ii) Nothing in this paragraph prevents more detailed liaison between the Cabinet and the Overview and Scrutiny Committee and Scrutiny Review Panels as appropriate depending on the particular matter under consideration.

### **13.2 Powers to conduct enquiries**

The Overview and Scrutiny Committee and Scrutiny Review Panels may hold enquiries into past performance and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in these processes. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations, within available resources. They may ask witnesses to attend to address them on any matter under consideration and may pay any

advisers, assessors and witnesses a reasonable fee and expenses for doing so. Scrutiny Review Panels require the support of the Overview and Scrutiny Committee to do so.

### **13.3 Power to require Members and officers to give account**

- (i) The Overview and Scrutiny Committee and Scrutiny Review Panels may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions (Scrutiny Review Panels will keep to issues that fall within their terms of reference). As well as reviewing documentation, in fulfilling the scrutiny role, it may require any Member of the Cabinet, the Head of Paid Service and/or any senior officer (at second or third tier), and chief officers of the local National Health Service to attend before it to explain in relation to matters within their remit:
  - (a) any particular decision or series of decisions;
  - (b) the extent to which the actions taken implement Council policy (or NHS policy, where appropriate); and
  - (c) their performance.

It is the duty of those persons to attend if so required. At the discretion of their Director, council officers below third tier may attend, usually accompanied by a senior manager. At the discretion of the relevant Chief Executive, other NHS officers may also attend overview and scrutiny meetings.

- (ii) Where any Member or officer is required to attend the Overview and Scrutiny Committee or Scrutiny Review Panel under this provision, the Chair of that body will inform the Member or proper officer. The proper officer shall inform the Member or officer in writing giving at least 10 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Overview and Scrutiny Committee or Scrutiny Review Panel. Where the account to be given to Overview and Scrutiny Committee or Scrutiny Review Panel will require the production of a report, then the Member or officer concerned will be given sufficient notice to allow for preparation of that documentation.
- (iii) Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee or Scrutiny Review Panel shall in consultation with the Member or officer arrange an alternative date for attendance, to take place within a maximum of 10 days from the date of the original request.

### **14. Attendance by others**

The Overview and Scrutiny Committee or Scrutiny Review Panel may invite people other than those people referred to in paragraph 13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and may invite such people to attend. Attendance is optional.

**15. Call-in**

The call-in procedure is dealt with separately at Part 4 Section H of the Constitution, immediately following these Overview and Scrutiny Procedure Rules.

**16. Councillor Call for Action (CCfA)**

The Council has adopted a Protocol for handling requests by non-Committee Members that the Committee should consider any local government matter which is a matter of significant community concern. This procedure should only be a last resort once the other usual methods for resolving local concerns have failed. Certain matters such as individual complaints and planning or licensing decisions are excluded.

Requests for a CCfA referral should be made to the Democratic Services Manager, who will check with the Monitoring Officer that the request falls within the Protocol. The Councillor making the referral will be able to attend the relevant meeting of the Committee to explain the matter. Among other actions, the Committee may: (i) make recommendations to the Cabinet, Directors or partner agencies, (ii) ask officers for a further report, (iii) ask for further evidence from the Councillor making the referral, or (iv) decide to take no further action on the referral.

The Protocol is not included within this Constitution but will be subject to regular review by the Committee.

**17. Procedure at Overview and Scrutiny Committee meetings and meetings of the Scrutiny Review Panels.**

- (a) The Overview and Scrutiny Committee shall consider the following business as appropriate:
  - (i) apologies for absence;
  - (ii) urgent business;
  - (iii) declarations of interest;
  - (iv) minutes of the last meeting;
  - (v) deputations and petitions;

- (vi) consideration of any matter referred to the Committee for a decision in relation to call-in of a key decision;
  - (vii) responses of the Cabinet to reports of the Committee;
  - (viii) business arising from Area Committees;
  - (ix) the business otherwise set out on the agenda for the meeting.
- (b) A Scrutiny Review Panel shall consider the following business as appropriate:
- (i) minutes of the last meeting;
  - (ii) declarations of interest;
  - (iii) the business otherwise set out on the agenda for the meeting.
- (c) Where the Overview and Scrutiny Committee or Scrutiny Review Panel has asked people to attend to give evidence at meetings, these are to be conducted in accordance with the following principles:
- (i) that the investigation be conducted fairly and all members of the Overview and Scrutiny Committee and Scrutiny Review Panels be given the opportunity to ask questions of attendees, to contribute and to speak;
  - (ii) that those assisting the Overview and Scrutiny Committee or Scrutiny Review Panel by giving evidence be treated with respect and courtesy;
  - (iii) that the investigation be conducted so as to maximise the efficiency of the investigation or analysis; and
  - (iv) that reasonable effort be made to provide appropriate assistance with translation or alternative methods of communication to assist those giving evidence.
- (d) Following any investigation or review, the Overview and Scrutiny Committee or Scrutiny Review Panel shall prepare a report, for submission to the Cabinet and shall make its report and findings public.

#### **17A. Declarations Of Interest Of Members**

- (a) If a member of the Overview and Scrutiny Committee or Scrutiny Review Panel has a disclosable pecuniary interest or a prejudicial interest as referred to in Members' Code of Conduct in any matter under consideration, then the member shall declare his or her interest at the start of the meeting or as soon as the interest becomes apparent. The member may not participate or participate further in any

discussion of the matter or participate in any vote or further vote taken on the matter at the meeting and must withdraw from the meeting until discussion of the relevant matter is concluded unless that member has obtained a dispensation from the Council's Standards Committee.

- (b) If a member of the Overview and Scrutiny Committee or Scrutiny Review Panel has a personal interest which is not a disclosable pecuniary interest nor a prejudicial interest, the member is under no obligation to make a disclosure at the meeting but may do so if he/she wishes.

## **18. The Party Whip**

Scrutiny is intended to operate outside the party whip system. However, when considering any matter in respect of which a Member of scrutiny is subject to a party whip the Member must declare the existence of the whip and the nature of it before the commencement of the Committee/Panel's deliberations on the matter. The Declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

The expression "party whip" can be taken to mean: "Any instruction given by or on behalf of a political group to any Councillor who is a Member of that group as to how that Councillor shall speak or vote on any matter before the Council or any committee or sub-committee, or the application or threat to apply any sanction by the group in respect of that Councillor should he/she speak or vote in any particular manner."

## **19. Matters within the remit of more than one Scrutiny Review Panel**

Should there be any overlap between the business of any Scrutiny Review Panels, the Overview and Scrutiny Committee is empowered to resolve the issue.



## OVERVIEW AND SCRUTINY COMMITTEE (OSC) PROTOCOL 2021

### 1 INTRODUCTION

- 1.1 Overview and Scrutiny plays a fundamental role in the Council's governance arrangements through holding decision makers to account, policy review and development, acting as a community voice and ensuring the efficient delivery of public services. Effective scrutiny requires the commitment of the whole Council and partners, as well as creating the right culture, behaviours and attitude that sees scrutiny as a valuable contributor to the business of the Council.
- 1.2 This new protocol is a welcome opportunity for the whole Council to re-affirm its commitment to effective scrutiny, foster an effective and constructive working relationship with all stakeholders in the scrutiny process and refresh relevant policies and procedures so that they reflect best practice. It also takes into account learning from recent Haringey scrutiny work as well as the new Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities that was published by the Ministry of Housing, Communities and Local Government (MHCLG) in May 2019.
- 1.3 The Protocol is intended to give effect to the provisions in the Constitution relating to Overview and Scrutiny. In the event of any apparent conflict that may arise between the provisions in the Protocol and the Constitution, the Constitution shall take precedence.

### 2 ROLE OF OVERVIEW AND SCRUTINY COMMITTEE

- 2.1 The Council is committed to creating an environment conducive to effective scrutiny. It is a statutory function and a requirement for all authorities operating executive arrangements. It is also an integral part of the Council's decision-making structure and provides essential checks and balances to the Council's Cabinet to ensure that its powers are used wisely. Whilst its legitimacy is beyond question, scrutiny should nonetheless be able to demonstrate clearly to the Council and its Cabinet, senior management team, partners and the public the value that it adds in its work and seek to make recommendations that improve the lives of local residents.
- 2.2 Effective Overview and Scrutiny should:
  - Provide constructive challenge;
  - Amplify the voices and concerns of the public;
  - Be led by independent minded Members who take responsibility for their role; and
  - Drive improvement in public services.

#### *Challenge*

- 2.3 For challenge to be effective, it needs to be sufficiently robust. It should nevertheless be constructive and focused on matters of timely relevance to the Council and the wider community. The role of scrutiny as a 'Critical Friend' should be undertaken in a courteous and professional manner, reflecting the Member's Code of Conduct. The aim of scrutiny should be to improve decision making and outcomes for residents, not scoring political points or providing a political opposition to those who make decisions.

#### *Public and Community Involvement*

- 2.4 Overview and Scrutiny has an important role in articulating the concerns of residents and community organisations. It will therefore strive to facilitate their involvement in its work and, in particular, the development of its work plan, providing evidence and asking questions.
- 2.5 Overview and scrutiny will seek to ensure that the feedback that it receives is representative of the local community. It will be proactive in seeking input and seek to involve individuals and groups within it that are best placed to inform specific pieces of work. It will use a range of methods and, where possible, locations in order to best to engage with diverse stakeholders and listen to their views and experience.

### *Independence*

- 2.6 Overview and scrutiny shall be independent in both outlook and operation. The Cabinet should not seek to direct the areas that it focusses upon, although suggestions can be made for the work programme. Overview and scrutiny shall not be subject to undue party political influence, such as whipping. Members on scrutiny bodies shall also undertake their work with an open mind and make recommendations that are based on the evidence that they receive rather than pre-conceived ideas or pressure from within the political group. It should seek to be strategic and focused on the Council and its communities of interest.

### *Driving Improvement*

- 2.7 It is important that scrutiny not only provides challenge but delivers outcomes. These should aim to make a difference to the lives of residents through improving public services. This should be achieved by the making of evidence-based recommendations to the Council's Cabinet and other organisations responsible for the commissioning and delivery of public services.

## **3 RESPONSIBILITIES**

- 3.1 Overview and scrutiny can scrutinise any matter which affects the authority's area or its residents' wellbeing. The powers of Overview and Scrutiny were contained in the Local Government Act 2000 and consolidated by the Localism Act 2011. It can:
- Review decisions taken by the Cabinet or the Council;
  - Investigate matters affecting the borough of Haringey and its residents;
  - Contribute to policy development for the Council;
  - Make reports and recommendations to the Cabinet or the Council;
  - Review decisions made by the Cabinet but not yet implemented ("call-in");
  - Appoint sub-committees and arrange for them to discharge any of its functions;
  - Review matters relating to the health service and crime and disorder and make reports and recommendations;
  - Require members of the Cabinet and officers to attend to provide information and answer questions;
  - Invite other persons to attend meetings as part of its evidence gathering;
  - Give notice in writing to a relevant partner authority requiring that it has regard to a report or recommendations relating to its functions; and
  - Request information from a relevant partner authority that is required for Overview and Scrutiny to discharge its functions.

## **4 STRUCTURE**

- 4.1 The Overview and Scrutiny Committee shall comprise five members and be politically proportionate as far as possible. The membership shall be appointed each year at the Annual Council Meeting. The chair of the Committee shall be a member of the majority group. The Vice-Chair shall be a member of the largest minority group. The Committee shall also comprise statutory education co-optees, who have voting rights on education matters.
- 4.2 The Overview and Scrutiny Committee shall establish four standing Scrutiny Panels to examine designated public services. The Committee shall determine the terms of reference of each Panel. If there is any overlap between the business of the Panels, it is the responsibility of the Overview and Scrutiny Committee to resolve the issue. Areas which are not covered by the four standing Panels shall be the responsibility of the Overview and Scrutiny Committee.
- 4.3 The chair of each standing Scrutiny Panel shall be a member of the Overview and Scrutiny Committee and shall be determined by the Committee at its first meeting of the year. It is intended that each Panel shall be comprised of between 3 and 7 members and be politically proportionate as far as possible. The membership of each Scrutiny Panel shall be appointed by the Overview and Scrutiny Committee. It is intended that, other than the Chair, the other members will be non-executive members who do not sit on the Overview and Scrutiny Committee.
- 4.4 Should one of the Panels be responsible for education issues, the membership shall include the statutory education co-optees. It is intended that the education co-optees will also attend the Overview and Scrutiny Committee when reports from a relevant Scrutiny Panel are considered.
- 4.5 Each Scrutiny Panel shall be entitled to appoint up to three non-voting co-optees. Non voting co-optees are expected to add value to scrutiny by performing the following roles:
- To bring a diverse spectrum of experience and adding a different perspective to any items;
  - To act as a non-party political voice for those who live and/or work in Haringey; and
  - To bring specialist knowledge and/or skills to the Overview and Scrutiny process and an element of external challenge by representing the public.
- 4.6 Nominations for non-voting co-optees will be sought primarily from established community groups but consideration can be given to specific individuals where particular expertise/experience is required that would not be otherwise available<sup>1</sup>.
- 4.7 Overview and Scrutiny bodies shall seek to work by consensus. Votes should only take place when as a last resort and when all efforts to achieve a consensus have been unsuccessful.

## **5 MEETING FREQUENCY AND FORMAT**

- 5.1 The Committee shall hold six scheduled meetings each year. One meeting shall include agreement of the annual work programme for Overview and Scrutiny. One meeting, in January, shall consider the budget scrutiny recommendations from each Scrutiny Panel. In addition, the Committee may also hold evidence gathering meetings as part of in-depth scrutiny reviews on a specific issue as and when required. An extraordinary meeting of the OSC may be called in accordance with the Council's Constitution (Part 4 Section G).

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<sup>1</sup> There is a separate and detailed Protocol regarding the process for appointment of non-voting co-optees.

- 5.2 Members of the Council may Call In a decision of the Cabinet, or any Key Decision made under delegated powers, within five working days of the decision being made. The full procedure is given in the Council's Constitution (Part 4 Section H).
- 5.3 Pre-decision scrutiny on forthcoming Cabinet decisions shall only be undertaken at scheduled Overview and Scrutiny Committee meetings, in adherence with the Council's Forward Plan.
- 5.4 It is intended that each Scrutiny Panel shall hold four scheduled meetings each year. An extraordinary meeting of a Panel may be called in accordance with the Council's Constitution (Part 4 Section G). In addition, Scrutiny Panels may also hold evidence gathering meetings as part of in-depth scrutiny reviews on a specific issue as and when required.
- 5.5 The choice of venue for meetings may have regard to the business to be transacted and the circumstances of the time. This may include meeting online for remote working or to improve access to those providing evidence to the Committee or a Panel.

## **6 ENGAGING WITH THE CABINET**

- 6.1 Legislation relating to local authority governance provides for the separation of the Executive and Non-executive Members of a Council in order to provide a check and balance on decision-making. The Overview and Scrutiny Committee therefore shall engage regularly with Cabinet, particularly regarding its future work programme and the Forward Plan. The first of such meetings should be arranged with Cabinet prior to the first meeting of the Committee. The Chairs of the Overview and Scrutiny Committee and the Scrutiny Panels shall seek to liaise on a regular basis with the relevant Cabinet Members covering relevant portfolios regarding the progress of the work programme, agenda setting and requests for reports, attendance and updates.
- 6.2 The Leader of the Council and Chief Executive shall be invited to the Overview and Scrutiny Committee as required, based upon the agenda of a meeting, but at least once a year at the meeting when the Overview and Scrutiny work programme is considered. This shall be an opportunity to discuss jointly, amongst other matters, the Council's priorities for the next year. Meetings between the Cabinet and scrutiny should focus on outcomes and be respectful and constructive, respecting the different but complementary nature of the roles and the value of scrutiny to the Council and its residents.
- 6.3 All Cabinet Members will be expected to attend either the Overview and Scrutiny Committee and/or Scrutiny Panels as required and with reasonable notice, based upon the agenda of a meeting, but at least twice a year. Cabinet Members will be expected to provide information specific to an agenda item, to provide updates on key areas within their portfolios and to answer questions.
- 6.4 The Leader and Cabinet Members attending an Overview and Scrutiny Committee or Scrutiny Panel meeting may be accompanied and assisted by any service officers they consider necessary. The Member may invite an officer attending to answer a question and provide information on their behalf.
- 6.5 Cabinet Members and senior officers attending formal meetings of scrutiny bodies shall strive to provide full answers to questions that are put to them. Where this is not possible due to the necessary information not being accessible at the meeting, a written answer will be provided within 7 working days of the date of the meeting. To better meet requests for information, members of the Committee

and its Panels will seek to provide advance notice of questions so that Cabinet Members and senior officers may prepare for their participation in the meeting.

### **7 RESPONDING TO SCRUTINY RECOMMENDATIONS**

7.1 Overview and Scrutiny may make recommendations to the Cabinet or any other public service providers. Recommendations to Cabinet shall be introduced by either the Chair of the Overview and Scrutiny Committee or the relevant Scrutiny Panel. They shall be responded to by the appropriate body within two months of their receipt. Responses shall be circulated to Members of the relevant scrutiny body before the Cabinet meeting to approve the response. Where recommendations from Overview and Scrutiny are not accepted by Cabinet, an explanation will be given of the reasons why. Where a response is requested from NHS funded bodies, the response shall be made within 28 days.

### **8 THE OVERVIEW AND SCRUTINY WORK PROGRAMME**

8.1 Overview and Scrutiny will agree its own annual work programme and keep it under review over the course of a municipal year. It will have regard to corporate and strategic priorities and consult widely to inform the focus for scrutiny activity.

8.2 The Council's Democratic Services Team shall coordinate the development of the work programme for Overview and Scrutiny, covering the work of the Committee and of the Scrutiny Panels. The development process for this should include engagement with Members, Cabinet, senior officers, partners, voluntary and community organisations and residents, with specific opportunities provided for each of them to submit suggestions. Whilst safeguarding the independence of the scrutiny process, the Committee shall have regard to all such suggestions when they decide their work programme.

8.3 Decision makers should seek to involve scrutiny in the development of new policy at an early stage when proposals are being developed so that account can be taken of it when developing its work plan.

8.4 As part of the development of the work programme, the Committee will determine how external partners and public service providers shall be scrutinised and engage with key personnel to build the necessary relationships and awareness for this purpose.

8.5 The scrutiny work programme should reflect a balance of activities, including:

- Holding the Executive to account;
- Policy review and development;
- Performance management;
- External scrutiny; and
- Public and community engagement.

8.6 The work programme should;

- Reflect local needs and priorities. Issues should be of community concern as well as Borough Plan and Medium Term Financial Strategy priorities;
- Prioritise issues that have most impact or benefit to residents;
- Involve local stakeholders; and
- Be flexible enough to respond to new or urgent issues.

8.7 Scrutiny work will be carried out in a variety of ways and use whatever format that is best suited to the issue being considered. This can include a variety of "one-off" reports as well as in-depth scrutiny

review projects that provide opportunities to thoroughly investigate a topic and recommend improvements.

- 8.8 In deciding its work programme, the Committee shall be mindful of the need to achieve meaningful outcomes by ensuring that plans are deliverable within the timescale set and with the resources available.
- 8.9 A template shall be maintained and shared by the Democratic Services Team to provide criteria to assist with the preparation and updating of the work programme. The Team also will assist the Committee and its Panels in tracking their decisions and requesting updates on progress from time to time, following which the Chair and officer will consider whether such matters need to form an agenda item.
- 8.10 A template shall be maintained for the use of the Chairs and Officers of the OSC and Panels to assist the Cabinet and senior officers in understanding the purpose of scrutiny activity relating to specific topics and to justify requests for information or reports. Agenda planning meetings shall be arranged between Chairs and senior officers ahead of scheduled meetings to ensure clarity on any reports that are requested. A detailed scope, terms of reference and project plan shall also be prepared for each in-depth scrutiny review project prior to it starting. This shall include consideration of resources, timescale for completion and aspired outcomes.

## 9 BUDGET SCRUTINY

- 9.1 The Council's budget shall be scrutinised by both the Overview and Scrutiny Committee and each of the Scrutiny Panels. The role of the Committee shall be to scrutinise the overall budgetary position and direction of the Council and strategic issues relating to this, whilst each Scrutiny Panel will scrutinise areas that come within their terms of reference. Any individual areas of the budget that are not covered by the Panels shall be considered by the Committee.
- 9.2 A lead Committee member from the largest opposition group shall be responsible for chairing the Budget Scrutiny process and co-ordinating recommendations made by respective Scrutiny Panels and the Committee relating to the budget.
- 9.3 To allow effective scrutiny of the budget in advance of it formally being set, the following timescale is suggested:
- **Scrutiny Panel Meetings: May to November**  
The Overview and Scrutiny Committee will receive regular budget monitoring reports budget whilst each Scrutiny Panel shall monitor budgets within their respective areas. Between May and November, this shall involve scrutinising progress with the Medium Term Financial Strategy (MTFS) approved at the budget setting full Council meeting in February.
  - **Scrutiny Panel Meetings: December/January**  
Each Scrutiny Panel shall hold a meeting following the release of the December Cabinet report on the new MTFS. The Committee will also meet to consider proposals relating to any areas within the MTFS that are not covered by individual scrutiny panels. Each Panel and the Committee shall consider the proposals in this report for their respective areas, in addition to their budget scrutiny already carried out. Relevant Cabinet Members will be expected to attend these meetings to answer questions relating to proposals affecting their portfolios as well as senior service officers.

Scrutiny Panels and the Committee may also request that the Cabinet Member for Finance and/or senior officers attend these meetings to answer questions.

- **Overview and Scrutiny Committee Meeting: January**

The Committee will consider and make recommendations on the overall budgetary position and direction of the Council and the MTFs. Each Scrutiny Panel and the Committee shall also submit their final budget scrutiny report to the meeting for ratification, containing their recommendations/proposals in respect of the budget for the areas within their terms of reference.

- **Cabinet Meeting: February**

The recommendations from the Budget Scrutiny process that have been approved by the Committee shall be referred to the Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals.

## 10 ACCESS TO INFORMATION

- 10.1 Legislation and the Council's own Standing Orders provide for all Members to have access to information based upon their membership of Committees and on a need to know basis.
- 10.2 For Overview and Scrutiny to be effective, it needs access to relevant information and in a timely manner. In particular, it is imperative that it has the information necessary to provide effective challenge about the provision, quality and resourcing of services. It has a legal right to information and this includes enhanced power to access exempt or confidential information. This is in addition to existing rights that Councillors have to access information.
- 10.3 Overview and Scrutiny Members need access to key information about the management of the Council, particularly on performance, management, funding and risk. Members should also be given the support necessary to ensure that they understand such information. In seeking this information, they should be mindful of the capacity of the Council to resource activity and the value and outcomes likely to be gained through it.
- 10.4 Overview and Scrutiny should not rely purely on those who are directly responsible for services for information and should seek to supplement the evidence at its disposal from within the Council from other sources, including service users, other residents and partners.
- 10.5 A template shall be maintained for the use of the Chairs and Officers of the OSC and Panels to explain the basis for the request for information and to detail the information that is required and the purpose to which it will be put. Requests will be responded to positively and in a timely manner. To ensure that the information provided is relevant, officers should ensure that they have a clear understanding of the reasons why information is needed by seeking clarification if necessary.
- 10.6 It is recognised that there may be rare occasions when it may be legitimate for information to be withheld and a written statement setting out the reasons for this will be provided to the OSC and its lead officer should this occur. Cabinet Members and senior officers will nevertheless seek to avoid refusing requests or limiting the information they provide. Before a decision exceptionally is made not to share information, serious consideration will be given to whether the information can instead be shared in closed session and the reason for this stated.
- 10.7 Where a Cabinet Member or senior officer determine that information requested by the OSC should be withheld, the OSC may refer the matter to the Monitoring Officer for adjudication if it wishes to

challenge the decision. In considering the matter, the Monitoring Officer should have regard to the legitimacy of Overview and Scrutiny, the reason(s) given for withholding the information and the value to the Council and residents of scrutiny activity on this matter.

## **11 TRANSPARENCY AND OPENNESS**

11.1 One of the key roles of Overview and Scrutiny is to promote transparency and openness. The presumption therefore will be that its meetings will take place in public and the need to hold closed sessions will be avoided. Meetings that take place as part of the evidence gathering process for in-depth scrutiny reviews will also take place in public.

11.2 However, it is accepted that there will be limited occasions when it will be appropriate to meet in closed session because of the nature of the business or the position of the witness giving evidence. Evidence gathering activities may therefore take place outside of formal meetings if necessary or appropriate.

11.3 The status of meetings in terms of public or closed sessions, recording and documentation should be made clear in advance to all individuals attending to provide evidence.

## **12 OFFICER ADVICE**

12.1 The Code of Conduct for Officers is clear that all Members are entitled to receive impartial advice and have access to information by virtue of their membership of committees and on a need-to-know basis.

12.2 There is therefore an expectation that all Senior Officers will provide impartial advice to scrutiny bodies as and when required. The Statutory Scrutiny Officer and the Monitoring Officer have particular roles in ensuring that timely, relevant and high quality advice is provided.

12.3 There is a specific statutory requirement for the Council to designate a Statutory Scrutiny Officer. The role of this officer is:

- To promote the role of the authority's overview and scrutiny committee(s);
- To provide support to the authority's overview and scrutiny function and to local Councillors;
- To provide guidance to members and officers of the council in relation to overview and scrutiny's functions.

12.4 The Statutory Scrutiny Officer cannot be the Council's Head of Paid Service, the Monitoring Officer or the Chief Finance Officer.

12.5 The Monitoring Officer has three principal responsibilities:

- To report on matters they believe are, or may be, illegal or amount of maladministration;
- To be responsible for the conduct of councillors and officers; and
- To be responsible for the operation, review and updating of the constitution.

12.6 Where there are disagreements about Overview and Scrutiny's powers, role and remit, the role of the Statutory Scrutiny Officer will be to advocate on behalf of it and protect its independence. The role of the Monitoring Officer will be to adjudicate on such matters and, if need be, report to Full Council on any issues that may need addressing.



## **Protocol for Non - Voting Co-opted Members**

### **Introduction**

- 1.1 The primary purpose of establishing a protocol for the co-option of non statutory, non-voting scrutiny members is as follows:
- To set out how the appointment and role of non- voting scrutiny Panel members is taken forward.
- 1.2 Each Scrutiny panel is entitled to appoint up to three non-voting co-optees to assist scrutiny with its work. Non -voting co-optees are intended to bring an additional element of external challenge to the work of the scrutiny panels. By bringing a diverse spectrum of experience and adding a different perspective to many items, they are expected to add value to scrutiny by performing the following roles:
- To act as a non-party political voice for those who live and/or work in Haringey; and
  - To bring specialist knowledge and/or skills to the Overview and Scrutiny process and bring an element of external challenge by representing the public.
- 1.3 For the purposes of this protocol, the term ‘Co-opted members/Co-optees’ refers to Co-opted Non-statutory, Non-voting scrutiny members. Sections 2.4, 3, 4 and 5 of this protocol could also be applicable to Standards Committee which is also able to appoint up to 6 non-voting co-opted members as set out in the Constitution at Article 9 - paragraph 9.02.

## **2. Non - Voting Co-opted members**

- 2.1 Most members on Scrutiny Committees are elected members and voting co-opted members. Although provision is available for the appointment of up to three co-optees on for each Scrutiny Panel. The decision making on appointment of non – voting co-opted members should take place at the start of the Municipal year.
- 2.2 Non-voting Co-opted members will be an integral part of Scrutiny Panels and are able to contribute to questioning of witnesses and analysis of evidence. Scrutiny Panel chairs are advised to invite individuals who have specific and detailed knowledge of a particular issue to act as expert witnesses or independent external advisers instead of being applicable to the appointment process at section 5 below , as this will provide them with greater scope to contribute to evidence received by panels.
- 2.3 It is expected that appointed non-voting co-optees will:
- Attend formal meetings of the Panel, which are usually held in the evening.
  - Attend additional meetings and evidence gathering sessions such as site visits.
  - Prepare for meetings by reading the agenda papers and additional information to familiarise themselves with the issues being scrutinised.

- Prior to meetings consider questions they may wish to put to Cabinet Members, officers, and external witnesses.
- Help the Panel to make practical suggestions for improvements to services.
- Assist in the preparation of reports and the formulation of recommendations.
- Contribute to the development of the annual scrutiny work programme.
- Establish good relations with members, officers and other co-optees.
- Abide by the relevant sections of the Council's Constitution in terms of the rules and procedures for Overview and Scrutiny; and
- Keep abreast of key issues for the authority and bear these in mind when scrutinising services and making recommendations for improvement!

2.4 Non-voting co-opted member should also note the following:

- Co-optees on Scrutiny Panels will have no voting rights.
- Each co-opted member will usually be appointed for a period of 1 year by the Scrutiny panel at their first meeting of the Municipal year and their membership reviewed on an annual basis by the Scrutiny Panel.
- Employees and existing Councillors of Haringey Council are excluded from applying to be Co-optees.

### **3. Appointment process**

3.1 Primarily, Scrutiny will seek nominations from established community groups for Non -voting Co-optee positions. Where the panel identifies that a Non - voting Co-opted member maybe beneficial to the work of the Panel and its work programme for the coming municipal year, the Chair of Scrutiny and Panel Chair , supported with advice from Scrutiny Officers, will identify the appropriate community organisation to invite nominations for this role. The community groups will be known through established contact with the Council and through their existing contact with scrutiny members by participating in reviews.

3.2 Where the above is not possible and a particular experience/ expertise is required to assist the Panel for the duration of the municipal year, consideration can also be given to advertising the position on council's website and social media

3.3 Community organisations will be sent:

- Information on the role of overview and scrutiny non -voting co-opted members.
- Protocol for co-opted non-statutory non-voting members
- Information on the relevant Scrutiny Panel, the Scrutiny Work programme, and the skills and experience being sought to allow the community organisation to identify the appropriate individual to nominate.

3.4 Where the Panel is seeking particular expertise/ experience which is not available through contact with community organisations and the role is advertised, an application form will be sent to interested applicants. This will include a number of questions that have been devised by the Chair of Overview and Scrutiny and Scrutiny

Panel Chair and Scrutiny Officers which will draw out the experience, community involvement and expertise needed for participation in this role.

- 3.5 The Scrutiny Panel Chair, along relevant scrutiny officer will shortlist suitable candidates. This will include an assessment against the Scrutiny Work Plan , role in the community, and considering the criteria at section 1.1 above. Applicants will also be asked to attend a short interview and provide a reference.

#### **4. Term of office**

- 4.1 Non-voting Co-opted members will be appointed for the duration of the Municipal year and the Scrutiny Panel will annually renew their membership according to consideration of their work plan.
- 4.2 Any Non-voting Co-opted members shall be appointed at the first Scrutiny Panel meeting of each Municipal year. A report shall be made to this meeting that specifies how they will add value to the work of the Panel and in particular:
- 4.3 The specialist knowledge and/or skills that the proposed Co-optees will provide; and the basis on which they can represent the local community and articulate their concerns.
- 4.5 At the end of the local election year period of office, each Scrutiny Committee will ask the Co-opted members if they wish to continue. If they do want to continue, they will be subject to the appointment process outlined above.
- 4.6 Co-optees may terminate their membership by giving one month's notice to the Democratic and Scrutiny Team Manager.

#### **5. Code of Conduct**

- 5.1 All Co-optees, including non-voting co- opted members, are required to sign the council's code of conduct which sets out the standards of behaviour expected.
- 5.2 Co-optees must also sign a declaration of interest form identifying any interests which an individual may have which require recording. Advice will be provided on these requirements.
- 5.3 Induction, training, and ongoing support
- 5.4 Non-Co-optees will receive an individual induction following appointment and prior to attending their first scrutiny meeting.
- 5.5 The induction will involve meeting with the Chair of the panel they are joining and the scrutiny officer responsible for the Panel.
- 5.6 Non-voting Co-optees are voluntary positions and there is no allowance provision for this role.

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## APPENDIX D: Overview & Scrutiny Remits and Membership 2023/24

Scrutiny Body	Areas of Responsibility	Cabinet Links
<p><b>Overview &amp; Scrutiny Committee</b>            Cllr Matt White (Chair),            Cllr Pippa Connor (Vice Chair),            Cllr Makbule Gunes, Cllr Michelle Simmons-Safo, Cllr Alexandra Worrell</p> <p>The Committee shall also comprise statutory education representatives, who shall have voting rights solely on education matters</p>	<ul style="list-style-type: none"> <li>• Haringey Deal: coproduction, codesign, participation and local democracy</li> <li>• Communications</li> <li>• Corporate governance, performance, policy and strategy</li> <li>• External partnerships</li> </ul>	<p style="text-align: center;">Cllr Peray Ahmet            Leader of the Council</p>
	<ul style="list-style-type: none"> <li>• Council finances, budget and MTFS</li> <li>• Participatory budgeting</li> <li>• Income generation</li> <li>• Community wealth-building:               <ul style="list-style-type: none"> <li>○ Procurement: policies, frameworks and systems</li> <li>○ Insourcing policy and delivery</li> </ul> </li> <li>• Capital strategy</li> <li>• Council Tax policy</li> <li>• HR, staff wellbeing and corporate recruitment</li> <li>• IT and digital transformation</li> <li>• Data policy and reform</li> <li>• Information management</li> <li>• Elections</li> <li>• Emergency planning</li> </ul>	<p style="text-align: center;">Cllr Dana Carlin            Cabinet Member for Finance and Local Investment</p>

Scrutiny Body	Areas of Responsibility	Cabinet Links
	<ul style="list-style-type: none"> <li>• Active citizenship and VCS organisations</li> <li>• Parks</li> <li>• Leisure</li> </ul>	<p style="text-align: center;">Cllr Emily Arkell Cabinet Member for Culture, Communities &amp; Leisure</p>
	<ul style="list-style-type: none"> <li>• Jobs and skills</li> <li>• Local business</li> <li>• Town centres and high streets.</li> </ul>	<p style="text-align: center;">Cllr Ruth Gordon Council House Building, Placemaking and Local Economy</p>
	<ul style="list-style-type: none"> <li>• Social inclusion</li> <li>• Licensing and regulatory services</li> </ul>	<p style="text-align: center;">Cllr Adam Jogee Cabinet Member for Community Safety and Cohesion</p>
	<ul style="list-style-type: none"> <li>• Waste and fly-tipping</li> <li>• Customer services</li> </ul>	<p style="text-align: center;">Cllr Seema Chandwani Cabinet Member for Resident Services and Tackling Inequality</p>
	<p>Cross cutting, significant or high profile issues; Matters outside the remit of individual panels</p>	<p style="text-align: center;">To be determined according to issue</p>
<p><b>Adults &amp; Health Scrutiny Panel</b> Cllrs Connor (Chair), Brennan, Iyngkaran, Mason, O'Donovan, Opoku &amp; Peacock.</p> <p>Co-optees: Ali Amasyali &amp; Helena Kania.</p>	<ul style="list-style-type: none"> <li>• Adult social care</li> <li>• Violence Against Women and Girls (VAWG)</li> <li>• Mental health and wellbeing</li> <li>• Refugee and migrant wellbeing</li> <li>• Public Health</li> <li>• Safeguarding adults</li> </ul>	<p style="text-align: center;">Cllr Lucia das Neves Cabinet Member for Health, Social Care and Well-Being</p>

Scrutiny Body	Areas of Responsibility	Cabinet Links
	<ul style="list-style-type: none"> <li>• Transitions</li> </ul>	
<p><b>Children &amp; Young People Scrutiny Panel</b>  Cllrs Gunes (Chair), Abela, Adamou, Blake, Collett, Isilar-Gosling, Jameson.</p> <p>Co-optees: Amanda Bernard, Yvonne Denny, Venassa Holt &amp; Lourdes Keever.</p>	<ul style="list-style-type: none"> <li>• Adoption and fostering</li> <li>• Early help</li> <li>• Early years and childcare</li> <li>• Looked after children and care leavers</li> <li>• Unaccompanied minors</li> <li>• Safeguarding children</li> <li>• Schools and education</li> <li>• Services for children with disabilities and additional needs</li> <li>• 16-19 education</li> <li>• Youth services and youth justice</li> <li>• Transitions</li> </ul>	<p style="text-align: center;">Cllr Zena Brabazon  Cabinet Member for Children, Schools and Families</p>
<p><b>Climate, Community &amp; Culture Scrutiny Panel.</b>  Cllrs Simmons-Safo (Chair), Adamou, Adje, Culverwell, Dunstall, Diakides &amp; Isilar-Gosling.</p>	<ul style="list-style-type: none"> <li>• Climate Action Unit</li> <li>• Strategic Transport</li> <li>• Air pollution</li> <li>• Liveable Neighbourhoods</li> <li>• Trees and canopy cover</li> <li>• Coproduced green spaces</li> <li>• Local renewable energy</li> <li>• Sustainability and decarbonisation</li> </ul>	<p style="text-align: center;">Cllr Mike Hakata  Cabinet Member for Climate Action, Environment and Transport and Deputy Leader of the Council</p>
	<ul style="list-style-type: none"> <li>• Highways</li> <li>• Flooding</li> <li>• Local welfare</li> </ul>	<p style="text-align: center;">Cllr Seema Chandwani  Cabinet Member for Resident Services and Tackling Inequality</p>

Scrutiny Body	Areas of Responsibility	Cabinet Links
	<ul style="list-style-type: none"> <li>• Local food policy</li> <li>• Culture</li> <li>• Libraries</li> </ul>	<p style="text-align: center;">Cllr Emily Arkell Cabinet Member for Culture, Communities &amp; Leisure</p>
	<ul style="list-style-type: none"> <li>• Crime prevention</li> <li>• Safer streets</li> <li>• Community cohesion</li> </ul>	<p style="text-align: center;">Cllr Adam Jogee Cabinet Member for Community Safer &amp; Cohesion</p>
<p><b>Housing &amp; Regeneration Scrutiny Panel</b> Cllrs Worrell (Chair), Barnes, Bevan, Blake, Harrison-Mullane, Hymas &amp; Moyeed.</p>	<ul style="list-style-type: none"> <li>• Council housing</li> <li>• Housing associations</li> <li>• Private sector housing               <ul style="list-style-type: none"> <li>○ Private rented homes (inc. landlord licensing and enforcement)</li> <li>○ Empty Homes</li> </ul> </li> <li>• Housing needs</li> <li>• Homelessness and rough sleeping</li> <li>• Planning policy, framework and enforcement (inc. Local Plan)</li> </ul>	<p style="text-align: center;">Cllr Sarah Williams Cabinet Member for Housing Services, Private Renters and Planning</p>
	<ul style="list-style-type: none"> <li>• Housing Strategy and Development</li> <li>• Building high-quality new council homes</li> <li>• Renewing Council housing estates</li> <li>• Placemaking</li> <li>• Council property</li> </ul>	<p style="text-align: center;">Cllr Ruth Gordon Council House Building, Placemaking and Local Economy</p>
<p style="text-align: center;">If there is any overlap between the business of the Panels, it is the responsibility of the OSC to resolve the issue. Areas which are not covered by the 4 standing Scrutiny Panels shall be the responsibility of the main OSC.</p>		





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**Report for:** Children and Young People's Scrutiny Panel – 26 June 2023

**Item number:**

**Title:** Appointment of Non Voting Co-opted Member

**Report authorised by:** Fiona Alderman, Assistant Director of Corporate Governance

**Lead Officer:** Robert Mack, Principal Scrutiny Support Officer, 020 8489 2921  
[rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/ Non Key Decision:** N/A

**1. Describe the issue under consideration**

1.1 The report seeks formal approval of the appointment of a non-voting co-opted Member to the Panel.

**2. Cabinet Member Introduction**

N/A

**3. Recommendations**

3.1 That a representative from Haringey SEND Parent Carer Forum be appointed as a non voting co-opted Member of the Panel for the 2023/24 Municipal Year;

**4. Reasons for decision**

4.1 As outlined in the scrutiny protocol, each of the standing scrutiny panels have the power to appoint up to three non-voting co-opted Members to assist them with their work.

**5. Alternative options considered**

5.1 The Panel could decide not to appoint any non-voting co-opted Members or, alternatively, could decide to appoint two or three co-optees.

**6. Background information**

6.1 The Local Government Act 2000 made provision for the co-option of non-elected members to Overview and Scrutiny to bring additional expertise and skills to scrutiny work and to increase public engagement with scrutiny.

6.2 Within the current structure of scrutiny in Haringey, there is one overarching Overview and Scrutiny Committee and four advisory panels, these being:

- Adults and Health
- Children and Young People
- Environment and Community Safety
- Housing and Regeneration

6.3 The Overview and Scrutiny Committee consists of 5 non executive members and includes Haringey's statutory education representatives, who have voting rights solely on education matters.

6.4 Scrutiny panels are chaired by a Member of the Overview and Scrutiny Committee. The membership of each panel consists of between 3 and 7 non executive members and is politically proportional as far as possible. The membership of the Children and Young People's Scrutiny Panel also includes the statutory education representatives of the Overview and Scrutiny Committee.

6.5 In addition, each scrutiny panel is entitled to appoint up to three non-voting co-optees to assist scrutiny with its work. The terms of reference/arrangements for Overview and Scrutiny are set out in Part 2 (Article 6), Part 3 (Section B) and Part 4 (Section 6) of the Council's Constitution. Further information can be found via the link below:

<http://www.haringey.gov.uk/local-democracy/about-council/council-constitution>

6.6 By bringing a diverse spectrum of experience and adding a different perspective to many items, non voting co-optees are expected to add value to scrutiny by performing the following roles:

- To act as a non-party political voice for those who live and/or work in Haringey.
- To bring specialist knowledge and/or skills to the Overview and Scrutiny process and to bring an element of external challenge by representing the public.
- To establish good relations with members, officers and co-optees.
- To abide by the relevant sections of the Council's Constitution in terms of the rules and procedures for Overview and Scrutiny.

6.7 It is expected that non voting co-optees will:

- Attend formal meetings of the Panel.
- Attend additional meetings and evidence gathering sessions such as site visits.
- Prepare for meetings by reading the agenda papers and additional information to familiarise themselves with the issues being scrutinised.

- Prior to meetings consider questions they may wish to put to Cabinet Members, officers and external witnesses.
- Help the Panel to make practical suggestions for improvements to services.
- Assist in the preparation of reports and the formulation of recommendations.
- Contribute to the development of the annual scrutiny work programme.
- Keep abreast of key issues for the authority and bear these in mind when scrutinising services and making recommendations for improvement.

6.8 A key aspect of the Children and Young People's Scrutiny Panel's work concerns provision from SEND and Haringey SEND Parent Carer Forum are a key local organisation with a role in this. They are therefore particularly well placed to assist the Panel in its work. In addition, the Panel has previously indicated its desire to appoint a co-opted Member with specific knowledge and experience of issues related to SEND.

## **7 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance and Procurement**

7.1 There will be no additional costs to the Council as a result of this decision.

### **Legal**

7.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Part 4 Section G (3.1) of the Overview and Scrutiny Procedure Rules in the Constitution permits the Panel to appoint up to three people as non-voting co-optees.

7.3 The co-optee is not entitled to vote on recommendations before the Panel. Therefore, the co-optee is not bound by the Council's Code of Conduct (in Part 5 Section A of the Constitution) that includes the registration and declaration of interest. However, the co-optee should be required to comply with relevant parts of the General Obligations of the Code (in Paragraph 3) when attending the meetings and conducting the business of the Panel.

### **Equality**

7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;

- Foster good relations between people who share those characteristics and people who do not.

7.7 The proposals outlined in this report relate to the membership of the Children and Young People's Scrutiny Panel and carry no direct implications for the Council's general equality duty.

## **8 Use of Appendices**

None.

## **9 Local Government (Access to Information) Act 1985**

**Report for:** Children and Young People's Scrutiny Panel - 26 June 2023

**Item number:** 10

**Title:** Outcome of Ofsted Inspection of Children's Services

**Report authorised by:** Ann Graham, Director of Children's Services

**Lead Officer:** Beverley Hendricks, Assistant Director of Safeguarding and Social Care

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Non Key decision

**1. Describe the issue under consideration**

1.1 Haringey Children's Social Care Service was inspected by OFSTED between 13 and 24 February 2023. The inspection, following a five day notice and mobilisation period, focused on the effectiveness of the Council's Children's Social Care Services.

1.2 The inspection took place in accordance with legislation and the new Ofsted inspection framework that became operational in December 2022. The findings from the inspection were published on 11 April 2023 and the inspectors judged that Haringey's Children's Service is now rated for overall effectiveness as Good. The inspection noted significant improvement since the last full inspection, the report for which was published in December 2018.

1.3 The inspection report includes a small number of areas for improvement and to address these areas the Post Inspection Action Plan is presented for Members herewith, as indicated to Cabinet on 13 June 2023.

1.4 The Director of Children's Services and the Cabinet Member for Children and Young People, Schools and Learning and will submit the action plan to OFSTED on 18 July 2023. The delivery of the action plan will be overseen by the Excellence for Children's Board, and the AD for Safeguarding & Social Care will provide progress reports to the Corporate Parenting Advisory Committee, to Children and Young People's Scrutiny Panel, and to the Haringey Safeguarding Children's Partnership.

**2. Recommendations**

2.1 Members are asked to:

- a) note the findings and outcome of the Ofsted Inspection of Children's Social Care Services, a copy of which is attached as Appendix 1; and

- b) note the approach set out for the development of the areas identified by Ofsted as requiring further improvement in the draft attached action plan at Appendix 2.

### 3. Background

- 3.1 Children's Services were subject to a full Ofsted inspection called the [Inspection of Local Authority Children's Services \(ILACS\)](#) by a team of Ofsted inspectors over a three-week period. During the first week of the inspection, inspectors were off site and were provided with data and information in line with the guidance in the ILACS framework. Inspectors were based in Haringey for the last two weeks of the inspection from 13 February to 24 February 2023.
- 3.2 The inspection framework is focused on evidence about improving outcomes for children and young people and evidence of the impact of leaders. There is a strong emphasis on examining frontline practice, talking directly with practitioners, and taking into account the views of children, young people, parents and carers. Our work with partner agencies and in fulfilling responsibilities as Corporate Parents was also an important focus point for the inspectors.
- 3.3 In advance of the inspection, the service produced a self-evaluation that set out the strengths, areas for improvement and actions needed to improve services. Ofsted received a copy of the self-evaluation in advance of the inspection and used this alongside a set of required data and information to form their key lines of enquiry. As part of the inspection process, inspectors look for evidence of progress from previous inspections. The last full inspection of children's services took place in 2018 [50044253 \(ofsted.gov.uk\)](#) and a Joint Targeted Area Inspection (JTAI) on neglect took place in December 2017.
- 3.4 The inspection team were on site for nine working days and read case files, observed practice, interviewed a wide arrange of frontline practitioners, and other professionals and safeguarding partners regarding the help and care given to children in Haringey. They also talked directly to children, young people and their families including the Children in Care Council, ASPIRE, young people at Bruce Grove and Rising Green Youth Centres and visited the Maya Angelou Family Centre. Inspectors spent time in Haringey's Multi-Agency Safeguarding Hub and met with most designated safeguarding partners including those from Health, Housing leads, Head Teachers and schools, and the Haringey and Enfield BCU – Police Teams.

### 3.5 The judgement from the inspection is that the effectiveness of Haringey Children's Social Care Services is Overall Good

Judgement	Grade
Overall effectiveness	Good
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences of children in care	Requires improvement to be good
The experiences and progress of children care leavers	Good



3.6 The summary of the findings is taken verbatim from the full report as follows :  
*'Leaders have supported frontline staff to significantly improve practice since the last inspection. Particular progress has been made for children in need of help and protection. Multi-agency partnership work is effective in identifying children at risk of abuse or neglect and providing the right support at the right time. Children at risk of extra-familial harm benefit from bespoke, timely and targeted support to protect them and to disrupt exploitation. Care leavers continue to receive effective help to take up education and employment opportunities and prepare for adulthood. Personal advisers are tenacious and creative in supporting them as young adults.*

*While most children are now supported well, leaders know there is more to do to achieve the same level of progress in developing services for children in care. Children come into care when it is in their best interests and most live in homes which meet their needs. However, practice is not consistently enabling them to achieve the stability and permanence they need for the future. Many do not receive individualised, sensitive life-story work to help them understand their journeys. Leaders have an accurate and realistic view of the service. Stability of senior leadership and good corporate and political support have helped Haringey make considerable progress in a challenging context. The transformation seen is making a positive difference to most children's lives.'*

3.7 Ofsted inspectors commented that *'In 2018, inspectors judged Haringey children's services to require improvement to be good. Since then, an ambitious and stable leadership team has made considerable progress and much of the service is now transformed. The senior leadership team has achieved steady improvement in the quality and impact of social work practice for children in need of help and protection and sustained good support for care leavers. Services in these areas are now good, with some examples of excellent child and family-centred practice'*. (Inspection of Haringey local authority children's services report, page 9).

3.8 Ofsted acknowledged that most children are now well supported and *'that leaders know there is more to do to achieve the same level of progress in developing services for children in care'*. Under a heading: *'what needs to improve'*, inspectors noted the following areas for improvement:

- The effectiveness of permanence planning for children in care, including the challenge brought by independent reviewing officers.
- The identification of and response to children in private fostering arrangements.
- The provision and quality of life story work at key developmental stages in children's lives.
- The quality of supervision in ensuring that plans for children make a positive impact.
- The understanding and knowledge of frontline workers about adoption.

3.9 This is consistent with the Service's self-evaluation.

#### **4. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes**

4.1 The Children and Young People's Service contributes to delivering the following strategic outcomes in our Corporate Delivery Plan:

- **Inclusive public participation**
- **Best start in life** – the first few years of every child's life will give them the long-term foundation to thrive
- **Happy childhoods** – all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family networks and communities
- **Successful futures** – every young person, whatever their background, has a pathway to success for the future
- **A safer borough** – a borough where all residents and visitors feel safe and are safe.

5. **Statutory Officers comments (Director of Finance ( procurement), Head of Legal and Governance, Equalities)**

5.1 Regulation 3 (Publication of a written statement of proposed action) of the Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 provides that the Council must within 70 working days of receiving the Chief Inspector's report, publish a written statement of action which it proposes to take in light of the report by sending a copy to the Chief Inspector, Secretary of State and persons or bodies to whom a copy of the report of the inspection was sent.

5.2 **Finance**

There are no new financial commitment proposed by this reports with current service costs contained within approved revenue budget provision.

5.3 **Procurement**

Strategic Procurement notes the contents of this report and confirms there are no procurement implications arising from the recommendations in paragraph 2.1 above.

5.4 **Head of Legal & Governance**

The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

The legal framework for Ofsted inspections of Children Services is set out in Section 135-142 of the Education and Inspections Act 2006 and the Education and Inspections Act 2006 ( Inspection of Local Authorities) Regulations 2007.

In November 2017, Ofsted introduced a new Framework, evaluation criteria and inspection guidance for the inspections of local authority children's services. The Framework, last updated in April 2023, enables inspectors to be consistent in inspections whilst retaining flexibility to respond to the individual circumstances of each local authority.

Regulation 3 (*Publication of a written statement of proposed action*) of the Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 provides that the Council must within 70 working days of receiving the Chief Inspector's report, publish a written statement of action which it propose to take in light of the report by

sending a copy to the Chief Inspector, Secretary of State and persons or bodies to whom a copy of the report of the inspection was sent.

5.5 **Equality**

Children's Social Care services are delivered to fulfil the Council's statutory responsibilities towards children in the Borough who are in need of help and protection or are in care or are leaving care. Services are regulated by legislation and by statutory guidance.

6. **Use of Appendices**

Appendix 1 - Inspection of Haringey local authority children's services report 2023  
Appendix 2 – Draft Post-Ofsted Action Plan

7. **Local Government (Access to Information) Act 1985**

[Inspecting local authority children's services](#) – the inspection framework that Ofsted use to inspect children's services

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# Inspection of Haringey local authority children's services

**Inspection dates:** 13 to 24 February 2023

**Lead inspector:** Claire Beckingham, His Majesty's Inspector

<b>Judgement</b>	<b>Grade</b>
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care	Requires improvement to be good
The experiences and progress of care leavers	Good
Overall effectiveness	Good

Leaders have supported frontline staff to significantly improve practice since the last inspection. Particular progress has been made for children in need of help and protection. Multi-agency partnership work is effective in identifying children at risk of abuse or neglect and providing the right support at the right time. Children at risk of extra-familial harm benefit from bespoke, timely and targeted support to protect them and to disrupt exploitation. Care leavers continue to receive effective help to take up education and employment opportunities and prepare for adulthood. Personal advisers are tenacious and creative in supporting them as young adults.

While most children are now supported well, leaders know there is more to do to achieve the same level of progress in developing services for children in care. Children come into care when it is in their best interests and most live in homes which meet their needs. However, practice is not consistently enabling them to achieve the stability and permanence they need for the future. Many do not receive individualised, sensitive life-story work to help them understand their journeys.

Leaders have an accurate and realistic view of the service. Stability of senior leadership and good corporate and political support have helped Haringey make

considerable progress in a challenging context. The transformation seen is making a positive difference to most children's lives.

### **What needs to improve?**

- The effectiveness of permanence planning for children in care, including the challenge brought by independent reviewing officers.
- The identification of and response to children in private fostering arrangements.
- The provision and quality of life-story work at key developmental stages in children's lives.
- The quality of supervision in ensuring that plans for children make a positive impact.
- The understanding and knowledge of frontline workers about adoption.

### **The experiences and progress of children who need help and protection: good**

1. Services for children who need help and protection in Haringey are strong. Thresholds for intervention are understood across the partnership and by practitioners in the multi-agency safeguarding hub (MASH). Children and families get the right level of help and protection at the right time, making a positive difference to their day-to-day lives and reducing the risk of harm.
2. Children benefit from a well-coordinated range of early help services that effectively support families with a wide range of complex and difficult issues. Judicious, targeted investment in reconfigured locality-based teams results in early help that is carefully prioritised to support potentially vulnerable families. Early help assessments provide clarity about needs; the strongest assessments are detailed and explorative. Staff are great advocates for families. Workers use a wide variety of tools to work creatively with adults and children, building relationships in which trust is established.
3. Children are appropriately safeguarded from harm when necessary. Enthusiastic, experienced MASH practitioners and managers provide sensitive, child-centred and timely responses and interventions. Skilled and sensitive work by MASH social workers, including speaking directly to children, ensures that decisions are informed by a good understanding of their lives.
4. Co-location and joint working between health, education, police, children's social workers and early help professionals strengthens practice. Information about past harm and risk informs decisions and leads to proportionate action. The importance of parental consent is well understood, and appropriately overridden if needed. Management oversight of MASH work ensures that children's experiences are central to timely decisions about the steps needed to help and protect children from harm.

5. In response to findings from rapid reviews and case reviews, leaders' recent decision to appoint a hospital social worker is positive. This expedites decisions and referrals about vulnerable children and pregnant woman at risk.
6. Well-established systems in the out-of-hours emergency duty team (EDT) ensure that children receive a prompt service. The relationships and reporting arrangements with day services are effective and children are safeguarded appropriately. The EDT has access to dedicated fostering provision, which ensures that children in custody do not have to wait for extended periods of time in police cells before accommodation is found.
7. Although variable in quality, most assessments identify the impact for children of parental mental illness, domestic abuse, substance misuse, exploitation and neglect. This is an improvement from the previous inspection. The impact of poverty, racism, poor housing and fuel debt is understood, but this does not detract from focusing on harm and risk to children. Stronger assessments across social care teams and in early help are detailed and provide a thorough analysis informed by children's views and those of partner agencies. However, some children who need longer-term help and protection do not move on from the assessment teams quickly enough, resulting in some drift. Leaders had initiated action before this inspection to ameliorate this problem; by creating additional assessment teams, they have been increasing capacity to complete timely assessments.
8. Children who are supported through child in need (CIN) or child protection (CP) plans benefit from diligent and persistent workers who focus on reducing risk and are effective in improving outcomes for them. A culture of listening to children, understanding their world, and acting on their views is becoming increasingly embedded in practice across teams and is leading to proportionate interventions. Appropriate action is taken to safeguard and protect children who are at immediate risk of significant harm. Most CP conferences are timely. Multi-agency core groups and CIN meetings are held regularly, and most are used effectively to review and update plans. However, some plans lack clarity about risks, desired outcomes and timescales. Where this is the case, progress is not consistently measured against or continuously evaluated in supervision.
9. When children's circumstances or risks change, workers appropriately escalate or step down the level of service and support they need. Where concerns are very serious, concurrent work for children subject to the Public Law Outline (PLO) is preventing drift and ensuring timely decisions about applications to family courts. Targeted and timely work with families presented to the PLO multi-team decision panel is also successfully diverting families from court. Work to strengthen PLO processes and the introduction of a proceedings tracker have helped managers strengthen their grip on what is happening. The judiciary receives effective support from Haringey's legal team. Workers complete viability assessments of extended family members if assessed risks indicate that children are unable to live safely with their parents, although the quality and timeliness of these assessments are inconsistent.

10. Strong multi-agency communication ensures that effective arrangements are in place for identifying and responding to disabled children and young people, helping to protect them from harm and ensure that they are appropriately cared for.
11. The need to improve the identification and awareness of private fostering arrangements was noted at the last inspection. This has not been addressed quickly enough and work in this area remains underdeveloped. Haringey has only identified an unexpectedly small number of children in such arrangements, and practice lacks rigour and management oversight.
12. Senior leaders have aligned information to better monitor and assess the impact of work with vulnerable adolescents and children at risk of exploitation. The Violence, Vulnerability and Exploitation team provides intensive wraparound support that reduces risks to children who go missing or who are at risk of exploitation. Professionals identify risks to young people early, by using screening tools and swiftly sharing information with multi-agency partners. All children who have gone missing are offered return home interviews, but this is not always robustly followed up when children decline to take part.
13. Diligent work across the partnership, for instance in the 'gangs' meeting and collaboration with 'Prevent' and Channel, is protecting children who are vulnerable to extra-familial exploitation and radicalisation. Sophisticated, individualised direct work by highly skilled practitioners in the early help exploitation team is helping children to understand risk and develop ways to avoid harmful situations. In some cases, workers are not always using appropriate, non-victim blaming language in reports about vulnerable and exploited children.
14. Young people who present as homeless have their needs carefully considered by social workers in collaboration with housing officers. Workers help them to return home with support or to move to alternative provision. Children and families who present as destitute receive a responsive service from the No Recourse to Public Funds team. They do not have to wait until the outcome of an assessment before being provided with support and financial provision. This ensures that children's needs are met quickly.
15. Local authority designated officer decisions demonstrate appropriate understanding and application of safeguarding thresholds. Effective systems help managers track all open referrals, ensuring that decisions are timely. The designated officer has rightly identified the need to strengthen recording in cases where police investigations are lengthy.
16. The local authority has put clear systems in place to satisfy itself that children who are being educated at home are being safeguarded.



17. Designated safeguarding leads in schools value the opportunities they are given to network and meet. They understand when to contact partners about safeguarding concerns. Sometimes they are not updated on subsequent social work actions as quickly as they would like.

### **The experiences and progress of children in care: requires improvement to be good**

18. When children need to be looked after, appropriate decisions and timely actions are taken to secure their safety. Decisions are well informed by accurate assessments of children's needs. Most children live in homes which meet their needs, where they are settled and supported by their carers to make progress. However, some children have experienced repeated placement moves or have not been able to achieve permanence in a timely manner. When it is not possible for children to return to the care of their parents, there is consideration of family and friends to care for children. There continues to be some variability in the quality and timeliness of assessments of potential carers.
19. More progress is needed to improve the effectiveness of matching and timeliness of securing permanence for children. Some children in care have experienced drift and delay. For some of these children, there has been insufficient consideration of matching based on their needs, and this has made it harder for them to settle and make progress. Some children have remained on court orders when they are no longer necessary, and others have not been formally matched with foster families with whom they have lived for significant periods of time. Some older children with very complex needs have experienced multiple moves despite careful matching.
20. Social workers are creative and committed to helping these children overcome trauma and in trying to mitigate the impact of these moves, sometimes becoming the child's most constant relationship. Recently, systems and plans have been developed to improve matching and permanency, but these are not fully embedded to ensure that all children benefit. Recent permanence planning and matching for some younger children leaving care through adoption has been more effective.
21. Decisions for children to return home, live with family friends or to be cared for by extended family are informed well by thorough parenting and specialist assessments. Manager oversight and scrutiny of these arrangements is not yet regular enough to ensure that these plans remain the most appropriate for children.
22. Children's care plans are variable in quality. Stronger plans reflect consideration of children's voices, views, cultural, religious and language needs and provide clear outcomes and timescales to achieve these. Weaker plans are not routinely updated to reflect current circumstances or situations and tasks are not achieved in a timely manner. Plans are regularly reviewed. A 'child-led' approach positively empowers children to be active participants in their reviews.

Children's views are captured well and mostly reflected using language that is purposefully chosen to empower children and challenge any stigma associated with being in care. Children and families can use interpreters when needed, which helps their views to be heard. Some children have experienced delays in the progression of their plans. Independent reviewing officer oversight is not consistently effective in addressing this problem.

23. Children are seen regularly by their workers. Some children receive direct work to explore their histories, journeys or individual stories. However, some have had too many social workers and a lack of focused and meaningful visits. Not all children have access to advocates and independent visitors.
24. Life-story work is underdeveloped and has been absent for too many children in care. Operationally, there has been limited understanding about the importance of this work to enable children to make sense of their identities, stories and histories at different stages of their development. Leaders have appropriately recognised this gap and training is planned.
25. Children experiencing, or who are at risk of, exploitation are supported well through impactful work which improves their safety. Meaningful interventions provided by direct intervention workers help to divert children and young people away from gang affiliation and criminal activity. There is good oversight of children who go missing from care, with appropriate review of risk and timely return home interviews to ascertain the reasons for their missing episodes and to inform future planning for them.
26. Culturally sensitive work with unaccompanied minors makes a difference to their lives, helping children to settle, access health and education, and live in homes which meet their needs.
27. Disabled children are supported well by social workers who have a detailed understanding of their needs, know how best to support them and help them voice their views about the care they receive.
28. Children's health needs are assessed at least annually and appropriate referrals are made to specialist services. The local authority and its partners have improved access to services to meet the emotional and mental health needs of children living in or near to Haringey. Children are supported to attend dental and optician appointments when needed.
29. Children who live in stable homes are encouraged to develop their interests and hobbies. When children move placement, some experience delays in attending an appropriate educational setting. Social workers cannot easily source appropriate education, training and employment support for children who have had several placement moves.
30. Children are supported to safely maintain their relationships with people who are important to them. Where possible, they live with their brothers and sisters; when they don't, they are actively supported to spend time with each other

when this is in their best interests. Children are prepared for family time and their social workers consider carefully how it meets their needs.

31. Designated safeguarding leads in schools play a key role in ensuring that children and young people in care get a good deal. They are well supported by other partners, including social workers and the virtual school team. Evidence of impact can be seen in children's improving attendance levels and achievement, a reduction in suspensions from school and a decrease in the proportion of young people not in education, employment or training. The virtual school service provides relevant training for social workers, foster carers and designated leads. Considering the challenges that many pupils in care face, more can still be done to support better educational outcomes, especially for those in primary school and older pupils in key stage 4.
32. Almost all personal education plans (PEPs) are completed in a timely way. Most of these plans contain measurable and meaningful steps for each child. However, some have gaps in the educational history of the child, for example in how they achieved at the end of primary school. Some PEPs do not give sufficient emphasis on careers guidance and support, especially for children coming to the end of their secondary schooling. The virtual school is working on a new development plan.
33. Recruitment of foster carers is an improving picture. Recruitment in the last year has increased the number of foster carers available. Foster carers receive a high level of support from their supervising social workers. Support for connected carers is not implemented soon enough. The training offer for foster carers is good; however, it is not clear how many carers have taken up training to ensure that they remain skilled and up to date to meet children's needs. The First Steps team supports foster carers with trauma-informed help and strategies to understand and respond to children's behaviours. The quality of assessments and annual foster carer reviews is improving. A backlog of out-of-timescale reviews has built up, so that oversight of foster carers has not been as robust as it should be. Leaders had recognised this prior to the inspection and had deployed a reviewing officer, who has returned the outstanding reviews to panel.
34. Haringey has been part of the Adopt London North regional adoption agency (RAA) since October 2019. These partnership arrangements are serving Haringey children well. The RAA has a good understanding of children's needs, and the local authority has good oversight of the RAA's work. However, leaders and managers rightly recognise that there is a lack of understanding among frontline teams about adoption.

### **The experiences and progress of care leavers: good**

35. Social workers and personal advisers supporting care leavers are dedicated to and knowledgeable about their young people. They provide practical help and

- support to young people which helps them in times of challenge, difficulty and success.
36. Social workers and personal advisers keep in touch with young people and offer the support that they need, when they need it. They visit young people regularly to develop trusting and caring relationships. This includes young people in custody.
  37. Nurturing, enduring and stable relationships support and enable young people to share painful information, so the right help can be provided. Workers maintain regular communication, sometimes daily, with their young people in warm, enthusiastic messages. Visits are well recorded; they are meaningful and explore issues that impact on individual young people.
  38. Social workers and personal advisers are inquisitive about young people's vulnerabilities, and they understand the impact of trauma and adverse life experiences on their health and well-being. They work proactively to support young people with complex needs, doing all they can to support and prepare them for the next stage of their journey into adulthood. This includes helping young people to access therapeutic services. Personal advisers are persistent in finding them these resources, regardless of where young people are living. Young people have access to specialist mental health services when these are needed. Group therapy is also available, as is family therapy when family relationships need strengthening.
  39. The timing of, and rationale for, decisions to allocate a personal adviser rather than a social worker are not always clear to young people. This can make it harder for some to see how they will be supported at important transition points in their life and when to anticipate a change in worker.
  40. When a young adult turns 21, their needs are assessed and, through consultation with their personal adviser, they decide whether they want ongoing support from the local authority. If the young person does not want ongoing support, then workers keep in touch with them twice a year. If their circumstances change, or they change their mind, they can be reallocated a personal adviser.
  41. The local offer for young people is well understood by social workers and personal advisers, who regularly share details with young people so they understand their rights and entitlements. This is explicit in young people's records. However, some care leavers informed inspectors that they did not know about all of their entitlements.
  42. The majority of young people have good-quality pathway plans. Most plans are co-produced with young people and are comprehensive, providing information about needs, entitlements, and practical information about their finances. The plans detail how young people's needs will be met and include contributions from young people about their views to inform their plans for housing,

employment and education. When young people choose not to contribute to their plan, workers ensure that they record the young person's wishes. A minority of plans lack focus and detail on actions to support young people to develop independence.

43. Pathway plans focus on education and employment. The help young people receive is enhanced by thoughtful and practical support from tenacious workers who help them act on careers advice. Plans are not identifying early enough when young people aged 16 and 17 are not on track to achieve in their mathematics or English courses. Young people have access to a wide range of support to gain employment skills. This includes help to apply for credible apprenticeships and education programmes. Young people are also supported through the work of the aspiration panel, promoting a whole-system response to their education and employment needs. Young adults who are at university are supported with accommodation and additional finances, as well as practical advice and guidance for other needs.
44. Care leavers who are parents are supported well with practical help, advice and plans that reflect their own needs as well as their child's. This approach helps them to parent more safely. Strong multi-agency support and communication improve outcomes and reduce risk for parents and their children.
45. Young people's health needs are assessed prior to them becoming 18, and actions to improve their health are explicitly considered in their pathway plans.
46. Workers consider housing options and suitable pathways before young people reach 18 so that the right accommodation and support can be planned. Support to apply for benefits is also provided by a dedicated Department of Work and Pensions worker deployed within Haringey's services. Most young people live in areas of their choosing where possible, in accommodation they choose and which is adequate and meets their needs. Semi-independent accommodation with easy-to-access support is available to help young people develop their independence skills. This is further strengthened through young people having access to independence skills workshops and a Money Matters programme. 'Staying put' arrangements are encouraged and widely available for young people in Haringey. This enables them to sustain relationships with their carers and benefit from continuous support.

### **The impact of leaders on social work practice with children and families: good**

47. In 2018, inspectors judged Haringey children's services to require improvement to be good. Since then, an ambitious and stable leadership team has made considerable progress and much of the service is now transformed. The senior leadership team has achieved steady improvement in the quality and impact of social work practice for children in need of help and protection and sustained good support for care leavers. Services in these areas are now good, with some examples of excellent child and family-centred practice.

48. Progress for children in care has not been achieved at the same pace. While many children in care are supported well, others have experienced significant delay in achieving permanence, and some have had too many social workers. This lack of stability has affected some children's progress. The context in Haringey has been a particularly challenging one. Many children in care are older children who have complex needs, including some who have been affected by the extremes of deprivation, extra-familial harm, gangs and violent crime. While recruitment and retention are national issues, they have been compounded in Haringey by a legacy of reputation, and leaders have needed time to successfully reshape the workforce. Leaders are fully aware of what needs to improve for their children in care and they are focusing on accelerating improvement. Recently strengthened oversight and monitoring are starting to show some impact.
49. Mature relationships, underpinned by trust, mean that leaders and elected members hold each other to account. There is ongoing political and corporate support with financial investment for children's services. Good governance arrangements are in place, ensuring that the senior leadership team and elected members communicate regularly and effectively.
50. Leaders take their responsibility as corporate parents for looked after children seriously. Haringey had a new administration in 2022. A champion programme commits elected members to take collective responsibility for enhancing the life chances of children and care-experienced adults. The corporate parenting board meets regularly, and the appointment of a participation officer is supporting children to have their voices heard and ensuring their involvement in strategic development plans.
51. Performance management is well established and is a priority. Effective trackers and panels enable leaders to monitor plans for most children well. However, permanence planning is inconsistent and the progress made for some children is too slow.
52. Leaders know their communities well and have targeted development and partnership initiatives at identified areas of need. Proactive collaborative work to improve local placement sufficiency is in development. The strategic and corporate ambition and vision set out in plans support a clear understanding and shared approach to prioritising and meeting children's needs.
53. Leaders have worked with partners to agree and pursue shared priorities that are informed by the experiences of local children and their families. This has strengthened relationships and joint work with partners. There is evidence of constructive professional challenge, joint training, auditing and continued discussions to improve multi-agency working with colleagues in justice, health and education, and through the safeguarding partnership. For example, targeted work with the police has focused on the impact for young people who are stopped and searched.

54. Leaders are connected to frontline practice and have good knowledge of individual children. A tangible sense about wanting to do the right thing fosters an open learning culture, and leaders engage readily in internal and external reviews and challenge. Leaders know their services well and there is a strong ethos of continuous learning. They use a range of information, including performance data, feedback, the comprehensive quality assurance framework and audit activity to inform plans to improve services for vulnerable children. A strength is where children have told leaders something is important to them, and this is translated into tangible action: 'you said, we did'.
55. Since 2018, leaders have strengthened services in several key areas of practice. Work to safeguard older children from risk and exploitation is a particular strength. The multi-agency-attended exploitation panel is an effective forum, bringing together agencies that swiftly provide bespoke packages of wraparound support to safeguard young people from exploitation. The impact of this practice can be seen in outcomes for individual young people and in having helped reduce the number of young people entering the youth justice system.
56. Supervision across children's services is regular, but it is not consistently strong enough to progress all children's plans. In good supervision, social workers participate in reflective discussions alongside the reviewing of tasks and compliance activities.
57. Staff have access to a wide range of training opportunities through Haringey Children's Academy and other accredited training opportunities. Workers appreciate the training offer, although accessing training can be challenging at times due to caseload demands.
58. Successful workforce planning and staff development in Haringey have increased the number of frontline practitioners supporting children. This includes extensive and successful overseas recruitment. This has increased capacity to sustain a good-quality service and is a substantial improvement since the last inspection.
59. Haringey's diverse population is reflected in the workforce and senior leadership team. This is important to frontline staff and one of the attractions of working for this local authority. Staff and leaders are acutely aware of the enduring public perception of Haringey children's services. At all levels, staff are proud of working for Haringey. A culture of appreciation, kindness and support is firmly embedded. Staff said their leaders care about them, listen to them and take action to address the things that need to change. In turn, staff are loyal and they care about their leaders. Staff who leave often return to Haringey. They talk about the feeling of 'family'. This sense of emotional safety is vitally important, enabling workers to practise with the confidence and persistence needed to effect change for children and young people who are living in very challenging circumstances.

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# Haringey's Children and Young People Service – POST OFSTED ACTION PLAN



June 2023

# Introduction

Haringey Children’s Social Care Service was inspected in accordance with legislation and the new Ofsted inspection framework that became operational in December 2022. The findings from the inspection were published on 11 April 2023 and the inspectors judged that **Haringey is now judge for overall effectiveness as a Good Children’s Services**. The inspection noted significant improvement since the last full inspection which was published in December 2018.

Children’s services were subject to a full Ofsted inspection called the [Inspection of Local Authority Children’s Services \(ILACS\)](#) by a team of Ofsted inspectors over a three-week period. During the first week of the inspection, inspectors were off site and were provided with data and information in line with the guidance in the ILACS framework. Inspectors were based in Haringey for the last two weeks of the inspection from 13 February to 24 February 2023.

The inspection framework is focused on evidence about improving outcomes for children and young people and evidence of the impact of leaders. There is a strong emphasis on examining frontline practice, talking directly with practitioners and taking into account the views of children, young people, parents and carers.

In advance of the inspection, the service produced a self-evaluation that set out the strengths, areas for improvement and actions needed to improve services. Ofsted received a copy of the self-evaluation in advance of the inspection and used this alongside a set of required data and information to form their key lines of enquiry. As part of the inspection process, inspectors look for evidence of progress from previous inspections. The last full inspection of children’s services took place in 2018 and inspectors noted significant improvement since the last full inspection which was published in December 2018.

The judgement from the inspection is that **the overall effectiveness of the service is ‘Good’** .

Judgement	Grade
<b>OVERALL EFFECTIVENESS</b>	<b>GOOD</b>
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences of children in care	Requires improvement to be good
The experiences and progress of children care leavers	Good

# Delivering further improvement

The Ofsted inspectors ' in 2018, inspectors judged Haringey children's services to require improvement to be good. Since then, an ambitious and stable leadership team has made considerable progress and much of the service is now transformed. The senior leadership team has achieved steady improvement in the quality and impact of social work practice for children in need of help and protection and sustained good support for care leavers. Services in these areas are now good, with some examples of excellent child and family-centred practice' (Inspection of Haringey local authority children's services report, April 2023, page 9).

Ofsted acknowledged that most children are now well supported and 'that leaders know there is more to do to achieve the same level of progress in developing services for children in care'. Under a heading, 'what needs to improve', inspectors noted the following areas for improvement:

- The effectiveness of permanence planning for children in care, including the challenge brought by independent reviewing officers.
- The identification of and response to children in private fostering arrangements.
- The provision and quality of life story work at key developmental stages in children's lives.
- The quality of supervision in ensuring that plans for children make a positive impact.
- The understanding and knowledge of frontline workers about adoption.

This action plan has been sent to Ofsted in advance of their deadline of 18 July 2023. The action plan will be overseen by the X Board and progress will be reported to the CYPS Directorate Management Team, Corporate Leadership Team, the Corporate Parenting Advisory Committee, to Children and Young People's Scrutiny Panel with updates to CAB/Cabinet.

# Strategic leadership and oversight

The recent inspection of Haringey Children's Services has recognized that services for children and their families are overall good. This is, in our view, a very significant achievement particularly given the long history of previously Requires Improvement and the impact of the COVID-19 pandemic. We are also pleased that the inspection acknowledged our improvement journey, and we are ambitious for our children and young people.

The aim of this Post Ofsted Action Plan is to address the findings made by the Local Authority Children's Services (ILACS) inspection conducted in 2023 clearly indicating how we will implement the 5 recommendations. Alongside this plan, we have a clear vision for working with children and families, which is underpinned by our getting to excellence initiative. The Excellence Board will be chaired by a sector-led expert with the Director of Children's Services.

1. Strengths based - actively exploring and acknowledging family strengths as well as their difficulties. We will use methods for building hope and motivation, reducing resistance or ambivalence to change. Providing families with consistent, multidisciplinary, and where appropriate 'high challenge, high support' to become more resilient.
2. Children and young people's wishes, feelings and experiences placed at the centre; a relentless focus on the timeliness, quality and outcomes in the help given to children, young people and their families.
3. The development of professional expertise to work effectively with children, young people and their families.
4. Truly valuing and acting on feedback from children, young people and families; and continuous learning and improvement, by reflecting critically on practice to identify problems and opportunities for a more effective and efficient system.

In our drive towards achieving consistently good services, we follow a cycle of improvement, continuously reviewing and testing our practice and oversight to ensure that we are making progress and creating actions to address our priority areas. In addition, a suite of key performance indicators will be used to track and monitor progress against each recommendation and priority area.

## Governance and Accountability

As a senior leadership team, we will take responsibility for the delivery of our plan. We will monitor improvements in performance and practice, measuring impact of our plan quarterly through the:

- Divisional Management Team – Lead Officer, Director of Children's Services
- Achieving Excellence Board – Lead, Independent Scrutineer
- Corporate Parenting Advisory Committee – Lead Member for Children and Families
- Children and Young People's Scrutiny Committee – Lead Member for Children's & Young People's scrutiny

# 1. Improve the effectiveness of permanence planning for children in care, including the challenge brought by independent reviewing officers.

Leads: Heads of Services

## What Ofsted told us

- ❖ Some children have experienced repeated placement moves or have not been able to achieve permanence in a timely manner
- ❖ More progress is needed to improve the effectiveness of matching and timeliness of securing permanence for children.
- ❖ Some children in care have experienced drift and delay.
- ❖ For some of these children, there has been insufficient consideration of matching based on their needs, and this has made it harder for them to settle and make progress.
- ❖ Some children have remained on court orders when they are no longer necessary, and others have not been formally matched with foster families with whom they have lived for significant periods of time.
- ❖ Some older children with very complex needs have experienced multiple moves despite careful matching.
- ❖ Recently, systems and plans have been developed to improve matching and permanency, but these are not fully embedded to ensure that all children benefit. Recent permanence planning and matching for some younger children leaving care through adoption has been more effective
- ❖ Decisions for children to return home, live with family friends or to be cared for by extended family are informed well by thorough parenting and specialist assessments. Manager oversight and scrutiny of these arrangements is not yet regular enough to ensure that these plans remain the most appropriate for children.
- ❖ Children's care plans are variable in quality. Stronger plans reflect consideration of children's voices, views, cultural, religious and language needs and provide clear outcomes and timescales to achieve these. Weaker plans are not routinely updated to reflect current circumstances or situations and tasks are not achieved in a timely manner.

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## What impact this plan will have over the next two years

- ❖ Our overall plan is for children in care to benefit from certainty about their living , and care arrangements at the earliest opportunity. We want children and young people to know that as their Corporate Parents we will be tenacious, caring , and consistent in our planning to reduce any delays. With robust management oversight and consistent meaningful challenge from IRO's we aim to reduce drift and delay for children in our ambition of achieving permanence, through long-term fostering or Special Guardianship Care.

Suitable and timely plans for permanence are made for children if it is not suitable for them to return home										
Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales					
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2023	
1.1	Through our recruitment and retention approach we will ensure that children in care experience consistent and meaningful relationships with their social workers . We will do this by setting and maintaining a target of 85% of the CIC workforce being permanent.	Head of Service, Children in Care	<ul style="list-style-type: none"> <li>a. Recruit to the Edge of Care/VVE Service manager by October 2023</li> <li>b. Recruit 1 permanent TM in the Children in Care Team</li> <li>c. Recruit 1 social worker in the Fostering and Kinship team</li> <li>d. Effectively settle and induct our two international social workers in the Children in Care team by June</li> <li>e. Continue with our grow your own pipeline approach and assign Step Up and ASYE's</li> </ul>	85% permanent staff by December 2023						Page 74
1.2	Increase the business support capacity	Head of Service for Children in Care	<ul style="list-style-type: none"> <li>a. Recruit BSO support in the Children in care service to reduce the administrative over reliance on QSW by May 2023</li> </ul>	Performance and administrative support						
1.3	Strengthen the skills of the social workers who have less court experience	AD for Safeguarding through the HCA	<ul style="list-style-type: none"> <li>a. CPD proficiency targets met annually</li> <li>b. Workforce survey reports confident, skilled practitioners</li> <li>c. Learning cycle engagements well attended</li> </ul>	Positive Feedback from stakeholders and 90% of cases concluded on time with SMART and child centred care plans.						
1.4	Improve the practice in relation to early permanency	Service Manager for Children in Care	<ul style="list-style-type: none"> <li>a. Deliver the SLIP programme of work from 6th March to 30th June for IRO's</li> <li>b. quality assure and audit 10% of our midway reviews and feed any learning to the HCA to targeted and bespoke learning and development, through this partners will be</li> </ul>	Improvement analysis evidence the						

Suitable and timely plans for permanence are made for children if it is not suitable for them to return home										
Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales					
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2023	
1.6	Strengthen the impact of the IRO service on early permanence planning	Head of Service for Engagement, Safeguarding and Quality Assurance	<ul style="list-style-type: none"> <li>a. We will seek the support of those that are best in class and others who do this successfully, such as SLIP, to support IRO practice improvement</li> <li>b. The IRO service will develop and provide monthly reports, including feedback from children, families, partners, setting out issues relating to systems, timeliness and early permanency</li> <li>c. Greater triangulation and scrutiny to evidence the impact of the IROs</li> </ul>	<p>Permanency plan identified at second LAC review</p> <p>Quality assurance dip sampling of IRO challenge</p> <p>Matching to be completed within 6 months of Full care orders and 3<sup>rd</sup> LAC review</p>						
1.7	Identify a diverse range of carers to meet our children's needs	Head of Corporate Parenting	<ul style="list-style-type: none"> <li>a. Continue to run successful fostering recruitment campaigns</li> <li>b. Improve matching by ensuring our placement planning approach is robust and placement of children in new placements or settings has the input of team managers, the virtual school lead and the linked health professional</li> <li>c. Continue to explore all options for matching children to permanency – SGOs, Connect Carers</li> <li>d. To ensure 95% annual reviews are completed and that they are high quality so that foster carer information is up to date and that there are no delays for matching</li> <li>e. Quarterly themed audits of annual reviews reported to the AD for Safeguarding</li> </ul>	Net increase of 20 foster placements in borough and representative of the permanency needs including language and cultural matches.						
1.8	Build on our relationships with the RAA Adoption to support effective family finding for	AD for Safeguarding	<ul style="list-style-type: none"> <li>a. Social workers across the service are familiar with adoption through permanency</li> <li>b. The RAA continues to be present in all Permanency Planning meetings in order to support effective family finding</li> </ul>	95% of new born's matched to prospective adopters through EP						

## Suitable and timely plans for permanence are made for children if it is not suitable for them to return home

Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales				
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2023
1.10	Ensure children’s voices are central to early permanence work	Principal Social worker and ASPIRE	<ul style="list-style-type: none"> <li>a. Launch the obsessions and the focus on early permanence, for example through assessments, CLA reviews and through audits</li> <li>b. Re launch the Language that Cares and finalise the Aspire Voice of the Child development Plan</li> </ul>	All CIC views, experiences and wishes are, ( with consent) routinely shared and factored into all aspects of their care planning					
1.11	Implement our Children Looked After Sufficiency strategy	Head of Service for Corporate Parenting and Commissioning	<ul style="list-style-type: none"> <li>a. Expand our ‘edge of care’ offer and non-residential placement step down options</li> <li>b. Increase the sufficiency of placement provision in borough</li> <li>c. Increase step up and step-down options for high-risk young people</li> <li>d. Strengthen the discharge planning and options from Tier 4 services</li> <li>e. Expand placement options for 16–18-year-olds</li> <li>f. Improve permanency options for children in care and care leavers</li> <li>g. Strengthen our approach to meeting the needs of children and young people with disabilities and their families</li> <li>h. Build a workforce with the skills, expertise and qualities to ensure children and young people report positive experiences of their period in care</li> <li>i. Confident workforce promote –the Haringey Way across the wider Haringey workforce</li> </ul>	Corporate Parenting Champions evidence the embedding of the Council Family adopting and applying the principles of corporate parenting.					Page 76



# 2. Improve the identification of and response to children in private fostering arrangements

**Lead:** Head of Service for Corporate Parenting

## What Ofsted told us

- ❖ The need to improve the identification and awareness of private fostering arrangements was noted at the last inspection.
- ❖ This has not been addressed quickly enough and work in this area remains underdeveloped.
- ❖ Haringey has only identified an unexpectedly small number of children in such arrangements, and practice lacks rigour and management oversight.

## What impact this plan will have over the next two years

We want to be assured that there is an effective awareness raising programme and high-quality practice embedded across the safeguarding system that identifies and response to the needs of children and young people who may be privately fostered. The practice system extends to other partners and as such the outcome we are trying to achieve is a relaunch of our awareness campaign with the net result of increasing referrals for private fostering from across the partnership.

- ❖ Number of children privately fostered increases
- ❖ Quality of the assessment enhanced and incorporate the Think Family Principles

## Improve identification and monitoring of children in private fostering arrangements

Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales				
2.1	Joint operation between HSCP and CSP to develop and support Private Fostering Champions	AD's for Safeguarding and CSP	a. By the end of August 12 PF champions to be appointed across both partnerships to promote the Fostering App and challenge sessions within agencies including Faith Communities, Voluntary sector organisations and within communities requiring tailored outreach.	Net increase of 40% in referrals for Private fostering by the end of March 2024					
2.2	All frontline practitioners across Early Help and Social Care continue to be supported to apply the private fostering pathways and through	Private Fostering SSW	a. 100% inductions for agency and newly appointed front line workers to receive the mandatory training within first 7 weeks of employment b. The delivery of annual private fostering awareness campaign to continue through the LADO and the KCSIE Officer with a sharper focus on Schools, Safer Neighbourhood police, Housing Concierge's and the	Widen the awareness across the safeguarding agencies and make Private Fostering					

# 3. Improve the provision and quality of life story work at key developmental stages in children's lives

**Lead:** Head of Corporate Parenting

## What Ofsted told us

- ❖ Life story work is underdeveloped and has been absent for too many children in care.
- ❖ Operationally, there has been limited understanding about the importance of this work to enable children to make sense of their identities, stories and histories at different stages of their development.
- ❖ Leaders have appropriately recognised this gap and training is planned.
- ❖ Many do not receive individualised, sensitive life story work to help them understand their journeys.

## What impact this plan will have over the next two years

- ❖ We have spoken to Children and young people from Aspire and developed a collective desired outcome to reset the foundations for this work. Over the next 2 years Children and young people will benefit from stable and meaningful relationships with social workers whose practice will be informed on the day to day understanding of their lived experience pre and post permanency into care.

## Children in care are helped to understand their life histories, experiences and identities

Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales				
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2024
3.1	a)Ensure that every child and young person including UASC have a life story book. b)And as appropriate all CIC with adoption as the permanency plan for adoption has a Later life letter	Service Managers for CIC and Young Adults Services	a. Life story work is tracked through the permanency panel b. Life story work is effectively tracked via supervision and children looked after reviews	95% of children with a life story book and as appropriate 100% children to be adopted have a Later life letter					
3.2	Continuation of commissioned specialist	Head of Corporate Parenting	Practice embedded at pace and the work of the Life Story Practitioner Social workers is supported to develop the	Marked increase in high quality Life Story and Home Books –					

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**Lead:** Head of Corporate Parenting

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## Children in care are helped to understand their life histories, experiences and identities

Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales				
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2024
3.3	More frequent use with children and young people of their life stories by practitioners and carers, supported if needed by the clinical psychologist.	Service Managers for CIC and Young Adults Services		95% of children with a life story book and as appropriate 100% children to be adopted have a Later life letter					
3.2	Continuation of commissioned specialist training of all relevant practitioners in effective evidence-	Head of Corporate Parenting	Practice embedded at pace and the work of the Life Story Practitioner Social workers is supported to develop the skills needed for effective life story work through the HCA  Audits demonstrate that social workers recognise the	Marked increase in high quality Life Story and Home Books – 95% of children in matched foster placements and SG					

# 4. Improve the quality of supervision in ensuring that plans for children make a positive impact

**Lead:** Principal Social Worker, (PSW) and all Safeguarding Heads of Services

## What Ofsted told us:

- ❖ Most CP conferences are timely. Multi-agency core groups and CIN meetings are held regularly, and most are used effectively to review and update plans. However, some plans lack clarity about risks, desired outcomes and timescales. Where this is the case, progress is not consistently measured against or continuously evaluated in supervision.
- ❖ Supervision across children’s services is regular, but it is not consistently strong enough to progress all children’s plans. In good supervision, social workers participate in reflective discussions alongside the reviewing of tasks and compliance activities.

## What impact this plan will have over the next two years

- ❖ Our plan aims to ensure that we will continue to strengthen effective policy and procedures that promote practice development in a culture of high support /high challenge ensuring the factors exist for practice to thrive. We aim to promote the professional confidence of social workers to see their role as central to effective safeguarding partnership and to listening to and valuing the contributions of children and young people. In the next two years the skills and assets of our team managers will ensure there are able to operate with resilience to deliver and participate in the actions below:

## Improve the quality and impact of supervision

Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales				
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2023
4.1	Deliver the Core Obsessions Series Training for Team Managers	PSW	<p>Our performance data will indicate timely and skilled interventions</p> <p>The impact of timely decision making the eradicates drift and delay and achieves the balance and need to continue building sustainable outcomes, reflected in the feedback from parents, carers, children, young people and professionals on 70% of cases</p> <p>Representing the child’s story through supervision tracking delays through SMART actions and continued use of</p>	<p>Social Workers are clear on the priority actions for children to reduce drift and Delay</p> <p>Audits identify Team Managers distinction between</p>					

# 5. Improve the understanding and knowledge of frontline workers about adoption.

**Lead:** Head of Children in Need of Support and Protection

## What Ofsted told us:

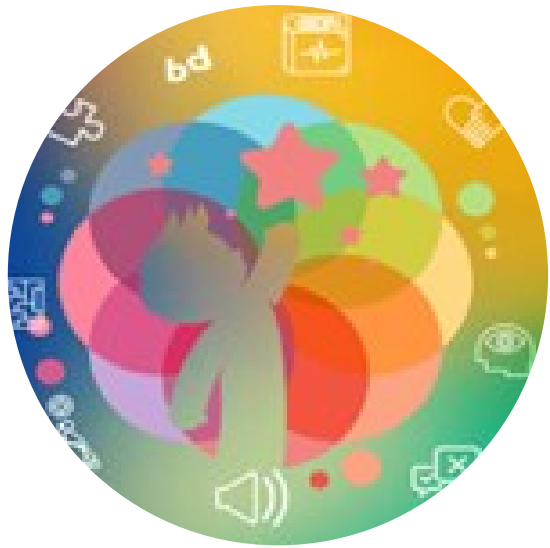
- ❖ Haringey has been part of the Adopt London North regional adoption agency (RAA) since October 2019. These partnership arrangements are serving Haringey children well.
- ❖ Recent permanence planning and matching for some younger children leaving care through adoption has been more effective.
- ❖ The RAA has a good understanding of children’s needs, and the local authority has good oversight of the RAA’s work.
- ❖ However, leaders and managers rightly recognise that there is a lack of understanding amongst frontline teams about adoption.

## What impact this plan will have over the next two years

- ❖ Our aim is to continue to consistently achieve widespread higher standards of social work practice and management oversight . Although mitigated by effective auditing, permanency planning and adoption for frontline teams is not always effective, so the work to effect change for some children does not hold permanency through adoption in mind.

Improve the quality and impact of supervision									
Ref	Action	Lead	Milestone	Impact measures	Milestone completion timescales				
					Jun 2023	Sept 2023	Dec 2023	Mar 2024	June 2023
5.1	Review the parallel planning and early permanency process so that it starts from the assessment team	HOS for Children in needs of support and protection	<ul style="list-style-type: none"> <li>a. All Team managers in, Assessment Team attend permanency planning meetings to discuss cases stepped up from Early Help and those Edging into care.</li> <li>b. Extend the permanency and parallel planning Terms of reference and practice guide to ensure all front-line practitioners ensure that children have a secure, stable and loving family to support them through their minority and early adulthood.</li> </ul>	<p>Audits evidence that permanence is achieved for children without delay.</p> <p>Underpinned by effective management oversight and decision-making, early planning, and monitoring</p>					

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# Haringey SEND Transformation Update

(Early intervention to prevent needs escalating)

Children and Young People's Scrutiny Panel  
Monday 26 June, 2023

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Agenda Item 11

Jackie Difolco

Assistant Director: Early Help, Prevention and SEND (LBH)

Tim Miller

Joint Assistant Director: Commissioning for Adults and Children (NCL ICB & LBH)

**SEND** Children are the  of all we do

# WSOA (written statement of action) - What is going well

- Within the WSOA, 16 out of 26 actions have been completed with most of the milestones on track and mitigation in place for all other actions. This is an increase from 14 at the previous reporting period to the SEND Executive Board in Feb.

16	Completed	(Feb update 14)
5	On track	(Feb update 0)
1	At risk of delay	(Feb update 5)
4	Delayed/Not started	(Feb update 7)

- Quality and timeliness of EHCPs continues to improve with 80% of plans completed within the month of April and the completion of Annual reviews continues to increase.
- Co-production with parents and carers is established, our next area of focus will be to strengthen this with young people. The Voices Day was held on 7<sup>th</sup> March which was very successful, evaluation report being drafted for review at SEND Executive Away Day.
- Waiting times for autism assessments have remained under 52 weeks for CYP 0 - 11 years. All partners worked together to ensure families receive early help support information whilst awaiting an assessment.
- The ICB have commissioned 2 voluntary sector providers (Markfield & Open Door) to provide families with pre and post-diagnostic support (started Dec 2022). Initial feedback has been positive



# What are the challenges and mitigation in place

- Quality Assurance work continues to demonstrate the need for better social care advice and utilisation of health advice, specifically CAMHS, to inform EHCPs. The SEND Service Manager has developed a Team training plan for delivery to all Statutory Assessment Team staff; the Designated Social Care Officer and SEND Team Manager are undertaking joint training of Social Care teams. This was delayed by ILAC inspection but is now back on track with dates in diaries.
- Work is underway to implement an electronic case recording system within the LA; Liquid Logic system, all progressing as planned.
- Youth Voice work is being prioritised as postholder is in place, mitigation work in relation to this to be expedited.
- Noting the number of improvements to be made with the CAMHS (timeliness and quality of health advice, system changes and better understanding of the SEND reforms) we have agreement to increase the Designated Clinical Officer role by an extra day per week to become integrated with the CAMHS provider via an honorarium contract. There has been delays in finalising the contract we are working with BEH HR to expedite the situation.
- The number of young people 12-18 awaiting autism assessments is currently at 18 months. The ICB has agreed to invest an additional £137k to support this cohort of young people to bring it in line with under 52 weeks for other cohort of ages.

# Written Statement of Action 1

(Improve the co-ordination, quality and timeliness of education, health and care plans and annual reviews)

Ref	Measure/indicator of success	Baseline data	WSOA Target	Jan – Dec 2022 Performance	2023 YTD Performance
EHCP 1	Percentage of EHCPs completed in 20 weeks	Jan 22 : 27% Dec 21 (YTD) : 37%	80% (in month) 59.9% (YTD)	27% 37%	Mth : 82% ↑ YTD : 74% ↑
EHCP 2	Percentage plans adhering to the co-production expectations (take up of co-production meeting)	Apr 22 : 22%	60%	N/A (co-production meetings being piloted)	67% ↑
EHCP 3	Percentage advice submissions which are deemed to be of good quality	Jan 22: Education : 83% Health : 83% Social Care : 56%	Health 75% Social Care 75% Education 90%	Education : 88% Health : 92% Social Care : 67%	Health : 67% ↓ Social Care : 67% ↓ Education : 79% ↑
EHCP 4	Percentage plans demonstrating the voice of the CYP/ parent carer/s as a golden thread through the plan	Jan 22 SENDQA Section A - 50%	65%	Section A – 75%	87% ↑
EHCP 5	Percentage plans which are legally compliant, including specific and quantified provision	General : 87% Section F : 89%	General : 90% Section F : 90%	General : 95% Section F : 83%	General : 83% ↓ Section F : 78% ↓
EHCP 6	Percentage audits rated as compliant	Overall quality of plan 81%	95%	79%	78% ↓
EHCP 7	Percentage of annual reviews completed on time (issuing of final outcome letter)	56% YTD (December 2021)	80%	69% (academic year)	59% YTD ↑
EHCP 8	Children, young people and their parents and carers tell us that they were involved in co-producing their EHC plans and the plans will provide them with the right help at the right time so that they can make progress towards identified outcomes.	100%	100%	84%	100% ↑
EHCP 9	Young people and their parents and carers tell us there are more options for young people moving into employment, education and training with timely advice and guidance.	(Sep 22) 44%	100%	38%	25% ↓









# Written Statement of Action 2

(Improve the autism assessment waiting times for children and young people and support whilst they are waiting)

Ref	Measure/indicator of success	Baseline data	WSOA Target	Jan Dec 2022 Performance	2023 YTD Performance
ASC 1	Average waiting times for under 18 year olds will reduce from c.70 to 52 weeks by April 22	70 weeks	52 Weeks – Apr 22 (achieved)	48 Weeks	Feb '23: average 49 weeks
	Average waiting times for 0- 5 year olds will reduce from c.39 to 35 weeks by April 23	39 weeks	35 weeks – Apr 23	46 weeks	Feb '23: average 45 weeks
	Average waiting times for 6-18 year olds will reduce from c.85 to 40 weeks by April 23	85 weeks	40 week Avg 52 Week Max Apr 23	51 Weeks	Feb '23: average 57 weeks
COM3	Parents tell us that communication following referral to an autism assessment is good and they feel informed	93%	95% Improvement quarterly	To Follow at next monitoring reporting	Will be reported in Q1
COM3	Parents tell us they feel that they have support whilst they are in the process of waiting for / having an ASC assessment	80%	90% Improvement quarterly	To Follow at next monitoring reporting	Will be reported in Q1

# Written Statement of Action 3

(There is good communication, co-production and partnership working with children and young people and their parents and carers)

Ref	Measure/indicator of success	Baseline data	Target	Jan – Dec 2022 performance	2023 YTD performance
COM 1	Parents, carers and practitioners tell us that the online local offer is easy to use and provides useful information (feedback report on Local Offer site)	Jun 22 - 44%	50% Jan 23	N/A, difficult to measure, exploring options	No feedback from parents recorded on LA survey. Findings being collated from POET and Voices Day
COM 2	Parents tell us that they feel increasingly more informed through the SEND newsletter As per COM 1 (response to feedback survey on newsletter)	Jun 22 - 50%	100% Jan 23		66% 
COM 4	Increase sign up to the SEND newsletter by 40% by July 2022	Jan 22: 986 Subscribers	1000 Jul 22	2,639 Subscribers	3,265 Subscribers 
COM 5	An increasing number of people using the local offer website (monitored through increase of page views – target 50%)	6185 page views (10/21) 4992 unique page views (10/21)	9277 page views 7448 unique page views Jul 22	Page Views: 89,999  Unique Page Views: 70.7002 	2023 YTD Page Views: 20,511  (+6%) Unique Page Views: 17,531  (+7%)
COM 6	Older young people are actively participating in annual reviews	Jun 22 - 50%	100% Jan 23	50%	66% 
COM 7	Children and young people with SEND are actively influencing service delivery and design across the SEND system	Sep 22 : 71%	85% Jan 23	81.2%	77.2% 

# Safety Valve: Progress Update

# Do Nothing: Financial Impact to the High Needs Block

## Revised Year on Year Deficit to High Needs Block

Table 1	Ref.	Actual	Provisional Outturn	Forecast	Forecast	Forecast	Forecast	Forecast
Forecast Deficit with No Action or Safety Valve Funding		2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m
Expenditure after demand and inflation	a)	47.999	52.789	58.575	63.442	68.793	74.679	81.151
HNB grant ( 23-24 actual, and 3% increase thereafter)	b)	43.406	50.567	55.162	56.817	58.521	60.277	62.085
In-year deficit due to new demand/ inflation	c) (a-b)	4.593	2.222	3.413	6.625	10.272	14.402	19.066
Deficit brought forward from previous year	d)	17.016	21.609	23.831	27.244	33.869	44.141	58.543
Deficit at the end of the year <b>BEFORE</b> impact of action plans	e)	<b>21.609</b>	<b>23.831</b>	<b>27.244</b>	<b>33.869</b>	<b>44.141</b>	<b>58.543</b>	<b>77.609</b>

1. The above table represents the future deficit position forecast to increase to £77.609m by end of 2027/28.
2. This increase is based on a 10% increase in demand and complexity of educational needs.
3. This is a forecast increase in EHCPs' from 2,567 in 2022 to 3,601 by 2027/28

# Impact of Mitigation and Safety Valve Funding

Revised Year on Year Deficit Position after Safety Valve Funding and Mitigation.

Table 2		Actual	Provisional Outturn	Forecast	Forecast	Forecast	Forecast	Forecast	Cummulative 2022/3 to 2027/28
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
<b>Revised Position After Mitigating Action and Safety Valve Funding</b>		£m	£m	£m	£m	£m	£m	£m	£m
Cummulative Pressures Do nothing as per Table 1									<b>77.609</b>
Opening Deficit	<b>f)</b>	<b>17.016</b>	<b>21.609</b>	<b>11.871</b>	<b>10.903</b>	<b>10.781</b>	<b>9.504</b>	<b>7.157</b>	
Mitigating Actions									
<i>Gross Savings</i>		-		-2.383	-5.191	-10.978	-17.289	-24.442	
<i>Gross Investment cost</i>		-		0.992	1.434	2.419	3.53	3.924	
Net Mitgating Actions- Safety Valve Programme	<b>g)</b>	0	0	-1.391	-3.757	-8.559	-13.759	-20.518	<b>-47.984</b>
DFE Safety Valve Funding (As per DFE Letter)	<b>h)</b>	0	-11.96	-2.99	-2.99	-2.99	-2.99	-5.98	<b>-29.9</b>
In-year deficit due to new demand/ inflation	<b>i)</b>	4.593	2.222	3.413	6.625	10.272	14.402	19.066	
Closing deficit/ surplus after mitigation actions and Safety Valve Funding	<b>(f+g+h+i)</b>	<b>0</b>	<b>11.871</b>	<b>10.903</b>	<b>10.781</b>	<b>9.504</b>	<b>7.157</b>	<b>-0.275</b>	<b>-0.275</b>

1. The current position is based on the 2022/23 provisional outturn position. This may change once the final position is known.
2. The mitigating actions set out within the Safety Valve Programme are a combination of direct savings against current cost, example is the proposed changes to the funding bandings and the management of future demand through the reconfiguration of access to services such as the Speech, Language and Therapy service.
3. The mitigating actions assumes that by 2027/28 there will be 2,910 EHCP, a reduction of 691 EHCP's against the original forecast of 3,601.

# Ways we are engaging with stakeholders

Audience	Ways of engaging
<b>Parents and Carers via SEND Power Carer Forum (PCF)</b>	Chair of PCF is a member of the Safety Valve steering group. PCF representatives are involved in individual tasks and finish groups/projects
<b>Haringey Headteacher meetings (primary/secondary/post-16)</b>	Head Of Service: SEND attends a range of school meetings with the Haringey Early Years Primary and Special Heads Association (HEPSEA) Schools and SEND Partnership Form Assistant Director: Early Help and Prevention: SEND attends Special Heads
<b>Chairs of Governors</b>	Head Of Service: SEND, attends Local Leaders of Governance (LLG) Bespoke session at Governors Training (last one Feb 23)
<b>Haringey Schools Forum</b>	The director, Assistant Director and Head Of Service attend forums, with a report provided at every meeting. The chair and High Needs Subgroup chair are members of the SV steering group
<b>Haringey SEND Executive</b>	Assistant Director provides report at every meeting
<b>Members briefings</b>	Briefings circulated to Lead Member for Childrens and Finance Members are represented on the SV steering group
<b>Children and Young People and Schools Scrutiny</b>	Formal reports provided and updates on request



# Ways we are engaging with stakeholders

Audience	Ways of engaging
Children and Young People and Schools Scrutiny	Formal reports provided and updates on request
Overview and Scrutiny	Update will be provided as part of the finance report
Young People via the SEND Youth Forum	New SEND Youth Forum has been developed, once established, engagement with this programme will be determined by young people. Within May, a young person from the SEND youth forum was a guest speaker at our recent SEND Executive Away Day in May and is also becoming a member of the SEND Executive Board.
Relevant Governance boards: Start Well Board, Health and Well Being Board	Reports have been taken to all relevant boards, further reports on request.
Partners and Stakeholders: Health, Integrated Care Board (ICB), Whittington, Barnet Enfield Haringey Mental Health Trust (BEH MHT), Markfield, Voluntary Community Sector (VCS), Council staff	SEND Executive Board members provide updates to wider partners SV Operational Group and subgroups, staff service meetings
Public information	Monthly SEND newsletter and social media updates, <a href="#">Dedicated webpage with a range of user-friendly comms materials</a> . Haringey People magazine / Haringey People Extra e-newsletter

# Stakeholder and Comms Engagement

- Public Highlight reports published on Local Offer: [Haringey Safety Valve Programme Progress Report April 2023](#),
- Commitment from SEND Executive Board Members to take a leading role in sharing and presenting progress reports within their networks.
- Overview and Project summaries visible on Local offer within dedicated Safety Valve webpage: [Overview of the Safety Valve Programme \(PDF, 488KB\)](#) and [Haringey Safety Valve Project Summaries](#)
- Specific comms in addition to BAU comms plan:
  - Session with Councillors 6 June
  - Governors 22 June



# Overall progress to date

Project	Updates
<p><b>Project A.1</b>  <b>Speech, Language and Communication</b></p>	<ul style="list-style-type: none"> <li>• Training needs, tools and approaches have been identified and confirmed. Plan and timeline for the roll out of training across school settings to be developed.</li> <li>• Language Assistants being recruited.</li> <li>• Communication of the 5-11 Years Graduated Response Pathway to commence with SENCOs and primary schools.</li> </ul>
<p><b>Project A2</b>  <b>Increase autism support within mainstream schools</b></p>	<ul style="list-style-type: none"> <li>• Expansion of Language and Autism Team underway to support schools, with expanded Team delivering from April 2023.</li> </ul>
<p><b>Project A.3</b>  <b>SEMH Pathway</b></p>	<ul style="list-style-type: none"> <li>• Schools are implementing a cluster group model for SENCO’s and their support partners to work together in schools, share good practice and develop standardised approaches across the borough.</li> <li>• The piloting of one cluster model is underway, this cluster will be undertaking work to develop an SEMH pathway that can be implemented across all schools and settings.</li> </ul>
<p><b>Project A.4</b>  <b>Annual Reviews</b></p>	<ul style="list-style-type: none"> <li>• Analyst work completed identified the need for short term investment to increase the pace to ensure 100% of Annual Reviews are completed within 12 months, currently, only 59% are completed within timescales.</li> <li>• Business case developed which agreed reallocation of investment from the Speech Language and Communication project (A.1), some of which will not be required this year (£240k) to this project to increase staffing capacity.</li> </ul>

# Overall progress to date

Project	Updates
<p><b>Project A5</b> Review post-16 offer (including employment initiatives)</p>	<ul style="list-style-type: none"> <li>• At least 12 new apprenticeships identified, all within the Council to start from Sept 23, likely to exceed year one target.</li> <li>• Appointment of supported internships Co-ordinator, with confirmed start date in May 2023.</li> <li>• <a href="#">Preparation for Adulthood Strategic Action Plan</a> – making good progress</li> </ul>
<p><b>Project A.6</b> Early Years</p>	<ul style="list-style-type: none"> <li>• A.6 Early Years – Review of banding descriptors underway, workshop completed 18<sup>th</sup> May.</li> </ul>
<p><b>Project B.1, B3 and B.7</b> Capital projects</p>	<ul style="list-style-type: none"> <li>• Second expression of interest process closed on the 23<sup>rd</sup> May; no further applications were received.</li> <li>• Two primary schools have been approved to develop resource provision for Autistic children and young people. These schools are progressing through the feasibility stage to confirm viability.</li> <li>• Two secondary schools have expressed interest in developing resource provision for Autism and SEMH, work underway to assess viability.</li> <li>• Positive discussions are being held with a special school and primary school re: expansion of places for pupils with complex needs</li> </ul>
<p><b>Project B.4</b> <b>Remodel Alternative Provision (AP) offer and funding model</b></p>	<ul style="list-style-type: none"> <li>• Review of AP underway to inform updated Model for Change Strategy</li> <li>• A partnership agreement has been developed with our largest provider of AP, Haringey Learning Partnership, to review the operating arrangements for the umbrella of services being provided to Haringey’s children. This will incorporate provision for children and young people with SEMH and Post 16.</li> </ul>

# Overall progress to date

Project	Updates
<b>Project B.5</b> <b>Commissioning for post 16 learners</b>	<ul style="list-style-type: none"><li>• A review of all placements for young people post 16 is underway to assess quality and value for money. Alongside the development of our SEND sufficiency strategy, this will be used to inform our commissioning intentions for post 16 provision moving forward.</li></ul>
<b>Project B.6</b> <b>Bandings and Top Ups</b>	<ul style="list-style-type: none"><li>• Bandings created, now being tested in primary, secondary and special schools. Meetings in place to look at results of testing and start to consult on governance and decision-making</li><li>• Disapplication request will be made to not pass on 3.4% inflation rate for top ups to Special Schools which will equate to £420k each year for the lifetime of the programme. Work underway to assess impact on SS and support with financial analysis and profiling.</li></ul>
<b>Project C.2 and C.4</b> <b>Culture change with schools, leaders and parents and carers.</b> <b>Workforce development with schools</b>	<ul style="list-style-type: none"><li>• Markfield and SENCO network are working together to develop of a Video Interaction Guidance model (VIG) which uses video recordings of interactions to support reflections and make improvements.</li><li>• A new workforce development plan has been developed with Haringey Education Partnership which will be implemented with schools.</li></ul>

# Comments and Questions

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Update on Response to Child Poverty Scrutiny Review Recommendations – 26<sup>th</sup> June 2023

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
<b>Strategic Approach</b>					
1. That alleviating poverty be set as a key priority within the refreshed Borough Plan.	Jean Taylor, Head of Policy & Strategy	Pending	Agreed	<p>The council is committed to using all of its available levers to alleviate poverty in the borough. The council recognises the specific relationship between child poverty and a range of negative life outcomes. We are committed to mitigating the impact of child poverty as part of our wider strategic commitment to securing Haringey’s children and young people the best start in life.</p> <p>As such we would expect the next articulation of our corporate priorities to include a strong focus on how the council and partners use the levers available to them to tackle and prevent child poverty and mitigate its impacts.</p> <p>The priorities for the Borough Plan are agreed through a process of evidence gathering, engagement with residents and partners, and</p>	<p>Since the OSC child poverty review, a programme of work to respond to financial hardship resulting from the cost-of-living crisis has been stood up, with work being delivered across a range of income maximisation, cost reduction and crisis support activities. This has had a strong focus on mitigating the impact of cost-of-living crisis on children and young people.</p> <p>This work recognises that rather than being a short-lived crisis, cost of living pressures compound existing poverty, which disproportionately affects some resident groups in the borough, and will have an ongoing impact on them. To respond to this, work is underway to consider how we should tackling poverty using the levers available to us, prioritising those activities we understand to have greatest impact. The exact</p>

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				<p>discussion between Cabinet members and officers. The formal decision to treat poverty as a priority should be undertaken as part of this process.</p> <p>At the time the scrutiny committee's report was drafted, the assumption was that a new Borough Plan would be produced in 2022. This work is currently being paused as we assess and incorporate the implications of the Haringey Deal for how we work as an organisation, as this needs to inform any Borough Plan or similar document.</p>	<p>scope and status of this work is currently being discussed but we anticipate that there will be an opportunity to reflect on, and respond to, the committee's recommendations 1) and 2) through this work. There are also active conversations about what will follow the Corporate Delivery Plan which will influence how we articulate and implement our strategic priorities going forward.</p>
<p>2. That, as part of the refresh process for the new Borough Plan, a cross cutting review into poverty be undertaken that includes engagement with partners and residents to obtain a broader understanding of the</p>	<p>Jean Taylor, Head of Policy &amp; Strategy</p>	<p>Ongoing</p>	<p>Agreed</p>	<p>As outlined above, the council is committed to using all of its available levers to alleviate poverty in the borough. This is reflected in a significant programme of existing activity to mitigate the impact of poverty and the stigma associated with it, including an existing commitment to <i>cash first</i> approaches to support. This is</p>	<p>Please see above.</p>



<b>Recommendation &amp; Action</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed Partially/ Agreed / Not Agreed</b>	<b>Comments</b>	<b>June 2023 Update</b>
<p>issue and develop a strategic and coordinated response, including:</p> <ul style="list-style-type: none"> <li>• How the availability of support will be communicated, including the role of schools, Children’s Centres and community organisations</li> <li>• How inequality will be addressed; and</li> <li>• How stigma will be avoided, including a “cash-first” approach to support.</li> </ul>				<p>reflected across a range of activity, including how we administer the Household Support Fund, with the aim of reaching people most effectively.</p> <p>A cross-cutting review into poverty links to the overall approach of addressing and tackling inequality which underpins the current Borough Plan and our Covid-19 Recovery and Renewal framework. We would expect these to remain central to any future plan.</p> <p>The development of any Borough Plan, as the document which sets out the priorities for the Council and partners, will be underpinned by a robust process of evidence gathering about what is most important to our residents, the issues affecting them and the change they want to see. The development of the plan should also be informed by a critical assessment of the interventions which will have greatest impact on</p>	

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				priority issues. It is anticipated that the process of exploring these could achieve the same outcomes as a cross cutting review recommended by the committee. The specific issues identified by OSC will be included as part of the scope of any such future review.	
<b>Customer Services</b>					
3. That the Council's Customer Services be reviewed with a view to making them easier to access and simplifying applications and that this includes consideration how to make services of equal accessibility and quality for people without digital access.	Andy Briggs, AD for Customer Services	Ongoing	Agreed	The Council's customer service operation is under constant review. Focus on easier access both digitally and in person continues, for example appointment system is in place in CS centres ensuring people get the time they need with advisors, the team also refer to Connected Communities for further detailed support and the financial support team to help with maximising support to individuals or families	Customer Services are working closely with Connected Communities to ensure where we recognise those residents that need support and are referred to the team so that they get responsive advice and appropriate financial support.  A Partnership hotline has been set up and now live for some of our key stakeholders so that they can also access services quickly.
4. That the principle of "no wrong door" be adopted and a wider group of officers than those working in Customer Services be	Andy Briggs, AD for Customer Services	Ongoing	Agreed	The principle of no wrong door is being adopted via a resident's experience improvement plan currently in development. This starts initially with tackling the barriers to ease of access into	Customer services is working with various service areas as part of the Resident Experience Programme to enhance the digital offer including access to housing repairs, rents / service charge account related

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
given responsibility and the tools for assisting residents with support queries, including benefits advice.				Customer Services and improving the customer journey in accessing, for example, housing repairs, benefits and welfare support. Roll out of Haringey Here to Help is widely promoted and improvements to the website are set for March 2023.	information which is due to be delivered in July 23.  Some changes have been made to the existing website to Haringey Here to Help content. We expect to move to a new Website in Q3. The new website will have revised features making it easier for our residents to engage and interact with us.
<b>Food</b>					
5. That a progress report on the development of the Council's Food Strategy be included in the workplan for the Overview and Scrutiny Committee for 2022/23.	Jean Taylor, Head of Policy & Strategy/ Gill Taylor AD Housing and Communities and Rob Mack, OSC  <b>Lead officer update:</b> Florence Guppy, Head of Community Enablement	TBC	Agreed	Tackling food insecurity is an urgent priority for the council and its partners, particularly in the context of the cost-of-living crisis. The development of the Food Strategy, which will capture progress to far and our future commitments, is a priority for the council.	It was not possible to find suitable space in the Committee's workplan for 2022/23 for the Food Strategy to be addressed in what remained of the year after the recommendations of the review report had been agreed by Cabinet. However, it has been included in the work plan for the current year (i.e. 2023/24).
6. That the roll out of FSMs be extended further to make them universal and, in	Eveleen Riordan, AD Schools	NA	Partially agreed.  Cabinet wholeheartedly	Haringey's local expanded free school meals policy extends free school meal eligibility to approximately 650 additional	From September 2023 every primary school pupil in London will be in receipt of a free school meal, as a result of the of the Mayor of

<b>Recommendation &amp; Action</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed Partially/ Agreed / Not Agreed</b>	<b>Comments</b>	<b>June 2023 Update</b>
<p>addition, further funding be provided for their provision during school holidays.</p>	<p><b>Lead officer update:</b> Jane Edwards, AD Schools</p>		<p>supports the principle of universal FSM provision and is lobbying national government to fund this, recognising it is unsustainable for local authorities to do this in the existing financial context. See appendix B, letter to Kit Malthouse, Sec of State for Education.</p>	<p>children between the ages of 7 and 11. The scheme is targeted at children living in families who are structurally disadvantaged as a result of high housing costs, low incomes, and gaps in the benefits system. The Cabinet decision to develop this scheme included a commitment to funding it until April 2023. Ongoing funding to existing entitlement groups is being considered as part of the budget/MTFS process.</p> <p>The committee’s recommendation refers to “universal” provision, but this needs further definition. Children from reception to key stage 1 receive universal free school meals. Assuming this recommendation relates to universal provision for KS2 (junior) children in Haringey primary schools, the cost of the scheme would come at a cost per annum of approximately £5,000,000. A budget stream would need to be</p>	<p>London’s commitment. The council is working with schools to ensure that this policy is delivered, with an internal working group has been formed to oversee implementation. This includes consideration of what will happen when the scheme comes to an end.</p>

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				<p>identified to take this recommendation forward.</p> <p>Provision of free school meals for all that need them, funded by the national government, is now the subject of a national campaign, Children's Right2Food, led by the Food Foundation. The council supports this campaign, in recognition of the concerning increase in child poverty in the last decade and the urgency of the cost-of-living crisis facing Haringey residents.</p> <p>Regarding FSM holiday vouchers, this has previously been funded via the Winter Hardship Fund and other funding sources at a cost of approx. £130k per week of the school holiday. The Holiday Activity and Food (HAF) programme has also provided resources to feed children on FSM in holiday time and the government is set to continue funding this up to 2025. With</p>	

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				these central funding streams, and additional funding from our own holiday activity budget, we can continue the provision we have made across school holiday periods since summer 2020.	
7. That guidance for schools on effective school meal contracts be developed including ensuring that they are of high quality and nutritional value.	Eveleen Riordan, AD Schools  <b>Lead officer update:</b> Jane Edwards, AD Schools	Academic year 2022/23	Agreed	<p>The Haringey School Meals service was closed several years ago in the borough. Currently, our schools source their school meal delivery from a wide variety of private companies, and a small number provide their school meals inhouse.</p> <p>In 2020 a Haringey Paediatric Registrar in Public Health worked with us to produce a Whole School Food Policy Guideline and pull-out Packed lunch guide for parents as we know that for many, packed lunches are the cheapest form of lunch for our families. We will work with colleagues in commissioning and in Public Health to ensure that schools are supported to develop contracts</p>	A survey has gone to Haringey schools recently to gauge interest in a joint procurement contract.

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				which are effective in terms of quality and nutritional value. This ties in with the Healthy Schools Agenda and the work that schools do to ensure value for money across all services.	
<b>Schools</b>					
8. That work takes place with schools to reduce the cost of the school day by promoting greater awareness of the financial impact of policies and initiatives on poorer families and, in particular, hidden costs.	Jean Taylor, Head of Policy and Strategy and Eveleen Riordan, AD Schools  <b>Lead officer update:</b> Jane Edwards, AD Schools	Academic year 2022/23	Agreed	Uniforms, school trips, school lunches, gym kits, pencils and pens, and dress down days can be difficult to afford for families. Schools are already keenly aware of the pressures on families in this regard and we are committed to working with schools to ensure that cost is not a barrier to every pupil fully engaging and not feeling or looking different because of affordability. This includes providing information to schools on how to reduce the cost of school for parents and carers and to also signpost to resources including those provided by the Child Poverty Action Group and, if needed, to local charities.	No further update.

<b>Recommendation &amp; Action</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed Partially/ Agreed / Not Agreed</b>	<b>Comments</b>	<b>June 2023 Update</b>
<p>9. That the Haringey Education Partnership works with schools to explore how they may engage more effectively with parents and carers that are hard to reach, including drawing on successful initiatives from elsewhere and consideration of the commissioning of external research.</p>	<p>Ann Graham, Director of Children’s Services</p>	<p>Ongoing</p>	<p>Agreed</p>	<p>Parental engagement is an everyday activity for our schools who do this with individual parents, and through a variety of regular communications including newsletters, text messages, coffee mornings, parent /carers evenings, open evenings on the curriculum, fundraising events etc. Children’s Services supports this, for example through the SEND newsletter, the holiday activity booklets, reception and secondary admissions guides, information on childcare places etc. More broadly, initiatives by the Council to reach out to Somali and other communities are aimed at ensuring an inclusive approach to community engagement. Working with our schools we want to support parents in financial hardship or in need. The expanded free school meals scheme and the Household Support Fund are examples where the provision of a discretionary funding pot assists schools in supporting families where they identify need.</p>	<p>No further update.</p>



Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				<p>We recognise the work of the Haringey Education Partnership which is a not-for-profit schools owned; schools led school improvement company. As such, the principal focus of their work is on supporting member schools to raise outcomes for children and young people, so their achievement is at least as good as, or better than, anywhere in the country. This school improvement work includes support to schools with parental engagement on the curriculum and education attainment, wider engagement around poverty and need links back to a broader partnership with the Council.</p>	
<b>Leisure &amp; physical activity</b>					
10. That a commitment be made to provide permanent funding for youth	Eubert Malcolm, Director Environment & Neighbourhoods,	Ongoing	Agreed	The council recognises the important role of youth provision and services, particularly for children and young people from	Rising Green Youth Hub is thriving with between 60 and 80 young people attending regular youth sessions.

<b>Recommendation &amp; Action</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed Partially/ Agreed / Not Agreed</b>	<b>Comments</b>	<b>June 2023 Update</b>
programmes and services.	and Jackie Difolco, AD Early Help & Prevention			<p>lower income families, who may not have access to the same opportunities and who may be more likely to benefit for specific types of support. Investment in youth services will continue to be a priority.</p> <p>The specific nature of services provided will need to be informed by range of factors, including how and where the council expects to have greatest impact.</p> <p>Decisions about future funding need to be undertaken by Cabinet as part of the budget setting and MTFS process. It is recommended that Cabinet notes the committee's recommendation.</p> <p>Rising Green Youth Hub in Wood Green was successfully launched on 1 August 2022, with up to 50 – 70 young people attending each session. A partnership Manager appointed to develop Rising</p>	<p>A charging policy for partners and organisations using the building has been implemented to generate income to offset against running costs from April 25.</p> <p>A restructure of the youth service incorporating Haringey Community Gold is almost complete which will enable funding for staffing until April 25. This has been reflected within the MTFS process whilst work continues to explore external funding opportunities.</p>

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/ Agreed / Not Agreed	Comments	June 2023 Update
				<p>Green's community offer and secure longer-term funding.</p> <p>There is currently a robust youth offer in place with a range of both temporary and permanent programmes funded by a range of sources including the Holiday and Activities Food programme.</p> <p>Supporting Families Funding has been secured for a further 3 years, some of which will be offset against youth work delivery. Unfortunately, we were not successful in our application for Youth Endowment and not eligible for Youth Investment Funding. Plans are underway to merge Haringey Community Gold (HCG) within the Haringey Youth Service, retaining its branding and remit. Work is ongoing to secure longer term funding.</p>	

<b>Recommendation &amp; Action</b>	<b>Lead &amp; others to be involved</b>	<b>Timescale</b>	<b>Agreed Partially/ Agreed / Not Agreed</b>	<b>Comments</b>	<b>June 2023 Update</b>
11. That the feasibility of longer-term funding for successful initiatives undertaken as part of Haringey Community Gold be explored.	Eubert Malcolm, Director Environment & Neighbourhoods, and, Jackie Difulco, AD Early Help & Prevention	Ongoing	Agreed	VRU funding for the Community Element of HCG has been secured for a further 3 years, Youth Outreach will be considered as part of longer-term planning outlined above.	The youth outreach element is being incorporated into the youth service restructure which has recently completed. Funding has been secured until April 25. This has been reflected within the MTFs process whilst work continues to explore external funding opportunities.

**Report for:** Children and Young People's Scrutiny Panel – 26<sup>th</sup> June 2023  
**July 2021**

**Title:** Children and Young People's Scrutiny Panel: Work Programme 2022-24

**Report authorised by:** Ayshe Simsek, Democratic Services and Scrutiny Manager

**Lead Officer:** Rob Mack, Principal Scrutiny Support Officer  
Tel: 020 8489 2921, E-mail: [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

**Ward(s) affected:** N/A

**Report for Key/  
Non Key Decision:** N/A

## **1. Describe the issue under consideration**

1.1 To note the work plan for 2022-24 and agree any amendments or additions to it for approval by the Overview and Scrutiny Committee.

## **2. Recommendations**

2.1 That the Panel considers its draft work plan, attached at Appendix A, and whether any amendments are required.

## **3. Reasons for decision**

3.1 The work programme for 2022-24 for overview and scrutiny was approved by the Overview and Scrutiny Committee at its meeting on 28 November 2022. Arrangements for implementing it have progressed and the latest plans for the Children and Young People's Scrutiny Panel are outlined in **Appendix A**.

## **4. Background**

4.1 The Overview and Scrutiny Committee has developed a work programme for itself and the scrutiny panels with the aim of ensuring that the scrutiny function is used to its best effect. This was informed by engagement with representatives of the local community. There were two main elements to its development:

- An on-line scrutiny survey; and
- A "Scrutiny Café."

4.2 The scrutiny survey ran from 26<sup>th</sup> July until 26<sup>th</sup> August 2022 and was open to Councillors, officers, partners, community groups and local residents. It asked respondents to identify the areas that should be given highest priority. People were also asked for any other specific issues or problems that they felt warranted special attention.

4.3 The Scrutiny Café took place on 16<sup>th</sup> September 2022 at the Selby Centre in Tottenham and brought together Council officers, partners and community and voluntary sector representatives to discuss matters that might merit consideration

by Overview and Scrutiny. The results of the scrutiny survey were used to inform the discussion. The event was very well attended, including a number of young people who were able to provide useful feedback on the areas that were most important to them.

- 4.4 The outcomes of the survey and discussions at the Café were put together for consideration by the Committee and its Panels so that they could finalise proposals for their workplans. Relevant Council officers were also invited to advise on suggestions. In addition, the Panel met informally to discuss proposals.
- 4.5 There is finite capacity within work plans and it is not possible to cover everything within them in great depth, hence the need to prioritise. There are a number of different options for how issues can be addressed:
- In depth scrutiny reviews;
  - “One-off” reports to Panel meetings; or
  - Questions to Cabinet Members.
- 4.6 It is not obligatory for scrutiny bodies to undertake scrutiny reviews but they enable issues to be looked at in greater detail. This approach is particularly suited to complex issues involving a wide range of stakeholders. A key consideration in selecting issues is the extent to which reviews may be able to deliver tangible outcomes. It is also important that the scope of reviews is sufficiently focussed to allow the detailed gathering of evidence and consideration of issues that is most likely to bring about outcomes.
- 4.7 “One-off” items are normally dealt with through a report from relevant officers or partners. Scrutiny is a flexible process though and other approaches can be incorporated, including inviting external witnesses to give evidence and site visits. It is recommended that sufficient space is allowed on each agenda for a meaningful discussion of items selected by avoiding overloading agendas.
- 4.8 There is an expectation that each Cabinet Member will attend a relevant scrutiny body at least twice per year for Cabinet Member Questions. This provides an opportunity for scrutiny bodies to hear about key developments within each Cabinet portfolio and answer questions.

#### *Review on Physical Activity and Sport*

- 4.9 At the informal meeting of the Panel to consider the work plan, it was agreed to undertake a review on leisure and recreational activities for children and young people. The issue had been raised by young people who attended the Scrutiny Café and there had also been some feedback on this from the Scrutiny Survey.
- 4.10 Following further discussion with officers and the Chair on the scope and terms of reference, the Panel agreed that the review would focus specifically on one particular aspect of leisure and recreation; physical activity and sport. The narrower scope of the review made it better placed to go into sufficient depth to make meaningful recommendations. The recommendations from the review will assist in the development of the new physical activity and sport strategy for the borough.

- 4.11 Three evidence sessions of the review have taken place so far. The first was on 16 February, where the Panel considered:
- An overview of the Council's role in promoting and commissioning and physical activity and sport within Borough, including provision for marginalised groups; and
  - The aims and objectives of "Active Together", the Council's current 4 year physical activity and sport strategy and progress against the targets within them.
- 4.12 The second session was on 9 March, when the Panel met with a group of providers of physical activity and sport opportunities within the borough to receive their views. The third session, which was held on 6th April, looked at the role of schools.
- 4.13 The Panel visited the Rising Green Youth Hub on Friday 9<sup>th</sup> June and met with a group of young people to receive their views. There are three more additional evidence sessions of the review planned and it is intended that these will take place and the review will be finalised before the August recess.

*Review on Housing and Children*

- 4.14 At the meeting of the Panel on 3rd January, the Panel agreed to commission a review on housing and children, which will commence once the current review on physical activity and sport has been completed.
- 4.15 Housing is a complex and multi-faceted area of policy and, in order for the review to be productive, it will need to focus on a specific aspect so that it is possible to look at it in sufficient depth to draw meaningful conclusions. A number of potential areas of focus have been identified;
- The Private Rental Sector;
  - Roll out and expected outcomes of the Council's private licensing scheme;
  - Linking of vulnerable families placed in Haringey by other local authorities to safeguarding and support services;
  - Safeguarding responsibilities of social housing providers, including housing associations; and
  - Housing allocations policy and how it impacts on children, especially those with disabilities, those considered vulnerable or part of large families.
- 4.16 The above issues can be split into ones relating to private sector housing and ones relating to social housing. At the last meeting of the Panel, it was agreed that the review would look at social housing in the first instance and, in particular, housing allocations. Consideration could be given to commissioning further work on private sector housing in due course.
- 4.17 A copy of the draft work plan for the Panel is attached as Appendix "A". Further development of the plan will take place as the year progresses and progress will be reviewed on a regular basis.

*Forward Plan*

4.18 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3-month period.

4.19 To ensure the information provided to the Committee is up to date, a copy of the most recent Forward Plan can be viewed via the link below:

<http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>

4.20 The Committee may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

## **5. Contribution to strategic outcomes**

5.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the OSC's work.

## **6. Statutory Officers comments**

### **Finance and Procurement**

6.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

### **Legal**

6.2 There are no immediate legal implications arising from the report.

6.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.

6.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.

6.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

### **Equality**

6.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil



partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

6.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

6.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

## **7. Use of Appendices**

Appendix A: Children and Young People's Scrutiny Panel: Work Plan for 2021/22

## **8. Local Government (Access to Information) Act 1985**

N/A

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## Children and Young People’s Scrutiny Panel

### Work Plan 2023 - 24

<p><b>1. Scrutiny review projects;</b> These are dealt with through a combination of specific evidence gathering meetings, that will be arranged as and when required, and other activities, such as visits. Should there not be sufficient capacity to cover all these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. These issues will be subject to further detailed development and scoping.</p>		
<b>Project</b>	<b>Comments</b>	<b>Priority</b>
Physical Activity and Sport	To look at how the Council promotes and commissions physical activity and sporting opportunities for children and young people in all parts of the borough. This will include how their views are considered in planning provision, the impact of activities on mental health and well-being and how the needs of marginalised groups are addressed.	In progress
Housing and children	To look at how housing impacts on children and young people and, in particular those who may be vulnerable or where there might be safeguarding concerns.	1.
Listening to children and young people	To consider how the Council obtains and responds to the views of children and young people in the planning and provision of services.	2.

3. **“One-off” Items;** These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.

Date	Potential Items
<b>2023/24</b>	
<b>26 June 2023</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Ofsted inspection of local authority children’s social care – outcome and action plan</li> <li>• Stop and Search</li> <li>• SEND – Prevention and Early Intervention</li> <li>• Review on Child Poverty – Update on Implementation of Recommendations</li> </ul>
<b>21 September 2023</b>	<ul style="list-style-type: none"> <li>• Haringey Youth Justice Strategic Plan</li> <li>• Skills and Careers</li> </ul>

	<ul style="list-style-type: none"> <li>• Mental Health and Well-Being</li> </ul>
<b>13 November 2023</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> </ul>
<b>4 January 2024 (Budget)</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Exam and Test Results</li> </ul>
<b>20 February 2024</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Haringey Children’s Safeguarding Partnership – Annual Report</li> <li>• Children’s Social Care; Annual Report</li> <li>• Looked After Children (LAC) Sufficiency Strategy 2022-2026: Progress report</li> </ul>

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