

NOTICE OF MEETING

FULL COUNCIL

**Monday, 20th November, 2023, 7.30 pm - Tottenham Town Hall,
Town Hall Approach Road London N15 4RY (watch the live meeting
[Here](#) and watch the recording [here](#))**

Councillors: Anna Abela, Gina Adamou (Mayor), Peray Ahmet, Ibrahim Ali, Kaushika Amin, Emily Arkell, Dawn Barnes, Nicola Bartlett, John Bevan, Barbara Blake, Mark Blake, Zena Brabazon, Cathy Brennan, Lester Buxton, Dana Carlin, Liam Carroll, Luke Cawley-Harrison, Seema Chandwani, Lotte Collett, Pippa Connor, Eldridge Culverwell, Nick da Costa, Lucia das Neves, Isidoros Diakides, Erdal Dogan, George Dunstall, Sarah Elliott, Scott Emery, Ruth Gordon, Mark Grosskopf, Makbule Gunes, Mike Hakata, Holly Harrison-Mullane, Tammy Hymas, Emine Ibrahim, Marsha Isilar-Gosling, Thayahlan Iyngkaran, Sue Jameson, Adam Jogee, Cressida Johnson, Anna Lawton, Ahmed Mahbub, Mason, Khaled Moyeed, Sean O'Donovan, Felicia Opoku, Ajda Ovat, Sheila Peacock, Reg Rice, Alessandra Rossetti, Michelle Simmons-Safo, Anne Stennett, Joy Wallace, Elin Weston, Matt White, Sarah Williams and Alexandra Worrell

Quorum: 15

1. **FILMING AT MEETINGS**

Please note 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. **TO RECEIVE APOLOGIES FOR ABSENCE**

3. TO ASK THE MAYOR TO CONSIDER THE ADMISSION OF ANY LATE ITEMS OF BUSINESS IN ACCORDANCE WITH SECTION 100B OF THE LOCAL GOVERNMENT ACT 1972

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. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 17 JULY 2023 & 28 SEPTEMBER 2023 (PAGES 1 - 24)

6. TO RECEIVE SUCH COMMUNICATIONS AS THE MAYOR MAY LAY BEFORE THE COUNCIL

7. TO RECEIVE THE REPORT OF THE CHIEF EXECUTIVE

8. TO RECEIVE THE REPORT OF THE MONITORING OFFICER AND HEAD OF LEGAL SERVICES

9. TO MAKE APPOINTMENTS TO COMMITTEES AND OUTSIDE BODIES

Report to follow.

10. TO RECEIVE REPORTS FROM THE FOLLOWING BODIES (PAGES 25 - 224)

- a) The Cabinet - Adoption of the Annual Youth Justice Plan
- b) Standards Committee – Amendments to the Constitution

11. IMPROVING HARINGEY'S HOUSING REPAIRS SERVICE - LIBERAL DEMOCRAT DEBATE

12. TO CONSIDER REQUESTS TO RECEIVE DEPUTATIONS AND/OR PETITIONS AND, IF APPROVED, TO RECEIVE THEM

13. TO ANSWER QUESTIONS, IF ANY, IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NOS. 9 & 10

1. Cllr Anna Lawton to Cllr Adam Jogee

Can the Cabinet Member provide an update on the work being done to bring our communities together and tackle antisemitism and Islamophobia in the borough?

2. Cllr Rossetti to Cllr Arkell

Given repeated upset from residents over the Council's management of Finsbury Park - including problems with Tough Mudder, Wireless Festival and the Krankbrother event - what is the Council doing to ensure that any future events are less disruptive?

3. Cllr Cressida Johnson to Cllr Emily Arkell

Can the Cabinet Member provide an update on the termination of the Council's contract with Fusion LTD?

4. Cllr Connor to Cllr Das Neves

Haringey Council has a policy not to lift vulnerable residents who have fallen. Introducing a lifting service would prevent a long lie on the floor for residents resulting in fewer hospital admissions; ease pressure on 999 emergency services; and provide self-funded residents additional value for the service. Are there plans to explore introducing a lifting service?

5. Cllr Nicola Bartlett to Cllr Zena Brabazon

Can the Cabinet Member provide an update on the Council's response to the RAAC in Haringey?

6. Cllr Barnes to Cllr Chandwani

The Council has come under scrutiny in recent months for its use of bailiffs, with Acorn Haringey finding that initial claims of a 67% drop in bailiff use since 2019/20 were incorrect. With over 8,000 cases of council tax debt referred to bailiffs last year, concentrated in the borough's most deprived areas, is it time to review the Council's so-called Ethical Debt Collection Policy?

14. TO CONSIDER THE FOLLOWING MOTIONS IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NO. 13 (PAGES 225 - 226)

Motion D

Proposer: Cllr das Neves

Seconder: Cllr Simmons-Safo

Crisis in the Social Care Sector

This Council notes:

Since 2010, Central Government's funding to English local authorities has reduced by approximately 30% on average and investment in social care has not increased sufficiently to meet the demands we see of an ageing population and of people living with more serious and multiple conditions for longer.

In addition, adult social care is facing further unprecedented challenges with its workforce recruitment and retention, alongside pressures from hospital discharge.

Each day, the Council provides 3,500 adult residents with care and support, with an additional 1,000 residents requiring other types of input. This can cost anywhere from £120 up to £6,000 a week for our most vulnerable residents with complex needs.

In the first quarter of 2023, an additional circa 300 adults were referred to Adult Social Care in Haringey. This number is increasing year on year and impacts our ability to properly fund their support. Nevertheless, it is our statutory duty to deliver this care.

The adult social care sector has been greatly impacted by the interest rate hikes caused by the disastrous Truss government's mini budget; the Government's failure to tackle rising energy costs, and staff shortages exacerbated by failed migration policy and a lack of long-term investment in training, development, and retention.

This Council believes:

There is a crisis in the social care sector due to an absence of central government-led, long-term investment and an inadequate plan for the sector, its workforce, and support for local authorities and communities to deal with the demands on their services.

The UK Government must urgently invest in and reform the social care sector, to enhance its ability to deal with future demand challenges; making social care more efficient and delivering the best and most dignified care by allowing users better access, and more choice and control over their support.

The UK Government must focus away from remedial and acute services, towards community-centred preventative models of care, support, housing, and assistive technology to aid independent living; tackle isolation and loneliness; and enable communities to deal with issues such as mental health support.

There is an urgent need to recruit and retain paid carers, support unpaid carers, and move the sector away from low pay, low recognition, and poor conditions, towards higher pay, better conditions and professional development, to end the workforce crisis currently facing the sector.

Any funding and investment for social care needs to be focused on a long-term, 10-year plan rather than piecemeal ad hoc grants which do not address the wider and future challenges of increasing demand and complexity of residents' needs, and prevent local authorities making long term plans.

This Council resolves:

To write to the Chancellor of the Exchequer to urge him to include a long-term funding plan for social care in the Autumn financial statement that focuses on enhancing the sectors' ability to deal with the complex and increasing demand on these vital services for those in our community.

Motion E
Abolish Garden Waste Charges

Proposer: Cllr Scott Emery
Seconder: Cllr Dawn Barnes

Council notes that:

- Haringey introduced garden waste charges in 2017;
- Haringey's recycling rate peaked in 2016/17, the year garden waste charges were introduced;
- Haringey's recycling rate was falling well before the Covid-19 pandemic and the current cost of living crisis;
- Levels of use in the garden waste service are still running below those in 2017 when charging was introduced;
- Local Authority data indicates that free collections can achieve up to 80-90% participation rate in households with garden waste when compared to an estimated 35% only under charged services;
- The MTFS income target for increased subscription charges is not expected to be hit this year, for a second year running;
- Haringey is committed through 'Destination 50%' to recycle 50% of household waste by 2030, but is currently achieving a level of just 30.4%, and targeting an increase to only 32.5% by 2025;
- As of 2022, 10/32 London Boroughs offered free garden waste collections.

Council believes that:

- Stopping charging for garden waste collection is the only way the scheme will achieve satisfactory take-up from residents;
- Failure to remove charges for garden waste collection would signify that the council is not truly committed to recycling;
- Reaching the target of 50% of waste being recycled will only be possible if the council is willing to put significant resources into this area;
- The experiment of charging for garden waste has been a failure.

Council resolves to:

- End charging for garden waste collection by the end of the 2024/25 financial year.

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Fiona Alderman
Head of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 10 November 2023

MINUTES OF MEETING Full Council HELD ON Monday, 17th July, 2023, 7.30pm – 10pm.

PRESENT:

Councillors: Anna Abela, Charles Adje, Peray Ahmet, Ibrahim Ali, Kaushika Amin, Emily Arkell, Dawn Barnes, Nicola Bartlett, John Bevan, Barbara Blake, Mark Blake, Zena Brabazon, Cathy Brennan, Lester Buxton (Mayor), Dana Carlin, Luke Cawley-Harrison, Lotte Collett, Pippa Connor, Eldridge Culverwell, Nick da Costa, Lucia das Neves, Isidoros Diakides, Erdal Dogan, George Dunstall, Sarah Elliott, Ruth Gordon, Makbule Gunes, Mike Hakata, Tammy Hymas, Emine Ibrahim, Thayahlan Iyngkaran, Sue Jameson, Adam Jogee, Cressida Johnson, Anna Lawton, Ahmed Mahbub, Mary Mason, Khaled Moyeed, Ajda Ovat, Sheila Peacock, Reg Rice, Alessandra Rossetti, Simmons-Safo, Anne Stennett, Joy Wallace, Elin Weston, Matt White, Sarah Williams and Alexandra Worrell

17. FILMING AT MEETINGS

The Mayor referred to the notice of filming at meetings and attendees noted this information.

18. TO RECEIVE APOLOGIES FOR ABSENCE

The following apologies for absence were received:

Cllr Opoku
Cllr Elliott
Cllr Emery
Cllr Chandwani
Cllr Isilar-Gosling
Cllr Adamou
Cllr Say

Apologies for lateness were received from Cllr Bartlett.

19. TO ASK THE MAYOR TO CONSIDER THE ADMISSION OF ANY LATE ITEMS OF BUSINESS IN ACCORDANCE WITH SECTION 100B OF THE LOCAL GOVERNMENT ACT 1972

The Mayor accepted the admission of the following late items of business that could not be available earlier and needed to be dealt with at this meeting for the reasons outlined.

Item 13 - Questions and Written Answers- The reason for lateness was that notice of questions was not requested until 8 clear days before the meeting, following which the matters raised have to be researched and replies prepared to be given at the meeting.

Item 14 Motions - The amendments to motions were not requested until 10am on the day of the Council meeting. There was an amendment to Motion A which had been published and distributed as a supplementary pack.

20. DECLARATIONS OF INTEREST

There were no declarations of interests put forward.

21. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 15 MAY 2023

RESOLVED

1. To agree the minutes of the Annual meeting held on the 15th of May 2023 as a correct record of the meeting.
2. To agree that a clarification be added to the minutes of 2nd of March 2023 as outlined at page 12 of the agenda pack.

22. TO RECEIVE SUCH COMMUNICATIONS AS THE MAYOR MAY LAY BEFORE THE COUNCIL

The Mayor advised that a written account of his community activities had been distributed to all members prior to the meeting and highlighted the following:

- He was delighted to raise the pride flag at the beginning of June with community Leaders and LGBT+ staff network
- It was the second year in a row Haringey had won the London Youth Games. He had joined the girls tennis and girls hockey teams on the final day of games at the Queen Elizabeth Park and was proud to see them win.

The Mayor thanked the Deputy Mayor, Deputy lieutenant and Mayoral colleagues for support in conducting weekly citizenship ceremonies.

The Mayor asked for Councillor colleagues to get in touch if there were events in their wards that they would like attended by the Mayor or Deputy Mayor.

23. TO RECEIVE THE REPORT OF THE CHIEF EXECUTIVE

RESOLVED

1. To note the changes to the political composition set out at paragraph 4.2 of the attached report.
2. To agree that Cllr Isilar-Gosling replace Cllr Dawn Barnes on the Appointments Panel.

24. TO RECEIVE THE REPORT OF THE MONITORING OFFICER AND HEAD OF LEGAL SERVICES

The Monitoring Officer and Head of Legal and Governance had no matters to report on.

25. ANNOUNCEMENT BY THE LEADER - CSO 3.1 VII

RESOLVED

To NOTE the decisions taken in the past year under the Council's Urgency procedures.

26. TO RECEIVE REPORTS FROM THE FOLLOWING BODIES

27.

This report was put forward following the Standards Committee meeting held on the 27th of June 2023 and asked Full Council to consider the following:

To approve amendments to Part Four of the Constitution, Section J Contract Procedure Rules and any other consequential amendments arising as a result of:

- Removal of relevant references to EU law and legislation, updated references to current legislation, Council policy and Officer roles.
- Formalisation of existing practices and Council Policies.
- Minor drafting amendments.

To approve the constitutional related actions arising from the independent review of the Council's arrangements for property negotiations, acquisitions, and disposals or intended transactions, approved at Cabinet on the 18th of April 2023, namely:

- Guidance on the role of Council appointees to voluntary sector organisations, reminding them of their role as stewards of public funds.
- Guidance to Councillors meeting with landowners, contractors etc when not in their capacity as ward Councillors.
- Protocol for Decision Making to provide consistency and support.

To approve the changes to the Petitions Scheme and Council Standing Order section on Petitions.

To approve the addition of the Licensing Hearing protocol to the Council's Constitution.

RESOLVED

1. To adopt the proposed revised Part Four of the Constitution, Section J Contract Procedure Rules as attached at Appendix 2.
2. To adopt Appendix 5 – Advice on Outside Bodies
3. To adopt Appendix 6 -- Guidance for Councillors on contact with third parties and stakeholders.
4. To adopt of Appendix 8(final version) of updates to the Part 5 Section D, Protocol for Decision Making.
5. To adopt the updated Petitions Scheme attached at Appendix 12.
6. To adopt the Updated Council Standing Orders attached at Appendix 13.
7. To adopt the updated Licensing Protocol attached at Appendix 15 and agreed addition to the Council's Constitution.

27. TO CONSIDER REQUESTS TO RECEIVE DEPUTATIONS AND/OR PETITIONS AND, IF APPROVED, TO RECEIVE THEM

Local resident, Victoria Ward introduced the petition, which had reached over the 2200 signatories and instigated a full Council debate. The petition was objecting to the LTN's .

Victoria Ward made representations on the following:

- LTN's were not in the Labour Party manifesto and therefore this policy was not voted for in the local election.
- Contested that 56% of residents in the Bounds Green had not wanted an LTN. There had been three deputations to Cabinet to contest the continuation of the LTN's and the residents that gave feedback to the Cabinet and raised concerns were not felt listened to. They were providing local business feedback and carer relative perspectives. Their concerns had been responded to with general points about London being the most congested city in the world.
- The Petitioners felt that the Council were failing to hear that LTN's were increasing congestion.
- That in Bounds Green the whole neighbourhood was closed due to have neighbouring LTN's in both Enfield and Haringey boroughs. It was contested that 75% of residents do not want to LTN's and 100% business do not want LTN's in the Bounds Green area.
- The petitioners felt that the Council did not want compromise and continued to contend the view of the Council that equal numbers of people wanted LTN's than those who did not. They referred to the multiple petitions totalling 20,000 signatures against the LTN's with only 300 signatories in favour of the LTN's collated.
- Traffic from 20 residential roads had moved to one road, and the residents in Bounds Green felt discriminated against. They had been living for a year with

- the scheme, and the Council needed to listen to residents living through the experience.
- The petitioner felt that Councillors in the west of the borough and Councillors not living in an LTN area would not know what it was like to live through this experience.
 - The LTN's were resulting in congested junctions and boundary roads.
 - Contested that the Council were closing entire neighbourhoods and the resident impact and resident experience needed to be listened to.
 - Meetings with officers had been sought and not responded to.
 - There was a positive example of the LTN impact on Stoke Newington businesses outlined at the Cabinet meeting but this was not the feedback the petitioners had received, and they sought to be provided with the data on this.
 - They contested data that has been used to continue the LTN's and challenged the reasoning on traffic reduction schemes reducing pollution when other policies on events in parks contradicted this reasoning.
 - Sustrans were referred to as advocating LTN's and could not be relied upon to collate data on the LTN's.
 - That cycling had reduced and collisions more likely on the busy roads surrounding LTNs.
 - Challenged the Council to release the data on LTN's reducing rat running and wanted to see the detail on this.
 - Boundary road increases in traffic affected bus travel affecting residents further wanting to travel in and around LTN's.

The debate

- Cllr Jameson welcomed the petitioners and petition in keeping the debate on LTN alive and highlighted that there were many arguments to hear. Councillors had been working with communities to ensure that LTN's can be monitored and if required tweaked and amended. Since the February Council meeting, the ward Councillors in LTN areas had worked closely with Cabinet members to voice resident concerns. Measurements of traffic now showed remarkable reductions in the traffic in the LTN areas with over 50% reductions. Ward Councillors welcomed the changes in the exemptions policy, which allowed universal exemption for blue badge holders. In Bruce's castle - Linley road traffic filter was being removed to help residents to have different access to the LTN in Bruce Grove. LTN's were recognised to be hard at the start and had impacted on boundary roads but this would decrease in traffic and there was a need to consider the long term and short-term impact on the environment as a whole.
- Cllr Cawley – Harrison spoke about having complimentary solutions to drive forward behavioural change. The Councillor was pleased with 18-month trial of LTN's but disappointed that no complementary solutions to drive long term behavioural changes such as providing safer means of transport along with highway improvements. Residents would need to be happy to use alternative modes of transport as this would deter the feeling of restrictions in the ability to move around the borough. The lack of complementary options would make a difference to moving in and out of LTN area. The Councillor had not seen any

changes to cycle lanes in LTN areas and many of these lied flat on the road and these cycle lanes needed to be safer to help change behaviour.

- Cllr White spoke about heatwaves across the world providing an indication of the impact of climate change and were a convincing situation of the need to take action to limit global warming. This climate situation could not be solved by short term actions and needed decisive action by the government now to lower greenhouse emissions and cut energy usage and reduce the number of items produced. if changes were not made lives would change. In addition, there was a need to change what we ate, how we travelled and what we wear. There was a need to take action locally on how we travelled around as well as LTN's need for safe roads and to be able to have access to what we need in 15 minutes.
- Cllr Mason spoke about her new experience as a ward Councillor in Bounds Green and this had been the most controversial issue in Bounds Green. There had been a reduction of 60% of traffic and this scheme had stopped cars coming into London from outside M25 and she hoped those car users were now using public transport. She spoke to many people in the ward and heard that LTN's caused additional driving time and pollution on Bounds Green road. There was an increase in pollution, reduction in access and impact on high street and less choice. However, positive impacts reported were the quieter streets and more environmentally friendly area. Ward Councillors considered a wide range views and acknowledged that there were reasons to how people feel rather than a simple right-wrong scenario

The Deputy Leader and Cabinet Member responded as follows:

- Thanked the petitioners, ward Councillors on thoughts and ideas, and welcomed criticism, input, and observations.
- Contested that the Council were not listening to residents. Although, this did not mean that they cannot do better. He emphasised that from the start, the Council have listened to residents.
- Consultation activities outlined to the meeting on how the LTN's were communicated and the engagement methods used. The Council were committed to listening and those that made their voices heard were those distressed at traffic levels.
- The Council had reached out as much as possible and sought as much input as possible.
- Stressed the importance of life improvement.
- LTNs were put to consultation as part of the walking and cycling plan and was hugely accepted and passed by Cabinet that 3 experimental LTN's be taken forward.
- All Councillors lived in the borough, have friends and family in the borough, and experience the same issues as everybody else.
- Councillors do debate on the impact of the LTN.
- The LTN had not yet been in place for 18 months.
- The most negatively impacted by car use were in the East of the borough.
- Higher number of car drivers in Bounds Green that were discontented with the scheme.

The Cabinet Member concluded that when considering the data matrix and the evidence to support the aims of the LTN's the Cabinet could not accept the actions of the petition at this time which was to stop the LTN's

The Council agreed the response to the petition as outlined above and responses in the debate.

David Robinson, local resident, presented a deputation on traffic issues in Christchurch Road.

The deputation welcomed the visits made by the Council to Christchurch road. The deputation continued to outline that:

- Christchurch Road was a short and narrow road connecting Crouch Hill and Crouch End road and traffic includes cars vans and heavy vehicles.
- At peak times, congestion was severe and the situation over time had gotten worse.
- Residents were finding the traffic situation extremely difficult, and concerns had been raised regarding safety.
- Christchurch Road had not been included in the School Street's for Coleridge school initiative despite how busy the road was.
- Residents had made representations for two years, specifically regarding a School Street scheme at this overall traffic hotspot.
- Residents have asked the Council to consider this carefully and provide solutions for a low traffic initiative in the road and in line with the LTN policy.
- Not easy to get in and out of Christchurch Road and personal experience of dealing with fractures associated with incidences on short roads.
- On personal level the doctor had experienced delays getting out of the drive to attend to patients.
- The local residents do not want to wait until injuries to children to take action. Affect to the roads has been significant and compounded by the impact of this scheme.

The following information was provided from the deputation in response to questions from Cllr Cawley – Harrison and Cllr Worrell.

- In terms of support, the deputation had 25 residents listed down in agreement of the raised concerns. Following this, a survey had been conducted which was almost unanimous in agreement in finding a traffic management solution across the entire street.
- There was strong community support to align CPZ areas and increase the hours to stop movement in between the CPZ areas.

The Deputy Leader and Cabinet Member for Climate Action, Environment and Transport responded as follows:

- He noted that the presentation showed the level of disruption that motor vehicles could cause across the borough. he had visited the road and emphasised with the issues being experienced in the road.

- Council would be exploring ways in which solutions could be found to minimise traffic for the road.
- There were many roads with rat runs and a huge problem in the borough that he was committed to solve.
- Traffic counts have happened, and it has become clear that the school street had not additionally affected Christchurch traffic issues.
- The issue was that Christchurch Road was part of two major roads in the area and to close both roads would cause an issue for the wider traffic network. This had initiated a major conversation with TFL but there was no simple solution that could be provided. However, he assured the deputation that he was not giving up on this road or any other road in the borough and would continue to speak with residents and ward Councillors to reduce traffic on the road and was very aware of the issues.

Giovanna Iozzi, Haringey Tree Protectors presented the second deputation on continued threat to mature trees in the borough.

The meeting noted that Haringey Tree Protectors was set up to raise alarm around the threats to mature trees in the borough. The deputation continued to speak about their campaigns in the borough.

Campaigners argued that there were outdated tree and insurance policies. Campaigners were shining a light on outdated tree management and needed to see meaningful action on trees.

The deputation welcomed some of the additions in Haringey's revised Woodland's plan, including its commitment in the local plan for a dedicated trees policy and its plans to try to retain more mature trees in new developments. The deputation hoped for stronger policy implementation, and expressed concern about gap in tackling insurance policy issues. They spoke about importance of tree canopies and their health and wellbeing benefits.

There had been 106 trees removed and new planting alone was not the way forward but preserving mature trees which would provide a robust defence against traffic pollution.

The group would be meeting with Woodland Trust to lobby for a change in law in the protection of trees and see the value of street trees and called for collective action between the Council and the group.

The following information was provided by the deputation and noted in response to questions from members, Cllr Ali and Cllr Connor:

- The Insurance industry has more claims due to climate change and can use the solution of nearby tree removal as a way of impacting on foundations.
- The best course of action would be the need for change on a national level for the protection of tree and greater protection laws for trees on a national level
- It was encouraging to see content on the Tree and Woodland Plan and suggestions picked up on. The deputation reinstated their support to new planting but noted these trees would not be full grown until 30 years' time.

Every planning, housing decisions and transport decision made must take the climate and the ecological emergency into account.

The Deputy Leader and Cabinet Member for Climate Action, Environment and Transport responded as follows:

- He did not agree with the points made and the actions proposed in the deputation. It was important to understand the amount of work and the efforts that were put in by the Council to protect and maintain trees in this borough.
- The Woodland Plan, Biodiversity Action Plan and The Local Plan all showed in some detail how the Council planned to protect and maintain trees.
- The Local Plan would be one of the most far reaching in the country in relation to the protection and maintenance of trees and those under threat.
- There were stringent stipulations that would be made in the Local Plan on the protection and maintenance of trees, emphasising the protection of mature trees. Haringey web pages went into some detail about how the Council protecting trees and managing insurance claims and have to follow the law.
- In terms of pollarding, it was important to realise that this was one of the key ways of protecting trees against root advancement towards homes that creates the subsidence.
- On the duty to consult awaiting guidance on this and calling of this.
- It was essential that in terms of climate change as many trees were planted as possible; this would help in terms of climate change, air pollution, preventing soil erosion and would support biodiversity. Collaborative working worked with mutual respect to be effective and maligning tree officers did not respond to this. In addition, external challenge had to be with the spirit of mutual respect. The Tree team were doing everything they possibly could to save and protect the trees of the borough and the Council want to expand the urban forest as far as possible and want to work with residents to do this.

28. HARINGEY DEBATE :EVERYONE WELCOME: PROVIDING A SAFE SPACE FOR MIGRANTS AND REFUGEES IN HARINGEY.

Cllr das Neves Cabinet Member for Health, Social Care, and Wellbeing introduced the debate. She outlined that the debate was about telling everyone, especially the UK government, that everyone is welcome in Haringey.

The Cabinet Member welcomed participants and guests Liliia Mishchuk, Freshta and Ahmad Sanatyar, Mohammed Jan, and Vincent Okosodo who had been welcomed to the borough to start a new life.

The debate was focused on inclusion, celebration and acceptance of everyone,

The Cabinet Member was proud to work with the dedicated team at Haringey who did so much for communities with compassion, quality relationships and had a depth of commitment and understanding.

She continued to highlight the two main settlement resettlement schemes that the Council was funded to deliver: Homes for Ukraine, and Afghan resettlement schemes. The Council was also funded to support people seeking asylum and successful in bidding to support local Hong Kong British National Overseas refugee population.

The Cabinet Member highlighted the support being provided to 700 refugees, and the support being provided on high-risk complex cases where risk and safeguarding issues were exacerbated by language barriers, lack of systems, and understanding of immigration status, including residents impacted by the wind rush scandal.

There were welcome hubs, which saw on average 50 people attending per week from a range of backgrounds and work with 15 voluntary sector organisations to support resettling residents.

This debate was being held at the meeting, followed by the motion requesting the withdrawal of the illegal migration bill to provide a strong stance against the hostile environment.

Haringey Welcome were proud to speak at this debate and to speak about rejecting the immigration bill. Haringey Welcome emphasised that inclusivity was good for all and described how racism poisons the well of society creating division and discontent. This was illustrated by the cynical recent increase in migrant tax for health access, which was being communicated by the government as to be used to fund the public sector pay increase.

Haringey Welcome continued to emphasise that when we all thrive and grow then we all benefit. The Resettlement team were commended and together with the Council, rejected the impact of this egregious bill. Haringey Welcome Haringey appreciated the urgency of the Council in confronting the issues of the bill and taking forward a substantive response to this bill.

The Council demanded that the UK Government respects the law and protection to people regardless of their mode of entry and keep to the 1951 agreement for asylum.

The meeting continued to hear from the external speaker who spoke about her personal experiences of coming to England from the Ukraine to live with a sponsor and returning to Ukraine to support her husband who had been injured in the conflict. Then coming back to England with husband and needing new settlement provision. She described how the Council had helped a lot with this housing situation and the family were very grateful to the Council and wanted to contribute to return this support.

There followed a debate by Councillors with contributions from Councillors: Dogan, Barnes, Mahbub, da Costa, O'Donovan and Ahmet.

Cllr Dogan spoke about importance of providing a safe place for refugees and migrants. He described the difficult decisions individuals and families have to make to

leave their home. Cllr Dogan had personal experience as a child refugee and he and his family came to England in the 1990's and had worked long hours. He was the first in his family to go to university to study engineering and now worked in a higher education establishment and was now giving back to Haringey with his active role in the community. Refugees provide support to public services and locally. He concluded by saying that refugees should be offered a safe place to live, and work, and was proud to be part of the Council to help those in desperate need.

Cllr Barnes spoke about the cross-party agreement to welcome people across the world to live in the borough. The new migration bill blamed migrants for economic issues, and this was detrimental to providing the support those migrants that were fleeing persecution needed. There was a need to provide safe routes for refugees to help the dangerous situations. She described how many national politicians, over the years, were on the wrong side of the issue. Many British people welcomed the Ukrainians and both local political parties were united in providing a safe place for citizens in the Ukraine.

Cllr Mahbub highlighted the contribution of migrants to the national economy and their massive contribution to the local economy in Haringey and to employment. He spoke about the migrant nurses working in hospitals during covid, risking lives to help people. He added that economists always find that migrants contribute to the economy. He concluded with highlighting the trauma of children fleeing war and not underestimating their experience.

Cllr da Costa spoke about the proud tradition of the country welcoming refugees, fleeing discrimination, persecution, and the need to change the law to allow refugees to work in the UK. He spoke about his personal experience of working to support two highly experienced expert doctors from the Ukraine who were frustrated that they cannot share their experience in the NHS. It was important to note that migrants built the NHS and shaped our societies. Those most in need were being attacked by right wing media and the migration bill must be defeated.

Cllr O'Donovan spoken in his maiden speech about the historical waves of migration in Haringey and the past struggle for justice had developed the welcome status of Haringey. He spoke about the past solidarity of Haringey residents against Nazis and fascists in the 1940's. He continued to speak about the voluntary sector's specific support to migrants in the borough. He referred to Joy Gardner's traumatic arrest, with yet still no public enquiry into her death. Her life would inspire work in Haringey, and everyone was welcome in Haringey.

Cllr Ahmet, Leader of the Council, thanked all the Councillors for their speeches and thanked residents for attending. She spoke of her family's personal experience of coming to England from conflict in Cyprus which was still divided to this day. Her parents had been welcomed in Haringey. She added that Haringey always had a proud history of welcoming refugees, and they were now nationally facing a toxic and hostile environment. It was important to hear and see the hardship that refugees face and that they deserve to be included in society. She continued to express that those who make the journey do not do this lightly; and Haringey would stop at nothing to make sure all that refugees needed to succeed. The Resettlement team were further

commended for their excellent work and Haringey would continue its rich history of welcoming refugees.

Cllr das Neves responded to the debate, thanking attendees and Haringey Welcome for their work on Welcome Advisory Board. She was happy that both political groups agreed on this issue and glad later motion had not been amended.

The Mayor thanked guests and Councillors for their participation in the debate.

29. TO ANSWER QUESTIONS, IF ANY, IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NOS. 9 & 10

The Mayor had accepted the responses to written questions admitted as late business and these were RECEIVED.

Oral questions one to six were then asked and responded to.

30. TO CONSIDER THE FOLLOWING MOTIONS IN ACCORDANCE WITH COUNCIL RULES OF PROCEDURE NO. 13

Councillor Rossetti proposed the motion on Period Poverty, outlining the difficult choices that women have with less income and choosing between food/ energy and period products. The situation was worse with the cost-of-living crisis. The motion was seeking agreement to expand the current free provision in libraries of sanitary products and including them in all other buildings like community centres .Cllr Rossetti advised that at Alexandra Park library, today, there were no period products.

Cllr Rossetti expressed that these were not luxury products and women and teenagers should not suffer indignity of cutting back on work, school or sports activities due to cost of accessing this product. Cllr Rossetti hoped that the Council could firmly commit to providing period products across all libraries and buildings, regardless of the national government and charity schemes available to provide this provision.

Councillor da Costa seconded the motion. He welcomed parts of the amendment but was concerned that the commitment to expand provision was watered down. The current scheme was good, but many libraries did not provide free period products and these were not available in Council buildings. The amendment could be read as expanding current provision to current buildings. Or could be read as restating the existing scheme and making a commitment for expanding this scheme sometime in the future and it was helpful to have a clarification on this.

Cllr da Costa spoke about men needing to gain more knowledge and understanding about menstruation and tackling this taboo subject for men.

Cllr das Neves moved the amendment to the motion, further welcoming the motion and supporting its purpose. The amendments went further to expand the provision. Context and background was provided that since 2020, the Council had worked with borough partners to provide sanitary products and the amendments set out the need

to replenish supply and improve delivery of products and expand and increasing and availability. Schools also supported to access national schemes. There would also be a media campaign to increase access to the scheme.

Cllr Ibrahim was pleased to second the motion and support the actions outlined. Teenage girls that experienced period poverty were missing out on school and wider experience of the world.

The Majority Group Chief Whip moved CSO 15.12(d) and moved That the question be put, and the Council move to the vote. Cllr Cawley – Harrison seconded this.

The meeting AGREED to move to the vote.

In accordance with CSO 15.13(c), the Mayor asked Cllr Rossetti to provide a short right of reply.

Cllr Rossetti responded and accepted the amendment to the motion, in particular she welcomed the media campaign to increase awareness of the free provision in libraries and community centres and requested a report to full Council on progress in 6 months' time.

Following a vote on the amendment to the motion, the Amendment to the motion was AGREED

Following a vote on the motion as amended, this was AGREED.

Period Poverty Motion A

Proposer: Councillor das Neves

Secunder: Councillor Ibrahim

Council notes:

- In June 2022, a Plan International UK survey found that nearly one in four girls in London were unable to afford period products since the start of the year.
- The charity found that girls across the country were cutting down on food and school spending in order to afford period products.
- An ActionAid 2022 survey showed that of those who have struggled to afford menstrual products in the last six months, 75% said they had prioritised spending money on food, 49% had prioritised gas/electric, and 31% prioritised fuel.
- Nearly half (46%) of those who struggled to afford sanitary products in the last six months kept sanitary pads or tampons in for longer than recommended or used toilet paper, and 10% doubled up their underwear; and women, girls and others who menstruate are at risk of Toxic Shock Syndrome (TSS) if they do not have access to clean period products.
- The Period Products Scheme for schools and colleges in England has provided free period products to all state-maintained schools and 16-19 education organisations in England since 2020;
- Scotland was the first country in the world to make period products free for all.

- Like many other London Boroughs in response to issues with access to period products, in 2020 the Council initiated a scheme with partners to provide free period products to residents, which many relied on during the pandemic. In light of the cost-of-living crisis, we are keen to expand this provision further.

Council believes:

- No one should experience period poverty.

Council resolves:

- To ensure our stock levels for free period products in all of the Council's public toilets and buildings including libraries and community centres, including all female, male, disabled and gender-neutral toilets are replenished and monitored, and explore working with new partners to provide further supplies.
- Explore working with new partners and VCSs to provide more free, sustainable and eco-friendly period products.
- To ensure there are sanitary waste bins in all of the Council's toilets where they are not already provided;
- To run a media campaign with partners to communicate to residents that free period products are available in community centres and all libraries and to work with the community to increase the ways in which residents can access these products discretely
- To survey schools in Haringey about free access to period products in their schools and provide them with support to access period product schemes.
- To explore the impact of period poverty on residents in Haringey and use these findings to call for the UK government to make period products free and available to all those who need them.

Cllr das Neves moved Motion B which was with the support of the Labour group, outlining that the Migration Bill was illegal, cruel and an inhumane piece of legislation that should be withdrawn with immediate effect. The bill went against the spirit of what Haringey always stood for. Despite the progressive amendments added to the bill with cross party support by peers, the bill still did not pass the litmus tests for being a progressive bill. The Council called on the government to withdraw the illegal migration bill and commit to resourcing a humane system with safe routes, ensuring all those who have to claim asylum access safe accommodation. If a young unaccompanied person, expectant mother or LGBT+ person arrives in the UK that they get support that they need.

The Council would continue to work with brilliant partner organisations and would work with the Welcome Advisory Board to renew the Welcome Strategy and continually find ways to make Haringey an even more welcoming place. The Council would continue to meet with refugee communities and continue to support the mechanism available to them, ensuring there were no barriers to people living lives fully, in safety and hope and fulfilment in the borough.

Cllr das Neves commended the motion to the Council and thanked the migrants champion network for all advocacy on this work.

Cllr Dogan seconded the motion in the name of the Labour group and echoed the sentiments on how inhumane the illegal migration bill was and wholeheartedly agreed

that it must be withdrawn. He would be working with Council colleagues to push the government to do more to help those making terrible sacrifices and risks to escape their homeland.

The Majority Chief Whip moved Council Standing Order 15.12(d) that the question be put, and the Council move to the vote. Cllr Cawley – Harrison seconded the motion.

The Council AGREED to move to the vote.

In accordance with CSO 15.13(c), the Mayor asked Cllr das Neves to provide a short right of reply.

Cllr das Neves thanked Councillor colleagues for their support to the motion and was thanked Haringey Welcome for their significant efforts and continued collaboration.

There was a vote, and the Motion B was AGREED.

Labour Group motion

Withdraw the Illegal Migration Bill

Proposer: Cllr Lucia das Neves, Cabinet Member for Health, Social Care, and Wellbeing

Seconder: Cllr Erdal Dogan

This Council is committed to defending the human rights of all our residents, and to fulfilling its public sector equality duty to eliminate discrimination, advance equality of opportunity and foster good relations between different people.

The Council's Welcome Strategy sets out our ambition to be an inclusive place: for people from all cultures, nationalities, and backgrounds, and to work closely with our communities and voluntary organisations to make Haringey a welcoming borough for everyone who wants to live and work here.

This Council notes that:

- 1) The Government is bringing forward yet another immigration bill, at a time when there are currently no safe routes to the UK for the vast majority of those who seek asylum here, including those with family members in our communities.
- 2) Arriving irregularly is often the only option for asylum seekers, yet the provisions of this Bill mean that they will never be allowed to access the asylum system. Instead, they will be left destitute, without the right to work and in legal limbo indefinitely.
- 3) The Bill seeks to remove vital protections for children, victims of trafficking and those expecting a baby, meaning they could all face detention. Locking up children and people who are about to give birth represents a shocking rollback of human rights.

- 4) This Bill is in direct opposition to the aims and ambitions of our Welcome Strategy and breaches our human rights obligations.
 - 5) On 29 June 2023, the Court of Appeal ruled that it is unlawful to send asylum seekers to Rwanda to have their claims processed; this ruling calls into question the government's whole illegal migration bill. However, government plans to appeal to the supreme court leaves asylum seekers in continued uncertainty about their future.
-
- 1) This Council believes that: The Illegal Migration Bill, rips up fundamental tenets of international human rights law, and is an all-out assault on migrants' rights.

This Council resolves to:

- 1) Write to the Home Secretary and the Secretary of State for Levelling up, Housing and Communities to express the following:
This Council calls on the Home Secretary to
 - a) Withdraw the Illegal Migration Bill
 - b) Commit to resourcing an asylum system that can deliver fair and timely asylum decisions
 - c) Invest in safe and good quality accommodation for asylum seekers and end the use of temporary, poor-quality hotels and hostels

This Council calls on the Home Secretary and the Secretary of State for Levelling up, Housing and
Communities to:

 - d) open discussions now with local authorities about the best ways and resources needed to provide good quality long term accommodation for all those in need, including asylum seekers, within our communities.
- 2) Commit to defending the rights of all our communities to live side by side in dignity, to continuing to welcome those who make our borough their home, and to working with them so that we can all thrive together.
- 3) Meet refugee and migrant communities in our area to discuss what more we can do to make them feel welcome here through the Welcome Advisory Board, to renew and refresh our Welcome Strategy
- 4) Continue to work with all our communities to develop and publicise proper reporting mechanisms for hate crime and, with all our partners in our community safety, work to ensure that all reports are followed up and action taken.
- 5) Raise a 'Refugees Welcome' banner in the borough.

CHAIR:

Signed by Chair

Date

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MINUTES OF MEETING Full Council HELD ON Thursday, 28th September, 2023,7.30pm

PRESENT:

Councillors: Anna Abela, Peray Ahmet, Ibrahim Ali, Emily Arkell, Zena Brabazon, Cathy Brennan, Lester Buxton, Luke Cawley-Harrison, Lotte Collett, Pippa Connor, Culverwell, Lucia das Neves, Isidoros Diakides, Erdal Dogan, George Dunstall, Sarah Elliott, Ruth Gordon, Mike Hakata, Emine Ibrahim, Marsha Isilar-Gosling, Thayahlan Iyngkaran, Sue Jameson, Adam Jogee, Cressida Johnson, Ahmed Mahbub, Khaled Moyeed, Sean O'Donovan, Ajda Ovat, Reg Rice, Joy Wallace, Elin Weston, Matt White and Sarah Williams

ALSO ATTENDING:

31. FILMING AT MEETINGS

The Mayor referred to the notice of filming at meetings and members noted this information.

32. TO RECEIVE APOLOGIES FOR ABSENCE

Apologies for absence were received from

Cllr Barbara Blake
Cllr Gunes
Cllr Stennett
Cllr Bevan
Cllr Peacock
Cllr Barnes
Cllr Rossetti
Cllr Opoku
Cllr Simmons- Safo
Cllr Hymas
Cllr Bartlett
Cllr Carlin
Cllr Chandwani
Cllr Worrell
Cllr Mason
Cllr M Blake
Cllr Lawton
Cllr Harrison- Mullane
Cllr Amin

33. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

34. MEMORIAL TO THE LATE COUNCILLOR JULIE DAVIES

The Mayor expressed that this Full Council was convened, this evening, in memory of former councillor Julie Davies . The Mayor welcomed Julie's family – her sons Harry and Ted, her sister Jennie Duffy, her brother Michael Harris , and niece Amie Wilsdon-Tagg to the meeting. He also welcomed many of Julie's friends who were in attendance.

The Mayor continued to welcome to the meeting: the Right Honourable David Lammy, Member of Parliament for Tottenham , Ed Harlow, Tony Hartney, Kevin Coutney, Will Wawn, Stuart McNamara and Joanne McCartney who was watching online.

The Mayor expressed to those present that he had only known Julie a short time but found her warm, supportive and always positive, her words and experience were deeply comforting.

Julie was first elected in 2018 to St Ann's ward and before being elected to the Council, Julie worked as an English teacher in Haringey schools, where she also served as branch secretary for the National Union of Teachers. Her passion for improving outcomes for young people inspired Cllr Davies to serve as a school governor for five different Haringey schools.

The Mayor was from a family of teachers and knew the hard work and dedication that comes with it. There were many teachers in Haringey and beyond that were deeply thankful for Julie's work.

The meeting continued to hear from community colleagues, school representatives and trade union representatives on Julie's work for the borough and her unwavering focus on making Haringey a better borough to live and learn.

The Rt Hon David Lammy, MP for Tottenham, recalled his first interactions with Julie. The MP felt that Julie had taken him under her wing much like she did with her students. He expressed his gratitude for her unwavering support for over 23 years and her enthusiasm to support people generally. David often felt Julie should have been a sketch writer or a columnist and was a steward for the community with a fearless belief in the power of education. He described Julie as tremendous friend and great ally.

Ed Harlow recalled Julie's ability to be fearless whilst maintaining an incredible sense of humour and stoicism. He described how Julie was always on the side of the underdog. She was a committed helper to people of need. Julie had an enormous legacy in the borough with schools, and the unions. The local districts had set up a bursary in her name, to bring through young female trade union activists in her honour.

Councillor Ahmet joined others present in offering heartfelt condolences to Julie's family who were present. She described Julie as an unstoppable force, a true champion at everything she did. Her impact in Haringey through her many years of teaching, helped young people get the best start at life. Her compassion and dedication to teachers, gave teachers a voice and provided support to those in desperate need. Julie was a natural community hero, who always put residents first. As a Cabinet Member she was a force of nature and a real asset to the administration.

Tony Hartley expressed his gratitude to Julie and spoke of her being a passionate straight forward speaking woman, committed to fairness and for the underdog. Tony recalled that Julie loved her family who were in attendance. Julie had a wondrous humour and Tony was pleased that those in attendance had also felt the loving side to her. Tony wanted all those in attendance to recognise the giant contributions Julie had made and her great efforts to making education across the borough better.

Councillor Hakata joined others in acknowledging that Julie was an incredible and a very generous person. One of the elements of her generosity was with her knowledge and with her understanding. As a Councillor, she was always fighting for the best for some of the most vulnerable residents. Julie had the courage to say things as they are. As a mother, she was fiercely proud of her sons and as a friend, she was fiercely loyal. Julie was an amazing person, an amazing Co-Ward Councillor and an incredible friend and would be missed by all.

Kevin Coutney noted that those who knew Julie felt that they had lost Julie far too early. Julie was a fighter, a friend, a socialist and a feminist. She was brave, she argued for what she believed in. Kevin noted that he missed Julie and acknowledged that those in the room would also feel the same. He expressed the honour and privilege of being at Julie's funeral service where family and friends shared memories of Julie. She was absolutely forthright in stepping up her opinions and was always willing to step up.

Councillor Luke Cawley-Harrison expressed the honour he felt about being able to remember Julie with others present. Councillor Cawley-Harrison and Julie were elected in the same year in 2018 and slowly built up a friendship. He spoke about her having a presence in the room . Julie was accessible and always happy to talk. Julie always did what she thought was right. She was a woman of conviction, ready to defend her point of view and that was always done with a very big heart. She always wanted to work with you for the interest of the borough and the interest of its residents. She would be greatly missed by so many people in the Council.

Councillor Willaims expressed that Julie was a passionate straight forward speaking woman. Julie carried out work with Women's charities and was a passionate advocate for empowering women, who did not want to be the only woman in the room, and wanted to empower every woman in the room. Julie was a very powerful and authoritative woman. Councillor Williams mentioned that her daughter loved Julie and that her kindness touched a lot of people. Not only was Julie a clever politician, but her work was able to positively impact a lot of people and their families. The Councillor noted that she missed the opportunities to talk to Julie now and thanked everyone in attendance for wonderful speeches.

Will Warn thanked those who were in attendance for the speeches and articulating eloquently personal memories of Julie. Will noted that it was an honour and a privilege to be invited to share memories. Will read out a speech prepared by James Lane the former Headteacher at Welbourne, Seven Sisters and other schools who had worked closely with Julie. James noted that he had known Julie throughout his headship career, nearly 20 years, there were regular clashes between them and the two were on two different ends of debates over several matters. During the time James spent at Seven Sisters school, they struck up an unlikely friendship. James wanted to express the gratitude for Julie's passion and determination that made her formidable, the commitment to the teachers and children in the school was undoubtable. James mentioned that Julie expressed that she wanted her ashes to be scattered through fireworks and rockets somewhere in the countryside. They had both shared a common passion for shopping and he paid homage to Julie by wearing a velvet jacket. Many would remember that Julie championed individuals, values and education within Haringey and her memory lives on.

Stuart McNamara recalled first meeting Julie at a protest on the forced academisation of the school, they shared a joke that the protest was a very powerful argument in favour of devolution. Stuart noted that they would often share jokes around these matters. Julie's passion for local government and trade union representation was apparent. Julie was committed to priorities that she respected in other Councillors such as making a difference, helping the vulnerable, being open to new viewpoints and asking tough questions of those in positions of power. Members of the Council will be aware that Julie was always willing to ask tough questions. When Julie became a Councillor, she was supported by other Councillors, colleagues, teachers and was immensely proud to be a part of a cabinet with so many capable women. Her generosity and advice had helped thousands, her idea of relaxing was a juicy bit of casework, and she was a first-class alumna of Haringey.

Councillor Brabazon made the closing statement and thanked everyone for sharing their memories of Julie. Cllr Brabazon regarded Julie as a dear and loved friend for 25 years. Councillor Brabazon was honoured that others would often refer to them as a pair, Julie and Zena, and recalled that their immediate affinity when first meeting and their continuing friendship which was based on a genuine shared solidarity, shared politics, socialism, feminism and an unshakeable duty to public services. Julie had the skills and determination and was at the epicentre of many campaigns, making a massive contribution to political and civic life for many. Those in attendance will remember that she was an active and well-informed school governor who worked hard for the Labour party and as a Councillor for St. Ann's. She was audacious, irreverent a rebel with a cause, witty with a wicked sense of humour and devoted herself to building the NEU in Haringey. Cllr Brabazon closed her tribute by reading out the poem "When great Trees Fall" by Maya Angelou.

Councillor Ahmet to MOVED the MOTION.

Councillor Cawley- Harrison to SECONDED the MOTION.

The MOTION was carried unanimously.

Motion C

That this Council formally places on record its heartfelt thanks and appreciation to Councillor Julie Davies who died on the 27 April 2023.

This Council wishes to record the enduring care and compassion with which Councillor Julie Davies undertook her duties during her term of office from May 2018 to April 2023, in her role as Ward Councillor for the St Ann's Ward (2018-2022) and Hermitage and Gardens Ward (2022-2023).

This Council also notes the crucial work that Julie carried out as a member of Cabinet serving as Cabinet Member for employment, skills and corporate services from May 2021, and for communities and civic life from May 2022.

This Council wishes to remember Julie's strong work ethic; character, moral values and principles. We recognise and applaud her unwavering dedication to improving education for our children, and also for promoting opportunities and prospects for the residents of Haringey as a teacher, trade unionist and politician.

This Council recognises Julie's contribution as a teacher both abroad and locally including Northumberland Park School and South Haringay School. The Council would also like to acknowledge and thank Julie her for long and dedicated service as Branch Secretary for Haringey NEU National Education Teachers (NEU), her work on the union's national executive committee, and the General Teaching Council.

This Council also acknowledges Councillor Julie Davies' dedication and loyalty to the Labour movement over forty years, including her commitment to Haringey Labour Group, across the borough and across the country. Her impact will be remembered by the UK Labour Party, Trade Unions and Councillors - both past and present from both political groups. We note the high esteem and regard in which Cllr Davies was held by local residents and council officers.

This Council also formally wishes to express its deepest condolences at the loss of such a wonderful and great woman to Councillor Julie Davies' children Harry and Ted, her siblings, Jennie and Michael, her nieces, nephews, extended family and friends.

Members of this Council and residents of Haringey will remember Julie as the dear friend, colleague and campaigner who touched the lives of so many, and we thank her for her service as a dedicated and compassionate public servant. Her legacy will not be forgotten.

CHAIR:

Signed by Chair

Date

REPORT OF Cabinet 01/2023/24**FULL COUNCIL 20 November 2023**

Chair: Cllr Peray Ahmet

Cabinet Member Children, Schools and Families – Zena Brabazon

1. INTRODUCTION

This report arises from the Cabinet meeting held on the 7 November 2023 and asks Full Council to consider the following:

- Adoption of the Annual Youth Justice Plan.

2. Annual Youth Justice Plan 2023-2024

- 2.1 The Council and partners are working to prevent young people from entering the youth justice system, and to support those who have to be rehabilitated is vital, complex, and detailed work.
- 2.2 The local authority leads working with a range of partners to support young people who are at risk of entering the system or who are going through it.
- 2.3 The Youth Offending Service is a statutory regulated service, and the Local Authority is required to produce an annual Youth Justice Plan. This plan is a statutory requirement and securing the endorsement of Cabinet is an important part of the process, giving this overarching strategic document the attention and priority within council and partnership activities.
- 2.4 The local authority had a statutory duty to consult with partners to develop and implement this annual Youth Justice Plan. As a statutory regulated service His Majesty's Inspectorate of Probation (HMIP) inspects youth offending services. The plan set out how youth justice services are to be provided and funded, and how the Youth Justice Service will run. As a strategic document, the plan covered and linked to several associated partnership strategies, which were set out in the report, including the Young People at Risk Strategy 2019-2029, Community Safety Strategy 2019-2023, and Haringey's Corporate Delivery Plan. To ensure delivery of the aims and objectives, there is a more detailed operational delivery plan, with progress being reported to the Haringey Youth Justice Strategic Partnership Board.

We discussed the following:

- The police had an instrumental role in developing the plan and were committed to working with young people in a positive way.

- The Detective Superintendent for the Metropolitan Police was the vice chair on the Youth Justice Strategic Management Board, an overarching strategic body. The police lead a key part of the attached action plan which was detailed within the appendix 2 with actions allocated to the police's leads as well as other partners such as the probation service.
- The primary focus of the Council and partners was on the 'child first' approach and then dealing with the issues of offending. The police had been committed to this approach and were working with the Council and partners to ensure that young people did not enter the youth justice system but if they did that, it was managed as effectively as possible.
- Within the service, there was an operational delivery plan that had a clear section on the work that the Council were doing on disproportionality. This contained information on the work that the Council had commissioned to support predominantly young black males because they tended to make up over half of the cohort within the Youth Justice Service. There were also details on the training taken forward in the Council workforce in order to understand disproportionality, identify it, and then provide interventions in response to help reduce this going forward.

2.5 In accordance with Part four Section E paragraph 2.2 of the Council's Constitution, we noted that the Children and Young People's Scrutiny Panel had no changes to the annual Youth Justice Plan.

3. WE RECOMMEND

Council adopts the Annual Youth Justice Plan 2023-2024 attached at appendix 2.

Appendices

Appendix 1 – Cabinet Report on Annual Youth Justice Plan

Appendix 2 Annual Youth Justice Plan.

Report for: Cabinet - 7 November 2023

Title: Haringey Annual Youth Justice Plan 2023-2024

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

Lead Officers: Jackie Difolco, Assistant Director: Early Help, Prevention and SEND
Jackie.difolco@haringey.gov.uk
T. 020 8489 1114

Ward(s) affected: ALL

Report for Key/Non-Key Decision: Not applicable

1. Describe the issue under consideration.

1.1 The purpose of the report is to seek approval from Full Council to implement the statutory Haringey Youth Justice Plan for 2023-2024.

2. Cabinet Member Introduction

2.1 Working to prevent young people from entering the youth justice system, and to support those who have to be rehabilitated is vital, complex, and detailed work. The local authority leads this, working with a range of partners to support young people who are at risk of entering the system or who are going through it. As youth offending is a statutory regulated service, the LA is required to produce an Annual Youth Justice Plan. This report asks Cabinet to consider and endorse the Haringey Annual Youth Justice Plan 2023-24. The Annual Youth Justice Plan is a statutory requirement and must be agreed by Full Council. Securing the endorsement of Cabinet is an important part of the process and gives this overarching plan the attention and priority within council and partnership activities.

2.2 The local authority has a statutory duty to consult with partners to develop and implement this annual youth justice plan and as a statutory regulated service, youth offending services are inspected by Her Majesty's Inspectorate of Probation (HMIP). The plan sets out how youth justice services are to be provided and funded, and how the Youth Justice Service will run. As a strategic document, the plan covers and links to several associated partnership strategies which are set out in the report, including the Young People at Risk Strategy 2019-2029, Community Safety Strategy 2019-2023, and Haringey's Corporate Delivery Plan. To ensure delivery of the aims and objectives, there is a more detailed operational delivery plan, with progress being reported to the Haringey Youth Justice Strategic Partnership Board.

3. Recommendations

3.1 To note that the Children and Young People's Scrutiny Panel have no changes to the annual Youth Justice Plan and recommend cabinet note their comments in accordance with Part four Section E paragraph 2.2 of the Council's Constitution as outlined in paragraphs 5.6 – 5.11.

3.2 That Cabinet recommend to full council adoption of the Annual Youth Justice Plan.

4. Reasons for decision

4.1 In England only, statutory youth justice plans must be signed off by full council. However, the plan can be submitted with the approval of the Board Chair with confirmation of full sign off submitted at a later date. The 'sign off' by the Chair is an indication that the wider management board have approved the submitted plan which must be submitted to the Youth Justice Board (YJB) and published annually by 30 June 2023. This plan was approved by the Youth Justice Strategic Partnership Board on the 21st June with the plan submitted to the YJB prior to the deadline.

5. Report

Background information

5.1 It is the duty of each local authority after consultation with partners to formulate and implement an annual youth justice plan setting out:

- a) how youth justice services in their area are to be provided and funded; and
- b) how the Youth Justice Service will be composed and funded; how it will operate, and what functions it will carry out.

5.2 The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Youth Justice Service (YJS) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.

5.3 This plan supports a range of associated partnership strategies including the Haringey Early Help Strategy 2021-2023, Young People at Risk Strategy 2019-2029, Community Safety Strategy 2019-2023, Haringey's Corporate Delivery Plan and the Mayor of London's Policing and Crime Plan 2022-2025. The youth justice plan is supported by a more detailed operational delivery plan overseen by the Head of Service for Young Adults, Youth Justice and Haslemere, who reports progress to the Haringey Youth Justice Strategic Partnership Board.

5.4 As a statutory regulated service, youth offending services are inspected by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in 2012, however the YJS underwent a thematic inspection in May 2021 regarding the support and supervision that black and mixed heritage boys and young men are receiving from youth offending services. It is anticipated that the service will receive a full single inspection within 2023.

5.5 The Haringey Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan takes into account local performance issues,

lessons from thematic inspections, together with learning from any serious incidents and regular quality assurance.

Children, Young People and Scrutiny comments

- 5.6 Children, Young People (CYP) and Schools scrutiny considered a report on the Annual Youth Justice Plan 2023-24, at our last meeting on 21st September. In relation to the three key performance indicators: First time entrants; reoffending; and use of custody, each of these indicators showed a long-term positive trend, recognising the challenge in some areas, particularly the use of custody with mitigation in place to continue to reduce this. We unanimously endorsed the Plan and the priorities that were set out within it. In particular, we welcomed the Council's continuing commitment to 'child first, offender second' approach and the trauma-informed contextual safeguarding and whole family approach to assessment intervention and delivery.
- 5.7 We recognise the fact that Haringey Youth Justice Service has maintained consistently strong service performance over the past two years, with 82% overall compliance on personal performance reports for assessments completed, sentence plans and home visits completed within timescales. Similarly, having over 70% of young people supported by the YJS being in full-time Education Training and Employment is also positive news. We look forward to hearing about further improvements in these metrics in future years.
- 5.8 The Panel are especially pleased that Haringey has the lowest local reoffending rate since tracking began and we were pleased to hear officers set out that a large part of the reason for this, is as a result of the quality of interventions that are carried out by case managers in Haringey. We welcome the use of evidence based and therapeutic interventions and the trauma-led approach. We recognise that this is a complicated and challenging cohort to work with and that the quality of interventions is crucial in reducing reoffending.
- 5.9 As a Panel, we sought assurances about what preparations have been put in place in anticipation of an upcoming Ofsted inspection of the service, following on from the thematic inspection that took place in 2021. We were pleased to hear that an external provider had been commissioned to do a diagnostic assessment, and that this had provided a positive assurance about the overall service. We welcome that additional staffing has been recruited following this assessment, to provide strengthened management oversight.
- 5.10 We sought assurances around co-production, and we heard that that there was a young people's participation network that met with managers from the service on a quarterly basis. This was in addition to a separate parent/carers' forum. These discussions were reported up to the Youth Justice Board and we welcome the fact that the Board also engages directly with the youth justice cohort of young people.
- 5.11 The Panel would like to bring Members' attention to a recent study, the largest of its kind, which was reported in the Guardian newspaper. It revealed that 33% of care-experienced children received a youth justice caution or conviction, compared with 4% of those without care experience. This figure was even higher for some care-experienced minority ethnic groups including black Caribbean (39%), mixed white

and black Caribbean (42%), Travellers of Irish heritage (46%) and Gypsy/Roma (50%). The Panel feels that this is a metric that should be monitored at a local level within Haringey.

6. Summary of progress against Haringey Youth Justice Plan 2022-2023

- 6.1 Haringey YJS has maintained consistently strong performance over the past two years, with 82% overall compliance on personal performance reports. Whilst there was a dip at the end of 2022, the service still managed to achieve 76% of assessments completed within timescales, 88% sentence plans completed within timescale, and 81% of home visits undertaken within timescales.
- 6.2 Over 70% of young people supported by the YJS are in full-time Education Training and Employment and 80% of young people received accreditation for the work they completed with us.
- 6.3 The service places a key focus on disproportionality and racial disparity using the feedback gained from the thematic inspection and the good practice guidance. The YJS were successful in a funding bid with Islington, Hackney and Camden for the Mayor's Office for Policing and Crime (MOPAC) Disproportionality Challenge Fund. This bid enabled the service to commission identity based intensive mentoring with academic evaluation.
- 6.4 The service continue to offer substance misuse support, general health nurse and recently have filled our full time CAMHS officer post. We still have a part time CAMHS role to recruit to which is currently vacant. The additional full-time role was commissioned to respond to the growing need for emotional wellbeing for children and young people within the YJS cohort.
- 6.5 The service has continued their commitment to Child First Offender Second approach. Within 2022, there was a stronger focus on well-being, participation, young people feedback, and in house group work that focused on identity, health, and wellbeing.
- 6.6 Refer to section 7 of the Haringey Youth Justice Plan 2023-2024 for more detailed information on key achievements within the year.
- 6.7 In relation to the three key performance indicators, progress was as follows:

First time entrants (FTE)

- 6.8 Between October 21 and Sep 22 (latest available period) 51 young people have become first time entrants. Haringey has seen an increase of 2% in young people becoming first time entrants to the youth justice system compared to the same period 2020/21, this relates to one young person. This still marks a decrease of 30% compared to three years ago. Haringey has the sixth lowest rate of FTE out of 11 in our family of Youth Offending Teams (YOT) and ranks 25th out of 31 YOTs in London. The Haringey rate is lower than their YOT Family but higher than the London average.

Reoffending

- 6.9 The Haringey re-offending rate continues to reduce and has reduced for the last four consecutive quarters. It is currently at the lowest rate since we started tracking re-offending. The latest return for the annual re-offending rate (cohort between April 2020 and March 21) was 32.3%. This relates to 40 young people re-offending from a cohort of 124 committing 70 re-offences. This compares to 40.6% re-offending for the previous year and 40.9% 3 years ago. Haringey has the lowest re-offences rate (1.75) across London. The rate is expected to reduce even further as predicted by our live tracker tool. This is largely due to the continued reduction in arrest rates, the decriminalisation of young people and the impact of interventions. Performance data indicates that reoffending relates to a small cohort of existing young people on the YJS caseload.

Use of custody

- 6.10 Between January and December 2022 (latest available period), the number of young people sentenced to custody has increased by 80% (which equates to 4 custodial sentences) However, three young people received a concurrent Detention Training Order (DTO) and s250(long term custodial sentence) (Sentencing Act 2020) in the same sentencing occasion which had to be counted separately in terms of our formal data submission and has negatively distorted the Haringey rate. One of the same young people also received a further custodial period whilst already serving an existing custodial sentence. There were nine custodial sentences during the period (relating to five young people). Whilst Haringey has the highest rate of young people in custody when compared with our YOT family and across London, this still represents a decrease of 47% compared to three years ago.
- 6.11 Refer to **section 9.31** within the youth justice plan for more detailed analysis.

7. Priorities within Haringey Youth Justice Plan 2023-2024

- 7.1 Haringey's Young People at Risk Strategy is in the process of being reviewed with a refreshed partnership action plan developed that aligns with the work of the Youth Justice Service and our long-term approach to reducing youth violence in the borough.
- 7.2 Key priorities for the Haringey Youth Justice Partnership Board for 2023-24 include areas for development highlighted by the self-assessment against the Youth Justice Board national standards as outlined below.
- a) to continue Haringey's commitment to "child first, offender second" approach, which is managed through a trauma-informed, contextual safeguarding and whole family approach to assessment intervention and delivery,
 - b) through investment, introduce evidence-based approaches to reduce levels of serious youth violence and knife crime in the borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people,
 - c) to improve outcomes for our most vulnerable cohort of young people specifically Children in Care, those with SEND, subject to child protection plans in terms of engagement and attainment within Education, Employment or Training, health and improved health and wellbeing,

- d) to strengthen and develop closer alignment between the management board and wider youth justice service,
- e) to continue our work to reduce the use of custody as a sanction for young people.
- f) underpinned by Haringey's Early Help Strategy and Youth at Risk Strategy, and the Turnaround funding, embed our prevention approach within the YJS. Using a team around the family approach to ensure wider issues within the family network are considered fully and addressed to improve outcomes for children and young people,
- g) to work with our partners to increase our Out of Court Disposal work as part of our early intervention model to enable children and young people to access appropriate and earlier support,
- h) have continued key focus on disproportionality and racial disparity. The wider partnership will consider the issue from their individual areas, being informed by their own agencies captured data, ensuring the issue is being addressed at all levels both strategically and operationally with shared ownership and accountability,
- i) increase the focus of disproportionality within the context of remands into custody, with a focus on the cohort of isolated families with limited networks who are at risk of youth detention,
- j) to continue the work of supporting Haringey young people around the issue of Stop and Search, address the impact in terms of disproportionality and racial disparity as well as the safeguarding impact of the lived experience on our young people.
- k) to improve the health offer and health outcomes for young people, particularly in relation to mental health, speech and language, communication,
- l) to continue our focus on restorative justice throughout the service and the partnership, increasing the number of victims engaged and promote the value to the restorative process,
- m) to continue our work on constructive resettlement, with the support of our partners in the prison service, social care, health, education and housing. To also continue this emphasis beyond the scope of resettling children from custody, but to include intensive YJS work, lengthy community orders and young people transferring to adult services,
- n) increase and strengthen the participation and voices of children, young people and their families.

7.3 Key performance indicators for 2023-2024 include:

No	Area for Development	Target	22/23 Output	23/24 Target
1	National Indicators	1.1 Reduce the Use of Custody 1.2 Reduce the rate of Re-offending. 1.3 Reduce the rate of first-time entrants into the Youth Justice System	9 sentences 32.3% 51 yp	6 sentences 30% 45 yp
2	Education	2.1 Increase the %of young people in suitable Education, training, and employment	70%	80%
3	Management Oversight Audits	3.1 Increase the overall Audit % for the Planning Section 3.2 Increase the overall Audit % for the Resettlement section. 3.3 Increase the overall Audit % for the Custody section	58% 58% 59%	70% 70% 70%
4	Case Management (PPRs)	4.1 Increase the % of ASSET+ completed within timescale. 4.2 Increase the % of Home Visits undertaken every two months as a minimum. 4.3 Increase the % of Sentence Plans completed within timescale	76% 81% 88%	90% 90% 90%
5	Children in Care	5.1 Reduce the number of CIC with ETE concerns (education, training, and employment) 5.2 Increase the number of CIC who have an assessed need for Substance Misuse support. 5.3 To support our CIC with robust risk plans to reduce the number of CIC who get assessed as High Risk across Serious Harm Safety and Wellbeing and Reoffending	76% 67% 26% 68% 32%	65% 60% 20% 60% 25%

8. Contribution to Corporate Delivery Plan 2022-2024 and strategic outcomes

8.1 The objectives of the youth justice service are aligned with the priorities within Haringey's Corporate Delivery Plan' specifically:

Theme 3: Children and young people

- a) Outcome 2 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.
- b) Outcome 3 Successful Futures - Every young person, whatever their background, has a pathway to success for the future.

Theme 7: A Safer Borough

- c) Outcome 1: A borough where all residents and visitors feel safe and are safe.
- 8.2 This work contributes to the Mayor of London's Policing and Crime Strategy, Haringey's Corporate Delivery Plan, the Haringey Community Safety and Early Help Strategy. It will also help to deliver on the Young People at Risk strategy, as well as the North Area Violence Reduction Group (NAVRG).
- 8.3 Officers and partners work strategically across related work areas and boards such as Youth Justice, Safeguarding Children and Adults, Health and Wellbeing, Regeneration, Community Gold, Early Help, and the Community Safety Strategy.

9. Carbon and Climate Change

- 9.1 Not relevant to this report.

10. Statutory Officers' comments

Finance

- 10.1 The Youth Justice service activity is funded from a combination of Local Authority funding, specific grants, and contributions from other agencies. The delegated funding available totals £1.706m, of which £1.083 is from the general fund. Grant funding is the Youth Justice Board Good Practice grant of £0.605m, which has increased by 10.8% in 2022/23 compared to the previous year. The grant funding for 2023/24 has yet to be advised but is expected to be no less than £0.605m awarded in 2022/23.

Head of Legal and Governance

- 10.2 Section 40 of the Crime and Disorder Act 1998 places a statutory duty on local authorities, after consultation with relevant persons and bodies, to formulate and implement a Youth Justice Plan setting out the provision for Youth Justice Services in their area. The plan must be submitted to the Youth Justice Board by the 30th June 2023.
- 10.3 Youth Justice Plans: Guidance for youth justice services updated in March 2023 states that in England, the plans must be signed off by Full Council in accordance with Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. Where local authorities are unable to obtain sign off by Full Council, the plan can be submitted to the Youth Justice Board with the approval of the Haringey Youth Justice Strategic Partnership Board Chair, with confirmation of Full Council sign off at a later date. The Board Chair sign off is taken as an indication that the wider management board approves the plan.
- 10.4 The matters referred to in this report and plan meet these legal obligations.

Equalities

- 10.5 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act,
 - 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.
- 10.6 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 10.7 This report is to inform members of the Community Safety Partnership of the objectives for the statutory Youth Justice Plan for 2023-24. This plan takes into account learning from partnership working, as well as serious incidents and

safeguarding to ensure our young people are given specialist support to cater to their needs. Cross-cutting and partnership work with CAHMS, Social Care and other teams/organisations supports us in catering to the needs of vulnerable groups, specifically with regard to mental health, sex and sexual orientation, disability, and gender reassignment. As well as this, a focus on disproportionate exclusion rates, custody and other negative outcomes will be focused on as part of the new plan to further protect those with the previously mentioned protected characteristics.

11. Use of Appendices

Appendix A: Haringey Youth Justice Plan 2023-2024

12. Local Government (Access to Information) Act 1985

[Youth justice plans: guidance for youth justice services - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/youth-justice-plans-guidance-for-youth-justice-services)



House of Parliament Tour

Haringey Youth Justice Strategic Plan 2023-2024



Summer Fun Day Event



Stop and Search Programme



Street Doctors



Animation Project



Barnet, Enfield and Haringey
Mental Health NHS Trust



METROPOLITAN
POLICE

TOTAL POLICING

National
Probation
Service



Annual Youth Justice Plan

Service	Haringey Youth Justice Service
Date	May 2023
Service Manager/ Lead	Sheri Jiwany-Burnett, Service Manager: Youth Justice
Chair of YJS Board	Ann Graham, Director of Children's Services

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1 INTRODUCTION, VISION AND STRATEGY

1.1 INTRODUCTION

Welcome to the Haringey Youth Justice Annual Strategic Plan for 2023 – 2024.

The Youth Justice Service (YJS) Strategic Annual Plan gives an overview of the work of the Youth Justice Service and our wider partnership within Haringey over the last year and outlines our priorities for the year ahead. Within this plan, we have shared:

- our governance, leadership, and partnership arrangements,
- our vision and priorities for children and young people over the next 12 months,
- local key performance targets for 2023 – 2024,
- celebrate the innovative practice which has led to improving and good outcomes for children and young people.

Haringey Youth Justice Service has striven to provide an effective service in the last year. Many of the achievements and outcomes for our children and young people have been as a result of the diverse range of interventions and the service's widely recognised work on disproportionality and racial disparity.

This report highlights the progress from April 2022 to March 2023, which has been driven through our core strategic objectives of the youth justice system; to prevent and reduce youth crime, safeguard children and young people at risk of, or involved in, offending and protect the public from harm.

This work continues to be overseen by the Youth Justice Strategic Partnership Board (YJSPB) whose strategic role is to work as part of a wider partnership system to prevent offending and re-offending by children and young people under the age of 18, to ensure that custody is the last option, and that children and young people are safe, secure

with interventions that address the causes of offending behaviour. Haringey YJS remains part of the Children and Young People's Directorate located within the Early Help, Prevention and SEND Division.

The overall effectiveness of the YJS continues to be monitored by the Youth Justice Board against three key national indicators:

- Reducing the numbers of children and young people who become first time entrants (FTE's) to the Youth Justice System
- Reducing the use of custody
- Reducing children and young people re-offending

This year has continued to be challenging due to the complexity of the children and young people's lives that we work with. There remains a high level of serious youth violence and criminal exploitation. Competing demands and budgetary pressures have impacted on all partners, despite this, there is strong commitment from the Youth Justice Strategic Partnership Board to continue to ensure that the impact on front line services is kept to a minimum.

This report reflects the successes of our partnership activity and outcomes for our children and young people. It also sets out our vision as a partnership and ambition for sustainable improved outcomes for keeping children and young people at the heart of service planning and delivery.

On behalf of the strategic partnership Board, we would like to thank all colleagues and partners for their ongoing dedication and commitment to support children and young people to prevent and reduce offending.

Priorities for the coming year include building our partnership response in addressing issues of youth crime, serious youth violence and the delivery of essential services for children and young people within the youth

justice cohort. Our colleagues within the Police, Children's Services, Education, Health Services, Probation, Community Safety, and voluntary sector providers will work together with the Youth Justice Service to ensure delivery of high quality and effective services to children, young people their families, and the victims of offending.

In 2023-2024 our plans include:

- to continue Haringey's commitment to "child first, offender second" within our wider partnership,
- to continue to reduce levels of serious youth violence within the borough,
- to improve outcomes for our most vulnerable cohort of young people within the youth justice system, in particular, children in care, care leavers and those with special education needs and disabilities (SEND),
- to ensure earlier and effective resettlement both from custody and long-term community orders,
- embedding our trauma informed approach to ensure practice is effective,
- continued focus on reducing disproportionality amongst Black and Asian Minority Ethnic young people within the criminal justice system,
- strengthen our participation work to ensure young people, parents and carers are engaged fully in planning and decision making which informs personalised approaches and service improvement,
- working with partners across the system to reduce the disparity on permanent school exclusions and NEET status for children and young people within the YJS cohort,
- a focus on developing and sustaining parental support across the Early Help and Community Safety partnership, Community and Voluntary Sector,
- a focus across the partnership on early intervention and prevention to reduce offending and reoffending by children

using a multi-agency whole family approach underpinned by the objectives in the Turnaround Programme,

- a focus on improving health outcomes for young people within the criminal justice system, particularly in relation to mental health and speech, language and communication,
- strengthen our strategic partnership response for cross cutting priorities and adherence to our National Standards.

On behalf of the Management Board, I am pleased to present Haringey's Youth Justice Strategic Plan for 2023-24.

Ann Graham

**Director of Children's Services: London Borough of Haringey
Chair of Haringey Youth Justice Strategic Partnership Board**

Marco Bardetti

**Detective Superintendent - Metropolitan Police Service
North Area BCU (Enfield & Haringey)
Vice Chair of Haringey Youth Justice Strategic Partnership Board**

1.2 VISION AND STRATEGY

1.2.1 THE VISION

- we reaffirm our commitment to Child First principle,
- collaboration and partnership continue to be at the heart of what we do to ensure our children will receive the support they need to succeed and improve outcomes,
- we will continue to listen to, empower and enable our children, young people and families to be a part of solutions,
- we will continue to address, challenge, and understand how we as a partnership can effect change for our global majority young people who are disproportionately marginalised,
- we will continue to work to prevent offending and re-offending by children and young people, ensure custody is the last option for them, and that they are safe, secure and we are addressing the causes of their offending behaviour,
- we will strive as a partnership to be creative and innovative in our approach and practice in supporting our children in a holistic and constructive way,
- we will continue to ensure the most vulnerable young people in our service, children in care, children with needs around safety and wellbeing and those at most risk of harm, have strong multi agency plans of support to ensure positive outcomes.

1.2.2 THE STRATEGY – OUR PRIORITIES FOR 2023 - 2024

1. To continue Haringey’s commitment to “child first, offender second” approach, which is managed through a trauma-informed, contextual safeguarding and whole family approach to assessment intervention and delivery.

2. Through investment, introduce evidence-based approaches to reduce levels of serious youth violence and knife crime in the

borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people.

3. To improve outcomes for our most vulnerable cohort of young people specifically Children in Care, those with SEND, subject to child protection plans in terms of engagement and attainment within Education, Employment or Training, health and improved health and wellbeing.

4. To strengthen and develop closer alignment between the management board and wider youth justice service.

5. To strengthen and develop closer alignment between the management board and wider youth justice service.

6. To continue our work to reduce the use of custody as a sanction for young people.

7. Underpinned by Haringey’s Early Help Strategy and Youth at Risk Strategy, and the Turnaround funding, embed our prevention approach within the YJS. Using a team around the family approach to ensure wider issues within the family network are considered fully and addressed to improve outcomes for children and young people.

8. To work with our partners to increase our Out of Court Disposal work as part of our early intervention model to enable children and young people to access appropriate and earlier support.

9. A continued key focus on disproportionality and racial disparity. The wider partnership will consider the issue from their individual areas, being informed by their own agencies captured data, ensuring the issue is being addressed at all levels both strategically and operationally with shared ownership and accountability.

10. Increase the focus of disproportionality within the context of remands into custody, with a focus on the cohort of isolated families

with limited networks who are at risk of youth detention.

11. To continue the work of supporting Haringey young people around the issue of Stop and Search address the impact in terms of disproportionality and racial disparity as well as the safeguarding impact of the lived experience on our young people.

12. To improve the health offer and health outcomes for young people, particularly in relation to mental health, speech and language communication.

13. To continue our focus on restorative justice throughout the service and the partnership, increasing the number of victims

engaged and promote the value to the restorative process.

14. To continue our work on constructive resettlement, with the support of our partners in the prison service, social care, health, education and housing. To also continue this emphasis beyond the scope of resettling children from custody, but to include intensive YJS work, lengthy community orders and young people transferring to adult services.

15. Increase and strengthen the participation and voices of children, young people and their families.

(Refer to Appendices for Partnership Plan, YJS Operational service delivery plan)

2 LOCAL CONTEXT

2.1 LOCAL CONTEXT

Haringey is an exceptionally diverse, young, and fast changing borough. One in five residents are under 18 years of age. There are 54,422 children in Haringey aged 0 -17 representing 21% of the borough population. 67.1% of Haringey's population are from global majority – ethnic background, compared to 60.7% in London. The total population of Haringey is 264,300 which continues to increase annually. 55% of Haringey residents aged between 10 and 17 are from global majority ethnic backgrounds

- There are over 180 languages spoken by Haringey residents and for 30% of our residents English is not their first or main language. This is the 6th highest rate in London and is above the statistical neighbour and London averages.
- The number of individuals claiming Universal Credit increased 138% between March and August 2021. The rise has been driven by 25–34-year-olds and women.
- The wards in Haringey with the largest increases in claims are Northumberland Park, Tottenham Hale and Tottenham Green
- In 2022, 8,663 children in Haringey live in relative poverty. One in six Haringey children (16.6%) claim free school meals.
- 696 additional households (553 children) have been affected by the benefit cap, an increase of 150.3%

2.2 OVERARCHING PLANS AND STRATEGIES

A wide range of Haringey strategies and other initiatives outlined below, which have been informed by local residents, communities and partners are pertinent to this strategy and have informed the development of our priorities within our Youth Justice Strategic Plan:

- The Borough Plan 2019 - 2023
- The Corporate Delivery Plan 2023
- Haringey Early Help Strategy 2021-2023
- Haringey Young People at Risk Strategy 2019 – 2029
- Alternative Provision in Haringey: A Model for Change 2020-2023
- Haringey's Health and Wellbeing Strategy 2020-2024

Haringey's Borough Plan 2019-2023 is made up of five priorities with this strategy underpinned by the 'People' Priority.

This priority recognises the importance of providing help at an early stage, before problems become entrenched, which means us all working together alongside our communities, responding to early warning signs that individuals or families may need help wherever people encounter us. This priority also brings different areas together where we are tackling problems which cut across different parts of the public and voluntary sectors. It encompasses our work to achieve the following outcomes for our residents and communities and therefore contains our strategic outcomes for all children and young people living in Haringey, these are:

- Best start in life: the first few years of every child's life will give them the long-term foundations to thrive.
- Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks, and communities.
- Every young person, whatever their background, has a pathway to success for the future.
- All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities.
- Strong communities where people look out for and care for one.

Haringey's Early Help strategy brings together our partnership response to support children, young people and their families using a 'team around the child and family' approach. This strategy has been informed by what our children, young people and families tell us, what our performance data tells us and our quality assurance activity.

Our vision is of a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. We do things the 'Haringey way', which means:

- our behaviours reflect our values
- we have a strength-based approach
- relationships are the intervention

3 CHILD FIRST

Haringey Youth Justice Service continued commitment to the principle of Child First is at the heart of all our work.

We see children as children: It is our continued priority to have the best interests of children at the forefront of our work. We continue to champion and recognise difference by ensuring our assessments, plans and interventions are pitched to always recognise needs, abilities, strengths, and potential. All work is child-focused, and we are working towards ensuring that it is also fully developmentally informed. Our pre-sentence report template continues a child first focus and is receiving excellent feedback from District Judges and Bench staff at Highbury Corner Youth Court. Participation is a key priority of our work with a greater focus on families and parents as well as continuing with our vital participation and feedback sessions with our young people.

We support children and young people to develop pro-social identities for positive outcomes: Haringey Youth Justice service operates a strengths-based approach to our work with young people and their families this means understanding our young people as whole systems who have strengths that we can build on to create robust plans of intervention. In doing so we promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance from offending and problematic behaviour. We aim to ensure that our work is constructive thoughtful and built on supportive relationships that empower children to fulfil their potential and make positive contributions to society. Key examples of this are our work with 'Wipers' and the 'Ether' Project, our focus on youth participation and understanding that traditional "offender behaviour" style interventions is not a one size fits all. We hold many Court Orders where the work is specialist, therapeutic and creative, we understand that children need a tailor-made approach to develop good relationships and create positive outcomes collaboratively.

We always collaborate with children and young people: Haringey YJS encourage children's active participation in engagement. Our work focuses on meaningful collaboration with children and their parent/ carers. The continued priority of our strategy for 2023 will be to support parents and carers to be in the driving seat for their children's positive change, empowering young people, and their families to work with us to co create solutions. This will be implemented by delivering a multi-agency "team around the family" approach to planning interventions.

We ALWAYS promote diversion: Promoting a childhood diverted from the criminal justice system approach, is essential to the child first principle. We ALWAYS use pre-emptive prevention and diversion (OOC), where possible and appropriate. We have a strong focus on our most vulnerable cohort of children in care advocating strongly that work with them minimises criminogenic stigma from contact with the criminal justice system.

4 VOICE OF CHILDREN AND YOUNG PEOPLE

The voice and lived experiences of children and young people are paramount in our work. As a partnership management board, we have explored options to create that critical golden thread between our children/ young people and the board. The Youth Justice Service (YJS) hosts quarterly participation sessions with young people using the round table discussion model, to hear experiences, gain views and ideas on how they would like to see services operate and influence operational and strategic decision making. Young people are given the opportunity to share their views with the board directly or via the Manager within the YJS.

As a Children Services directorate we are committed to

- Listen to and value the thoughts, feelings and wishes of all children, young people and families who use our services. We ensure that we consider these views when making decisions and explain why decisions are made.
- Involve children, young people and families in the planning, development, improvement, and delivery of our services.
- Use simple and creative ways for all people to be involved.
- Be open-minded and ambitious about what can be achieved. We will be clear from the start and throughout about what we can do allowing time, resources, and the law. We will be clear why things are happening.
- Communicating clearly in a way that is suitable for the people we are working with.
- Learning from compliments, complaints, and comments to improve our services and providing feedback.

The YJS capture children and young people's feedback in many ways including:

- Participation sessions
- Survey Monkey exit questionnaire feedback forms
- Group work feedback forms
- Communication relevant to the Children & Young People individual needs
- Direct Work Tools
- Maintaining curiosity and always checking in and asking including exit interviews
- Ensuring plans are signed off and agreed by young people.
- Completing regular "over to you" questionnaires
- Child or Young Person led meetings
- Including children and young people in our recruitment processes
- Exit interviews
- Advocacy and Complaints procedure

"ALWAYS FELT INCLUDED AND LISTENED TO AND WAS HONEST"
YOUNG PERSON EXIT QUESTIONNAIRE
15/4/22

- Our social media presence is in its infancy and young people's participation will be integral to growing this area of the YJS

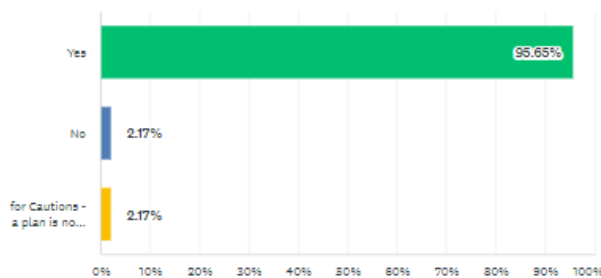
For example, in April 2023 the YJS involved young people in the recruitment of the Head of Service Youth at Risk role, holding a 25% of the final score for the successful candidate. Not only did the young people directly contribute to the recruitment decision but they also designed the task that they felt would be meaningful to what they were looking for in the right candidate to lead a service so close to their need. We also connected our young people to the All-Party Parliamentary Group – Children in Police Custody Evidence Hearing. This gave young people who had experience of invasive search procedures the chance to have their experiences heard directly by MP's and Parliamentarians, to directly effect change for children's experience in custody and around procedure around strip searching children and young people in the UK.

4.1 FEEDBACK – EXIT QUESTIONNAIRES

We undertake exit questionnaires completed by young people in the last six weeks of their intervention. We have analysed those exit questionnaires completed in the last 3 years. This relates to 48 completed forms, there was a hiatus during lockdown due to the difficulties obtaining completed forms during this time.

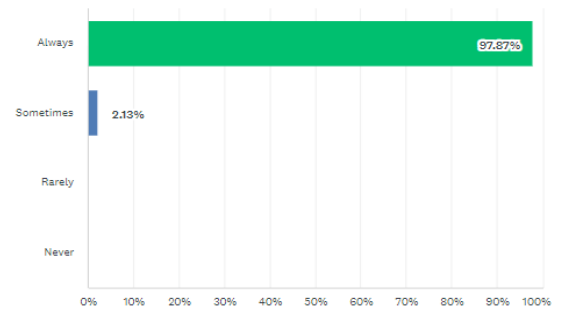
Did you feel involved in the making of your plan?

Answered: 46 Skipped: 2



My worker listened to me

Answered: 47 Skipped: 1



The Best Parts about Working with the YJS were (Top Three Responses):-

- Working with your case manager 72%
- help with "thinking before I act" 67%
- help with school 57%

Narrative

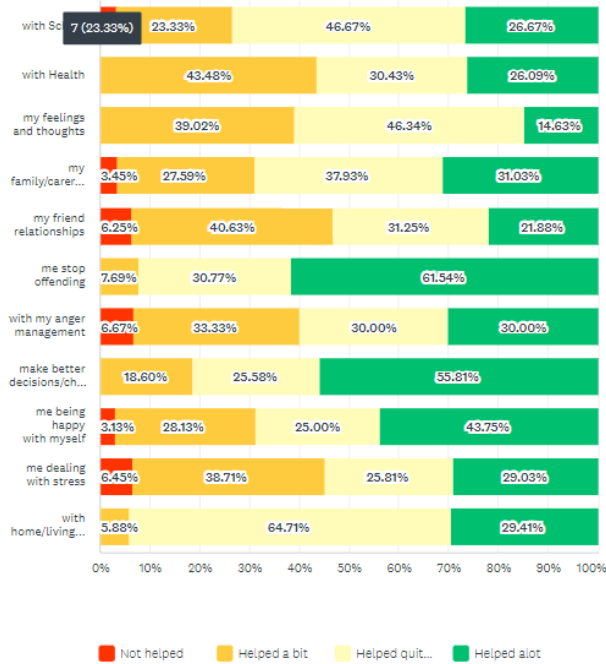
72% of young people stated that "Working with their Case Manager" was the best part of working with the YJS. Other areas that scored well were "Thinking Before I Act" (67%) and help with school/education issues (57%). Reparation (46%) and talking through problems (43%) also scored high.

The least selected favourite areas were Paramedics/Ambulance (7%), Housing issues (17%) and Health issues (20%).

Haringey Youth Justice Strategic Plan 23/24

Haringey Youth Justice Service has helped:-

Answered: 48 Skipped: 0



Narrative

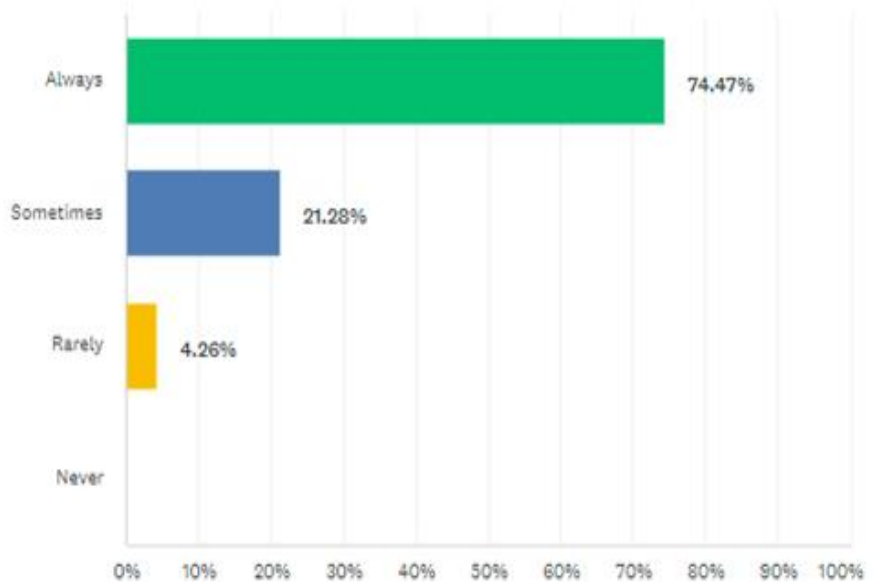
The more "Green" on the graph shows where young people tell us that we have helped most. Conversely, the "Red" in the graphs show where young people have told us that we helped least. Those where help was not required have been excluded from this graph.

The areas where we helped most were "To Stop Offending" 62%, "help me make better decisions" 56%, "being happy with myself" 44%.

The areas where we helped the least were "Anger Management" 7% and "Dealing with stress" 6% and "Friends/relationships" 6%.

I was asked for my views/opinions

Answered: 47 Skipped: 1

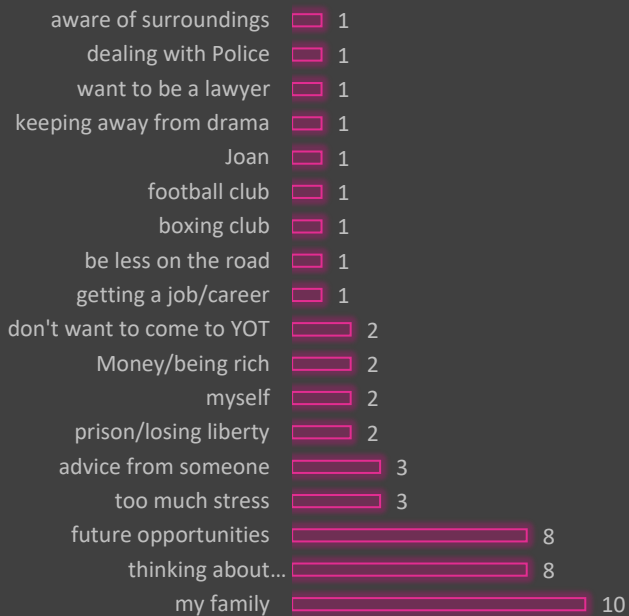


Narrative

This is also a free text response which can be difficult to obtain any form of response. The responses were grouped into the given categories.

We received a variety of responses but "thinking before I act/consequences" (18%) was the most common followed by thought of prison or losing liberty (12%). 12% said "family" would make them stop offending and 10% said "getting a job/career".

What would stop you offending in the future?



Comments received from exit questionnaires completed since April 2022 and participation session in February 2023.

I enjoyed working at the food bank with the reparation officer, 10.1.23

Very good to have someone to talk to, the help you were giving was good but I was not ready to accept, 19/10/22

I always felt included and listened to, my worker was honest 15/4/22

I felt the group work programmes were helpful and I felt welcomed and as my point of view was heard, 21/4/22

There was no worst part, I had to be punished 10/1/23

I am not in a gang but it helped with distancing from friends, 22/9/22

I felt I was in control and involved the whole time 21/4/22

Re: plan - She made it relatively easy as she was understanding. 24/9/22

She would always involve me, we sat down and we decided what was helpful, 19/10/22

4.1.1 RESPONSE TO FEEDBACK

Feedback	Response
Exit questionnaires	These questionnaires are invaluable to our process, they help us build on our own areas of strengths and address any area of needs going forward, midway questionnaires will be collected to see if there are messages that we need to hear before the Order is over to ensure young people are given every opportunity to share anonymous feedback to us. Growing forward we would like to extend these online questionnaires to parents and carers to grow our whole family approach.
My social worker changes too often – experiences of some of our Children in Care	Some feedback comes up more often and some of our young people do tell us that their social workers in safeguarding changes too often. We are able to use our advocacy role to support young people to ensure young people’s views are shared with colleagues in social care and where possible which has ensured better communication and smoother transition between social workers. Sometimes these changes are out of the control of services however we spend time to hear the young people and make sure we maintain as much stability as we can in the YJS, for instance where possible, we continue to support Children in Care placed in neighbouring boroughs oppose to requesting the borough caretake, to ensure stability and recognise the impact of change.
Where we can help more: Anger Management Dealing With Stress Friends and relationships	Within exit questionnaires, young people told us these were the areas in which we can help more. This is excellent and tangible feedback that we can incorporate into future resources, group work and session plan. We have recently recruited to our CAMHS officer. Stress and Anger Management can be a focus of work that is delivered from this offer. Friends, relationships, and contextual safeguarding will continue to be areas that we explore and work on with our young people as it is such a pertinent issue in the lived experience of our young people.
Stop and Search	We continue to deliver half termly Stop and Search workshops co delivered by YJS and the Met Police working with young people around this critical issue, building understanding and relationships. Our young people are also contributing their views to a new ground-breaking Stop and Search App which has the potential to impact children across the UK
Young People’s Relationship with Police	Our work with the Stop and Search group goes a long way to break down barriers – however further work is needed to improve this – we continue to feedback to our police colleagues; we also have a high-ranking police officer as Vice-Chair of our management board who will have a direct line to all our feedback as we continue with participation sessions.

5 GOVERNANCE, LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

The Youth Justice Strategic Partnership Board oversees the effective delivery of youth justice services by monitoring the implementation of the annual Youth Justice Plan. To ensure effective governance of the Youth Justice Service, specifically it: -

- monitors performance against both national and local Indicators provide scrutiny and challenge, receives comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- ensure that the YJS are delivered within the allocated budget and complies with the YJB grant conditions.
- oversees the implementation of the Annual Strategic Youth Justice Plan.
- ensures key agencies representation at an appropriate level on the Partnership board.
- investigates areas where performance is poor to ensure its analysis informs partnership developments.
- ensures that the YJS is fully integrated and able to influence strategic developments with which partners are engaged. Specifically, Haringey Young People's Strategy, Haringey's Corporate Strategy, The Young People at Risk Strategy and the Early Help Strategy
- safety for all, a place where everyone feels safe in their homes and communities,
- opportunities for all, a successful place for everyone

As a partnership board we ensure that we achieve our Annual Youth Justice Plan strategies and priorities as set out in our partnership plan and are mindful that individual board members should:

- (For Statutory Partners) be of sufficient seniority and decision-making authority as to enable necessary partnership developments.
- be advocates for the Haringey Youth Justice services and their parent organisations and networks.
- take steps to actively understand and support practice and strategy development in Haringey youth justice services.
- steering the cause of victim safety for the young people of Haringey
- to continue to challenge, address and support the elimination of disproportionality for children and young people in Haringey.

See Appendix 1 for Board Membership and Updated Terms of Reference.

5.1 PARTNERSHIP ARRANGEMENTS

Safeguarding

There is a joint protocol between Children's Social Care and the YJS. In addition, there is membership from Youth Justice Service senior management on the Safeguarding Children board.

Children in Care

YJS report to the Corporate Parenting Advisory Committee (CPAC) and operationally the YJS staff attend CIC meetings as necessary both in the community and custody settings.

MACE

YJS representation at the MACE meetings to contribute to information sharing about victims and potential perpetrators of child exploitation. Whilst also having a focus on key locations that need to be targeted.

PREVENT

There is an operational representative from the YJS that works directly with those delivering the Prevent agenda and ensuring that the agenda is embedded into the service delivery.

MARAC

The YJS also now attend MARAC operational meetings when Children and parents known to the service.

MAPPA

YJS management representation at MAPPA level 2 meetings where Children from the YJS are being discussed. All level 1 screenings/threshold forms are shared with the MAPPA administrator.

Supporting Families

There is representation within the Early Help Partnership Board which oversee the work of the Supporting Families programme.

Gangs Programme

YJS representatives sits on Gangs Action Group panel and the Exploitation panel so that there is a link between these panels and the serious youth violence.

CAMHS & Substance Misuse

There is strategic partnership between CAMHS and substance misuse services where regular meetings take place to review service delivery. The YJS partnership management board have a good representative from the public health and health commissioning partners.

Community Safety & Early Help

Strategic leaders from the YJS sit on the Community Safety Partnership board and Haringey Early Help Strategic Partnership Board and contribute to the delivery of the Young People at Risk Strategy and Haringey's Early Help Strategy.

6 BOARD DEVELOPMENT

Haringey YJS has done some significant work to develop our Management Board. In January 2023 we held a Management Board away day a key outcome of this was to engage board members directly in our self-assessment of our 'National Standards' within 2023. We now have a plan that include round table discussions to merge strategic partners and YJ practitioners to strength the link and ensure meaningful connection for strategic decision making and practice development. We have also renewed and improved our Board handbook (click image below) which sets out induction and expectations for all board members.



7 PROGRESS ON PREVIOUS PLAN

- Haringey YJS has maintained consistently strong performance over the past two years, with 82% overall compliance on the personal performance reports. Whilst there was a dip at the end of the 2022, we still managed to achieve 76% of assessments completed within timescales, 88% for sentence plans completed within timescale, and 81% for home visits undertaken every two months for 22/23.
- Over 70% of young people supported by the YJS are in full-time Education Training and Employment and 80% of young people received accreditation for the work they completed with us.
- The YJS continues to place a key focus on disproportionality and racial disparity using the feedback gained from the thematic inspection and the good practice guidance. We continue to provide identity-based work and provision for our young people and keep staff trained to address these urgent issues. The YJS were successful in a joint bid for the MOPAC Disproportionality Challenge Fund. This bid has allowed us to commission identity based intensive mentoring provided by our partner from Wipers and also and academic study. Haringey YJS remain a key advocate for these issues across the local authority.
- We continue to offer substance misuse support, general health nurse and recently have filled our full time CAMHS officer post. We still have a part time CAMHS role to recruit to which is

currently vacant. The additional full-time role was commissioned to respond to the growing need for emotional wellbeing with the service.

- The YJS completed a 6-day Introduction into Systemic Practice delivered by the Institution of Family Therapy. We have an implementation session booked for Spring Summer 2023. This training was for all front facing staff to ensure all staff will have a deeper understating and clinical lens to our work.
- We continue our commitment to Child First Offender Second approach, in 2022 saw a stronger focus on well-being, participation, young people feedback, and in house group work that focused on identity, health and wellbeing.
- We launched a new QA tool in Jan 2022 – this placed us more in line with colleagues from social care and helped us measure practice qualitatively using the HMIP inspection framework thus giving us tangible inspection-based results to inform our improvement plans. After a year of the new tool, we were in a position to fully evaluate it and developed it further, with a relaunch In January 2023. The tool interrogates our work further with the aim of more accurate results in line with inspection framework.

In terms of our Management Board Partnership plan last year, we were ambitious setting out 27 targets, with the majority of those achieved. Those that were incomplete have been progressed to this year's plan.

7.1 KEY ACHIEVEMENTS 22/23

London Accommodation Pathfinder Project

The Northeast London House launched in May 2023

Implementation of Constructive Resettlement

Haringey YJS are currently focused on implementing the Nacro identity lens toolkit to support the shift in how children and young people in Haringey view themselves and to support the move from pro-criminal to pro-social identity.

Redevelopment of YJS building

Creating meeting rooms oppose to "interview rooms" this is an ongoing development that includes focusing on staff wellbeing as well as improving the experience for children and young people using the building

Launch of the Communications Passport

This passport helps Judges and Bench Partners have a clear understanding of communication needs of Haringey young people attending court,

Haringey YJS is piloting a **Social Prescribing** programme Therapeutic activities with a holistic approach and focus on wellbeing. An alternative to using statutory services and an opportunity to give young people new experiences.

Youth Justice video (currently on Harinet)

Video showcasing the amazing work of our Restorative Justice and Victim offer.

Woodside Pilot project launched. A prevention programme aimed at supporting young people at risk of exclusion, offending and ASB, the projected was launched in September 2023 and has expanded to 2 other schools in 2023

Systemic training for the team – In 2022 YJS has completed 6-day introduction to systemic practice course delivered by the Institute of Family Therapy. In the Summer of 2023, a brief update session will be held focusing on implementing the methods to YJS Practice

Improved Health offer – new YJLD officer & FCAMHS now sits on RMP. Full tim dedicated CAMHS officer has been recruited to and is developing the YJS wellbeing offer alongside our colleagues from the Whittington Hospital and Insight Platform

Lowest ever re-offending rate of 32.8%. Together with one of the lowest re-offence rates in London.

Highest number of reparation hours ever completed in last year. We undertook 220 hours in q3 alone. The projects have been in the heart of the community including Haringey Parks and Selby Food Bank

Redeveloped a **new management oversight auditing tool** to learn from lessons in 2022 to aid further insight into case audits and operational improvement

The Development of inhouse group work **Health is your Wealth.** Focusing on the impact physical wellbeing has on emotional wellbeing.

Haringey won a joint bid for the **Disproportionality Challenge Fund** – providing one to one mentoring for up to 8 young people who identify as black or mixed heritage and the opportunity to contribute to an academic study on the lived experience of young black and mixed heritage young people involved with Youth Justice

Youth Participation YJS continues to have quarterly participation sessions gaining direct feedback from young people straight to the leadership team, as well as having young people weigh into the recruitment of our new Head of Service in April 2023. Our sessions continue to draw feedback so we can continue to have young people's voices impact and support service development and change

7.2 GROUPWORK ACTIVITY

We have worked together with partner agencies to provide a number of interventions and keep the young people engaged and motivated with our service while on court orders. We have advocated and co-ordinated group activities which have been beneficial to our young people both for their overall development, wellbeing, inclusion as well as offending behaviour.

Groups this year have included: - Ether Project, Rise and Reach, Venturous Project, VRI 1:1 Mentoring, Summer Trips, Aspire Higher, Exodus, London Fire Brigade Motivational Session, Summer Family Fun Day, Street Doctors, Stop and Search, Houses of Parliament Trip, Old Bailey Trip, Social Prescribing, Health is Your Wealth.



8 RESOURCES AND SERVICES

8.1 2023/24 BUDGET

Agency	Payment in Kind	Other delegated funds	Total
Police and Crime Commissioner	£190,750		£190,750
Probation	Seconded Officer	£5000	£35,208
Health (Clinical Commissioning Group)	Seconded Officer	£18,000	£73,000
Local Authority		£1,082,784	£1,082,784
YJB		£604,732	£604,732*
Other (NHS England L&D post)	Seconded Officer		
Public Health School Nurse Substance misuse	Series of commissioned contracts		
MOJ Turnaround Fund	£152,480.50		£152,480.50
Total	£343,230.50	£1,710,516	£2,138,954.5

**The YJB have not yet confirmed what our grant will be for 2023/24 however have written in April 2022 to agree that we should plan our finances based on the exact amount we received in the previous financial year*

The Youth Justice Service is extending the services capacity by way of investing the Turnaround Ministry of Justice Funding, by increasing capacity to deliver early intervention and prevention approaches, underpinned by a systemic whole family approach, alongside widening the whole services remit to deliver the borough's Youth at Risk Strategy.

The current structure has not fully allowed for us to explore and address the growing need for specific youth crime prevention work, work with children on the periphery of youth crime/ serious youth

violence and or in proximity, such as young people who receive a community resolution or siblings of our main cohort. In 2022 we redirected existing resources to refocus some of our work on more preventative and whole family approaches and working with Schools. The Turnaround Funding has allowed a further review of the management structure and remodel to build on the work initiated and will give Haringey the opportunity to strengthen the bespoke prevention arm to the Youth Justice Service, being able to utilise existing specialised skills and knowledge to address a clear need for youth crime prevention work within the borough, in due course, take the leading role for delivering against the priorities within the Youth at Risk Strategy, and further align with the Supporting Families Programme and our Early Help Strategy.

The scope of specific youth crime prevention work has the potential to be significant and will in the long term support the reduction of young people becoming entrenched in offending, being at risk of exploitation, which will in turn feed into the wider ongoing work on reducing disproportionality in Haringey. The current partnership investment in the Youth Justice Service is captured in above and sets out the Turnaround Funding.

In 2023/24 we will see the recruitment of a dedicated full time Head of Service for Haringey Youth at risk who will have strategic responsibility for the delivery of our Young People at Risk Strategy and responsible for our Youth Justice service, streamlining and creating a leaner management structure, to ensure a viable model to deliver the current and new responsibilities going forward. An additional Team Manager post has been created to support the delivery of the objectives within our Young People at Risk Strategy and ensure successful delivery of the Turnaround project.

In 2023/24 we will continue to work to reduce the numbers of young people remanded and delays from charge to sentence/ outcome particularly in serious cases, which contributes to lengthy and expensive remands.

The YJB Grant specifically supports and ensures our court ordered interventions, and our preventative and restorative interventions. There remains a commitment to ensure the YJS has appropriate and relevant interventions and a robust group work programme that meets their needs. The YJB grant continues to be used to fund such activities, events, and interventions.

There is a joint protocol between Children's Social Care and the YJS. In addition, there is membership from Youth Justice Service senior management on the Safeguarding Children board alongside a range of other governance boards with interdependencies such as the SEND Executive, Start Well Board and Community Safety Partnership.

The YJS are also match funding the Integrated Care Board (ICB) contribution to recruit a full time CAMHS post to both undertake direct work and support the workforce to support children and young people to improve their mental health and wellbeing outcomes.

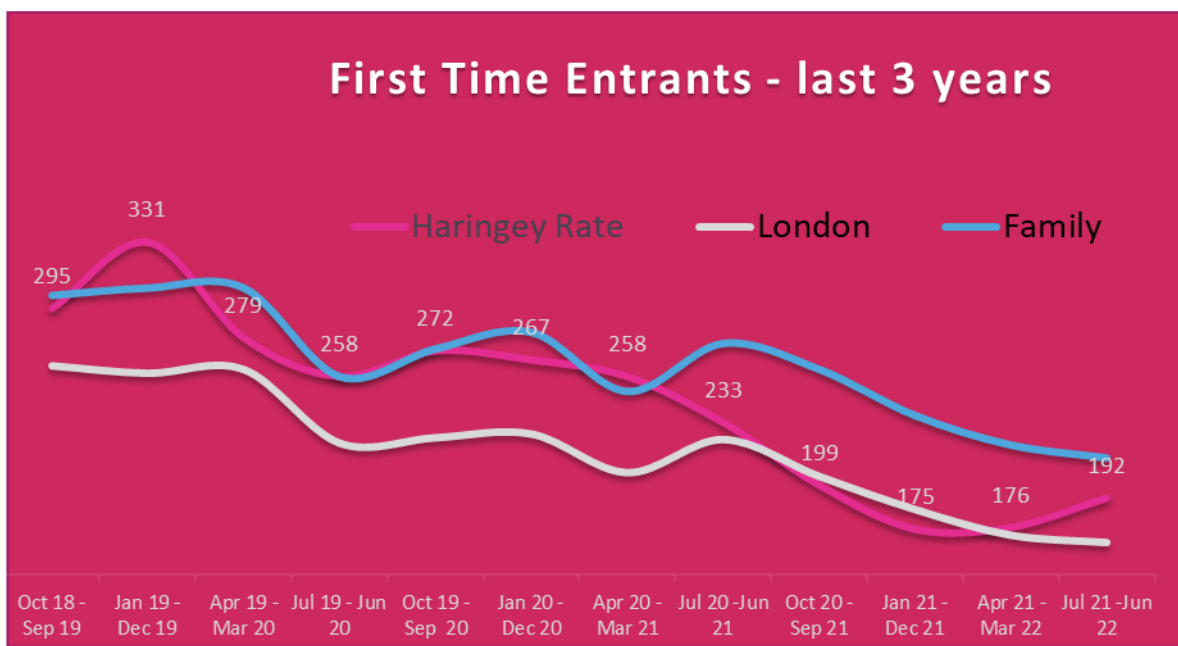
9 PERFORMANCE AND NATIONAL KEY PERFORMANCE INDICATORS

Haringey Youth Justice Service are measured by three national indicators. National Indicator data is available at a base level, is not always available in a timely fashion and can also vary from local data, therefore we undertake more thorough and meaningful analysis for our stakeholders at a local level to complement the data provision. This analysis is also provided in this chapter.

9.1 FIRST TIME ENTRANTS

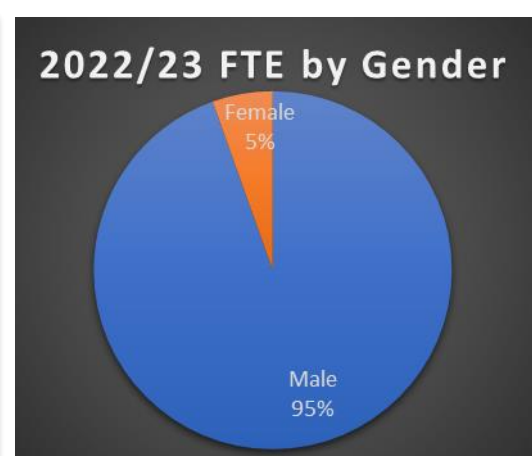
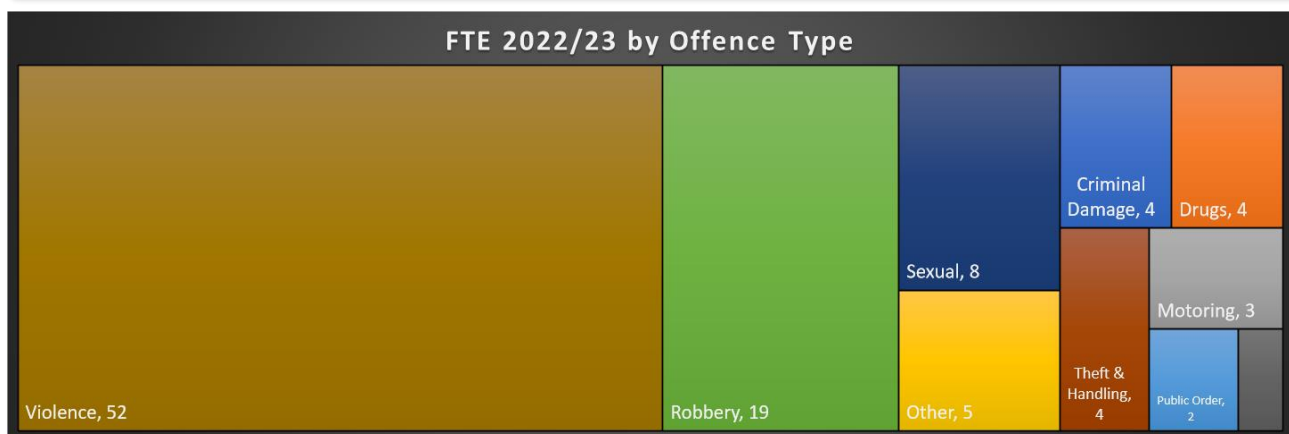
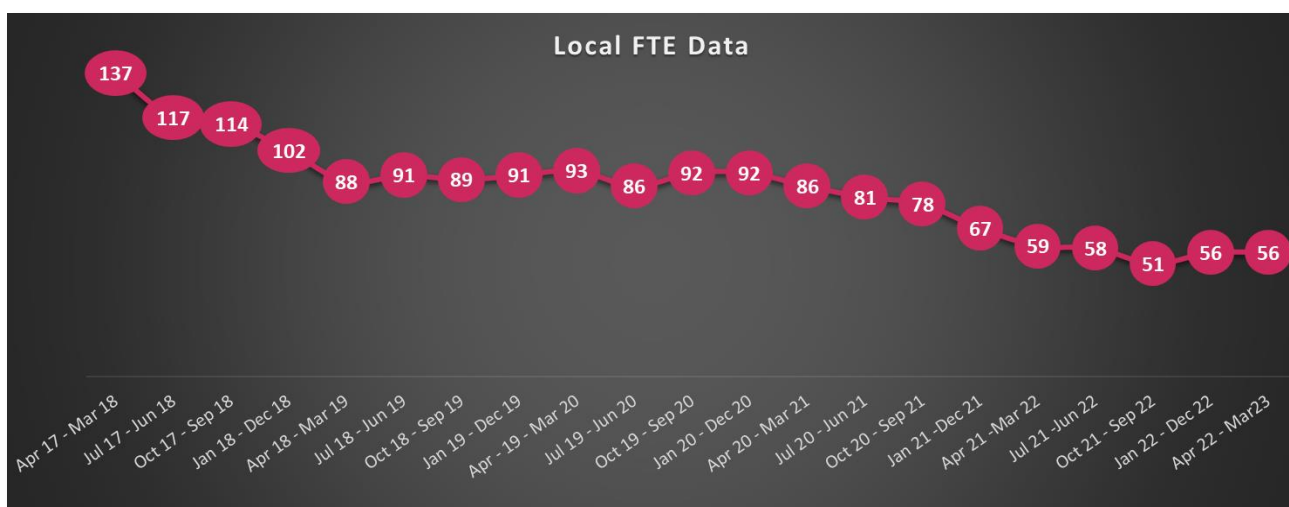
9.1.1 NATIONAL INDICATOR

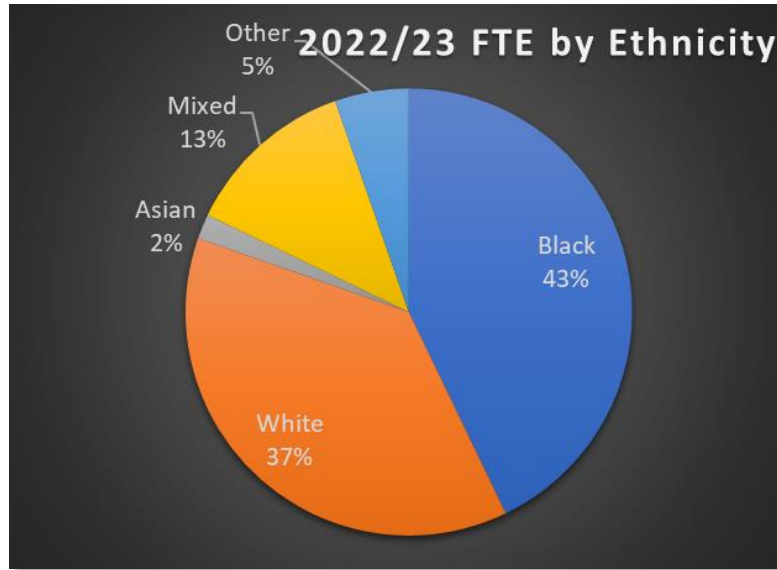
Between October 21 and Sep 22 (latest available period) Haringey has seen an increase of 2% in first time entrants to the youth justice system compared to the same period 21/22. This relates to one young person. This still marks a decrease of 30% compared to three years ago. Haringey has the sixth lowest rate of FTE in our family of YOTs and 25th lowest in London. The Haringey rate is lower than the Family but higher than the London average.



9.1.2 LOCAL ANALYSIS

There has always been a disparity of approximately 10% between Police and YOT data. Police have not been able to provide the raw data in order for the YJS to cross check for discrepancies. Local data is likely to be a more accurate portrayal of first-time entrants. The numbers appear to have reached a plateau and remain consistently around the mid-fifties for the last year. 95% of FTEs were male, the average age is 16.5 years and most likely to commit a violent offence. The ethnicity profile of FTEs is far less disproportionate than the ethnicity offending profile of the caseload in recent years. There has been a concerning increase in sexual offences recently and we are likely to expect more due to recent influx of Merlins (notifications of young people coming to the attention of police) detailing offences of harmful sexual behaviour. Due to this trend, we have ensured that staff are receiving adequate training.

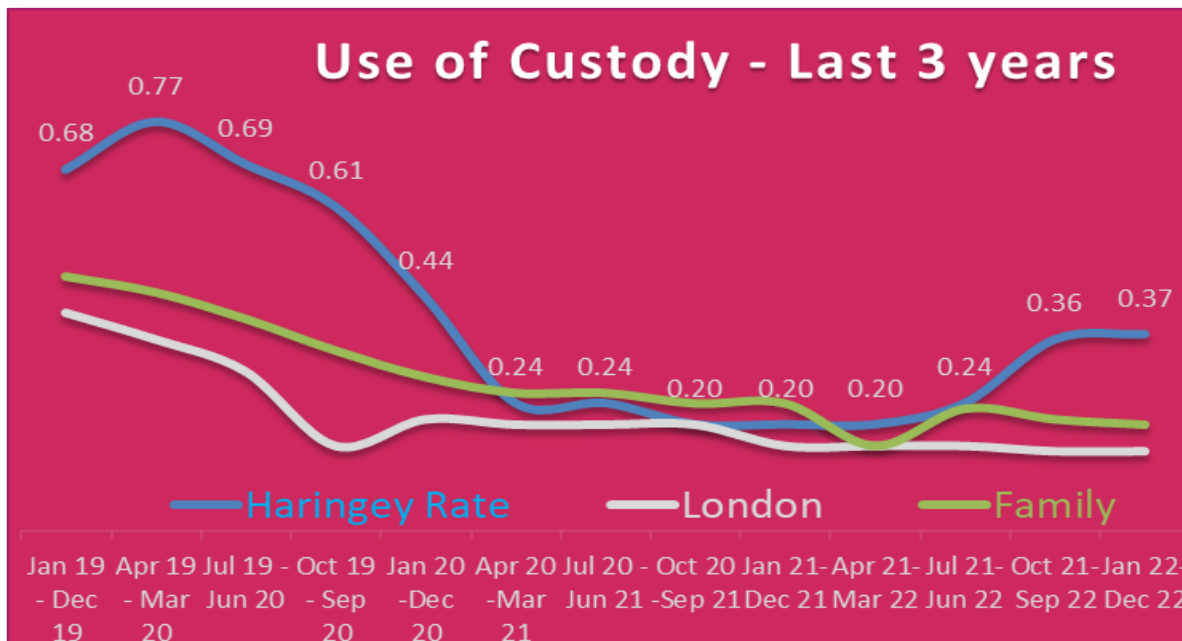




9.2 USE OF CUSTODY

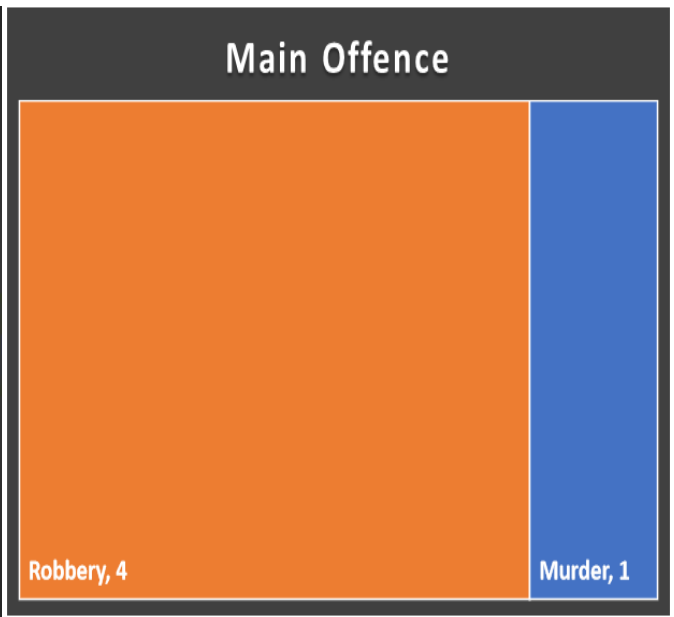
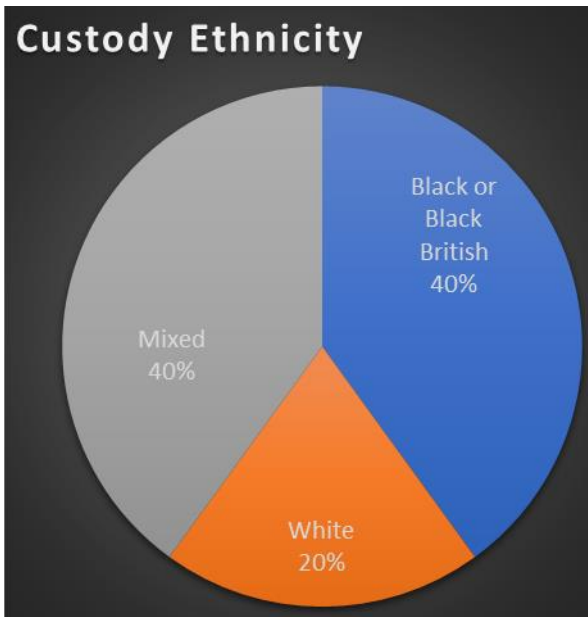
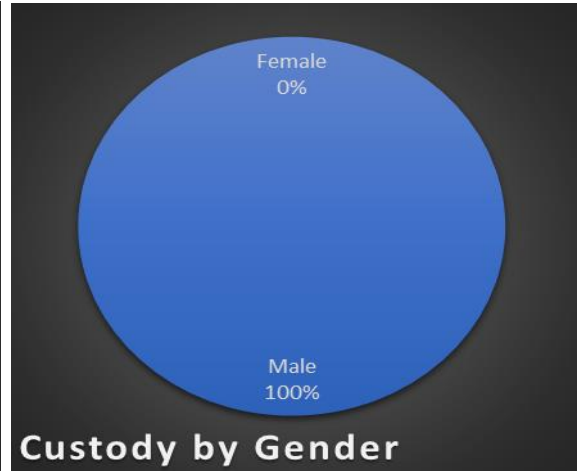
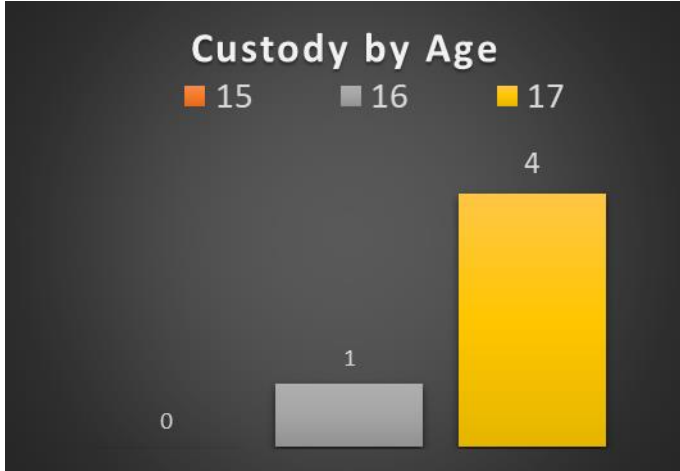
9.2.1 NATIONAL INDICATOR

The number of young people sentenced to custody has increased by 80% or by 4 custodial sentences since the last year. However, three young people received a concurrent Detention Training Order (DTO) and s250 in the same sentencing occasion which had to be counted separately in terms of our YJB returns and has negatively distorted the Haringey rate. One of the same young people also received a further custodial period whilst already serving. There were nine custodial sentences (actually relating to five young people) between January and December 2022. This still represents a decrease of 47% compared to three years ago. The current figure is the highest in our family and across London.



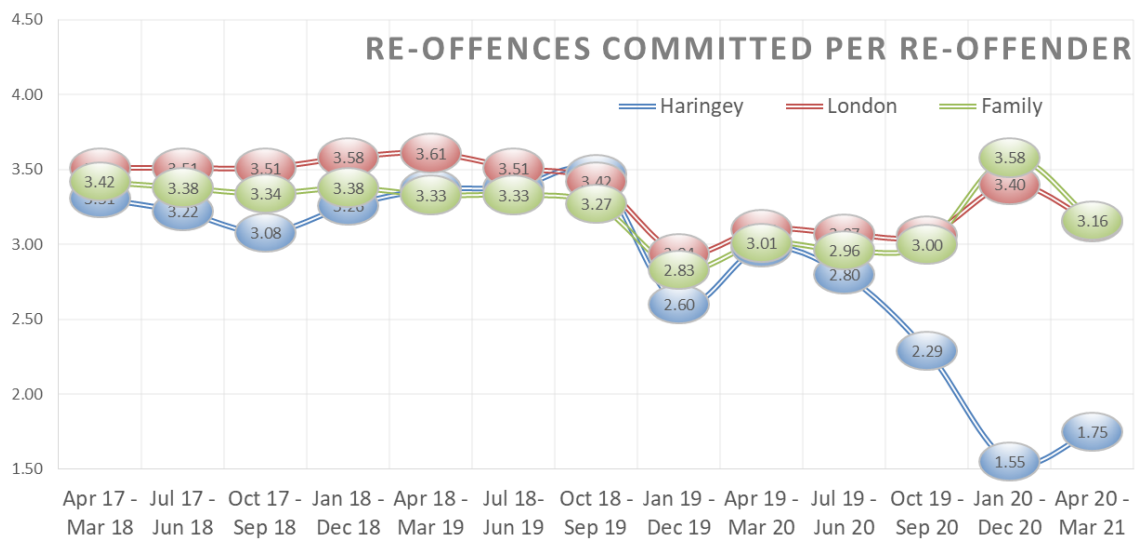
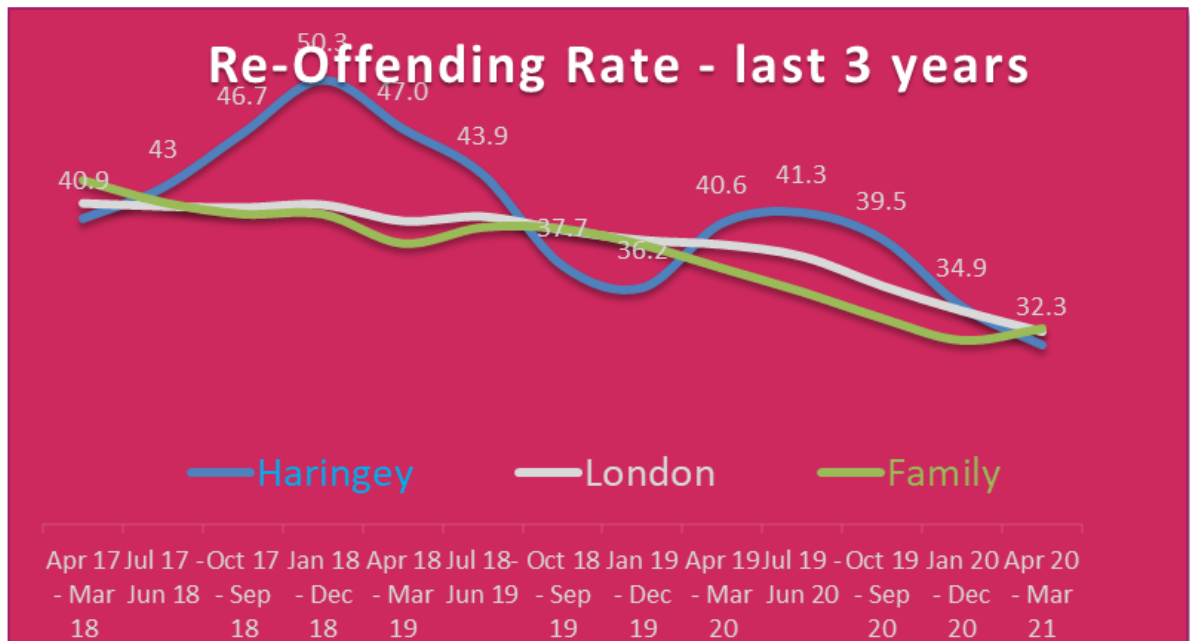
9.2.2 FURTHER ANALYSIS

All five young people sentenced to custody were male, 80% were 17 years old, 67% were sentenced due to robbery offences, 45% were black/black British.



9.3 RE-OFFENDING RATE

The Haringey re-offending rate continues to reduce and has reduced for the last four consecutive quarters. It is currently at the lowest rate since we started tracking re-offending.



The latest return for the annual re-offending rate was 32.3% re-offending. This relates to 40 young people re-offending from a cohort of 124 committing 70 re-offences. This compares to 40.6% re-offending for the previous year and 40.9% 3 years ago. Haringey has the lowest re-offences rate

(1.75) across London. The rate is expected to reduce even further as predicted by our live tracker tool. This is largely due to the continued reduction in arrest rates, the decriminalisation of young people and the impact of interventions. We are recognising that Reoffending is mostly committed by our most complex young people therefore reoffending rates relate to a small cohort of existing young people on the YJS caseload.

9.3.1 RE-OFFENDING LIVE TRACKER

We employ the use of the live tracker tool to maintain a current depiction of the re-offending profile and identify trends and patterns much earlier than in the KPI (Key Performance Indicators). By identifying trend and patterns we are able to tailor delivery, for instance offence related interventions and having a key focus on our children in care who unfortunately disproportionately reoffend.

Headlines

The cohort used for this analysis is those young people that have offended between 1/4/21 and 31/3/22. The young people are then tracked for one year from the date of their offence to obtain a re-offending rate. This is the first analysis of this cohort

We will track those over 18 years using PNC reports (awaiting final reports)

This includes all those that enter the youth justice system therefore all discharges, fines and YC & YCCs but NOT Triages

101 young people are in the cohort

24 (24%) young people re-offended. 22% at same time last year.

The 24 re-offenders have committed 54 re-offences, an average of 2.25 each. 75% of re-offenders committed a Violent, Robbery or Drugs offence.

I have identified a top 10 "at risk of re-offending" list using YOGRS score and offending history, three have offended thus far

Age - re-offending rate increases as you get older

Gender - 22 re-offenders thus far were male. Relates to 25% of males re-offending. Two of the 15 females have re-offended (17%)

Ethnicity - Black young people re-offending binary rate is 27% (12 from 44 yp re-offended), Other 0% (0 from 2), Asian 33% (1 from 3), Mixed 27% (4 from 15) and White 19% (7 from 36)

Ethnicity - Mixed and Black young people re-offending frequency are highest (both 2.50 offences per re-offender), followed by White (1.43)

Location - West Green wards 75% (3/4) and Noel Park 50% (4/8) have the highest re-offending rates followed by Tottenham Hale 40% (2/4)

Legal Status - Currently LAC 21% (4 from 19), Never LAC 21% (17 from 79), Previously 100% (3 from 3)

Intervention Tier - Custody 0% (0 from 1), Community 10% (2 from 20), First Tier 31% (13 from 42), Pre Court 27% (3 from 11), No intervention 22% (6 from 27). Those on lower tiers and no interventions have a higher re-offending rate

Original Offence Type - Drugs offences have the highest re-offending rate 30% followed by Robbery and then Violence 25% and 23% respectively

Time to First Offence - If they commit their first offences within a month, they are more likely to commit a higher number of re-offences in total

YOGRS - The re-offending rate usually increases with the YOGRS score as expected. Low risk of re-offending = 20%, Medium Risk = 27%. Only 4 high YOGRS scores in cohort (score 77 and above). One has re-offended

Seriousness - 29% re-offended at a more serious level. 25% re-offended at a less serious level

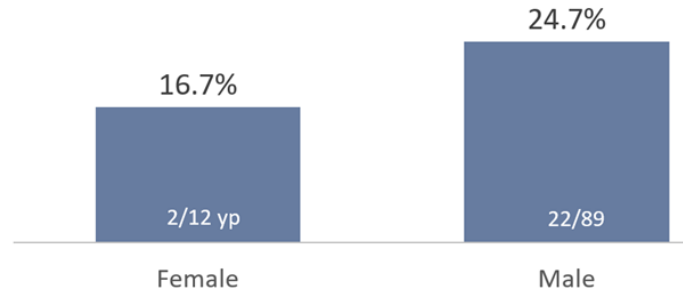
Re-Offending Cohort 1/4/21 to 31/3/22,
Tracked for 1 Year (31/3/23)

- Number of young people NOT re-offended
- Number of young people reoffended

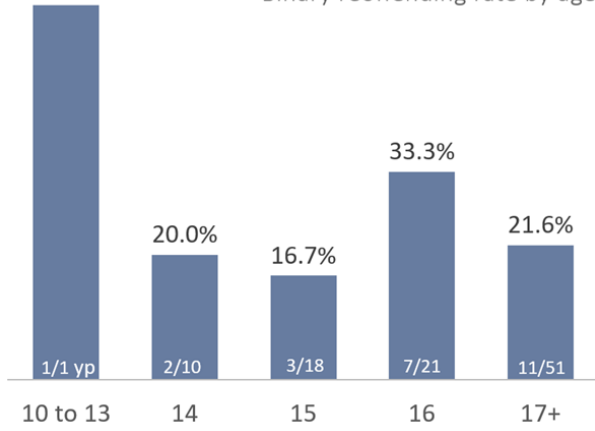


Haringey Youth Justice Strategic Plan 23/24

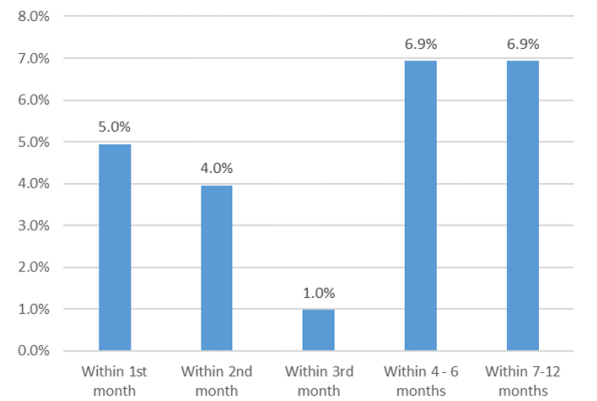
Binary reoffending rate by gender



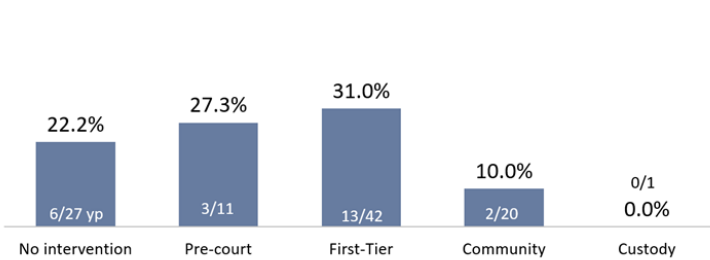
Binary reoffending rate by age



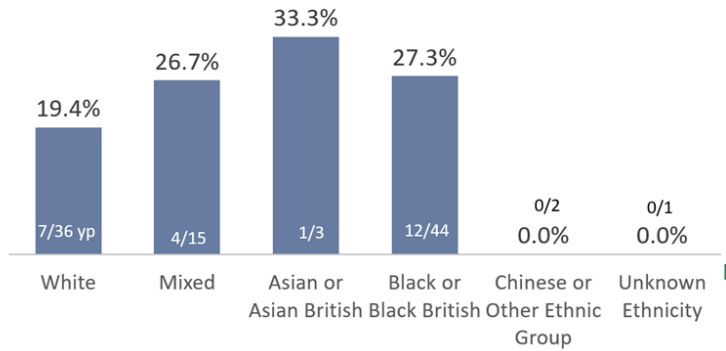
Reoffending by Time to First Reoffence



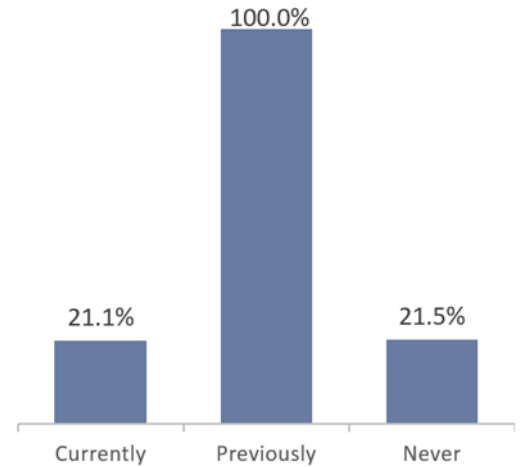
Binary reoffending rate by tier of intervention



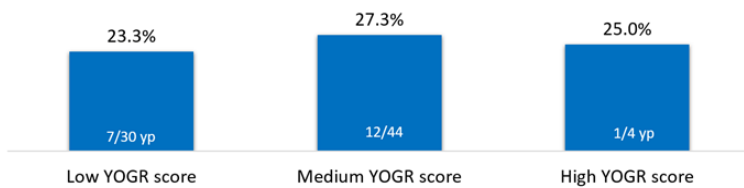
Binary reoffending rate by ethnicity



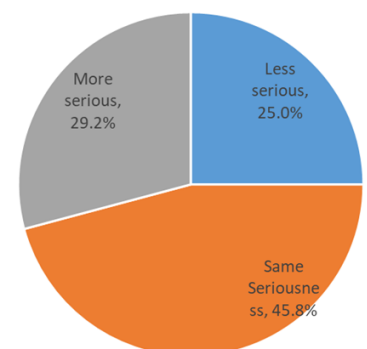
Reoffending Binary Rate by Legal Status



Binary reoffending rate by YOGRS band



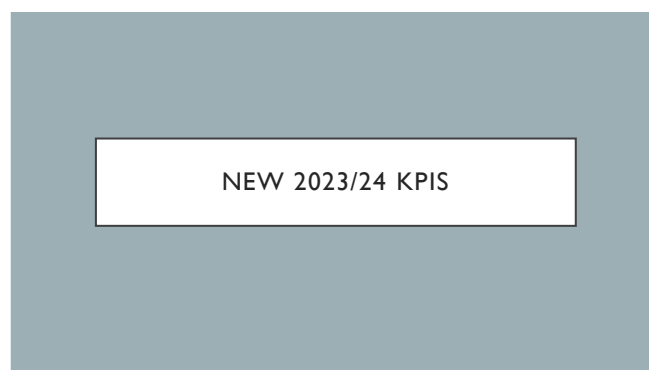
Reoffending by Seriousness



9.4 ADDITIONAL KEY PERFORMANCE INDICATORS

The new KPIs will be presented to staff in the next month together with the changes in processes and recording required in order to collate the data. We have devised a bespoke training package which will be used in the training/presentation (click below). Fortunately, the majority of recording is already in place therefore substantial changes are not required.

The main challenges are the new processes for mental health and substance misuse recording. CAMHS and Insight already record this information on their own case management system and this will therefore involve duplication of work which can be frustrating for the staff members.



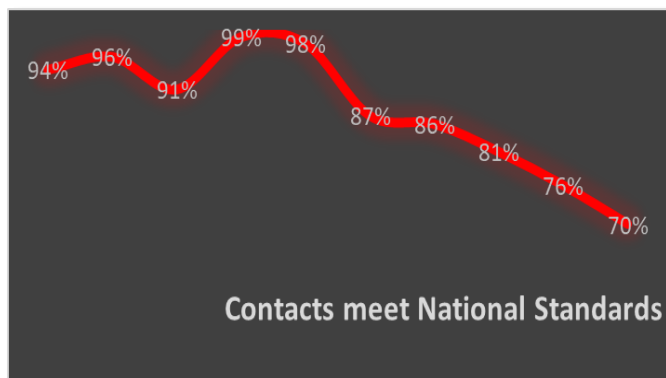
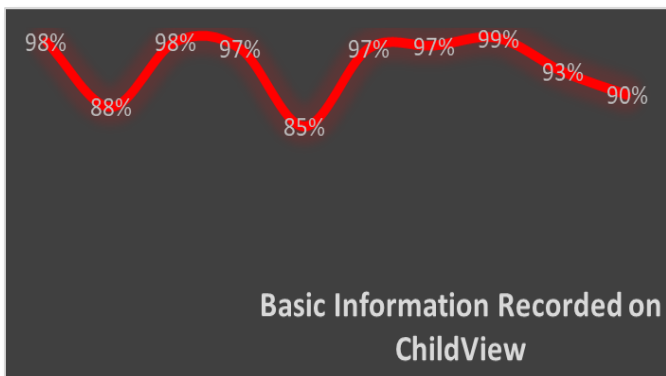
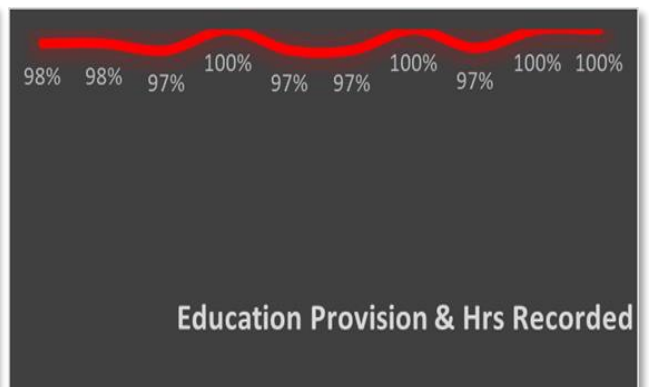
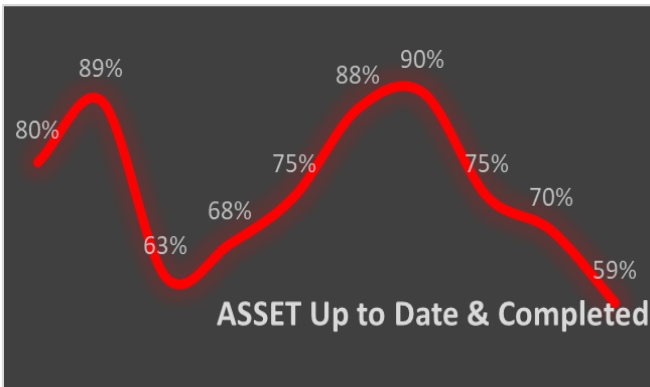
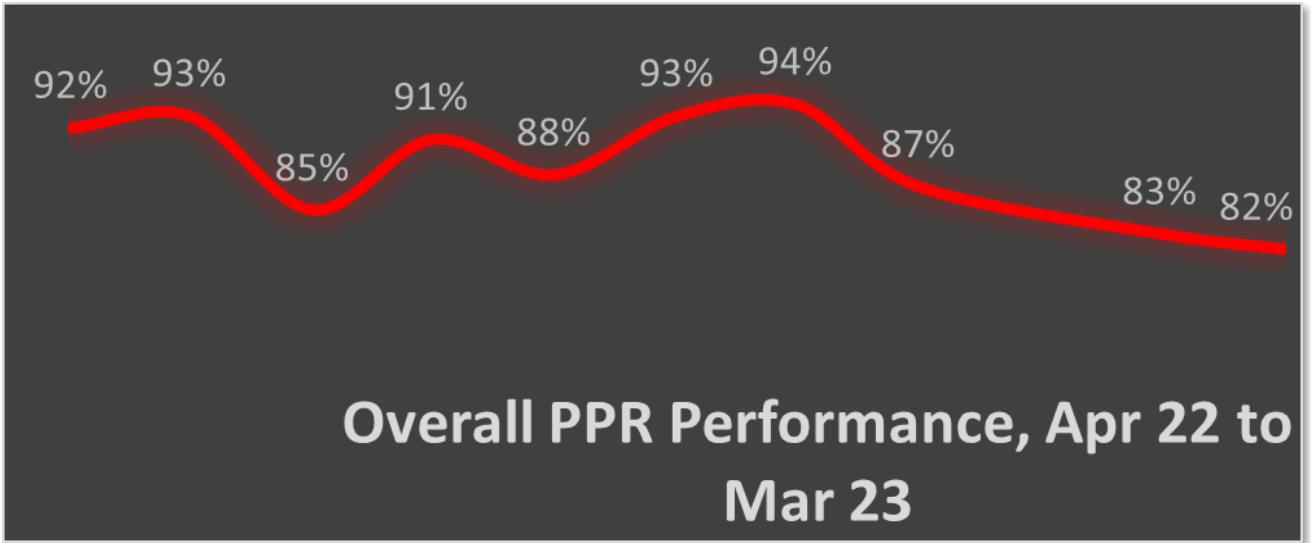
9.5 PERSONAL PERFORMANCE REPORTS

The service undertakes monthly analysis of key process recording on our case management system with a view to improve practice and perform effective management oversight. This is presented to staff and their managers with an expectation that we reach a target of 80% accuracy in all areas of data recording processes. Performance clinics are held with Case Managers and their supervisor where this target is not achieved by each case manager. Overall, we finished the year with 82% which meets the overall target. Areas for improvement are: -

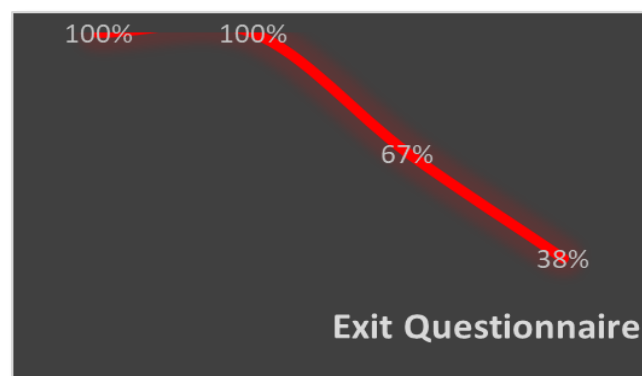
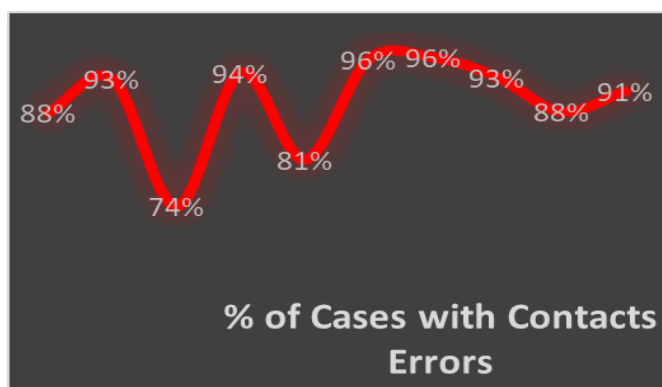
- ASSET+ completion within timescales (59%)
- Contacts meeting National Standards (70%)
- Exit Questionnaire Completion (38%)

Performance dipped at the end of the year which was mostly due to an increase in sickness across the service, both short-term and long term which in a relatively small service really impacts upon remaining staff.

9.5.1 PPR GRAPHS



Haringey Youth Justice Strategic Plan 23/24



9.6 2023/24 YJS TARGETS

No	Area for Development	Target	22/23 Output	23/24 Target
1	National Indicators	1.1 Reduce the Use of Custody	9 sentences	6 sentences
		1.2 Reduce the rate of Re-offending.	32.3%	30%
		1.3 Reduce the rate of first-time entrants into the Youth Justice System	51 yp	45 yp
2	Education	2.1 Increase the % in suitable Education, training and employment	70%	80%
3	Management Oversight Audits	3.1 Increase the overall Audit % for the Planning Section	58%	70%
		3.2 Increase the overall Audit % for the Resettlement section.	58%	70%
		3.3 Increase the overall Audit % for the Custody section	59%	70%
4	Case Management (PPRs)	4.1 Increase the % of ASSET+ completed within timescale.	76%	90%
		4.2 Increase the % of Home Visits undertaken every two months as a minimum.	81%	90%
		4.3 Increase the % of Sentence Plans completed within timescale	88%	90%
5	Children in Care	5.1 increase the number of CIC who actively participate in ETE.	76%	65%
		5.2 Increase the number of CIC who have an assessed need for Substance Misuse support.	67%	60%
		5.3 To support our CIC with robust risk plans to reduce the number of CIC who get assessed as High Risk across Serious Harm	26%	20%
		Safety and Wellbeing and	68%	60%
		Reoffending	32%	25%

NB – PPR all percentages relate to the live case load – a number that changes from month to month

10 CHILDREN FROM GROUPS WHICH ARE OVER-REPRESENTED

10.1 ETHNIC DISPARITY TOOL

This dataset pertains to the latest data available from the YJB, the 21/22 ethnic disparity tool (latest available). Black children continue to be over-represented in Haringey. In 21/22 44% of the youth offending population was black compared to 23% residing in Haringey, according to the 2021 Census. This relates to black children being 21 percentage points over-represented. Haringey had the sixth highest disproportionality rate in London. Local analysis shows that the rate is likely to widen to 27 percentage points over the next year.

Black children are over-represented in youth justice system by 21% in Haringey.

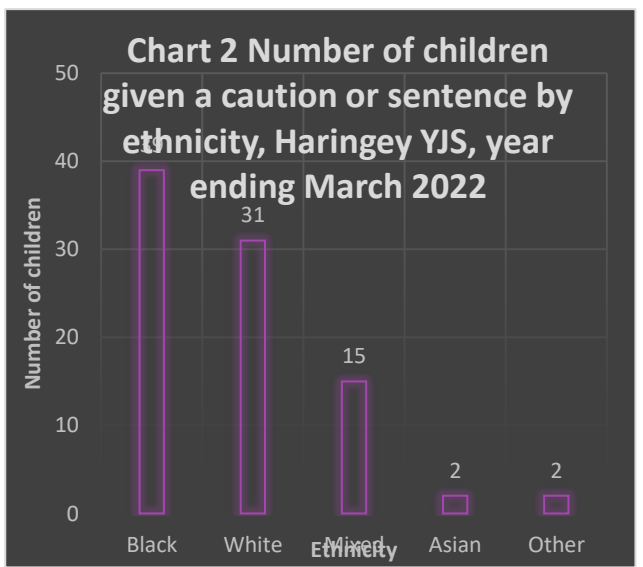
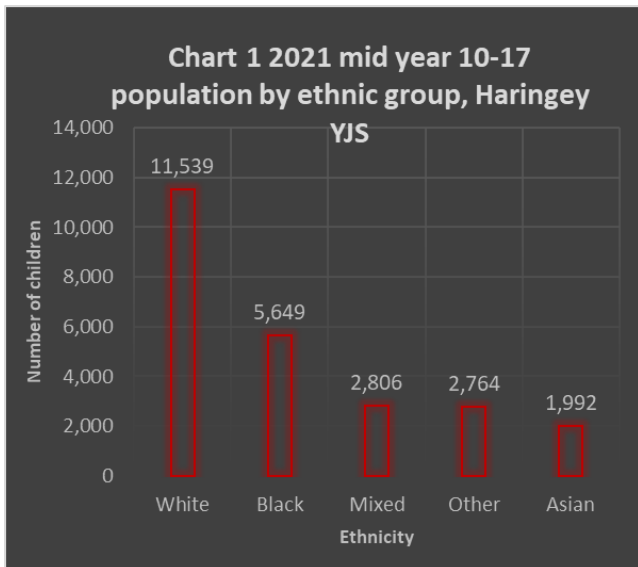
2021 Census
 Asian 8%
 Black 23%
 Mixed 11%
 Other 11%
 White 53%

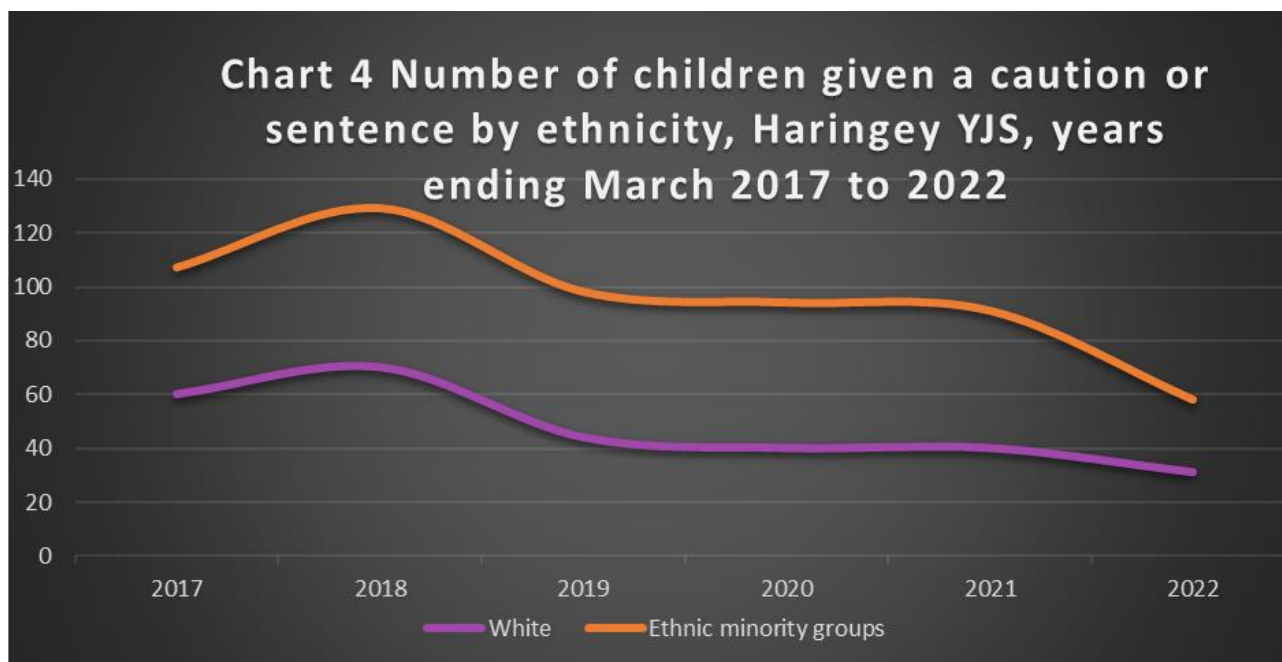
21/22 Offending
 Asian 2%
 Black 44%
 Mixed 17%
 Other 2%
 White 35%

Black children are 2.6 times more likely to be cautioned or sentenced for an offence.

Proportion of offending children that committed a serious offence in 21/22
 Black 33%
 White 14%
 Mixed 13%

Average disproportionality across London is 14%





10.2 OTHER AREAS OF DISPROPORTIONALITY

As of 1st April 2023, these are the other areas of disproportionality: -

- Boys and young men currently represent 88% of our current caseload. This is not unique to Haringey although the % difference has increased over the last 10 years.
- 62% of our caseload have emotional wellbeing concerns according to their latest assessment.
- 60% have substance misuse concerns.
- 45% have a high risk of safety and wellbeing.

10.3 YJS RESPONSE TO DISPROPORTIONALITY DATA

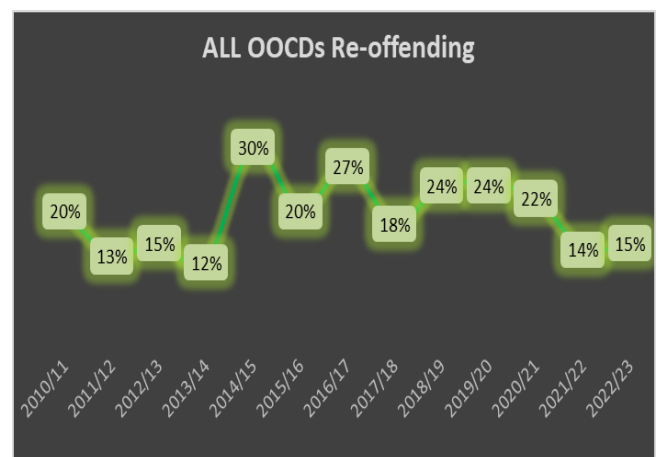
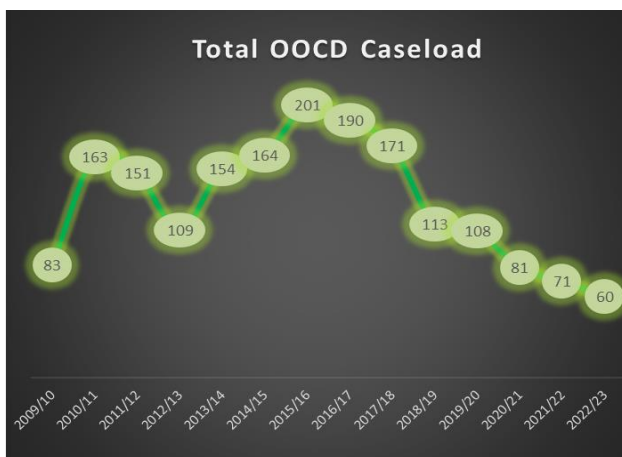
- Haringey YJS continue to commission our partners from Wipers to deliver the Ether project, this is an identity lead programme aimed at young people from the global majority
- Haringey YJS won a joint bid for the MOPAC Disproportionality Challenge Fund – this gives our young people across the cohort access to one-to-one mentoring with a mentor from Wipers and the opportunity to contribute to an academic study around young people's experiences of racial inequality and disproportionality
- The YJS is currently working with the Howard League on a project around Disproportionality and custodial remand – the aim of the project is to impact policy and judicial change for young people from the global majority impacted by the criminal justice system.
- The YJS are planning bespoke and home grow group work responding to trends amongst young people, specifically young men such as online misogyny.

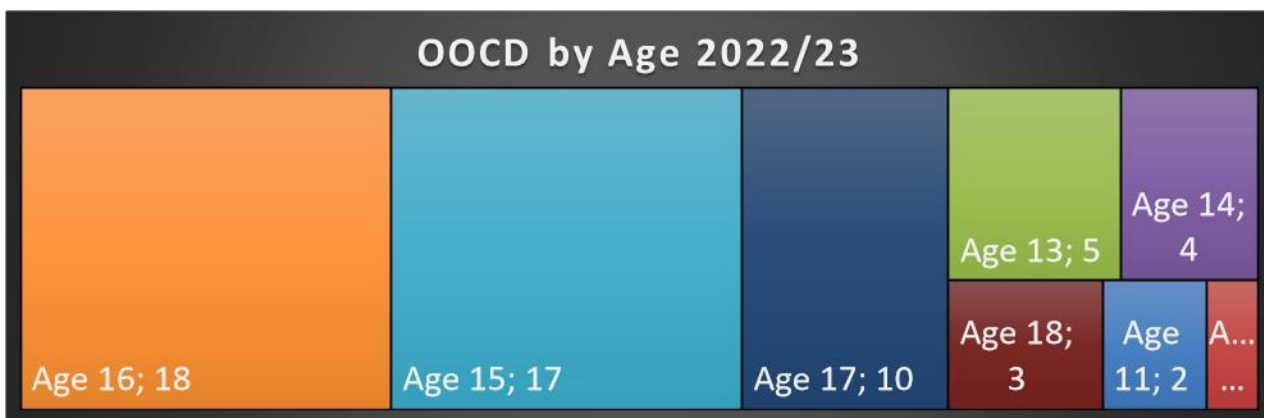
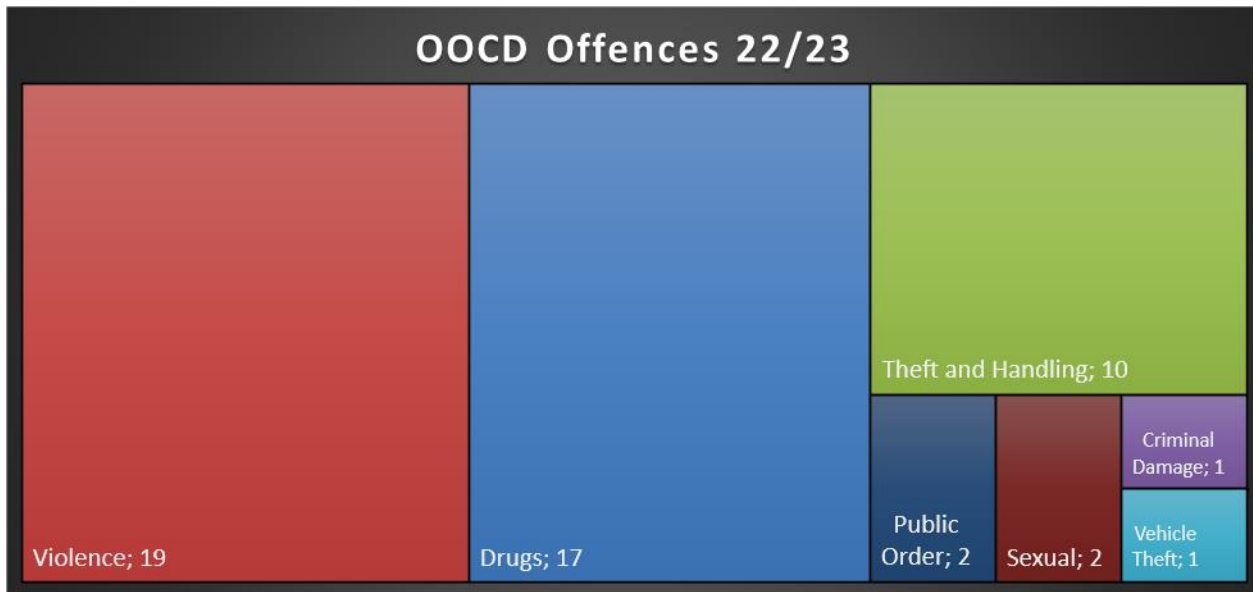
11 PREVENTION AND DIVERSION

We regularly monitor and analyse the OOCDC cohort for its effectiveness and to inform future planning of services. The caseload reduced by 15% overall, which is similar to the local and national picture in 22/23. However, as we embed our early intervention and prevention response underpinned by the Turnaround Programme objectives, we are confident that the numbers of children and young people supported through prevention will increase. Continuing reduction in arrest rates and the increase in Community Resolutions continue to impact the number of OOCDC that come through the service.

<p>There were 61 OOCDCs in 22/23.</p> <ul style="list-style-type: none"> 7 Prevention 17 Community Resolutions 15 Triage 5 Youth Cautions 17 Youth Conditional Cautions 	<p>This is a 15% reduction (prev 71) compared to 21/22 and 44% reduction (prev 108) since 2019/20</p>	<p>Youth Conditional Cautions had the highest re-offending rate, 27% which relates to 3 from 11 from the 21/22 cohort re-offending after 1 year</p>
<p>Of the 22/23 cohort, 88% were male, 65% were BAME, the average was 16.3yrs, 70% were Drugs or Violent offences</p>	<p>Of the 22/23 cohort, 7% were CiC, 5% were on a CP Plan, 10% were on a CIN Plan</p>	<p>Latest ASSET data</p> <ul style="list-style-type: none"> 98% had concerns re: safety and wellbeing 71% behaviour was cause for concern 63% vulnerable to criminal exploitation 60% concerns re: education 55% concerns re: attitude to offending
<p>Of 61 cases, 30 were successfully completed, 22 refused the programme, 9 did not complete the programme</p>	<p>Of the 7 Prevention cases, 4 were successfully completed</p>	<p>2022/23 had the lowest number of Triage programmes since they were introduced. A reduction of 90% since 2016/17.</p>

22/23 OOCDCs	22/23 Interventions	Re-Offending Rate %	No Successfully Completed	% Successfully Completed
Prevention	7	n/a	4	57%
Community Resolutions	17	14%	1	6%
Triage	15	11%	5	33%
Youth Caution	5	14%	2	40%
Youth Conditional Caution	16	27%	11	69%
22/23 Total	60	15%	23	38%





Out of Court Disposals (OOCd)

The OOCd panel co-chaired on a weekly basis by the Metropolitan Police and YJS. There is a wide range of partners who attend including representatives from Haringey Gangs Unit, Haringey Community Gold, CAMHS, Youth Service, Early Help Family Support and Health.

Out of Court Disposals Scrutiny Panels

The panel ordinarily meets twice per year and provides an independent view on the appropriateness and rationale of the decision making of children who have been referred for an Out of Court disposal. The multi-agency panel consists of representatives from the Crown Prosecution Service, Youth Justice Board, The Metropolitan Police and Haringey Children's Services and Early Help. Six cases are blind selected and scored during the panel on the appropriateness of the disposal given. with a total of 12 cases reviewed which represented all the disposal options. Panel members agreed with the majority of decision reached in all of the cases.

Outcome of Scrutiny	No
Appropriate disposal consistent with policy & guidance	4
Appropriate but with panel observations	1
Inappropriate or inconsistent with policy/guidance	0
Panel fails to reach a conclusion	1

12 EDUCATION

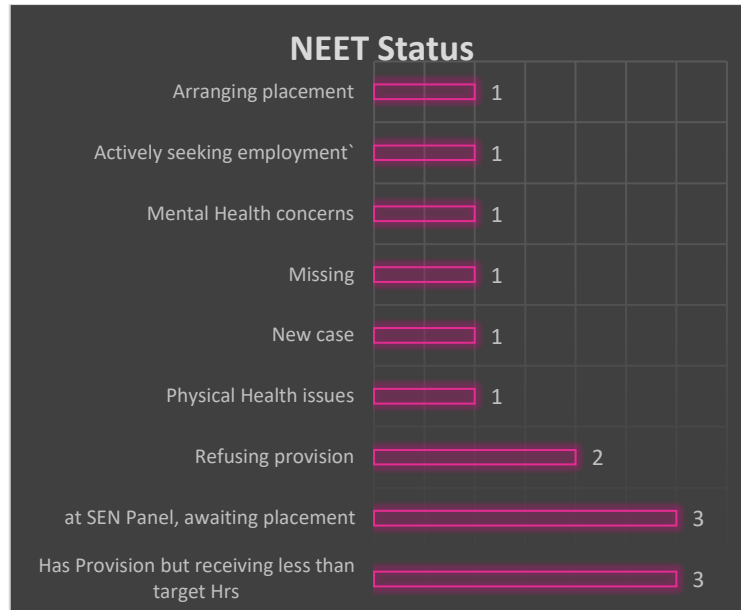
In 2022/23 an average of 71% of our young people were in full time education training or employment (ETE). This significant and successful outcome is especially significant as we only account for full time attendees of 25+ hours of ETE, 16+ for above school age. We track our NEET caseload for reasons to ensure we are doing everything possible to ensure that our young people have what they need to access ETE. Of the 26% NEET the reasons we found were: -

- young people being in transition between placements due to recent exclusions,
- young people receiving home tuition (less than 16 hours)/other part-time ETE,
- young people missing or refusing their placements – where they are meant to be accessing ETE.
- they are a missing person.
- where they have ill health

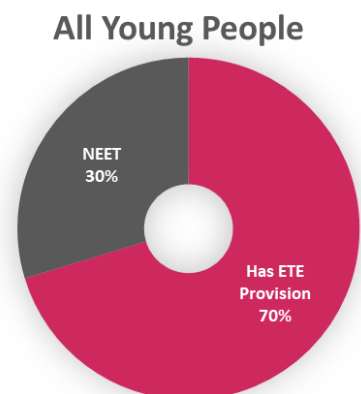
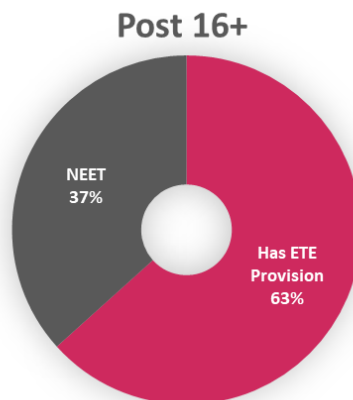
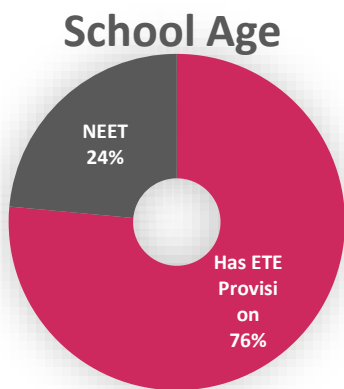
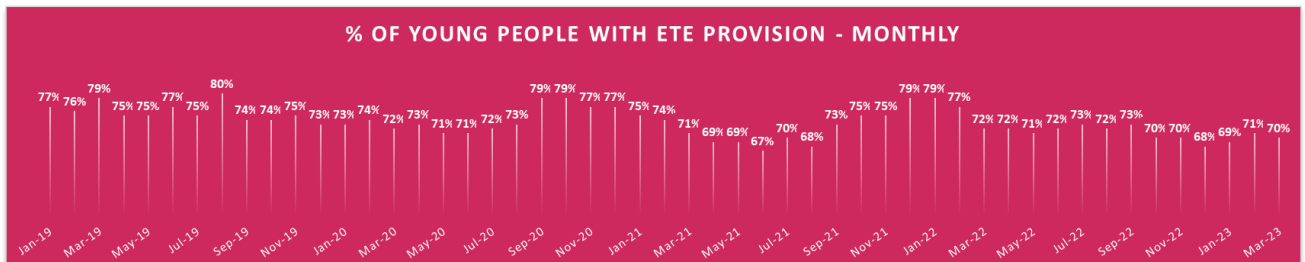
We ensure that we regularly review this list and are in regular contact with the virtual school and all relevant partners to ensure our ETE rate remains high.

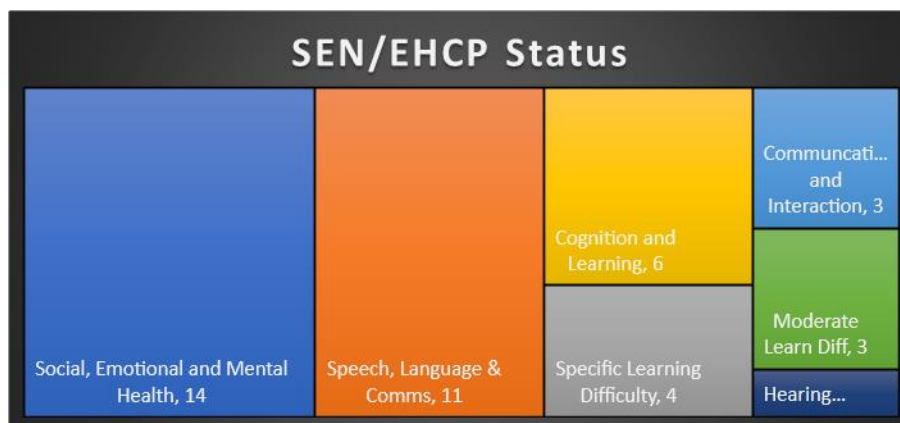
Next Steps for YJS Education: We have set a new priority to increase our EET to 80% for the cohort, in addition to continued roll-out of Prevention in School Project. Employment offers locally for young people aged 16 and 17 years (currently Haringey Works only work with 18+). Monitor the new YJS education KPI for education suitability and how we support change for young people's education (if it's assessed as being unsuitable).

Haringey Youth Justice Strategic Plan 23/24



As expected, the post 16 cohort ETE rate (63%) is lower than those of school age (76%) mostly due to the lack of available provision.





Our colleagues in SEND ensure that they share information regarding plans for all YJS children and young people who have EHCP's. These plans are then overseen by our CAMHS and Education officer to ensure we following the guidance need as set out in the plan. It is vital that the work we do with young people is in line with their EHCP should they have one.

13 RESTORATIVE APPROACHES AND SUPPORT FOR VICTIMS OF CRIME

Haringey Youth Justice Service are committed to delivering a high-quality service for victim(s) and young people who have harmed via delivery and implementation of restorative approaches. This includes the recruitment and retention of our community panel members and the delivery of procurement and ongoing development of community reparation projects within the London Borough of Haringey.

Restorative approach/practice provides the victim (or those harmed) an opportunity to meet or communicate with those that have created the harm. Restorative practice can take different forms from mediation, shuttle mediation to a restorative meeting or an apology letter, one size does not fit all.

It is fundamental that children working with us are supported to consider the impact on others of their actions and behaviour, and where appropriate start repairing some of the harm caused. However, that can only take place once the child is safe from harm, otherwise there are risks of harm to both the child and their victims.

Restorative approaches cascade throughout work delivered by the Youth Justice Service. Restorative Practice within the Youth Justice Service has three connected and vital components. Volunteers (specifically community panel members), Victims work and Reparation projects in the community (that serve and include the wider community). These interventions in combination seek to redress and contribute to the repairing of harm and reducing and challenging disproportionality within the Youth Justice System.

Haringey Youth Justice Service is committed and proud of our volunteers. Our volunteers are drawn from and representative of the local community and bring their passion, knowledge and experience to their work with young people. Volunteers within our service have opportunities that extend beyond the role of a panel member. Our volunteers are actively encouraged to attend

reparation and assist youth justice colleagues with group attendance and facilitation (for example accompanying young people to the Old Bailey for the No Knives Programme).

Restorative approaches are at the centre of interventions with young people working with Haringey Youth Justice Service and reparation is a vital component of this. Reparation assists young people in taking responsibility for their behaviour whilst promoting reintegration into the community.

Reparation to individual victims should, as far as possible, be determined by the wishes of the victim, whilst having regard to proportionality (and issues of disproportionality). Reparation may include an explanation, an apology (verbal or written), direct repair of damage to property, a gift, and practical recompense, including financial compensation, for the harm that has been caused.

Haringey Youth Justice Service has one Victim Worker also known as Victim Support Officer (VSO's). The VSO engages victims and offenders in the Restorative Justice process and supports them through it. They provide information, advice and guidance and signpost to specialist services such as Victim Support. The VSO liaise' s closely with Case Managers within the YJS and supports them in their work with young people. The VSO develops and delivers victim focussed group work and additional victim focused and restorative resources for use by practitioners.

All victim and restorative work with Haringey Youth Justice Service must adhere to the VCOP and the RJ Handbook. The VSO must ensure that they:

- explain their role and why they are contacting victim.
- allow the victim to make informed choices throughout.
- advise that the victim's involvement is voluntary and for their benefit, not that of the young person who offended.
- update the victim about the progress and outcome of the case (if requested by the victim).
- ensure that they are aware that they can opt in or out of services at any time.
- ensure that written consent is obtained for any direct RJ.

Moving forward we are consolidating and expanding the restorative offer within the service utilising knowledge and approaches drawn from systemic and trauma informed disciplines. We are designing the delivery of facilitating a 'rolling' group programme focussing victim work. Furthermore, we are embedding and applying restorative approaches in addressing serious youth violence and offering young people in conflict and at risk of its methods to repair harm and mediate safely.

The Youth Justice Service is very thankful to all our partners in the community who have supported us to continue delivering high quality Reparation projects in the Borough of Haringey. Thanks are extended to Haringey Parks Services who have provided storage facilities for equipment at various locations.

"I recently had a case where an emergency worker was a victim of assault. I would say that it was successful case as the victim provided. The Young person who was involved in the incident was very sorry about what happened and completed a letter of explanation and apology which was given to the victim. The Young person was quite resistant about his contribution to the offence at first, however gaining consent from the victim to share the Victim assessment with the young person in our session was useful in helping the young person to develop empathy and understanding. The young person was able to articulate regret so much, so the young person was willing to participate in a face-to-face RJ meeting. Despite the victim choosing not to participate in the face-to-face meeting both participants were satisfied with the engagement and support provided." Kayon – Victim Support Officer

We created a You Tube video which has been presented to all Children's Services and is available on our website. This was aimed at preventing the cycle of offending and re-offending and explained the support available for offenders and victims.

Haringey Youth Justice Restorative Justice Video



13.1 REPARATION

Over the past year, our young people have continued their amazing work, giving back to our community by completing reparations with the Haringey Parks Service. Their hard work has helped the Parks Service maintain its Green Flag award for yet another year. Our young people trimmed flower heads promoting growth of new buds bringing a rainbow of colours to the park. Amongst other tasks young people have maintained the grass area by clearing fallen leaves in the autumn/winter and young people were approached by park service staff who praised their work. Our young people have also taken part in various art projects brighten up the YJS office with a mural and

getting creative at Christmas with cards and ornaments to sell for charity. Most recently our young people have been working hard on our newest reparation project – the Food Bank at Selby Centre. The young people are picking, packing and as well as some lifting of products to help the smooth running of this fantastic organisation. As ever we ensure that as well as making amends and giving

back to the community, we take the opportunity to ensure accreditation where possible, reparation has been an intervention that had provided a significant amount of AQA accreditation thus helping us meet our planned target. Our young people are making a fantastic impact to their community we are truly proud of their achievements.

“The strength of Haringey Reparation is the variety of valuable projects for young people to work on that are on offer in the community.

Year on year, these projects are revaluated as the needs of the community changes. Examples include participating in community events, learning different landscaping skills by working in local parks and gardens or helping to achieve the desired green flag standard. Young people see the value of working in the local park as many have used them when they were younger, their siblings play in them, and young people speak with joy talking of the activities they have done with their family or friends. Park users speak to our young people and praise their work, parks staff give us valuable support and advice in how to tackle more challenging tasks.

All young people have a choice of projects they wish to attend. The sessions are planed together around their family/school/work/health schedule.

Haringey is always looking for new projects and one that is highly valued is the local partnership with Selby Centre Food bank. This is quite labour intense work but there is a task that can be suited for everyone’s capability. Young people’s feedback is captured and shared with the organizations not just internally and it is a valuable part of our Restorative Justice offer. Some of our panel members have attended and supported these sessions.”

Jelena – Reparation Officer

13.1.1 REPARATION PROJECTS



That was tuna wrapped in boiled lettuce baked it went with diced potatoes and carrots boiled in a spiced water (European influenced)

04:26

Projects this year included: -

- Making raised beds at Bruce Castle Park
- Weeding and mulching at Bruce Castle Memorial Garden
- Creation of a tiny forest in White Hart Lane as part of Earthwatch
- Making and delivering food parcels at Selby Road Food Bank
- Gardening at Chapmans Green
- London Accommodation Pathfinder Animation project
- Yp cooking for their parents
- Gardening at Wood Green Crown Court gardens
- No Knives programme at the Old Bailey



14 SERIOUS VIOLENCE AND CHILD CRIMINAL EXPLOITATION

Serious youth violence and child criminal exploitation is a critical area that we as a partnership are targeting. Haringey is not unique in how it is impacted as a large inner-city London Borough. Therefore, it is a critical priority of Haringey YJS and vital that that we not only address it within our own Risk Management Panel but that we feed into and contribute to this urgent issues within the existing borough mechanisms and networks.

14.1 VIOLENCE, VULNERABILITY AND EXPLOITATION NETWORK

The Violence Vulnerability and Exploitation service (VVE) led by social care, aims to deliver direct and timely recommendations on live contacts and open cases by sharing intelligence from a multi-agency perspective in order to develop a clear pathway of intervention. This will be achieved by all members, including the YJS, undertaking information checks with their relevant agencies prior to and or during this meeting. The intent is to develop a live, fluid reactive response to risk in the community by mobilising all key agency and providing a clear overview of all actions and recommendations with the aim to reduce response time and avoid drift and delay in decision making around our most vulnerable children.

The approach is to be driven by strategic analysis at an operational level and based on information sharing between agencies by ensuring co-ordinated and targeted use of the multi-agency network.

The approach has driven forward improvement in the effectiveness of the VOLT document (Victim/offender/Location/Theme) and to activate measures to (DIP) Disrupt, Prevent and Intervene.

Disrupt – utilise the multi-agency – for example - police powers of disruption to those individuals exploiting vulnerable children and adults.

Prevent – utilise social care intervention and Early help intervention to offer support and advice.

Intervene - utilise through CIN /CP plans in the most extreme cases to offer support and advice from a multi-agency perspective to safeguard.

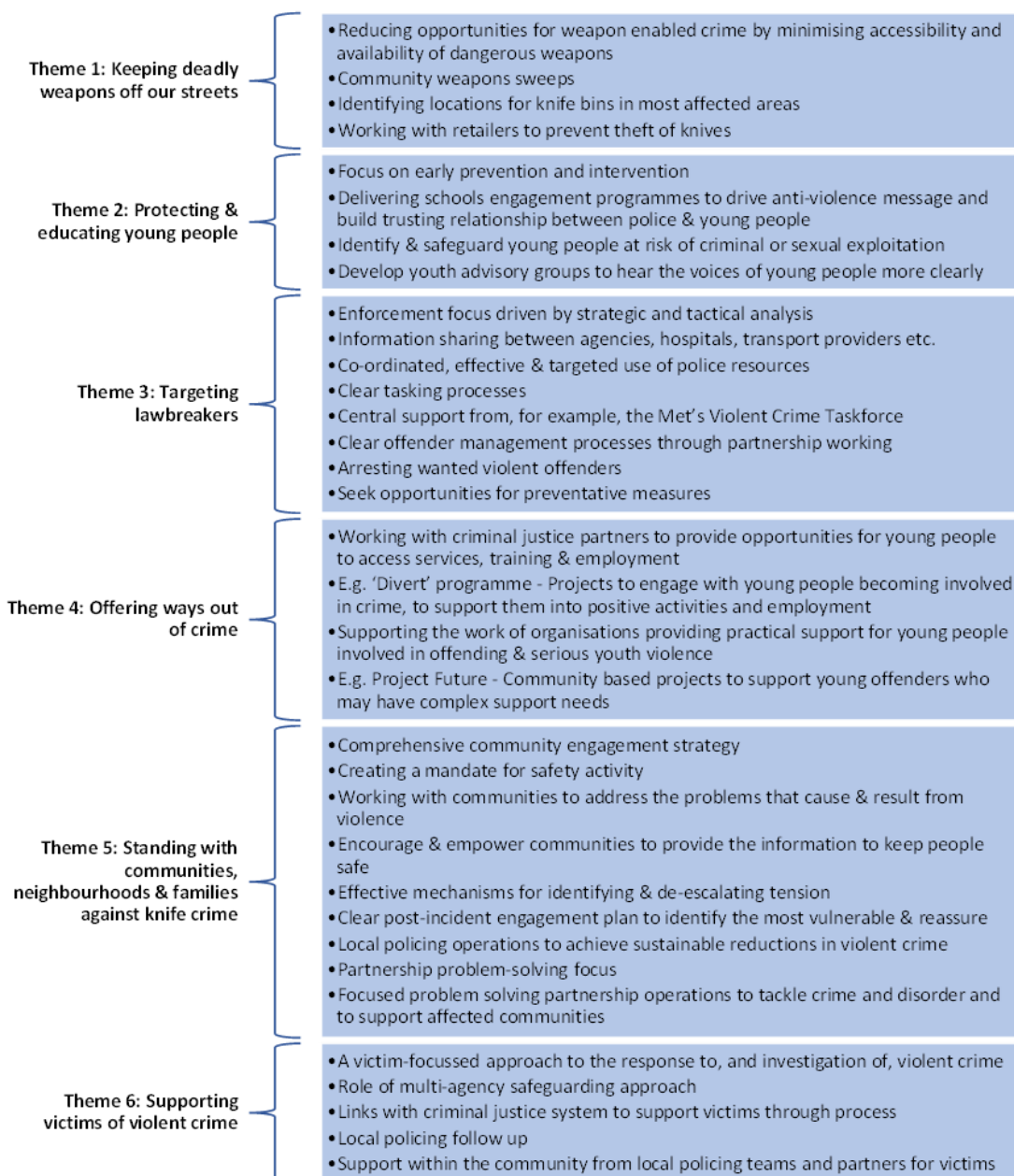
14.2 NORTH AREA VIOLENCE REDUCTION GROUP

The North Area Violence Reduction Group (NAVRG) leads on the development, coordination, and delivery of an agreed action plan to reduce non-domestic violent crime, especially knife crime and serious youth violence, across the Police Basic Command Unit (BCU), covering Enfield and Haringey Boroughs.

- single, joint consistent action plan for Enfield and Haringey:

Haringey Youth Justice Strategic Plan 23/24

- the NAVRG takes a cross-border Public Health approach in line with new police boundaries, focussing on integrated partnership working.
- a locally developed plan for Enfield and Haringey:
 - The Violence Reduction Plan is built around current and future activities that deliver against our strategic plans and will be delivery focussed and driven by a solid analytical base. There is dedicated co-ordination from both borough and the NAVRG will be proactively seeking opportunities to collaborative use of resources.

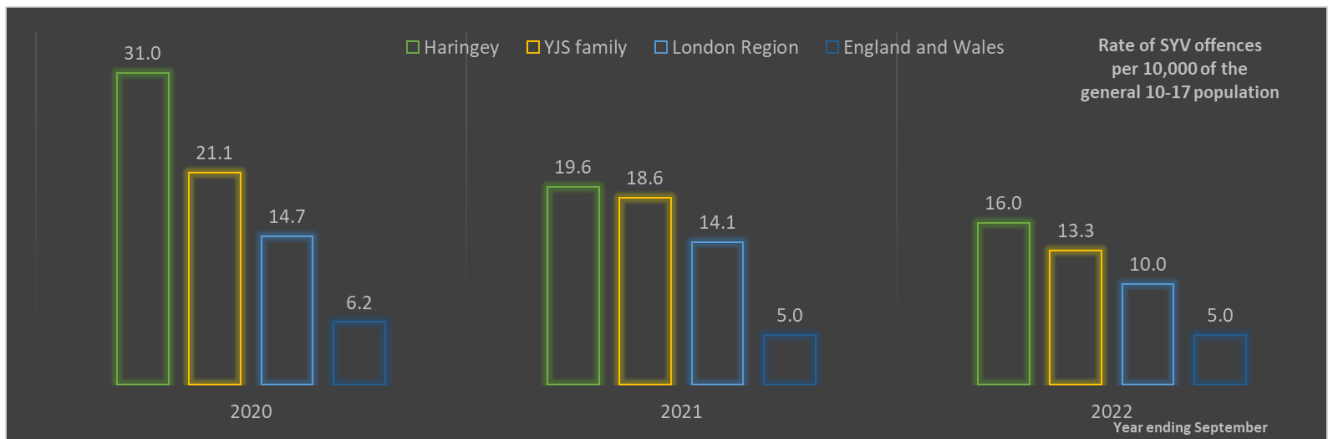
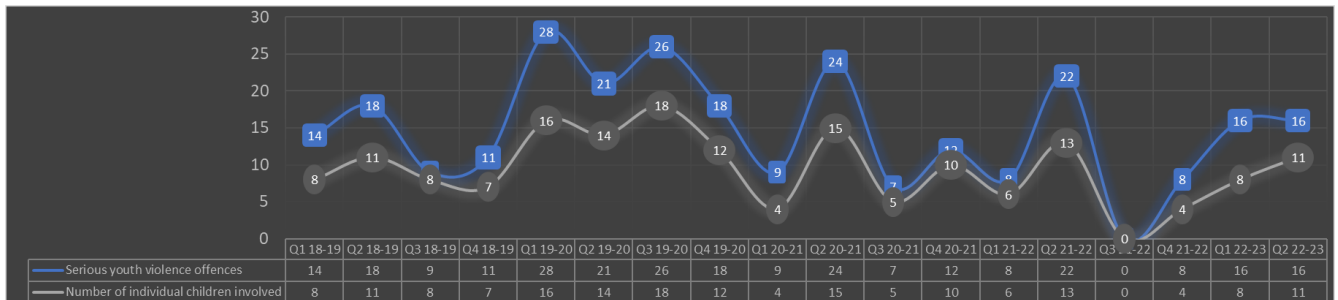
North Area Violence Reduction Group - Six themes to achieve a genuinely collaborative approach:

14.3 SERIOUS YOUTH VIOLENCE DATA

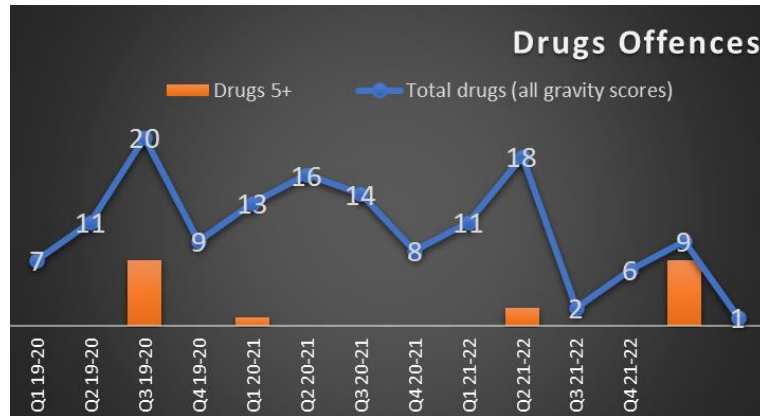
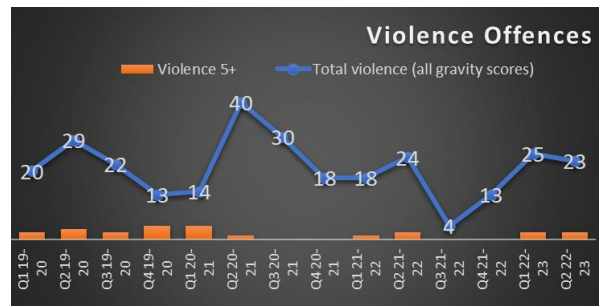
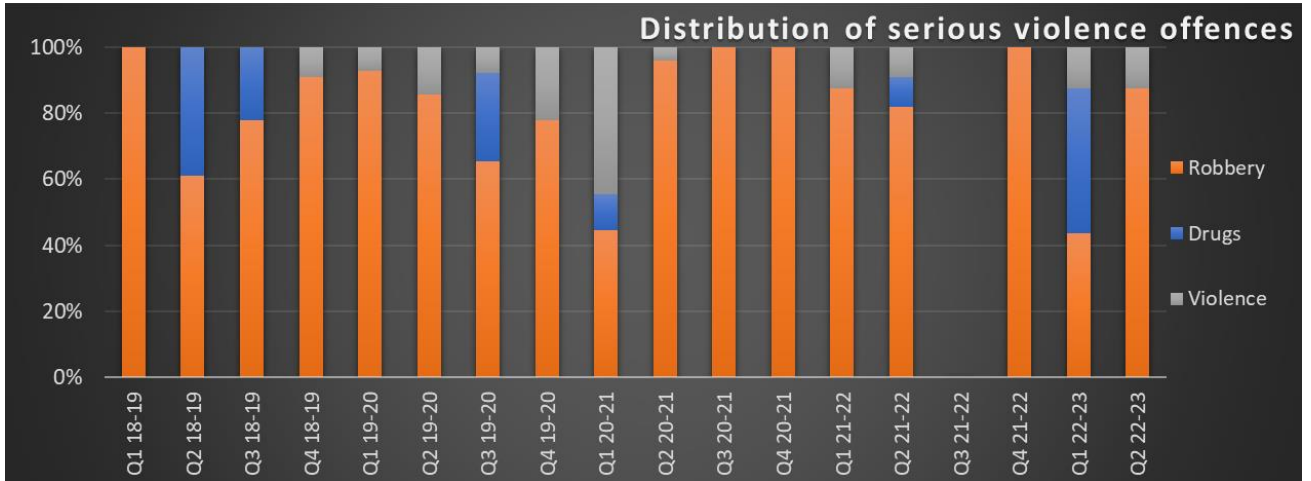
Haringey employs the use of the YJB Serious Youth violence toolkit. The Youth Justice Board's operational definition of Serious Violence (SYV) is any drug, robbery or violence against the person offence that has a gravity score of five or more. At the time of writing, the latest available SYV toolkit was for Q2 22/23.

This toolkit shows the number of SYV offences in the last year was 40. The previous year there were 49 and five years ago it was 90. This marks a reduction of 18% since last year and 56% since five years ago. That SYV has reduced by 52%, or 45 offences, since 2019. Robbery constitutes 73% of SYV however it is important to note that many drugs and violent offences are not included in the analysis as they have a gravity rating of less than five. 24% of all offending is SYV which is a little higher than last year (23%).

Serious Youth Violences - Offence and Offenders



Haringey Youth Justice Strategic Plan 23/24



15 DETENTIONS IN POLICE CUSTODY

In April 2022 Haringey began the process of creating a local PACE Protocol. The protocol aimed to facilitate an improvement in outcomes for children held in police custody. The protocol sought to facilitate this by supporting professionals involved in the transfer of children in custody to local authority accommodation to understand both their own roles and responsibilities and those of their colleagues, facilitating joint working. It also sets out how Haringey will monitor the implementation of the protocol.

The purpose of this protocol is to supplement the Home Office Concordat on Children in Custody, 2016 and to apply the London Protocol to the local context in Haringey. This includes thinking about the practicalities of how to support and transfer young people charged with offences where bail has been denied, and how to monitor how effectively we are able to intercede and support young people who are arrested.

The aim of the protocol is to safeguard children and young people through avoiding, so far as is practicable, their detention overnight in police custody following charge and the denial of bail.

The protocol also clarifies the duties and responsibilities of agencies in the management of arrangements for the transfer to local authority accommodation of children and young people (aged 10 to 17 years) who are charged and denied police bail.

We have a commissioned Appropriate Adult service the TAAS, however we recognised that in the first instance children and young people in police custody in the first and possible instance need an adult known to them to support their needs.

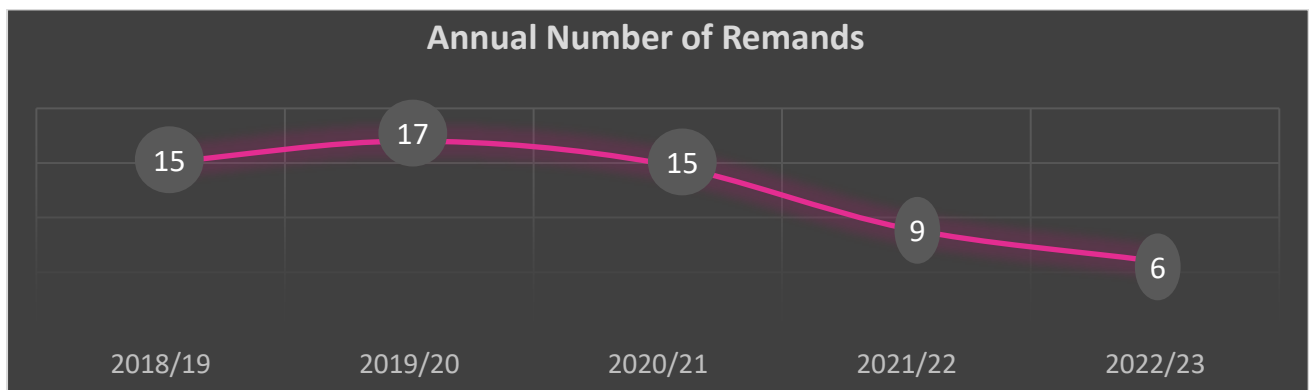
The main challenges that we find locally with this is placement sufficiency, finding a placement that does not require significant retainers and placements willing to be used as a PACE bed due to concerns over risk.

As part of the partnership plan, owned by the YJSPB, we have a target to participate in a pilot with other London local authorities where council staff and Met Detention review and scrutinise remand decisions in partnership. The Pilot has yet to be launched but Haringey are committed to being a part of this process to ensure positive outcomes for children and young people in police custody.



16 REMANDS

In Haringey we never refuse or recommend against Bail, we do recognise when children may struggle to adhere to strict packages, but it is part of our culture of practice to ensure that remand is the last option. Our current data shows that the number of remands is reducing annually. We currently have the lowest ever number of children on remand. It is evident that all children we have managed on remand are awaiting trial or court hearing for very serious and grave offences.



17 USE OF CUSTODY

The use of custody has decreased nationally over the past ten years in recognition of progress within youth justice. Our young people in custody are amongst the most complex and vulnerable children in our borough who are in the secure estate for some of the most harmful and grave crimes. Our data shows that we have nine custodial sentences but that related to six young people as three were given different concurrent custodial sentences. Custody is never recommended unless directed by a court for matters deemed “so serious” however as part of good practice commensurate community options are always put forward.

18 CONSTRUCTIVE RESETTLEMENT

When we consider about ‘resettlement’ in youth justice, we generally mean the support that a child receives as they re-enter the community from custody. The Resettlement of children from custody is a statutory responsibility of local authorities, in partnership with the Police, National Probation Service, Health and HMPPS Youth Custody Service (YCS). However, being released from custody is not the only difficult transition that children in contact with the youth justice system might need help to navigate. For instance, children might need help to ‘resettle’ when entering and leaving care, or when moving in, around, and out of the criminal justice system.

In Haringey, our profile of young people that experience remand and serve custodial sentences in the last 2 years do not generally experience custody for short periods, thus resettlement in Haringey is not a task regularly completed. In the last 12 months we have resettled one young person where they returned to the family home.

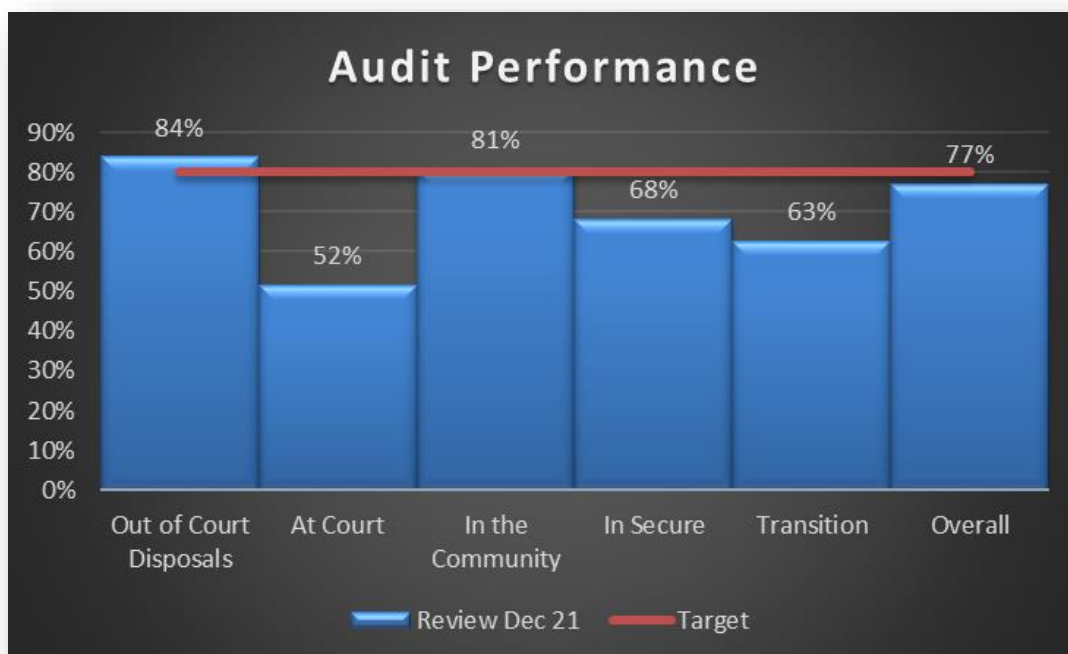
We have a policy and guidance document to address the need for constructive resettlement. As part of our ongoing development of the service in this area, will continue to explore how we can support our young people to constructively resettle after intensive community work/ contact with our service. Exploring the notion that resettlement extends further than transition from custody to community but in the transition from intensive support to the exit from services as well as the transition to adult services. The YJS will be addressing this in the operational Improvement plan, [see Appendices.](#)

19 STANDARDS FOR CHILDREN IN THE JUSTICE SYSTEM

Due to the launch of our new QA tool in 2022 we decided to focus on internal Quality assurance process and ensure they were embedded. Our tool uses national standards and HMIP inspection framework. As mentioned, we relaunched the tool in January 2023, however this year, we will also take part in another National Standard self-assessment exercise. This time we will include traditional auditing of each standard by YJ management staff as well as include round table discussion with board members, senior managers and YJ practitioner to have a more rounded and holistic approach that connects our board to practice in a meaningful way that contributes to our self-assessment.

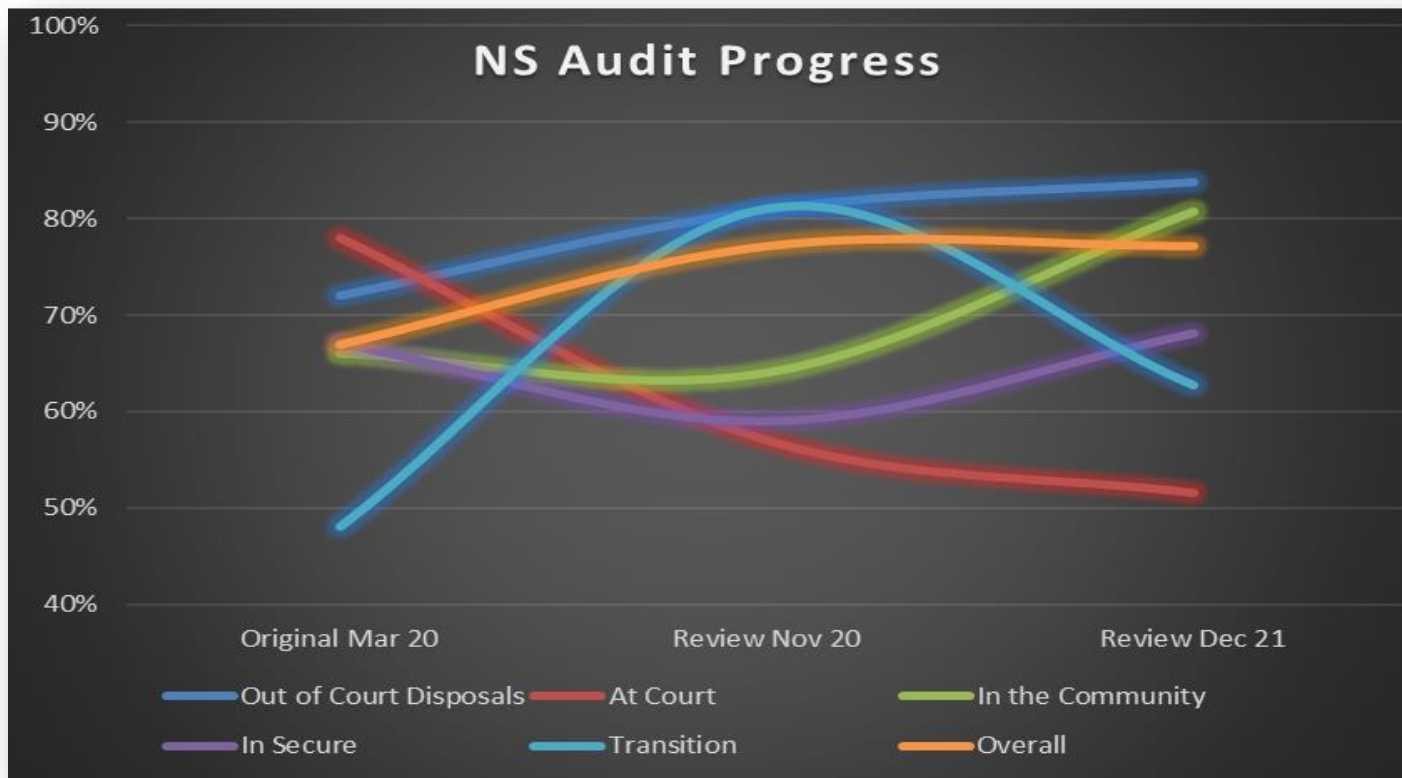
The last National Standards Audit was undertaken over 3 months between August and December 2021. We audited and analysed 50 cases over this time across OOCs, Court, Community, Secure and Transition & Resettlement. We set ourselves a target of meeting standards in 80% of cases. Overall, we scored 77% equivalent to a rating of Good. This was the same score as the previous analysis in Dec 20 and 10% higher than the first analysis in March 20.

In 2023 we will resume our work self-assessing against National Standards, this year we are including an interface with our Board members by getting them fully involved in the process. We will be having a round table discussion style session per National standard where board members, case managers and senior leadership within the division scrutinise an audit and score/ self-assess as a collective – this will run alongside 10 National Standard specific audits completed by the YJS Leadership team. The results of this self-assessment will be submitted to the YJB in October 2023



We also achieved the target for OOCs (84%) and Community orders (81%)

The decrease in performance with “At Court” (52%) was due to staff not clearly evidencing that they were explaining the order/outcome to the young person and parents/carers. This has now been addressed through a change in processes at court and are assured that we are providing and more confident and communicative service at court for our young people and their families



20 WORKFORCE DEVELOPMENT

Please see [Appendix](#) for Training Plan and Operational service plan

21 EVIDENCE-BASED PRACTICE AND INNOVATION

Systemic Training

YJS has secured 6-day introduction into systemic practice for all front facing staff. This training will be giving Haringey YJS a school of thought and a theory to underpin their practice.

Your Choice CBT Training

Haringey YJS have 3 representatives taking part in the Your choice CBT Training with a key focus on reducing serious youth violence via therapeutic skills and sessions.

Development of a prevention arm to the YJS

See section on [Looking Forward](#)

Family work “Whole Family approach”

- Empowering parents and carers
- Ensuring YJS practitioners are placing significant emphasis on the need of the whole family.
- Created family goals alongside individual goals for the young person.
- Support parents and empower them to use universal services and seek out relevant tools to achieve goals.
- Team around the family approach to planning – bringing agencies together around the family to co create plans and interventions.
- Review, rewrite (if necessary) and succeed.

Team Space

Peer led practice development space using evidence-based techniques to support staff with innovative practice.

Constructive Resettlement for all

Resettling children and young people from long term and intensive community work

Development of in-house Intervention and group work based on current trends for young people, gender based contextual safeguarding, online masculinity, emotional wellbeing

Youth Participation - The YJS Leadership Team engage young people in a quarterly participation session gaining direct feedback from about their experience of the service and changes they like to see. The aim is to let young people contribute to service delivery via thyeir feedback.

22 EVALUATION

Haringey YJS have several projects that will be subject to evaluation and are deemed evidence based these include.

- **MOPAC Disproportionality Challenge Fund** – Wipers Mentoring and academic study.
- **Venturous Robbery Intervention**– this is an offence specific group work aimed at addressing and challenging young people around the root causes and impact of acquisitive offending – the program aims to create change through empowerment.
- **Social Prescribing** – Health based pilot. It is an approach that connects young people to activities, groups, and services in their community to meet the practical, social and emotional needs that affect their health and wellbeing.
- **Turnaround** – Youth Crime Prevention
- **Your Choice** – Cognitive Behaviour Therapy based programme, enabling staff to be trained to use this evidence practice enhancing interventions.

23 SERVICE DEVELOPMENT PLAN

Haringey YJS is committed to dynamic improvement within its service delivery and practice delivery development.

The YJS Operational Improvement plan is informed by the results from our monthly performance reports and our monthly quality assurance audits. The YJS Work force Training and Development Plan responds to any gaps in practice but also support the academic direction that we are taking the service. Please see appendix for both plans.

Inspection Readiness

In May 2023 the YJS commissioned a diagnostic review to support inspection readiness.

The review was conducted in two phases throughout May 2023. Phase one, was a distanced desktop review and casefile audit. Phase two, consisted of a range of one-to-one interviews with staff and focus groups with the wider partnership. They will have a dual purpose. The diagnostic will explore Key lines of enquiry and improvement required to strengthen evidence to provide to HMIP, and secondly to prepare participants for inspection; to share what they can expect and explore how they can respond to questions during the inspection.

At the time of writing this the full diagnostic result report was not yet available, the outcome will inform the Operational Improvement plan for 2023- 24.

Please see [Appendix](#) for full plan

24 SERVICE DEVELOPMENT

Looking at the YJB strategic pillars it is reassuring that there are many parallels to the work we continue to work towards achieving.

- **Child First approach and Drive system improvements that treat children as children** – Haringey continue to operate in a child first approach building on young people’s strengths addressing needs, placing significant value on participation and young people’s feedback. Advocating for our young people in all situations remains a pillar of our practice.
- **Strengthen and enhance our oversight of the youth justice system** – Haringey YJS are committed to evaluating and quality assuring our work in detail and to a high standard it is in our search for further improvement that we are able to deliver the highest standard of service to young people.
- **Promote a holistic approach to address challenges facing children in contact with the youth justice system** – having a systemic approach to youth justice allows us to work with children and young people as part of a system and to utilise the network to support what is best for the child – our training last year and our plans for implementation this year will help us achieve this.
- **Maximise opportunities for improvements for children** – Our commitment to accreditation and ensure that all young people receive accreditation for the work they do when they are with us as well as ensure that all work with us can support future opportunities is a key.

24.1 UPDATE ON THEMATIC INSPECTION

Her Majesty’s Inspectorate of Probation (HMIP) chose “The experiences of black and mixed heritage boys in the youth justice system” as the subject of their thematic inspection they conducted between April – June 2021. Haringey was chosen as one of the areas to be inspected in May 2021. Findings from the inspection were shared with staff within the YJS and the wider partnership. Recommendations were incorporated within our YJS operational and strategic plans. Progress to date within our action plan to address disproportionality includes:

- our partnership continues to expect our partners to use their own data to help inform our work and better understand how we can make individual improvements to address disproportionality,
- our quality assurance tool supports managers are actively analysing this when auditing a case and can support staff to highlight and triangulate information to provide more robust assessments with a diversity lens,
- a temperature check was conducted with all staff to explore how many case managers were in touch with and or actively seeking out the voice of the fathers. This exercise highlighted to staff the need for more curious practice. This was followed by a practice development workshop on working with fathers and absent fathers. A plan for a fathers group lead by the YJS will be developed in 2023- 2024,
- where young people have been stopped and searched by the Police, this continues to be added to the assessment as a “significant life event”. Open discussion with young people about their experience with police/in custody or their arrest/ of court are now fully expected as part of early engagement, to ensure we are capturing these lived experiences,

- Haringey YJS are current part of the Stop and Search project steering group which is lending our lens to addressing the safeguarding impact stop and search has on children and young people,
- Haringey YJS continues commissioned identity-based intervention for our young black and mixed heritage boys for the third year whilst also developing our own interventions around culture and identity and family cohesion,
- Haringey YJS engages in quarterly participation sessions where a senior manager gains direct feedback on a number of issues including the lived experience of our young black and mix heritage young men.

We continue to use our privilege to champion the needs of our young people and openly challenge disparity. We will use the feedback to continue to improve and place a new focus on youth and family participation to ensure the voices of both the young people and their families continue to inform the delivery of our service.

25 CHALLENGES, RISKS AND ISSUES

The Haringey Youth Justice Management Board have developed a risk register where we keep abreast of any risk to service and delivery. It allows members to respond and support effective change, tasks on the register can be delegated to the operational board which sits underneath the management board.

Safety and Wellbeing of our young people continues to be a growing risk with more and more young people presenting with high-risk needs. Our biggest challenge of 2022 was recruiting to our full time seconded CAMHS role, and mainstream mental health services for young people being at such a capacity that our thresholds were not in sync. We have since recruited and in April 2023 our dedicated CAMHS officer has now been inducted into the service and growing our wellbeing offer in partnership with our health colleagues is a key priority for 2023/24

SALT provision continues critical issue for the YJS cohort. Haringey does not currently have a YJS specific commissioned SALT offer; and continues to be a key priority for the YJS Strategic and Partnership plan including access to universal services. In 2023 we were able to offer training, access to a handbook recommended by our SEND colleagues to staff to strengthen skills and knowledge in this area.

26 LOOKING FORWARD

26.1 YOUTH JUSTICE PREVENTION, TURNAROUND AND A WHOLE FAMILY APPROACH

A key area of focus will be to strengthen the early intervention and prevention underpinned by a whole family approach. Key objectives will include:

- improve overall outcomes for young people and their families,
- respond to the gap in service for our young people subject to police bail and no further action decisions,
- improve the service experience for children, young people and their families by reducing the number of professionals in their network,
- improve consistency of good quality practice,
- ensure prevention, both youth crime, edge of care and social care involvement,
- embed family first approach and systemic practice,
- increase the offer of the YJS and utilise existing skills to meet the growing prevention need,
- increase and broaden the skill, knowledge, and experience of all staff and improve the learning career development opportunities for staff.

26.1.2 PLANNING AND IMPLEMENTATION

- systemic training delivered by the Institute of Family Therapy has been completed, however staff will complete follow up training sessions will be occurring within 2023,
- recruitment of additional officers to increase capacity within the Prevention Team,
- amend our out of court disposal (OOC) assessment tool to align with the Early Help Assessment tool reflecting a whole family assessment and a multi-agency team around the family model (TAF),
- creation of separate planning meetings, using the TAF model to create a robust collaborative prevention plan.
- use the practice development workshops and 'Team Space' to keep the model at the forefront and giving space for any teething issues.
- utilise our colleagues in 'CAMHS' and 'Insight' to support staff with "reflective teams" and maintaining the clinical lens in case discussion and strategy for working with the family.
- working closely with our colleagues in Early Help Family Support and the Youth Service to strengthen whole family plans and also look at the power of Family Network Meetings for supporting the most isolated of families,
- increased focus on prevention, family work, work with fathers and absent fathers.
- placing family and community at the heart of our work.

26.1.3 MEASURING IMPACT

We will measure impact through a range of ways as outlined below:

- create a family focus group model to gain whole family feedback,
- ensure that feedback is gained at planning and review stages and used to inform practice,
- gain both qualitative and quantitative feedback that evidence impact,
- monitor engagement, behaviour, coming to police notice, reoffending, educational attainment and use of custody.
- measure how many families did not escalate to social care involvement.
- quality assurance embedded within practice in all areas, assessing, planning, intervention delivery, review, and closure.

26.1.4 TURNAROUND

- Haringey has been allocated £363,647 over 2022 – 2025 to support 120 children and young people.
- The project went live from December building on a pilot started in Woodside Secondary School and building on our existing Out of Court Offer.
- Our assessment tool has been developed incorporating our Early Help Assessment and our Asset Plus Risk Matrix to ensure risk of offending and safety and wellbeing is incorporated into how we are measuring of risk and impact.
- Referrals are being accepted directly, via MASH and our Early Help Panel – further pathways via community safety are being developed.
- All information is recorded in ChildView – the Youth Justice secure database.

26.2 DEVELOPMENT OF A WELLBEING TEAM

- The structure of the YJS has changed to include an additional Team Manager, Health and wellbeing will be a key work stream where our newly recruited CAMHS, Liaison Diversion and our health partners from the Whittington School Nurses and Insight Platform Substance misuse staff will sit creating a joined-up wellbeing offer for the YJS.
- This joined up offer will allow us to utilise resources to the full and respond to need quicker and in a way that has the highest impact on young people, mixing outreach, groupwork and traditional one to one.
- We have had a member of staff trained in Your Choice CBT – we want to utilize this excellent opportunity and start the develop an in house Your Choice offer for our YJS cohort throughout 2023 - 24.

26.3 SCHOOLS PREVENTION PROGRAMME

- In September 2022 we launched our first in school pilot responding to a trend of a number of OOCB coming from children attending the same school. The programme offered one to one support and techniques to support young [people with the wellbeing and managing emotions to support better behaviour in class, reducing incidents of exclusion. The feedback has been positive and we have since been approached by other schools in the borough.
- Due to the Turnaround finishing we have adapted our referral criteria to include safer school police officer oversight and ensuring we are targeting young people at risk of ASB to link this offer to the Turnaround programme.

26.4 STAFF WELLBEING AND DEVELOPMENT

- Reflecting on last year's plan we had the addition of working through COVID 19 and although we are thankfully safely on the other side, we cannot ignore the impact it had on our communities, and our dedicated workforce. 2023 has been a year of reflection and it is clear from our staff survey that more work is needed to ensure that we place a focus on staff wellbeing.
- Therapeutic spaces have been made available to all staff through a variety of means and specific commission session for our service delivered in 2022/23, with plan in place to strengthen in 2023/2024
- Solution focused sessions will be offered regularly to support staff with workload and impact of complex cases.
- The re design of Team Space to be more interactive learning space for ALL staff including training opportunities inhouse workshops and a space to share learning with each other.

27 SIGN-OFF, SUBMISSION AND APPROVAL

Chair of YJS Board

Ann Graham

Signature

A handwritten signature in black ink, appearing to read "A. A. Graham", written in a cursive style.

Date

28 APPENDIX 1 - BOARD MEMBERSHIP

Haringey Youth Justice Management Board meets quarterly through the year on the following dates: -

Q1	15 th June 2022
Q2	21 st September 2022
Q3	21 st December 2022
Away Day	16 th January 2023
Q4	15 th March 2023

28.1 BOARD ATTENDANCE

Position	15/06/2022	21/09/2022	21/12/2022	Away Day 16/1/23	15/03/2023
Police Inspector			Yes		No
Director of Children's Services	Yes	Yes	No	Yes	Yes
Interim AD for Children's Services	Yes	No	Yes	Yes	Yes
Strategic Safeguarding, Children's Services			No		No
Magistrates	No				No
London Borough Haringey					No
Head of Young Adults	Yes	Yes	Yes	Yes	Yes
Interim AD, Stronger Communities London Borough Haringey	No	no	No	Yes	Yes
CAMHS					Yes
Assistant Director Early Help, Intervention & SEND	Yes	No	Yes	Yes	Yes
Assistant Director Schools and Learning				No	No
Head of Haringey CYP Service for Whittingham Health		No	Yes	Yes	Yes
CAMHS Service Manager	No	Yes	No	No	No
Head of Community Safety	No	No	Yes	Yes	No
Interim Assistant Director, Housing Management	No	No	No	No	No
Head of Children's Commissioning NHS North Central London ICB			Yes	No	Yes
Commissioner of Public Health	No	Yes	No	Yes	Yes
Metropolitan Police	Yes	Yes	No	Yes	Yes
Barnet, Enfield, and Haringey Mental Health		Yes	Yes	Yes	No
Deputy Probation Manager			Yes	Yes	Yes
Virtual School Headteacher				Yes	No
YJS Team Manager	Yes	Yes	Yes	No	Yes
Head of National Probation Service	Yes	Yes	Yes	No	Yes
Head of Service – Early Help	No	No	No	Yes	No
Youth Justice – Performance & Information Manager	Yes	Yes	Yes	Yes	Yes
Team manager YJS			Yes	Yes	No
LBH Public Health Assistant Director	No			No	No
Joint Commissioner for Vulnerable Children	Yes	Yes	No	Yes	Yes
Cllr, Cabinet Member for Children, Schools and Families	Yes	Yes	Yes	Yes	Yes

28.2 YOUTH JUSTICE MANAGEMENT BOARD MEMBERSHIP

Name	Service
Ann Graham/Chair)	LBH Director of Children's Services
Marco Bardetti/ Vice Chair	Det Superintendent Metropolitan Police
Jackie Difolco	LBH Assistant Director for YJS, Early Help, Prevention and SEND
Emma Cummergen	LBH Head of Service Young Adults Service & Youth Justice Service
Sheri Jiwany- Burnett	LBH Service Manager – Youth Justice Service
Steve Milne	LBH Performance Information Manager
Shirley Kennerson	NPS Head of Service: Enfield and Haringey
Carole Preston	SAB Business Manager - Safeguarding and Social care
Linda Edward	LBH Senior Commissioner Public Health
Andy Brien Matt Dumbleton	Metropolitan Police
Beverley Hendricks	LBH Assistant Director: Safeguarding and Social Care
Eubert Malcolm	LBH Assistant Director: Stronger Communities
Susan Otiti	LBH Assistant Director: Public Health
Jeanne Faulet-Ekpitini	CAMHS Service Manager
Simone Common	Head of Service – Early Help and Prevention
Cllr. Zena Brabazon	Cabinet Member: Children, Schools and Families
Jane Grant	Whittington Health Trust: Head of Childrens and Young People's Services
Ben Mensah	CAMHS: Managing Director
Jane Edwards	LBH Assistant Director Schools and Learning
Joe Benmore	LBH Strategic Lead: Community Safety /IOM
Sanjiv Pathak	LBH Interim Head: Virtual School
Karel Stevens Lee	NCL ICB Head of Children's Commissioning
Kate Littler/Stuart Ratcliffe	LBH Team Managers: Youth Justice Service
Helen Patten	Service Manager MASH
Keith Warren	LBH Head of Children in Care & Placements
Henry Smithers	Head of Innovation and Engagement North London
Janie Greenberg	Deputy Youth Panel Chair Magistrates
Vivienne Okoh	NCL ICB Joint Commissioner for Vulnerable Children

28.3 TERMS OF REFERENCE

Haringey Youth Justice Strategic Partnership Board (YJPB)

Terms of Reference: How We Work

For Board March 2023

To review March 2024

1. Introduction

- 1.1 The Haringey Youth Justice Service (YJS) is established under Section 37 of the Crime and Disorder Act (1998) with the principal aim of preventing offending by children and young people and promoting safer communities.
- 1.2 The Haringey Youth Justice Partnership Board (YJPB) is required to manage the performance of the youth justice services in LB Haringey and ensure the delivery of the statutory principal aims. This includes:
- reducing the number of children and young people who enter the Youth Justice System
 - reducing the likelihood of reoffending by children and young people and the risk of harm that they can cause to other people and themselves.
 - reducing the number of children and young people receiving custodial disposals
- 1.3 The Director of Children's Services within the local authority is required to take the lead in ensuring that adequate and suitable governance arrangements are in place to ensure that all the statutory partner agencies are fully participative and contributing to the YJ Partnership Board as required.
- 1.4 Statutory partners are:
- Local Authority services, notably Community Safety, Children's Social Care, Education and Public Health
 - National Probation Service
 - Police
 - Health - NHS
- 1.5 The Board also includes key strategic partners including from the Highbury Corner Court.
- 1.6 Haringey, through the Director of Children's Services, will choose to secure additional board membership to assist in meeting the strategic goals.

2. Statutory Requirements of a Youth Justice Partnership Board

- 2.1 In paragraph 40 of the Inter-departmental Circular on Establishing Youth Offending Teams (1998), the statutory role of the YOT Management Board is defined as:
- Determining how the YOT(s) is to be composed and funded, how it is to operate and what functions it is to carry out.
 - Determining how appropriate youth justice services are to be provided and funded.
 - Overseeing the formulation each year of a Youth Justice plan.
 - Overseeing the appointment or designation of a YOT manager.

- As part of the annual Youth Justice Plan, agreeing measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

3. Haringey YJSPB Governance: The Strategic Board

- 3.1 The Youth Justice Partnership Board is accountable to the Chief Executive through the Director of Children's Services. The YJMB works within the policy and performance framework set by the Ministry of Justice through the Youth Justice Board for England and Wales. The YJPB processes are supported by the LA administrative team.
- 3.2 YJMB exercises accountability on behalf of Haringey LA for the three national Key Performance Indicators set by the Youth Justice Board:
- Reducing first time entrants
 - Reducing reoffending
 - Reducing use of custody
- 3.3 Within Haringey, service performance is accountable through the DCS to the Community Safety Partnership (CSP), with oversight by the Local Safeguarding Children's Board (LSCB) and Health and Wellbeing board (HWB).

4. The role of board members:

- 4.1 Individual Board members should:
- a. be of sufficient seniority and decision-making authority as to enable necessary partnership developments (applies to statutory partners)
 - b. be advocates for the Haringey Youth Justice services and their parent organisations and networks.
 - c. take steps to actively understand and support practice and strategy development in Haringey youth justice services.
 - d. steering the cause of victim safety for the young people of Haringey
 - e. to continue to challenge, address and support the elimination of disproportionality for children and young people in Haringey.

5. Attendance at Meetings:

- 5.1 Attendance at meetings of the YJSPB by strategic leaders who can make decisions on behalf of their organisation is an essential requirement for effective governance and strong partnership working.
- 5.2 All standing members of the YJSPB are expected to attend meetings and actively contribute to discussions and decisions. As a partnership body, members are collectively responsible for service governance.
- 5.3 Where members are unable to attend, they must notify the meeting organiser and send a substitute of appropriate seniority.
- 5.4 Attendance will be monitored by agency, rather than the individual. Where there are repeated concerns with attendance, the Chair will contact the partner agency and take actions to resolve the issue.

6. Board Forward Plan:

- 6.1 The Board Annual Forward workplan and agendas are developed by the chair with Senior LA officers the Head of Service and Service Manager in consultation with the Board so that the board:
- has oversight of the strategic Youth Justice Plan
 - holds partners to account for partnership performance and contribution.
 - can engage with and respond to changes in local, regional, and national patterns, practice and policy.
 - can undertake self-evaluation and learn from other areas.
 - assures itself of process development to meet National Standards

7. Meeting Quorum:

7.1 Quorum is established as when at least the following are present.

- Chair or the designated substitute
- Head of Service and Service Manager
- At least one other LA service
- At least one non-LA partner service (statutory partner or not)

7.2 Should a meeting not be quorate ten minutes after the published start the Chair shall take the decision whether the meeting can continue or not.

8. Agenda:

8.1 The Chair and Head of Service meet midway between meetings to review actions agreed and plan the next agenda. Board meetings agendas will routinely include:

- Standing items
- Chair overview
- Report from Head of Service/ Service Manager including performance.
- Finances including any commissioned services.
- Thematic discussions to address key areas of practice, partnership, or performance.
- Evidence of the views of young people, families, and others on the effectiveness of services will be evident directly and indirectly.

9. Frequency and Administration:

9.1 The Management Board will meet quarterly for approximately 2 hours. Members are expected to attend. If a delegated representative must attend on behalf of a member, they must have decision making authority.

9.2 Papers will be sent out approximately 7 working days in advance of a Board meeting.

9.3 Minutes will usually be ready for circulation within seven working days for Officer sign off and then will be signed off by the Head of Service.

9.4 In between meetings, and in preparation for meetings, members may be required to contribute to specific pieces of work to drive the plan forward which will aim to improving the quality of services via the operational board.

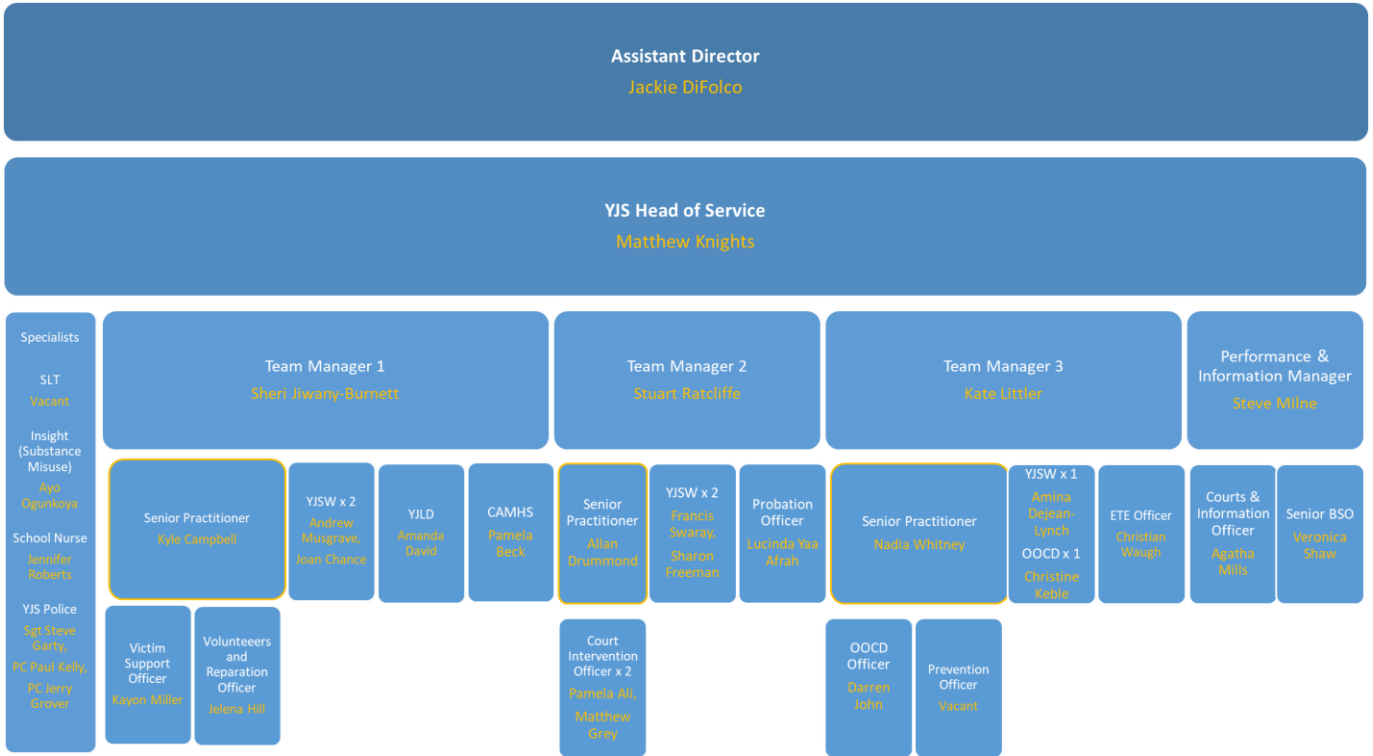
9.5 The Board may from time-to-time commission "Task and Finish" groups in order to address specific aspects of the youth justice provision and fulfil the partnership plan in relation to partner services.

10. Interface with the Youth Justice Service:

- 10.1 The Head of Service includes an item in staff meetings outlining priority actions and decisions at board meetings. The Chair to periodically attend full-service meetings by invitation of the Service Manager of the YJS to discuss key developments with staff.
- 10.2 Managers have a space at the board attending on a rota basis, staff members are able to attend to observe or present agenda items and showcase practice.

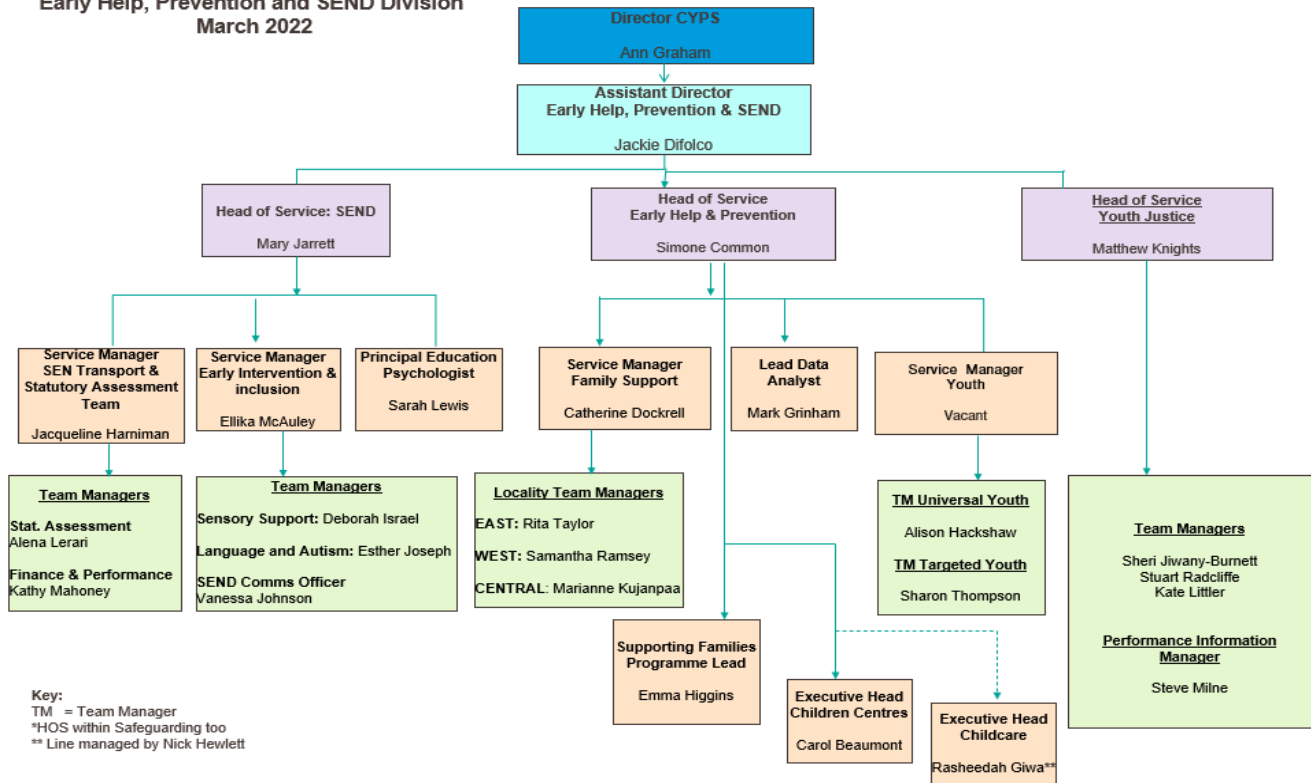
29 APPENDIX 2 - SERVICE STRUCTURE CHART & ETHNICITY

29.1 YOUTH JUSTICE STRUCTURE



29.2 CHILDREN AND YOUNG PEOPLE STRUCTURE

Early Help, Prevention and SEND Division
March 2022



30 APPENDIX 3 OPERATIONAL IMPROVEMENT PLAN – INC NS

Team:	Youth Justice Service
Service Manager	Sheri Jiwany -Burnett
Head of Service:	Emma Cummergen
Assistant Director	Jackie Difolco
Date of completion of templates	10/05/2023
Date Updated	18/05/2023

PART A

What do we know about the quality and impact of our team's practice?	How do we know it?
Inspection Readiness:	<p>Our last Core Case Inspection was in 2012, where we received gradings of Moderate Improvement Required in the area of Safeguarding and Substantial Improvement Required for Risk of Harm and Likelihood of Reoffending respectively.</p> <p>Her Majesty's Inspectorate of Probation (HMIP) chose "The experiences of black and mixed heritage boys in the youth justice system" as the subject of their thematic inspection in April – June 2021. Haringey YJS took part on 17 – 21 May 2021. Since then, we have built on what we learned in that process and continue with regular meetings to address preparation for HMIP inspection.</p> <p>Organisational delivery (domain one)</p> <p>We look at how the service is run and led strategically. We look at workloads and staffing levels and whether there are arrangements for learning and development. Inspectors will look at any partnerships and services there may be and whether the right information is available, and whether facilities are in place to support staff.</p> <p>YJS dashboard and dashboard highlights support the board with understanding the YJS cohort in more detail and a focus on performance against the three national indicators.</p> <p>Court disposals (domain two)</p> <p>Inspectors look at the assessment, planning, implementation and delivery and the reviewing processes being delivered to children and young people.</p>

<p>What do we know about the quality and impact of our team's practice?</p>	<p>How do we know it?</p>
	<p>Out-of-court disposals (domain three)</p> <p>As in domain two, inspectors look at the assessment, planning, implementation and delivery and the reviewing processes being delivered to children and young people. The YJS has a weekly OOC panel which encourages joint decision making with the police and partners. The YJS also developed an OOC scrutiny panel alongside the police to ensure that proportionate decision making is taking place.</p> <p>Feedback from the 2021 thematic inspection resulted in a more identity-based interventions to complement the offence-based work that was established in delivery.</p> <p>Resettlement</p> <p>Resettlement is a new Inspection criteria area within HMIP -therefore ongoing focus on this will be added to the operational improvement plan. 2022 saw the introduction of the new policy for this area.</p> <p>Service Level Agreements and Process/Procedures</p> <p>The current service level agreements YJS processes/procedures updates and reviews are being monitored through our inspection readiness log and our Evidence in advance folder.</p> <p>Audits and Quality Assurance:</p> <p>The YJS has their own QA system consisting of each manager quality assuring 2 cases each per month, using an internal audit tool. The QA form takes us through various areas which helps identify good practice and highlights areas for improvement. In 2022 we launched a new auditing tool to align ourselves more with our social care colleagues and ensure that we utilize inspection standards in our audit process – we have since examined the results across the year and used the findings to further improve the tool.</p> <p>The tool is far more in-depth and is aligned to our inspection framework as set out by HMIP. This tool allows us to measure impact and implement improvement in a far more robust manner than previously.</p> <p>We are also embarking on joint national standards audit in 2023 to involve our partnership board members in the process and create stronger links between strategic steer and operational delivery.</p>
<p>YJS Interventions and Programmes</p>	<p>The YJS has reviewed the programmes of interventions that are available to staff to address various subjects and criminogenic factors. The findings found that there were limited resources available for staff to use and often no evidence-based programmes used.</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
	<p>There was a need for a focus on outcomes for young people with specific targeted work being covered and evidenced on the case management system. There also needs to be a difference of interventions/programmes offered for young people that have a journey through the criminal justice service when made subject to different disposal and court orders.</p> <p>The YJS purchased various intervention workbooks to support with the one to one and group work delivery. In addition to this the YJS are also a registered AQA licensed center and distribute certificates for young people participating in our group work and reparation projects.</p> <p>New creative virtual interventions have been created and a timetable of activities has been developed.</p> <p>Ether programme: Commissioned for two further programs in 2023/24.</p> <p>Street Doctors: Commissioned from 2020 and we have around 10 workshops remaining which are being completed in 2023.</p> <p>Venturous Programme – This is an acquisitive offending-based programme delivered by wipers and funded by MOPAC specially aimed to reduce street robbery. We have purchased 2 programs one delivered in March 2023 and the other October 2023</p> <p>Health is your Wealth: This is an in-house physical health and emotional wellbeing group that aims to use healthy eating and exercise and the good lives model and a trauma informed approach to support young people to make healthier life choices.</p> <p>Girls Group - New in-house gender-based programme new for 2023 – Update to follow in 3 months as we are still in the development stage.</p> <p>Young Men's Group - New in-house Group gender-based program new for 2023, update to follow in 3 month as we are still in the development stage</p> <p>Old Bailey Weapons - awareness – half termly knife, and weapons awareness held at The Central Criminal Court</p> <p>Mopac Disproportionality study and Mentoring – Mentoring delivered by Wipers is available to up to 8 young people in the service who will then go on to take part in the academic study on disproportionality – this is in partnership with Hackney, Camden, Islington and Enfield</p>

What do we know about the quality and impact of our team's practice?	How do we know it?
	<p>Social Prescribing pilot – A care approach that ‘connects people to activities, groups and services in their community to meet the practical, social and emotional needs that affect their health and wellbeing’.</p>
<p>Risk Management Panel:</p>	<p>In 2023 the YJS reviewed the Risk Management Panel and developed the YJS Risk Policy which incorporated the Risk Management Panel terms of reference. The Risk Management Panel frequency of the panels remain fortnightly, where possible a maximum of 4 young people being discussed from 10am-12pm. This ensures that all cases being reviewed in a timely manner and that as a multi-agency we will be confident in the panels purpose. We're frequently hearing 5 a fortnight and considering increasing panels to weekly given the high risk profile of the cohort (perhaps in short term) and we are now supported by Forensic Psychologist from FCAMHS.</p> <p>A monthly risk register ensures that the top 30 young people of the highest risk – ROSH score (Risk of Serious Harm) and needs within the service are being regularly reviewed by the management team.</p> <p>The RMP is chaired at TM level, SM attends all 1st RMP and all that are escalated. This is regularly reviewed between TM and SM.</p>
<p>Restorative Justice:</p>	<p>Restorative approaches cascade throughout work delivered by the Youth Justice Service. Restorative Practice within the Youth Justice Service has 3 connected and vital components. Volunteers (specifically community panel members), Victims work and Reparation projects in the community (that serve and include the wider community). These interventions in combination seek to redress and contribute to the repairing and reducing harm within the community.</p>
<p>Health provision:</p>	<p>The YJS has established working relationships with Whittington Health Trust and has a dedicated schools health nurse who will be working closely with our Liaison Diversion worker to offer regular health screenings and link with the Looked after nurses for our CIC cohort.</p> <p>The YJS has established working relationships with Insight Platform and has a dedicated substance misuse worker once a week who is physically in the office.</p> <p>The YJS has recruited a secondee CAMHS Officer who will lead on the emotional well-being of our cohort. Clinical case consultation space will continue for staff with the CAMHS worker in partnership with clinicians from the Vanguard.</p>
<p>Court Work:</p>	<p>Court practice was deemed an area for NS improvement – the performance manager has now set up a robust system with staff to safeguard against poor practice as well as spot checks throughout the year.</p>

Haringey Youth Justice Strategic Plan 23/24

What do we know about the quality and impact of our team's practice?	How do we know it?
Participation:	<p>Children's Voices will be at the heart of everything we do and will be clear and visible on any plans relating to them. Our ambition is to ensure all children, young people and their families report a high level of satisfaction with the services they receive, the outcomes they achieve and feel involved with and confident in Haringey YJS.</p> <p>Children's participation events will continue as a key priority In 2023/24 alongside the development of parent participation/ coffee mornings.</p>

PART B**Haringey Youth Justice Service: Operational Delivery Plan**

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
1	Inspection Readiness YJS is prepared for Inspection	<p>Have regular Inspection meetings with HOS, SM TM and Performance Manager to ensure Inspection Plan</p> <p>YJS Strategic and Partnership Plan for 2023/2024 to be completed.</p> <p>All relevant policies and procedures to be reviewed as part of “evidence in advance” preparation.</p> <p>Commission diagnostic to inform inspection readiness and future actions.</p>	<p>YJS have the relevant partnership agreements in place and recorded all in one place.</p> <p>YJS has an up-to-date inspection readiness and logistics plan</p> <p>To ensure all partners have a strategic stake in effective and positive change of the Haringey YJS cohort.</p>	HOS and SM	Priority 7	June 2023	
2	Whole family Approach and Quality of Assessments and plans.	<p>YJS to continue to complete internal national standard audits of Asset Plus using the inspection framework.</p> <p>YJS Management team to continue completing Internal monthly QA audit.</p> <p>Quality Assurance Tools to be consistently used and saved on Child view (Case management system)</p>	<p>Assessments will have more quality analysis</p> <p>Assessments will be more strengths based</p> <p>Assessments will have increased the voice of the child and families</p>	YJS Management Team	Priority 2	Dec 2023	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
		<p>Young Peoples plan launched – thematic audit to QA embedded practice.</p> <p>Planning meeting launched – Audit to confirm impact.</p> <p>Focus on improvement diversity within the Asset Plus</p> <p>Focus improvement on how staff capture and evidence the child’s lived experiences including about discrimination, impact of stop and search and any experiences of excessive force by the police.</p> <p>Continued focus on how we include and capture the voice of the fathers and specifically absent fathers – Audit to confirm improving practice</p> <p>Embed and Build on Systemic Practice Training and whole family’s approach into YJ practice - using Team space in housework force development and the academy as well as IFT</p>	<p>QA tools will ensure that there is standardisation across the management team around quality and set a standard of expectation.</p> <p>Young people’s plans are more inclusive</p> <p>Stronger Assessments leading to robust plans – meeting HMIP criteria for Diversity?</p> <p>Giving assessments more validity, ensuing the support network for the child is at its fullest and go further to work from a think family first approach</p> <p>Having the father and the male perspective will be invaluable to our overwhelmingly male cohort: ensuring 100% of plans capture the voice of parents/ carers</p>				

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Capture the voice of YJS cohort who are young parents themselves				
3.	Out of Court Disposal	<p>OOCD Panel working practices reviewed 2023</p> <p>OOCD scrutiny panel to consistently reviewed at least twice a year</p> <p>Build on 2023 Data analysis on families referred to Youth Service with clear focus on case studies and outcomes. Dashboard to be created so re-offending rates can be monitor</p> <p>Improvements needed on how we capture and evidence non-compliance of pre-screening process with families for OOCD panel.</p>	<p>Partnership approach and culture to diversion will be created</p> <p>A partnership decision making culture will be imbedded</p> <p>Stronger partnership with EH and the youth service</p> <p>Transition and exit planning for young people will be improved</p> <p>Whole family work will be improved to support with diversion and prevention work</p> <p>Strengthen Assessments therefore strengthening planning and delivery</p>	YJS Management Team	Priority 2	Jan 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Reduce noncompliance and further offending				
4	Interventions and Programmes	<p>Continued Commissioning of WIPERS intervention program</p> <p>Complete and embed prevention arm of service and specify prevention interventions with think family approach.</p> <p>Ensure referrals to MOPAC achieved.</p>	<p>Increase better outcomes for young people that can be evidenced.</p> <p>Support staff with tools to address complex issues with children and young people.</p> <p>Increase partnership working and increase joint funding projects.</p> <p>Targeted pieces of work that can be evidenced.</p> <p>Increase engagement of children</p> <p>Achievement of certificates evidenced.</p> <p>Support with the YJS EET figures – needs target eg) will improve EET to 80%</p>	YJS Management team	Priority 4		

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
5	Risk Management Panel	<p>Undertake an Annual review of RMP.</p> <p>Test impact of RMP Panel and complete analysis of closed cases to RMP and or where risk has reduced – building insight into what works.</p>	<p>The most complex and concerning children will be regularly monitored and reviewed with no waiting lists.</p> <p>Emergency risk management panels can easily be requested.</p> <p>Increase multi agency responses to risk concerns so risk management is shared.</p> <p>Build insight into what works</p>	YJS Management Team	Priority 2	Dec 2023	
6	Health Provision	<p>Health Partnership meetings to be arranged to focus on health needs of the children within the service to ensure greater focus and impact.</p> <p>Ensure every child has appropriate health screening from onset of referral to YJS.</p> <p>Ensure all children who require CAMHS / wellbeing and psychological support can access no matter where they are living.</p>	<p>Greater clarity on allocated resources and funds to YJS</p> <p>Greater understanding about the health needs of the children within the service</p> <p>Increased in co-ordinated approach to YJS health needs.</p> <p>Reduce concerns of Safety and Wellbeing – Currently over 60% of the case load score High for</p>	YJS Management Team	Priority 4	Mar 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
		<p>Ensure all children requiring access to substance misuse are screened and timely referrals made.</p> <p>Broaden and Develop health dashboard to increase understanding and analysis of children health needs.</p> <p>Whole staff training on Universally Speaking Booklet and basic training with your staff such as the free online Communication Trust training TCT resources (ican.org.uk)</p>	<p>risk to safety and wellbeing we aim to reduce this number</p>				Yellow
7	Restorative Justice	<p>RJ improvement plan to be reviewed.</p> <p>Develop a performance data reporting system for victim's worker key areas of practice</p> <p>Trained new volunteers.</p> <p>Victim Awareness Group</p> <p>RJ Conference</p>	<p>Improve oversight of RJ work which can be monitored and reviewed.</p> <p>Increase number of direct victim work with children</p> <p>Increase number of home visit for victims</p> <p>Increase RJ attendance at RO Panels</p> <p>Better evidence of RJ through assessments and reports</p>	YJS management team	Priority 2	Dec 2023	Green

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Staff have increased confidence of RJ victim work within the service				
8	Court Work	<p>Ensure PSR workshop delivered to court attending staff embeds into practice.</p> <p>Audit Court Practice to ensure guidance has been implemented and child centre reports</p>	<p>Staff have clear working guidelines and expectations for court work.</p> <p>Staff confidence will increase.</p> <p>Child centred approach to reports</p> <p>Improved outcomes in “in court” National Standard</p>	YJS Management Team	Priority 2	Dec 2023	
9	Young People voices	<p>Analyse young people exit survey to impact service delivery.</p> <p>Deliver Quarterly Participation events to ensure young peoples views shape the future development of the service and co-produce.</p> <p>Gather feedback from all group work sessions.</p> <p>Ensure Inclusion of Young People in YJS interview Panels</p>	<p>Obtaining young people’s voices is critical to how we need to shape the service delivery and being to co-produce.</p> <p>Fewer complaints for children and families</p> <p>Increased understanding of what works and impacts outcomes to inform future delivery programs.</p>	YJS Management Team	Priority 3	Mar 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			Increased communication and consultation with our cyp				
10	Parent Participation	<p>Continue parent's coffee morning with HOS/ SM and initiate how parents may begin to influence service development and practice.</p> <p>Family participation/feedback session to be developed via prevention arm.</p>	<p>Think family first approach. Ensure parents are held as the expert position on their children.</p> <p>Parent participation will ensure better outcomes and success in plans and intervention</p>	HOS/ SM	Priority 3	Dec 2023	
11	YJS Quality Assurance	<p>Ensure QA tool remains aligned with HMIP inspection framework and social care QA process.</p> <p>YJS Management team to continue monthly QA audits with analysis from SM to inform practice development / moderated by AD/ HOS</p> <p>National Standard Multi agency Audit to be completed.</p> <p>Continue Team Space – practice-based team forum to share learning and best practice</p>	<p>Monthly tangible outcomes and regular monitoring of practice</p> <p>Certain areas have not shown improvement over the past 2 years and the crib sheet will create a comprehensive solution to ensure practice is also an individual responsibility as well as service wide</p>	YJS Management Team	Priority 2	Dec 2023	
12	Resettlement	Ensure resettlement protocol is articulated across the divisions and roles and responsibilities well understood.	Ensure our children have effective and robust resettlement plans and outcomes and for those who have transitioned to adulthood during a period of custody an effective and robust transition	YJS management Team	Priority 4	Dec 2023	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
		QA all resettlement cases to monitor critical area of work and our impact	<p>plan is completed with Probation.</p> <p>Ensure multi-agency and partnership is aware of roles and responsibilities regarding resettlement</p>				
13.	YJMB	<p>YJS service meeting with Board members to be arranged to showcase the YJS work and Board Members to share their roles and responsibilities.</p> <p>Continue to ensure all Minutes of Board meetings are disseminated to YJS.</p> <p>Continue to circulate ongoing opportunities to the Board to attend participation events and observe panels.</p> <p>Ensure YJS Staff team representation at every Board and showcase the work of the service and achievements of our children and young people.</p>	YJS staff are familiar with the Board, Board members and their roles and responsibilities	HOS	Priority 7	Sept 2023	
14.	Prevention Team	<p>Confirm team structure and use of resources.</p> <p>Create and embed referral pathway.</p> <p>Launch with partners April 2023</p>	<p>Provide children 10-18 with positive opportunities that prevent them from offending.</p> <p>Ensure children in cusp of CYJS are offered assessment and support.</p>	HOS and SM	Priority 5	March 2024	

Haringey Youth Justice Strategic Plan 23/24

No	Area for Development	Action Required	Outcomes to be achieved	Lead	Links to priorities in Div Plan	When will we achieve it	RAG
			<p>Ensure linked to EH and supporting families' programs.</p> <p>Reach 51 young people that meet the Turnaround Criteria from April 2023 – March 2024</p>				Green

31 APPENDIX 4 YJS PARTNERSHIP PLAN

Glossary re: Key Leads

SJB	Sheri Jiwany-Burnett	MG	Michele Guimarin
JD	Jackie Difolco	SH	Sarah Hart
EC	Emma Cummergen	SK	Shirley Kennerson
MB	Marco Bardetti	SM	Steve Milne
KW	Keith Warren	MJ	Mary Jarret
EM	Eubert Malcolm	SP	Sanjiv Pathak
CB	Clive Blackwood	SC	Simone Common
LE	Linda Edward	HP	Helen Pattern
RS	Russell Symons	JFE	Jeanne Faulet-Ekpitini
JG	Jane Grant	MK	Matthew Knight

2023-2024 Key Performance Indicators (KPI)

Haringey Youth Justice Strategic Partnership Board will have a key focus to improve the outcomes for our children in care who are also within the YJS cohort. Therefore, we have additional key performance indicators (KPIs) reflected within this year's partnership plan.

There is a new requirement for all YJSs to report on 10 additional KPIs from April 2023, with first reporting submission in August 2023.

National Standard KPIs:

1. Reduction in number of children in custody to 4 young people and 6 sentencings. (Latest data: 5 YP / 9 sentencings Jan – Dec 2022).

2. Reduction of first-time entrants % to be maintained with aspiration to reduce (Latest data available: 51 in Oct 2021-Sept 22/ increase of 6% from previous year)
3. Reduction in the rate of children who reoffend to 30% of young people (latest data reoffending cohort 1/4/20 to 31/3/21, tracked for 1 year (31/3/23). 40 CYP re-offended form 124 young people offended, re-offending rate was 32.3%).

Improvement targets for Children in Care cohort within YJS:

4. Reduce those with ETE Concerns from 76% in 22-23 to 65%)
5. Reduce those with Substance Misuse concerns from 67% in 22-23 to 60%
6. Reduce those with High Risk of Serious Harm from 26% in 22-23 to 20%
7. Reduce those with High Risk of Safety and Wellbeing from 68% in 22-23 to 60%
8. Reduce those that breached/did not complete their intervention from 32% in 22-23 to 25% to 25% currently 32% (2022/23)

Additional KPIs including current known reportable data:

9. Increase number of children in suitable accommodation from 85% (22/23) to 95% (23/24)
10. Increase the number of young people in suitable education, training and employment from 70% (22/23) to 80% (23/24)
11. Special educational needs and disabilities / additional learning needs – targets not applicable as not performance related
12. Of those with identified need, the % that received Mental health care and emotional well-being support – no baseline as new process. Target 23/24 is 80%
13. Of those with identified need, the % that received Substance misuse support – no baseline – 23/34 Target is 80%
14. % of yp that successfully completed an Out of Court disposals from 81% in 22/23 to 90% in 23/24
15. Links to wider services – targets not applicable as not performance related
16. Management board attendance 54% in 22/23, target 70% 23/24
17. Serious violence offences with a gravity rating of 5 and above – 27 in 22/23, Target 22 in 23/24
18. No of Victims engaged with RJ opportunities – 5% in 22/23, Target 10% 23/24

Haringey Youth Justice Strategic Plan 23/24

No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rating to meet completion date
1.	<p>Governance and Leadership</p> <p>Ensure the board has strong connection to YJS Service and a thorough understanding of the relevant KPIs, oversight of our most vulnerable children to support an active partnership approach to tackling barriers and ensuring a whole systems approach to problem solving and driving innovation.</p> <p><u>Desired impact and outcome</u></p> <p>Board and YJS service interface is strengthened.</p> <p>Leaders to influence strong strategic partnership co-ordination to influence delivery and high performance, prevention and improved outcomes for YJS cohort.</p> <p>Children, young people and parent/carer voices have a direct route to the YJMB to share their views and influence change.</p>	<p>Consider each Lead Partner to present their respective areas to board and cross cutting priorities (by Sept 2023). (TM, MB, JE, BH)</p> <p>External diagnostic completed in May 23, findings presented to the board to consider and review recommendations and agree actions (Jul 23). (CS)</p> <p>Annual YJS and board shared away half-day to share information on role, remit, meet front line staff and provide YJS opportunity to showcase their work (June 2023). (23rd June volunteers: MG, SP, MB, LE)</p> <p>YJS May 2023 diagnostic and action plan (Sept 2023) to be presented to board (CS).</p> <p>New KPIs to be presented to board (Sept 2023) (SM).</p> <p>Chairs of linked governance boards to come together to identify cross cutting priorities and agree key actions (CSP, YJS, HSPC, CPAC, probation) and present findings back to YJS Management Board (Dec 2023). (SK, BH, PM, EM)</p> <p>Board annual away half-day (Jan 2024). (MK)</p> <p>Children's exit questionnaires, learning from roundtable participation events and parents' feedback survey to be shared with board to ensure direct pathway for children and parents' voices to be actioned by the management board (quarterly board meetings). (MK)</p>	Jackie Difolco AD: Early Help, Prevention and SEND			Impact all overall KPI targets above	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
2.	<p>Disproportionality</p> <p>A continued key focus on disproportionality and racial disparity. The partnership will continue to consider the issue from their individual areas, being informed by their own captured data, ensuring the issue is being addressed at all levels both strategically and operationally.</p> <p><u>Desired impact and outcome</u></p> <p>Disproportionality data on the cohort of young people supported by YJS has been shared at each YJ partnership board meeting with scrutiny and challenge to review trends and inform service delivery and decision making at an operational level.</p> <p>Each agency has considered disproportionality for this cohort of young people.</p> <p>Each agency has collated their data and presented to YJMB evidencing how this is used to inform planning and service delivery.</p> <p>Maximised MOPAC challenge fund mentoring to impact their outcomes and we can learn through research.</p>	<p>All partners to consider the issue from their individual areas, being informed by their own captured data, and present to YJMB for scrutiny and challenge i.e., staff training data, disproportionality data reviewed, commissioned specific commissioned interventions (Sept 2023). (JE, CB, MB, SK, SH, LE, BH)</p> <p>School exclusions data to be analysed in context of disproportionality and youth justice cohort? and presented to board in order to understand the impact of school exclusions (Sept 2023). (JE, SP)</p> <p>Joint Partners NS audit to update board on findings where disproportionality was considered, patterns and themes for the board to consider (Sept 2023). (MB, SP, AG, CB, RS)</p> <p>Police to update board on impact and outcome of targeted officer training re SEND and S&S raising awareness of officer re autism/ neuro diversity (Sept 2023). (MB)</p>	<p>Matthew Knights Head of Service YJS</p>			<p>Impact all overall KPI targets above.</p> <p>Comparator 2022/23 data: Black YP 50% White YP 35% Mixed YP 10% Asian YP 3% Other YP 3%</p>	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rating to meet completion date
	<p>We will seek to strengthen our understanding of the lived experiences of children and young people and focus on preventing over representation of children from global majority backgrounds, children in care, and our most vulnerable children within youth justice system to inform our action.</p> <p>Continue to develop cultural competence within the workforce and partnership through training.</p>	<p>Stop and search data to continue to be analysed and presented to board bi-annually to strengthen understanding of the experiences of children according to their recorded ethnicity and ensure contribution to the action plan (bi-annually). (MB, BH)</p> <p>YJS Victim data to be analysed through a disproportionality lens to identify barriers to youth justice processes (Dec 2023). (SM)</p> <p>Challenge fund awarded to Camden, Hackney, Haringey and Islington. Achieve maximum referrals to MOPAC Challenge Fund and ensure impact analysis – 100% referral target to be achieved = 8 (March 2024). (SJB)</p> <p>Training for Youth Justice Management Board Partners in cultural competence/ unconscious bias, anti-racist practices, anti-oppressive practices, and the adultification of children (March 2024). (MK)</p>					

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
3.	<p>Prevention and diversion</p> <p>Underpinned by Haringey’s Early Help Strategy and Youth at Risk Strategy, embed the prevention approach within the YJS. Using the principles of the Think Family agenda to ensure wider issues within the family network are considered fully to improve outcomes for children and young people.</p> <p>To continue Haringey’s commitment to ‘child first, offender second’ culture, managed through a trauma-informed, contextual safeguarding as well as ensuring a whole family approach to assessment intervention and delivery.</p> <p><u>Desired impact and outcome</u></p> <p>Improved diversion pathways and increase targeted resource for youth crime prevention.</p>	<p>Regular reporting of key areas of Prevention work which provide both analysis and impact to enable the board to provide robust scrutiny and oversight to inform decision making and strengthen insight into the co-ordination of resources regarding the varying providers (Sept 23 and Mar 24)</p> <p>One report incorporating:</p> <ul style="list-style-type: none"> - Turnaround - Out of Court Disposals bi-annual scrutiny review of OOCd with partners presented to board - Operation Engage - Liaison and Diversion <p>Prevention indicators incorporated into performance reporting to the board (Sept 23). (SM)</p>	<p>Matthew Knights Head of Service YJS</p>			<p>Impact all overall KPI targets above eg) FTE and reoffending.</p> <p>51 children and young people will be reached via the Turnaround Programme</p> <p>Increase in referrals to OOCd to 40% of overall cohort (baseline for 22-23 was 15%)</p>	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	<p>Multi-agency information and intelligence is gathered and shared to identify early those children and young people at greatest risk of entering into the criminal justice system.</p> <p>Ensure we are effectively diverting children from entering criminal justice system by building resilience and preventing vulnerabilities from escalating into offending, social or educational exclusion, neglect and abuse.</p> <p>Underpin YJ practice in clear evidence-based theory creating an academic 'school of thought' for YJS practice increasing consistency and relationship-based practice.</p> <p>To ensure and understand impact on siblings and increase whole family approach within service delivery.</p> <p>To ensure Early help and intervention and referral for prevention targeting the right children / ensuring timely teachable moments and increasing positives outcomes and effectively reducing future offending with clear access to Op Engage and Liaison and Diversion.</p>	<p>Deep dive completed with partners exploring how they adopt whole family/think family approach within their agencies to improve outcomes for young people within the YJS Cohort. (Nov 23) (LE, SC, CB, JE, KW, RM)</p> <p>Review of OOC panel findings shared with the board with key actions for implementation that focus on increasing the number of young people who are supported through the OOC process to ensure earlier and formalised support. (MB)</p>					

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
4.	<p>Use of Police remand and custody</p> <p>To deepen the management board's understanding of the children and young people that are in held in custody overnight. Understanding the trends and patterns of this cohort is imperative so that the YJS are clear in how best to prevent and support within a partnership approach.</p> <p>Desired impact and outcome</p> <p>To build better partnership with our local custody lead and ensure scrutiny data shared for learning.</p> <p>To ensure successful coordination of resources in police custody – L&D Operation Engage</p> <p>To ensure appropriate use of PACE</p> <p>To understand how often TAAS is used and the impact of this.</p> <p>To strengthen outcomes for children in custody</p>	<p>Haringey MASH to model Enfield Daily MASH joining meeting with police, YJS, liaison and diversion and Op engage to ensure in time learning, addressing performance. With the aim of fast time reviews addressing learning or performance issues more effectively and ensure embedding of PACE protocol, and YJs attendance at relevant strategy meeting as a matter of course (July 2023). (AH, HP, op engage manager – Hussain, MK)</p> <p>Retrospectively review overnight custody at WG Custody suit – Phase 1 to introduce a monthly meeting with Met Custody Lead (Aug 2023) (MB (Liaise with Steve Reilly), MK)</p> <p>To undertake an analysis of all children in custody to identify trends learning and subsequent potential work across the partnership to improve outcomes (December 2023). (MB (To liaise with Steve Garty), MK, SM)</p> <p>Linked to above - Phase 2 report on impact and recommendations to the partnership (Feb 24).</p> <p>Review current commissioned Appropriate Adult contract to ensure fit for purpose and present to board how often TAAS is deployed (March 2024) (MB, MK and appropriate commissioner TBC)</p>	<p>Marco Bardetti</p> <p>Detective Superintendent</p>			<p>Custody KPI to reduce:</p> <p>5 YP/ 9 sentencings Jan – Dec 2022</p>	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rating to meet completion date
5.	<p>Health and Wellbeing:</p> <p>Improve health outcomes for children within the criminal justice system, specifically in relation to speech, language and communication, wellbeing, mental health, substance misuse and physical health.</p> <p><u>Desired impact and outcome</u></p> <p>Improve identification of children with speech and language and communication needs</p> <p>YJS children to have access to targeted speech and language and communication resources specific to their needs.</p> <p>Ensure the psychological and emotional wellbeing of YJS children and young people and improve outcomes.</p> <p>Ensure improved outcomes where substance misuse has been identified as a concern.</p>	<p>Speech and Language Communication</p> <p>Secure targeted resources specifically for YJS children to have access to appropriate speech and language and communication support (Sept 2023) (JG, K SL, JB, MK, CY – head of SALT)</p> <p>Continue to strengthen YJS service knowledge, training, and access to universal offer (ongoing). (MK)</p> <p>Young Peoples’ Mental Health</p> <p>Secure full CAMHS resources allocated to YJS and wider Early Help services. In the absence of this, provide an interim option which outlines effective support for our YJS cohort. (June 23) (MG, CB, JFE, MK, SH)</p> <p>Re-explore Anchor approach (LE)</p> <p>Substance misuse</p> <p>Review engagement rates with Insight and develop plan to increase these. (June 2023.) (SH, MK)</p> <p>Joint presentation to board on substance misuse data and good practice case study (Sept 2023). (SH)</p>	Linda Edwards Senior Commissioner Public Health			<p>Comparator Data 2022/23</p> <p>substance misuse 60%</p> <p>MH concerns 62%</p> <p>physical health concerns 19%.</p> <p>Would also add data re: ROSH etc for 22/23 and YTD for 23-24 as we should see an improvement in areas such as improved access to services, reduction of MH/substance misuse concerns. Etc</p>	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	To learn from good practice and impact of social prescribing on outcomes.	<p>Social prescribing pilot</p> <p>Report to YJMB to track progress on impact for YJS cohort and outcomes and next steps. (March 2024) (LE, SR, MK)</p>		SP pilot commenced Feb 23. Evaluation report to be included on completion Oct 23			
		<p>Physical/Sexual Health and Wellbeing</p> <p>Ensure holistic clinical assessment for every YP attending the YJS (using an evidence-based tool) data reported to board for scrutiny. December 2023 (JG, SH)</p> <p>Develop a resource pack to support the wider determinants of health which impact on young people's health. Utilise resource pack to promote access to physical activities and other health enhancing activities e.g., bike scheme, gym, smoking cessation, healthy lifestyles etc (Dec 2023) (LE, SC, SH include vol agencies such as Spurs)</p>					
		Health outcomes dashboard to be developed reporting progress in areas above for our YJS cohort, with creation of a virtual health team,					

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
		using a newly created generic health screening tool for all young people in the cohort (Dec 23) (SM/ LE, SH, MG)					
6.	<p>Resettlement</p> <p>A concentrated emphasis on constructive resettlement, with the support of our partners in the prison service, social care, health, education, and housing. To also continue this emphasis beyond the scope of resettling children from custody, but to include intensive YJS work, lengthy community orders and young people transferring to adult services.</p> <p><u>Desired impact and outcome</u></p> <p>To ensure safe and supportive exits for all YJS and prevent re-offending.</p>	<p>London Accommodation Resettlement Programme will launch in 2023 – YJS/ placements to ensure policies and procedures are effective and in place to ensure consistent use (June 2023). (KW, with Gifty Green, Pauline Simpson)</p> <p>Ensure resettlement policy is followed and supported by all statutory partners via the 6 weekly sustained partnership meeting to ensure good working together arrangements are in place between YJS, children social care, placements and resources to ensure YJS cohort needs. Earlier planning with children social care to be supported via Placement Stability Panel and Placements Commissioning presence at Risk Management Panel where appropriate (on-going). (KW, Gifty Green, Pauline Simpson)</p>	<p>Matthew Knights Head of Service YJS</p>			Impact all overall KPI targets above.	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
		Case study to be presented to board as example of good practice and ensuring outcome of suitable accommodation (Dec 2023). (YTS)					
7.	<p>Improving outcomes for CIC/CP/CIN/ SEND Cohort</p> <p>We recognise that many children face complex challenges and adverse childhood experiences. There is an increasing number of children known to social care also involved in offending. We need to strengthen our joint working arrangements with social care and the wider partnership to ensure children are safeguarded and best outcomes achieved.</p> <p><u>Desired impact and outcome</u></p>	<p>Multi-agency Task and Finish group to complete deep dive review of last year's CIC KPIs and present findings and set of recommendations presented to the board (Sept 2023). (KW, SP)</p> <p>YJS to produce a bi-annual updating report to CPAC and identify CPAC lead within CSC (Champions Model) (bi-annually Sept 2023 and Feb 2024). (SM, MK)</p> <p>YJS to continue to produce for the board quarterly overview of CIC data, interventions, outcomes and impact (quarterly boards). (SM)</p>	Matthew Knights Head of Service YJS			<p>Overall EET 70% achieved. Next target set 80%</p> <p>Overall AQA achieved 80% new target set 90%</p>	

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rag rating to meet completion date
	<p>Reduce the number of CIC in YJS cohort.</p> <p>Reduce CIC NEETS.</p> <p>Ensure Board and Partnership oversight of our most vulnerable children to formulate joint action.</p> <p>Earlier identification of children at highest risk of NEET</p> <p>Improve children in EET.</p> <p>Improve attainment of CIC</p> <p>Ensure all shared cases where Need to Know risks have been identified have joint senior management oversight</p>	<p>YJS CIC to be presented to Virtual School NEET Panel to assist to improve EET access to our children in care, improve pathways to schools and colleges, and overall attendance and attainment (ongoing). (SP)</p> <p>Further NEET analysis of the CIC, CP / CIN and SEND children to be presented to board to understand barriers (Dec 2023). (MK, SM)</p> <p>Ensure that reducing the criminalisation of children in care and care leavers national protocol is embedded across the partnership and we are learning from good practice (ongoing). (MK, EC, KW)</p> <p>Case closure reviews of CIC, CP, CIN and SEND children to be presented to board to strengthen our partnership approach to learning following closure and feedback and translate into partnership action where necessary (Dec 2023). (MK)</p> <p>All shared YJS and social care children's need to know to have YJS HoS input (ongoing). (MK and social care HoS)</p>					
8	Serious Violence and exploitation	HOS Youth at Risk to be overall lead for delivering the Young People at Risk Action Plan which is underpinned by the YPAR strategy. Progress reported to the board on a bi-annual basis.	Matthew Knights				

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No	Strategic Priority	Actions and timescales	Agency and responsible officer	Progress update	RAG on actions	Indicator	Overall rating to meet completion date
	<p>Reduction of serious youth violence through effective implementation of the Young People at Risk Strategy.</p> <p><u>Desired impact and outcome</u></p> <p>Reduce number of youth homicide victims.</p> <p>Ensure we are actively diverting youth from criminal influenced lifestyles which place them closer to risk situations where they may sustain a violent injury.</p> <p>Reduce in number of knife crime injury youth victims.</p> <p>Reduce all youth RUI (released under investigation) and BTR. (Bailed to return) for violent crime ensuring swift justice outcomes.</p>	<p>Task and finish group to create regular mapping/ information sharing space thus building a clear pathway of joined up work from Early Help, YJS, VVE, community safety and the Met Police (Oct 23). (SM, KW, EM)</p> <p>MPS priority 2023/2024 data to be presented to board (December 2023). (MB)</p> <p>Knife crime injury seminars delivered by police & healthcare professionals (LAS) to youth groups at youth centre settings and utilising the MOJ Courts buildings in Haringey (March 2024). (MB)</p>	<p>Head of Service YJS</p> <p>Marco Bardetti Detective Superintendent</p>			<p>Comparator to 2021/22 and 2022/23 to be confirmed to show progress.</p>	

32 APPENDIX 5 YJS TRAINING PLAN

The Haringey academy has a range of training available to the YJS, all staff are encouraged to book on and develop both their areas of need and interest to support ongoing professional development <https://haringeychildrensacademy.org.uk/events>

Below is the upcoming training that has been identified as needed within the service. This is a dynamic document and will be added to when needed informed by our quality assurance process and learning from practice audits.

Training Requirement	Learning Objective/Outcome	Target Audience	Group size	Timeframe	Specialist course Y/N	Training Provider
Consolidate systemic practice	Practical application and refresher	Front facing staff	20	2023	Yes	IFT
Court Practice	Internal workshops to increase best practice at court. Report writing	YJS case workers	8 - 10	On going	Yes	Internal YJS Workshops
Gangs and county lines	To understand more the complexities of County Lines and the influence of those who are gang affiliated or associated and improved understanding of what works and available services through partners such as rescue and respond.	Front facing staff	16	2023	Yes	TBC
Restorative Justice Practices	To understand the RJ principles and how to apply these to direct work with young people and victims	YJS Staff	Up to 25	Ongoing	Yes	Internal YJS Workshops
Cultural competency	the ability to view the world through the lens of other people – in all their diversity.	YJS Staff	Up to 25	2023	Yes	TBC

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<p>TRAUMA AND ANTI RACIST PRACTICE</p>	<p>Trauma informed practice will cover:</p> <ul style="list-style-type: none"> - What is 'racial trauma'? - How might different people experience it? - Recovering from Trauma - What might the science around Trauma begin to tell us? - What is Cultural Humility? <p>Becoming an Anti-Racist Practitioner will cover:</p> <ul style="list-style-type: none"> -Theoretical and research Informed knowledge in relation to race and racism and the notion of becoming anti-racist allies. -Anti-racist practice as a model based for achieving emotionally intelligent, critically reflective, curious conversations, in a safe space. -introduce issues such as micro-aggression and language, whiteness and white privilege, structural inequality, and institutional racism, and anti-racism and allyship. <p>Participants will be invited to consider their own individual identity and position in relation to power, white privilege, and black empowerment.</p> <p>and develop their own personal mission statement for their learning during the session. The group</p>	YJS		2023		<p>Haringey Academy</p> <p>Shantel Thomas and Professor David Shemmings.</p>
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Ongoing – I can't see that this took place yet

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	<p>will be invited into a shared space, with an ethos of</p> <p>collaborative learning, where we will co-create shared responsibility for our learning together about this important and often under-explored issue.</p>					
Asset+ Bail and Remand	Refresher for staff	YJS Case Managing Staff	10	2023	Yes	Internal Workshop
Trauma Informed Practice	<p>Explore trauma-informed and relationship-based practice.</p> <p>Appreciate how the most recent research on ‘the art and science of relationships can help practitioners remain emotionally available when survivors ... and practitioners ... are likely to be experiencing significant levels of ‘dysregulation’.</p> <p>See how to nurture the fragile shoots of psychosocial resilience.</p> <p>Directly apply contemporary ideas on how teams and individuals can support each other when undertaking such complex work.</p>	YJS Front facing staff	20	Ongoing	Yes	Haringey Academy
Chronologies Training	<p>Facilitated by Bev Hendricks, Assistant Director Safeguarding</p> <p>& Social Care and Sarah Pike, Principal Child & Family Social</p>	Social Workers and Managers	Virtual	July and August 2022	Yes	Haringey Workforce Development Programme

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	Worker Safeguarding, Quality, Improvement & Practice			Completed by 1 and part completed by 1		
AIM3 Interventions	Front facing case management staff	8				
Child and Teenage Neglect Training (Level 3+)	<p>What is neglect and why is it important that we understand and know how to recognise it?</p> <p>What does research tell us?</p> <p>What are some of the key causes of neglect?</p> <p>What are the key consequences of neglect?</p> <p>How can we help and support families?</p> <p>How can we safeguard children and young people, including teenagers (often a 'neglected' group)?</p>	All Front facing staff	Virtual	July 2022 and November 2022	Yes	Haringey Workforce Development Programme
Extremism and radicalisation	<p>Tackle the causes of radicalisation.</p> <p>Respond to the challenges that terrorist ideology may present.</p> <p>Safeguard and support those most at risk of radicalisation through early intervention.</p> <p>Support those who have already engaged in terrorism to disengage and rehabilitate.</p>	Front facing case managers and seniors		2023		
New KPIs	Understand detail and implications of new KPIs from YJB	All staff		2023		
ASSET+ for new staff or those	New staff who are unfamiliar with case management system	New staff		2023		

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who have not completed						
YJB Inset training	<ol style="list-style-type: none"> 1. Effective risk practice to promote the safety of young people and others 2. Social media and Young People – Risks, Safeguarding and Challenges 3. Improving Reviews 4. TRM Aware -Trauma Recovery Model 5. AssetPlus Quality Assurance 6. Working with Young People who display Sexually Harmful Behaviour (SHB) 7. AIM3 for Supervisors 8. Working with Girls affected by violence and exploitation. 9. Effective risk practice to promote the safety of young people and others 10. Looking After Number One 11. Coaching for Managers 12. AssetPlus Quality Assurance 13. Children and young people using violence and abuse in close relationships. 14. Unconscious Bias and Youth Justice 	All YJS Staff and managers		Various		Youth Justice Board Inset Training programme.
ASSET+ for managers	To enable managers to better interrogate CV for managing staff and cases	Managers and seniors		2023		
Unconscious Bias – Social Graces	Support staff to gain a systemic lens to unconscious bias – support them with clear evidence-based strategies to implement this tool in assessment and intervention. Support them to learn about the young person’s live4d experience whilst looking at their own and understanding how their” Graces” will impact the young people we work with	All YJS Staff and managers	Virtual	TBC - Ongoing	Yes	TBC – possibly Haringey WFD

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SaLT	Understand the impact of speech and language issues and the links to offending behaviour			2023 and		
Reflective Practice and Decision Making	Support staff to utilise reflective practice – with a focus on assessment deskin making and supervision	All YJS Staff and managers	Virtual	Possible one group for managers one for case managers TBC	Yes	Haringey WFD or YJS Service Manager TBC
Youth Mental Health First Aid	Accredited course to support staff to increase their knowledge and skills around emotional wellbeing and mental health of young people	Social Workers and Senior Pracs	Virtual	10 staff 2023	Yes	Public Health – London Mayor
Child and Adolescent Development	<p>Knowledge of child development in order to be able to deliver a developmentally appropriate intervention.</p> <p>Skills to deliver CBT that is appropriately adapted for co-morbid neurodevelopment disorders (ADHD, ASD and/or Tourette's)</p> <p>Ability to use CBT within a systemic context (to include family, school, and wider network)</p> <p>Understanding of the influence of attachment theory, and ability to deliver interventions within this context</p>			2023		
Groupwork Facilitation	<p>identify the main principles and theories underpinning successful group work.</p> <p>demonstrate the process skills involved in planning, delivery and evaluation, e.g., the writing of Aims and Learning Outcomes</p> <p>outline and subsequently demonstrate the management, facilitation and communication</p>	Groupwork delivery staff		2023		

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	<p>skills needed to run a successful group, e.g., using a range of facilitative skills.</p> <p>describe the place of group work in the guidance process within the context of your service.</p> <p>demonstrate the ability to select, adapt, design and implement appropriate materials to support the Learning Outcomes of the session.</p> <p>recognise and respond to the needs of different client groups.</p>					
Understanding SEND	Children entering the criminal justice system should be viewed as a safeguarding issue, for several reasons. Firstly, children experiencing the criminal justice system are likely to find this difficult, confusing and intimidating. There is a risk that the systems in place for protecting and supporting children in contact with criminal proceedings may not be sufficient or child-centred, and, in some cases, harmful, as seen with the recent case of Child Q			2023		
Neglect	Understanding impact of neglect on children and childhood development	Front facing staff		2023		
Forensic Formulation Training	Understanding of an individual's risk potential to underpin the action taken to manage it because this will ensure that interventions have the best chance of being sensitive to the needs that violence and aggression may otherwise be used to meet. Formulation is the name given to this process of understanding risk, and it is increasingly recognized as the critical central element of the risk assessment and management	Front facing staff		2023		

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	task, as well as the essential precursor to treatment and intervention.					
Minute taking	Improve minute taking skills	Business support staff		2023		
Generic SAP	Business support processes and practices.	Business support staff		2023		
ASSET+ Communication Module	Understand how to implement communication module on ChildView	Performance Manager		2023		

33 GLOSSARY OF TERMS

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
CiC	Child in Care
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)

HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

REPORT OF STANDARDS COMMITTEE 02/2023/24

FULL COUNCIL 20 November 2023

Chair: Ibrahim Ali

1. INTRODUCTION

This report arises from the Standards Committee meeting held on the 31st of October 2023 and asks Full Council to consider the following:

Amendments to the Council's Constitution to respond to the action arising from the Independent External Property Services Review that the delegated authority about the management of land be amended to reflect the corporate nature of the asset.

2. **Changes to the Constitution Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Property Matters.**

2.1 We noted that the Independent External Property Review that was considered by Cabinet in April 2023 and the action plan which included a full response to each of the Review's recommendations, together with clearly defined actions and dates by when these were to be completed. As set out at Appendix 2, External Property Review Action Plan, actions relating to reference items 2, 6,7 and 10 had already been completed and agreed at Full Council on the 17th of July 2023.

2.2 We continued to consider a further constitutional action, that the delegated authority on the management of land be amended to reflect the corporate nature of the asset. We noted the comments of the Constitution Working Group as set out at Appendix 1. This group had closely considered the changes and their comments had been responded to in the iterations put forward. We were further assured that these changes to delegations would inform the compilation of a property decision making protocol which would be appended to the Council's Constitution.

2.3 We also agreed that outdated references to Staffing and Remuneration Committee and previous officer postholder names be updated in the proposed published version of Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Property Matters for accuracy purposes. This has been responded to in Appendix 5.

3. WE RECOMMEND

Council adopts the proposed amendments to Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Property matters as **set out at Appendix 5.**

Appendices

Appendix 1 - Standards Committee Cover report outlining summary and reasons for amendments changes.

Appendix 2 External Property Review Action Plan

Appendix 3 Strategic Asset Management and Property Improvement Plan 2023-28.

Appendix 4 Track changes to Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, (updated following CWG on the 6th of October 2023)

Appendix 5 Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Clean Version (updated following CWG on the 6th of October 2023 and following Standards Committee comments as outlined at paragraph 2.3 above.

Report for: Standards Committee

Date: 31 October 2023

Title: Changes to the Constitution Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors.

Report authorised by: Jonathan Kirby, Assistant Director, Capital Projects and Property/ Fiona Alderman Head of Legal and Governance and Monitoring Officer

Ward(s) affected: N/A

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

1. Describe the issue under Consideration.

To recommend amendments to the Council's Constitution at the Full Council on the 20th of November 2023. These amendments respond to actions arising from the Independent External Property Services Review and concern: Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors. These amendments have been considered and commented on by the Member Constitution Working Group at two meetings and are recommended to the Standards Committee for approval and onward adoption by full Council

2. Cabinet Member Introduction

Not applicable.

3. Recommendations for the Member working group.

- 3.1. To agree the proposed amendments to Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Property Matters, as set out in track changes in Appendix 3 and also proposed final version at Appendix 4.
- 3.2 To recommend these amendments to the Council's Constitution for approval at full Council on the 20th of November in accordance with part three section B, paragraph 5(l) of the Committee's terms of reference.

4. Reasons for decision

This is in accordance with the powers of the Standards Committee which are set out at part three section B, paragraph 5(l), *Considering amendments to the Constitution and recommending proposals to full Council for approval.*

5. Alternative options considered.

None - The amendments to the Council's Constitution are required as set out at Appendix 1, External Property Review Action Plan, reference item 1.

6. Background

6.1. The Independent External Property Review considered the Council's governance arrangements at the time of historic transactions and the current council governance processes, as well as political policy, structures, personnel and process. Overall, the review had found that improvements had been made within the Council and Haringey's arrangements were now much stronger than the period that was reviewed. The Review identified that there was always room for improvement and made twelve recommendations for improvement. These were considered by Cabinet in April 2023 and included in an action plan which is attached at Appendix 1 of this report. This also includes a full response to each of the Review's recommendations, together with clearly defined actions and dates by when these will be completed. As set out at Appendix 1, External Property Review Action Plan, reference items 2, 6,7 and 10 have already been considered by the Constitution Working Group and the Standards Committee and actions/ constitutional amendments made at Full Council on the 17th of July 2023. This report deals with reference 1 and the constitutional action, due at October Standards Committee and November Council, which is as follows:

- **That the delegated authority about the management of land be amended to reflect the corporate nature of the asset.**

6.2.1 The Constitution Working Group considered changes to Section 2 General Delegations to Directors, for Property Matters, on the 6th of October and 27th of October and made comments which have been responded to below and are set out in Appendix 3 and 4. These changes will further underpin and inform compilation of a property decision making protocol which will go forward to Constitution Working Group and Standards Committee in the coming months for approval and addition to the Council's Constitution.

6.2.2 In summary the amendments to the Council's Constitution have been informed by member comments as follows:

- Clarity on the officer levels and types of property decision making - This is provided at paragraph 1 (under Property Matters) which sets out decisions concerning the management, administration, need for or use of land held for the operational requirements of the officers of a service area or any other decisions relating to a property can only be taken by the Director of Placemaking and Housing and the decision must be in accordance with the Strategic Asset Management & Property Improvement Plan or any

other equivalent replacement plan. This still allows service directors to make a service led decisions on property but ensures that the subsequent management and administration and operational requirements are considered and agreed upon by the Director for Placemaking and Housing.

- Update to the wording to reflect the type and level of officer decision making. Property Matters - Paragraphs 1, 2, and 3 have sub paragraphs that clearly set out decisions for the Assistant Director for Capital Projects and for The Director of Placemaking and Housing.
- Property Governance structure - this has been removed as it is an internal governance structure and not felt appropriate to include in a Council's Constitution which sets out the public governance of the Council. There is a reference to the Strategic Asset Management & Property Improvement Plan or any other equivalent replacement plan under Property Matters, paragraph 1. Senior Officers will be briefed on the Property Governance Structure so that they are clear on the process and guidance also issued.
- Management and use of land and disposal and property clarifications are provided at paragraph 3 and sub paragraphs a to d.
- It was agreed to add in wording that indicated when officers were exercising powers under the 2016 Housing and Planning Act or similar legislation and this is included at paragraph 2(c).
- There is additional wording to make clear responsibilities of officers for recording and reporting delegated decisions. This is set out below paragraph 4. There is also further wording added at the second star to highlight that the Leader and Cabinet have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000 and any key decisions relating to property matters. These key decisions can still be delegated by the Leader to Cabinet Members in accordance with Part Three, section C, of the Council's Constitution.

- Where a delegated decision is of particular significance as defined in Part 3 Section E paragraph 3.04, this can still be put forward to the Leader or Cabinet (as the case may be) for a decision in accordance with the decision-making protocol.

7. Contribution to Corporate Delivery Plan

7.1. The Council's Constitution supports the governance of the Council and its decision making thereby assisting the Council to meet its corporate delivery plan objectives.

8. Appendices

Appendix 1 – External Property Review Action Plan

Appendix 2 – Strategic Asset Management and Property Improvement Plan 2023-28.

Appendix 3 Track changes to Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, (updated following CWG on the 6th of October 2023)

Appendix 4 Part Three – Responsibilities for Functions, Section E – Scheme of Delegation - Section 2 General Delegation to Directors, Clean Version (updated following CWG on the 6th of October 2023)

Appendix B – External Property Review Action Plan

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
1	<p>Section 4.2</p> <p>If the Council is going to operate a corporate Landlord model, then this delegation in the constitution needs to be reviewed, accordingly, it is recommended that the delegated authority with regard to the management of land be amended to reflect the corporate nature of the asset.</p>	<p>That the delegated authority about the management of land be amended to reflect the corporate nature of the asset</p>	<p>We have completed the internal engagement on the Corporate Property Model.</p> <p>The Management case for senior approval, will be completed March 23</p> <p>This will align with the cabinet approval of the Asset Management Plan, allowing for swift implementation, subject to cabinet approval.</p> <p>The Management Case will inform the constitutional changes that may be required</p>	<p>To work with legal on the draft Management Case to outline the constitutional changes and what decision making processes will be required.</p>	<p>Corporate property model Jonathan Kirby</p> <p>Constitutional changes Fiona Alderman</p>	<p>Sept 2023</p>
2	<p>Section 4.4 & 4.6</p> <p>All decisions including those relating to property, and those made by the Leader are required to follow a protocol which is contained in section D and</p>	<p>To review the Circumstances in which the leader can exercise powers personally</p>	<p>The Asset Management Plan action plans, which will be brought to cabinet in April 2023, identifies full review of property related processes.</p>	<p>Property and legal to review Part 5 and Section D in the context of the council’s leadership model</p>	<p>Property Process Review Jonathan Kirby</p>	<p>30th of June Standards</p> <p>17th of July Full Council</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	part 5 of the Constitution and was last updated in 2014.		<p>This review will inform any required updates to section D and part 5 of the constitution, from a service perspective</p> <p>In parallel a joint review, between property and legal on the current parts and sections of the constitution to take place, in the context of the councils Leadership model</p>	Property to review and recommend updates that are required to the current property processes	Constitutional review Fiona Alderman	<p>October 23 Standards</p> <p>November 23 Full Council</p>
3	<p>Section 4.10</p> <p>However, in all papers, the inference is that the board is making the decision to agree a particular action when constitutionally none of the boards exist and the matter is constitutionally delegated to a chief officer.</p>	That the Council review the status of boards as to whether they should have decision making responsibilities or whether as at present that responsibility rests with named chief officers for the letting of contracts or the acquisition or disposal of land valued below £500,000	<p>A review is already underway of the councils Governance structures, as part of good practice and annual review.</p> <p>The recommendation from this audit, will inform future amends</p>	Project Management Offices to incorporate this recommendation into their current review	Jonathan Kirby	April 23
4	<p>Section 4.13</p> <p>There needs to be a balance struck between</p>	That any housing scheme with a value above £10 million or over 30 units that has achieved	Housing colleagues will make these amendments to their programme reporting	Programme lead to work with Head of Finance & Chief	Robbie Erbmman	April 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	<p>reporting every single small site scheme (such as Winchelsea Road) and not reporting separately on schemes worth £114m (Ashley Road depot). Similarly, there needs to be a distinction between those schemes that are only at feasibility level and may not proceed to those schemes that have achieved planning and are viable. There also needs to be a balance between the ability to exercise scrutiny and transparency by Councillors and overload.</p>	<p>planning approval should be separately detailed in the budget and the regular reports on the housing delivery programme include details on these larger schemes showing progress against an agreed programme, any reasons for delay, and spend against budget</p>	<p>and work with finance on reflecting this in the budget</p>	<p>Accountant on implementing this recommendation</p>	<p>Kaycee Ikegwu</p>	
5	<p><i>Section 4.14</i></p> <p>There is normally a reference in the body of this report to proposed new schemes and a plan showing the location of the potential development. At</p>	<p>That the housing delivery update report include an</p>	<p>The programme templates and trackers will be amended</p>	<p>Programme lead to review and implement the change in reporting</p>	<p>Robbie Erbmann</p>	<p>April 23</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	<p>this stage, the scheme is very much embryonic and will not have undergone financial viability and planning tests. At either of these two stages schemes may be recommended for deletion from the programme. This, however, does not always happen and some schemes such as that relating to the West Indian Cultural centre are theoretically still in the programme despite the fact that redevelopment is unlikely to happen for housing in the near future.</p>	<p>appendix showing in a single line the status of each scheme</p>				
6	<p><i>Section 5.5.</i> the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious</p>	<p>That both Officers and members of the Council are reminded that any information contained in a restricted Cabinet paper should not be passed onto a third party and that any breach of that is a breach of the Employees</p>	<p>Guidance is being reviewed and officers and members will be reminded of these processes, procedures and guidance.</p>	<p>Review of the existing process, procedures and guidance, resulting in changes being implemented</p>	<p>Fiona Alderman</p>	<p>30th of June Standards 17th of July Full Council October Standards</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	activities of this nature in the future	disciplinary code or the Members code of conduct.	<p>We will introduce training for members and officers relating to this area</p> <p>We will look to bring in having a Signed declaration of having read new guidance.</p>			November 23 Full Council
7	<p><i>Section 5.5.</i></p> <p>the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future</p>	<p>That when the Council is considering developing sites it either owns or intends to acquire or sell that both Officers and Members be advised that the consideration of those matters is commercially in confidence to the Council and that passing on this information could again be a breach of the Employees disciplinary code or the Members code of conduct.</p>	<p>Guidance is being reviewed and officers and members will be reminded of these processes, procedures and guidance.</p> <p>This will be in alignment with the recommendation above and reflected in the to be amended property process documents, as per recommendation 2</p> <p>We will introduce training for members and officers relating to this area</p>	<p>Review of the existing process, procedures and guidance, resulting in changes being implemented</p>	Fiona Alderman	<p>30th of June Standards</p> <p>17th of July Full Council</p> <p>October Standards</p> <p>November 23 Full Council</p> <p>Dec 23 for updated property process</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
			We will look to bring in having a Signed declaration of having read new guidance.			
8	<p><i>Section 5.5</i></p> <p>the Council should review its processes, procedures, and guidance. Accordingly, the Council is recommended to take several actions to reduce the risk of any suspicious activities of this nature in the future</p>	<p>That when marketing sites in future, that disposals be on an open market disposal basis, rather than on a “special purchaser” basis, except for when there is a clear obligation to deal with as a special purchaser e.g., a leaseholder who may have a right to acquire a freehold.</p>	<p>This will be reflected in the new property processes</p>	<p>This has been implemented for any marketing of sites.</p>	Jonathan Kirby	April 23
9	<p>Section 5.14</p> <p>it is probable that there are other examples where properties are either not being used in line with the original lease, or that leases have not been reviewed or obligations are not being met</p>	<p>That the Council complete by the end of July 2023 a full review of properties leased to the voluntary sector to ensure that properties are used in line with the purpose for which the lease was granted and that both parties are meeting their tenancy obligations. Following the review action should be</p>	<p>The SAMPIP has a specific action plan for commercial portfolio review and are looking to recommend to members a Voluntary Community Services Leasing Process (VCS). This review of existing leases will form part of that</p>	<p>Review of existing leases and information held on Techforge, which will result in a report being taken through the councils property governance structure and required</p>	Jonathan Kirby	July 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
		taken to regularise arrangements on all voluntary sector use of Council property		recommendations will be brought to cabinet as required.		
10	<i>Section 5.14</i>	That the Council issue additional guidance on the role of Council appointees to voluntary sector organisations, reminding them of their role as stewards of public funds and assets	Existing guidance will be reviewed and new guidance or amendments as required will be implemented We will introduce training for members and officers relating to this area We will look to bring in having a Signed declaration of having read new guidance.	Review of existing guidance to inform the changes and additional guidance that are required.	Fiona Alderman	30 th of June Standards 17 th of July Full Council October Standards November 23 Full Council
11	<i>Section 5.18</i> The Council has had a mixed record on the four sites in question referred to above. There are, however, several lessons to be learnt.	That, when valuation briefs are drafted, they should be comprehensive and cover the whole range of potential options for the site both in respect of sales and purchases and that the Council reviews	This will be reflected in the new property processes	Review of currently commissioned valuations	Jonathan Kirby	April 23

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
		the cost and timescales involved in the use of CPO powers for sites, so that members are able to take a rounded view on the cost benefit of negotiating for a site versus the use of statutory powers				
12	<p><i>Section 5.21</i></p> <p>The Council's arrangements for decision making as set out in the constitution are quite clear. Any decision by an individual member needs to be based on officer advice and the decision needs to be made in writing. However, the arrangements are less clear cut when it comes to member interaction with members of the public or firms involved in either</p>	That the Council review guidance to councillors meeting with landowners, contractors etc when not in their capacity as ward councillors.	<p>Existing guidance will be reviewed and new guidance or amendments as required will be implemented</p> <p>We will introduce training for members and officers relating to this area</p> <p>We will look to bring in having a Signed declaration of having read new guidance.</p>	Review of existing guidance to inform the changes and additional guidance that are required.	Fiona Alderman	<p>30th of June Standards</p> <p>17th of July Full Council</p> <p>October Standards</p> <p>November 23 Full Council</p>

Ref	Observation/Risk	Recommendation	Management response	Specific Action	Owner	Timescale & responsibility
	contract letting, land purchase or sale.					

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Strategic Asset Management and Property Improvement Plan

2023 – 2028

Civic Centre (Proposed Design)



River Park House



Broadwaters Inclusive Learning
Community



Osborne Grove Nursing Home
(Proposed Design)



Heartlands High School



George Meehan House

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1. Lead Member Forward

I am pleased to introduce the latest update to Haringey Council's Strategic Asset Management Plan. We are fortunate in Haringey to have a wide range of Council assets – from our own corporate property to commercial units and industrial sites. Our assets are valued at £2.8 billion: caring for these is a huge undertaking.

Since becoming Cabinet Member with responsibility for this area, my focus has been on ensuring we are using our assets to provide value for money – both for the Council and our residents. We are proud of the assets we hold and want to ensure they are benefiting the whole borough.

The Asset Management Plan sets out the assets we hold and how we intend to care for them in line with statutory regulations and the needs of the service. It helps services understand their responsibilities around their assets and the process by which Haringey Council can maintain quality, invest, divest or repurpose assets within the portfolio.

The Plan is part of our capital investment strategy, setting the context for major decisions and priorities around capital investment. These include the renovation of the Civic Centre in Wood Green, protecting its heritage and the legacy of the borough for generations to come.

Over the next year, we will be putting into place a new model for our corporate property. It will centralise our property operations and budgets, ensuring we are using our property strategically. We are also planning a review of our commercial property to make certain that it is being used to support our ambitions around community wealth building.

I know that in the past, we haven't always got it right. Following an independent report that identified some areas of improvement in our governance and practices, we have compiled the action plan attached to the end of this Plan that sets out how we intend to improve in the short and long-term. I am confident we now have the tools and people in place to make these improvements.

I would like to thank officers for their hard work in this complex and vital area for the Council. Cutting across all service areas, it is a particularly challenging topic to coordinate. There is still much to be done, but as this update shows, we are on the right path.

2. Introduction

2.1 We cannot deliver great services to our residents without providing an excellent, fit for purpose and sustainable operational asset base.

2.2 This Strategic Asset Management and Property Improvement Plan 2023 – 2028 (SAMPIP) provides the framework for the council's approach to property and asset related activities. It will guide and shape service specific Asset Management Plans (AMP) such as the Housing Asset Management Plan and Parks and Leisure Asset Management Plan. Those service specific AMP's will identify how assets are operated on a day-to-day basis to meet legislative and specific service operational needs, but importantly in accordance with the objectives of this SAMPIP.

2.3 Property is one of the Council's major resources – valued at £2.774 billion on 31st March 2021, it is a major cost to the Council, a major source of income and a major component in service delivery and economic growth. The SAMPIP will provide a baseline on property and land matters and supports capital investment decisions.

2.4 The governance and decision-making toolkit within this strategy will be followed as part of a Corporate Property Model (CPM) when there is a service property requirement. This will ensure a joined up, open and transparent framework for the management of council property and assets.

2.5 This strategy aligns with the Medium-Term Financial Strategy 2023-28 and will inform the Council's Capital Strategy and Capital programme for 2021/22-2025/26; by providing data led approach to decision making.

2.6 In the past there have been mistakes regarding various property transactions that have come into the public domain and an Independent external property review was commissioned. This SAMPIP addresses the outcomes and recommendations from that review in the action plan section.

2.7 The external property review considered the governance arrangements at the time of these historic transactions and the current council governance arrangements; as well as political policy, structures, staffing and processes. Overall, the review found that improvements have been made within the Council

and Haringey's arrangements are now much stronger than the period under review.

2.8 However, there is always room for improvement and the review has made 12 recommendations that will help the Council further strengthen core areas, as part of our continued journey. The development and adoption of this SAMPIP, with its associated action plans, is a major next stage in that journey over the coming years.

2.9 The measurement of progress in the SAMPIP objective action plans will be provided through the council's property governance structure and Scrutiny Panels on a quarterly basis. This reflects the inherent open and transparent approach, relating to property, embedded within this SAMPIP.

2.10 We have created a new Capital Projects and Property team (CPP) within the council and are well under way to fully resourcing this team to ensure we have appropriate skills, resources and culture around our management of property and Assets. In addition to ensuring we have the right people; we are also reviewing, policy, governance, and implementing digital systems are part of these action plans. This will ensure, working with all Haringey council's services that the Council's assets are used as effectively and efficiently as possible to support our core objective of improving residents' lives.

2.11 The SAMPIP sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets; Supporting the delivery of Council services and the Council's Corporate Delivery Plan 2022-24. This is SAMPIP builds upon the solid foundation provided by the previously adopted Asset Management Plan 2020-2025.

2.12 Finally, the SAMPIP sets the strategic framework for improving the energy performance of Haringey's property and assets, so that we meet our carbon net zero target as outlined in the Council's Zero Carbon Strategy (2019) Examples of this will be across our corporate estate, commercial portfolio, schools and housing stock.

3 Successful projects delivered to date.

3.1 We have successfully delivered a wide variety of projects across the Corporate Property portfolio in the past two years, that includes partnership working, as a result of our asset management and property processes.



Pendarren House Outdoor Education Centre

Pendarren is an outdoor activity centre situated in the Brecon Beacons National Park and has been operated by Haringey Council since 1975.

Budget: £2m

Project Completed:

December 2022

Works were divided into two phases, including urgent compliance works to the main house and the refurbishment of the Annex which will facilitate the use of the Centre by 2 schools simultaneously. Phase One comprised of fire compartmentalisation, roof repairs, mechanical ventilation, decorations, oil tank replacement, handrails, and minor electrical upgrades and was completed in April 2021. Phase 2 comprised of condition and compliance works to the Annex and reconfiguring of the internal spaces.



Lordship Lane Nursery



A newbuild re-provision of the school's 2 class nursery including WCs, staff room, kitchenettes and ancillary spaces, due to its poor and end of life condition.

Budget: £2m

Project Completed: September 2022



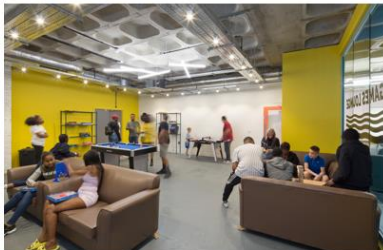
Wood Green Youth Hub



The Wood Green Youth Hub is situated on the pedestrianised area of Lymington Avenue just off the Wood Green High Street. It utilised a Co-Design process whereby the Wood Green Young Voices (a group of local young people) have been consulted through the design development stages and have had their key recommendations fed into the facility's design. The project was delivered to the approved programme and the facility is now operational. The project received positive feedback from the client team and the building users.

Budget: £1.2m

Project Completed: July 2022



Marsh Lane New Depot



Wholesale relocation of the depot operation from Ashley Rd Depot to 85 Marsh Lane including a Provision of new vehicle workshop, Admin accommodation and ancillary services.

Budget: £19.5m

Project Completed: November 2021



3.2 We are in the process of delivering the Civic Centre Refurbishment project.

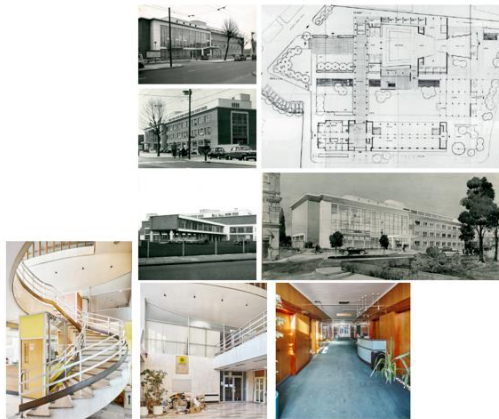
Civic Centre Refurbishment Project

The Haringey Civic Centre was built in 1955-58 and was first Civic Centre designed after the War. Is a Grade II listed building, is within the Trinity Gardens Conservation Area and is steeped in local, social and political history.

The refurbished Civic Centre and new build Annex is to provide:

- The home of the Council's Democratic functions, with some shared public and community access;
- Flexible working, collaboration and meeting spaces that are open to all staff to help transform Council working culture; and
- A sustainably built environment

The Current Civic Centre



The Proposed Civic Centre



4 Asset Management and Property Improvement Plan Objectives

4.1 This SAMPIP will assist in the delivery of the new corporate delivery plan (CDP) themes.

4.2 The corporate delivery plan replaced the Borough Plan, setting out the council's priorities for each of its service areas and the work it will undertake to improve the lives of our residents.

4.3 The CDP is split into eight themes as shown below. The objectives within this SAMPIP and the decision-making tool kits will be fundamental to ensuring the successful delivery of the CDP.



For further information please click on the link to the Corporate Delivery Plan.
https://www.haringey.gov.uk/sites/haringeygovuk/files/final_corporate_delivery_plan.pdf

4.4 The objectives of the Strategic Asset Management and Property Improvement Plan are outlined below. These reflect both the why we hold property and how we will manage our assets as part of a joint strategic plan.

Strategic Asset Management and Property Improvement Plan objectives.

- To ensure Council property **works** for the benefit of **residents** and achieves **value for money** for the Council while supporting financial **sustainability**.
- To ensure that our **property** meets our **service needs** across Adults, Health and communities, Placemaking and Housing, Children's Services,

Environment and Resident Experience & Culture, Strategy and Engagement.

- *To use our asset base to **enable** placemaking where the **need** and **opportunity is greatest** for people who live, work and visit the borough, ensuring the Borough's **diverse** communities are celebrated.*
- *To implement the **restoration** of the **Civic Centre** as part of an Accommodation Strategy that provides **high quality** sustainable workspace for **all staff** across the Borough.*
- *To establish a **Corporate Property Model** (CPM) that holds all non-residential property and budgets centrally, in accordance with **best practice**.*
- *To complete a **commercial portfolio review** which will inform our future approach to industrial, community and retail property portfolios to **maximise** income opportunities and **efficiency** of running costs across the council's property portfolio, including **investment** and **divestment** opportunities.*
- *To ensure **open** and **transparent** decision making, via a **robust** governance framework, updated policies & procedures and implementation of a **fully resourced** property team.*
- *To create a **strategic framework** informed by performance **data** that will support the **prioritisation** of capital investment decisions.*
- *Working with public sector **partner** organisations, to adopt a **One Public Estate** approach, where possible, which utilises assets for public **benefit**.*
- *To deliver **Zero** Carbon and **Low** Carbon Council Buildings, in line with the Climate Action Plan including **maximising** technological and **digital** solutions via **smart** buildings and **green** tech industries.*

5 How we will deliver the above objectives

5.1 This SAMPIP contains action plans for each objective. These will be live documents that are reviewed regularly, as part of the council governance structure and updated annually to cabinet, which will set the direction for the subsequent years detailed action plans. Three Core focus areas we wish to highlight are that will fundamentally underpin the delivery of the above objectives are:

- Corporate Property Model,
- Commercial Property
- Property Improvement Plan

Corporate Property Model (Action Plan number 5)

5.2 Corporate Property Model - To introduce a Corporate Property Model over the next 12-18 months that will develop a robust and transparent system that centralises property budgets, improve planned maintenance through efficiency savings and improve the utilisation of buildings with co-location and or meanwhile uses of empty property. This arrangement is a significant culture shift to a corporate approach that determines the best use of property assets and regularises standards. This will enable operational areas to concentrate on delivery of excellent services.

5.3 The Corporate Property Model once implemented will have a fundamental impact on the way property is managed in the future as all property related functions will be combined into one service, with centralised control of all property spend, space management, procurement, negotiations and capital programmes. This holistic approach not only improves quality by having a single point of contact but can deliver significant, sustainable savings. The benefits include:

- open and transparent decision making embedded on a robust governance model.
- improved service environment for employees, service users and residents.
- Haringey Deal to involve communities in decisions about Council buildings.
- Social value impact.
- Customer focused service and management reporting – service able to focus on delivery.

- Improved statutory obligations and health and safety compliance
- Reduced running costs, back logged maintenance and transition to planned rather than reactive maintenance.

Commercial Property Review (Action Plan number 6)

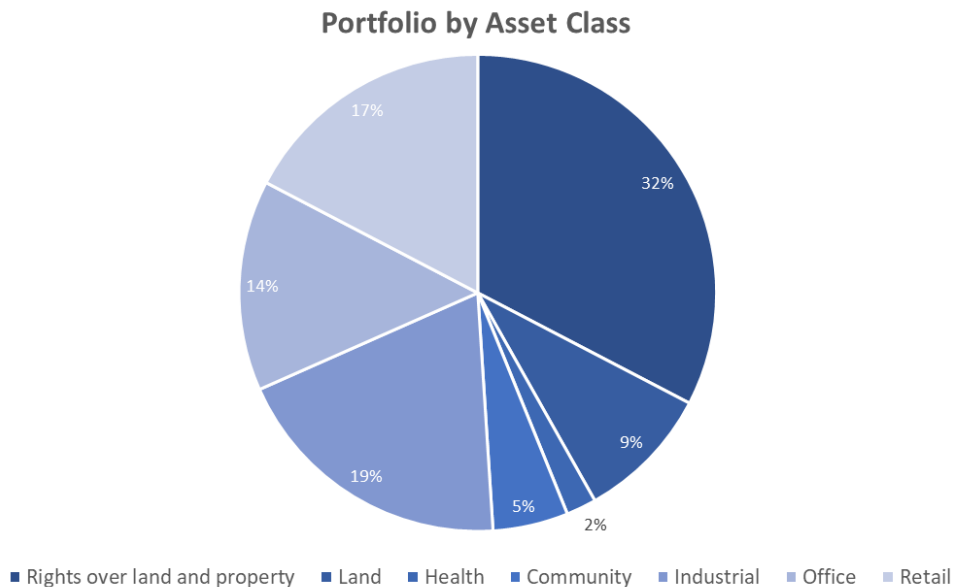
5.4 The Council's budget and the MTFS for future years has a dependency on commercial income from property. The commercial property strategy will identify commercial properties to retain, invest, divest, repurpose to meet council objectives and areas for future acquisition. This decision making will be done on the basis of the property's use for social and economic wellbeing or service delivery purposes.

Property Improvement Plan (Action Plan number 7)

5.5 Haringey Council has gone through a property management improvement journey and has commissioned an independent property review into a number of its property transactions in May 2022. The review was asked to examine nine transactions or intended transactions which date back over several years and to examine them in the light of a series of questions set out in the terms of reference. In addition, the Council's current and previous processes for property transactions together with arrangements for the wider reporting of capital expenditure and scheme progress have been examined and reviewed. The action plan details implementation of the 46 recommendations from the Property Audits, across 3 core themed areas, Governance, Best Practise & People.

6 Property Portfolio

6.1 There are currently 986 assets in the portfolio held across the commercial portfolio budget centre and various service budget cost centres at present including, offices, shops, industrial premises or land, community uses and clinics including a range of 431 sundry uses including advertising/telecoms/ cables, utilities/ wayleaves.



6.2 The aim of the Strategic Asset Management & Property Improvement Plan (SAMPIP) is to set out the Council's vision, aspirations and objectives for property portfolio and asset management. This strategic framework sets the core principles for the future use and management of the Council's assets to enable the successful delivery of council services.

6.3 The Corporate Delivery Plan sets out the Council's Priorities and the Strategic Asset Management sets out the programme for property delivery. This property strategy outlines the policy for why we own property and how our property ownership can be financially sustainable.

6.4 Council's Property ownership is diverse and would ideally be self-supporting, income from investment and commercial property contribute towards the delivery of the operational property needs.

6.5 Commercial property portfolio is valued for insurance purposes at circa £225m producing a current annual income of c£8.67m in normal circumstances (less during the pandemic). This comprises industrial, retail, office and various other assets located through the Borough. Retail property accounts for 44% by fixed asset register values, industrial 50% and offices 2.5%. In terms of annual rental income, retail property accounts for 34%, industrial 50% and offices 3.7% of the total portfolio income.

6.6 An analysis of the Council's commercial portfolio, assessing performance, management and market trends has led to more detailed review to assess the value of the properties to the Council's service delivery or social and economic well-being and to assess where it may be possible to improve income performance from commercial property. As well as looking at financial performance the review is looking at how the commercial portfolio can be used more effectively to support

Council service delivery properties of the Corporate Delivery Plan, as well as the Good Economy Recovery Plan, published September 2020 plus the Haringey Deal launched 7th November 2022. The includes looking at the industrial portfolio, to try to protect its role in supporting employment in the Borough and looking at how the retail portfolio links with the locality and community properties which can improve outcomes locally.

6.7 In addition, as part of the accommodation strategy and emerging action plan from the Council is looking at how best use can be made of any office accommodation that is released to support economic activity, potentially on a meanwhile use basis pending future redevelopment.

6.8 Haringey council's ambition is to move to be a more agile organisation, with staff working under a 'working flexibly' model, which will see working locations for staff split across some combination of office, community, and home. The ambition to move to this new working model will require LBH to provide a flexible and collaborative office working environment for its staff, which enhances the positive aspects of in-person interaction, enables work and activity that is harder to deliver remotely, and supports staff wellbeing.

6.9 As a result of the Civic centre project and 'working flexibly' model, the council has a significant opportunity to explore alternative uses for the existing council buildings in central Wood Green that will be freed up through effective consolidation of the Council's office accommodation needs.

6.10 The industrial portfolio is the strongest performing asset of the Council and makes a significant contribution to the Corporate Delivery Plan outcomes relating to economy and community wealth building.

6.11 The Industrial portfolio priority is to support economic growth rather than purely focussing on achieving income to help the Council meet its budget requirements.

6.12 There are several community-based tenancies in commercial units. These include charities, churches and similar organisations that are not commercial businesses and may receive funding from the public sector if not the Council. There are 25 community buildings, subject to separate policies and management arrangements, whereby community groups that occupy these assets have the benefit of discounted business rates, a lower level of rent as determined by usage limitations.

6.13 The Council is also trialling social value leases, where businesses are selected and achieve rental discounts based on social value achievements, including for example employment provision. A key action in the plan below is to review this trial and develop a formal VCS leasing policy in accordance with the themes and objectives of the CDP and Haringey Deal.

6.14 A cross-cutting review of property is taking place in 2023/24 to consider how to make better use of our property assets in the short, medium, and longer term. Haringey holds property to support service delivery, provide the Council income - to generate revenue and capital income and to promote growth and place shaping within the Borough.

6.15 The Property Review creates opportunities to review existing assets and land ownership to consider how this could best support future service delivery and the delivery of Borough Plan priorities. The review will consider how land or under used buildings could be repurposed to improve business and community spaces, provide new Jobs and homes or used for investment to achieve capital receipts. The Review will identify objectives for the Property Strategy which will support delivery of the Haringey Corporate Delivery Plan 23-28. The property review will explore key themes that influence the way Haringey uses its property assets.

6.16 The outcome of the Review will identify the scope to move towards a more strategic use of our property holdings and development of the Haringey Property Strategy. This may include changing the shape of our property holdings with longer term needs in mind. The review will also consider where Property could generate a capital receipt via disposal of freehold assets for reinvestment in the Property portfolio and how property can generate income in the short term if not required immediately for an operational purpose. The review will also touch upon the Council's investment strategy and how property can be used as an investment vehicle. The benefit of a Haringey Property Strategy will create transparency, consistency, and coherence to all our property decisions; provide focus for our property decisions on our place shaping role - working with partners, supporting communities and customers.

7 Financial links – Medium Term Financial Strategy (MTFS) and Capital Strategy

7.1 The Council's Strategic Asset Management and Property Improvement Plan sits alongside the Medium Term Financial Strategy as a companion document and is a key document in supporting the Council's decision-making about investment in its land and property assets to deliver Council priorities and services.

7.2 The Strategic Asset Management and Property Improvement Plan informs the Council's capital programme. The Corporate Property Model is the strategic toolkit that will guide and inform future business decisions and assist the Council meeting the financial challenges that it continues to face. The SAMPIP reflects upon the Council's Capital Strategy in several ways by informing via Corporate Property Model approach:

7.2.1 which assets are planned to be retained to support service provision and will highlight the ongoing investment costs of maintaining and improving those assets to maintain business continuity and an agreed quality of provision.

7.2.2 decisions as to which assets are included in the Council's Place Making Approach and sets out the context for their inclusion and future.

7.2.3 Guides decisions as to which are assets considered surplus to requirements, and the divestment strategy or repurposing for housing, Placemaking or other purposes.

7.2.4 When a capital asset is no longer needed, a review takes place to see whether it could be repurposed or whether, if it meets the requirements of the disposals policy, it could be sold with the proceeds (capital receipts) being used to support the Council's budget including repayment of debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council was permitted to spend capital receipts to deliver cost reductions and/or transformation. This was known as the flexible use of capital receipts and this flexibility expires on the 31st of March 2025.

7.2.5 Capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by the flexibility (up to 31st March 2022) would be used to deliver cost reductions and/or transformation. There is a separate policy

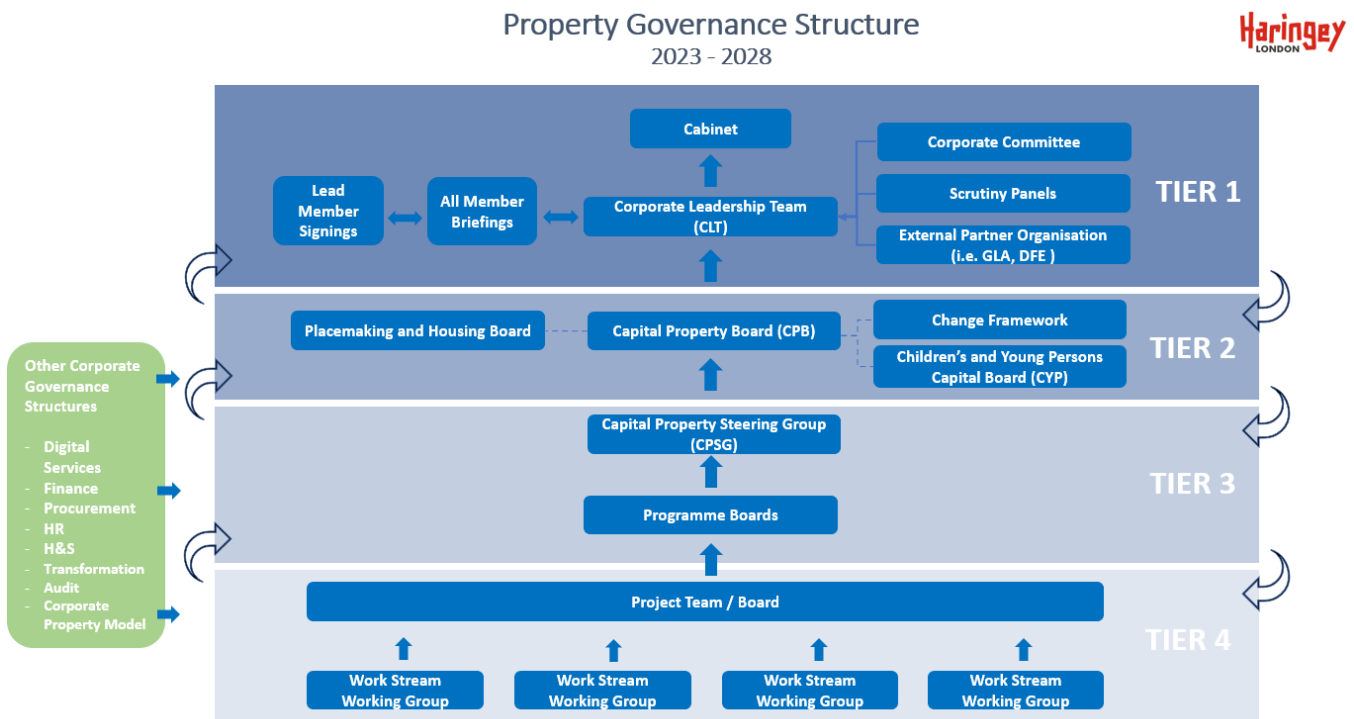
statement and schedule of proposed initiatives to utilise capital receipts flexibly.

8 Asset Management Processes and Decision-Making toolkit

8.2 Governance - Governance surrounding property decisions was reviewed in 2020 to improve policies and procedures and ensure that decisions around the use of Council property and land continue to support the delivery of the Corporate Delivery Plan and Council services. The outcome of this review implemented by a restructure of Officer Boards delivered a more robust approach to business case-based decisions at a corporate level.

8.3 Governance arrangements are subject to continuous scrutiny and review. One of the more pressing issues is to ensure that the Council can adopt an agile decision-making process that satisfies good governance needs. This will enable submission of bids for the purchase of assets (residential developments in particular), although not contractually binding can result in a loss of reputation if the Council subsequently withdraws.

8.4 Health and Safety Forums - There are three working groups that report on building safety and compliance by element on properties under the responsibility of the Corporate Landlord (corporate buildings, commercial buildings with



common areas and maintained schools). These are Fire, Asbestos, Water working groups. These operational groups report to the Property Compliance Board.

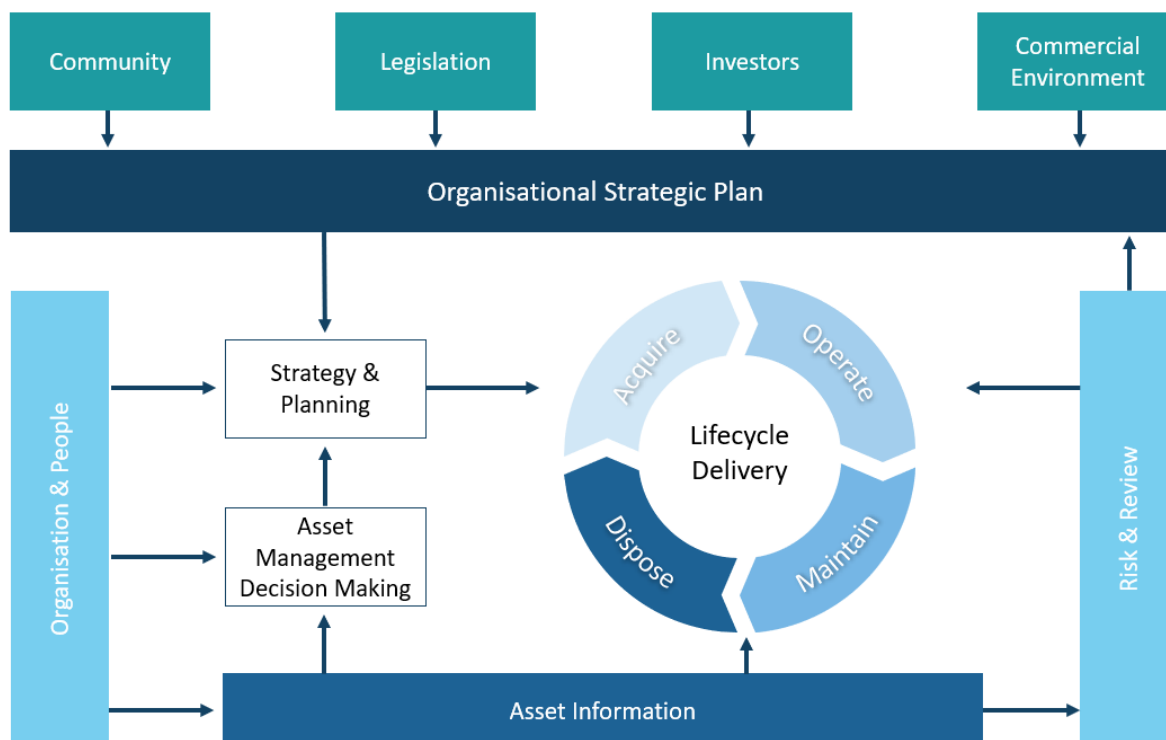
8.5 The Property Compliance Board oversees property compliance in the Council, including the revision and implementation of corporate procedures, detailed compliance reports by area (corporate buildings, commercial buildings with common areas, maintained schools and housing stock) on the 'big six' and the status of remedials and actions.

8.6 The Corporate Health, Safety and Wellbeing Board have a strategic general oversight of building compliance levels in the Council and approves H&S Procedures. Significant matters on building compliance are reported to the Board by exception. The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

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8.8 The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

[Link to H&S Documents \(including Health, Safety and Wellbeing Policy and Strategy\)](#)



8.9 Digital Transition - Technology Forge (Tf), the Council's Asset Management database which was launched in October 2022. It will be the single repository for all property and Asset related records. It is utilised to hold all records for asbestos and compliance records. As of October 2022, there were 218 buildings with asbestos records of a total of 14,432 inspection records for the 'Big 6'. Tf is capable of generating rapid reports that when exported are converted to a real-time dashboard report. Over time all compliance records will be held within Tf so that a programme of checks is developed for all Council buildings and Schools with a calendar created that informs a task holder to arrange any required actions. Statutory compliance KPI's will be reported quarterly at CPSB.

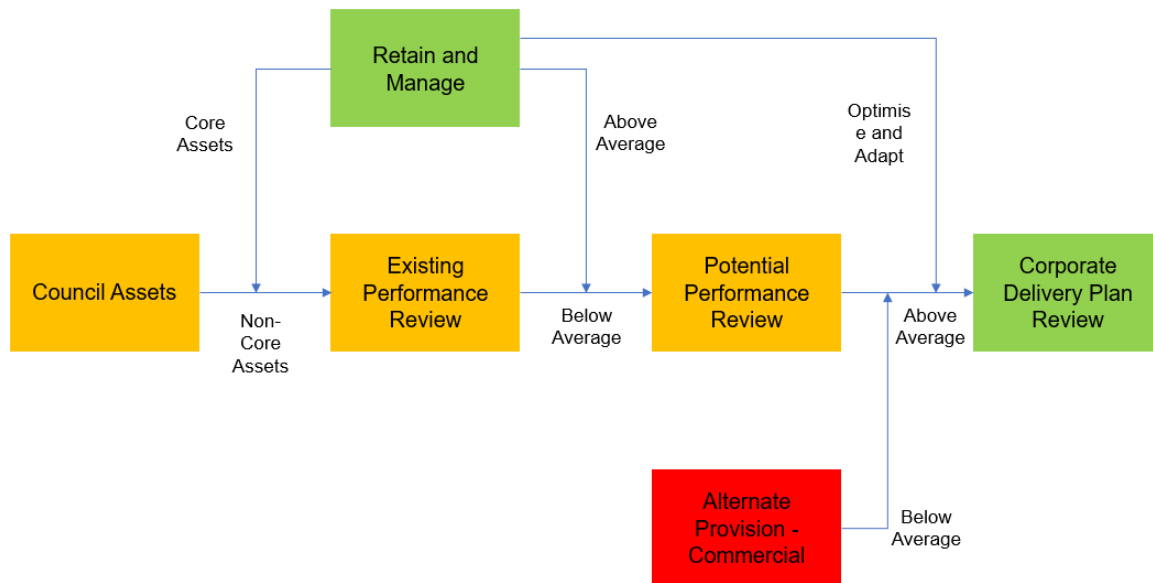
8.10 Property Performance Matrix - To assist with this decision-making process, a Property Performance Matrix is being developed that will change the way that property is assessed from an individual case-by-case basis to a Council wide standardised assessment matrix. On a rolling programme, depending on property review resource availability, assets will be analysed with firstly new acquisitions being assessed as part of the business case prior to a decision to acquire and concurrently proposed repurposing of existing sites will be evaluated as a part of the business case for capital investment, prior to any investment decision or recommendation for a change of use. Then a rolling programme will be run to evaluate all existing sites to be able to determine the Council's future strategy for retention or disposal of assets. The categories of analysis arise from the adopted Objectives within this Strategic Asset Management and Property Improvement Plan.

8.11 The below diagram provides a summary of the overall property performance matrix process. Behind this process sits the Corporate Property Model scoring matrix for existing and future asset performance and commercial criteria against strategic, operational and financial objectives, which is reported via a traffic light rating system.

8.12 The traffic light system of red, amber, and green reflects the combined weighting and scoring for the criteria. Importantly this rating is a joint effort across council departments for the strategic, operational, and financial criteria. This ensures that the most informed and balanced recommendations are made for subsequent decisions to be taken, in accordance with the council's constitution.

8.13 The RAG rating is based on numeric criteria agreed by the working group evaluating the asset or site. An evaluation is required for existing use and then to rerun the model for proposed uses. As the Matrix is an evaluation tool for usage the outcome may vary with alternative proposed uses.

Property Review Process (PRP)



Red 0 – 39 = performance review

Amber 40 – 69 = performance review

Green 70 – 100 = retain and manage

9 Strategic Asset Management and Property Improvement Action Plan

The ten SAMPIP objectives have a corresponding action plan. Each action plan breaks down how we are going to go about implementing, delivering, and measuring performance. Each action outlines year 1 activity and indicates a direction for years 2 – 5.

The actions are measurable and will be taken through the property governance process to ensure transparency and that members are fully informed of progress which will assist the Council when working with partners and other public sector bodies.

Although the actions will be owned by the Capital Projects and Property (CPP) the activities require joint working across the Council to ensure delivery and inter dependencies are met.

9.1 Strategic Asset Management and Property Improvement Action Plan

1. To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
1.a	Compilation of baseline operational costs for all council accommodation that supports service delivery.	Analyse baseline to inform property investment decisions.	Assistant Director Capital Projects and Property	Cllr Gordon Cllr das Neves
1.b	Review all lease holders who are in rent arrears and agree an action plan across service areas, legal and finance.	Delivery of the lease holder action plan for rent arrears.		
1.c	Submit business case for integrating all FM services into a single team.	Commence contract procurement, as required, to support a single FM model.		

1.d	Identify list of underperforming high priority sites, run sites through the Asset Management Strategic Assessment toolkit, for the commercial portfolio, and prepare business cases for Cabinet approval.	Delivery of the approved business cases relating to the underperforming high priority sites.		
1.e	Undertake Property Review to establish property baseline including ownership and leases and recommend optimal financial models.	Implement action plan from Property Review.		
	<p>Outcomes</p> <p>Agreed programmes for implementation as part of the MTFs, with profiled financial income and saving opportunities.</p> <p>Early indication of Capital Strategy requirements for future years.</p>	<p>Optimisation of property asset performance and suitability.</p> <p>Greater performance and financial returns within the commercial portfolio.</p> <p>Capital Strategy to reflect the Asset Management and Commercial portfolio requirements.</p> <p>Fully integrated single FM model.</p>		

2. To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children’s Services, Environment and Resident Experience & Culture, Strategy and Engagement.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
2.a	Scoping the Accommodation Strategy to assist service delivery.	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.	Assistant Director Capital Projects and Property	Cllr Gordon
2.b	Host conversation events with our lease holders, local communities and partner organisations regarding accommodation requirements.	Ongoing forums and engagement as part of the Asset Management and Commercial Property review action plans, business cases and decision making, as identified from the Activities in the SAMPIP action plan.		Cllr Hakata
2.c	Consult with community representatives as part of a review of the council’s property portfolio.	Information gathered from consultations will be used to inform		Cllr Brabazon
				Cllr Gordon

		accommodation requirements for service delivery.		
2.d	Develop a comms strategy for engaging with residents on community usage of property assets.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.		
2.e	In the context of Children’s Services, assist colleagues to develop the three main themes within their vision that have a significant capital component: <ol style="list-style-type: none"> 1. Establish a programme of capital works to support the education strategy. 2. Develop the capital element of the Safety Valve programme. 3. Review opportunities to increase the in-borough offer for residential and short break placements to support vulnerable young people and their families in a local setting. 	Assess and refine the delivery strategies for the Children’s Service outcomes to ensure its continued relevance and efficacy in meeting the needs of the service’s vision. Engage closely with Children’s Service colleagues to ensure individual schemes meet the objectives of each programme/theme, in addition to contributing towards the Council’s Net Zero target.		
	Outcomes In addressing the outputs that emerge from the themes above, officers will refer to the ‘master plan’ options appraisal process undertaken for a number of key education sites in 2022.	Outcomes Community ownership of decision making relating to asset and property related functions with the council, that impact upon their local communities.		

	<p>In addition, we will continue to monitor the quality of outcomes achieved to ensure that investment in the schools' estate delivers effective, value for money outcomes.</p> <p>Increased community involvement in asset and property related functions to ensure community needs are met.</p>			
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3. To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2- 5 Roadmap	Lead Officer	Cabinet Member
3.a	Assess property implications of Corporate Delivery Plan (CDP) and embed into SAMPIP.	Implement gateway review process to ensure property decisions align with CDP.	Head of Strategic Asset Management	Cllr Gordon
3.b	Review progress to date on Service Area Vision for service delivery as part of Change programmes and CDP.	Review property impact of service AMPs and embed into SAMPIP.		Cllr Brabazon

3.c	Develop implementation plans with operational teams and identify specific programme or policy approvals as well a business case sign off.	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.		
3.e	Provide baseline data on property assets to incorporate into the service AMP so to enable service AMPs to reflect on current resources and future needs if affordable to MTFS constraints.	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.		
	<p>Outcomes</p> <p>Engagement with operational areas to agree programmes for development of service AMPs.</p> <p>Identify a support resource and capital funding to help operational departments to develop their visions and convert to a service AMP.</p> <p>Database of property cost centres from Fixed Asset Register verified to incorporate into service AMPs so to determine current utilisation and future needs of each asset.</p> <p>Operational Departments to finalise service policy, programme, and business cases and to obtain adoption by Cabinet.</p>	<p>Outcomes</p> <p>Scrutinise service AMPs to extract property implications into corporate AMP update Year 2 (Feb 2025)</p> <p>Compare service AMPs to all property to determine assets surplus to requirements to undertake a cross-cutting and corporate review of use for repurposing or regeneration prior to a disposal option to deliver capital investment or MTFS saving Year 2-3.</p> <p>Ongoing review and update for reporting to Cabinet on property performance Year 3 to 5.</p>		

	Update corporate AMP for February 2024 to incorporate strategic CDP property implications.			
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4. To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2-5 Road map	Lead Officer	Cabinet member
4.a	Scope requirements to develop accommodation strategy starting with service areas not included in Civic Centre as a priority.	<p>Develop business case; Obtain earmarked capital funding.</p> <p>Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre.</p> <p>Produce Business Case and seek Cabinet ‘in principle’ approval of investment proposals.</p> <p>Develop tender documentation and seek tenders.</p> <p>Seek Cabinet authority to commit.</p>	Head of Strategic Asset Management	<p>Cllr Gordon</p> <p>Cllr das Neves</p> <p>Cllr Hakata</p>

		Commence programme of work to complete by April 2027.		
4.b	Clarify Wood Green Voices strategy on retention and disposals of office assets in advance of the Civic Centre completion in 2026.	Embed into Accommodation Strategy.		
	<p>Outcomes</p> <p>Emerging Strategy for Wood Green Corner to develop agreed list of core buildings to include in the Accommodation Strategy.</p>	<p>Outcomes</p> <p>Develop accommodation strategy.</p> <p>Business case agreed for accommodation strategy.</p> <p>Upgrade works to agreed core buildings completed April 2027 (Year 5).</p>		

5. To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority.	Year 2-5 Roadmap.	Lead Officer	Cabinet Member
5.a	Stakeholder workshops to embed model across the Council.	Develop operational governance structures for CPM.	Head of Strategic Asset Management and the Head of building management, resilience and safety	Cllr Gordon
5.b	Develop CPM comms plan to engage with internal stakeholders to implement culture and behaviour change.	Asset Management database ready.		
5.c	Baseline Approach and Data review.	Develop workstreams to centralised budgets.		
5.d	Develop CPM Implementation Plan.	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.		
5.e	Populate asset management database including physical, legal and photographic data.	Develop Estate optimisation with Operational teams.		

	<p>Outcomes</p> <p>Complete stakeholder workshops.</p> <p>Comms plan activated to engage with internal stakeholders to implement culture and behaviour change.</p> <p>Property assets verified and recorded in Technology Forge.</p> <p>Captured all property related costs and maintenance backlog for assets to be transferred to the corporate property cost centre.</p>	<p>Outcomes</p> <p>Running cost database developed year 2 to 3.</p> <p>Corporate Property Model go-live year 2.</p> <p>Property reviews programmed in rolling five-year cycle.</p> <p>Establish MTFS targets for savings of running costs Year 3.</p> <p>Fully implement and embed Technology Forge as a Property Database.</p>		
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6. To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
6.a	Complete the Property review.	Capital projects, subject to Business case approval to begin.	Head of Property	Cllr Gordon
6.b	Cabinet Approval for the recommendations following the review, across the portfolio.	Programme of investment and divestment aligned with the MTFS.		
6.c	Approval of priority site business cases to allow the allocated capital programme funding to be approved for spend.	Changes to operating models, policies and procedures as required. Ongoing delivery of the Commercial portfolio Action Plan.		
	Outcomes A clearly defined programme of priorities to achieve a high performing property portfolio.	Outcomes High performing commercial portfolio which contributes to the MTFS and delivers borough priorities.		

	A detailed action plan for improving the Property holding.			
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7. To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
7.a	<p>Implement the 46 recommendations from Property Audits, across 3 core themed areas, Governance, Best Practise & People.</p> <p>Governance – To review the existing governance arrangements and make amendments where required, in accordance with audit recommendations.</p> <p>Review ToR for governance boards and implementation of digital systems to track decision making and performance management.</p>	Continue to monitor and evaluate as part of this wider SAMPIP action plan and reporting to cabinet on an annual basis, via statements of compliance.	Head of Property	Cllr Gordon

	<p>To fully integrate Techforge into the daily working practises across the council. Identify areas for improvement and implementation of additional digital resources.</p> <p>Best Practise – To review existing policies and amend as required. Improve culture and ways of working to reflect Haringey Values and behaviours – with a key focus on responsibility. To process map, with service areas any new ways of working linked with the CDP that may require new policy or amend property and asset management policies. To ensure that new policies, where required, and amended policies are taken through the correct property governance framework for adoption. Work with legal to ensure any constitutional changes are made, as required.</p> <p>People – Conclude the CPP implementation plan, following the completed restructure in May 2022.</p>			
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	<p>Focus on recruitment of talent, and retention, to expand capability to enable delivery of targets.</p> <p>Continue cultural change programme within CPP, in accordance with the Service Plan.</p> <p>Wider organisation cultural development as part of the Corporate Property Model role out.</p>			
	<p>Outcomes</p> <p>High performing property function</p> <p>Audit assurances following future reviews.</p>	<p>Outcomes</p> <p>High performing Business as usual Asset management and Property functions across the council.</p>		

8. To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

Activity and Output		Activity and Output	Lead Officer / Cabinet Member	Target Delivery Date
Year 1 Priority – Property team		Year 2-5 Roadmap – Property team		
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead officer	Cabinet Member

8.a	Implementation of the Property Review Process (PRP) and Performance Matrix on a selection of property assets.	Continuous development of the PRP to inform robust decision making.	Assistant Director Capital Projects and Property.	Cllr Gordon
8.c	Assess efficiency of the Matrix and adjust scoring system as required.	Report regularly to Cabinet on performance.		
8.d	Assess full toolkit of methodologies, including business cases, required to assess suitability of assets for each category of use.	Seek decisions on repurposing, regeneration, or disposal of poorly performing assets and acquisition of more effective property to minimise property costs and to enhance service delivery.		
	<p>Outcomes</p> <p>Circular retest of model and finalise for programmed reviews.</p> <p>To have completed matrix reviews of identified underperforming/ priority property assets.</p> <p>To have verified a list of key assets to develop a 5-year programme of property performance reviews.</p> <p>Establish Rolling Programme of reviews.</p>	<p>Outcomes</p> <p>Completion of reviews of underperforming/ priority property assets and prepare reports for Cabinet.</p> <p>Utilise the Property Disposal Strategy adopted by Cabinet to support final decision making.</p>		

9. Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
9.a	Engage with key public sector partners to identify opportunities such as Localities.	Continuous partnership working.	Assistant Director Capital Projects and Property.	Cllr Gordon
9.b	Joint development of programmes, where in accordance with the council’s objectives of the SAMPIP, as identified by Service area need.	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as part of the activity of the above objective Action plans.		

9.c	Review of current projects in development and recommendation to respective decision-making bodies on the property implications and agree next steps.	Progress agreed projects to delivery stage.		
	Outcomes Identified potential projects and undertake feasibility study to establish viability.	Outcomes Projects delivered when feasibility and governance process has been carried out.		

10. To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
10.a	Establish extent of cost of works required to meet the 2027 targets for core buildings as outlined in the Council’s zero carbon action plan.	Utilise the CPM to establish a programme of works and identify funding opportunities.	Head of Strategic Asset Management	Cllr Gordon

10.c	Utilise the Net-Zero Schools Retrofit Guide to establish extent of works and costs to achieve net zero targets for schools.	Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.		Cllr Brabazon
10.d	Analyse Children's Capital Programme Condition Surveys to identify solutions that address condition needs and achieving net zero. Incorporate findings into the capital works delivery programme.	Implement and deliver in alignment with capital programme of works.		Cllr das Neves
10.e	Review DEC and EPC surveys and reports to identify works required and associated costs.	Utilise CPM to devise a programme of works.		
	<p>Outcomes</p> <p>DEC surveys and reports complete for all public access buildings.</p> <p>Report to CCASOG (Carbon Board) on status of DEC ratings and required works to agreed list of core buildings to include in meeting the 2027 target.</p>	<p>Outcomes</p> <p>Funding opportunities activated and used for financing schemes.</p> <p>Business case agreed for carbon reduction works to core properties and Schools Year 2-3.</p> <p>Upgrade works to agreed core buildings completed April 2027 (Year 5)</p>		

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PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Section 2 GENERAL DELEGATIONS TO DIRECTORS

General Functions delegated to Directors in their service areas:

General

- To exercise any functions, powers and duties of the Council to secure the effective management of their service areas including the authorisation of any procedures or contracts within the framework of Financial Procedure Rules and Contract Procedure Rules, and taking and implementing decisions to maintain the operational effectiveness of their service areas where these fall within a policy decision made by the Council or Cabinet
- To implement and develop initiatives within the strategic policy framework and other Council plans and policy documents
- To carry out, or authorise the carrying out, of the functions of the proper officer of the Council in any legislation relating to those areas of responsibility assigned to Directors
- To exercise the general power of competence under the Localism Act 2011 subject to advice from Legal Services on each proposed exercise of these powers
- The power to place the services of any Council officers at the disposal of any person acting as the returning officer at any Greater London Authority election for an electoral area situated wholly or partly in the Borough

Incidental powers

- In addition to any of their general and/or specific delegated functions and powers set out below, to enter into arrangements or do anything else which is calculated to facilitate, or is conducive or incidental to, the discharge of such delegated functions

Service Performance

- To make arrangements to secure value for money in respect of their service areas, to secure continuous improvement in the way functions are exercised having regard to a combination of economy, efficiency and effectiveness, and to maximise economic, environmental and social value
- To arrange consultation with tax payers, non-domestic rate-payers, service users and other local representatives about fulfilment of the best value duties and to involve representatives of local persons in the exercise of Council functions
- To meet business critical and key performance indicator targets
- To enter into any agreement with any other public body for the supply of goods and services subject to this being in accordance with the Council's Budget & Policy Framework, the Financial Regulations and the Contract Standing Orders

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- To make arrangements for co-ordinating the activities of the Council and those of any charity established for purposes similar or complementary to services provided by the Council in the interests of persons who may benefit from those services or from the charity and to disclose to any such charity any information obtained in connection with the services provided by the Council

Legal

- To authorise, institute, prosecute, defend, compromise, or adjourn any form of legal proceedings or enforcement functions or statutory procedure and to make or defend any appeal in criminal or civil proceedings where such action is desirable to protect the Council's interests, subject to advice from Legal Services and the agreement of the Monitoring Officer as appropriate
- Subject to the agreement of the Monitoring Officer, to authorise officers to prosecute or defend or to appear on the Council's behalf in proceedings before any Court or Tribunal
- To prepare, issue and serve any statutory notice, demand, certificate, order, or requisition for information in respect of functions in their area, including the authentication of such documents save that the authentication of documents necessary for any legal procedure or proceedings is reserved to the Monitoring Officer in accordance with Article 13.04
- To authorise officers to enter and/or inspect any land or premises in respect of which the Council has a statutory power or duty to enter or inspect including the obtaining and enforcement of a search warrant
- To authorise any officer exercising a power to enter and/or seize items found on premises to exercise the powers of seizure, to give the required notice and to perform the duties to return certain items seized and to secure certain items seized
- To apply, or to authorise other officers to apply, to a Court for a warrant to enter any land or premises, in exercise of his/her responsibilities;
- To authorise the institution of any process or proceedings for administering or enforcing the functions of the Council
- To certify that any document forms part of the records of the Council for the purpose of admitting that document as evidence in civil proceedings
- To authorise the recovery by legal proceedings of any sum to which the Council is entitled
- To take the action necessary to comply with any Court Order made against the Council
- To appoint officers as authorised officers for any statutory purpose
- To accept, hold and administer any property on trust (in consultation with the Chief Finance Officer and the Monitoring Officer)
- To supply photocopies of documents to the general public subject to making such charges as may be agreed in an approved scheme, subject to the provisions of the Copyright, Designs and Patents Act 1988

Personnel Matters:

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Exercising all Human Resources functions in accordance with agreed procedures and policies and subject to the agreement of the Assistant Director for Human Resources as required, including:

- Taking all decisions relating to changes to the establishment; save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive. All such changes are to be contained within existing budgets and in accordance with agreed procedures and legislative requirements
- Power to designate posts as casual or essential car users in accordance with agreed procedures
- Power to defray expenses properly incurred by an officer of the Council
- Extension of sickness pay (half and full pay) or extension beyond the national, provincial or local agreements
- Approval of extension of special leave with pay
- Extensions of accident pay beyond the national, provincial or local agreements
- Grant of honoraria and where relevant ex-gratia payments to employees
- Approval to changes to grades on various scales/conditions for all employee groups subject to the agreement of the Assistant Director for Human Resources and save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Re-designation of posts subject to normal consultative procedures
- Decisions not to reclaim financial assistance granted under the Post-Entry Training Scheme
- To consider requests from employees to engage in any other regular employment for which payment is received
- Decisions not to reclaim maternity pay
- Deletion of vacant and creation of new posts
- Appointments to posts in accordance with agreed procedures and pay scales, save in relation to Directors which is reserved to the Staffing and Remuneration Committee;
- Power to authorise recruitment and retention terms for individual posts save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Disciplinary/capability action, save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive, in accordance with agreed procedures. The Chief Executive shall act in accordance with Part 4 Section K of the Constitution.
- Dismissals of officers, save in relation to Directors which is reserved to the Staffing and Remuneration Committee. The power to approve the terms of release of staff aged 55 or over and made redundant or retired early with a claim on the pension scheme is delegated to the Chief Finance Officer, save in relation to Directors which is reserved to the Staffing and Remuneration Committee

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- Approval of settlements for individual post holders, at termination of employment or in legal proceedings including those reached by settlement agreement, subject to the approval of the Assistant Director for Human Resources and save in relation to Directors which is reserved to the Staffing and Remuneration Committee
- Exercising of discretions in accordance with Council policy pursuant to the Local Government Pension Scheme Regulations 2013
- Exercising of discretions in accordance with Council policy pursuant to the Teachers' Pensions Regulations 2010
- Approval of payment of allowances to employees
- Approval of more than 5 days carry-over of annual leave to the following leave year

Administrative Matters

- Power to deal with requests for access to Council premises by the media
- Power to waive charges where justified in exceptional circumstances and where this is legally permissible

Finance

Officers are referred to the Financial Regulations at Part Four Section I of the Constitution

Contracts

Officers are referred to the Contract Procedure Rules at Part Four Section J of the Constitution

Property Matters

1) ~~Except as set out below a~~Any decision concerning the management, ~~administration, need for requirements~~ or use of land held for the operational requirements of the officers of a service area ~~or any other decisions relating to a property may be taken by the relevant Director, subject to the following provisions:~~

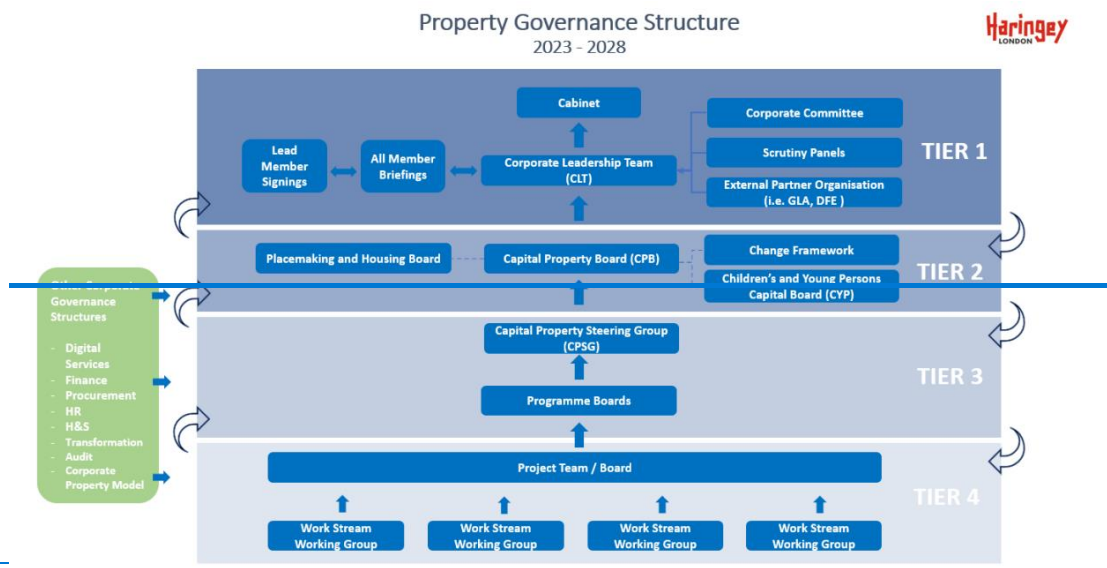
- ~~Property decisions can only be taken by the Director of Placemaking and Housing Directors and the decision must be in accordance with –the Strategic Asset Management & Property Improvement Plan or any other equivalent replacement plan, and the Property governance and decision-making toolkit, reflecting the corporate nature of property.] which~~

~~Decisions will be governed through the Capital Property Steering Group (CPSG) and Capital Property Board (CPB) includes consideration of the decision at Property Compliance Board and demonstrates accordance~~

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

with the Corporate Delivery Plan. This governance is outlined below This includes:



• Decisions to be taken through the above governance include:

To reflect the corporate nature of property acquisition, appropriate decisions concerning the management or use of land held for the operational requirements of the officers of a service by directors. These decisions will need to be within the financial thresholds assigned to directors in the directorate scheme of authorisation.

2) The Assistant Director for Capital Projects and Property, shall have the power:

- a) to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme.
- b) to survey land which the Council proposes to acquire compulsorily
- c) to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land. This would be in accordance with relevant legislation pertaining to the acquisition or disposal of land and meet requirements for land referencing and assessment.

3) Decisions to acquire or dispose of any land or property with a capital value below £250,000 except by use of compulsory powers or in advance of identified requirements shall be taken as follows:-

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- a) Decisions to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the to the Director of Regeneration, Planning and Development Placemaking and Housing

b) Decisions to acquire or dispose of any land or property with a capital value equivalent or less than equalling or exceeding £100,000 but less than £249,999 except by use of compulsory powers or in advance of identified requirements is reserved to the The Assistant Director for Capital Projects and Property.

- to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum is reserved to the the Assistant Director, Capital Projects and Property.

c) Decisions to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director for Placemaking and Housing;

d) Decisions to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum is reserved to The Assistant Director for Capital Projects and Property.

to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme.

The power to survey land which the Council proposes to acquire compulsorily

The power to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land. This would be in accordance with relevant legislation pertaining to the acquisition of land and meet requirements for land referencing and assessment.

-

4) Powers to take any action or sign any document under the Land Registration Rules, including the release of mortgages or charges; and powers to give any undertaking under the Greater London Council (General Powers) Act 1974 are reserved to the Monitoring Officer.

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

*The above delegated decisions must be recorded and reported on as decisions taken under the Officer Scheme of Delegation in accordance with Part Three Section E - paragraphs 3.01 to 3.05 of the Council's Constitution. Property decisions, of £100,000 or more should be reported to Cabinet.

*The Cabinet have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000 and any Key Decisions relating to property matters. Where a delegated decision outlined above is of particular significance as defined in Part 3 Section E paragraph 3.04, this can still be put forward to the Leader or Cabinet (as the case may be) for a decision in accordance with the decision making protocol.

- ~~• Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to acquire or dispose of any land or property with a capital value below £250,000 except by use of compulsory powers or in advance of identified requirements. The power to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the Director of Regeneration, Planning and Development Placemaking and Housing~~
- ~~• Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum. The power to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director of Regeneration, Planning and Development~~
- ~~• Subject to the agreement of the Assistant Director for Corporate Property and Major Projects, the power to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme.~~
- ~~• The power to survey land which the Council proposes to acquire compulsorily~~
- ~~• The power to serve on any person occupying, having an interest in, or managing any land a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land~~

Emergencies (e.g. flooding, power failure etc)

- Where an emergency or disaster involving destruction of or danger to life or property occurs or is imminent or there is reasonable ground for

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

apprehending such an emergency or disaster, and L.A Gold is of the opinion that it is likely to affect the whole or part of the Council's area or all or some of its inhabitants, all Directors may:

- a) incur such expenditure as is considered necessary in taking action (either by the Council itself or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate or eradicate in the Borough or among its inhabitants the effects or potential effects of the event; and
 - b) make grants or loans to other persons or bodies in respect of any such action taken by those persons or bodies, subject to ratification where necessary, as soon as possible.
- This power is to be exercised by Directors in accordance with Article 11.07 of the Constitution.

Safeguarding

- Duty to ensure that a person who is disqualified from working with children is not offered work in a regulated activity and that any such person who is so employed is removed from such work
- In accordance with the provisions of the Safeguarding Vulnerable Groups Act 2006, to exercise the duty and the power to make referrals to the Disclosure and Barring Service to refer any person who has:
 - (a) Harmed or poses a risk of harm to a child or vulnerable adult;
 - (b) Satisfied the harm test; or
 - (c) Received a caution or conviction for a relevant offence

Equalities and Public Health

- To have due regard, when carrying out any of the Council's functions, to the Council's Equal Opportunities Policy and the need to eliminate discrimination, harassment and victimisation and to promote equality of opportunity and foster good relations
- To have regard, when carrying out any of the Council's functions, to the joint strategic needs assessment and Health and Wellbeing Strategy prepared by the Council and its health partners and which is relevant to the exercise of the functions
- Duty to make provision for disabled persons with needs who are members of the public or Council employees in Council premises including means of access, parking facilities sanitary conveniences and appropriate signage

Energy and Climate Change

- To have regard, when carrying out any of the Council's functions, to the most recent energy measures report from central government

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Health and Safety

- To ensure and promote the health, safety and welfare at work of all employees and visitors to premises under their control

Access to Information

- To comply with the duties and powers imposed by Part 4 Section D of the Constitution

Responding to consultations and proposals

- To respond to consultations and to make comments and representations on matters notified to the Council by third parties including (but not limited to) Government Departments, statutory undertakers, local authorities and the Mayor of London, in consultation with the relevant Cabinet Member

Submission of grant funding bids

- To submit bids for grant funding and/or other financial assistance to Government departments and other organisations and bodies for projects and initiatives consistent with Council policies, following consultation with the relevant Cabinet Member, and to enter into any such agreements and arrangements as necessary to secure such funding, in accordance with the Contract Standing Orders

Complaints

- To take action regarding complaints received
- To settle any Ombudsman / Complaint Cases:
 - (i) cases of alleged maladministration where there has not been a finding of maladministration by the Ombudsman
 - (ii) complaints that have been brought against the Council under any of its internal complaints procedures in conjunction with the Monitoring Officer
- To approve compensation payments to remedy complaints in accordance with the Corporate Complaints Procedure and Financial Regulations

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Section 2 GENERAL DELEGATIONS TO DIRECTORS

General Functions delegated to Directors in their service areas:

General

- To exercise any functions, powers and duties of the Council to secure the effective management of their service areas including the authorisation of any procedures or contracts within the framework of Financial Procedure Rules and Contract Procedure Rules, and taking and implementing decisions to maintain the operational effectiveness of their service areas where these fall within a policy decision made by the Council or Cabinet
- To implement and develop initiatives within the strategic policy framework and other Council plans and policy documents
- To carry out, or authorise the carrying out, of the functions of the proper officer of the Council in any legislation relating to those areas of responsibility assigned to Directors
- To exercise the general power of competence under the Localism Act 2011 subject to advice from Legal Services on each proposed exercise of these powers
- The power to place the services of any Council officers at the disposal of any person acting as the returning officer at any Greater London Authority election for an electoral area situated wholly or partly in the Borough

Incidental powers

- In addition to any of their general and/or specific delegated functions and powers set out below, to enter into arrangements or do anything else which is calculated to facilitate, or is conducive or incidental to, the discharge of such delegated functions

Service Performance

- To make arrangements to secure value for money in respect of their service areas, to secure continuous improvement in the way functions are exercised having regard to a combination of economy, efficiency and effectiveness, and to maximise economic, environmental and social value
- To arrange consultation with tax payers, non-domestic rate-payers, service users and other local representatives about fulfilment of the best value duties and to involve representatives of local persons in the exercise of Council functions
- To meet business critical and key performance indicator targets
- To enter into any agreement with any other public body for the supply of goods and services subject to this being in accordance with the Council's Budget & Policy Framework, the Financial Regulations and the Contract Standing Orders

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- To make arrangements for co-ordinating the activities of the Council and those of any charity established for purposes similar or complementary to services provided by the Council in the interests of persons who may benefit from those services or from the charity and to disclose to any such charity any information obtained in connection with the services provided by the Council

Legal

- To authorise, institute, prosecute, defend, compromise, or adjourn any form of legal proceedings or enforcement functions or statutory procedure and to make or defend any appeal in criminal or civil proceedings where such action is desirable to protect the Council's interests, subject to advice from Legal Services and the agreement of the Monitoring Officer as appropriate
- Subject to the agreement of the Monitoring Officer, to authorise officers to prosecute or defend or to appear on the Council's behalf in proceedings before any Court or Tribunal
- To prepare, issue and serve any statutory notice, demand, certificate, order, or requisition for information in respect of functions in their area, including the authentication of such documents save that the authentication of documents necessary for any legal procedure or proceedings is reserved to the Monitoring Officer in accordance with Article 13.04
- To authorise officers to enter and/or inspect any land or premises in respect of which the Council has a statutory power or duty to enter or inspect including the obtaining and enforcement of a search warrant
- To authorise any officer exercising a power to enter and/or seize items found on premises to exercise the powers of seizure, to give the required notice and to perform the duties to return certain items seized and to secure certain items seized
- To apply, or to authorise other officers to apply, to a Court for a warrant to enter any land or premises, in exercise of his/her responsibilities;
- To authorise the institution of any process or proceedings for administering or enforcing the functions of the Council
- To certify that any document forms part of the records of the Council for the purpose of admitting that document as evidence in civil proceedings
- To authorise the recovery by legal proceedings of any sum to which the Council is entitled
- To take the action necessary to comply with any Court Order made against the Council
- To appoint officers as authorised officers for any statutory purpose
- To accept, hold and administer any property on trust (in consultation with the Chief Finance Officer and the Monitoring Officer)
- To supply photocopies of documents to the general public subject to making such charges as may be agreed in an approved scheme, subject to the provisions of the Copyright, Designs and Patents Act 1988

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

Personnel Matters:

Exercising all Human Resources functions in accordance with agreed procedures and policies and subject to the agreement of the Assistant Director for Human Resources as required, including:

- Taking all decisions relating to changes to the establishment; save in relation to the Strategic Leadership Team and Statutory Officers which is delegated to the Chief Executive. All such changes are to be contained within existing budgets and in accordance with agreed procedures and legislative requirements
- Power to designate posts as casual or essential car users in accordance with agreed procedures
- Power to defray expenses properly incurred by an officer of the Council
- Extension of sickness pay (half and full pay) or extension beyond the national, provincial or local agreements
- Approval of extension of special leave with pay
- Extensions of accident pay beyond the national, provincial or local agreements
- Grant of honoraria and where relevant ex-gratia payments to employees
- Approval to changes to grades on various scales/conditions for all employee groups subject to the agreement of the Chief People Officer and save in relation to Directors which is reserved to the General Purposes Committee
- Re-designation of posts subject to normal consultative procedures
- Decisions not to reclaim financial assistance granted under the Post-Entry Training Scheme
- To consider requests from employees to engage in any other regular employment for which payment is received
- Decisions not to reclaim maternity pay
- Deletion of vacant and creation of new posts
- Appointments to posts in accordance with agreed procedures and pay scales, save in relation to Directors which is reserved to the Appointments Panel Committee;
- Power to authorise recruitment and retention terms for individual posts save in relation to Directors which is reserved to the General Purposes Committee
- Disciplinary/capability action, save in relation to the Council Leadership Team and Statutory Officers which is delegated to the Chief Executive, in accordance with agreed procedures. The Chief Executive shall act in accordance with Part 4 Section K of the Constitution.
- Dismissals of officers, save in relation to Directors which is reserved to the Disciplinary, Grievance and Dismissal Panel . The power to approve the terms of release of staff aged 55 or over and made redundant or retired early with a claim on the pension scheme is delegated to the Chief Finance Officer, save in relation to Directors which is reserved to the Disciplinary, Grievance and Dismissal Panel

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- Approval of settlements for individual post holders, at termination of employment or in legal proceedings including those reached by settlement agreement, subject to the approval of the Chief People Officer save in relation to Directors which is reserved to the Disciplinary, Grievance and Dismissal Panel
- Exercising of discretions in accordance with Council policy pursuant to the Local Government Pension Scheme Regulations 2013
- Exercising of discretions in accordance with Council policy pursuant to the Teachers' Pensions Regulations 2010
- Approval of payment of allowances to employees
- Approval of more than 5 days carry-over of annual leave to the following leave year

Administrative Matters

- Power to deal with requests for access to Council premises by the media
- Power to waive charges where justified in exceptional circumstances and where this is legally permissible

Finance

Officers are referred to the Financial Regulations at Part Four Section I of the Constitution

Contracts

Officers are referred to the Contract Procedure Rules at Part Four Section J of the Constitution

Property Matters

- 1) Except as set out below any decision concerning the management, administration, need for or use of land held for the operational requirements of the officers of a service area or any other decisions relating to a property can only be taken by the Director of Placemaking and Housing and the decision must be in accordance with the Strategic Asset Management & Property Improvement Plan or any other equivalent replacement plan.
- 2) The Assistant Director for Capital Projects and Property, shall have the power:
 - a) to settle compensation for the loss of interests in land up to a maximum of £250,000 per interest where in the approved capital programme,
 - b) to survey land which the Council proposes to acquire compulsorily,

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- c) to serve on any person occupying, having an interest in, or managing any land, a notice requiring them to furnish the Council with information regarding the nature of their interest in the land and the name and address of others occupying, managing or having an interest in the land. This would be in accordance with relevant legislation pertaining to the acquisition or disposal of land and meet requirements for land referencing and assessment.

- 3) Decisions to acquire or dispose of any land or property except by use of compulsory powers or in advance of identified requirements shall be taken as follows:
 - a) Decisions to acquire or dispose of any land or property with a capital value equalling or exceeding £250,000 but less than £500,000 except by use of compulsory powers or in advance of identified requirements is reserved to the Director of Placemaking and Housing;
 - b) Decisions to acquire or dispose of any land or property with a capital value of equivalent or less than £249,999 except by use of compulsory powers or in advance of identified requirements is reserved to the Assistant Director for Capital Projects and Property;
 - c) Decisions to take a lease or licence of any land or property for any period where the rent equals or exceeds £100,000 per annum but is less than £500,000 is reserved to the Director for Placemaking and Housing;
 - d) Decisions to take or grant a lease or licence of any land or property for any period where the rent is less than £100,000 per annum is reserved to The Assistant Director for Capital Projects and Property.

- 4) Powers to take any action or sign any document under the Land Registration Rules, including the release of mortgages or charges; and powers to give any undertaking under the Greater London Council (General Powers) Act 1974 are reserved to the Monitoring Officer.

*The above delegated decisions must be recorded and reported on as decisions taken under the Officer Scheme of Delegation in accordance with Part Three Section E - paragraphs 3.01 to 3.05 of the Council's Constitution. Property decisions, of £100,000 or more should be reported to Cabinet.

*The Cabinet have responsibility for the acquisition or disposal of Council interest in land and buildings with a capital value equalling or exceeding £500,000 and any Key Decisions relating to property matters. Where a delegated decision outlined above is of particular significance as defined in Part

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

3 Section E paragraph 3.04, this can still be put forward to the Leader or Cabinet (as the case may be) for a decision in accordance with the decision making protocol.

Emergencies (e.g. flooding, power failure etc)

- Where an emergency or disaster involving destruction of or danger to life or property occurs or is imminent or there is reasonable ground for apprehending such an emergency or disaster, and L.A Gold is of the opinion that it is likely to affect the whole or part of the Council's area or all or some of its inhabitants, all Directors may:
 - a) incur such expenditure as is considered necessary in taking action (either by the Council itself or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate or eradicate in the Borough or among its inhabitants the effects or potential effects of the event; and
 - b) make grants or loans to other persons or bodies in respect of any such action taken by those persons or bodies, subject to ratification where necessary, as soon as possible.
- This power is to be exercised by Directors in accordance with Article 11.07 of the Constitution.

Safeguarding

- Duty to ensure that a person who is disqualified from working with children is not offered work in a regulated activity and that any such person who is so employed is removed from such work
- In accordance with the provisions of the Safeguarding Vulnerable Groups Act 2006, to exercise the duty and the power to make referrals to the Disclosure and Barring Service to refer any person who has:
 - (a) Harmed or poses a risk of harm to a child or vulnerable adult;
 - (b) Satisfied the harm test; or
 - (c) Received a caution or conviction for a relevant offence

Equalities and Public Health

- To have due regard, when carrying out any of the Council's functions, to the Council's Equal Opportunities Policy and the need to eliminate discrimination, harassment and victimisation and to promote equality of opportunity and foster good relations
- To have regard, when carrying out any of the Council's functions, to the joint strategic needs assessment and Health and Wellbeing Strategy

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

prepared by the Council and its health partners and which is relevant to the exercise of the functions

- Duty to make provision for disabled persons with needs who are members of the public or Council employees in Council premises including means of access, parking facilities sanitary conveniences and appropriate signage

Energy and Climate Change

- To have regard, when carrying out any of the Council's functions, to the most recent energy measures report from central government

Health and Safety

- To ensure and promote the health, safety and welfare at work of all employees and visitors to premises under their control

Access to Information

- To comply with the duties and powers imposed by Part 4 Section D of the Constitution

Responding to consultations and proposals

- To respond to consultations and to make comments and representations on matters notified to the Council by third parties including (but not limited to) Government Departments, statutory undertakers, local authorities and the Mayor of London, in consultation with the relevant Cabinet Member

Submission of grant funding bids

- To submit bids for grant funding and/or other financial assistance to Government departments and other organisations and bodies for projects and initiatives consistent with Council policies, following consultation with the relevant Cabinet Member, and to enter into any such agreements and arrangements as necessary to secure such funding, in accordance with the Contract Standing Orders

Complaints

- To take action regarding complaints received
- To settle any Ombudsman / Complaint Cases:
 - (i) cases of alleged maladministration where there has not been a finding of maladministration by the Ombudsman

PART THREE – RESPONSIBILITY FOR FUNCTIONS

Section E – Scheme of Delegation – Section 2 General Delegations to Directors

- (ii) complaints that have been brought against the Council under any of its internal complaints procedures in conjunction with the Monitoring Officer
- To approve compensation payments to remedy complaints in accordance with the Corporate Complaints Procedure and Financial Regulations

Appendix for Labour Motion

Notes: The below information from the AHC Directorate/Beverley Tarka will be used when writing to the Chancellor of the Exchequer for context setting.

1. Adult social care transforms lives, provides care, support and safeguards that enable us to lead to the lives we want to lead. A modern and effective social care system is essential both for economic growth and the social wellbeing of people and communities. Good social care helps older people and people with disabilities live, work and participate in society with dignity. Investing in social care is an investment in the country's families, workforce and economy. It is a vital part of our social and economic infrastructure'.

It's important in the context of a challenging global economic climate that adult social care is recognised for the economic value that it brings to our society. A recent report from the [Future Social Care Coalition report](#) highlighted:

- Social care is a significant direct contributor to the UK's economy, with a Gross Value Added (GVA) of £51.5 billion of economic activity in England alone, when including indirect and induced effects, surpassing other sectors like electricity and power.
- The sector employs 1.79 million people in England alone, making it a larger employer than the NHS.
- For every £1 invested, £1.75 is generated in the wider economy.

Since [Social Care Future launched their vision](#) in November 2021 it has gained widespread support. It encapsulates succinctly a set of ideas, and values that have been developed with people who draw on care and support and which have been reflected in other documents over time.

'We all want to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing what matters to us.'

- The Social Care Future vision goes on to say the role of social care is to provide the support to be able to do these things if we have a disability or health condition. The ability to do everyday things like see friends, have a relationship and a job, go out to shops and join in activities that we enjoy is currently denied to too many disabled people and older people. The right care and support enables these simple things, and more.

The ability to make a fundamental shift in approach is severely hindered by a range of factors including significant budgetary challenges and increasing levels and complexity of need.

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