



Haringey Council

Children and Young People's Scrutiny Panel

THURSDAY, 22ND JANUARY, 2015 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON N22 8LE.

MEMBERS: Councillors Akwasi-Ayisi, Berryman, M Blake, Hare, Hearn (Chair), Ibrahim and Morris

Co-Optees: Ms Y. Denny (Church of England representative), Mr C. Ekeowa (Catholic Diocese representative), Mr L. Collier (Parent Governor), and Mr. K. Taye (Parent Governor).

AGENDA

1. WELCOME AND INTRODUCTIONS

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with at item 12 below).

4. DECLARATIONS OF INTEREST

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

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of 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 interest are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. MINUTES (PAGES 1 - 12)

To approve the minutes of the meetings of 3 November and 15 December 2014 (attached).

7. BUDGET UPDATE

8. OPTIONS AFFECTING FUTURE TRADING ACTIVITY AT THE COUNCIL'S OUTDOOR EDUCATION CENTRE, PENDARREN HOUSE IN POWYS, WALES (PAGES 13 - 24)

To report on options under consideration for future trading activity affecting the Pendarren House outdoor activity centre and possible changes to improve its financial performance and meet the required reduction in Council subsidy required as part of the Medium Term Financial Strategy.

9. 2014 TEST AND EXAMINATION RESULTS (PAGES 25 - 34)

To receive an overview of test and examination results in 2014.

10. PANEL PROJECT ON YOUTH TRANSITION (PAGES 35 - 50)

(i) To agree the draft scope and terms of reference the Panel's in-depth work on youth transition (attached); and

(ii) To receive a presentation providing an overview of issues regarding young people not in education, employment or training (NEET).

11. WORKPLAN (PAGES 51 - 52)

To note the future workplan for the Panel.

12. NEW ITEMS OF URGENT BUSINESS

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Thursday, 15 January 2015

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**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
MONDAY, 3 NOVEMBER 2014**

Councillors: Berryman, Hearn (Chair), Ibrahim and Morris

Co-opted Members: Ms. Y. Denny (Church of England Representative), Mr. L. Collier (Parent Governor representative) and Mr. K. Taye (Parent Governor representative)

CYPS9. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mark Blake and Hare.

CYPS10. DECLARATIONS OF INTEREST

None.

CYPS11. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

CYPS12. MINUTES

AGREED:

That the minutes of the meeting of 29 September 2014 be approved.

CYPS13. SAFEGUARDING UPDATE

Sir Paul Ennals, the Chair of Haringey Local Safeguarding Children's Board (LSCB), outlined its role within child protection and gave the Panel an update on current safeguarding issues.

He reported that he had begun his work as Chair in May. He did not currently live in Haringey but have previously done so and had held senior roles in a number of organisations concerned with children's welfare. The inspection of the LSCB by OFSTED had taken place shortly after his arrival.

The LSCB brought together all of the key agencies involved in child protection and had two distinct roles:

- To co-ordinate child protection work across agencies; and
- To encourage all agencies to hold each other to account.

Agencies involved included the Police, NHS bodies, the Children and Family Court Advisory and Support Service (CAFCASS), schools and probation organisations. In addition, the voluntary sector was involved and there was both a designated GP and a nurse representative. There also had to be at least one lay member and an independent Chair. Representatives from agencies were expected to be of a senior level and in a position to speak on behalf of their organisation. Work was currently being undertaken to develop the means by which the Board received the views of children and particularly those in care.

The Chair of the LSCB was appointed by the Council but was accountable to the LSCB's board and the Chief Executive. Although the Council was the largest

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single organisation involved in the LSCB as well as the principal funder, this did not confer any special status on it and it was regarded as one of the many partner agencies on the Board. The LSCB had a small number of staff but all its substantive work was undertaken by individual agencies.

The formal role of the LSCB was outlined in "Working Together". There was a particular role in scrutinising and understanding thresholds of care. In addition, the LSCB co-ordinated multi agency training, undertook audits and was responsible for serious case reviews. They also analysed trends and themes. The Cabinet Member for Children and the Assistant Director for Children were both active members of the Board.

The Board had recently submitted its action plan to Ofsted in response to its recent inspection of the LSCB. Only four areas had been identified by OFSTED as requiring improvement. Amongst other areas, the LSCB's membership, processes and arrangements for serious case reviews had been found to be satisfactory.

Improvements were nevertheless required in some areas including the involvement of schools, arrangements for addressing issues regarding the possible sexual exploitation of girls on the fringes of gangs and data on children missing from home and from care. A task and finish group had been set up by the Deputy Chief Executive to address all of these issues. The Action Plan had been approved by the Board but still required endorsement by OFSTED.

The Board had set a number of long term priorities as part of its business planning process. These included:

- Consideration of arrangements for addressing child sexual exploitation and, in particular, identifying where accountability lay. A task and finish group had been set up to look at this and would be reporting back in January; and
- Addressing historical sexual abuse. This related to recent allegations dating back to the 1980s. The perpetrator had since been charged and convicted. The case had generated a lot of learning and the Board was wishing to capture this with a view to guidance being updated. It was possible that other cases from the same period would come to light in due course.

The focus of the Board was on learning, with agencies being encouraged to share.

The Panel noted that local authorities across London were all looking at the issue of child sexual exploitation and an audit tool had been developed to assist with this. It was a pan London issue and Haringey was working with Enfield and Hackney in developing its approach.

In terms of historical abuse in schools, it was conceivable that disclosure could take place at any school within the borough. Schools had a pivotal role to play in encouraging disclosure. It was possible that whistle blowing policies might need further development so that they were more sensitive to the needs of children and young people. The Police were considering how they could intervene at an earlier stage and measures were being taken to put all relevant data on the appropriate IT system.

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In answer to a question, Sir Paul stated that OFSTED wanted the learning from recent cases of historical abuse that had come to light to be shared. A meeting of LSCB Chairs across London and the Children's Minister had been arranged as part of this.

The Panel noted that the voluntary sector had an important role to play in child protection and development work had been undertaken with HAVCO. However, more was required as the local infrastructure was not as strong as in many other London boroughs. This would include an on-line training package.

In respect of early help, it was the role of the LSCB to ensure that the move to earlier intervention did not inadvertently place children at risk in situations, such as where the level of involvement was stepped down. The Board needed to be satisfied that children were safe.

Panel Members felt that it was essential that representatives from schools regularly attended Board meetings and that attendance should be a top priority. Sir Paul commented that lack of attendance should not be equated with lack of interest. There was a high level of commitment from schools but Headteachers could often find it difficult to be away from their schools.

The Panel thanked Sir Paul for attending and looked forward to receiving further reports from him in the future. He stated that there might be opportunities for the Panel and the Board to align their work on issues of mutual concern and would be happy to explore this further.

CYPS14. CONTRACTS IN CHILDREN'S SERVICES

Charlotte Pomery, the Assistant Director for Commissioning reported that contracts were part of a larger process of procurement and commissioning. Expertise in both of these areas within the Council had now been centralised. There were a large range of contracts that the Council had in respect of services for children and young people and these varied considerably in size. Commissioning was now more focussed on impacts and outcomes. There had been a tightening up of contract management so that there was now greater clarity on outcomes expected. The Council commissioned from a wide range of providers and these included in-house providers, NHS organisations and voluntary sector bodies.

In answer to a question, Ms Pomery stated that the decisions on commissioning tended to be based on where the necessary expertise and resources lay, with no preference towards a particular type of provider. Sometimes there could be a mix between external and internal providers. She reported that the Council's contract with Impower was a partnership with CYPS and success would be judged based on delivery and outputs. Some contracting processes were very open in nature and allowed potential providers to come back with suggestions regarding how the desired outcomes would be met. In some areas, there was a lack of significant competition and it was important the market was sufficiently strong. There was accountability through contract monitoring. There was nevertheless a need to invest further in it.

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Ms Pomery reported that work was undertaken to develop capacity amongst providers and that this was done in liaison with officers responsible for economic development. Support was given to help providers improve but this needed to be balanced against the need for services to be of good quality. An example of this was work undertaken to develop capacity for the two year old early entitlement offer which was focussed on attracting more providers and helping them to expand to meet demand.

The Panel noted that the work of Impower would contribute to the achievement of savings required as part of the Mid Term Financial Strategy. Impower's work on the Haringey 54000 project was of particular significance. It is aimed at rebalancing services towards early help and enhanced working with local parents and families. The Cabinet Member stated that the decision to appoint external providers to recruit foster carers had been taken as they had been shown to be more efficient. Putting children in care was expensive and savings needed to be made. Long term plans were being put in place to ensure sustainability.

AGREED:

1. That a report be submitted to a future meeting of the Panel on the further development of the Haringey 54,000 programme; and
2. The further details of the 17 stand alone Children and Education contracts held by the Council be circulated to Panel Members.

CYPS15. PROGRESS ON THE RECRUITMENT OF NEW IN HOUSE FOSTER CARERS AND ACTIONS BEING TAKEN TO ADDRESS OFSTED'S RECOMMENDATIONS FOR IMPROVEMENT OF THE FOSTERING SERVICE

Neelam Bhardwaja, Assistant Director for Children's Services - Safeguarding and Support, reported on progress with increasing the number of in-house foster carers. It was aimed to increase the numbers by 45 by the end of March 2015. In order to help achieve this, cross borough promotional activity had been undertaken, including leafleting, posters and information and advice sessions.

The contract for recruiting was held by NRS. Their appointment had released fostering staff from responsibility for this and enabled them to concentrate instead on supporting, developing and training foster carers. In particular, there is now more frequent contact with supervising social workers and enhanced engagement processes. Arrangements had also been put in place to celebrate the achievements of foster carers.

Panel Members reported that children who were fostered were provided with mobile phones and bus and leisure passes. Not all families who fostered children could afford this for their other children and this could cause tensions. Ms Bhardwaja reported that bus and leisure passes were issued to all children in care as part of the Council's commitment to them as a corporate parent. In addition, mobile phones had become essential items for contact with them. She could nevertheless appreciate how this could lead to issues within some families. She agreed to take the issue back and raise it with support workers so that they were vigilant towards the matter.

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Panel Members were of the view that fostering involved all family members including the foster siblings. They noted that provision for leisure passes had only been introduced within the last two years. One possibility would be for the pass to be extended to whole family.

Panel Members also raised the issue of engagement with foster carers. They were of the view that it was important that foster carers did not feel inhibited by officers when providing feedback so a true picture could be given. Ms Bhardwaja reported that engagement had been improved and representatives from Haringey Foster Care Association met regularly with officers to pass on the views of their members.

The Panel noted that information was being collected on the effectiveness of marketing. In particular, respondents were being asked for details of how they heard about fostering. Children had asked for an event to celebrate fostering. The cost of arranging this had been relatively modest. Engagement was undertaken with a range of local communities to encourage them to consider fostering.

Ms Bhardwaja agreed to circulate details of the cost of the NRS contract. A key reason for this was that the Council had not been recruiting enough foster carers of its own. The improvements would increase the numbers of permanent placements and reduce the need for residential placements, which could be very expensive.

AGREED:

1. That the Children and Young People's Service be recommended to give further consideration as to how any tensions arising within families arising from items provided to foster children might be avoided or mitigated;
2. That details of the size of the contract between the Council and NRS to provide assistance with the recruitment of foster carers be shared with Panel Members; and
3. That a further report on progress, including information of retention rates, be submitted to the Panel in due course.

CYPS16. WORKPLAN

AGREED:

That the report be noted.

**Cllr Kirsten Hearn
Chair**

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**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
MONDAY, 15 DECEMBER 2014**

Councillors M Blake, Hearn (Chair), Ibrahim and Morris

Also present: Councillors Adje, Arthur, Barbara Blake, Bull, Connor and Ejiofor

CYPS17. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Akwasi-Ayisi, Berryman and Hare and Mr Taye.

CYPS18. URGENT BUSINESS

The papers in relation to agenda item 6 (Scrutiny of the Medium Term Financial Strategy) were admitted as a late item of urgent business as they needed to include information regarding proposals for consideration by the Cabinet which were not available for release until after the agenda for the Panel had been circulated.

CYPS19. DECLARATIONS OF INTEREST

None.

CYPS20. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

CYPS21. SCRUTINY OF THE DRAFT MEDIUM TERM FINANCIAL STRATEGY

The Panel considered the budget proposals contained within the Medium Term Financial Strategy (MTFS) relating to the terms of reference for the Panel as follows:

Corporate Priority 1

Reference 1; Early Years:

Panel Members expressed concern at the possibility that current in-house provision might be subject to externalisation. They were also of the view that more detail needed to be provided as to how the savings would be achieved.

The Assistant Director for Commissioning reported that no decision or view had been taken regarding externalisation and it was not specifically being looked at. Provision was currently undertaken by the in-house service and external providers. A review was being undertaken on future provision and this would include engagement and consultation with a range of stakeholders and the local community. The Interim Director of Children's Services stated that there would be challenge in making specific proposals regarding where the savings would be achieved. In such circumstances, there might be particular difficulties in maintaining the current number of Children's Centres.

AGREED:

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1. That the reassurances received regarding the potential for externalisation of in-house provision be noted; and
2. That the Panel recommend that no final decisions be taken on this proposal until after the review of provision and full consultation has been completed.

Reference 2; Services for Young People including Young Offenders

Panel Members were of the view that it was important that the risks associated with the proposals were evaluated fully. In particular, it needed to be ensured that they would not lead to additional cost pressures on other services in the longer term. They also requested clarity on the specific parts of the services that the savings were intended to come from as well as details of which service areas were statutory. The Panel were of the view that youth services could positively support young people in making a good start in life, becoming good citizens and fulfilling their aspirations. Concern was expressed that the removal of part of the non YOS budget would mean that services would necessarily be focussed around the prevention of offending.

AGREED:

1. That a risk assessment of the proposals to be undertaken to ensure mitigation of any potential unintended impact on spend elsewhere in the system;
2. That reassurance on the balance between targeted and universal provision be reviewed;
3. That further input be obtained from young people on the proposals; and
4. That clarity be provided on the breakdown of where the savings are intended to be made between the YOS and Youth Services, including detail on the specific functions which are statutory, and that concern be expressed at the proposal to reduce the budget by £1.7 million in the first year of the MTFs in the absence of this information.

Reference 3; Public Health – 5-19

Members of the Panel expressed concern at the potential use of pupil premium funding by schools to fund public health initiatives. In particular, the borough had serious health inequalities that needed to be addressed. It was noted that the intention was to work with Headteachers and suggest to them that funding might be utilised to address public health related issues that might impact positively on the academic performance of pupils. It would not be possible to insist on the areas where they spent the funding though. The use of the pupil premium was monitored by OFSTED.

The Cabinet Member for Resources and Culture commented that the Council had been setting three year budgets for the last decade and it facilitated better long term planning. He was nevertheless happy to report back to the Overview and Scrutiny Committee on the approach followed by other London boroughs. There would be opportunities to review progress with the implementation of decisions that had been

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taken and the role of Overview and Scrutiny within this would be vital. The strategy was long term but also flexible.

AGREED:

1. That the concerns of Panel Members at the potential use of the pupil premium to address public health issues be noted; and
2. That the Assistant Director for Finance be requested to circulate information to the Committee regarding the approach followed by other London boroughs in their budget planning processes and specifically the length of time covered within it.

Reference 4; Impact of Early Help on Demand

Panel Members expressed concern at the risk of the savings outlined not being achieved. Careful monitoring of progress would be required in order to provide reassurance that children remained safe. It was noted that the successful implementation of the Early Help offer was anticipated to lead to a lower number of children entering the social care system and would therefore reduce costs.

AGREED:

That concern be expressed regarding the achievability of the savings included in the proposals.

Reference 5; New Delivery Model for Social Care

The Panel noted that there were currently 154 established social worker posts within the Children and Young People's Service. There were currently 32 vacancies and 42 agency staff. There was particular challenge in recruiting and retaining permanent staff. The savings would be achieved by reducing agency staff and vacant posts.

AGREED:

That concern be expressed regarding the potential risk of the savings arising from this proposal not being achieved.

Reference 6; LAC and Sufficiency

The Panel noted that the savings arising from this proposal would come from reducing the use of external fostering provision and residential placements

AGREED:

That the report be noted.

Reference 7; Special Educational Needs and Disabilities

Panel Members expressed concern that the proposal might impact on the level of respite that families received. The Assistant Director of Commissioning reported that the proposals were not about cutting services but using facilities to their best effect. It

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was noted that the savings would arise from a number of different areas. It was possible that Haslemere Respite Centre would be affected as a number of options would be considered.

AGREED:

1. That the proposal be noted with concern; and
2. That additional information on the proposal be provided to the Overview and Scrutiny Committee including a breakdown of where the savings are planned to be achieved.

Reference 8; Enablers

The Panel noted that it was intended that this saving would be achieved through a review of systems and processes and greater rigour in their implementation and interpretation.

AGREED:

That the proposal be noted.

Reference 9; Services to Schools

The Panel noted that the intention was to safeguard services by making them more attractive to schools. Panel Members emphasised the importance of school improvement services in delivering positive outcomes for young people.

AGREED:

That the proposal be noted

Reference 10; Pendarren

The Panel noted that this saving proposal concerned the delivery of services and was not based on the sale of the site. A range of options would be considered and this would include in-house provision. The facility was well liked by schools and the intention was to safeguard its future. However, more commercial ways of operating needed to be considered.

The Interim Director of Children's Services reported that a report outlining the range of options would be available shortly.

AGREED:

That the report outlining potential future options for the development of Pendarren be submitted to the next meeting of the Children and Young People's Scrutiny Panel.

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**Clr Kirsten Hearn
Chair**

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Haringey Council

Report for:	Scrutiny Panel for Children's Services	Item Number:	
Title:	Options affecting future trading activity at the Council's Outdoor Education Centre, Pendarren House in Powys, Wales		
Report Authorised by:	Zina Etheridge, Deputy Chief Executive		
Lead Officer:	Anji Phillips, Interim Assistant Director for Schools and Learning		
Ward(s) affected: All	Briefing Report		

1. Describe the issue under consideration

To inform Members about options under consideration for future trading activity affecting the Pendarren House outdoor activity centre and possible changes to improve its financial performance and meet the required reduction in council subsidy as part of the Medium Term Financial Strategy..

2. Introduction

This paper aims to inform members about our approach to examining options for future trading and hosted activities undertaken at the Council's Outdoor Education Centre situated at Pendarren House, Crickhowell, Powys, Wales. The paper outlines:

- Our overall approach to exploring alternative options to eliminate the high cost of subsidy currently required to maintain and operate the Centre
- Alternative service provision options including an assessment of maintaining operations in-house, using external service providers and other possible solutions including potential closure as a last resort.
- The need for a programme of robust analysis, a further assessment of trading performance and the lifetime liabilities associated with the site following the findings of the initial feasibility study, attached to this report.



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3 Information

3.1 Pendarren House has operated with Haringey Council since 1975. July 2015 will see the 40th Anniversary of the Centre working with children from Haringey in an outdoor setting in Powys, Wales.

3.2 The Centre currently trades with a substantial trading deficit and an ongoing annual subsidy of approx £250k (2014) is required to keep the Centre open. The financial position is becoming increasingly unsustainable for the Council in the current economic climate and alternative options are now under consideration to meet the savings required in the MediumTerm Financial Strategy.

3.3 An initial report has been commissioned by the Council to examine the feasibility of alternative trading options. An executive summary of this feasibility study is attached as Appendix A. A copy of the full report can be obtained from the Committee Clerk.

3.4 Options include the following:

- 1 Retain the status quo
- 2 Establish Pendarren as an independent Trust
- 3 Allow the operation of Pendarren to be taken over by an external operator

At this stage, the report does not assess the expected lifetime maintenance costs nor the financial viability of the options under consideration. For example, there has been no discussion with schools on the possible charging implications. It is clear that existing operations are not sustainable in the longer term and the financial position cannot continue be maintained within the council's 'Outstanding for All' Priority One budget savings.

3.5 Some elements of further work are already under way and proposed, in order to define a preferred course of action for future operations at Pendarren House. These include:

- The commissioning of an audit review of the current trading and budget position. This work is currently under way.
- A need for more detailed knowledge and assessment of the site and premises condition and ongoing estate maintenance issues which can be expected to arise in the future. An up-to-date premises review is planned and this work will inform future operation options for the site.
- A review of the operation of the Centre and any changes which can be introduced in the delivery of services on a more efficient basis.
- Whilst the Centre is currently operated as part of the Schools and Learning service, its operation is closely aligned with services provided by the Council's Leisure Facilities Services. Their management expertise and commercial acumen could support a more robust review and analysis of future trading options.

4 Future Direction of Travel



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4.1 The Council will actively explore further options to increase demand for the site and its facilities in the meantime and thereby increase income earnings from the Centre, together with reviewing operational issues to reduce the cost of operation to a more efficient level where this is feasible.

4.2 A report setting out preferred options and recommendations will be submitted to Cabinet in March.

5. Recommendations

To note and comment on the findings of the initial feasibility study and future direction of travel.

6. Alternative options considered

Alternative options are set out within the appended feasibility study.

7. Background information

Detailed report is attached (executive summary).

8. Comments of the Chief Finance Officer and financial implications

There are no financial implications arising at this stage as this is largely an update report on the progress of the options appraisal. In the Medium Term Financial Strategy proposals presented to Cabinet, a proposed saving of £220k from Pendarren in 2016-17 was included in the draft priority one. The recommendations of the final options appraisal will need to be considered in the context of the Council's MTFS when it is finally approved.

9. Comments of the Assistant Director of Corporate Governance and legal implications

There are no legal implications arising from this report at this stage.

10. Equalities and Community Cohesion Comments

None at this stage

11. Head of Procurement Comments

None at this stage

12. Policy Implication

13. Reasons for Decision



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Note only at this stage

14. Use of Appendices

Attached report (executive summary)

15. Local Government (Access to Information) Act 1985

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Appendix A

Pendarren House Outdoor Education Centre
Feasibility Study
Summary

9th January 2015





Executive Summary

1. Introduction and Background

Haringey Council has requested a feasibility study of Pendarren House Outdoor Education Centre (Pendarren).

Pendarren House is located in the Brecon Beacons in Wales and has been owned by Haringey Council since 1972 to provide outdoor education courses to its schools. It comprises a large country house, a range of outbuildings and 16 acres of land.

Haringey Council currently provides a subsidy of approximately £250,000 pa to support the annual running costs of Pendarren. As public sector funding levels are reduced, and budgets are redirected from Councils to schools through core funding and a Pupil Premium for vulnerable children, Haringey needs to consider ways to eliminate this subsidy and for Pendarren to be self-funding.

Haringey Council has therefore commissioned Max Associates to produce a feasibility study to examine the existing performance of the Centre and how it might be improved, as well as investigating options for future management including the existing approach.

Specifically the study should consider the following aspects:

- How current performance could be improved
- The financial benefit this would produce
- Alternative management options available to operate the existing facility and the key characteristics of these options.
- Alternative service delivery models together with commentary on the associated financial and service performance levels that these could provide
- Key Conclusions and recommendations.

2. Methodology

The production of this feasibility study has incorporated the following stages:

Stage 1: Background research. A range of documents were provided by the council on historical financial performance of the centre, staffing levels and building works recently undertaken. These have been thoroughly reviewed.

Stage 2: Visit to Pendarren House. Our Consultant visited Pendarren House on 13th - 14th November 2014.



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Stage 3: Benchmarking against other Centres. A range of indicators from Pendarren were benchmarked against other Outdoor Centre to compare its performance.

Stage 4: Service review. An analysis of all areas of income and expenditure has been completed, to include; pricing structure, occupancy levels, budget control and analysis of expenditure.

Stage 5: Development opportunities. Utilising the results of the service review, there has been an assessment of the different development opportunities available to Pendarren.

Stage 6: Governance. The report presents the management options for the centre and their ability to best deliver the development opportunities.

3. Activities

Pendarren offers a diverse activity programme to schools and youth groups, with a good mix of both on and off-site activities.

Its activity sessions are of very high quality, with excellent equipment in use and they are well received by the young people. The centre employs a long standing and highly experienced staff team and this allows them to fully adapt the activities according to the young people's precise needs and abilities and relate sessions to the national primary curriculum..

The centre is able to offer activities all year round and this is evidenced by the unusually high volume of winter bookings.

Over the course of the visit, there was lots of anecdotal evidence about the quality of the centre and the high regard it is held in by visiting teachers. Teachers talked of the children experiencing a overwhelming confidence boost over the course of the week; strong links are made with academic learning and are experienced first- hand. For some children, the opportunity to take part in a residential visit was priceless.

4. Accommodation

The centre can accommodate a total of 85 people in 3 different accommodation blocks; the main house accommodating 40 children and 7 leaders, the Annex accommodating 20 children and 2 leaders and The Firs self- catering block for 14 children and 2 leaders.

The accommodation size amply provides for 2 classes to attend at any one time, given a standard class size of 30 children. The Firs is also superbly adapted to allow it to take



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different styles of groups, including families and community groups, providing the centre with a weekend offer.

The Centre can accommodate a small number of tents, usually 6-8 tents, suited to Duke of Edinburgh groups and they are based in a small piece of land to the side of the site.

Whilst there is a vast amount of land owned by the centre on the fringes of the site, most of this is heavily sloped and this hinders the development of further camping areas.

5. Quality of accommodation

Overall, the accommodation is of sufficient quality to cater for children and young people's groups, but does not easily lend itself to adult and corporate groups. The centre holds a large number of classroom spaces. There is a large and separate field studies centre, and within the main house there are 2 common rooms and 2 classrooms. In addition, there is also a Victorian greenhouse which whilst currently dilapidated, does provide opportunities for development.

These classrooms allow the centre to consider a diversity of opportunities including adult courses and environmental studies, particularly on a non-residential basis.

6. Catering and Cleaning

The centre provides 3 meals each day to visiting groups and all visitors share a dining room, which operates at full capacity.

Recently a new Domestic Bursar has been recruited, following a 2 year vacancy. Whilst this post brings long awaited management capacity, it does mean that there are now more domestic hours in place than required and a restructure should be implemented to realise the potential cost savings included in the report.

7. Analysis of Current Bookings

The centre enjoys high occupancy mid-week during the term time, with the main house almost full to capacity. In 2014/2015, there is remaining capacity in the Annex and The Firs of 16 and 30 weeks respectively.

There is limited use of the site at both weekends and during school holidays, which provides the greatest opportunity for growth in non – schools income.



Haringey Council

Pendarren predominately caters for Haringey Schools and particularly primary schools, and 87% of its income is from this source. This demonstrates the scale of the task reaching into new markets.

8. Summary Budgets

The forecast for the end of year 2014/15, based upon the financial information available, which was not comprehensive, is presented with a reasonable level of accuracy. The 2014/2015 forecast shows total expenditure of £672,163, with a projected deficit of around £250,000, taking into account the annual replacement of equipment.

To date there are no strong financial controls and management in place. The consequence is that producing a financial forecast was very difficult and expenditure cannot be easily managed.

9. Eliminating the Subsidy

The brief from Haringey Council was to consider methods by which the subsidy of around £250,000 could be eliminated.

A number of options were considered:

1. Altering the pricing structure
2. Increasing the occupancy levels
3. Generating more fundraised income through the "Friends of Pendarren" Group.
4. Reducing costs
5. Growing the capacity of the site

Altering the pricing structure

The current summarised pricing structure, detailed below, was analysed to inform the recommendations.

- Haringey Schools £204 per week, with a concessionary rate of £122 for children on Free School Meals.
- Other Schools £244 per week
- Weekend Booking for Haringey Schools £87
- Weekend Booking for others £102



Haringey Council

The analysis highlights the anomalies in the Pendarren price structure and the use of subsidy, which is not part of the pricing structure for any of the competitors considered in this study. The prices charged for all other Outdoor Education Centres are significantly higher. The transport costs operated by Pendarren also make a loss.

However, proposals to implement a price rise for Haringey Schools from £204 to £220 in Year1 and £230 in Year 2 and to eliminate the subsidy for children on Free School Meals could deter existing customers. This would need to be implemented in parallel with increased charges for transport to secure financial viability.

Assuming booking levels remain equal and all 3 amendments to the price were introduced, the impact on income would reduce the subsidy by a projected £114,000 by 2016/2017.

This demonstrates the significant challenge that remains to eliminate the subsidy of £250,000.

10. Property costs

Over the last few years, substantial improvements to the fabric of the centre have been made and these have been primarily paid for separately to the annual subsidy. Projects have included replacing the heating and some roofing repairs. Lottery funding has also enabled the conversion of a Bungalow into the Firs self-catering accommodation and the installation of the high ropes courses. Now the property is in a reasonable condition but the significant issues it faces are merely those associated with managing an old building. It is beyond the scope of this report to budget for lifetime maintenance costs, but it is possible that there could be large property costs in the future. Some of these projects, such as the Greenhouse, could be achieved using income from fundraising grants. To fully understand the potential costs, a full stock condition survey will need to be undertaken.

11. Recommendations

This report reviews the governance, financial performance of the centre, its client base and price structure, explores options for eliminating the subsidy and uses these to support the following recommendations.

- Amend the price structure by taking the following actions:
 - Removing the concessionary rate offered to children on Free School meals.
 - Increasing the transport costs



Haringey Council

- Uplifting the core price charged on both school visits and private community bookings
- Increase marketing to school groups
- Broaden the range of private community bookings and implement a marketing plan to generate these
- Manage costs
- Restructure the domestic team

In total, these actions, if implemented effectively, could substantially reduce the subsidy required, with a subsidy of only £120K required in 2015/16. By 2018/19, the subsidy could be almost eliminated with only a £9k subsidy required.

Whilst the building appears in reasonable condition for a property of its age, further exploration of the building structure should be undertaken. A full stock condition survey would better inform this process and ascertain whether alternative property funding arrangements need to be put into place.

The virtual elimination of the subsidy can be achieved whilst retaining Pendarren Centre within the control of Haringey Council. However, the plan is dependent on schools accepting the proposals and significant price increases. Whilst other options have been explored, it is felt that the benefits of remaining within the council particularly around sustaining its educational focus, cashflow management and accessing marketing contacts currently outweigh the alternative options.

There are 3 alternative management options for the Council to consider going forward:

1. Retain status quo and remain as part of Haringey Council. There is the option to transfer the management responsibility to Environmental Services who have the responsibility of client managing the Council's leisure contract with Fusion Lifestyle.
2. Establish Pendarren as an independent trust. This would mean that Pendarren would become its own legal entity and with its own governance structure and management responsibilities.
3. Allow a separate management body to take-over the running of Pendarren. There are a range of bodies which could be approached. These include other large outdoor centre



Haringey Council

operators, from Outwards Bounds Trust, Kingswood, PGL or leisure organisations such as Fusion Lifestyle.

A detailed assessment of each option is detailed in the report. The preferred option is for the Council to enter into negotiations with Fusion Lifestyle, the Council's leisure partner. Fusion Lifestyle have shown an initial interest from consultation undertaken as part of this study, to provide support either through marketing the centre or potentially managing and operating it on behalf of the Council.

Should these discussions not lead to a viable partnership going forward, the Council has a fall- back position to tender the management arrangements on the "open market".

However, this study has shown that the core market for the centre is from local Haringey schools and any future management arrangement must not put this at risk. Furthermore the intrinsic links with local people in Haringey must also not be compromised. If all else fails, the Council could consider as the last resort a complete disposal of the site, pending the asset management assessment and market testing of the proposals.



Haringey Council

Report for:	CYPS Overview and Scrutiny Panel 12.01.14	Item Number:	
Title:	Report on 2014 Test and Examination Results		
Report Authorised by:	Zina Etheridge Deputy Chief Executive		
Lead Officer:	Jane Blakey: Head of School Performance: Standards and Provision		
Ward(s) affected: All	Report for Key/Non Key Decisions: Information		

1. Describe the issue under consideration

This report is in response to the Overview and Scrutiny members' request for an overview of test and examination results in 2014. It provides information about the key outcomes at the end of each phase: Early Years, Key Stages 1, 2, 4 and Post 16 and provides ranking information which compares Haringey's performance against other local authorities.

2. Cabinet Member introduction

3. Recommendations

To note the analyses of the results set out in the summary report in Appendix 1 and section 8 below on Equalities and Cohesion.

4. Alternative options considered

Not applicable

5. Background information



Haringey Council

The analyses and reporting of Haringey results is an annual publication, prepared in the latter half of the autumn term when results can start to be compared with national data. It is regularly updated as validated results are received from the Department for Education (DFE), with a final version in March/April 2014 when the final data sets are confirmed. The information about Haringey's ranking, compared to other local authorities, was published on 19th December 2013 in the Haringey Data Matrix.

6. Comments of the Chief Finance Officer and financial implications

The Chief Financial Officer has been consulted on the content of this report and has no additional comments to make

7. Comments of the Assistant Director of Corporate Governance and legal implications

There are no legal implications arising from the Report.

8. Equalities and Community Cohesion Comments

Fischer Family Trust (FFT) is a non-profit company which has been processing the National Pupil Database for the DFE since 2004 and providing analyses to all schools and local authorities in England and Wales for over for 10 years. FFT publish detailed analyses of performance by pupil group, covering gender; ability (including Special Educational Needs); English as an Additional Language; ethnicity, children in care; pupils in receipt of free school meals and pupils who are recent arrivals in a school.

Provisional Fischer Family Trust data compares Haringey schools' attainment figures against other similar schools nationally and provides a plus or minus figure, including with a significance indicator, and does so for both Value Added (VA) and Contextual Value Added (CVA) data for each of 28 pupil groups. The pupil groups cover gender, ethnicity, free school meals and ability.

An analysis of both VA and CVA data shows no areas that are significantly below national performance for similar schools and a large majority that generate a figure significantly above expectations. This is an analysis of 112 data sets. The only areas that generate a minus figure (and not a significant minus figure) are at Key Stage 2 for Indian pupils and the group size is very small (34 pupils), and for those that joined KS2 in Y5 or 6.

However, schools need to be challenged to further accelerate progress rates for Black Caribbean pupils at KS2 and KS4. Rates are good compared to national indicators for the same group, and there is evidence that gaps are narrowing over time, but progress rates are not as good as for Black African and White Pupils in Haringey. This is particularly the case for reading at KS2 and maths at KS4.

Validated results will increase by 2% and should yield even more positive significance indicators.

9. Head of Procurement Comments

Not applicable



Haringey Council

10. Policy Implication

The annual evaluation of performance data is very important and the analyses of the 2014 data will be used to inform and drive the priorities in the Children and Young People's Service and especially Schools and Learning.

11. Reasons for Decision

Not applicable

12. Use of Appendices

Appendix 1

13. Local Government (Access to Information) Act 1985

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Report to Children and Young People's Scrutiny Panel on 2014 Test and Examination Results

Ranking information is provided by the DfE Haringey Matrix, published 19th December 2014, and shows Haringey's ranking compared out of 149 LAs. Ranking information is presented in grades A,B,C and D which relate to percentiles, with 'A' reflecting a position in the top 25th percentile and 'D' the bottom 25th percentile. The attainment ranking grade shows Haringey's position in relation to test/examination results. The improvement ranking grade shows Haringey's year on year rate of improvement compared to other Local Authorities.

Early Years Foundation Stage

A new Early Years Foundation Stage Profile (EYFSP) was introduced in September 2012. The new Early Years Foundation Stage Profile requires practitioners to make a best fit assessment of whether children are **emerging, expected or exceeding** against each of the new **17 Early Learning Goals (ELGs)**.

Children are deemed to have reached a **Good Level of Development (GLD)** in the new profile if they achieve at least the expected level in the ELGs in the prime areas of learning (personal, social and emotional development; physical development communication and language) and in the specific areas of mathematics and literacy.

% of children achieving a good level of development (GLD)

	2011	2012	2013	2014
Haringey	54	56	50	61
London	60	64	53	62
England	59	64	52	60

Attainment	Attainment rank	Attainment grade	Improvement ranking
Good level of development (GLD)	57 th	B	B

The 2014 results show the percentage of children attaining a Good Level of development is 61% in Haringey, 60% in England and 62% in London. This is the first time that results for Haringey are higher than England and the gap has narrowed against the London average from -6% in 2011 to just -1% in 2014.

Haringey is ranked 57th and achieves grade B rankings for both attainment and improvement.

Key Stage 1

Attainment	Attainment rank compared to 152 LAs	Attainment grade	Improvement ranking
KS1 reading level 2+	79 th	C	A
KS1 writing 2+	66 th	C	A
KS1 maths 2+	94 th	D	A

Appendix 1

The main measures used in Key Stage 1 are the percentage of pupils achieving different levels in reading, writing and maths. The national average level that pupils are expected to reach at the end of KS1 is level 2B and Haringey's results are shown in the charts below. The DFE Matrix, published above, only presents Level 2+ attainment, rather than Level 2B+.

At L2+, Haringey is ranked grade C for attainment in reading and writing and ranked grade D for maths. However, in terms of improvement, Haringey is ranked grade A for each of reading, writing and maths.

At L2B+ there is also strong improvement and Haringey is in line with or above the England average for the first time (in line with England for reading and maths and 1% above for writing). Results are now just 1% below the London figure in each area. Results have improved faster than both national and London figures in each of reading, writing and maths. Reading L2B+ has increased from 78% to 81% (national result 79% to 81%). Writing L2B+ has improved significantly from 64% to 71% (national 67% to 70%). Maths L2B+ has improved from 76% to 80% (national 78% to 80%).

KS1 Reading L2B+	2011	2012	2013	2014
Haringey	69	72	78	81
London	73	76	79	82
England	74	76	79	81

KS1 Writing L2B+	2011	2012	2013	2014
Haringey	54	59	64	71
London	61	64	68	72
England	61	64	67	70

KS1 Maths L2B+	2011	2012	2013	2014
Haringey	68	71	76	80
London	73	76	78	81
England	74	76	78	80

Key Stage 2

The main measures used in Key Stage 2 are:

- (i) The percentage of pupils achieving level 4 or better in combined reading, writing and maths
- (ii) The percentage of pupils making at least 2 levels of progress from KS1 reading to KS2 reading
- (iii) The percentage of pupils making at least 2 levels of progress from KS1 writing to KS2 writing
- (iv) The percentage of pupils making at least 2 levels of progress from KS1 maths to KS2 maths

Attainment	Attainment rank	Attainment grade	Improvement ranking
KS2 combined reading, writing, maths	69 th	C	B
KS2 pupil progress in reading	40 th	C	C
KS2 pupil progress in writing	19 th	B	D
KS2 pupil progress in maths	12 th	A	A

The DFE Matrix shows that Haringey is now ranked 69th for combined reading, writing and maths (from 90th position last year) and secures a grade B improvement ranking. Pupil progress (from KS1 to KS2) in writing and maths both have very good rankings: 19th position for writing and 12th position for maths. Maths also shows a significant increase from last year achieving an A grade for its improvement ranking. The main area for development is pupil progress in reading which has a grade C for both attainment and improvement.

The 2014 results show the percentage of pupils attaining combined reading, writing and maths is 79% in Haringey, 79% in England and 82% in London. This is the second year that results for Haringey are the same as for England and the gap has narrowed slightly against the London average to -3%.

The KS2 Floor Standard is 65% L4+ in combined reading, writing and maths, 94% median progress in reading, 96% in writing and 93% in maths. There were no schools in Haringey below the DFE floor standards

Combined reading, writing, maths 4+

KS2 Combined reading, writing and maths Level 4+	2011 Level 4+	2012 Level 4+	2013 Level 4+	2014 Level 4+
Haringey	65	74	75	79
London	70	77	79	82
England	67	75	75	79

KS2 Levels of progress

Reading	2012 2 levels progress	2013 2 levels progress	2014 2 levels progress
Haringey	91	91	92
London	92	91	93
ENGLAND	90	88	91

Writing	2012 2 levels progress	2013 2 levels progress	2014 2 levels progress
Haringey	93	93	95
London	93	94	95
ENGLAND	90	92	93

Maths	2012 2 levels progress	2013 2 levels progress	2014 2 levels progress
Haringey	88	92	93
ENGLAND	87	88	90
London	90	91	93

GCSE**DFE Haringey Matrix published 19th December 2014**

Attainment	Attainment rank	Attainment grade	Improvement ranking
GCSE 5+ A* - C (both English and maths)	51 st	B	Not yet published
GCSE progress in English	23 rd	A	B
GCSE progress in maths	18 th	A	B

The DFE Matrix shows that Haringey is ranked 51st for 5+A*-C including English and Maths, ranked 23rd for pupil progress in English and 18th for pupil progress in maths. Ranking grades for attainment in English and maths are both grade A and ranking grades for improvement are both grade B.

The table below shows the provisional GCSE results for 2014. 57.8% of Haringey pupils attained 5+ A* - C (including English and Maths) compared to 52.6% in England. Haringey has further widened the gap against England in 2014 securing a figure 5.2% above the England average but remains below London with a slightly bigger gap of 0.8%. However, figures for pupil progress (rather than attainment) show that Haringey outperformed London in both English and maths which suggests that the 2014 cohort had lower starting points than the 2013 cohort.

The percentage of pupils making expected progress from KS2 English to GCSE English is 79.9% (England 72.1%). Haringey is ranked 23rd on this measure. The percentage of pupils making expected progress from KS2 Maths to GCSE Maths is 75.5% (England 66.4%). Haringey is ranked 18th on this measure.

The results are provisional and expected to go up when they are validated in Jan 2015.

% 5+ A* - C (including English and maths)

GCSE 5+ A* - C (E&M)	2011	2012	2013	2014 provisional
Haringey	57.3	58.6	63.5	57.8
England	59.0	59.4	59.2	52.6
London	61.9	62.4	65.1	60.6

Appendix 1

GCSE English expected progress	2011	2012	2013	2014 provisional
Haringey	78.7	75.1	79.1	79.9
ENGLAND	73.0	69.2	71.6	72.1
London	78.4	75.0	78.2	78.8

GCSE Maths expected progress	2011	2012	2013	2014 provisional
Haringey	73.6	77.7	81.1	75.5
ENGLAND	65.9	69.8	71.9	66.4
London	73.7	76.6	78.6	73.0

Provisional results for Post 16 level 3**GCE/ A level/ Level 3 qualifications**

Attainment	Attainment rank	Attainment grade	Improvement ranking
Average point score per student	59 th	B	A
Average point score per entry	32 nd	A	A

Total Point score per student	2013	2014 provisional
Haringey	640.5	684.4
England	724.3	698.5
London	682.7	669.1

Total point score per entry	2013	2014 provisional
Haringey	209.2	214.2
England	213.7	213.4
London	209.5	210.0

Results in Haringey have improved considerably from 2013 whereas results in England and London have either decreased or remained broadly similar.

The average total point score per student has improved by over 40 points from 640.5 in 2013 to 684.4 in 2014. It remains below the England average of 698.5 (though the gap has significantly reduced) but is well above the London average of 669.1. The DFE Haringey Matrix shows Haringey is ranked 59th for this measure with a B grade attainment ranking and an A grade improvement ranking .

Appendix 1

The average point score per entry has also improved significantly from 2013 to 2014, much more so than England and London figures which remain broadly similar. Haringey performance is now above both England and London at 214.2 points compared to 213.4 for England and 210 for London. The DFE Haringey Matrix shows Haringey is ranked 32nd for this measure with an A grade for both attainment and improvement.

Summary

Almost all key measures in each phase are now in line with or above England averages for the first time and gaps against the London average have narrowed or been eradicated. The Schools and Learning Team is now setting targets to meet London Top Quartile figures.



Haringey Council

Report for:	Children and Young People's Scrutiny Panel – 22 January 2015	Item Number:	
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Title:	Panel Project on Youth Transition – Scope and Terms of Reference
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Report Authorised by:	Cllr Kirsten Hearn Chair, Children and Young People's Scrutiny Panel
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Lead Officer:	Robert Mack, Senior Policy Officer, Strategy & Business Intelligence Rob.mack@haringey.gov.uk
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Ward(s) affected: All	Report for Key/Non Key Decisions:
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1. Describe the issue under consideration

- 1.1 The Panel have agreed to undertake an in-depth piece of work regarding the challenges facing young people growing up and reaching adulthood in Haringey.

2. Cabinet Member Introduction

- 2.1 Not applicable.

3. Recommendations

- 3.1 That the Panel approves the scope and terms of reference for the project.

4. Other options considered

- 4.1 Not applicable.

5. Background information

5.1 Under its agreed terms of reference, the Children and Young People's Scrutiny Panel can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues.

5.2 In this context, the Panel may:

- Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- Conduct research, community and other consultation in the analysis of policy issues and possible options;
- Liaise with external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working; and
- Make recommendations to the Cabinet or relevant nonexecutive Committee arising from the outcome of the scrutiny process.

5.3 Cabinet Members, senior officers and other stakeholders were consulted in the development of a work plan for the Overview & Scrutiny Committee and its scrutiny panels, which was agreed at the meeting of 31 July 2014. This identified potential issues for consideration by each of the panels.

5.4 The Children and Young People's Scrutiny Panel agreed to undertake an in depth piece of work on the challenges faced by young people growing up and reaching adulthood in Haringey. The following scoping report provides an outline of the project, its aims and the proposed plan of work to be undertaken by the Panel.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 There are no financial implications arising directly out of this report. The work of the Panel on this subject will be carried out within existing resources

7 Head of Legal Services and Legal Implications

7.1 The functions of the Scrutiny Review Panels are included at paragraph 6.03 of the Articles of the Constitution and their procedures are set out in the Overview and Scrutiny Procedure Rules in Part 4, section G of the Constitution. There are no other immediate legal implications arising from this report.

8. Equalities and Community Cohesion Comments

8.1 Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It seeks to do this through:

- Helping to articulate the views of members of the local community and their representatives on issues of local concern
- As a means of bringing local concerns to the attention of decision makers and incorporate them into policies and strategies

- Identifying and engaging with hard to reach groups
- Helping to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward
- The evidence generated by scrutiny involvement helps to identify the kind of services wanted by local people
- It promotes openness and transparency; all meetings are held in public and documents are available to local people.

8.2 Engagement processes will be used as part of the work of the Panel and will seek to include a broad representation from local stakeholders. It is expected that any equalities issues identified within the consultation will be highlighted and addressed in the conclusions and recommendations reached by the panel.

9. Head of Procurement Comments

9.1 Not applicable.

10. Policy Implications

10.1 It is intended that the work of the Panel will contribute and add value to the work of the Council and its partners in meeting locally agreed priorities.

11. Use of Appendices

11.1 All appendices are listed at the end of the attached report:

12. Local Government (Access to Information) Act 1985

Children and Young People's Scrutiny Panel

Scope and Terms of Reference for Project on Transition

1. Introduction

- 1.1 The Panel have agreed to undertake an in-depth piece of work regarding the proposed transformation of services for young people within the borough and, in particular, those that aim to support them in addressing the various challenges that they may face during the transition from being young people to adulthood.
- 1.2 The Panel is proposing to focus this work on young people who are at risk of becoming a "NEET" (not in education, employment and training) and what kind of interventions may assist in helping them in avoiding this.

2. Background

Introduction

- 2.1 Young people face a range of challenges when growing up and reaching adulthood. These can include;
 - Accessing training, employment and further education;
 - Health and well-being issues such as sexual health and teenage pregnancy;
 - Avoiding trouble with the law; and
 - The negative perceptions that older people can sometimes have of them.
- 2.2 There are a number of issues that are particularly pertinent for Haringey. These include;
 - A higher percentage of young people between the ages of 18 and 24 claim Job Seekers Allowance in Haringey than the average rates for London and England;
 - Teenage pregnancy figures are worse than the England average;
 - The Haringey rate of reoffending by young offenders is higher than the rate for London and similar boroughs.
- 2.3 One of the key functions of youth services is to equip young people with the tools to address these challenges successfully through promoting personal and social development. Particular outcomes that have been identified are:
 - Increased employability of young people;
 - Reduced levels of crime; and
 - Improved community cohesion
- 2.4 In addition, youth work can also help develop friendships, boost confidence and improve resilience.

Young People's Strategy

- 2.5 Haringey's Youth, Community and Participation Service currently has five priorities - Youth Democracy, Community Engagement, Early Help and Prevention, Employment, and Reoffending. The focus is on providing a 'youth

offer' rather than youth services. The offer is intended to constitute a range of services, provision and engaging environs for young people to enable them to develop their potential.

2.6 The Council is currently developing a new Young People's Strategy, which will set out the vision and core outcomes to be achieved for young people in the borough. This is being developed in the context of their being significantly less funding available.

2.7 The high level outcomes which the Strategy will seek to deliver are:

1. Young people thriving in learning, employment or enterprise opportunities; and
2. Strong partnerships making effective use of all resources.

2.8 Three strategic priorities have been developed to support the Council in delivering its vision and to address identified need:

- Strategic Priority 1 – Ensure clear pathways, a strong careers education and guidance offer and attractive and relevant breadth of learning, employment and enterprise opportunities;
- Strategic Priority 2 – Engage with hard to reach groups and help young people to provide excellent impartial generic Information Advice and Support (IAS) and ensure their safety and wellbeing, and that they are able to access and maintain appropriate pathways into learning, employment and enterprise opportunities;
- Strategic Priority 3 – Improve social, health and wellbeing for all our young people to give them resilience and the best start in life.

2.9 The Council has indicated that it will need to work differently to achieve these priorities. It has therefore developed the following principles:

- It will co-produce solutions with young people and build their participation in decisions which affect them;
- It will ensure that prevention and early help as an approach are embedded across all partners working with young people to ensure appropriate support and signposting is provided before problems become acute wherever possible; and
- It will build stronger partnerships with a wide range of stakeholders to maximise investment and opportunities for Haringey young people

Strategic Priority 1

2.10 Young people with aspirations are more likely to be in education, employment and training. To facilitate this, the Council is aiming to develop clearer pathways to develop and support skills and aspiration. The aim of this is to help young people to take up learning, employment and enterprise opportunities.

This approach should provide for the development of individual plans for those in need. The overall outcome will remain focused on realising aspirations to benefit from learning, employment and/or enterprise opportunities.

- 2.11 The aim is to, through partnership, constructively challenge schools, colleges and training providers to deliver the most effective pathways for young people which optimise their opportunities for learning, skills enhancement and future employment.
- 2.12 An essential part of developing aspiration effectively is the provision of good quality information, advice and guidance to young people. This is delivered in and by schools as part of their responsibility to provide careers guidance to young people. The Council has recognised that the current offer to schools for information, advice and guidance lacks consistency and needs to be enhanced and embedded so that all young people are better able to benefit.
- 2.13 As part of its early help approach, the Council is proposing to support work with children from Year 7 onwards to support better understanding and decision making around their future options for careers and further education.
- 2.14 For non school attenders and those who are not in education, employment and training (NEET), access to IAG will be facilitated as part of a detached youth team and through locality based services. These would support access to a strong offer.
- 2.15 It is considered that the crucial period for successful interventions to prevent young people becoming NEETs may be between the ages of 12 and 14. This is earlier than action has been initiated in the past and the rationale behind the plans for support to begin from Year 7 onwards.

3. Scope of Work by Children and Young People's Scrutiny Panel

- 3.1 It is proposed that the Panel's project will look in detail the issue of young people who are at risk of becoming a NEET and interventions that could be made to address this effectively.
- 3.2 Amongst the issues the Panel will explore is what the crucial age for interventions is. The perception is that this is likely to be between the ages of 12 and 14 and the Panel will seek to test this. In particular, the Panel will seek to address the following three questions:
 - What are the choices that a young person has?
 - What influences the decisions that they make in response to them?
 - What interventions can deliver the best outcomes?
- 3.3 The recommendations of the Panel will be fed into the commissioning framework for youth that is being developed by the Council.

Terms of Reference/Objectives

- 3.4 To consider and make recommendations to the Overview and Scrutiny Committee in respect of the commissioning framework for young people and, in particular, the issue of young people considered at risk of becoming a NEET including;
- The choices available to a young person;
 - The influences on the decisions that they make in response to them; and
 - Interventions that may deliver the best outcomes.

Centre for Public Scrutiny

- 3.5 The Council has been successful in obtaining external support from the Centre for Public Scrutiny (CfPS) as a “Scrutiny Development Area”. The support is part of a wider CfPS project that will look at transformation and how Councils can use their governance arrangements to improve plans for major service changes and significant transformations.
- 3.6 The Panel’s work on youth transition will form one strand of the Council’s participation in the project. Its involvement will be based around exploring how scrutiny can best facilitate a conversation with the public about transformation. It is therefore important that public engagement form a significant part of the plans for the project.
- 3.7 It is intended that the outcomes of the Panel’s work will be used to develop further the transformation plans for the Youth Offer so that they best reflect the needs and aspirations of young people in the borough. It will also drive the development of the design of the Council’s Delivery Framework by establishing the optimum timing for scrutiny involvement as well as how its outcomes may be incorporated.
- 3.8 The support will take the form of six days external support and facilitation. The CfPS work also involves a number of other authorities as there will be regular opportunities for sharing experiences, outcomes and learning. The aim of CfPS’s involvement is to make possible work that might not otherwise have happened and to provide support where practitioners locally have an excellent idea, but will need help putting it into practice. The project will need to be completed by the end of April 2015.

Sources of Evidence

- 3.7 The work of the Panel will be informed by evidence from a number of sources:
- Specific engagement with young people. This will be undertaken by Panel Members attending appropriate meetings or gatherings of young people to listen to their views on the proposals.
 - Feedback from stakeholders. This will include;
 - Relevant Council officers;
 - Partners; and
 - Local employers.

- A case study of a successful intervention.
- Other London boroughs and their approach, including ones using a similar model.

4. Project Plan

- ***Evidence gathering***

1. Meeting 1:

Date: 22 January 2015 (at scheduled Panel meeting)

Aim/objective: To provide an analysis of available data regarding young people within the borough and specifically issues relating to NEETs

2. Meeting 2:

Date: TBA

Aim/objective: To receive feedback from relevant partners and local employers regarding how young people can be best supported to take up available learning, employment and enterprise opportunities

3. Meeting 3:

Date: TBA;

Aims/Objectives: To agree appropriate conclusions and recommendations for recommendation to the Overview and Scrutiny Committee.

4. Engagement with Young People:

Date(s): Between 26 January and 6 March 2015. Engagement to be undertaken through attendance at meetings of young people/visits.

Aim/objective: To obtain the perspective of young people regarding the choices available to them and the influences on the decisions that they make in response to them.

5. Other evidence

(i). *Case study:* To be undertaken on a successful intervention in order to identify issues that can influence positive outcomes.

(ii). *Comparison with other boroughs:* To consider the approach followed by comparable London boroughs, including ones using a similar model.

- ***Final Report and Recommendations***

1. Drafting; 12 – 17 March
2. Comments/Observations; 18 – 23 March
3. Approval of final report by Chair of Panel; By 27 March
4. Submission to Overview and Scrutiny Committee; To be submitted to the first meeting of the Committee of the 2015-16 Municipal Year.

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Children and Young People's Scrutiny Panel

Panel Project on Youth Transition meeting for 22nd January 2015

Introduction

The Overview and Scrutiny Panel have agreed to undertake an in-depth piece of work regarding the challenges facing young people growing up and reaching adulthood in Haringey.

The Panel is to focus this work on young people who are at risk of becoming a "NEET" (not in education, employment and training) and what kind of interventions may assist in helping them in avoiding this. The aim of this first session is... to provide an analysis of available data regarding young people within the borough and specifically issues relating to NEETs.

Context

1.1 NEET stands for those 'not in education training and employment (ages 16-19) and not known are where the status of a young person's training or education or employment is unknown.

1.2 Currently NEETs for Jan 2015 - 3.7% (241 young people) compared to 3.9% in Jan 2014 MI report. In January 2015 unknowns are at 21.7% and projected to be 7% by March 2015 (Haringey Stat). This is a marked reduction from June 2012 where Haringey was 37.6% and sixth highest in the country).

1.3 Where are they

- Tottenham Green
- White Hart Lane
- Northumberland park

1.4 Who are they? Over represented groups are

- White Irish
- White British
- White and Black Caribbean
- Black Caribbean
- Other white

- 11 teenage mothers were known to Haringey Youth Service this month (academic age 16-18)
- There were 110 13-18 year olds known to Haringey Youth Service as being supervised by the youth offending team this month, 4 less than last month and 43 more than in November 2013 (67).

2.0 London Labour market

2.1 London is forecast to see rises in employment in 2014, 2015 and 2016. Jobs in London are projected to grow by more than 850,000 by 2036. The GLA Economic report provides future projections for both the occupations and qualifications of those employed in London:

- Employment growth is projected in some service sectors, including the professions, scientific & technical, information & communication, admin & support, and accommodation & food service.
- Projected declines in manufacturing and some other sectors, including wholesale, transportation and storage, and public administration.
- Increased demand for higher level qualifications - the proportion of jobs in London requiring either a degree is projected to reach 53 per cent by 2036, with the proportion of jobs with no qualifications reaching less than 5 per cent (GLA Economics)

2.2 Graduate Employment

- There has been a large decrease in graduate unemployment from 8,5% for 2011/12 graduates to 7.3% for those who left university in 2012/13. (What Do Graduates Do? 2014 annual report)

2.3 Apprenticeships

- In London the number of people of all ages starting an apprenticeship has increased by nearly 400% since 2005-06, with a figure of 40,050 starts in 2013-14. However, figures from 2012-13 onwards show a fall in total apprenticeship starts. (http://www.thedataservice.org.uk/Statistics/fe_data_library/Apprenticeships)

The National Apprenticeship Service advertises vacancies across the country. Sample of advertised vacancies in London live on 15 December 2014:

Arts Media and Publishing	20	Business Law and Administration	552
Education training	6	Construction planning and built environment	261
Health public service and care	312	Engineering and manufacturing technologies	35
Leisure Travel and Tourism	3	Information and Communication	166
Retail and commercial	206		

2.4 Unemployment

The unemployment rate in London remains higher than the UK as a whole and much higher than the South East. Unemployment in London was 6.5% compared to 6.0% for the UK as a whole and 4.6% in the South East. The all age Jobseekers Allowance claimant rate was 2.2% in London, just above the 2.1% for the UK as a whole. The 18-24 Allowance claimant rate was 3.1% in London, lower than 3.3% for the UK. Long term (12 months or more) and 6-12 month unemployment was also lower in London than the UK for this age group. (ONS Regional Labour Market Statistics Dec 2014).

3.0 Effects of being NEET

3.1 The chances of becoming NEET are increased through certain circumstances

- Being NEET before - 7 times more likely
- Low levels of education 3 times more likely
- Pregnancy or parenthood 2.8 times more likely
- Youth offending 2.6 times more likely
- Responsibilities as a carer 2 times more likely

3.2 15% of long-term NEET are dead in 10 years (drinking and drugs - figures from a city in North of England) Increase chances of

- Depression (3x more likely) and suicidal tendencies
- Poor physical health
- Drug use
- Homelessness
- Crime (5 x more likely)

3.3 Economic Cost

- £10,800 per individual per year (age 16-18 years)
- £56,000 in public finance costs before retirement age (e.g. welfare payments, costs to health and criminal justice services, and loss of tax and national insurance revenue)
- £104,000 in opportunity costs (loss to the economy, welfare loss to individuals and their families, and the impact of these costs to the rest of society). (Source: York University Department of Social Policy and Social Work and Department of Health Sciences, 2010)

Current NEETS in Haringey: 241: Cost £2 602 800

4.0 Local Authority responsibility: DfE guidance 2013

4.1 Local authorities must collect information to identify young people who are not participating, or who are at risk of not doing so, to target their resources on those who need them most”

4.2 Local authorities will be expected to continue to work with schools to identify those who are in need of targeted support or who are at risk of not participating post-16”

4.3 “Local authorities are expected to lead the September Guarantee process, which underpins the delivery of this duty”

- 4.4 Local authorities should provide strategic leadership in their areas, working with and influencing partners locally to support participation” *Ibid.*

5.0 Analysis

- 5.1 A review of post 16 outcomes conducted in 2014 asked the question

“How can Haringey ensure 16-19 year olds (and up to 25 years old if disabled) access high quality education, employment or training that enables them to reach their full potential?”

It found that locally, delivery is fragmented and variable in quality and sufficiency across the key elements, despite a committed and passionate staff base

- **EET/NEET tracking** has improved but not sustainably. The number of 16-19 year olds whose destination is unknown remains above the London average and some wards, Northumberland Park and Bruce Grove, remain overrepresented. Connecting tracking with support for NEETs is essential. Data sharing and support for schools in tackling risk of NEET is underdeveloped.
- **Careers Education, Advice and Guidance** in schools is variable in quality and sufficiency Pathways to employment are multiple and complex and some young people are not supported to navigate these.
- **Education, Training and Employment Provision** is variable in quality and there are gaps in provision locally. Schools and colleges attended by Haringey’s young people (many of which are outside borough boundaries) vary in quality and young people’s choices don’t appear to be informed by this. There is a pressing need to better understand the full range of Post-16 providers used by Haringey young people (particularly vocational pathways and targeted NEET provision) so that the Council can influence the local offer: currently no-one has a clear view of this landscape (which incorporates schools, colleges, private providers, voluntary and community organisations).
- **Early help and targeted support** to tackle barriers to EET currently sits across a range of council services (though it may not be ‘badged’ as EET-related). Little work is targeted on young people at risk of NEET

6.0 Review and recommendations

- 6.1 Ensure the young people have the right skills and assets to gain employment or develop enterprise
- 6.2 Improve the quality and quantity of training and learning provision

- 6.3 Improve the effectiveness of pathways to employment
- 6.4 A future delivery model that more effectively pulls together EET provision for young people, mobilizes the resources to support that provision and ensures its sufficiency and quality through
- Improved strategic planning and coordination of resources both within the council and working with schools, colleges and private and voluntary sector providers.
 - Taking steps to mobilise the latent social capital in the borough and lever additional funding into the voluntary and community sector.
 - Ensuring resources are targeted on the greatest need and shifting to earlier help supported by better use of data (including greater focus on young people at risk of NEET), whilst driving aspiration and enabling young people of all abilities to achieve their potential.
- 6.5 Any credible future model will need to involve a number of delivery partners from a range of sectors. There are many operators in the local EET market who will seek to attract young people and provide a service irrespective of the Council's involvement. The challenge is to provide, commission or influence across this landscape to secure the best outcomes for young people. This must include business partners and local LEP.

Kevin Feaviour January 2015

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Children and Young People's Scrutiny Panel

Work Plan

Tuesday 17th March;

1. Support for Children and Young People with Disabilities/SEN Reform
2. Bullying/hate crime in schools
3. Children and Young People in the Justice System

Project;

1. Transition for young people: The journey for young people from adolescence to adulthood with aim of gaining an understanding of what it is like to be a young person in Haringey at the moment.
2. Childhood Obesity

TBA

Haringey 54000

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