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## Overview and Scrutiny Committee

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MONDAY, 27TH JULY, 2015 at 7.00 pm - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**MEMBERS:** Councillors Charles Wright (Chair), Pippa Connor (Vice-Chair), Kirsten Hearn, Eugene Akwasi-Ayisi and Adam Jogee

**Co-Optees:** Luke Collier (School Governor Representative), Yvonne Denny (Church Representative), Chukwyemeka Ekeowa (Church Representative) and Kefale Taye (School Governor Representative).

### **AGENDA**

#### **1. FILMING AT MEETINGS**

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

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

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

#### **2. APOLOGIES FOR ABSENCE**

#### **3. 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 17 below).

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

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

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

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

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

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

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

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

To approve the minutes of the meeting held on 8 June 2015.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 9 - 14)**

To receive and note the following minutes:

- a. Environment and Community Safety Scrutiny Panel – 29 June 2015  
(attached)
- b. Children and Young People's Scrutiny Panel – 9 July 2015  
**(TO FOLLOW)**

#### **8. PERFORMANCE ASSESSMENT - QUARTER 4 AND END OF YEAR 2014/15 (PAGES 15 - 30)**

To receive a brief update on 2014/15 performance and the new performance assessment arrangements going forward and how scrutiny can influence this.

The end of year performance assessment report considered by Cabinet on 16 June 2015 can be found at:

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=7297&Ver=4>

**9. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR RESOURCES AND CULTURE (PAGES 31 - 34)**

Councillor Arthur will attend to answer questions on the non-finance areas of his portfolio and will remain for questioning on the finance reports at items 10 & 11 below.

**10. THE COUNCIL'S FINANCIAL OUTTURN 2014/15 (PAGES 35 - 60)**

To consider the provisional outturn position for the General Fund, Housing Revenue Account, the Dedicated Schools Budget, the Collection Fund and the Capital Programme for 2014/15, presented by Neville Murton (Head of Finance, Accounting and Control).

**11. FINANCIAL BUDGET MONITORING 2015/16 - QUARTER 1 (PAGES 61 - 78)**

To review the budget monitoring report for quarter 1 2015/16, introduced by Neville Murton (Head of Finance, Accounting and Control).

**12. LEARNING FROM THE LESSONS OF ROTHERHAM - IMPLICATIONS FOR SCRUTINY AND SAFEGUARDING (PAGES 79 - 122)**

To receive a report on the implications of the events in Rotherham, presented by the Deputy Chief Executive.

**13. SCRUTINY REVIEW INTERIM REPORT - JOB SUPPORT MARKET SCRUTINY PROJECT**

To receive the interim Overview & Scrutiny Committee project report on the Job Support Market.

**TO FOLLOW**

**14. SCRUTINY REVIEW REPORT - COUNCIL'S HOUSE BUILDING PROGRAMME SCRUTINY PROJECT**

To receive the Housing and Regeneration Scrutiny Panel project report.

**TO FOLLOW**

**15. SCRUTINY REVIEW PROJECT UPDATE - YOUTH TRANSITION**

To receive a verbal update on the Youth Transition Scrutiny review, from the Chair of the Children and Young People Scrutiny Panel, Councillor Kirsten Hearn.

**16. OVERVIEW AND SCRUTINY WORK PROGRAMME (PAGES 123 - 192)**

This report outlines the indicative scrutiny work programme for 2015/16 for approval by the Overview & Scrutiny Committee.

**17. NEW ITEMS OF URGENT BUSINESS**

**18. FUTURE MEETINGS**

Monday 19 October 2015  
Monday 30 November 2015  
Thursday 17 December 2015  
Monday 25 January 2016  
Tuesday 8 March 2016

Bernie Ryan  
Assistant Director – Corporate Governance  
and Monitoring Officer  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Natalie Layton  
Principal Committee Co-Ordinator  
Tel: 020-8489 2919  
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Friday 17 July 2015

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

Councillors Councillors Wright (Chair), Connor (Vice-Chair), Hearn, Akwasi-Ayisi, and Jogee

Apologies Mr Kefale Taye (Co-optee)

Also Present: **Co-optees:** Mrs Yvonne Denny, Mr Chukwyemeka Ekeowa  
The Leader of the Council, Councillor Claire Kober

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>OSCO01.</b>	<b>FILMING AT MEETINGS</b>  NOTED that the meeting was recorded.
<b>OSCO02.</b>	<b>APOLOGIES FOR ABSENCE</b>  An apology for absence was received from Mr Kefale Taye (Co-opted Member).
<b>OSCO03.</b>	<b>URGENT BUSINESS</b>  None.
<b>OSCO04.</b>	<b>DECLARATIONS OF INTEREST</b>  None.
<b>OSCO05.</b>	<b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b>  None.
<b>OSCO06.</b>	<b>MINUTES</b>  The minutes of the meeting held on 26 March 2015 were approved as a correct record and signed by the Chair.
<b>OSCO07.</b>	<b>MINUTES OF SCRUTINY PANEL MEETINGS</b>  <b>RESOLVED to note the minutes of the Scrutiny Panel meetings listed below:</b> a. Environment and Community Safety Scrutiny Panel – 10 March 2015 b. Adults and Health Scrutiny Panel – 18 March 2015 c. Children and Young People’s Scrutiny Panel – 18 March 2015 d. Housing and Regeneration Scrutiny Panel – 18 March 2015
<b>OSCO08.</b>	<b>CABINET MEMBER QUESTIONS - LEADER'S REPORT ON COUNCIL PRIORITIES</b>  The Chair welcomed the Leader of the Council, Councillor Claire Kober, and Deputy Chief Executive, Zina Etheridge who outlined the most pertinent priorities for the year ahead from the Council’s Corporate Plan 2015-18, which can be

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

found using the link below:

[Haringey Corporate Plan 2015-18](#)

REPORTED that, in addition to further budget cuts,

- a. the Council's regeneration aspirations were as important as ever as challenges with housing supply and sufficiency continued and there were more than 3,000 households in temporary accommodation in Haringey. The Council had successfully won a Housing Zone bid for £40m in Tottenham Hale and was preparing a further bid for Housing Zone funding in Northumberland Park and other areas in Wood Green;
- b. the Post 16 and the skills agenda were concerning as cuts to adult learning budgets would mean a shorter supply of courses;
- c. Birkbeck College would be providing higher education courses in Haringey from September. There were ongoing discussions with the new National College for Digital Skills about locating in the Borough and plans for a commission of STEM (Science, Technology, Engineering and Maths) subject experts to work with schools to encourage take up of these subjects;
- d. the early intervention and prevention agenda continued to be a focus and looked after children numbers were lower than had been in recent years;
- e. a key area in environment was flytipping in parts of the Borough and the Council was working towards understanding the issues behind flytipping and taking action. In response to questioning, the Council was thinking of ways to demonstrate how tax payers bear the cost of flytipping, and, CCTV footage had enabled some enforcement;
- f. adults services and the health and social care integration agenda was a large piece of work for the current year with new public health responsibilities including implementation of the universal healthy child programme.

NOTED, in response, to questions and comments from the Committee in the following areas, that:

- g. the Council used various licensing schemes to improve the quality of the private rented sector, learning from other councils, and court action against private landlords where necessary. Building new council stock would take time as a result of funding cuts but in relation to new private builds, planning officers and the planning committee pushed for quality from developers.

The Council held its arms length organisations, such as Homes for Haringey, to account on performance. Examples were with repairs, which had seen significant improvements and Veolia, who had been served with financial penalties for not meeting contractual requirements. The Council was working on building staff resources to manage contracts as well as

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

commissioning;

- h. City and Islington College was the main destination for students who moved out of borough for Post 16 provision. This was not understood to be for reasons of lack of provision or quality although reasons could include: the perceived reputation of Haringey institutions, difference of landscape, ability to exercise choice and whether or not young people received the right pathway advice. Work was being done across the system including earlier pathway conversations with young people. In response to concerns raised about Haringey's lack of Sixth Form provision the Committee was reminded of the Sixth Form Centre in Tottenham and the new Harris Free School which would provide a Sixth Form;
- i. further budget cuts, included a potential reduction in the public health grant and some preparation work had been conducted to understand how Haringey might be affected (between £1m and £3m) but it was difficult to anticipate and the Council might need to move quickly to react to in-year cuts;
- j. in response to concerns about unpaid debt, the Leader recognised the financial difficulties individual residents faced but noted the increasing importance of Council Tax as a funding stream for the Council and a balanced approach was applied in recovering unpaid debts;
- k. creating a good customer service experience was a priority to ensure resolutions were provided quickly to avoid further inefficiencies and costs. This included: front line staff being given the skills to deal with issues directly, clearer routes for queries and more online information with opportunities to also conduct transactions and applications online;
- l. when questioned on the image of the Council the Leader emphasised that the Council's achievements would speak for themselves. The Deputy Chief Executive added that Haringey's reputation in education had risen (citing the Borough as having the most improved GCSE results) and there had been an increase in high calibre professionals such as social care staff applying for jobs with the Council;
- m. the Leader agreed with comments that looked after children and hearing the voice of the child should be included in the Council's priorities and areas such as using the wider family network and adoption rates had improved;
- n. in response to questioning on education provision for the new St Ann's site and Lawrence Road developments it was explained that planners and education teams worked closely together to ensure that there was sufficient provision and conditions placed on developments to ensure developers made financial contributions to education.

The Leader voiced concern that local authorities had the duty to provide school places but did not have the power to open new schools.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

	<p><u>Post Meeting Update</u> <u>Both those developments are on the housing trajectory which form part of the evidence that the GLA considers in providing the Council's projections.</u> The areas around both those developments show a longer term shortfall in places as a result of the development being rolled out over the next few years and we will respond to this in our place planning. In the short term there is ample capacity in some of the local academies;</p> <p>o. a member requested an explanation of the following comment on page 23 of the corporate plan 'There will be more inward investment for the community and voluntary sector' and particularly where the investment was expected to come from.</p> <p>It was explained that having the right partners to build capacity across the sectors and continually working to ensuring a diverse market was key...</p> <p><u>Further response to be provided post meeting</u> <b>Action: Deputy Chief Executive</b></p> <p>p. Other areas discussed included:</p> <ul style="list-style-type: none"> <li>• Ways the Council would celebrate 50 years since being founded</li> <li>• School place planning, which would be reported to Cabinet in July</li> <li>• Lessons learnt from the Rotherham Child Exploitation review and scrutiny's role (to be presented to the Committee in July)</li> <li>• Work being done to reduce skills gaps and long term unemployment and encourage apprenticeships;</li> </ul> <p>q. the Leader closed by concluding that key challenges were:</p> <ul style="list-style-type: none"> <li>• the housing crisis, regeneration challenges and the possible forced sale of council homes in the future;</li> <li>• further welfare cuts which will affect Haringey households and impact on children;</li> <li>• budgetary issues and the continued austerity methods;</li> </ul> <p>and, that key opportunities included the potential for greater devolution to local governments.</p> <p>The Committee thanked the Leader and the Deputy Chief Executive for attending.</p> <p><i>Clerk's note: the Leader and the Deputy Chief Executive left the meeting at 19:30hrs.</i></p>
OSCO09.	<p><b>CONFIRMATION OF MEMBERSHIPS AND TERMS OF REFERENCE OF SCRUTINY BODIES</b></p> <p>RECEIVED the report confirming memberships and terms of reference of scrutiny panels and the tabled amendments to panel memberships following further group discussions, introduced by Martin Bradford, Scrutiny Officer, as laid out in the report.</p> <p>The Chair thanked the previous year's Co-Opted Panel Members, Helena Kania</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

and Ian Sygrave. It was explained that members of the Overview and Scrutiny Committee would be reviewing the use of co-option onto scrutiny panel and would look at ways to broaden the opportunity for community engagement in the scrutiny process.

**RESOLVED that**

1. **the terms of reference and Protocol for the Overview & Scrutiny Committee be noted;**
2. **the following Scrutiny Panels be established:**
  - **Adults & Health**
  - **Children & Young People**
  - **Environment and Community Safety**
  - **Housing & Regeneration;**
3. **the terms of reference for scrutiny panels (as set out in paragraph 5.2 of the report) be approved;**
4. **the scrutiny panel membership (as set out in 5.7) be approved as set out below be approved:**

**Adults & Health**

**Cllr Connor (Chair), Cllr Gina Adamou, Cllr David Beacham, Cllr Clare Bull, Cllr Raj Sahota, Cllr Felicia Opoku, Cllr Denise Marshall**

**Children & Young People**

**Cllr Hearn (Chair), Cllr Clive Carter, Cllr Liz Morris, Cllr Charles Wright**

**Cllr Mark Blake, Cllr Reg Rice, Cllr Toni Mallett**

**Co-optees:**

**Mrs Yvonne Denny, Mr Chukwuemeka Ekeowa, Mr Kefale Taye, Mr Luke Collier**

**Environment and Community Safety**

**Cllr Jogee (Chair), Cllr John Bevan, Cllr Patrick Berryman, Cllr Barbara Blake, Cllr Bob Hare, Cllr Sarah Elliot, Cllr Sheila Peacock**

**Housing & Regeneration**

**Cllr Akwasi Ayisi (Chair), Cllr Emine Ibrahim, Cllr Martin Newton, Cllr Gail Engert, Cllr Tim Gallagher, Cllr Eddie Griffith, Cllr Makbule Gunes;**

5. **following the development of the Scrutiny Work Programme, the Overview & Scrutiny Protocol be reviewed in August 2015, to ensure it remained updated in light of experience.**

**OSCO10.**

**OVERVIEW AND SCRUTINY WORK PROGRAMME DEVELOPMENT**

RECEIVED the Overview and Scrutiny Work Programme Development report, introduced by Christian Scade, Scrutiny Officer, who drew attention to the principles of good scrutiny.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

	<p>The Chair invited all members and statutory co-optees to the Scrutiny Cafe at 6pm on Monday 15 June 2015 to develop the scrutiny work programme.</p> <p><b>RESOLVED that</b></p> <ol style="list-style-type: none"> <li>1. the report be noted;</li> <li>2. the timeframe for the development of the Overview and Scrutiny Committee Work Programme for 2015/16 be agreed.</li> </ol>
<p><b>OSCO11.</b></p>	<p><b>DELEGATED DECISION - APPOINTMENT OF REPRESENTATIVES TO THE JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE (JHOSC)</b></p> <p><b>RESOLVED to note the report detailing the decision taken by the Chief Executive, LB Haringey, in consultation with the Chair of Overview and Scrutiny, to appoint Councillors Wright and Connor as the Council's two representatives to the North Central London Joint Health Overview and Scrutiny Committee for the 2015/16 municipal year.</b></p>
<p><b>OSCO12.</b></p>	<p><b>SCRUTINY ANNUAL REPORT</b></p> <p>RECEIVED the draft Overview and Scrutiny Annual Report for 2014/15, introduced by Martin Bradford, Scrutiny Officer, who explained that the final draft would be presented to full Council for final approval.</p> <p><b>RESOLVED that the Overview and Scrutiny Annual Report 2014/15 be approved for submission to full Council.</b></p>
<p><b>OSCO13.</b></p>	<p><b>SCRUTINY REVIEWS UPDATE</b></p> <p>RECEIVED verbal updates on the following Scrutiny Reviews:</p> <ol style="list-style-type: none"> <li>a. <u>Job Support Market</u></li> </ol> <p>REPORTED, by Martin Bradford, Scrutiny Officer, that the Housing and Regeneration Scrutiny Panel review into the job support market which assessed how long term unemployed people were being supported, identified gaps in service provision and to hear the voice of the long term unemployed. Evidence gathering including site visits to Job Centre Plus (JCP) had taken place and the findings were being developed into recommendations. The final report would be presented to the Committee in July.</p> <p>The Committee noted the challenges during the first three months of a long term unemployed person starting a new job. The review had considered how people could be supported during this transition where they might experience the loss of benefits and potential housing issues.</p> <p>A Committee Member commented on the lack of provision in South Tottenham and that it would not be practical for young people in South Tottenham to travel to the new JCP at 639 High Road.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 8 JUNE 2015**

	<p>b. <u>Council's House Building Programme</u></p> <p>REPORTED, by Martin Bradford, Scrutiny Officer, that the Housing and Regeneration Scrutiny Panel review looked at the legal and financial mechanisms available to maximise the council's housing development programme. Research into how other local authorities used funds for housing development and the implications of borrowing from the various different funds. The final report would be presented to the Committee in July.</p> <p>c. <u>Youth Transition</u></p> <p>REPORTED, by Rob Mack, Scrutiny Officer, that the Children and Young People's Scrutiny Panel review had investigated how young people made decisions about their futures and the advice they received. The Chair of the Children and Young People's Scrutiny Panel, Councillor Kirsten Hearn, explained that further evidence from young people would be obtained before recommendations for good practice would be proposed in a final report to the Committee in July.</p> <p><b>RESOLVED that the final reports of the Job Support Market, the Council's Re-housing Programme and Youth Transition scrutiny review projects would be received at the next meeting on 27 July 2015.</b></p>
<p><b>OSCO14.</b></p>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>None.</p>
<p><b>OSCO15.</b></p>	<p><b>FUTURE MEETINGS</b></p> <p>NOTED the following dates:</p> <ul style="list-style-type: none"> <li>• 27 July 2015</li> <li>• 19 October 2015</li> <li>• 30 November 2015</li> <li>• 17 December 2015</li> <li>• 25 January 2016</li> <li>• 8 March 2016</li> </ul>

Chair – Councillor Charles Wright

The meeting ended at 20:00hrs

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**

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**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 29 JUNE 2015**

Councillors B Blake, Elliott, Hare, Jogee (Chair) and Peacock

Also present: Councillor Wright.

**CSP1. FILMING AT MEETINGS**

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

**CSP2. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Berryman. In addition, an apology for absence was also received from Councillor Vanier, the Cabinet Member for Communities.

**CSP3. ITEMS OF URGENT BUSINESS**

None.

**CSP4. DECLARATIONS OF INTEREST**

None.

**CSP5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**CSP6. MINUTES**

**AGREED:**

That the minutes of the meeting of 10 March 2014 be approved.

**CSP7. TERMS OF REFERENCE - ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL**

**AGREED:**

That the terms of reference for the Panel be noted.

**CSP8. CORPORATE PLAN PRIORITY 3 - DELIVERY PLAN**

Alison Crowe, Programme Manager for Priority 3 in the Environment and Community Safety Service, provided the Panel with a presentation on the actions being undertaken to deliver objectives under Corporate Priority 3.

The priority was to create "A clean, well maintained and safe Borough where people are proud to live and work." This was split down into 5 objectives with 17 projects making up the overall programme.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 29 JUNE 2015**

Objective 1 was “To strengthen partnerships and work with our communities so that people feel safe in and proud of their neighbourhoods, particularly by reducing anti social behavioural crime such as flytipping”. There were specific targets relating to increasing confidence in policing and reducing fear of crime and perception of anti social behaviour. Police attitude surveys would be used to monitor progress.

In respect of actions to take forward objective 2 – “to make our streets, parks and estates clean, well maintained and safe” – a range of indicators would be used to monitor progress including data relating to littering and flytipping.

Objective 3 was “to move to more sustainable modes of transport by making Haringey one of the most cycling and pedestrian friendly boroughs in London”. The aim was to achieve top quartile status by 2018. Objective 4 was “to prevent and reduce violence against women and girls (VAWG)”. This was an underdeveloped area of policy that required the collaboration of a number of different agencies.

Objective 5 was “to work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity.” Targets had been set by the Mayors Officer for Policing and Crime (MOPAC) and the Youth Offending Team for improvements.

She provided an overview of key workstreams for the next year. These included:

- The new approach to waste and cleansing;
- A new delivery model for highways and street lighting;
- The bus accessibility programme;
- Community in Action – a community engagement trial focussed in Noel Park; and
- The introduction of joined up enforcement.

In respect of the targets within Objective 2 regarding bus reliability and safer roads, it was noted that these were largely the responsibility of external partners and based on national targets. In particular, Transport for London (TfL) was responsible for funding a lot of initiatives relating to sustainable transport.

The Panel noted that community engagement on key work streams would be both informal and statutory, as appropriate. In respect of sustainable transport, it was noted that baseline data was provided by a perception indicator in respect of cycling. In addition, there was also a LIP indicator to increase levels of walking by 3% by 2018. The Panel noted that improving traffic flow could mean requiring drivers to drive more slowly.

In respect of street cleansing, the Panel noted that although changes had been made to “put out” times, they were under constant review. It was challenging to find a time that suited everyone. An update on progress could be made to the Panel in due course.

In response to a question, it was noted that more vehicles would be needed if waste collection were to take place outside of rush hours. However, the Interim Neighbourhood Action Team Manager agreed to check to see if the option of collections proceeding in the opposite direction to the traffic flow during rush hour periods had been investigated.

**AGREED:**

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 29 JUNE 2015**

1. That a list of the 27 bus stops within the Borough that are due to have work completed to bring them up to a DDA Standard be circulated to Panel Members; and
2. That the Interim Neighbourhood Action Team Manager be requested to confirm whether the option of waste collections proceeding in the opposite direction to traffic flow during rush hours has been investigated by Veolia.

**CSP9. WORK PROGRAMME UPDATE**

The Panel considered in detail proposals arising from the discussions that had taken place at the Scrutiny Café event. There had been two proposals for in-depth pieces of work;

- Joined up enforcement ; and
- Cycling.

In addition, following discussion with the Police Borough Commander for Haringey, it had been proposed that the Panel undertake a piece of work aimed at improving communication and liaison between licensees and community safety partners.

The Panel noted that, following further discussion with the Chair of the Overview and Scrutiny Committee and the Cabinet Member for Environment, it was now proposed that the main Committee undertake work on the issue of joined up enforcement as this was felt to be a cross cutting issue.

Panel Members were of the view that the issue of development and green space was an issue that deserved priority. Councillor Wright, the Chair of the Overview and Scrutiny Committee, reported that it was likely that the main Committee would be undertaking some work on the issue as it was a cross cutting issue that impacted on a number of policy areas, particularly regeneration,

It was noted that, although there were only two more Panel meetings that were currently scheduled, more would be added dependent on what was in the final work plan. An additional meeting was likely to be scheduled in the autumn to consider the crime statistics for the borough and look at associated crime and community safety issues. Proposals in the work plan would be developed further including how they would be approached, witnesses and sources of evidence. Agenda items for meetings would be based on the outcome of this process.

Panel Members were of the view that the issues of both reducing waste and cycling warranted in-depth pieces of work. Waste was a major concern amongst residents. However, it was noted that there had already been several pieces of in-depth scrutiny work on the issue of waste. The Assistant Director of Environment and Community Safety commented that the specific issue that needed addressing was how people's behaviour could be changed. As part of this, work could be undertaken on what other local authorities were doing to address the issue, especially in respect of communications. The cost of dealing with waste was high and even increasing so even a small improvement could be significant.

In respect of cycling, it was noted that there had not been any previous in-depth scrutiny work on this issue. Current policies could be looked at to see where improvements could be made. The Assistant Director reported that it was the aim to

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 29 JUNE 2015**

make Haringey the most cycling friendly borough in London and there was a lot of scope for development. Work could be undertaken to see what the boroughs that comparatively high levels of participation in cycling, such as Hackney, had done to encourage it. A challenging target of increasing levels in Haringey from 2% to 5% had been set and any help that could be provided in achieving this would be most welcome.

The Panel noted that it was likely to be possible to undertake work on both of these issues. Cycling was envisaged as an in-depth piece of work whilst waste reduction would be a "one-off" item. Further work would be undertaken in developing these pieces of work in due course.

In respect of the proposal for work regarding reducing waste, it was suggested that, in the first instance, previous scrutiny work on the issue be revisited to identify any outstanding issues. It was felt that the proposed item on parks could also report on the outcome of events and that this might be best scheduled during the autumn.

Councillor Wright, the Chair of the Overview and Scrutiny Committee reported that there had been discussion with the Police Borough Commander regarding the community safety element of Panel's workplan and specifically the issue of violent crime. It had been noted that a significant proportion of this was linked to drinking. It was felt that better links between community safety partners and licensees might assist and proposed that meetings between the Panel, the Police and groups of licensees across the borough be arranged to address this issue. Recommendations to the Community Safety Partnership could be made in response to particular issues that came to light. The Assistant Director for Environment and Community Safety commented that residents were increasingly asking for licensing reviews and evidence was required for this to take place. Improved liaison with licensees would serve a useful purpose within this.

**AGREED:**

1. That, subject to the additions, comments and amendments referred to above, the items outlined in section 8 of the report be prioritised for inclusion in the 2015/16 work programme for the and recommended for endorsement by the Overview and Scrutiny Committee on 27 July 2015; and
2. That, as appropriate, the Chair of the Panel meet with appropriate Cabinet members and senior officers to clarify further the work programme.

**CSP10. NEW ITEMS OF URGENT BUSINESS**

None.

**CSP11. DATES OF FUTURE MEETINGS**

- 17 September 2015; and
- 1 March 2016.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
MONDAY, 29 JUNE 2015**

**Cllr Adam Jogee  
Chair**

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**Haringey Council**

<b>-Report for:</b>	Overview and Scrutiny Committee – 27 <sup>th</sup> July 2015	<b>Item Number:</b>	<b>8</b>
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<b>Title:</b>	<b>The Council's End of Year Performance Assessment - Quarter Four, 2014/15</b>
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<b>Report Authorised by:</b>	<b>Charlotte Pomery, Assistant Director Commissioning</b>
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<b>Lead Officer:</b>	<b>Margaret Gallagher, Performance Manager</b>
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<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b> N/A
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## **1 Describe the issue under consideration**

- 1.1 This report informs Overview and Scrutiny Committee of progress against the Council's outcomes and strategic priorities during 2014/15, providing an overview of key performance trends and achievements as well as areas of good and weaker performance on an exception basis. This is the final report on the delivery of the Corporate Plan 2013-15.
- 1.2 The report briefly sets out the proposals to report performance against the Corporate Plan 2015 – 2018 in a more outcome-focused and transparent way, which will be the subject of a presentation to the Committee.

## **2 Cabinet Member introduction**

N/A

## **3 Recommendations**

- 3.1 Overview and Scrutiny Committee is asked to note:
  - 3.1.1 the progress made against the Council's Corporate Plan priorities in Q4 and for the year 2014/15.
  - 3.1.2 the plan to report on delivery of the Corporate Plan 2015-18 in a more outcome focused and transparent way.



**Haringey Council**

#### **4 Alternative options considered**

4.1 No other alternatives were considered.

#### **5 Background information**

5.1 The Performance Assessment Report is a highlight and executive summary report based on a self assessment of the Council's performance in Quarter Four 2014/15 against the Council's outcomes and strategic priorities as set out in the [Corporate Plan](#) agreed at Cabinet on 9<sup>th</sup> July 2013.

5.2 The key outcomes for the borough for 2013-15 were:

- Outstanding for all: Enabling all Haringey children to thrive
- Safety and wellbeing for all: A place where everyone feels safe and has a good quality of life
- Opportunities for all: A successful place for everyone
- A better council: Delivering responsive, high quality services and encouraging residents who are able to help themselves to do so

5.3 Reporting on the Corporate Plan 2015-18 will follow a new format, which will provide clear and transparent data, intelligence and insight to multiple audiences (i.e. the public, Members, partners and officers), with minimal time lag. Performance indicators will measure progress against the outcomes we are seeking to achieve in Haringey. As well as looking back at recent performance, we will be able to look ahead and predict how the work we are doing will impact on the outcomes we want to achieve, through the projects in our transformation programmes and associated activity.

#### **6 Overview of performance – 2014/2015**

6.1 Analysis of indicator status against targets as set out in the Corporate Plan Scorecard (Appendix 1) shows:

- That for 61% of indicators we met or were close to meeting targets set
- Targets were not achieved for 13 indicators (19%)
- The data was not available or targets were not set for the remaining 20%

6.2 Using the Scorecard, areas which are performing well or improving in the period and those which require further focus will be highlighted briefly in an oral presentation to the Overview and Scrutiny Committee.

# Performance management and reporting

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*Overview and Scrutiny Committee – 27 July 2015*

# Contents



1. Principles
2. What we have been doing up to now
3. Performance approach
  - a) Performance management
    - i. 'Outcome' measures and indicators that help us understand whether we'll hit the target
    - ii. 'Management information' indicators
  - b) Performance reporting format
  - c) Reporting process, governance and frequency
4. Benefits for Overview and Scrutiny
5. Next steps

# 1 Principles



- Our **vision** is for anyone to be able to access and scrutinise up-to-date information on our progress to deliver the corporate plan, plus see how well the Council is running itself
- Guiding principles for performance management:
  - **Transparency** – we proactively publish our performance data, with the same information provided to different audiences (e.g. members, the public, overview and scrutiny committee)
  - **Accountability** – to the public and members through greater transparency
  - **Accessibility** – enabling anyone to access performance information when they want to see it (e.g. via our website)
  - **Clarity** – a clear format that shows our past, present and future performance (i.e. targets) via ‘trajectories’
  - **Timeliness** – up-to-date information with minimal time-lag

## What have we been doing up to now?



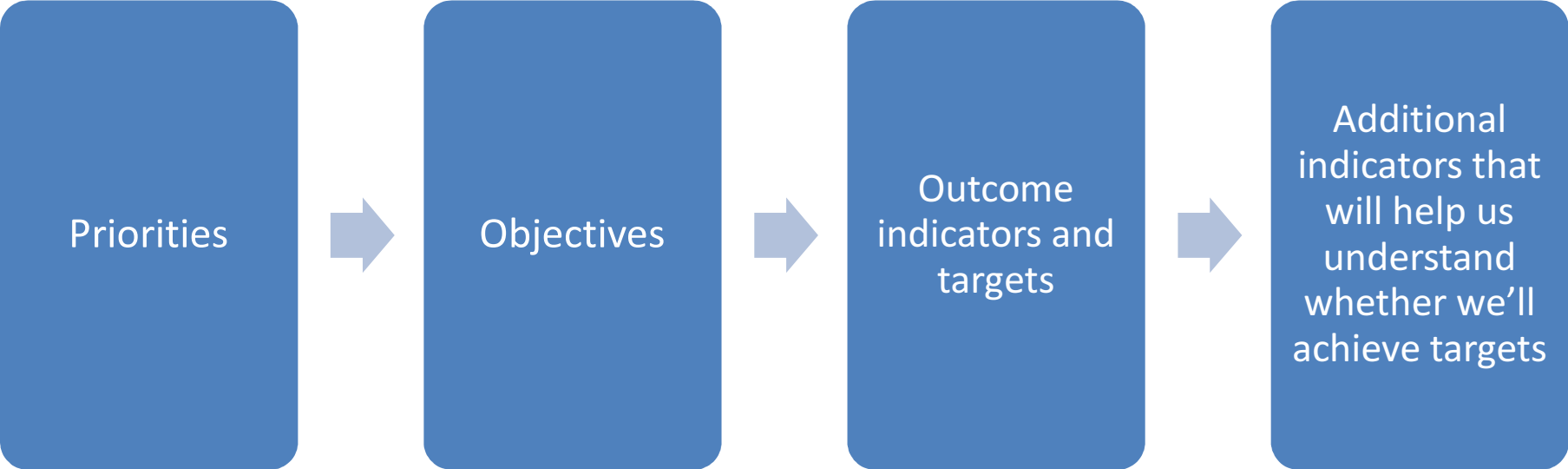
- Produced a quarterly performance report, reporting data from previous 3 months (e.g. report to Cabinet in July showing January – March performance) plus an annual report
- Reported on 70+ key performance indicators – measuring process but not necessarily the impact we have on Haringey people and place
- Published as part of Cabinet report, with separate report to Scrutiny, but not in accessible format for the public

3a

# Performance management approach – measuring outcomes



- Each of the five priorities in the corporate plan now have a set of key performance indicators that measure the **outcomes** we are trying to achieve, which are defined underneath each objective:



## Performance management approach – management information

- We are also deciding on a set of **management information** indicators that will help us understand our capability as an organisation to deliver the corporate plan outcomes. These apply to, and are owned by, all Assistant Directors and are structured by:
  - Finance
  - People
  - Customer
  - Business-specific

## Performance reporting format: understanding, accountability and action



- Each priority will have a performance pack, containing a **dashboard** on the front page which summarises performance through 'Red-Amber-Green' (RAG) ratings
- Each outcome indicator will be presented as a trajectory showing **past, present and future** performance, with analysis alongside the data to include:
  - Performance against agreed targets
  - Benchmarking with other local authorities and how we compare
  - Intelligence and insight from project work that affects the indicator, explaining how it will impact on our ability to achieve the target
  - Policy or legislative changes affecting performance
  - Key stakeholders and their contribution
  - An overall assessment of whether we expect to meet the target

3b

## Example trajectory – Priority 3

**Priority 3:** A clean, well-maintained borough where people are proud to live and work



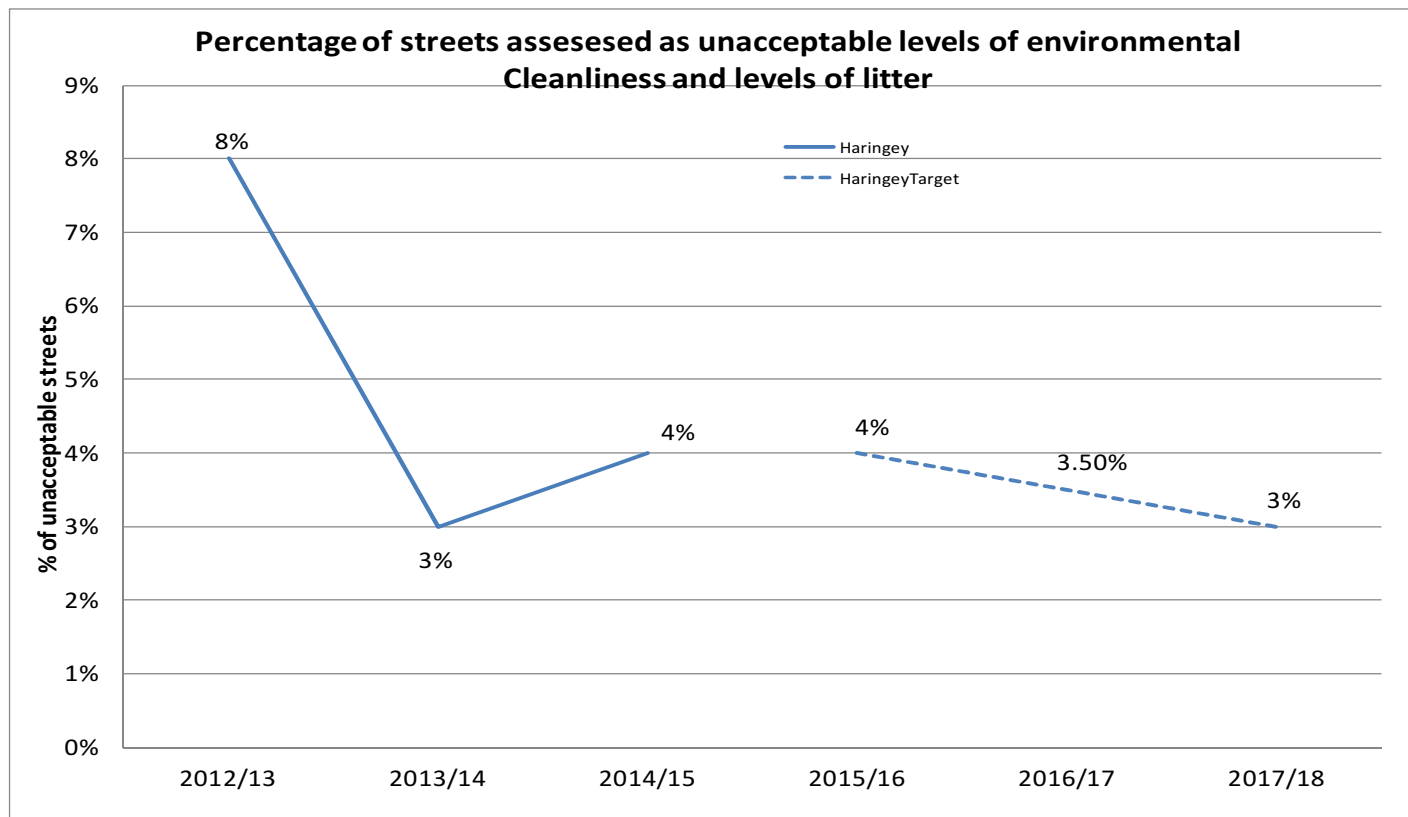
**Objective 2:** To make our streets, parks and estates clean, well maintained and safe



**Outcome indicator:** Improved street and environmental cleanliness and low levels of litter



**Target:** Reduction in levels of litter to 3% by 2018



3b

## Example trajectory – Priority 4

**Priority 4:** Drive growth and employment from which everyone can benefit



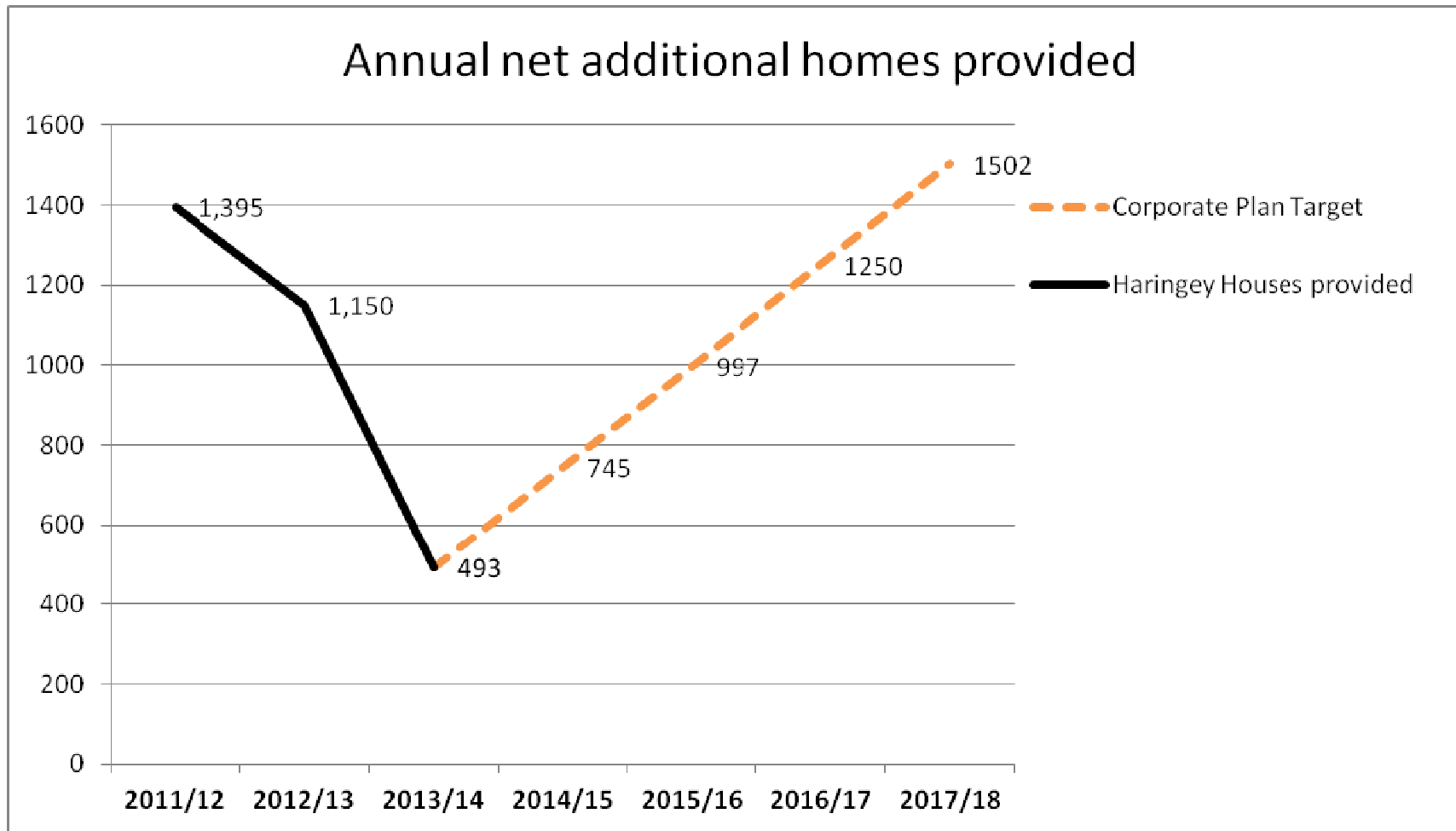
**Objective 1:** Achieve a step change in the number of new homes built



**Outcome indicator:** Net additional homes provided



**Target:** To get to 1502 by 2018

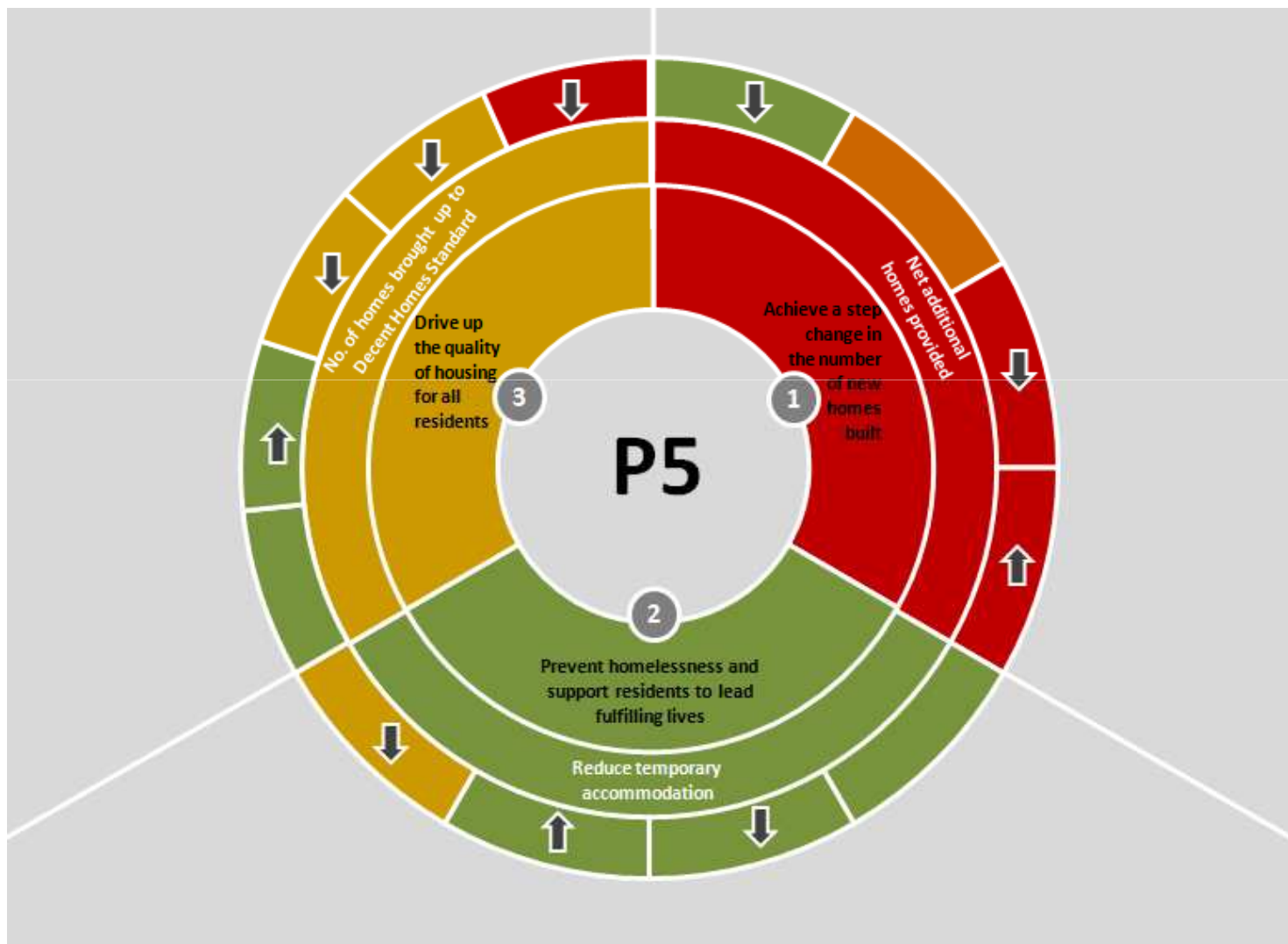


**Indicator(s) that will provide additional insight:**

- Affordable housing as a % of net housing provided each year

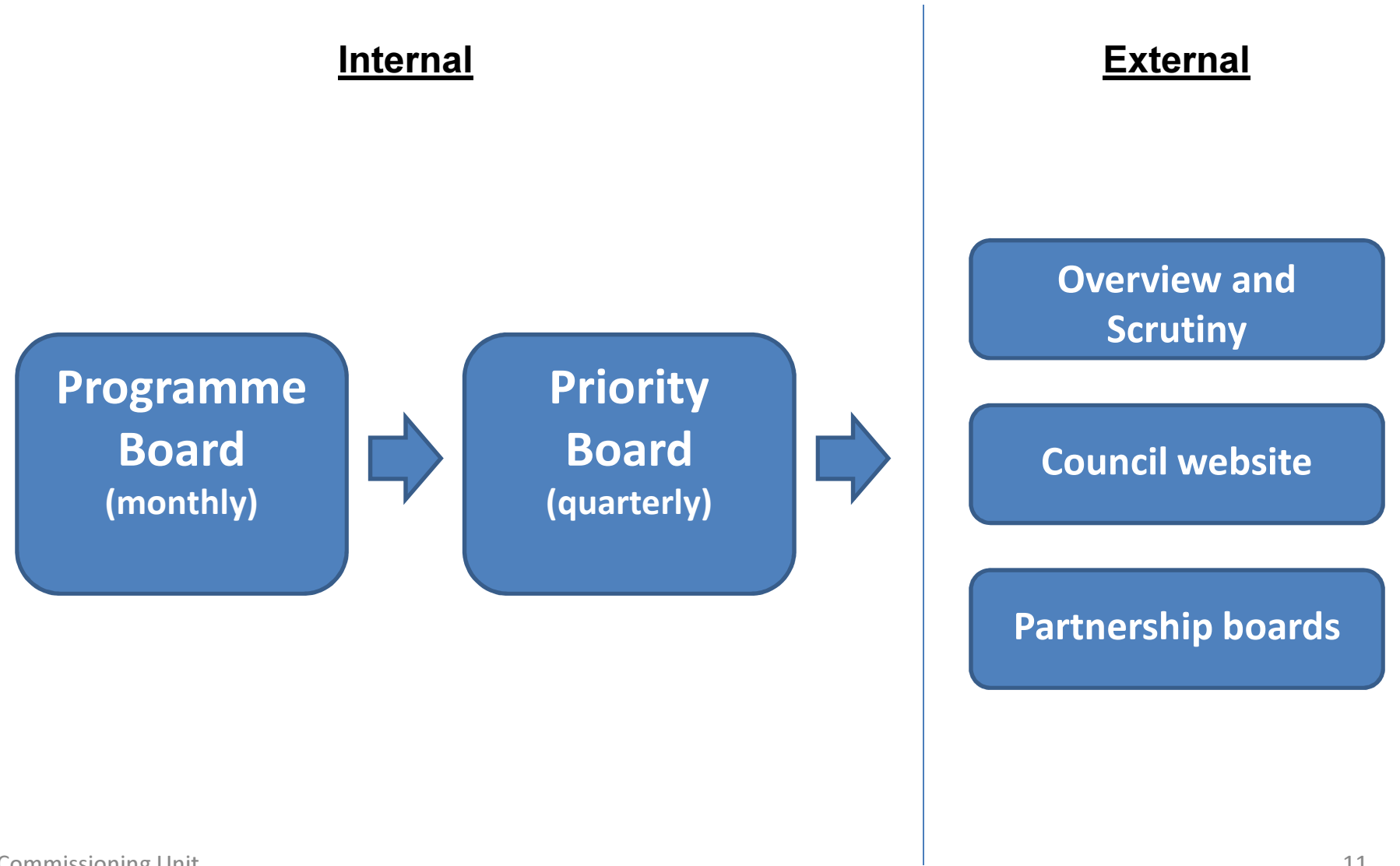
3b

A **dashboard** would sit on the front of each priority pack, with RAG ratings reflecting up-to-date performance (example below – not real data)



3c

Performance packs will be published after each priority board meeting, will be **up-to-date**, with **minimal time-lag**



- **Outcome-focused data** enables focus on what we are trying to achieve for Haringey people and place
- **Up-to-date intelligence** on how current project work will affect outcomes and whether we are likely to meet targets
- **RAG ratings** across all indicators in all priorities could at a glance determine the focus for OSC and Panels
- Individual **Panels** can focus on specific priorities:
  - Children and Young People Panel (Priority 1 pack)
  - Adults and Health Panel (Priority 2 pack)
  - Environment and Community Safety Panel (Priority 3 pack)
  - Housing and Regeneration Panel (Priorities 4 and 5 packs)
- **Transparency** of data could facilitate more direct resident and community engagement in performance of the Council
- **Work programmes for OSC and Panels** could be shaped in response to data and evidence

- First round of performance data available in **September 2015** after Priority Boards have met
- We will initially publish performance packs as presented at Priority Boards, but will be developing a better publishing format and tool in future
- Overview and Scrutiny Committee and Panels can use September 2015 published packs, then continue to use data published after Priority Boards, on a quarterly basis
- Scope to publish more data in future, e.g. our statutory returns

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**Cabinet Member for Resources and Culture  
Overview and Scrutiny: 27<sup>th</sup> July 2015**

**The Business Infrastructure Programme (BIP)**

The Business Infrastructure Programme (BIP) aims to make the Council's support services best in class by being able to do things faster, easier and better.

The programme aims to define and deliver a new way of working that is more customer focused, consistent, is performance driven and delivers value for money. This will not only allow the achievement of savings in 'back office' services but will further enable front line to deliver in a more timely, efficient and consistent manner.

**Business Infrastructure programme Phase 1**

- Work continues on the implementation of the Shared Service Centre (SSC).
  - The accommodation move has started this week and is expected to be completed by the end of August.
  - Training for staff going into the SSC is now being scheduled and developed, with the initial priority being focussed on training for the new systems that are being implemented, and legislative training eg Data Protection and Data security training to ensure all staff have up-to-date knowledge in these areas.
  - Briefings are currently underway to engage staff and colleagues in the wider business to ensure they are kept up to date on progress towards 'go-live'.

**Business Infrastructure programme Phase 2**

- **Last quarter**
  - The model for a Shared Business Service (SBS) across the council was agreed with work mapping relevant roles that will be included in the model completed.
- **Next quarter**
  - A model will be agreed for Policy, Performance, Programmes (PPP)
  - Technology enablers needed to improve processes across PPP and SBS will be defined
  - The operational model and proposed staff structure will be prepared ready for consultation.

**Culture**

Work has started on assessing the Council's role in driving forward the benefits that Culture and the Creative Industries can bring to Haringey's communities.

We all recognise that our cultural and creative industries (CCIs) in Haringey are an essential part of a thriving, fairer, dynamic borough and are capable of supporting each of our five key priorities.

Given the speed at which this sector is growing, and some of the challenges it faces, the Council has commissioned a Company called Business of Culture Ltd to help us develop a Culture Strategy to ensure that the sector plays a full role in the life of the Borough and will support our aspirations to improve the life chances of everyone who lives and works here. We also want to ensure that there is alignment with all of our other community strategies that are currently being developed.

The work will also encompass looking at options around optimising the use and impact of Bruce Castle and our museum and archives services.

**Cabinet Member for Resources and Culture  
Overview and Scrutiny: 27<sup>th</sup> July 2015**

It is our intention to consult on a draft strategy through the summer with a report to Cabinet in November.

**Libraries**

**Marcus Garvey**

Staff at the library have begun to prepare for the closure of the library at the end of August. Arrangements have been made that from September all the Library children's events will be held at the Bernie Grant Centre.

All organised activities both adult and children's will continue as normal throughout the summer.

Designs finalised, EQIA completed and Comms messages advising the public of closure dates at the end of August 2015 ready.

Timescale to re-open by the end of February 2016 is challenging but on track

**Wood Green Library and Customer Service Centre**

On track, detailed design stage commencing on the phase CSC design, with alternative locations for current library provision identified

Pre feasibility work and outline floor layouts drafts now underway for phase 2 (transformed Library).

Engagement sessions scheduled for week commencing 13/07.

**Wider Libraries/Muswell Hill**

Options paper for Muswell Hill to be presented to September Cabinet

Cabinet report drafted and IT costs agreed and SLT initial indication favourable

**Customer Services/Libraries**

The restructure remains on track to launch the new integrated Customer Services and Library Unit by the end of October 2015. Consultation completed and appointments process will commence in September.

**IT**

The council has been developing a Digital Strategy to support delivery of the Corporate Plan. It is recognised that an ICT-enabled approach to delivery will make the best use of available resources and meet stakeholders' expectations for modern services.

The digital strategy has been designed to ensure it supports the council's priorities and transformation vision. Key areas of strategic focus include using technology for stakeholder engagement, partner collaboration, data insights, self service and mobile working. To support the Digital Strategy, ICT have developed a detailed technology roadmap to ensure we maximise value for money on investment which considers total cost of ownership. ICT will continue to ensure that we benefit from any current technology investments. The Digital Strategy document is in the process of being finalised, with the aim of getting it endorsed by Cabinet in September 2015.

**Cabinet Member for Resources and Culture  
Overview and Scrutiny: 27<sup>th</sup> July 2015**

**Customer Service Transformation Programme**

The Customer Services Transformation Programme (CSTP) was formally set up in May 2013 in order to improve the customer contact experience and to change the way in which customers interact with the Council

The programme is the primary vehicle for delivering over £3m worth of savings in Customer Services over the next 3 years within the Council's Medium Term Financial Plan [MTFP].

The CST is now being delivered through key transformation strands: Self Service Programme and Face-to-Face Programme

**Self service Programme Update**

- **Contact centre project:** Improvements are underway in the Contact Centre with plans to introduce a new automated switchboard from August 2015 which will automatically meet, greet and route callers. Plans are also in place to introduce call recording, which will be used to help and improve the provision of regular performance reports.
- **My Account / Digital project:** This is being rolled out in a series of phases over the next 12 to 16 months. Phase 1 includes Benefits and Council Tax and work is underway with staff from both services as well as Customer Services to review current business processes in readiness for the launch of the customer 'My Account' from Nov 2015.

**Change and engagement:** On 24 Jun 2015 a panel was hosted with residents which focussed on 'digital' customer services. 23 local residents attended and provided direct feedback about the Council's current website and some of the things they would like to see if this was redesigned. This valuable insight has been captured and provided to the Web Communications team to ensure that it can be considered as part of any future improvements to the Council's website.

**Reward review**

The Modern Reward Strategy Project (My Pay) was approved at S&R December 2014, and sits within the Workforce Plan. The project will link together all our pay related activities creating a single approach that:

- is fair, consistent and transparent
- enables us to be competitive in the market so that we can attract and retain the right people
- enables us to reward individuals according to their contribution

The project will also develop new job families and levels, which will simplify our structure and accommodate broad pay ranges. Career paths will be apparent and training tailored appropriately at each level.

The process is to review:

- The job evaluation scheme used for CO/SM population.
- Pay and grading structures
- Pay progression.
- Terms and conditions and allowances.

**Cabinet Member for Resources and Culture  
Overview and Scrutiny: 27<sup>th</sup> July 2015**

Activity is divided into two phases:

1. Chief Officer/Senior Manager (including Chief Executive) Pay, Grading and Terms & Conditions Review, which is currently ongoing.
2. The rest of the Workforce Pay, Grading and Terms & Conditions Review, which is due to start later in the year.

The project reports into the S&R Committee regularly and recently held an informal workshop to bring members up to speed on the current thinking and strategy in this complex area.

***Cllr Jason Arthur  
Cabinet Member for Resources and Culture  
July 2015***



**Haringey Council**

<b>Report for:</b>	Overview and Scrutiny 27 July 2015	<b>Item Number:</b>	10
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<b>Title:</b>	The Council's Financial Outturn 2014/15
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<b>Report Authorised by:</b>	Kevin Bartle – Assistant Director Finance (CFO)
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<b>Lead Officer:</b>	Neville Murton – Head of Finance (Budgets, Accounting and Systems) <a href="mailto:neville.murton@haringey.gov.uk">neville.murton@haringey.gov.uk</a>
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<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decisions:</b>
All	Non-key

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

- 1.1. To support oversight of the Council's financial performance this Committee receives regular reports covering the Council's latest financial position. The provisional outturn position for the year ending 31 March 2015 was considered by the Cabinet on 16th June 2015 and that report is appended.

### **2. Cabinet Member Introduction**

- 2.1. Not applicable.

### **3. Recommendations**

- 3.1. That the Committee reviews the Council's provisional outturn position for 2014/15..

### **4. Other options considered**

4.1. Not applicable.

## **5. Background information**

- 5.1. Following the conclusion of the financial year, the provisional revenue and capital outturn for 2014/15 is set out in the attached report, together with a number of requests to carry forward resources and proposed transfers to earmarked reserves.
- 5.2. The report sets out the provisional outturn position for the General Fund, Housing Revenue Account (HRA), the Dedicated Schools Budget (DSB), the Collection Fund and the Capital Programme for 2014/15.
- 5.3. The outturn position will be reflected in the Council's Statement of Accounts, which were signed for audit by the Chief Financial Officer before 30th June 2015 and will remain provisional until the conclusion of the statutory audit process.

## **6. Comments of the Chief Financial Officer and Financial Implications**

6.1. These are included in the attached Cabinet report.

## **7. Head of Legal Services and Legal Implications**

7.1. These are included in the attached Cabinet report.

## **8. Equalities and Community Cohesion Comments**

8.1. Not applicable.

## **9. Head of Procurement Comments**

9.1. Not applicable.

## **10. Policy Implications**

10.1. Not applicable.

## **11. Use of Appendices**

11.1. Appendix 1 Cabinet report dated 16 June 2015 – The Council's Financial Outturn 2014/15.

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

12.1. As per the appended report.



**Haringey Council**

<b>Report for:</b>	<b>Cabinet – 26 June 2015</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>The Council's Financial Outturn 2014/15</b>		
<b>Report Authorised by:</b>	<b>Kevin Bartle – Assistant Director of Finance (CFO)</b>		
<b>Lead Officer:</b>	<b>Neville Murton – Head of Finance (Budgets, Accounting and Systems)</b>		
<b>Ward(s) affected:</b>	<b>All</b>	<b>Report for Key/Non Key Decisions:</b>	<b>Non key Decision</b>

## 1. Describe the issue under consideration

- 1.1. Following the conclusion of the financial year, the provisional revenue and capital outturn for 2014/15 is set out in this report, together with a number of requests to carry forward resources and proposed transfers to earmarked reserves.
- 1.2. The report sets out the provisional outturn position for the General Fund, Housing Revenue Account (HRA), the Dedicated Schools Budget (DSB), the Collection Fund and the Capital Programme for 2014/15.
- 1.3. The outturn position will be reflected in the Council's Statement of Accounts, which will be signed for audit by the Chief Financial Officer before 30th June 2015 and will remain provisional until the conclusion of the statutory audit process.
- 1.4. The provisional position has been summarised over the following areas:
  - The General Fund revenue account;
  - The HRA revenue account;
  - The General Fund capital programme;
  - The HRA capital programme;
  - The Dedicated Schools Budget; and,
  - The Collection Fund.



**Haringey Council**

## **2. Cabinet Member introduction**

- 2.1. I am pleased to report that once again the council has risen to the challenge of balancing its budget against a backdrop of severe government cuts that disadvantage the neediest. However, given the level of reductions that still need to be delivered and the uncertainty we have about future funding for Local Authorities under a new government we must redouble our efforts to maintain financial discipline across the whole Council.
- 2.2. We have previously been led to believe that going into a new parliament the country's finances would have recovered from previous economic shocks yet we now find ourselves with only half of the deficit eliminated and with more pressures than ever before to deliver valuable public services to the most vulnerable in society.
- 2.3. Notwithstanding the significant financial challenges that can be seen in both Children's Services and Adult Social care, and is illustrated by the budget variances in those areas as set out in this report, this Council has successfully managed the budget overall; focussing on our key priorities and setting out clearly our approach through the Corporate Planning process which incorporates the Medium Term Financial Strategy.
- 2.4. We will continue to adopt a robust approach to budget management in 2015/16 and when I next present a budget management report to the Cabinet in July 2015 I will highlight the action that I will be proposing in order to manage those pressures appropriately.
- 2.5. We have delivered what we said we would when setting the budget and, as a result, have been able to provide prudent amounts to enable us to manage the risks that are inherent in the transformational change we are undertaking to maintain the delivery of key services.
- 2.6. The Council's draft Statement of Accounts for 2014/15 is currently being finalised; this draft will be subject to the independent external audit which is due to be completed by early September. The final audited accounts will then be submitted to Corporate Committee for approval in September.
- 2.7. I commend this report to the Cabinet for approval.

## **3. Recommendations**

- 3.1. Cabinet is recommended to consider and approve:
  - the various provisional revenue outturn positions (General Fund, HRA, DSB) as set out in this report and in particular the explanations for the outturn variances set out in Appendices 1(a) to 1(g);
  - the service revenue requests for carry forward and transfers to/ (from) reserves also set out in Appendices 1(a) to 1(g);



## Haringey Council

- the provisional capital outturn positions (General Fund and HRA) as set out in this report and in particular the explanations for the outturn variances set out in Appendix 2;
- the capital carry forward requests set out in Appendix 3; and,
- the performance of the Council Tax and NNDR Collection Fund in 2014/15.

### 4. Alternative options considered

4.1. The reporting of the Council's outturn and management of financial resources is a key part of the role of the Chief Financial Officer (Section 151 Officer) and no other options have therefore been considered.

### 5. Background information

5.1. This report sets out the provisional financial outturn position for the General Fund, Housing Revenue Account, Dedicated Schools Budget, Collection Fund and the Capital Programme. The Council's Statement of Accounts will be prepared in accordance with the Accounts and Audit Regulations and the draft accounts (which are subject to audit) will be approved by the Chief Financial Officer by 30 June. Work will continue during the rest of June to finalise the accounts and this work may result in some changes to the final position reported here.

5.2. The external audit of the accounts will commence in July. The auditors will submit a report on their findings, and issue their formal opinion, at Corporate Committee on 24 September 2015.

### 6. Outturn 2014/15 – Revenue General Fund

6.1. The General Fund revenue account was approved by Council in February 2014 with a planned contribution to General Fund balances of £4.957m, which has been achieved. Table 1 below summarises the provisional outturn position on the General Fund including the accounting adjustment to reflect any Revenue Contributions to Capital Outlay (RCCO); it also summarises proposed requests to either carry forward resources or to transfer resources into earmarked reserves, which the Cabinet are asked to consider and approve.

6.2. For the General Fund the overall position is an **underspend** of **£2.2m**. This position reflects the proposed transfer to reserves of £4.957m explained above, the CFO has further considered the Council's financial position together with its existing reserves, and has identified the need to create an earmarked Risk Reserve, which it is proposed the remaining balance of £2.2m be transferred to. This is illustrated in Table 1 below.

6.3. There were significant overspends in both Children's and Adults social care in 2014/15 as set out in Table 1 below; primarily these have arisen due to increasing numbers of children and adults leading to those services being unable to maintain spending within the approved budget. Both services are implementing management action plans designed to bring spending back into line with approved budgets during 2015/16.



## Haringey Council

6.4. The Chief Operating Officer also reported a net overspend of £1.2m mainly as a result of pressures in customer services where additional staff were required to manage the integration of Customer Services with Libraries. There was also a planned contribution towards redundancy costs relating to the transferred waste management contract with Veolia, where the Council required contract savings to be made.

6.5. More detailed explanations of the above and variances across all areas are set out in Appendices 1 (a) to 1 (g).

### Summary Position

**Table 1 – Summary 2014/15 Revenue Position**

£'000 General Fund	2014/15 Budget Variance			
	Budget	Budget Variance	Proposed Transfers	Provisional Outturn
Leader and Chief Executive	4,206	(1,856)	1,225	(631)
Chief Operating Officer	87,500	1,461	(265)	1,196
Deputy Chief Executive	151,363			
- Children's Services		5,142		5,142
- Adults Services		3,082		3,082
- Other DCE		(101)	(144)	(245)
Dir. Of Regeneration/ Planning	6,397	(144)	44	(100)
Non Service Revenue (NSR)	32,233	(5,344)	(5,308)	(10,652)
<b>Total</b>	<b>281,699</b>	<b>2,240</b>	<b>(4,448)</b>	<b>(2,208)</b>
<b>Net underspend transferred to Risk Reserve</b>				<b>(2,208)</b>
				<b>0</b>

**Note:** Budget variances include Revenue Contributions to Capital Outlay (RCCO)

## 7. Housing Revenue Account (HRA)

7.1. For the Housing Revenue Account the planned surplus of £10.4m has been achieved and the adjusted surplus of £12.029m, which is the budgeted £10.432m and the in-year underspend of **£1.597m**, set out in Table 2 below will be transferred to HRA Reserves.



**Haringey Council**

**Table 2 – The Housing Revenue Account**

£'000 HRA	2014/15 Budget Variance			
	Budget	Estimated Variance	Proposed Transfers	Provisional Outturn
Housing Revenue Account	<b>(10,432)</b>	<b>(1,924)</b>	<b>327</b>	<b>(1,597)</b>

## 8. Dedicated Schools Budget (DSB)

8.1. The provisional outturn position for the Dedicated Schools Budget is an overall **underspend** of **£469k** of which £37k represents a decrease in schools' delegated budgets and the remainder is in respect of centrally held items within the DSB.

8.2. Overall, the year-end balances held in schools' delegated budgets now stands at £11.7m.

## 9. The Collection Fund

9.1. The overall position on the Collection Fund was a minor deficit of **£141k**. This comprises two elements: Council Tax which ended the year with a surplus of £4.977m and National Non Domestic rates (NNDR) which ended the year with a deficit of £5.118m.

9.2. These variances can be largely attributed to the continued better than anticipated performance against the Council Tax Reduction Scheme assumptions resulting in the Council Tax surplus. For NNDR there have been a significant number of successful appeals. Cabinet are reminded that for NNDR the risks are shared between the Council, The Greater London Authority (GLA) and the Government; illustrating the extent of the issues in that area and highlighting the potential risks should the government seek to reduce the central share.

## 10. Outturn 2014/15– Capital

10.1. The final approved Capital Programme Budget for the General Fund in 2014/15 was £86.046m and for the Housing Revenue Account £56.8m. Taking into account the proposed requests for carrying forward resources the overall position was an **underspend/slippage** against General Fund projects of **£11.4m** and an **underspend/slippage** against the Housing Revenue Account of **£7.6m**. This position together with the proposed requests to carry forward resources (Appendix 3) has been summarised in Table 3 below:

**Table 3 – Summary 2014/15 capital position**

£'000	2014/15 Budget Variance			
	Budget	Estimated Variance	Proposed C/Fwd	Revised Variance
General Fund	<b>86,046</b>	<b>(20,589)</b>	<b>9,231</b>	<b>(11,358)</b>
Housing Revenue Account	<b>56,800</b>	<b>(17,969)</b>	<b>10,322</b>	<b>(7,647)</b>



**Haringey Council**

10.2. The financing implications of this underspent position have been reviewed in order to maximise the financial benefit to the Council; to this end capital receipts have substantially been used to replace proposed prudential borrowing. The impact of these decisions on the financing of future expenditure have also been taken into account.

10.3. A detailed analysis of the reasons for these variances is set out in Appendix 2 with a number of requests for the carry forward of resources into future years set out in Appendix 3. The supporting resources for financing these carry forward items have been identified and reserved on the Council's balance sheet to ensure that these schemes can continue to be financed.

**11. Comments of the Chief Finance Officer and financial implications**

11.1. As the report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

**12. Assistant Director of Corporate Governance Comments and legal implications**

12.1. The Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that all statutory and constitutional requirements have been addressed. Accordingly, there are no immediate legal implications arising out of the report.

**13. Equalities and Community Cohesion Comments**

13.1. Not applicable.

**14. Head of Procurement Comments**

14.1. The Head of Procurement has been consulted on this report and confirms that there are no procurement implications.

**15. Policy Implications**

15.1. The Council's Medium Term Financial Strategy and its annual budget represent the resource framework for the delivery of Council policy and its objectives. This outturn report identifies whether or not those policies and objectives have been delivered within the approved resource envelope.

**16. Reasons for Decision**

16.1. It is important for Members to understand the Council's financial position at key times of the year, of which outturn is one, in order to inform their decision making and strategic planning.

**17. Use of Appendices**

Appendices 1 (a) to 1 (g) – Analysis of revenue variances, carry forward requests and proposed transfers to or from reserves

Appendix 2 – Analysis of capital variances

Appendix 3 – Proposed capital carry forward requests



**Haringey Council**

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

18.1. The following background papers were used in the preparation of this report:

- SAP outturn reports
- Final accounts working papers – proposed transfers to reserves.

18.2. For access to the background papers or any further information please contact Neville Murton – Head of Finance (Budgets, Accounting and Systems Team) on 020 8489 3176.

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**Leader and Chief Executive**

Chief Executive's Office	19
AD Corporate Governance	(1,675)
Head of Policy and Business Management	(200)
<b>Total Revenue variances - Leader and Chief Executive</b>	<b>(1,856)</b>
<b>Proposed Transfers to / from Reserves</b>	<b>1,225</b>
<b>Total Leader and Chief Executive after Proposed Transfer to/ From Reserves</b>	<b>(631)</b>

**Chief Operating Officer**

Chief Operating Officer's Office	1,132
AD Finance	74
AD for Customer Services	2,238
AD for Human Resources	20
AD for Environmental Services and Community Safety	(3,454)
AD for Community Housing Services	(916)
AD for Corporate Programme Office	(881)
<b>Total Revenue variances - Chief Operating Officer</b>	<b>(1,787)</b>
<b>Revenue Contribution to Capital</b>	<b>3,247</b>
<b>Proposed Transfers to / from Reserves</b>	<b>(265)</b>
<b>Total Chief Operating Officer after Proposed Transfer to/ From Reserves</b>	<b>1,196</b>

**Deputy Chief Executive**

Deputy Chief Executive's Office	31
Director of Children's Services	4,595
Director of Adults Services	3,079
AD for Commissioning	(113)
AD for Schools and Learning	547
AD for Communications	(124)
Director for Public Health	105
<b>Total Revenue variances - Deputy Chief Executive</b>	<b>8,120</b>
<b>Revenue Contribution to Capital</b>	<b>3</b>
<b>Proposed Transfers to / from Reserves</b>	<b>(144)</b>
<b>Total Deputy Chief Executive after Proposed Transfer to/ From Reserves and C/Fwd</b>	<b>7,979</b>

**Regeneration, Planning and Development**

Director of Regeneration, Planning and Development	(74)
AD for Planning	(121)
AD for Regeneration	(33)
AD for Corporate Property and Major Projects	189
Programme Director - Tottenham	(252)
<b>Total Revenue variances - Regeneration, Planning and Development</b>	<b>(291)</b>
<b>Revenue Contribution to Capital</b>	<b>147</b>
<b>Proposed Transfers to / from Reserves</b>	<b>44</b>
<b>Total Regeneration, Planning and Development after Proposed Transfer to/ From Reserves and C/Fwd</b>	<b>(100)</b>

**Dedicated Schools Grant**

Director of Children's Services	223
AD Commissioning	(1,958)
AD Schools and Learning	340
<b>Total Revenue variances - Dedicated Schools Grant</b>	<b>(1,395)</b>
<b>Proposed Transfers to / from Reserves</b>	<b>1,395</b>
<b>Total Dedicated Schools Grant after Proposed Transfer to/ From Reserves</b>	<b>0</b>

**Non Service Revenue**

Non Service Revenue Account	(5,344)
<b>Proposed Transfers to / from Reserves</b>	<b>(5,308)</b>
	<b>(10,652)</b>

**Total Revenue Outturn Variation (General Fund)****(2,209)****Housing Revenue Account**

Managed Account	(737)
Retained Account	(9,372)
<b>Total Revenue variances - Housing Revenue Account</b>	<b>(10,109)</b>
<b>Revenue Contribution to Capital</b>	<b>8,185</b>
<b>Proposed Transfers to / from Reserves</b>	<b>327</b>
<b>Total Housing Revenue Account after Proposed Transfer to/ From Reserves</b>	<b>(1,597)</b>

Revenue Outturn 2014/15	Variation £000      £000	
<b>Leader and Chief Executive</b>		
Explanation of revenue variances		
<b>Chief Executives Office</b>		
Minor variances	19	
<b>Sub-total Chief Executives Office</b>		19
<b>AD Corporate Governance</b>		
<b>Audit &amp; Risk Management</b> - there has been a change to accounting treatment this financial year which accounts for the bulk of this variance. As a result, £1,296k will be transferred to the insurance reserve as part of the year end adjustments leaving a minor variance in this area.	(1,197)	
<b>Electoral Services</b> - after a planned transfer to reserve of unspent government grant (£56k) there will be a minor under spend (£86k)	(142)	
<b>Corporate Legal Services</b> - the variation is due to over-achievement of income due to higher than planned caseload.	(258)	
Other minor variances	(78)	
<b>Sub-total AD Corporate Governance</b>		(1,675)
<b>Head of Policy and Business Management</b>		
The budget has underspent due to a restructure and subsequent delays in recruitment (£83k) and limited requirement to fund one-off projects during the year (£118k)	(201)	
Other minor variances	1	
<b>Sub-total Head of Policy and Business Management</b>		(200)
<b>Total Revenue variances - Leader and Chief Executive</b>		(1,856)
<b>Leader and Chief Executive</b>		
<b>Proposed Transfer to / from Reserves</b>		
Planned transfer to insurance reserve	1,297	
Planned transfer of unspent grant to service reserves: Local Democracy (£56k)	56	
Planned transfer from service reserves: Audit (£19k); Insurance (£109k)	(128)	
<b>Total Proposed Transfers to / from Reserves:</b>		1,225
<b>Total Leader and Chief Executive after Proposed Transfer to/ From Reserves</b>		
		(631)

Revenue Outturn 2014/15	Variation £000    £000	
<b>Chief Operating Officer</b>		
Explanation of revenue variances		
<b>Chief Operating Officer's Office</b>		
Customer Services Transformation Programme - this expenditure is fully funded from reserves which will be drawn down as part of the year end accounting entries	1,296	
Minor Variances	(164)	
<b>Sub-total Chief Operating Officer's Office</b>		1,132
<b>AD Finance</b>		
Minor Variances	74	
<b>Sub-total AD Finance</b>		74
<b>AD for Customer Services</b>		
Libraries & Culture - Over-spend on staffing largely due to additional and weekend opening hours and part year impact of an interim Head of Libraries (£214k), and the unachievement of commercial rental income (£43k) from HALS which will be resolved in 15/16	253	
Repayment of housing benefit (HB) grant following errors identified during the 13/14 grant audit (£443k); an increase in the bad debt provision to more closely align with prudent levels and acknowledged good practice (£633k); Discretionary Housing payments above grant funding (£280k) and an increase in ineligible HB payments and data cleanse activities (£590k). The service plan to draw down reserves to cover the retrospective impact of the 13/14 grant audit.	2,034	
Additionally over spending on staffing due to delayed service restructure and additional resource to manage the integration of customer services & libraries (£927k) offset by over achievement of court cost income (£524k), unspent Social Fund and New Burdens grants which will transfer to reserves for future use (£994k) and no requirement to spend the NNDR discretionary relief budget due to changes in legislation (£352k). The unspent grant will be transferred to reserves for draw down in future years, as set out below.		
Minor Variances	(49)	
<b>Sub-total AD for Customer Services</b>		2,238
<b>AD for Human Resources</b>		
Minor Variances	20	
<b>Sub-total AD for Human Resources</b>		20
<b>AD for Environmental Services and Community Safety</b>		
<b>AD for Environmental Services &amp; Community Safety</b> - Legal fees overspend across the business unit (£95k) driven by a licensing and employment casework, other minor overspends (£19k)	114	
<b>Single Front Line</b> - the underspend reflects the Revenue Contribution to Capital set out below which will take place as part of the year end accounting entries. Other elements of the underspend were driven by increased parking income (£998k), staffing and running cost savings in the parking enforcement team (£247k), street lighting energy savings (£253k), offsetting additional costs arising from reactive street lighting works (£158k), bedding in the new nuisance vehicle contract (£115k), a shortfall in fixed penalty notice income (64k) and delays in the Neighbourhood Action Team restructure (£116k) that has now been completed.	(3,805)	
Additionally, the Council has had to fund the cost of redundancy payments (£553k) made by Veolia as a consequence of efficiency savings required by the Council and made to the waste management contract.		
<b>Business Support</b> - Staff savings and reduced commissioning of consultants as a result of lower procurement activity in year	(159)	
<b>Direct Services</b> - There was a Catering Service overspend as 17 schools opted out of the service during the financial year (£151k), other minor overspends across the Parks, Wolves Lane and Passenger Transport services (£120k)	271	
<b>Community Safety</b> - Staffing overspend within Mortuary and Coroners due to a reliance on agency staff to fill vacant posts (£83k), other minor variances (£23k)	106	
Other minor undespends across the business unit	20	
<b>Sub-total AD for Environmental Services and Community Safety</b>		(3,454)
<b>AD for Community Housing Services</b>		
The overspend relates to Temporary Accommodation costs largely due to rising rents and reduced benefit payments, the position is proposed to be balanced through the reserve request below.	352	
Housing Related Support - Under spend due to contract efficiencies and terminations ahead of savings in planned for 2015/16.	(1,268)	
<b>Sub-total AD for Community Housing Services</b>		(916)
<b>AD for Corporate Programme Office</b>		
This underspend is accounted for by (a) planned Revenue Contribution to Capital (£311k) identified separately below which will be adjusted as part of the year end accounting entries and (b) unspent Revenue Contribution to Capital (£498k) which will be transferred to the IT infrastructure reserve for draw down in future years. Use of the Revenue Contribution to Capital is carefully managed by internal officer Boards which ensure that decisions on investment are only made once a viable business plan is in place.	(881)	
<b>Sub-total AD for Corporate Programme Office</b>		(881)
<b>Total Revenue variances - Chief Operating Officer</b>		(1,787)

Revenue Outturn 2014/15	Variation	
	£000	£000
<b>Chief Operating Officer</b>		
<b>Revenue Contribution to Capital</b>		
Highways and Parking	2,525	
Leisure, parks	385	
OneSAP Procurement	26	
IT Evergreening	311	
<b>Total Revenue Contribution to Capital</b>		3,247
<b>Proposed Transfer to / from Reserves</b>		
Planned transfer from reserves to fund Customer Services Transformation Programme spend in 14/15	(1,296)	
Planned transfer from transformation reserve to fund agreed projects: Business Infrastructure Programme (£69k)	(69)	
Planned transfer to transformation reserve. The following spend has slipped so funds will be required during 2015/16: HR (£32k); Corporate Programme Office (£60k)	92	
Planned transfer to the IT Infrastructure Reserve of unspent Revenue Contribution to Capital (£498k) to fund future years' investments.	498	
Planned transfer from service reserve to cover the required repayment of 2013/14 Housing Benefit grant following errors identified during the grant audit (£443k) and additional court costs (£100k).	(543)	
Planned transfer of unspent grant in AD Customer and AD E&CS to service reserves: (£870k + £101k + £23k)	994	
Planned transfer of unspent grant and underspent revenue to service reserves to fund future expenditure	449	
Transfer from (DCLG - Welfare Reform Projects) - Release of reserves created to mitigate impact of Welfare Reform on Temporary Accommodation budget	(390)	
<b>Total Proposed Transfers to / from Reserves:</b>		(265)
<b>Total Chief Operating Officer after Proposed Transfer to/ From Reserves</b>		1,196

Revenue Outturn 2014/15	Variation £000      £000	
<b>Deputy Chief Executive</b>		
Explanation of revenue variances		
<b>Deputy Chief Executives Office</b>		
Recruitment costs for senior management - high level of in year activity.	31	
<b>Sub-total Deputy Chief Executives Office</b>		31
<b>Director of Children's Services</b>		
<b>Quality Assurance and Reviewing service:</b> £140k Staffing overspend from high levels of agency and some above establishment posts in part of the year, £40k advertising due to high level of recruitment activity.	180	
<b>Early Help and Prevention Directors budgets:</b> Underspend on Senior Management staffing due to part year vacancies	(100)	
<b>Early Help and Prevention - Additional</b> running costs across Early Help and Prevention including training, travel, consultancy and third party payments	60	
<b>Youth Offending Services</b> - underspends on staffing as a result of holding vacancies pending restructure and as part of management action to offset overspends.	(246)	
<b>Troubled Families Grant</b> - income received as part of national grant programme. Subject to carry forward request (see below.)	(407)	
<b>Early Help Service</b> - underspends on staffing from vacancies while service was being set up	(245)	
<b>Safeguarding and Support</b> - high levels of demand for support especially section 17 & children in need	108	
<b>First Response Staffing</b> - additional staff have been needed to cope with high levels of demand. In addition in the first half of the year there were more resources employed on a temporary basis to deal with backlogs	926	
Assistance to <b>Children with No Recourse to Public Funds</b> - in common with many other authorities we are experiencing high levels of demand for support. An action plan is now in place to ensure that cases are resolved more promptly reducing long term costs	956	
Assistance to <b>Homeless Children and Families</b> - this is support to families where there is no housing duty but the Council is required to ensure that Children are not affected by homelessness. This is another area where high levels of demand are being experienced.	430	
Support, services, subsistence and other payments to <b>Children in Care and Young Adults</b> - we have comparatively high numbers of Children in Care including older teenagers.	270	
Costs of Accommodations, Support and Other Services for <b>Care Leavers and Young Adults</b> . There is a statutory duty to provide support and services to all care leavers and Haringey has comparatively high numbers of eligible young people. In addition the costs of rent and support have been increasing and benefit changes have made it more difficult for young people to claim Housing Benefit.	490	
Costs of support and services to <b>Unaccompanied Young People Seeking Asylum</b> . Home Office Grant Funding is not meeting the full costs of providing services	223	
<b>Looked After Children Placements</b> . A savings target of £2.25m was taken in 2014-15 based on a safe reduction of LAC numbers through prevention and increased use of Adoption and Guardianship. However there was a delay in the impact of these actions on the LAC numbers which did not begin to fall until midway through the year.	1,770	
<b>Adoption and Special Guardianship Orders</b> - increasing numbers of these placements are leading to a short term cost.	223	
<b>Fostering and Adoption</b> - additional costs for the assessment of potential foster carers and inter-agency payments. An intensive recruitment effort has resulted in an increase in the numbers.	506	
<b>Transport for Children with Special Educational Needs</b> . A planned saving has not yet been achieved although there are plans to ensure its delivery in 2015-16.	224	
<b>Haslemere Road</b> - there were a number of staff related one off payments including backdating of a pay review and use of agency to cover long term absences.	240	
<b>Other Support to Children with Additional Needs</b> - there are overspends across the service relating to high demand and the lack of low cost alternatives on offer.	151	
<b>Unused SEND Reform grant</b> - this is funding provided to support implementation of the Children and Families Act. Due to staff not being recruited until late in the year some of the activity has been yet been carried out.	(302)	
<b>Other Minor Variances incl. associated legal costs</b>	(862)	
<b>Sub-total Director of children's Services</b>		4,595

Revenue Outturn 2014/15	Variation	
	£000	£000
<b>Director of Adults Services</b>		
<b>Care Purchasing for Older People including Reablement.</b> The service strategy is to maintain clients independence within the community for as long as possible. The budgetary provision has not kept pace with the number of clients the service has been supporting over a number of years. During the year the number of clients have reduced by 68 following a good practice review of low level need packages, however, not sufficiently to mitigate the full budget pressure.	1,495	
<b>Care Purchasing for Adults with Mental Health Needs.</b> The number of clients being supported has increased by 30 during 2014-15. The increased number of clients have primarily transitioned from children's services or as a result of re-assessment of continuing health care eligibility. Despite the increase in client numbers, the number of clients in residential and nursing placements have reduced with most new clients accessing community placements, mostly supported living.	530	
<b>Care Purchasing for Adults with Learning Disabilities</b> - The number of clients being supported has increased by 84 during 2014/15. The increased clients have primarily transitioned from children's services or as a result of re-assessment of continuing health care eligibility. Despite the increase in client numbers, the number of clients in residential and nursing placements is 6 with most new clients accessing community placements, mostly Day care and direct payments.	2,113	
<b>Care Purchasing for Adults with Physical Disabilities.</b> The number of people presenting themselves for services has been increasing in recent years as is the level of support required. This is due to a number of demographic and healthcare factors including increased rates of stroke survival, and levels of deprivation and long term conditions. The number of clients being supported has increased by 14 over 2014-15 of which 6 are residential and nursing placements.	514	
<b>Care Purchasing for Other Working Age Adults</b> (Sensory, etc) - The number of clients being supported have reduced by 6 during 2014-15. However the budgetary provision has not kept pace with the number of clients the service has been supporting over a number of years.	87	
<b>Care Management and Assessment</b> - Early in 2014-15 Adults Services agreed a management action plan including maintaining vacancies to support known budgetary pressure in care purchasing budgets. The underspend reflects the management action implemented to achieve this.	(495)	
<b>Adaptations and Equipment</b> - The service maintained a number of vacancies during the year and capitalised appropriate expenditure to a capital grant in order to maximise its use.	(412)	
<b>Central Costs and Business Support</b> - Adults Business support now provides a service across the Deputy CE portfolio and therefore cost have been shared across the relevant departments. In addition, the union recharge is lower than expected.	(75)	
<b>Additional In Year Funding</b> including Systems Resilience Funding and Better Care Fund A range of funding sources including Care Act Implementation, Section 256 (Health ) Funding for 2013-14 and 2014-15 and release of a previous year's provision make up this underspend.	(644)	
<b>In house Services - Reablement, Day Centres and Osborne Grove</b> - The underspend in in-house services is primarily in relation to salaries. The Rapid response sitting service funded through Health funding underspent by £40k and improved rota management in the community reablement team, the day centres and Osborne Grove has managed salaries costs down.	(164)	
<b>Bad Debt Provision</b> - Adults Services aged debt has been increasing over the last few years. A new strategy has been agreed to enhance debt management, in particular in relation to cases referred for legal follow-up.	130	
<b>Sub-total Director of Adults Services</b>		3,079
<b>AD for Commissioning</b>		
Underspend on staffing in Children's commissioning due to vacant posts - new Joint CAMHS commissioner appointed late in the year	(113)	
<b>Sub-total AD for Commissioning</b>		(113)
<b>AD for Schools and Learning</b>		
<b>Traded Services.</b> A significant initiative during the year was the development of the traded service portal and the identification and recharging of services being provided to schools plus the removal of some unattainable income budgets. Areas where income surpluses were generated include CPD, Governor Support, the Professional Development Centre (PDC) and School Improvement	(116)	
<b>Premature Retirement Compensation.</b> The AD Schools and Learning has limited control over this budget which covers the redundancy cost of school based staff. The net cost is to be covered by a transfer from reserves.	488	
<b>Looked After Children.</b> Initiatives in this area have been helped by the significant increase in the Pupil Premium Grant for Looked After Children.	(51)	
<b>ICT Managed Service Provision.</b> This service is recharged to schools and returned a surplus. From 2015-16 schools will be charged directly for this.	(46)	
<b>Playing for Success.</b> This service was fully rechargeable to schools but did not generate sufficient income to cover costs and ceased during the year.	51	
<b>Attendance and Welfare Service.</b> A significant proportion (70%) of the overspend is due to the one-off backdating of single status payments and a continuing budgetary pressure on salaries made up the remainder. A reorganisation of education services is addressing the latter issue.	106	
<b>Outstanding for All.</b> This initiative will be funded from reserves.	93	
<b>Minor Variances.</b>	22	
<b>Sub-total AD for Schools and Learning</b>		547

Revenue Outturn 2014/15	Variation	
	£000	£000
<b>AD for Communications</b>		
Haringey People Purdah meant that we did not publish one planned issue of Haringey People. Some further newsletter activity was also not completed in 2014-15	(53)	
Other - including translation/interpretation	(71)	
<b>Sub-total AD for Communications</b>		(124)
<b>Director for Public Health</b>		
<b>Sexual Health</b> There was an overspend on the demand led budget for GUM clinic work; however this was offset by slippage and underspends across a range of other schemes	(173)	
<b>NHS Health checks</b> The demand in this area was lower than budgeted for.	(100)	
<b>Smoking and Tobacco</b> There were underspends on the pharmaceuticals/prescribing part of the budget which is demand led.	(70)	
<b>Lifestyle Change and Anti Obesity</b> - additional activity was commissioned in this priority area to be funded by underspends elsewhere and use of the Public Health reserve.	112	
<b>Public Mental Health</b> - additional activity was commissioned in this priority area to be funded by underspends elsewhere and use of the Public Health reserve.	119	
<b>Prescribing</b> The Director of Public Health came to an agreement with the local CCG to fund some prescribing costs for public health related activity.	210	
Other Minor Variances including £7k emergency planning (not funded from PH grant.)	7	
<b>Sub-total Director for Public Health</b>		105
<b>Total Revenue variances - Deputy Chief Executive</b>		8,120
<b>Deputy Chief Executive</b>		
<b>Revenue Contribution to Capital</b>		
Disabled Facilities Grant - Revenue Contribution to Capital	3	
		3
<b>Proposed Transfer to / from Reserves</b>		
Draw down from transformation reserve for Performance Team staff working on the Business Infrastructure Programme	(47)	
Draw down from Public Health Reserve for expenditure above budget	(97)	
<b>Total Proposed Transfers to / from Reserves:</b>		(144)
<b>Total Deputy Chief Executive after Proposed Transfer to/ From Reserves and C/Fwd</b>		7,979

Revenue Outturn 2014/15	£000	Variation £000
<b>Regeneration, Planning and Development</b>		
Explanation of revenue variances		
<b>Director of Regeneration, Planning and Development</b>		
Minor variations	(74)	
<b>Sub-total Director of Regeneration, Planning and Development</b>		(74)
<b>AD for Planning</b>		
Industrial Living project - due to the delays in the consultation process the project slipped. The variance will be subject to a carry forward request.	(186)	
Other minor Variances	65	
<b>Sub-total AD for Planning</b>		(121)
<b>AD for Regeneration</b>		
Minor Variances across the Business Unit	(33)	
<b>Sub-total AD for Regeneration</b>		(33)
<b>AD for Corporate Property and Major Projects</b>		
Shortfall in fee income from disposals	175	
Other Minor Variances	14	
<b>Sub-total AD for Corporate Property and Major Projects</b>		189
<b>Programme Director - Tottenham</b>		
Some minor slippage in projects and small delays in some elements of the programme	(252)	
<b>Sub-total Programme Director - Tottenham</b>		(252)
<b>Total Revenue variances - Regeneration, Planning and Development</b>		(291)
<b>Regeneration, Planning and Development</b>		
<b>Revenue Contribution to Capital</b>		
Growth on the High Road Projects	147	
<b>Total Revenue Contribution to Capital</b>		147
<b>Proposed Transfer to / from Reserves</b>		
Regeneration - transfer £43,843 to Solar PV reserve to fund interest charges	44	
<b>Total Proposed Transfer to / from Reserves</b>		44
<b>Total Regeneration, Planning and Development after Proposed Transfer to/ From Reserves and C/Fwd</b>		(100)

Revenue Outturn 2014/15	Variation £000      £000	
<b>Non Service Revenue</b>		
<b>Explanation of revenue variances</b>		
<b>Treasury and Capital Financing</b>		
The borrowing costs associated with the newly created Strategic Acquisitions Fund was not required in 2014/15. In addition the capital financing costs were lower than budgeted for because of the continuation of the Council's internal borrowing strategy and capital expenditure slippage also reduced the need for borrowing.	(3,800)	
Each year any PFI grant not required to meet the contractual PFI scheme costs is transferred to the Lifecycle Fund to support future years' expenditure.	(1,420)	
<b>Sub-total Treasury and Capital Financing</b>		(5,220)
<b>Contingency and Miscellaneous Items</b>		
The Council received a number of additional grants during the year which were held centrally as in many cases they supported activities that budgets had already been provided for. In addition the in-year review of items held on the balance sheet together with a specific programme to review historic balances relating to Council Tax resulted in a number of items being written back to the revenue account.	(3,488)	
This reflects the amount to be supported by the Collection Fund equalisation reserve, the transfer of which is show below.	8,112	
There has been no need to call on the Council's corporate contingency, also given that the agreed pay award was only effective from January 2015, there were also underspends against the centrally held pay inflation budget.	(4,619)	
<b>Sub-total Contingency</b>		5
<b>Alexandra Palace</b>		
There was a small under spend against the agreed budget to fund the operating deficit at the Trust. Given the significant regeneration facing the Trust over the medium term, it is proposed that this sum be transferred to reserves	(129)	
<b>Sub-total Alexandra Palace</b>		(129)
<b>Total Revenue variances - Non Service Revenue</b>		(5,344)
<b>Non Service Revenue</b>		
<b>Proposed Transfer to / from Reserves</b>		
Planned transfer of repayments into the Sustainable Investment Fund (SIF)	140	
Planned transfer to reserves for ONESAP project	97	
Planned transfer from Collection Fund Equalisation Reserve	(8,112)	
Planned transfer to the PFI Lifecycle Reserve	1,420	
Planned transfer to service reserve of Alexandra Palace underspend	128	
Unused draw down for Haringey 54k Programme	26	
<b>Transfers to Service Reserves to fund the following in 2015/16</b>		
<b>Tottenham</b> - Transfer to reserves requested to fund 3 projects not otherwise budgeted for in 2015-16, £20k for Northumberland Park Outdoor Gym, £40k for Bruce Grove Station works and £45k for DE feasibility studies	105	
<b>Industrial Living project</b> - Funding for this project was agreed by Cabinet in Feb 2014, some delays within the scheme have led to some slippage and therefore this carry forward request is required to enable the project to complete.	160	
<b>Grant for supporting disadvantaged children in the early years</b> - one-off grant to (a) prepare for the implementation of the Early Years Pupil Premium; and (b) to provide support to local settings as they set up and deliver integrated working on 2 year old	19	
<b>Troubled Families Grant</b> - this grant was received in advance of work undertaken. It is proposed to carry it forward into next year to fund the work of the Families First team (Haringey's local Troubled Families Programme.)	407	
<b>SEN Reform Grant</b> This is a one off grant from DfE to fund the set up costs for the reforms introduced by the Children and Families Act. Only part of this was achieved in 2014-15 and so it is proposed to carry the balance forward to complete the work next year.	302	
<b>Total Proposed Transfers to / from Reserves:</b>		(5,308)
<b>Total Non Service Revenue after Proposed Transfer to/ From Reserves</b>		(10,652)

Revenue Outturn 2014/15	Variation £000      £000	
<b>Dedicated Schools Grant</b>		
Explanation of revenue variances		
<b>Director of Children's Services</b>		
<b>SEN Support Services.</b> These are SEN services provided to schools by LA teams covering: Visual Impairment, Language Support, Hearing Impairment, Speech and Language Therapy and Autism Support. An underspend in the Language and Autism Support Teams due to vacancies offset an overspend in Speech and Language.	(51)	
<b>Independent and Voluntary Schools.</b> Historically this has been a difficult budget to control with a placement costing anything up to £350k. The overspend arises from additional and higher cost placements.	625	
<b>Top-up Funding.</b> This is funding provided to maintained schools and academies both in borough and out. It covers mainstream schools, special schools and special resource units. The underspend here helps offset the overspend on placements in independent and voluntary Schools	(125)	
<b>Higher Education Top-up.</b> The LA took on responsibility for funding SEN top-up for students aged 19-25 in September 2013. This is a difficult budget to predict and control due to uncertainties about the number and location of students and significant price inflation	375	
<b>Contribution to Support Costs.</b> Part of the agreed DSG contribution to corporate support costs.	(601)	
<b>Sub-Total Director of Children Services</b>		223
<b>AD Commissioning</b>		
<b>Alternative Provision Commissioning.</b> This is a newly created budget following the conversion of the Octagon to academy status. The underspend is one-off as alternative services are being developed.	(306)	
<b>Two Year Old Funding.</b> As in the previous year, the DfE funding for the Two Year Old Programme was based on estimated population rather than actual numbers. This funding will remain with the LA and be rolled forward to cover the enhanced hourly rate agreed by the Council after offsetting the over spends detailed below.	(2,373)	
<b>Early Years Commissioned Services and Childcare Subsidy.</b> Net overspend due to additional support for children funded through the childcare subsidy.	79	
<b>Trajectory Funding.</b> Projects to develop capacity to provide for two year olds. To be funded from reserves brought forward.	126	
<b>PVI and Children Centre early Years Single Funding Formula.</b> Increasing numbers led to an overspend against budget. This can be contained within the overall underspend on early years.	516	
<b>Sub-Total AD Commissioning</b>		(1,958)
<b>AD for Schools and Learning</b>		
<b>Alternative Provision.</b> There was an underspend at Simmons House Hospital School pending recruitment and a small credit in respect of The Octagon.	(26)	
<b>Early Years Quality and Improvement Team.</b> Staff vacancies have led to an underspend in this area.	(72)	
<b>The Tuition Centre.</b> This is now classed as a school under the School and Early Years Finance Regulations and the underspend will roll forward as part of the Schools Reserve.	(54)	
<b>Traded Services.</b> A significant initiative during the year was the development of the traded service portal and the identification and recharging of services being provided to schools	(625)	
<b>Individual Schools.</b> This is a mixture of school budget shares for maintained schools, centrally retained contingencies, and funding for academies for the Early Years Single Funding Formula. Elements of this will be funded from the brought forward non-schools DSG Reserve.	1,149	
<b>Admission and School Organisation.</b> A reorganisation of school services incorporated the alternative provision management budget (following the conversion of the Octagon to academy status) in this area where vacant posts led to an underspend.	(32)	
<b>Sub Total AD Schools and Learning</b>		340
<b>Total Revenue variances - Dedicated Schools Grant</b>		(1,395)
<b>Dedicated Schools Grant</b>		
<b>Proposed Transfer to / from Reserves</b>		
Transfer 1 -From Schools Reserve	(37)	
Transfer 2 - To Non-School DSG Reserve.	432	
Transfer 3 - Provision for the funding of agreed overheads.	1,000	
<b>Total Proposed Transfers to / from Reserves:</b>		1,395
<b>Total Dedicated Schools Grant after Proposed Transfer to/ From Reserves</b>		0

Revenue Outturn 2014/15	Variation	
	£000	£000
<b>Housing Revenue Account</b>		
Explanation of revenue variances		
<b>Managed Account</b>		
Rental Income below budget due to numbers of properties sold under Right to Buy	171	
Leasehold Service Charge - under recovery due to the lower than anticipated capital works recoverable due to the late start of the Capital Programme	676	
Under recovery of district heating (is offset by the lower than anticipated energy costs)	148	
Reduction due to lower water rates (is offset by lower costs to Thames Water)	182	
Lower water rates and energy costs	(169)	
Bad Debt Provision - Level of bad debt expected due to Welfare Reform did not materialise	(1,745)	
<b>Sub-total Managed Account</b>		(737)
<b>Retained Account</b>		
Transfer of Company Account surplus	(1,210)	
Recharges from Tottenham Team budget less than assumed	(193)	
Additional income for cost of processing increased Right to Buy applications (£300k), reduced voids leading to reduced need to offset empty property Council Tax costs centrally (300k), other minor variances.	(962)	
On-going lower than budgeted interest rates and the product of the Council's internal borrowing strategy has led to significantly lower capital financing costs for the HRA	(6,997)	
Other Minor Variances	(10)	
<b>Sub-total Retained Account</b>		(9,372)
<b>Total Revenue variances - Housing Revenue Account</b>		(10,109)
<b>Housing Revenue Account</b>		
Revenue Contribution to Capital Expenditure		
RCCO	8,185	
<b>Total Revenue Contribution to Capital Expenditure</b>		8,185
Proposed Transfer to / from Reserves		
Contribution to Pension Reserve	327	
<b>Total Proposed Transfers to / from Reserves:</b>		327
<b>Total Housing Revenue Account after Proposed Transfer to/ From Reserves</b>		(1,597)

Capital Outturn 2014/15	Variation	
	£000	£000
<b>General Fund</b>		
<b>Explanation of Capital variances</b>		
<b>Chief Operating Officer</b>		
<b>ECS</b>		
<b>Corporate Management of Property</b> - A number of planned energy improvement works to be completed as part of the Re-Fit programme have been delayed and will be completed in 2015-16 in line with a revised programme.	(339)	
<b>Highway schemes:</b> Minor variance on a £4.5m programme due to committed schemes not completed in year as a result of contractor capacity issues	(136)	
<b>Section 106 Scheme:</b> Variance as a result of slippage in schemes due to contractor capacity issues	(472)	
<b>TfL Principal Road Maintenance:</b> Planned underspend of the TfL allocation to facilitate LBH's contribution to the TfL Gyratory project arrangement as agreed and set out by TfL	(150)	
<b>Leisure Externalisation</b> - Delays in the completion of the project caused by slower than expected progress by the contractor and additional specification requirements. No carry-forward as remaining works will not be commenced until after 2015-16.	(188)	
<b>Recreation Projects:</b> Bruce Castle scheme slippage (£154k). A Consultant review has been completed with options for accessing HLF and other funding; Further work delayed until corporate approach is confirmed in respect of funding and regeneration approach.	(203)	
<b>Information Technology:-</b> Slippage on IT spend as a direct impact of slippage and rescheduling of projects within the ever greening programme. IT expenditure will be required in 2015-16. There is a high number of IT projects against corporate and transformation programmes.	(461)	
<b>Customer Services</b> - The spend on the Customer Services Transformation programme during 2014-15 has all been revenue in nature (£1,296k). This programme is funded from reserves and appropriate draw down of funds to match expenditure will be undertaken for the remaining elements of the programme.	(2,000)	
<b>Ever Greening</b> - Slippage on this scheme is as a result of extended design and procurement timescales, the implementation phase of Evergreening projects has been re-scheduled. Spend is due early FY2015.	(487)	
<b>Energy Efficiency Programme</b> - the programme was delayed due to technical issues associated with the design of the Free Cooking solution and late delivery of the lighting stock from Europe. However, the programme is now fully underway.	(925)	
<b>OneSAP (Cross Directorate)</b> - this programme is now substantially complete with some minor residuals to be funded in 2015-16..	(624)	
Adhoc Minor variances - (electoral registration £5k, Alexandra Palace £66k)	(71)	
<b>Other Minor variances</b>	31	
<b>Sub-total Chief Operating Officer</b>		(6,025)
<b>Regeneration, Planning &amp; Development</b>		
Smart Working Programme - The programme has completed with an under spend of £420k. Residual commitments of £120k will be paid for in 2015-16.	(540)	
Other Accommodation Strategy budgets relating to replacement of Civic Centre functions and costs of disposals were not required.	(200)	
Hornsey Town Hall - under spend due to Business Case review of future options	(261)	
Marcus Garvey Library - early design work to progress and inform the project to improve customer service provision was undertaken in 2014-15. The budget for this project was approved by Cabinet in March 2015 for 2015-16 expenditure.	101	
Ashley Road/Marsh Lane Depot re-location. Early design work to progress and inform the project to relocate the existing Ashley Road depot to Marsh Lane was undertaken in 2014-15. The budget for this project was approved by Cabinet in March 2015 for 2015-16 expenditure.	114	
Technopark. The unspent budget relates to vacant possession costs which have yet to be paid out.	(123)	
Green Lanes (OLF). The works to the railway bridge at Green Lanes have been delayed and will be completed in 2015-16.	(277)	
Western Road recycling centre - The project has overspent the agreed budget due to delays and additional unforeseen costs. However, these additional costs should be recoverable from North London Waste Authority once the final project accounts have been settled.	153	
Alexandra Palace Landscaping - Project to improve the East West route currently in contract; contract letting delay has lead to slippage.	(117)	
Tottenham Regeneration Master planning - required to support Tottenham Hale housing zone bid; some anticipated costs charged against revenue budgets	(390)	
Growth on the High Road - Holcombe Market. Delays have occurred to this project due to the need to negotiate with adjacent landholders and re-design delays have been incurred to deal with utilities diversions. The project is expected to complete in 2015.	(325)	
West Green Tropical Park - minor slippage on this project.	(70)	
Low Carbon Zones - budget reserved for work on district heating and retro fit co-operative	(243)	
Minor under/overspends on other projects under £50k	10	
<b>Sub-total Regeneration, Planning and Development</b>		(2,168)

Capital Outturn 2014/15	Variation	
	£000	£000
<b>Children's Services</b>		
Hornsey School for Girls - The project to replace the sports hall roof has completed under budget.	(44)	
Bad weather has delayed a project to improve the sports pitch drainage at Fortismere School. The project will complete in 2015-16 and the budget will need to be carried forward.	(88)	
Broadwater Farm ILC. The project has now closed and the residual budget is not required.	(277)	
Rhodes Primary expansion Phase 1 & 2. The project has now closed and the residual budget is not required.	(201)	
Rhodes Primary expansion Phase 3. The project has now completed but final costs are still to come through following settlement of the final account.	(182)	
Rhodes Avenue Contract Resolution - This budget is reserved to cover the legal costs of resolving issues on Phases 1 and 2 of the Rhodes expansion contract.	(170)	
Kitchen works to support free infant school meals. Grant contributions have been agreed for various schools to improve their kitchen and dining facilities. A number of schools have yet to complete works in order to draw down these funds.	(219)	
The full contingency budget for temporary school expansions was not required.	(281)	
The project to expand Welbourne School has completed under budget.	(518)	
The full budget for future permanent expansions was not used in 2014-15 pending the completion of further consultations.	(128)	
The full budget for St James expansion was not used as the original proposed expansion was not progressed following consultation.	(491)	
Various projects to provide additional 2 year old places are being progressed. Two projects at Stamford Hill and Ilse Amlot centre have required more time to progress than originally planned.	(327)	
Proposals to rewire 2 primary schools have been postponed due to capacity issues.	(572)	
Contingency for reactive maintenance repairs was not required in the current year.	(318)	
Roof works are progressing at Coldfall and Tiverton schools. However 2 further proposed projects are delayed pending a review of value for money and overall costs, leading to an under spend in 2014-15.	(160)	
Carer Home adaptations. This budget is demand led, and only one grant payment came forward for approval in 2014-15, resulting in an under spend.	(139)	
The budget for programme delivery has under spent. This is due to the reduced overall size of programme during the current year.	(402)	
The programme risk contingency was not required in 2014-15 and will be carried forward.	(1,890)	
<b>Sub-total Children's Services Programme</b>		(6,407)
<b>Adult's Services</b>		
Community Capacity Grant - Although additional CCG was available in 2014/15 this was not added to the budget, although it is available to finance this expenditure.	273	
Aids and Adaptations - The demand for adaptations on Council stock was higher than anticipated during the financial year in contrast to the significant underspend for private homes funded by the DFG grant.	76	
Disabled Facilities Grant (DFG) - facilities adaptations to private homes to enable vulnerable social care clients to remain independent for as long as possible. In 2014-15 there was a lower than projected take-up by private householders resulting in an underspend.	(679)	
<b>Sub-total Adult's Services Programme</b>		(330)
<b>Housing</b>		
<b>Private Sector Housing</b> - Spend on Empty Property Grant recovered from the GLA	63	
<b>Housing combined with new work</b> - Works delayed due to challenges with the mobilisation of the new major works framework. Request to carry forward the budget	(433)	
<b>Housing New Build Programme</b> - delay in the Implementation of the new build programme. Requested budget to be carried forward.	(4,760)	
<b>CPO's</b> - No properties processed for CPO in 2014/15	(500)	
<b>Sub-total Housing</b>		(5,630)
<b>Public Health</b>		
Public Health England provided capital grant to the Council in support of HAGA Alcohol Service in providing and refurbishing an Enterprise Cafe as part of their Alcohol Misuse rehabilitation services. There were unexpected delays in HAGA being able to sign the lease for the subject building which caused a slippage to the works schedule for this external project. The funding will be utilised by this project in 2015/16.	(29)	
<b>Sub-total Public Health</b>		(29)
<b>Total Capital variances - General Fund</b>		(20,589)

Capital Outturn 2014/15	Variation	
	£000	£000
<b>Housing Revenue Account</b>		
<b>Capital Variances</b>		
<b>Housing Estate Improvement:</b> - including Estate Roads & Pavements		151
<b>Planned Preventative Maintenance</b> - Works to start on site spring 2015 to avoid winter working. Requested budget to be carried forward		(1,578)
<b>Housing Structural Works</b> - Fewer than expected calls on the budget which is demand led		(118)
<b>Housing Extensive Void Works</b> - Fewer than expected calls on the budget which is demand led		(437)
<b>Stock Survey</b> - The project was delayed and will be completed next year. A request to carry forward the under spend is made.		(140)
<b>Boiler Replacement</b> - Fewer than expected calls on the budget which is demand led		(1,130)
<b>Capitalised Voids Works</b> - This is a demand led budget, there were additional calls to turn around void properties for rental.		145
<b>Decent Homes:</b> - Due to the under performance of the Contractors and the Compliance teams the programme is subject to slippage. The funding is requested to be carried forward.		(11,494)
<b>Mechanical &amp; Electrical Works</b> - Works delayed due to challenges with the mobilisation of the new major works framework		(2,614)
<b>Fire Protection Work</b> - Delay due to the re-design of the sprinkler system to be installed at Campbell Court		(123)
<b>Supported Living Scheme</b> - Extra scheme was added to the project leading to delays.		(110)
<b>Security/CCTV</b> - Scheme delayed as framework contractors gave priority to Decent Homes work. A request to carry forward the underspend has been made.		(200)
<b>Internal Communal Flooring</b> - Scheme delayed as framework contractors gave priority to the Decent Homes programme. A request to carry forward underspend has been made.		(200)
<b>Minor under/overspends on other projects under £50k</b>		(121)
<b>Total Capital variances - Housing Revenue Account</b>		(17,969)

<b>Capital Carry Forward Requests</b>		<b>Variation</b>	
<b>Outturn 2014/15</b>		<b>£000</b>	<b>£000</b>
<b>General Fund</b>			
<b>Requests for Capital Carry Forward</b>			
<b>Chief Operating officer</b>			
<b>ECS</b>			
<b>Corporate Management of Property:-</b> The request is to carry forward this budget to complete the delayed energy improvement works through the Re-Fit programme (£93k) and remainder to address the high priority repair improvements in line with the condition assessments, now due by October 2015.		339	
<b>Highway schemes:</b> Elements of 2014-15 planned programme where spend will occur in 2015-16		136	
<b>Section 106 schemes:</b> 2014-15 slipped works, planned programme spend will occur in 2015-16		472	
<b>Section 278 schemes:</b> 2014-15 slippage works, programme will occur in 2015-16		49	
<b>Priory Park</b> - Tennis court refurbishment landscaping works - the works are part of a contractual commitment to the external funders and could not be completed within the last financial year due to the need for the ground to settle prior to commencement of the landscaping portion of the scheme. The landscaping works are £25k and the remaining £5k is retention payment.		30	
<b>Bruce Castle</b> - Consultant review completed with options for accessing HLF and other funding; work delayed until corporate approach is confirmed in respect to funding and regeneration approaches and a Programme Manager needs to be appointed to deliver requirements.		154	
<b>Information Technology:-</b> 2014-15 Slippage on IT spend was as direct impact of slippage and rescheduling of projects within the evergreening programme. IT works to support the Evergreening schemes will occur in 15/16 plus spend in relation to corporate IT initiatives to support the digital strategy and Smart working will also occur in this financial year.		461	
<b>Customer Services</b> - the 2014-15 slippage on this programme was largely due to delays in the tender process. The contract has now been let and the Council is committed to incurring expenditure, expected early 2015-16.		704	
<b>Ever Greening</b> - 2014-15 slipped works implementation phase of Evergreening projects has been re-scheduled to spend in 2015-16.		487	
<b>Energy Efficiency Programme</b> - this funding is fully committed now and spend is expected to complete within the first 6 months of 2015-16		925	
<b>Electoral Registration</b> - This scheme continues into 2015-16 and has conditions that stipulate funding must be used for the purposes of electoral transformation programme only.		5	
<b>Alexandra Palace</b> - this spend is fully committed and projects are expected to complete within the first quarter of 2015-16		66	
<b>Sub-total Chief Operating Officer</b>			<b>3,828</b>
<b>Regeneration, Planning &amp; Development</b>			
Accommodation Strategy/Smart Working Programme - Budget required to cover residual commitments and a new phase of Accommodation Strategy to deal with set up of the Shared Service Centre and achieving vacant possession of surplus office accommodation.		540	
Hornsey Town Hall - the carry forward of unspent budget for the HTH project is requested to fund an options appraisal on retention of Mountview Theatre Academy in a Wood Green location and to support the procurement of a new partner for the HTH project.		261	
Technopark. The unspent budget relates to vacant possession costs which have yet to be paid out.		123	
Green Lanes (OLF). Budget required to complete committed scheme.		277	
Alexandra Palace Landscaping - Budget required to fund existing commitments		117	
Tottenham Regeneration Masterplanning. Budget is required to cover planned commitments		390	
Growth on the High Road - Holcombe Market. Budget is required to complete the project.		325	
West Green Tropical Park - budget required to complete committed project		70	
Low Carbon Zones - budget reserved for work on district heating		243	
<b>Sub-total Regeneration, Planning and Development</b>			<b>2,346</b>

Capital Carry Forward Requests Outturn 2014/15	Variation	
	£000	£000
<b>Children's Services</b>		
Bad weather has delayed a project to improve the sports pitch drainage at Fortismere School. The project will complete in 15/16 and the budget will need to be carried forward.	88	
Rhodes Primary expansion Phase 3. The project has now completed but final costs are still to come through following settlement of the final account.	182	
Rhodes Avenue Contract Resolution - This budget is reserved to cover the legal costs of resolving issues on Phases 1 and 2 of the Rhodes expansion contract.	170	
Kitchen works to support free infant school meals. Grant contributions have been agreed for various schools to improve their kitchen and dining facilities. A number of schools have yet to complete works in order to draw down these funds.	219	
Various projects to provide additional 2 year old places are being progressed. Two projects at Stamford Hill and Ilse Amlot centre have required more time to progress than originally planned.	327	
The programme risk contingency was not required in 14/15 and will be carried forward.	1,890	
<b>Sub-total Children's Services Programme</b>		2,876
<b>Adult's Services</b>		
Department of Health allocates the Community Capacity Grant to local authorities, providing capital funding to support development in three key areas: personalisation, reform and efficiency. A number of projects, mainly the development of Mosaic for charging and deferred payment and Haricare development requirements of the Care Act slipped during the year.	181	
<b>Sub-total Adult's Services Programme</b>		181
<b>Total Capital carry forward requests - General Fund</b>		9,231
<b>Housing Revenue Account</b>		
<b>Capital carry forward requests</b>		
<b>Stock Survey:</b> To cover contractual commitments to complete the survey work	140	
<b>Mechanical &amp; Electrical Works:</b> Works delayed due to challenges with mobilisation of new framework. Carry forward required to cover contractual commitments from 2014/15	2,575	
<b>Security/CCTV:</b> Works delayed due to challenges with the mobilisation of the new major works framework. Carry forward required to cover contractual commitments from 2014/15	200	
<b>Internal Communal Flooring:</b> Works delayed due to challenges with the mobilisation of the new major works framework. Carry forward required to cover contractual commitments from 2014/15	200	
<b>Decent Homes:</b> Works delayed due to challenges with mobilisation of new framework. Carry forward required to continue works agreed in Leaders signing of 2013.	2,014	
<b>Housing New Build Programme:</b> Delay in the Implementation of the new build programme	4,760	
<b>Housing Combined with New Work Programme:</b> Works delayed due to challenges with the mobilisation of the new framework for the conversion of properties	433	
<b>Total Capital carry forward requests - Housing Revenue Account</b>		10,322



**Haringey Council**

<b>Report for:</b>	Overview and Scrutiny	<b>Item Number:</b>	11
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<b>Title:</b>	Financial (Budget) Monitoring 2015/16 Quarter 1
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<b>Report Authorised by:</b>	Kevin Bartle – Assistant Director Finance (CFO)
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<b>Lead Officer:</b>	Neville Murton – Head of Finance (Budgets, Accounting and Systems) neville.murton@haringey.gov.uk
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<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decisions:</b>
All	Non-key

## 1. Describe the issue under consideration

1.1. To support oversight of the Council's financial performance this Committee receives regular reports covering the Council's latest financial position. The position as at the end of May 2015 was considered by the Cabinet on 14<sup>th</sup> July 2015 and that report is appended.

## 2. Cabinet Member Introduction

2.1. Not applicable.

## 3. Recommendations

3.1. That the Committee reviews the Council's latest financial position.

## 4. Other options considered

4.1. Not applicable.

**5. Background information**

5.1. Cabinet receives regular information on the council's finances, the latest of which sets out the position as May 2015. This covers the Council's latest estimated capital and revenue outturn position and., for the first time, enhanced monitoring information to further inform consideration of the Council's overall financial position.

**6. Comments of the Chief Financial Officer and Financial Implications**

6.1. These are included in the attached Cabinet report.

**7. Head of Legal Services and Legal Implications**

7.1. These are included in the attached Cabinet report.

**8. Equalities and Community Cohesion Comments**

8.1. Not applicable.

**9. Head of Procurement Comments**

9.1. Not applicable.

**10. Policy Implications**

10.1. Not applicable.

**11. Use of Appendices**

11.1. Appendix 1 Cabinet report dated 14 July 2015 – Financial Budget Monitoring Report 21015/16 – period 2.

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

12.1. As per the appended report.



**Haringey Council**

<b>Report for:</b>	<b>Cabinet</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Financial (Budget) Monitoring 2015/16 Period 2</b>		
<b>Report Authorised by:</b>	<b>Kevin Bartle – Assistant Director for Finance (CFO)</b>		
<b>Lead Officer:</b>	<b>Neville Murton – Head of Finance (Budgets, Accounting and Systems Team) (020) 8489 3176 neville.murton@haringey.gov.uk</b>		
<b>Ward(s) affected: ALL</b>	<b>Report for Key/Non Key Decisions:  Key</b>		

## 1. Describe the issue under consideration

- 1.1. To consider a range of indicators relevant to the Council's overall financial health. These include the forecast financial revenue and capital outturns for 2015/16 based on actual performance to 31 May 2015.
- 1.2. To consider the proposed management actions set out in this report and approve the budget adjustments (virements) in **Appendix 1** as required by Financial Regulations.

## 2. Cabinet Member introduction

- 2.1. The Council's 2015 – 2018 Medium Term Financial Strategy (MTFS) was published alongside the Council's Corporate Plan in December 2014 and the final budget for 2015/16 was approved in February 2015.
- 2.2. The MTFS reflected the significant financial challenges facing the Council due to sustained funding reductions implemented by the government as part of their austerity measures. In summary the MTFS delivered savings of c£70m and was substantially balanced, requiring a net contribution from reserves of £4.3m over the three year planning period.
- 2.3. I reported the Council's provisional outturn position to you in June and this confirmed the budgeted surplus for 2014/15 of £4.9m had been achieved together with a further £2.2m. The achievement of that position balanced the need for the reserves contribution set out



## Haringey Council

in the 2015-2018 MTFs and also allowed the creation of a Risk Reserve for potential application from 2015/16.

- 2.4. We also now await the Government's emergency budget which is due on 8th July and which we expect will set out some detail on plans to deliver significant savings in the welfare budget but will also outline measures to deliver a continuation of the austerity programme.
- 2.5. The Council can expect to face the continuing challenge of a reducing resource base along with increasing demands and customer expectation for services but, due in part to the Council's 2014/15 outturn performance, we are in a good position to deliver the Corporate Plan and priorities in 2015/16, notwithstanding the forecast overspends this year.
- 2.6. There are a number of budget pressures emerging this year, particularly in Children's and Adults services. I have already engaged with the Directors of both services to ensure robust plans are in place to reduce the forecast overspend position this year and I intend to report back further on the progress of these measures in October.
- 2.7. To enable us to achieve the outcomes we have set it is important that we maintain the financial rigour of previous years' and we have set out in this report enhanced financial information to assist us in achieving that. Some of the indicators are drawn from work undertaken by the Local Government Association allowing us to compare performance with other Councils.
- 2.8. I hope that the Cabinet will consider the analysis set out in this report to be useful and I am asking officers to continue developing and reporting such information to assist us in our strategic financial management role.

### 3. Recommendations

That Cabinet:-

- 3.1. Consider the report and the progress being made against the Council's 2015/16 budget in respect of net revenue and capital expenditure;
- 3.2. Approve the budget changes (virements), and note the transfers to/ from reserves approved by the Chief Financial Officer, as set out in Appendix 1;
- 3.3. Note the potential use of the Strategic Risk Reserve to mitigate the Council's overall revenue position; and,
- 3.4. Maintain under review the key risks and issues identified in this report.

### 4. Alternative options considered

- 4.1. This report proposes that the Cabinet considers the financial position for 2015/16 in line with existing procedures. However, for the first time it also includes enhanced financial information and comparisons, drawn from work undertaken by the Local Government Association (LGA) to give the Cabinet a more rounded view of the Council's financial position.
- 4.2. A risk based approach to budget monitoring has been developed in order to manage the Council's finances at a time of economic and financial uncertainty including additional benchmarking information.



## Haringey Council

- 4.3. Cabinet could choose to adopt a less rigorous regime and examine the financial position at a later stage. Projections could be marginally more accurate if a delayed approach was adopted, but there would be less time for robust development and consideration of management action and virements.

## 5. Background information

### 5.1. Introduction

- 5.1.1. Previously Cabinet have received regular financial management reports covering in-year revenue and capital performance. These reports were focussed on the estimated outturn position and any key issues arising from that.
- 5.1.2. This report brings together additional information and provides analysis to enhance the strategic consideration of the Council's financial position. There are four broad areas of analysis each with further detail within them as summarised below:
- Financial/ Management Indicators
    - Revenue outturn 2015/16
    - Key financial management issues 2015/16
    - Key financial management issues 2016/17
    - Additional grants/ bids
    - Capital outturn
    - Capital receipts
    - Collection Fund
  - Liquidity Indicators
    - Working capital
    - Cash flow
    - Debt analysis
  - Sustainability Indicators
    - Earmarked Reserves
    - General reserves
  - Risks

### 5.2. Financial/Management Indicators

#### *Revenue Outturn 2015/16*

- 5.2.1. The Government has announced a summer (emergency) budget scheduled for 8th July and, although the scope for the Government to make in-year reductions to the Council's resources is effectively limited to specific grants, it is expected that the Public Health grant will be reduced in 2015/16. Nationally the Department of Health budget is required to deliver a reduction of c£200m in 2015/16 and an estimate has been made of the impact to the Council if that reduction was achieved wholly through the Public Health Grant made to Local Authorities. The reduction represents a c7% cut that would equate to a reduction of c£1.3m in Haringey. Consideration of the Council's response in the event of such a reduction is already underway.
- 5.2.2. Budget managers have been providing their estimated outturn position as at the end of Period 2 (May 2015). Taking into account the use of the Risk Reserve the overall position at this early stage in the year, on the General Fund, is an estimated **overspend of c£5m**.



### Haringey Council

This position is summarised in Table 1 (below) with further details of the key budget issues and pressures being set out further below. For the Housing Revenue Account (HRA) the estimated outturn position is an **underspend of £0.3m**.

- 5.2.3. It is important to note that although the outturn for 2014/15 overall was an underspend position, within individual services such as Adults and Children's Social Care, significant pressures were experienced with those services overspending by £3.1m and £5.1m respectively. Given that both services are required to deliver further base budget savings in 2015/16 it is important that decisive action is taken early in the year if both services are to avoid repeat overspends at the end of this financial year.
- 5.2.4. Members approved the creation of a £2.2m Risk Reserve from the 2014/15 underspend and, given the pressures being faced, it is proposed to apply that reserve against the current estimated overspend position should that prove necessary at the year-end.
- 5.2.5. The table below shows the current year-end forecast against the approved budget, including the proposed use of the Risk Reserve.

**Table 1 – Summary Forecast Revenue Position (Month 2)**

£'000 General Fund	2015/16 Budget Variance		
	Budget	Estimated Outturn	Variance
Leader and Chief Executive	3,545	3,545	0
Chief Operating Officer	65,717	67,367	1,650
Deputy Chief Executive	142,721	151,387	8,666
Dir. of Regeneration/ Planning	16,469	16,390	(79)
Non Service Revenue (NSR)	15,964	12,964	(3,000)
<b>Sub-total</b>	<b>244,416</b>	<b>251,653</b>	<b>7,237</b>
Application of Risk Reserve			(2,200)
<b>Total</b>			<b>5,037</b>

£'000	2015/16 Budget Variance		
	Budget	Estimated Outturn	Variance
Housing Revenue Account (HRA)	<b>(16,314)</b>	<b>(16,614)</b>	<b>(300)</b>



**Haringey Council**

**Key financial management issues 2015/16**

**Children's Services (Deputy Chief Executive)**

- 5.2.6. The latest projection from Children's services indicates a gross overspend of £5.4m offset by proposed management actions of £2.4m resulting in a **net forecast overspend of £3m** which has been reflected in this report.
- 5.2.7. The service is making progress towards the planned savings in the MTF5 but the financial context for Children's Services remains very challenging as levels of demand are still high resulting in pressures across the service. Slippage on savings and on mitigating actions remains a high risk and the potential for new pressures to emerge during the year is ever present.
- 5.2.8. All areas of the Children's Service budget have action plans, which are being refreshed monthly as part of the budget management process. Planned actions include:
- Review of staffing across the service and transition to a new operating model;
  - This includes a new focus on permanent recruitment to replace agency staff with Haringey employees;
  - An in-depth review of all Looked After Children has been carried out, focusing on potential permanency arrangements such as adoption, special guardianship or safe return home; and,
  - A similar approach has been taken to Leaving Care and Young Adults' cases with additional emphasis on claiming housing and welfare benefits.

**Adults Services (Deputy Chief Executive)**

- 5.2.9. The latest projection from Adults services indicates a gross overspend of £7.0m offset by proposed management action of £1.2m resulting in a net **overspend of £5.8m** which has been reflected in this report.
- 5.2.10. It had been assumed that the New Pathways to Care savings in the MTF5 could be achieved in full. So far there has been limited progress towards these targets; however the service has recently made a bid to the Transformation Reserve for additional investment in order to progress the project management, social work and commissioning activity required to bring about the large scale changes in practice set out in the MTF5 and the recent reports to Cabinet in June.
- 5.2.11. There has been a net growth in client numbers in the last two months, however there is no forward projection of this trend. It has been assumed that some of it was a short term effect from the NHS Winter Resilience work (which tends to move clients out of hospital and into the social care system quickly) and that recent changes to the front door and reablement will help to counteract other demand pressures. However there remains a risk that this pressure could continue which would lead to a worse out-turn position. Management action has been put in place across all client groups to:
- Review care packages to ensure that they are appropriate, including to apply spare reablement capacity to reduce dependence.
  - Renegotiate key contracts with our largest suppliers; and,
  - Strengthen the brokerage/commissioning function to ensure value for money is being obtained on spot contracts.



## Haringey Council

5.2.12. For both Children's and Adult Services, further detailed work is on-going to address the overspend position and the results of that work will be brought back to Cabinet in October with an updated estimated outturn position. These options could involve some changes of current policy and practice.

### Other Deputy Chief Executive areas

5.2.13. The Commissioning service is reporting an underspend of £178k largely from the non-renewal of voluntary sector contracts in advance of savings due in 2016/17.

5.2.14. Although the Public Health service is currently indicating a balanced position there is uncertainty around potential changes to the 2015/16 Public Health Grant which is highlighted above.

### Environmental Services and Community Safety (Chief Operating Officer)

5.2.15. The latest projection from Environmental Services and Community Safety (ECS) indicates an **overspend of £0.75m**. The main areas of concern relate to the reduction in income for Parking Services as a result of the recent De-regulation Bill. The service has already taken action to mitigate the impact of these changes, which is estimated to have reduced the overspend by around £1.5m. However this forecast is subject to some volatility and thus a further update will be provided in the October report to Cabinet.

5.2.16. The catering service has also struggled to achieve its income target as a result of schools choosing to opt-out of the service; this has previously been highlighted to Cabinet as an issue.

### Revenues Benefits and Customer Services (Chief Operating Officer)

5.2.17. The Revenues and Benefits and Customer Services and Libraries are currently reporting an **overspend of £0.9m** due to use of additional agency staff as a result of Transformation projects.

5.2.18. The service continues to look for efficiencies and remains confident that the savings for this area can still be delivered over the course of the Medium Term Financial Strategy.

### Other Chief Operating Officer budgets

5.2.19. Human Resources are currently spending above their base budget allocation due to significant transformation activity, however these additional one-off costs will be funded from the Transformation Reserve.

5.2.20. The Housing service within the General Fund is broadly balanced, although there remain significant risks in that area around temporary accommodation due to the impact of welfare reform and rising rent levels.

### Regeneration, Planning and Development (Director of Regeneration)

5.2.21. Regeneration, Planning and Development is currently projecting a small underspend of £79k, although there are pressures due to project costs in Regeneration teams and in the capital delivery team.



**Haringey Council**

### Non Service Revenue

5.2.22. At this stage an underspend of c£3m is forecast representing the need to utilise the £2m contingency budget as a strategy for offsetting service budget pressures and a further £1m assumed benefit from the on-going successful Treasury Management strategy.

### Housing Revenue Account (HRA)

5.2.23. Currently the HRA is estimating a minor underspend of £300k against the repairs contract.

### ***Key financial management issues 2016/17***

5.2.24. In addition to the potential for an in-year reduction in resources identified in paragraph 5.2.1 above, we have also undertaken a review of a number of possible scenarios reflecting the impact of further reductions in funding above those already assumed in the 2015 – 2018 MTFs. We anticipate that the detail of how the reductions are to be implemented, and how therefore they will affect Haringey, will not be known until after the publication of the Spending Round in autumn 2015.

5.2.25. The planning assumptions made at this stage for 2016/17 onwards are:

- An additional 5% reduction to most specific grants – **loss of c£1.3m**
- Two funding loss scenarios for New Homes Bonus resources (Table 2)
- The effect of each further 1% loss of Settlement Funding Assessment (SFA) above the 9% reduction assumed in the MTFs (Table 3)

**Table 2. New Homes Bonus – funding reduction scenarios**

Estimated funding loss (£000)	2016/17	2017/18	2018/19
NHB Phased out commencing 2016/17	(890)	(1,607)	(2,204)
NHB ceases fully 2016/17	(5,443)	(5,443)	(5,443)

**Table 3 - Revenue Support Grant – estimated potential funding reductions**

Estimated funding loss (£000)	2016/17	2017/18	2018/19
Each additional 1% cumulative SFA loss	(1,369)	(2,460)	(3,327)

5.2.26. The impact of these changes in 2016/17 alone is a reduction of between **c£3.5m to c£8m** and all reductions would be on-going.



**Haringey Council**

### ***Additional Grants/ Funding bids***

5.2.27. Since the 2015/16 budget was approved in February further additional grant resources of £950k have been identified reflecting the finalisation of the distribution for a number of government grants as set out below:

- Additional RSG - £240k identified after the final settlement announcement on 3 February;
- Additional 0 – 5 Public Health commissioning £525k (part year effect) following finalisation of the distribution formulae;
- Additional Council Tax and Housing Admin grant £93k;
- Additional LACSEG £80k; and
- Other minor additional grants £12k.

5.2.28. The Council has also been successful in its bid for a Transformation Challenge award in 2015/16 which was announced after the 2015/16 budget approved by the Council. This bid totalling £935k is focussed on Tottenham Regeneration: Supporting the People priority in Northumberland Park ward and the bid sets out the expectation that it will deliver £700k of cashable savings to Haringey Council. Both the additional grant and the associated savings can now be reflected in the relevant years' budget.

### ***Capital Outturn***

5.2.29. The 2015/16 approved General Fund Capital Programme was set at £54.5m, in addition a further £9.2m of capital carry forward requests together with associated financing components were approved at the June Cabinet meeting where the 2014/15 outturn was considered. This implies total spending of £63.7m in 2015/16; in comparison the total General Fund capital spending achieved in 2014/15 amounted to £65.4m.

5.2.30. The 2015/16 approved Housing Revenue Account Capital Programme was set at £55.3m and similarly carry forward requests totalling £10.3m were also approved at June Cabinet. Consequently total capital spending of £65.6m is implied in 2015/16. However, it is important to note that only £38.8m was actually spent in 2014/15 suggesting that it is probable some underspending or slippage will also be seen in 2015/16.

5.2.31. Currently there are no projected 2015/16 capital variances being reported on either the General Fund or Housing Revenue Account.

### ***Capital Receipts***

5.2.32. The General Fund capital expenditure programme agreed by the Council in February 2015 is in part predicated on the achievement of capital receipts. In total over the period 2015 – 2018 a further £41.7m of receipts are required to finance expenditure. In the current year receipts of £9.3m are required and, to date, c£1m has been achieved.

5.2.33. Significant anticipated receipts in 2015/16 are from the sales of:

- Red House;
- Keston Centre; and
- Apex House.



## Haringey Council

- 5.2.34. The Council has retained Right to Buy (RtB) capital receipts with the intention of building additional housing under the 'sell one build one' scheme. Since 2012/13 the Council has retained £24.8m of RtB receipts. In order to comply with the scheme requirements the Council would need to provide match funding of c£80m. In addition, and in order to comply with the scheme, expenditure relating to the earliest retained receipts needs to have been incurred by September 2015.
- 5.2.35. At this stage it is considered unlikely that all scheme requirements will be met which will necessitate the return to central government of a significant amount of the receipts received to date; interest charges will additionally be levied.

### **Collection Fund**

- 5.2.36. The buoyancy of Business Rates and Council Tax are both indicators used in the Local Government Association's financial position analysis. These indicators are based on changes in the relevant taxbase over a period of time – 2009 to 2013 for Council Tax and 2002 to 2014 for Business Rates. For Haringey the indicators suggest that Council Tax has been relatively buoyant over that period but Business Rates less so.
- 5.2.37. In part the Business Rate position can be explained by the low Business Rate taxbase in absolute terms; illustrated by the extent to which the Council is a 'top-up' authority. This reinforces the position that further devolution of the central share represents a potential risk to the authority depending on how compensating resource equalisation is achieved.
- 5.2.38. In addition the financial position report highlights both the Business Rate and Council Tax collection rates as being opportunities for the Council; based on the 2014 data provided by the Local Government Association the average collection rates across English authorities for Council Tax and Business Rates are 97.64% and 98.24% respectively (96.27% and 98.31% in London boroughs). Haringey actually achieved collection rates of 95.07% and 96.66% in 2014/15.
- 5.2.39. The target collection rates for 2015/16 are 95% (Council Tax) and 97% (Business Rates).

### **Business Rates**

- 5.2.40. The latest forecast outturn for net business rates income is £68.6m which is £0.1m higher than originally forecast.
- 5.2.41. Since the introduction of the Business Rate Retention Scheme local authorities have been responsible for providing for the cost of potential losses in business rate income arising from appeals against previous rating revaluations (the last ones took place in 2005 & 2010). The number of appeals outstanding in Haringey at 31 May 2015 is 931 cases with an annual cash value of approximately £26.8m.
- 5.2.42. Virgin Media has filed a new appeal to have all their valuation administered in a single location. Should this be settled in 2015-16 in a single location out of Haringey, our share of the potential settlement for backdated rate payments could be in the region of £2.2m with an annual loss of income of £324k. Under such circumstances the Council will make robust representations to the Government about this potential loss of income.
- 5.2.43. The in-year collection rate to May 2015 is 19.51% and is on target for the budgeted collection rate of 97%.

### **Council Tax**



## Haringey Council

- 5.2.44. The latest forecast outturn for net council tax income is £107.46m which is £2.7m higher than originally forecast. This can be attributed to higher than expected collection from council tax payers under the Local Council Tax Reduction Scheme.
- 5.2.45. The in-year collection rate to May 2015 is 21%. Currently, Liability Order court hearings are not being scheduled pending resolution of the challenge made in the High Court against the Liability Order charge levied by the Council; this will impact the Council Tax collection performance although it is too early to quantify this risk.

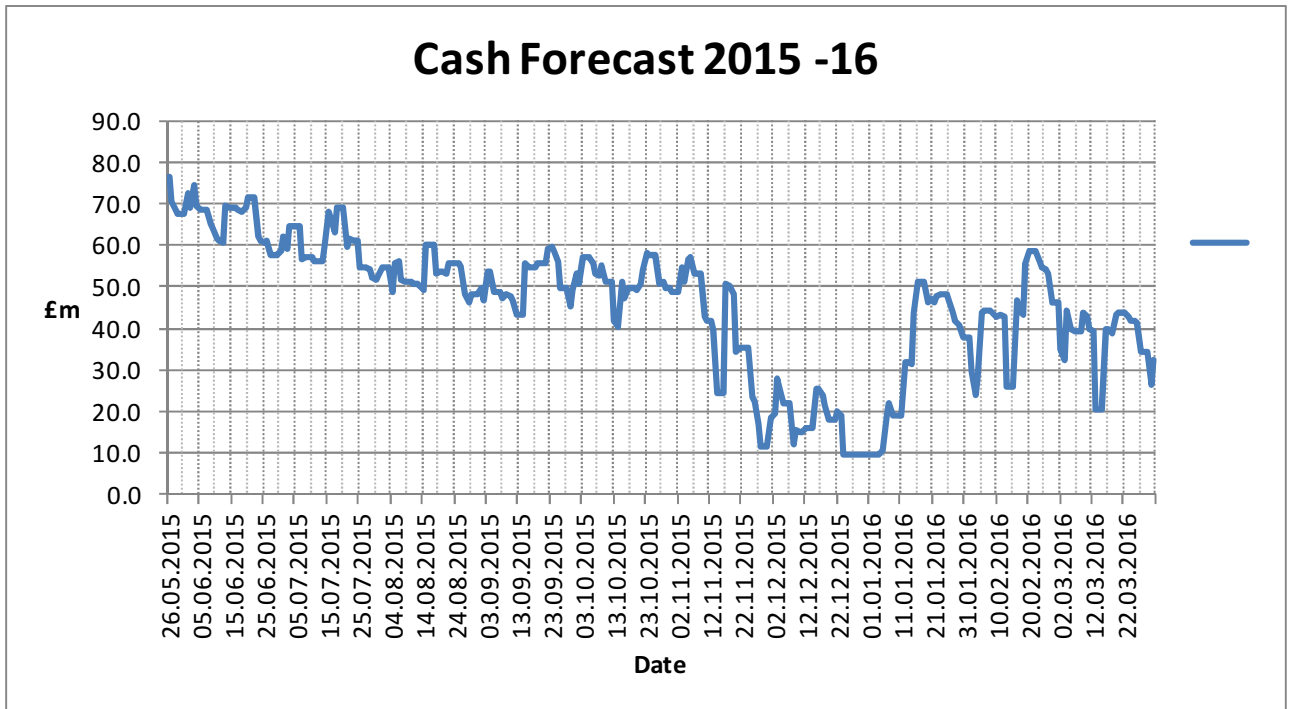
### 5.3. Liquidity Indicators

#### *Working Capital*

- 5.3.1. The Local Government Association highlight working capital as a potential issue at Haringey – ranking the authority 321 out of the 353 English authorities (31 out of the 33 London Boroughs). Working capital identifies the relationship between current assets and current liabilities and, in a business context, is a key indicator of solvency. In Haringey the position at 31 March 2014 shows net current liabilities; this position also is true of the provisional 2014/15 Balance Sheet at March 2015.
- 5.3.2. However, for Haringey it supports the positive Treasury Management activity which is being used to significant effect in minimising long term borrowing costs. At March 2015 the Council held £294.1m of loans, (a decrease of £13.1m on March 2014) as part of its strategy for funding previous years' capital programmes from internal borrowing. Having reviewed this area there is no cause for concern about the Council's overall liquidity position.

#### *Cashflow*

- 5.3.3. The Council uses a detailed cash flow forecast in support of its Treasury Management activities; in particular to estimate surplus cash for investment and identification of cash shortfalls to be matched by returning investments.
- 5.3.4. The primary focus of the cashflow analysis is to maximise the Council's investment returns whilst ensuring that its immediate cash needs can be met. The cashflow is reviewed regularly to determine investment opportunities and highlight unexpected variances. A graph showing the Council's estimated cashflow position for 2015/16 is included below and shows a positive cashflow position throughout the year.



## Debt Analysis

### Business Rates

5.3.5. Summary information relating to Business Rates debt levels and collection performance in 2015/16 is set out below in Table 4.

**Table 4 – Business Rates debt performance 2015/16 (Period 2)**

Net Collectable Debt	Net Collected		Last year at same point	Target	Variance		Gross Arrears
	£m	%			%	£m	
68.6	13.4	19.51	19.44	19.00	0.51	0.3	9.1

### Council Tax

5.3.6. Summary information relating to council tax debt levels and collection performance in 2015/16 is set out below in Table 5.

**Table 5 – Council tax debt performance 2015/16 (Period 2)**

Net Collectable Debt	Net Collected		Last year at same point	Target	Variance Ahead / (Behind)		Gross Arrears
	£m	%			%	%	
107.5	23.6	21.00	21.67	23.50	(2.50)	(2.8)	30.1

**Housing Benefit Overpayments (Excluding Council Tax Benefit)**

5.3.7. Summary information relating to Housing Benefit Overpayment debt levels and collection performance in 2015/16 is set out below in Table 6.

**Table 6 – Housing Benefit Overpayment debt performance 2015/16 (Period 2)**

Debt b/fwd	New debt	Recovered			Debt o/s		
		2015/16		Last year	Debtors	Live HB	Total
£m	£m	£m	%	%	£m	£m	£m
26.7	2.9	2.0	7.0	5.0	13.7	13.9	27.6

5.3.8. Current data indicates that this year's collection performance has increased compared to last year although absolute debt levels still remain very high. Inter-Borough comparisons with Camden and Islington show they have Housing benefit overpayment debt levels around half those at Haringey. All councils have suffered debt increases due to the data matching now carried out between DWP & HMRC leading typically to further overpayments being identified.

5.3.9. The Council is currently enhancing its debt management procedures and is also centralising the function within the planned Support Service Centre (SSC). Further details of progress will be provided in future monitoring reports to Cabinet.

**5.4. Sustainability Indicators*****Earmarked Reserves***

5.4.1. The Council's provisional outturn position indicates that the General Fund earmarked reserves at 31 March 2015 stood at £84.1m (from £91.9m at March 2014).

5.4.2. Some reserves have commitments already lodged against them; for example the transformation reserve is currently fully committed following approval of projects in 2014/15 that have liabilities spanning 2015/16 and later years. Additionally Schools' Reserves (£11.7m) are held by the Council on behalf of schools and are not available to use.



**Haringey Council**

- 5.4.3. The Housing Revenue Account's earmarked reserves at 31 March 2015 were £3.5m (£4.2m at March 2014)

### **General Reserves**

- 5.4.4. The Council's provisional outturn position indicates that the General Fund reserve at 31 March 2015 stood at £25.8m; taking into account the 2015/16 budget requirement to draw £4.2m from reserves, the estimated closing position at March 2016 is £21.6m.
- 5.4.5. The Housing Revenue Account General Reserve stood at £38.6m (March 2015) from £26.6m (March 2014). The 2015/16 HRA budget assumes a further contribution to the General HRA reserve of £16.3m.

### **5.5. Financial Risks**

- 5.5.1. As part of the 2015/16 budget setting process the Chief Financial Officer carried out an assessment of the adequacy of the Council's reserves to meet a range of both identified and unforeseen risks.

### **5.6. Summary/ Conclusions**

- 5.6.1. The positive 2014/15 outturn position enables the Council to provide cover from its General Fund Reserve against the overall need to draw down £4.3m from reserves over the MTFs planning period. Taking this into account, General Fund reserves will stand at an estimated £20m.
- 5.6.2. There is some uncertainty about the level of any in-year reductions to the Council's resources arising from the summer (emergency) budget; best estimates suggest a reduction in Public Health Grant of £1.3m is a possible outcome. The impact of further austerity reductions from 2016/17 onwards is also a concern with a range of outcomes being modelled ranging from £3.5 to £8m in 2016/17 with on-going effects.
- 5.6.3. The continuation of significant budget pressures within Adults and Children's services from previous years is being seen in 2015/16 and this is the subject of robust action from the relevant Directors.
- 5.6.4. The Local Government Association has identified Council Tax and Business Rate collection rates as areas where the Council currently performs below average benchmarks and appears to have scope to increase its collection yield.
- 5.6.5. A number of risks together with an assessment of the impact and likelihood of impact has been compiled and should be kept under review. The identified risks around the Council's medium term finances and the 2015/16 revenue outturn position are starting to crystallise.

## **6. Comments of the Chief Finance Officer and financial implications**

- 6.1. This report covers all of the relevant financial implications for members to consider.



**Haringey Council**

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

- 7.1. The Assistant Director of Corporate Governance has been consulted on the preparation of this report and confirms that there are no specific legal implications arising from this report.

## **8. Equalities and Community Cohesion Comments**

- 8.1. Not applicable.

## **9. Head of Procurement Comments**

- 9.1. Not applicable.

## **10. Policy Implication**

- 10.1. There are no specific policy implications arising from this report.

## **11. Reasons for Decision**

- 11.1. Members' involvement in financial monitoring is an essential part of delivering the Council's priorities.
- 11.2. The constitution requires Members to approve certain financial transactions such as virements according to approved limits.

## **12. Use of Appendices**

Appendix 1 – Virements Schedule

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

- 13.1. The following background papers were used in the preparation of this report:
- Budget management papers
  - Medium Term Financial Planning Reports
- 13.2. For access to the background papers or any further information please contact Neville Murton – Head of Finance (Budgets, Accounting and Systems Team).

## Virements for Cabinet Approval

Proposed virements are set out in the following table.

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
3	COO/ECS	Cap	4,569		Reverse provisional TFL budget allocation	Original TFL provisional allocation £4.569m revised to £3.566m a variance of £1.003m. Current TFL allocation will be split to appropriate Capital program and Revenue programs
3	COO/ECS	Rev	500		Reflect approved current TFL budget allocation onto SAP	Corridors/ Neighbourhoods program - Cycle training, Smarter Travel. Revenue nature works
3	COO/ECS	Cap	520		Reflect approved current TFL budget allocation onto SAP	Bridges program - Various Bridges allocation . Capital nature works
3	COO/ECS	Cap	478		Reflect approved current TFL budget allocation onto SAP	Principal Roads program - Crouch End Hill, Crouch HILL, High Road. Capital nature works
3	COO/ECS	Cap	1,555		Reflect approved current TFL budget allocation onto SAP	Corridors/ Neighbourhoods program - Green Lanes, Local Safety Schemes, Tottenham, Hale, Tottenham Green, 20mph speed limit zone, walking & Cycling Schemes. Capital nature works
3	COO/ECS	Rev	781		Reflect approved MOPAC budget allocation onto SAP	MOPAC - Allocation of 5 MOPAC project budgets and grant. Drug intervention £321K, integrated gangs £245k, Targetted support £24k, Offenders £88k, domestic violence £103k)
3	COO/ECS	Rev	300		Reflect approved budget allocation onto SAP	Operation Shield budget allocation - one off NSR funding
3	COO/ECS	Cap	331		Reflect approved budget allocation onto SAP	Heritage Lottery Funding for continued development at Lordship Lane Rec
3	CEO/GOV	Rev	684		Budget realignment	UK Parliamentary Elections budget and moving fees budget from Local Elections to General Election
3	Public Health	Rev	525		Additional grant from DoH	0-5 children's public health services is transferring from NHS England to Local Government on 1 October 2015
3	Early years commissioning	Rev	3,800		Budget realignment	Childrens Centres funding
3	Youth Offending Service	Rev	608		Grant Income	Youth Justice Grant 2015-16 - Good Practice
3	Resources & Placements	Rev	307		Grant Income	Youth Justice Grant 2015-16 Secure Accommodation
3	Early Help & Prevention	Rev	551		Grant Income	Troubled Families Grant 2015-16 - Attachment Fee
3	Early Help & Prevention	Rev	302		Grant Income	Troubled Families Grant 2015-16 - Payment by Results - 1st Instalment
3	Children in Care	Rev	274		Grant Income	Housing Related Support 2015-16 - Young Adults service
3	Children and Families	Rev	289	289	Budget realignment	Funding Children and Families salaries budgets net of savings targets
3	Commissioning voluntary sector	Rev	400	400	Budget realignment	Funding voluntary sector budgets net of savings targets
3	Resources & Placements	Rev	250		Budget realignment	Fully funding Contracting arrangements for the recruitment of foster carers, kinship and Special Guardianship assessments

## Virements for Noting

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
3	Adults	Rev	11,210	11,210	Elimination of BCF funding being administered by NHS	Technical Virement - No Cabinet Approval Required
3	All	Rev	17,759		Allocation of Depreciation budgets 2015/16	Technical Virement - No Cabinet Approval Required
3	COO/ECS	Rev	89		To reflect approved current TFL budget allocation onto SAP	BCP program - Reflect current TFL portal allocation Revenue BCP nature schemes spend and income budgets. Revenue nature works
3	COO/ECS	Rev	9		To reflect approved current TFL budget allocation onto SAP	Bridges program - Bridges assessment measures. Revenue nature works
3	COO/ECS	Cap	45		To reflect approved current TFL budget allocation onto SAP	BCP program - Cycle Parking. Capital nature works
3	COO/ECS	Cap	69		To reflect approved current TFL budget allocation onto SAP	Enabling Works program- busstop relocation. Capital nature works
3	COO/ECS	Cap	200		To reflect approved current TFL budget allocation onto SAP	BSA program - Various Bus Stop Accessibility. Capital nature works
3	COO/ECS	Rev	18		To reflect approved current TFL budget allocation onto SAP	BST program- Borough Training. Revenue nature works
3	COO/ECS	cap	150		Split out Road Safety improvement budget allocation to individual schemes onto SAP	Council Capital Resources - Road Safety Improvement ( Structures split)
3	COO/ECS	cap	12		To reflect approved current TFL budget allocation onto SAP	S278 Unit 11 Mowlem Trading
3	COO/ECS	Rev	85		To reflect approved HO budget allocations onto SAP	Allocation of PREVENT Co-ordinator budget allocation and grant
3	COO/ECS	Rev	47		To reflect approved HO budget allocations onto SAP	Allocation of PREVENT Digital resilience budget allocation and grant
3	COO/ECS	Rev	52		To reflect approved HO budget allocations onto SAP	Allocation of PREVENT Web Guardian budget allocation and grant
3	Housing Services	Rev	2,953	2,953	Re-alignment of budget in-line with the changes in the operational structure	Technical Virement - No Cabinet Approval Required
3	Housing Services/COO	Rev	10,240	10,240	Re-alignment of budget in-line with the changes in the operational structure	The reporting lines for the Housing Commissioning Unit has been moved from COO to RPD
3	COO/ECS	Rev	73		To reflect approved Grant budget allocation onto SAP	DWP funding for Fraud and Error Reduction Incentive Scheme in 2015/16
3	COO/CUS	Rev	93		To reflect approved Grant budget allocation onto SAP	DCLG funding for New Burdens Grant for Localised Council Tax Support to Local Authorities in 2015/16.
3	COO/CUS	Rev	1,878		Re-allocation of S31 Grant Inome	Re-distribution Section 31 Grant Income to individual budget elements
3	ALL	Rev	45,567		Allocation of Corporate overheads budgets for 2015/16	Technical Virement - No Cabinet Approval Required
3	CEO/GOV	Rev	108		Setting up Individual Electoral Registration Grant	Setting up Individual Electoral Registration Grant for 2015/16
3	Tottenham Regeneration	Rev	232		Budget realignment	Taking from existing budgets to create a separate budget for the Well London Project so that spend can be monitored better
3	Corp Property	Rev	37		Budget realignment	Capitalisation of PA to Head of Corp Property costs
3	Regeneration	Rev	77		Budget realignment	DECC grant - Heat Network Delivery Unit: Round 4
3	Public Health	Rev	842	842	Realignment of budget codes	Correction of account codes to properly reflect existing expenditure plans
3	NSR	REV	40	40	one off funding marketing schemes	Branding
3	NSR	REV	50	50	one off funding marketing schemes	50th Haringey Birthday
3	NSR	REV	10	10	Funding events CMG	CMG Steering group event funds
3	NSR	REV	35	35	Unacheivable savings	Corporate Governance - electoral unachievable income
3	Public Health	REV	178	178	Budget realignment	Reprofiling Health and Safety budget to Public Health
3	Childrens	REV	75	75	Budget realignment	Reprofiling Childrens safeguarding to Adults and Childrens commissioning
3	Commissioning voluntary sector	Rev	155		Grant Income	Local Reform and Community Voices grant
3	Children and Young People with Additional Needs	Rev	177		Grant Income	SEND implementation grant 2015-16 - Special Educational Needs
3	Early Help & Prevention	Rev	200		Grant Income	Troubled Families Grant 2015-16 - Service Transformation Grant
3	Children in Care	Rev	116		Grant Income	Staying Put Grant 2015-16 - Young Adults service
3	LAC Commissioning	Rev	114		Budget realignment	Fully funding new Multi Systemic Therapy contract
3	Commissioning voluntary sector	Rev	50		Grant Income	FST Partnership Grant Funding Initiative
3	Safeguarding Quality assurance - CY0216	Rev	2,921	2,921	Re-Linking revenue expenditure	Re-linking from Prevention and Early Intervention to Children and Families area
3	Children and Young People with Additional Needs - CY0220	Rev	7,369	7,369	Re-Linking revenue expenditure	Re-linking from Children and Families to Prevention and Early Intervention area
3	Young Adults Home safe clients - S35103	Rev	300	300	Re-Linking revenue expenditure	Re-linking from Young Adults Service to First Response Service
3	Resources & Placements	Rev	183	183	Budget realignment	Fully funding Special Guardianship budget from the Placement budget

## Transfers from Reserves

## Reserves

Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
3	Housing Services	Rev	939		2015/16 Transfer from Reserves	Housing Transformation Bid
3	COO/ECS	Rev	50		2015/16 Transfer from Reserves	Provision of Council Office Recycling Bins
3	COO/ECS	Rev	100		2015/16 Transfer from Reserves	DCLG Waste Grant for Food Collections
3	COO/CUS	Rev	101		2015/16 Transfer from Reserves	DCLG New Burdens Council Tax Reform Grant
3	COO/CUS	Rev	23		2015/16 Transfer from Reserves	DWP Fraud and Error Reduction Incentive Scheme
3	Childrens	Rev	26		2015/16 Transfer from Reserves	Unused draw down for Haringey 54k Programme
3	Childrens	Rev	407		2015/16 Transfer from Reserves	Grant received in advance of work undertaken
3	Childrens	Rev	302		2015/16 Transfer from Reserves	Only part of the work on SEN reforms was achieved in 2014/15
3	Commissioning	Rev	19		2015/16 Transfer from Reserves	Grant to help prepare for Early years Pupil Premium / 2 year old assessment



**Haringey Council**

<b>Report for:</b>	<b>Overview and Scrutiny Committee – 27 July 2015</b>	<b>Item Number:</b>	<b>12</b>
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<b>Title:</b>	<b>Learning from the Lessons of Rotherham - Implications for Scrutiny and Safeguarding</b>
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<b>Lead Officer:</b>	<b>Zina Etheridge, Deputy Chief Executive</b>
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<b>Ward(s) affected:</b>  <b>N/A</b>	<b>Report for Information</b>
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## 1. Describe the issue under consideration

- 1.1 In September Louise Casey, CB, was asked by the Secretary of State to conduct a review, broadly speaking, of the effectiveness of Rotherham Council in the light of previous serious failures to tackle Child Sexual Exploitation (CSE). More precisely, the appointment was under section 10 of the Local Government Act 1999 to carry out an inspection of the compliance of Rotherham Metropolitan Borough Council with the requirements of Part 1 of that Act, in relation to the Council's exercise of its functions on governance, children and young people, and taxi and private hire licensing.
- 1.2 The report identifies an organisation that systematically failed to safeguard many young people. The Casey report looked in detail at the Council, its working practices and culture to reveal why the Council had so fundamentally failed to deal with widespread CSE, even after it knew what was happening. The report demonstrates that this problem was not just within Children's Services and that failures across the Council were to blame. The report also raises issues specifically in relation to the Council's scrutiny function. The full report can be found be reached by following this link:

[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/401125/46966\\_Report\\_of\\_Inspection\\_of\\_Rotherham\\_WEB.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/401125/46966_Report_of_Inspection_of_Rotherham_WEB.pdf)



**Haringey Council**

All Council's have a duty to safeguard their vulnerable residents and this cannot be delegated solely to Children's and Adults Services. This report is therefore intended to support the Overview and Scrutiny Committee (OSC) in Haringey to be aware of the lessons from Rotherham in considering its work programme for the year.

## **2. Recommendations**

1. That the report be noted.
2. That the Committee consider how the issues set out in the report can be addressed as part of its work programme for 2015/16.
3. That the Committee consider how it might review its effectiveness in challenging the Council and its partners on safeguarding and addressing Child Sexual Exploitation at the end of 2015/16.

## **3. Background information**

3.1 On 26 August 2014 Professor Alexis Jay published an Independent Inquiry into the Child Sexual Exploitation that had happened in Rotherham. The report, commissioned by the Council as a review of its own practices, concluded that over 1400 children had been sexually exploited in Rotherham between 1997 and 2013.

3.2 A number of other areas of the country have identified, belatedly, that their young people have been sexually exploited on a significant scale. The findings on Rotherham follow reports on Rochdale and were followed by others in the North West and a Serious Case Review (SCR) in Oxfordshire amongst others.

3.3 However, although the reason for the Casey report addressed the serious failings in relation to CSE, the lessons spread considerably beyond that issue and could apply to a number of other areas of difficult to tackle safeguarding issues, such as Female Genital Mutilation (FGM) or domestic violence.

### **3.4 Relevance to scrutiny**

3.5 The attached briefing (Appendix A) from the Centre for Public Scrutiny draws out some of the lessons for scrutiny functions from not just the Casey report, but also the Alexis Jay report, also on Rotherham, and the Francis report on the Mid Staffordshire hospital failures – all looking at instances where vulnerable people were failed by public authorities.

3.6 Appendix B is a document from the Local Government Association and Centre for Public Scrutiny that gives advice on the role of scrutiny in relation to Children's Safeguarding more generally.



### 3.7 Issues from the Casey report of particular note

There are four areas of findings in the Casey report that are of particular relevance to OSC:

1) Child sexual exploitation

The Casey report found that there was a widespread issue, and that parts of the Council knew this but it failed corporately to respond effectively at the scale required, and in many periods appeared to ignore the issue altogether.

2) Leadership and cultural issues

There was a culture of bullying in the Council, which meant that staff felt that they could not speak up to raise concerns. This culture of bullying extended to members. The Council was not confident in its approach to equality and diversity, which meant that staff felt that identifying a problem where perpetrators were from a particular section of the community (in that case, the Pakistani heritage community) was not something that they could do.

There was not a culture in which safeguarding was treated as everybody's business. Instead it was viewed as a function undertaken by Children's Services. Failings in Childrens' Services in relation to safeguarding were similarly not viewed as being of corporate concern.

3) Partnership

Partnership working was weak, so even where the Council tried to act on its concerns about vulnerable young women, other partners, including the Police, did not play their part and the Council felt unable to tackle this. Partnerships more generally did not support effective local leadership.

4) Scrutiny

The Casey report found that Rotherham's scrutiny function was weak and ineffective. It also found that monitoring arrangements were inadequate.

### 3.8 Questions for OSC

OSC may find it useful in discussing the lessons from Rotherham to consider the following questions:

1) Child sexual exploitation

The Council, working with the Local Safeguarding Children Board (LSCB), has undertaken a significant amount of work. Following a task and finish group of the LSCB chaired by the Deputy Chief Executive, there is now a CSE strategy which takes account of pan London best practice and local multi agency partnership arrangements (the MASE) now operate on the basis of pan London best practice protocols. A new subgroup of the LSCB is ensuring that an effective action plan to implement the CSE strategy is in place.



**Haringey Council**

*Given the range of activity in this area, scrutiny is not likely to add substantial value at this point, but may wish to take a report on progress in tackling CSE by later in the municipal year.*

2) Safeguarding

On safeguarding scrutiny may wish to consider how well we hear the voices of the vulnerable. Victims, particularly those of CSE, can be hard to help. The Oxfordshire serious case review of five cases of CSE includes an illustration of this:

*“A senior Police officer in Operation Bullfinch said that “The girls were ‘the most difficult victims [that officer] had ever had to deal with... as a direct result of their grooming/conditioning. They were isolated so much by their abusers they trusted no one except them – so ‘helping’ agencies or any adult were not to be trusted or cooperated with.” An illustration was given which illustrated the hold over the victims by the perpetrators. The officer described how one girl was punished by being taken to a wood and humiliated and raped in different ways by seven men. Left alone, hurt, crying, naked and covered with semen, the person she called for help was not the parents, social worker, police or ambulance but one of the abusers who had just raped her.*

*“Scrutiny is well placed to ask, across the Council and partners’ services, how well do we hear the voice of the victim, even when it’s hard?”*

Some children are particularly susceptible to CSE, and those who are looked after fall into this category. The Council has a particular role in relation to these young people, acting as their corporate parents.

*Scrutiny may wish to consider how well members across the Council (not just on the Corporate Parenting committee) understand their role as corporate parents, and understand the vulnerabilities of our looked after children to being exploited.*

3) Culture and leadership

On culture and leadership, the Council has now run two campaigns focussed to ensure that all staff ensure that ‘Safeguarding is everybody’s business’. The most recent focussed on CSE and required all Council staff to complete a piece of e-training on recognising the signs of this type of abuse. Partners were also offered access to the training. The Chief Executive chairs a monthly *Statutory Officers Group* to ensure that safeguarding risks, amongst other issues, are understood at senior, corporate levels.

*Scrutiny may wish to consider itself how well it believes the cultural and leadership in relation to Rotherham Council are relevant in Haringey and consider in particular whether members understand their role in safeguarding.*



**Haringey Council**

4) Partnership working

The LSCB is a much strengthened body and officers have been working to revise and strengthen partnership working focussed on the priorities set out in the Council's corporate plan.

*Scrutiny may wish to consider a piece of work once new arrangements have bedded in on the effectiveness of partnership working within these, and statutory partnerships.*

5) Scrutiny

With regard to Scrutiny itself, given recent significant changes in membership, at the end of the year Scrutiny may wish to consider how effective it has been. OSC is asked to consider how it might review its role and effectiveness to ensure Scrutiny provides robust, evidence-based challenge to service delivery and performance that draws on the views and experiences of residents and service-users and provides assurance that risks are being appropriately managed. Such a review should involve some independent external assessment, for example, using a peer challenge approach or drawing on the CfPS's "Accountability Works for You" methodology for assessing scrutiny's effectiveness, and could be overseen or commissioned by the council's audit committee to provide further independence.

#### **4. Comments of the Chief Finance Officer and financial implications**

4.1 The Chief Financial Officer has been consulted on the preparation of this report and confirms that there are no direct financial implications arising from it.

#### **5. Assistant Director of Corporate Governance Comments and legal implications**

5.1 Under the Children Act 1989 and Children Act 2004, the Council have overarching responsibility for safeguarding and promoting the welfare of all children and young people in its area. There are specific duties in relation to children in need; children suffering or likely to suffer, significant harm; and children that are looked after and for whom the Council and councillors have corporate parent responsibility. The Director of Children Services has professional including operational responsibility for the exercise of these duties and Lead Member for Children Services has political responsibility. Overview and Scrutiny Committee should hold the executive and officers to account for the exercise of these duties and provide the critical and constructive challenge required to improve performance and services for children.

5.2 The Working Together to Safeguard Children March 2015 Statutory Guidance defines safeguarding and promoting the welfare of children as: protecting children



**Haringey Council**

from maltreatment; preventing impairment of children's health and development; ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and taking action to enable all children to have the best outcomes. The Guidance provides that safeguarding is everyone's responsibility and not limited to children services. This report and accompanying appendices is a reminder of the vital role that Overview and Scrutiny Committee can play in providing some measure of assurance of the effectiveness of local safeguarding arrangement. It requires the Committee to identify specific scrutiny task and action as part of its work programme to secure this assurance.

## **6. Equalities and Community Cohesion Comments**

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

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

6.2 The Rotherham case highlights serious failures over how that local authority approached equalities, which the Council needs to learn lessons from:

6.3 The review found that Rotherham Council's staff and members were reluctant to challenge the local Pakistani community over known concerns of child grooming. There was a worry that openly focusing on the Pakistani ethnic group over others would be seen as discriminatory and damage the Council's relations.

6.4 In taking this approach, Rotherham Council neglected its duty to ensure that vulnerable groups of young girls are safeguarded. In these circumstances, Rotherham Council would clearly have been justified to focus in on known issues within ethnic groups, and has failed in its equalities duty to young girls in not doing so.

6.5 Wider lessons could be drawn for how local authorities approach equalities including ensuring this there is appropriate leadership and accountability arrangements in place and that there is clarity about the role the LSCB, Community Safety Partnership, Members and Scrutiny Committees have in terms of oversight of those arrangements.



**Haringey Council**

## **7. Head of Procurement Comments**

7.1 Not applicable.

## **8. Policy Implication**

8.1 Earlier this year, the Council launched a campaign and staff education programme for CSE, and improving the whole organisation's responsibility for preventing and identifying child abuse and neglect is a priority area.

8.2 The prevention of child abuse and neglect is high on the national political agenda. Following this year's general election, the Home Office has for the first time appointed a dedicated Minister for Preventing Abuse and Exploitation, Karen Bradley.

8.3 In light of the Rotherham and other cases, the Government has announced intentions to introduce new sanctions for professionals who fail to take action on child abuse where they have a professional responsibility to do so.

8.4 Three options are likely to be put forward for consultation (i) amending current duties, (ii) introducing a new criminal offence of 'wilful neglect' or (iii) introducing a mandatory reporting scheme. It is anticipated that measures will be taken forward in the Policing and Criminal Justice Bill to be put forward in the later half of this Parliament.

## **9 Use of Appendices**

Appendix A: 'What Rotherham and Mid-Staffordshire tell us about Scrutiny' - Centre for Public Scrutiny

Appendix B: 'Safeguarding Children' – Local Government Association and Centre for Public Scrutiny

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

Not applicable.

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# Safeguarding Children

*A practical guide for overview and scrutiny councillors*



# Contents

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Introduction	03
Context & Background	06
Local Safeguarding Arrangements and the Child Protection Process	08
Children in Need and Early Help	12
Child Protection	14
Putting the Child at the Centre of Safeguarding	16
The Role of Overview and Scrutiny	19
Evidence, Data and Information	21
Conclusions	24
Key Scrutiny Questions for Safeguarding	25
References and Further Reading	27
Glossary of Key Terms	29
Checklist for Planning a Scrutiny Review of Children’s Safeguarding	31

## Acknowledgements

This publication has been written by Paul Cutler, Independent Consultant and Su Turner, Head of Programmes, Children and Young People at the Centre for Public Scrutiny.

## The Centre for Public Scrutiny

The Centre for Public Scrutiny (CfPS), an independent charity, is the leading national organisation for ideas, thinking and the application and development of policy and practice to promote transparent, inclusive and accountable public services. We support individuals, organisations and communities to put our principles into practice in the design, delivery and monitoring of public services in ways that build knowledge, skills and trust so that effective solutions are identified together by decision-makers, practitioners and service users.

[www.cfps.org.uk](http://www.cfps.org.uk)

## Local Government Association

The Local Government Association (LGA) is the national voice of local government. We work with councils to support, promote and improve local government.

We are a politically-led, cross party organisation which works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems.

[www.local.gov.uk](http://www.local.gov.uk)

## Introduction

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### Promoting an effective role for scrutiny in children's safeguarding

The welfare of all children and young people in the local community must be a top priority for any local authority. Safeguarding ensures that children are kept as safe as possible by identifying their needs, views and any risks they face. Services, information and support can then be provided as required. Where children are likely to suffer harm, local authorities have clear duties to intervene through child protection processes.

Over the last five years overview and scrutiny committees have become increasingly aware of the need to consider the effectiveness of local safeguarding arrangements. This was highlighted by Professor Jay's 2014 Independent Inquiry into Child Sexual Exploitation in Rotherham and the response by the Communities and Local Government Select Committee. These reports describe the essential role of overview and scrutiny in the safeguarding process. It uses the tragic example of the sexual exploitation of girls and boys in Rotherham to demonstrate the serious consequences of any failures of independent internal scrutiny and challenge.

Safeguarding and promoting the welfare of children is defined by the 2013 statutory guidance<sup>1</sup> as:

- Protecting children from maltreatment.
- Preventing impairment of children's health or development.
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
- Taking action to enable all children to have the best life chances.

Child protection is part of wider safeguarding and refers to activities undertaken to protect specific children who are suffering, or likely to suffer, significant harm.

As elected members of overview and scrutiny committees (OSCs) seek to effectively scrutinise local safeguarding, they will need to build their understanding and knowledge of the topic. Good scrutiny is based on:

- A clear understanding of the roles and function of overview and scrutiny.
- Underpinning knowledge of the principles and practice of safeguarding and child protection.
- Understanding how local safeguarding arrangements are managed and structured.
- A commitment to putting the child at the centre of safeguarding through listening and understanding the experiences of diverse children and young people.
- Support to navigate complex systems of multiple agencies and organisations with different yet complimentary contributions to overall safeguarding.

1. Department for Education 2013 Working Together to Safeguard Children. Unless otherwise stated, all references to formal safeguarding definitions and statutory guidance are taken from this publication

- A willingness to work collaboratively with partners and stakeholders whilst maintaining a critical challenge.
- A commitment to demonstrate the potential impact of good scrutiny on the local safeguarding process and ensure that recommendations are monitored and reviewed.

Supporting members to feel confident in their capacities to scrutinise safeguarding is crucial. Low public confidence in safeguarding and unfavorable media attention can create an environment of anxiety and concern. At the same time there may be internal challenge to the value of scrutiny from within the council. Louise Casey highlighted this threat in her 2015 inspection report on Rotherham Metropolitan Borough Council:

*“ Inspectors concluded that overview and scrutiny had been deliberately weakened and under-valued. The structures and processes look superficially adequate, but the culture has been one where challenge and scrutiny were not welcome.”<sup>2</sup>*

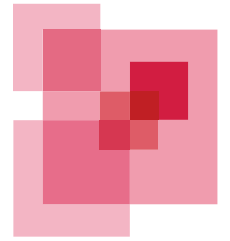
2. Page 76, Report of Inspection of Rotherham Metropolitan Borough Council, Louise Casey, 2015

Reinvigorated scrutiny can play an important role in balancing these concerns and bring another layer of public accountability through the local democratic process.

Safeguarding is described as ‘everyone’s business’ – not least in the work of OSCs. Whilst formal reviews of safeguarding arrangements will have a clear focus on safeguarding from the outset, many other review topics are likely to have a safeguarding dimension. OSCs need to be vigilant for safeguarding issues when they consider a wide range of services and commissioning across social, health, community and environmental. Formalising the place of safeguarding in the OSC work plan through protocols and working arrangements with Local Safeguarding Children Boards and statutory partners can ensure that the topic is always on the agenda.

OSCs are well placed to promote the direct experience of local children and the knowledge and insights they bring of the safeguarding process. Stories, case studies and examples from children can make the safeguarding process more real to decision-makers and demonstrate the impact of how systems operate.

This guide is designed to support OSCs to explore the safeguarding arena and build their confidence to tackle reviews. It builds on the 2009 CfPS Safeguarding Scrutiny Guide and provides updates of recent changes, new reports and learning. The publication provides an overview of key aspects of local safeguarding arrangements and summarises statutory duties under legislation and guidance. It brings together in one place quotes and references from key safeguarding publications. It then offers a range of approaches to reviews. This includes working with a child-centred focus, exploring evidence and data, and formulating key questions. Final sections provide references and further reading, a short glossary of key terms and a checklist for starting to plan a scrutiny review.



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**A few notes on terminology for this guide:**

- References to safeguarding are explicitly referring to children’s safeguarding but readers will want to be mindful of the links to the legislation and practice of adult safeguarding – particularly in terms of transitions for disabled young people and vulnerable parents. A coordinated approach is essential as in turn adult safeguarding activities are likely to have an impact on any children in the wider family.
- Children and young people are a highly diverse group in terms of age, gender, disability, health, ethnicity and other factors. Following the conventions of statutory guidance and in the interests of brevity this guide will use the term children to refer to anyone who has not reached their 18<sup>th</sup> birthday. Councils also have additional responsibilities for looked-after children in their care up to 21 years (and in some cases up to 24 years).
- All references to OSC reviews recognises that reviews can take many forms and timescales and have well established local processes.

## Context and background

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The current duty to promote the welfare of children has been established in law since the Children Act 1989 and 2004. It is a significant part of the work and investment of local authorities across England. Safeguarding systems are not static, and have continued to evolve as developments in statutory guidance are published and embedded in local practice. These are supported with new lessons and learning from inquiries, report and local audits. New data sources such as the Children's Safeguarding Performance Information Framework have also been developed to assist in management and monitoring. The challenge for OSCs is to make sense of local performance and champion the interests of children whilst navigating this increased complexity and quantity of information.

Of the 11.4 million children in England, recent statistics<sup>3</sup> for 2013-2014 report that almost 400,000 are assessed as children in need with 48,300 of those requiring a child protection plan. Over 650,000 new referrals to children's services were made in the same period and trends indicate that all these figures have risen in recent times.

A complex pattern of need and risk emerges from the data:

- Over 47% of children in need have experienced abuse or neglect in their care.
- 18% are described as in need due to family dysfunction.
- New concerns are emerging as understanding of sexual exploitation, online risks, bullying and teenage domestic violence grows.

As safeguarding systems evolve through stronger working relationships and improved multi-agency communication, the wider context of local services is also changing. Difficult decisions about spending priorities in times of reduced budgets can influence provision and access to both universal and specialist services. The shift to greater commissioning of services in health and social care creates a diverse portfolio of new providers. Educational reform, the move to more academies and shifts in local authority responsibilities for services such as public health and health visiting also have an impact. It is crucial to maintain a strong focus on safeguarding during this time of change.

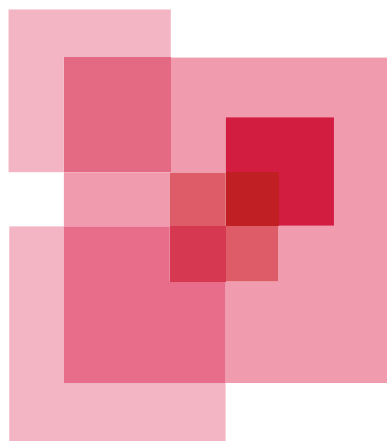
New studies and reports build awareness of the full range of risks and potential harm that children face. Recent concerns include systematic child sexual exploitation, child trafficking, online risks, female genital mutilation, bullying and emotional abuse.

What is clear is that the need for good quality overview and scrutiny has never been greater. The process of holding authorities to account can have a direct impact on the effectiveness of local safeguarding practices across a full range of local services.

### These include:

- Child protection services for those at risk of harm.
- Domestic violence, substance misuse, mental health, learning disability and youth justice services.
- Services for children in need including early help and intervention.
- School and education services including approaches to tackle bullying, behaviour issues and discrimination.

3. Department for Education 2013  
Characteristics of Children in Need in  
England: 2013 to 2014



- 
- Safer environment for children to live and play – including housing, road safety, safe neighborhoods, parks and leisure services.
  - Services for looked-after children and those in the care system.
  - Universal services including early years services and access to healthcare.
  - Public health services.
  - Information and communication services for children and families on topics such as health, safety and risk.
  - Safe recruitment of adults working with children.
  - Promoting children's rights and welfare across all aspects of their lives.

# Local Safeguarding Arrangements and the Child Protection Process

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## Key scrutiny question: How well do local safeguarding arrangements work to protect children?

- How are those in leadership roles held to account by the wider system?
  - How effective are local safeguarding arrangements in identifying and meeting the needs of the most vulnerable children?
  - To what extent are local agencies and organisations working together effectively?
  - What level of internal challenge is there in local safeguarding arrangements?
  - How are lessons and learning implemented to improve the system?
- 

Local safeguarding arrangements are based on a national framework outlined in legislation<sup>4</sup> and statutory guidance<sup>5</sup>. This latest guidance for Working Together to Safeguard Children was updated most recently in 2013. It replaces previous guidance issued in 2010 as well as statutory guidance on safeguarding arrangements issued under section 11 of the Children Act 2004.

Central to these arrangements are the statutory responsibilities of the local authority and the Local Safeguarding Children Board (LSCB). Three senior safeguarding roles provide high-level leadership in this structure – the Lead Member for Children’s Services (LMCS), the local authority Director of Children’s Services (DCS) and the chair of the LSCB. Each has their own accountabilities and together they share responsibility to work with multi-agency partners to promote the welfare of children and ensure they are properly safeguarded.

The DCS and the LMCS are statutory appointments made by every upper tier local authority under the Children Act 2004. Their roles<sup>6</sup> are to discharge all the statutory responsibilities for children’s social care, education and for looked-after children in the authority. The Chair of the LSCB is an independent appointment charged with holding all agencies to account.

The DCS is the senior professional responsible for the operation of children’s services and directly accountable to the Chief Executive. They provide senior leadership for improving outcomes for children including overseeing safeguarding services and partnership work with other agencies. This will include the senior management of professional teams of social workers, early years teams, family support and education services etc.

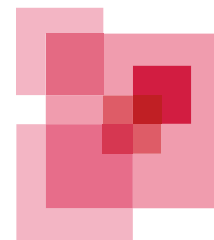
It is vital that the LMCS appreciates the role of scrutiny and has a commitment to encouraging collaborative partnerships with OSCs. Leadership from the top can assist committees in building positive relationships with local agencies and stakeholders. It provides a strong signal about the value of scrutiny for enhancing local safeguarding. The LMCS will also have an important role from an executive perspective in implementing any recommendations from a review. OSCs will find it helpful to engage with the LMCS at an early stage of the process.

These three statutory roles of DCS, LMCS and LSCB chair work together to promote safeguarding through a coordinated system of accountabilities and working practices. Since the original creation of these roles, statutory guidance has helped to clarify accountabilities and independence. OSCs have a crucial role in ensuring that all officers and executive members are held to effective account for the fulfillment of these roles within the local structure.

4. Section 11 Children Act 2004

5. Department for Education 2013 Working Together to Safeguard Children

6. Department for Education 2013 Statutory guidance on the roles and responsibilities of the Director of Children’s Services and the Lead Member for Children’s Services



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## The Local Safeguarding Children Board

A LSCB is established for each local authority area. Its role is to:

- Coordinate safeguarding in the local area.
- Ensure the effectiveness of safeguarding activities of all local partners.

The LSCB has a number of functions:

- To develop local policies and procedures for safeguarding.
- To establish thresholds for interventions when there are concerns about a child.
- To identify training, recruitment and supervision standards for all local partners.
- To raise awareness of safeguarding and best practice.
- To monitor and evaluate the effectiveness of local safeguarding including the individual and collective work of Board partners.
- To participate in the planning of services.
- To ensure that Serious Case Reviews are implemented where appropriate and lessons are shared.

Membership of the LSCB is made from a range of Board partners who are senior officers from local agencies including the Police, the Youth Offending Team and the Clinical Commissioning Group. Representatives of District Councils will also be included. The independent chair of the LSCB will also be supported by some lay members. Whilst LSCBs do not manage the delivery or commissioning of safeguarding services they will recommend priorities and areas for improvement.

The LSCB will work with other local strategic bodies such as the Local Family Justice Board and the Health and Wellbeing board. Their work underpinned by the profile of local children described in the Joint Strategic Needs Assessment. The DCS will work directly with the LSCB as a member and the LMCS will be a 'participant observer'.

## Leadership and Partnership

Strong leadership from all senior partners in local arrangements is essential to establishing an effective safeguarding system. In cases where there have been failures to safeguard, reviews often highlighted the absence of leadership and lack of partnership working as significant contributing factors. OSCs will want to be assured that all parts of the local system are working closely together with good communications and a good appreciation of each other's roles. They will want to see evidence of accountability, effective internal challenge and shared learning.

A variety of other agencies have statutory roles and functions in local safeguarding arrangements. Section 10 of the Children Act 2004 requires all partners to cooperate to promote wellbeing. Effective multi-agency working is based on clear protocols and strong local relationships. Organisations including the Police, the NHS partners (health commissioners and providers), Education services and Probation services, as well as the voluntary and community sector all have their own accountabilities and statutory guidance to outline their roles and responsibilities.

Information sharing is an essential part of good local safeguarding arrangements. Research and analysis has indicated that failure to share information has been a significant feature of poor outcomes for children. Scrutiny members will want to assure themselves that local agencies and practitioners are sharing information in an appropriate and timely manner. They will want to see evidence of sharing occurring in all aspects of the safeguarding cycle from early intervention to serious case reviews. It will be important to understand any barriers to information sharing. Statutory guidance<sup>7</sup> on information sharing is provided both to individual case workers and senior officers concerned with strategic and information governance roles.

The LSCB plays a key role in supporting information sharing between organisations. Under section 14B of the Children Act 2004 the LSCB has the power to require a person or body to comply with a request for information to assist the LSCB in its functions. The LSCB will also be expected to lead and challenge to ensure continual improvement in this area. OSCs will want to be satisfied that all local partners have senior representation on the LSCB to assist this process.

Local safeguarding arrangements are subject to inspection by Ofsted who will provide an overall rating for their effectiveness and robustness. OSCs will find these reports useful in understanding the strengths and gaps in local arrangements, however it needs to be understood that these reports provide a snap shot of services at a moment in time and should be read in conjunction with other research.

## Commissioning and Safeguarding

Section 11 of the Children Act 2004 places duties on commissioners to have regard to the need to safeguard and promote the welfare of children for any services and functions they commission. These duties apply to local authorities and district councils, NHS organisations, police services and probation services amongst others.

The Health and Social Care Act 2012 outlines Clinical Commissioning Groups (CCGs) responsibilities for children's safeguarding for local health services and commissioned services

Scrutiny members will need to understand the process and lines of accountability for ensuring all commissioning arrangements fulfill the above duties. Statutory guidance requires commissioned services to:

- Promote a culture of listening to children and their participation in decision making processes.
- Create information sharing protocols for sharing safeguarding concerns and information.
- Designate a 'lead professional' in the commissioned organisation for safeguarding.
- Put in place a safe recruitment practices.
- Ensure supervision and safeguarding training for staff.
- Establish policies for managing safeguarding allegations against staff.

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The role of a Local Authority Designated Officer (LADO) is to provide advice and guidance to local provider organisations including those not directly commissioned by the local authority such as local employers, voluntary and community organisations and local faith groups.

## **The Safeguarding Workforce**

The development of a high quality and effective workforce is essential to good safeguarding. OSCs may wish to look in depth at this area by exploring:

- The skills profile of staff in all local agencies and partners.
- The quality and frequency of supervision for social workers and other roles.
- Access to training and development.
- The diversity of the workforce and other employment practices.
- Current rates of vacancies and staff turnover.
- Recruitment strategies.
- Staff surveys, satisfaction and engagement.

## Children in Need and Early Help

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### **Key scrutiny question: How well do local agencies identify and support children in need?**

- Who are the most vulnerable children in the local area? What are their needs and how are they met?
  - How effective are services in ensuring local children and their families receive early help to reduce the need for child protection interventions?
  - Are local services evidence-based?
  - Do frontline social workers and other practitioners have the skills and resources to offer effective early help?
- 

Local authorities have a duty to support all children in need in their area. Under the Children Act 1989 children in need are defined as:

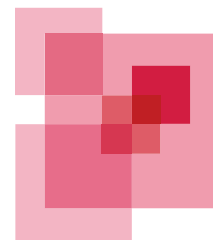
- The child is unlikely to achieve or maintain, or have opportunity of achieving or maintaining, a reasonable standard of health and development without the provision of services by a local authority under Part III of the Children Act 1989.
- The child's health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or
- The child is disabled.

Working with children in need is an important part of the safeguarding process. Early help and intervention can ensure children and families get the help they need at the right time. This may reduce the risk of safeguarding concerns escalating in ways that could cause further harm. Early intervention can also reduce the need for more costly and disruptive interventions later in the safeguarding process. In 2011 the Graham Allen Review Early Intervention: The Next Steps analysed and evaluated a range of early intervention approaches and concluded that:

- A balance of services and resources to meet children's needs at an early stage can prevent the escalation of safeguarding issues.
- Early intervention skills are essential for practitioners working with children.
- A shift to greater early intervention can have a positive impact in child protection data and outcomes.
- Early intervention reduces the need for children to enter the child protection and care systems.
- A wide range of organisations can assist in providing early intervention support including community and voluntary organisations and social enterprises.

The 2010 Marmot Review Fair Society, Healthy Lives provides a valuable resource for understanding the impact of health inequalities on children and describes two policy objectives for early intervention:

- Give every child the best start in life.
  - Enable all children, young people and adults to maximise their capabilities and have control over their own lives.
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Each local authority will publish its own local protocols for children in need assessments in partnership with other local agencies. The steps and stages for referral, assessment, intervention and review will often be described as a series of stages. These documents are a useful tool for scrutiny members to understand their local processes.

The features of successful early intervention strategies to reduce harm to children include:

- Organisations and agencies working together to share approaches.
- Identification of a lead professional for each child and family.
- A clear assessment process.
- A strong understanding of the evidence base for effective early intervention strategies and systematic approach to assessments.
- Ensuring the child has a voice.
- A holistic approach to addressing the needs of the child and their family that consider social, emotional, educational, economic and cultural needs.
- Advocacy support for the child and the family.

Eileen Munro's 2014 follow up to her original 2011 Review of Child Protection highlighted the importance of the speed and quality of children in need assessments for delivering positive outcomes for children. She also emphasised the importance of the skills of the frontline social worker in undertaking these activities.

Successful partnership working with parents and the wider family can support the safeguarding process. Whilst this may not always be possible, the best outcomes for children can be achieved where services and parents are able to work together and agree clear and shared goals. Good quality information needs to be provided to support parents to keep their children safe. Services need to recognise the additional needs of parents and clarify any vulnerabilities they may have. Potential issues may include literacy, English as a second language, physical disabilities, long-term health conditions and learning disabilities. This may also highlight the roles that some children fulfil as young carers. Access to additional services to support vulnerable parents is crucial to avoid misunderstandings and conflict.

OSCs will want to satisfy themselves that local networks are in place to support vulnerable parents to enable them to participate in child protection assessments. Effective assessments need to achieve a complete picture of the child's circumstances. They will take into account parenting capacity, family and environmental factors. In specific cases there may need to be close cooperation with the adult safeguarding team.

## Child Protection

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### Key scrutiny question: How well do local services protect children at risk of significant harm?

- How effective are child protection assessments and plans?
  - How aware are services of the full range of potential risks that children face both at home and in the local community?
  - What are the outcomes for children who experience abuse or neglect?
  - What lessons and learning have been identified by Serious Case Reviews and other forms of monitoring? How have they been implemented?
  - How well do multi-agency partners work together to protect children?
- 

It is important that OSCs appreciate the way that the child protection process operates once a concern about a child's welfare has been identified and shared. The Section 47 duty under the Children Act 1989 requires the local authority to complete an enquiry where it 'has reasonable cause to suspect that a child who lives, or is found in their area is suffering, or likely to suffer, significant harm'. Significant harm is the term used to describe forms of abuse and neglect.

There are a number of stages by which the process will evolve depending on circumstances and outcomes. Members may find it helpful to use the maps and flowcharts provided by statutory guidance to understand how the process is managed. Key stages of the process include early help and intervention, referrals, statutory assessments, immediate protection, children in need plans and child protection plans, conferences and reviews.

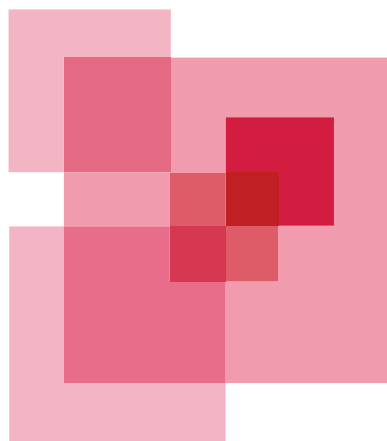
The purpose of the child protection plan is to:

- Ensure the child is safe from harm and prevent him or her from suffering further harm.
- Promote the child's health and development.
- Support the immediate family and wider family members to safeguard and promote the welfare of their child, provided it is in the best interests of the child.

OSCs will want to consider trends and patterns from this work. They will want to see evidence that plans are effective and appropriate support is given to the child during and after the child protection process. Where appropriate, they will want to see that specific lessons have been learnt from individual reviews and that more general learning is shared across agencies.

There will also need to be a Serious Case Review under an independent chair in cases where abuse or neglect is known - or suspected - and:

- (i) a child has died; or (ii) a child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.



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The 2011 Munro Review of Child Protection provides a timely focus on developing child-centred systems in child protection. The review focused on ways to help professionals make the best judgements when protecting vulnerable children. It advocates a systemic approach to map the full experiences of children in relation to family, community and services and ensure that the child is central to decision making processes. One of the outcomes from the Munro Review has been the publication of the Chief Social Worker for England's list of core social work competencies and skills. OSC will find this useful in understanding the role and approach of frontline staff.

## Putting the Child at the Centre of Safeguarding

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### Key scrutiny question: How are children placed at the centre of local safeguarding arrangements and frontline practice?

- What do children say about their experiences of the safeguarding system?
  - How well are children supported to express their wishes and feelings?
  - What evidence is there that systems are in place to ensure that children are able to participate in decisions about their lives?
  - How do groups of children have a voice in the review and development of local safeguarding arrangements? What impact does this have?
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Whilst statutory guidance for safeguarding provides a comprehensive framework for local practice, that same guidance is clear<sup>8</sup> that the specific needs of the child are paramount. Implementation of the guidance must be understood in terms of their essential interests. OSCs will want to understand how local safeguarding practices adhere to both the letter and spirit of this approach and do not lose sight of the actual child at the centre.

A child-centred approach to safeguarding is strongly established by legislation

- The section 53 amendment of the Children Act 1989 by the Children Act 2004 requires local authorities to give due regard to the wishes of the child when making decisions about services.
- The welfare checklist under the Children Act 1989 courts to consider the wishes and feelings of the child when making decisions.
- The 1989 United Nations Convention on the Rights of the Child (ratified by the UK Government in 1991) protects the rights of all children. Article 12 asserts the right to participate and have a voice in any decisions about their life.

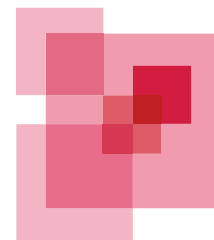
### Listening to Children

The voice of the child is an essential part of understanding the local safeguarding process. Children of all ages have valuable contributions to make about their experiences of the processes and systems. Listening ensures that scrutiny reviews are child focused and recognise the rights of local children. It is also a powerful way to appreciate the diversity of children who experience harm and the different perspectives they may have.

Scrutiny committees will need to be sensitive in how they handle the engagement of local children in a review. They will want to be mindful of the need for confidentiality. And they will need to recognise that where criminal proceedings are ongoing that some children will not be able to participate at that point.

It is important to recognise the diversity of children and their different needs and interests. Factors such as age, gender, disability, ethnicity, class and culture will need to be considered. Child development data provides an overview of the needs of children and young people across their different ages. This is particularly important when considering ways of working with younger children.

8. Section 1 of Department for Education 2013 Working Together to Safeguard Children London HMSO



The Equality Act 2010 makes public bodies responsible to have ‘due regard to the need to eliminate discrimination and promote equality of opportunity’ including in the area of safeguarding. What this means in practice is that all safeguarding processes must take into account the differing needs of individual families and children when identifying need and assessing risk. Individuals and groups must not be ‘treated less favourably’ in terms of access to services and support.

Often working through partner organisations who already support the needs and voice of local children is an effective way to promote participation. These organisations will have specialist participation workers and experts. They will have knowledge of the needs of certain groups – for example, in terms of sexuality, disability or additional languages. The CfPS toolkits on the Return on Investment scrutiny model offer a template for stakeholder engagement workshops that can enable members to engage with these organisations and begin conversations about the best way to promote the voice of local children.

Research indicates that disabled children have greater vulnerability to all forms of abuse and that they may find it more difficult to disclose their experience to safe adults. Factors such as greater dependency on carers and communication needs contribute to this situation. It is also important to recognise that attitudes and organisational cultures may minimise the risk that disabled children face.

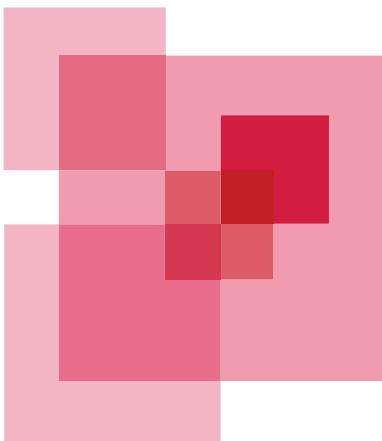
The 2009 Department for Education publication Safeguarding Disabled Children – Practice Guidance describes the steps to ensure safeguarding of this vulnerable group. These include:

- Highlighting awareness of the needs of disabled children.
- Developing systems to protect disabled children.
- Creating partnerships with organisations and agencies that work with disabled children.
- Training and supporting child protection staff on effective ways to work with disabled children.
- Championing the rights and voice of the disabled child in the wider safeguarding system.

At a systemic level, OSCs will want to see clear evidence that local safeguarding arrangements are putting children at the centre of decision-making and service development. This will include:

- Evidence of and clear recording of the wishes and feelings of individual children in all stages of the child protection process including during assessments, planning and reviews.
- Appropriate participation of children in meetings, conferences and other decision making forums.
- Working with the local children in care council and other representative bodies of local children.
- A strategic approach to listening to children across the local authority.

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- The presentation and use of evidence of the views and wishes of children in the strategic processes of the LSCB, the local authority, commissioning and service planning.
  - Clear references to the experience and voice of children and families in the Joint Strategic Needs Assessment, the Health and Wellbeing strategy and Public Health plans.
  - Examples of child friendly literature and information to assist children in understanding their rights and the safeguarding process
  - Clear collaborations between local experts and organisations in children's participation and engagement and safeguarding services including support for working with children from a wide variety of cultural, faith and social backgrounds.
  - Access to advocacy support for children.
  - Examples of direct participation in service development.
  - A holistic approach to the needs of the child and their life which includes consideration of many factors including health, education, interests, strengths, culture, community and friendships.



## The Role of Overview and Scrutiny

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Overview and Scrutiny Committees were established by the Local Government Act 2000 to hold executive members and officers to account in the local authority. They can provide a local community perspective on safeguarding and introduce lay perspectives and critical challenge to help improve services and performance.

Safeguarding crosscuts a wide range of areas and potential scrutiny topics. OSCs will need to identify the relevance of safeguarding to their work and ensure their initial scoping and key lines of enquiry focus on the local issues. Safeguarding should always be on the initial agenda for any review topic and OSCs will want to challenge themselves to ensure they have identified any areas where it is relevant – even if indirectly. Some places where safeguarding will be directly relevant to a review include:

- An explicit focus on the overall effectiveness of local safeguarding arrangements including strategic trends, plans and priorities.
- A more detailed focus on one aspect of safeguarding or child protection.
- An exploration of the outcomes and experiences of specific groups of local children – for example, disabled children.
- Safeguarding will be one consideration in the scrutiny of specific children's services – for example, when scrutinising mental health services for children, universal services or access to immunisations.
- Scrutiny of education topics.
- Multi-agency working and partnerships.
- Consideration of commissioning arrangements and the safeguarding practices of providers across a full spectrum of services.
- Any topic where children are stakeholders including health, wellbeing or the local community.

OSCs can use scoping documents and impact statements to help identify and refine a scrutiny topic. They can also work with advisors and safeguarding experts to help discover the key issues and debates.

Committees will need to identify and manage any potential risks in scrutinising the safeguarding process. This will build confidence both for members and for multi-agency partners. This process may include:

- Ensuring members are trained and supported to engage with the children and young people's sector and safeguarding.
- Identifying the resources needed to support the scrutiny process.
- Recognising issues that may have sensitivity for local stakeholders and approaching these in an appropriate and respectful way.
- Early dialogue with the LSCB to avoid duplication or unclear roles.

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Working with stakeholders is an important part of the scrutiny process. Mapping the stakeholders and then involving them in the development of the review can be a powerful way to use local knowledge to focus a review and build cooperation and momentum. CfPS provides toolkits and case studies describing ways that OSCs have used stakeholder workshops at the start of a review to formulate a clear focus.

Many committees have found it helpful to establish a protocol of understanding with the LSCB. This can help manage expectations and priorities and assist the LSCB in understanding the role of scrutiny and the types of evidence and information that the OSC will need. Whilst OSCs will routinely receive yearly reports from the LSCB they will want to consider further ways to work together, and how they can effectively challenge the LSCB and seek assurance on services.

The recent 2014 reports by both Professor Jay and the Communities and Local Government Committee highlight

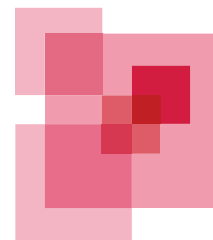
*“ the failure of scrutiny and challenge within the system of governance at Rotherham. ”*

In particular the report demonstrates the lack of scrutiny in checking the implementation of written child protection plans and strategies. Learning from the scrutiny process in Rotherham will be of benefit to all OSCs. Key lessons included:

- The need to check evidence and data presented to the scrutiny committee.
- The importance of councilors using their local knowledge to sense check reports and approaches.
- A lack of measures to monitor the effectiveness of the scrutiny process.
- The importance of clarity between executive and scrutiny roles for members.
- The need to monitor the implementation of scrutiny recommendations.
- The need for clear and good quality minutes and records of scrutiny sessions.
- The need for effective challenge.
- The importance of using the scrutiny process to hold the executive to account.

OSCs will want to create effective scrutiny recommendations to improve safeguarding processes and accountability. Effective recommendations share common features including:

- Focus – often a smaller number of key recommendations can have most impact.
- Smart – they are specific and measurable.
- Monitored – to track how the recommendations have been taken up by agencies and partners.
- Reviewing learning and impact can provide a powerful follow-up to the work of the committee.



## Evidence, Data and Information

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OSCs will be able to draw on a wide range of safeguarding evidence and information to support their review. This material can assist the scoping of the review to clarify the remit and purpose. Having a clear plan with identified key lines of enquiry will enable the committee to focus on specific areas of safeguarding data to help structure their questions and enquiry.

One of the challenges will be to prioritise which evidence will be most helpful. Working closely with an advisor and with local stakeholders can ensure that members are properly briefed on the key issues. OSCs will be able to relate local evidence of practice and performance to national legislation, statutory guidance, inquiries and research. They will also need to bring their own lay perspectives and knowledge of local communities, children and families to triangulate their findings.

Evidence and data will also be important to frame recommendations from the review and track implementation. OSCs may want to consider ways to measure the impact of their work and can use a variety of models to formalise their approach.

Committees will benefit from contrasting statistical evidence with the insights and experiences of organisations. As the Munro Report 2011 stated:

*“ Performance information should not be treated as a straightforward measure of good or bad practice, but interrogated to see what lies behind it ”*

It is helpful to hear from both senior and frontline staff involved in the safeguarding process. Members will find it beneficial to listen to the voice of the child at an early stage of the review and understand their experiences of services and support.

Evidence sources may include data from:

**1. The Children’s Safeguarding Performance Information Network (2015) provides national and local information on five key areas of interest to OSCs:**

- Outcomes for children, young people and their families.
- Child protection activity including early help.
- The quality and timeliness of decision making.
- The quality of child protection plans.
- The child protection and safeguarding workforce.

**2. Each LSCB will produce key documents:**

- An Annual Report.
- The assessment process and services for early intervention.
- The thresholds for intervention from children’s social care services.
- The LSCB Learning and Improvement Framework.
- Local reviews, quality assurance and audits of case files.

**3. Joint Strategic Needs Assessment (JSNA) will identify and articulate the health and social care needs of children in the local area.**

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**4. The Health and Wellbeing Strategy**

**5. Reports and summaries from Serious Case Reviews**

**6. Joint Working Protocols between local agencies – with a particular focus on multi-agency issues including:**

- Child protection processes.
- Mental health issues.
- Substance misuse.
- Young carers.
- Education services.
- Young offenders.
- Early years services.
- Gangs and violence.
- Female genital mutilation (FGM).

**7. Ofsted's Integrated Inspection Model for Children's Services and the Inspection Framework**

**8. Department for Education (2014) Characteristics of Children in Need in England 2013–2014 Dataset**

**9. Department of Education (2014) National and Local Authority Tables**

Outlining key performance data and comparisons for measures including:

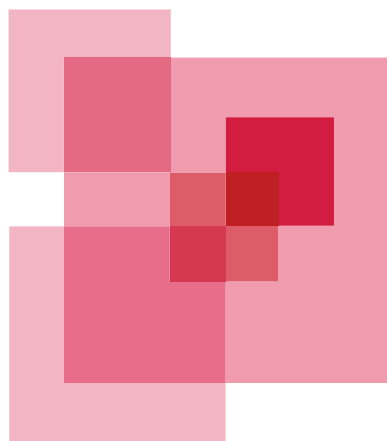
- Numbers of children in need including breakdowns by age, gender and ethnicity.
- Numbers of children in need by disability.
- Child protection plan data.
- Referral and completion data.
- Child protection conference data.

**10. National panel of independent experts who advise LSCBs to review Serious Case Reviews**

**11. Child Development data**

**12. Early years profiles**

**13. Evidence from victim support groups and local organisations providing assistance and counseling**



**14. Joint Working Protocols between local agencies – with a particular focus on:**

- Mental health issues.
- Substance misuse.
- Young carers.
- Looked after Children.
- Transitions for disabled young people to adult services.

**15. Evidence from the local children in care council**

In considering the evidence, OSCs will want to ask some key questions:

- What are the key messages from the evidence?
- How do local trends compare to national patterns and reports?
- What does data indicate about the timeliness of children's access to assessments and services? How does this compare to national requirements?
- How well do different sources of evidence and data tell the same story? Do they triangulate or are there areas of disagreement and divergence?
- How confident are agencies themselves in the reliability of the local evidence? (For example, have there been any initiatives to audit and test the evidence)
- Does the evidence accurately describe the experiences and outcomes of all groups of children? (Are any groups excluded or under-represented in the evidence including social and environmental factors)
- How far does the evidence reflect local experience in the community?
- How strongly does the voice of the child emerge from the evidence?

## Conclusions

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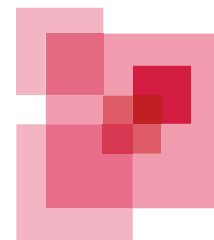
Good scrutiny is an essential part of balancing the local system to ensure positive outcomes for children and to safeguard their welfare. It can offer a critical check and challenge to the performance and quality of all aspects of safeguarding. It provides another mechanism to hold executives to account. Because scrutiny is separated from the strategic and day-to-day operational management of services, it is well placed to consider the needs of local children in a holistic and joined up way.

Given the continued history of failures to protect groups of children, the scrutiny contribution is timely and significant. As this publication demonstrates, safeguarding permeates many aspects of local services and duties. OSCs will need to be vigilant of the impact on children's safeguarding of decision-making across diverse policy areas.

To make the most of this potential for scrutiny, OSCs will need to build their knowledge and confidence to tackle the safeguarding agenda. This guide is designed to be one step in that process that should include a commitment to continual learning and partnership. Much useful information and advice can be obtained locally. Members of OSC will also find it helpful to share practice and approaches through wider scrutiny and local government networks.

Taking an appreciative and collaborative approach to working with local partners can build respect and value to the scrutiny process. Being clear about the role and function of scrutiny can reassure stakeholders that the purpose of OSCs is to make a positive impact on children's lives. It can demonstrate that reviews have been planned in a careful and sensitive way – based on a solid understanding of the local safeguarding arrangements and statutory processes.

A good scrutiny review will demand evidence that systems are in place to listen and understand the experience and needs of local children. It can provide new perspectives on how individual and diverse groups of children have access to services that support and protect them. By asking key questions about how child-centred local services are, scrutiny can be an important partner in protecting children and ensuring they thrive.



## Key Scrutiny Questions for Safeguarding

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1. What level of challenge is there in local safeguarding arrangements?
2. How are those in leadership roles for local safeguarding arrangements held to account by the wider system?
3. How do local commissioning arrangements, strategies and frontline services for children and families take into account the latest safeguarding guidance?
4. How aware are different organisations and practitioners about their roles in the local safeguarding process?
5. How are local commissioners considering safeguarding issues in their work across a full range of local services?
6. How effective are 'early help' strategies in identifying children in need and addressing factors that may lead to concerns about safeguarding?
7. What has been learnt from early intervention approaches in the local area? What is effective and what are the resource implications?
8. Does the local area have a range of effective and evidence based services in place to assess and meet the needs of local children and their families?
9. Are local assessments of need effective in ensuring children and their families are able access early support and services to reduce risk and meet needs? How effective is access to these services in preventing potential safeguarding interventions?
10. How effective has the LSCB been in monitoring and challenging the effectiveness of local safeguarding arrangements? What evidence is there that this challenge has led to changes in these arrangements and local working practices and relationships?
11. How effective is the LSCB Local Learning and Improvement Framework in sharing lessons from experience and driving service quality and development?
12. How does the LSCB systematically ensure that the voice and feedback of children is embedded in local safeguarding arrangements at the individual and strategic levels? Does the approach enable children from diverse backgrounds and with different needs to share their voice?
13. What evidence is there that the child is at the centre of local safeguarding arrangements?
14. Who are the most vulnerable children in the local area? What are their needs and how well are they met?
15. To what extent are local organisations, agencies and practitioners working together in an effective way?
16. How effective are local safeguarding services in working with these groups?
17. Is there evidence of strong leadership of local safeguarding arrangements from:
  - Local authority members?
  - The Director of Children's Services?
  - The Lead Member for Children's Services?
  - The Clinical Commissioning Group?
  - The Police?

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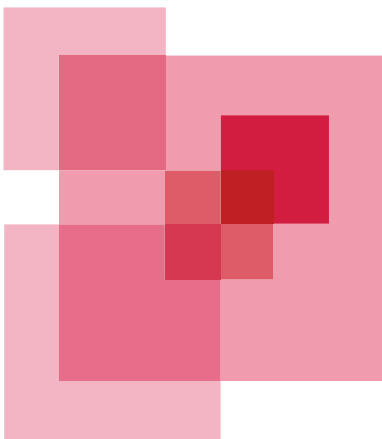
**18.** How robust and systematic is the Local Authority's approach to assessments of need? Do assessments routinely meet the quality standards set out by the latest statutory guidance including:

- Taking a systematic and evidence based approach?
- Using a child centred approach?
- Focusing on action and outcomes for the child?
- Taking an integrated approach across a variety of services and areas of need?
- Ensuring that assessments are a continuing process rather than a one-off event?
- Focusing on the child's developmental needs and whether they are suffering or likely to suffer significant harm?
- Considering parents and carers capacities?
- Looking at the impact of wider family, community and environmental circumstances?

**19.** How effective are local protocols for sharing appropriate information between practitioners and organisations?

**20.** How effective are local safeguarding services in establishing a partnership approach with parents? How are the needs of vulnerable parents taken into account through services and support to enable them to participate effectively in assessments?

**21.** How well do local services adhere to timelines for assessment and intervention? What is the local performance data?



## References and Further Reading

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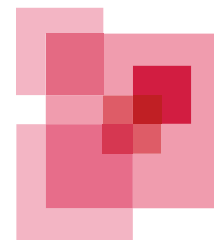
### Legislation and Guidance

- Children and Family Act 2014
- Care Act 2014
- Health and Social Care Act 2012
- Equality Act 2010
- Children Act 2004
- Adoption and Children Act 2002
- Local Government Act 2000
- Children Act 1989
- United Nations Convention on the Rights of the Child 1989 (ratified 1991)
- Department for Education 2014 Keeping Children Safe in Education: Statutory Guidance for Schools and Colleges
- Department for Education 2013 Working Together to Safeguard Children
- Department for Education 2013 Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services
- Department for Education 2009 Safeguarding Disabled Children – Practice Guidance

### Reviews and Reports

- Louise Casey 2015 Report of Inspection of Rotherham Metropolitan Borough Council
- Department for Education 2015 Revisions to Working Together to Safeguard Children: Government Consultation
- Department for Education 2015 The Children's Safeguarding Performance Information Framework
- Department for Education 2014 Characteristics of Children in Need in England: 2013 to 2014
- Communities and Local Government Committee 2014 - Third Report Child sexual exploitation in Rotherham: some issues for local government
- Professor Jay 2014 Independent Inquiry into Child Sexual Exploitation in Rotherham
- Department for Education 2014 Brandon, M. et al Missed Opportunities: Indicators of neglect – what is ignored, why and what can be done?
- Local Government Association 2014 Tackling Child Sexual Exploitation: A Resource Pack for Councils
- Local Government Association 2014 Safeguarding Children: Must Know Children's Services

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- Munro, E. & Stone, J. 2014 The impact of more flexible assessment practices in response to the Munro Review of Child Protection: A rapid response follow-up. Department for Education and Childhood Wellbeing Research Centre
  - Ofsted 2014 Framework and evaluation schedule for the inspections of services for children in need of help and protection, children looked after and care leavers: Reviews of Local Safeguarding Children Boards
  - Ofsted 2013 Ofsted Framework for the inspection of services for children in need of help and protection, children looked after and care leavers
  - Department for Education 2013 National Panel of Independent Experts on Serious Case Reviews: Information for LSCBs and Chairs
  - Centre for Public Scrutiny 2013 Valuing Inclusion: Demonstrating the Value of Council Scrutiny in Tackling Health Inequalities
  - 2012 The Munro Review of Child Protection: Moving Towards a Child-Centred System: Progress Report
  - General Medical Council 2012 Protecting children and young people: the responsibilities of all doctors, GMC
  - National Children's Bureau 2012 The Voice of the Child in the Child Protection System Research Summary 7
  - Centre for Public Scrutiny 2012 Tipping the Scales: A Model to Measure the Return on Investment of Overview and Scrutiny
  - 2011 The Munro Review of Child Protection: Final Report – a Child-Centred System
  - 2011 Early Intervention: The Next Steps – The Graham Allen Review
  - Ministry of Justice 2011 Achieving the Best Evidence in Criminal Proceedings: Guidance on Interviewing Victims and Witnesses and Guidance on Using Special Measures
  - Ofsted 2011 Ages of Concern: Learning Lessons from Serious Case Reviews
  - Marmot Review 2010 Fair Society, Healthy Lives
  - Royal College of Pediatrics and Child Health 2010 Safeguarding Children and Young People: roles and competences for health care staff, RCPCH
  - 2009 Lord Laming Update to his Report on Victoria Climbié - The Protection of Children in England: A Progress Report
  - Department for Children, Schools and Families 2008 Information Sharing: Guidance for practitioners and managers
  - Lord Laming 2003 Victoria Climbié Inquiry Report



## Glossary

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### **The General Duty**

Section 17(1) of the Children Act 1989

The general duty of the local authority to:

- (a) Safeguard and promote the welfare of children within their area who are in need; and
  - (b) So far as is consistent with that duty, to promote the upbringing of such children by their families.
- 

### **Children in Need**

Section 17(10) of the Children Act 1989

A child shall be taken to be in need if:

- (a) The child is unlikely to achieve or maintain, or have opportunity of achieving or maintaining, a reasonable standard of health and development without the provision of services by a local authority under Part III of the Children Act 1989.
  - (b) The child's health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or
  - (c) The child is disabled.
- 

### **Section 47 child protection enquiry under the Children Act 1989**

Statutory duty for the local authority to complete an enquiry where it 'has reasonable cause to suspect that a child who lives, or is found in their area is suffering, or likely to suffer, significant harm'.

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### **Child Protection Plan**

The plan to protect a child who is at risk of suffering significant harm. Plans are reviewed by multi-agency child protection conferences.

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### **Safeguarding**

Working Together 2013 defines safeguarding and promoting the welfare of children as:

- Protecting children from maltreatment.
  - Preventing impairment of children's health or development.
  - Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
  - Taking action to enable all children to have the best life chances.
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### **Child Protection**

Working Together 2013 defines child protection as activities undertaken to protect specific children who are suffering, or likely to suffer, significant harm.

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### **Abuse**

Abuse can cover a range of harm including:

- Physical abuse.
  - Sexual abuse.
  - Emotional abuse.
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**Neglect**

Brandon et al (2014) highlights how system can fail to detect neglect and the impact this can have on children's outcomes.

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**Early help and intervention**

Preventive services and support to reduce the risks faced by children and avoid the need for child protection interventions. Early intervention takes a holistic view of the child and their family.

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**Local Safeguarding Children Board LSCB**

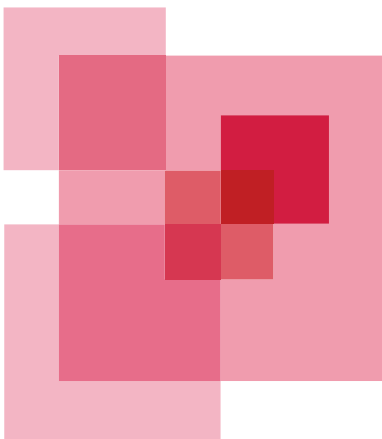
A LSCB is established for each local authority area. Its role is to:

- Coordinate safeguarding in the local area.
- Ensure the effectiveness of safeguarding activities of all local partners.

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**Significant harm**

Forms of ill-treatment, impairment of health or development including abuse or neglect.



## Checklist for Planning a Scrutiny Review of Children's Safeguarding

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This tool is designed to compliment the scoping phase of a safeguarding review. It offers some initial questions to consider in planning a review.

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- What are your main concerns about children's safeguarding and their welfare in the community?**
  - Who are the children in need in your local area?**
  - What does the JSNA identify as priority issues for children and young people?**
  - What local safeguarding data and evidence is currently available to help you identify a focus for the review?**
  - How do safeguarding and child protection issues affect different groups of children and young people in your community? Who are the children most at risk in terms of age, gender, disability, ethnicity, location and other factors?**
  - What specialist expertise may you need to understand the particular areas of safeguarding, abuse and harm covered by a review?**
  - What specialist support may you need to appreciate the developmental needs of children and young people at different ages?**
  - Who are the multi-agency partners involved in the local safeguarding process? What are their different roles and responsibilities?**
  - Who could you work with to ensure that the voices of local children and young people are considered by your review?**
  - What are the risks of a review of safeguarding and how will you manage them?**
  - What support and training might members need to conduct a review of safeguarding?**
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## What Rotherham and Mid-Staffordshire tell us about scrutiny, and where it's lacking



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There are alarming parallels between the care scandal in Mid-Staffordshire and the recent revelation of a cover up of abuse in Rotherham. Reading the products of investigations respectively carried out by Robert Francis and Alexis Jay, there are parts which could almost have been cut and pasted between the two.

In both instances, there was a disregard by senior managers for the interests of a group of people who are vulnerable and disenfranchised, and under the direct care of a public body (in Stafford often elderly patients under the care of the hospital trust; in the case of Rotherham, looked after children). There were performance management systems which, by negligence or design, recorded the wrong things in the wrong way – focusing on financial management and process targets rather than the effectiveness and safety of care. And on top of this, there were jumbled accountability arrangements, in which responsibilities for oversight overlap and duplicate, allowing individuals and organisations to complacently assume that “someone else” was doing the important job of scrutiny.

As the Francis and Jay reports both noted, it is a culture of ignorance and/or assumptions based on inaccurate or incomplete evidence, which leads to this kind of service failure. These are [issues that we flagged up to practitioners, and others, on the publication of the Francis report last year](#). Concerns flagged up by frontline staff – some very courageously acting as whistleblowers in the face of trenchant opposition from both their managers and colleagues – can be ignored when this culture is allowed to fester. This is because a groupthink emerges – which reinforces existing inadequate practices, and which doesn't want to look too closely behind the performance indicators that show the casual observer a “sea of green”, telling everyone that everything is fine.

### Questions for scrutiny

Where is scrutiny in all of this? Arguably, it is too often absent or inadequate. In both Stafford and Rotherham, scrutiny seems to have placed too much store on the assurances of people in authority that everything was fine. Even if they had wanted to ask challenging questions, it appears they did not have access to the information to do so.

Effective scrutiny involves looking beyond the information with which scrutiny is presented in formal meetings. We talk a lot about the need for scrutiny to work closely with the executive. This does not mean uncritically accepting reports and performance information at face value. It means providing constructive, critical challenge based on gathering data from a range of sources and triangulating it to see where official information might be at variance with reality. We still see far too many councils engaging in discussions on agenda items at scrutiny committees where the committee's only source of evidence on that subject is a report written

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and presented by a chief officer. Very often these reports are presented “to note” – requiring no action, seemingly placed on agendas as a tick-box exercise so that officers can console themselves that they have “consulted” members on a topic, and members can similarly console themselves that they have received an “update” on an issue, and that all is well. This kind of committee activity is at best lacking in value and at worst can be dangerous, as it lulls everyone into a false sense of security that effective governance and oversight exists where it does not. Furthermore, it uses up precious resources which should correctly be used to carry out the real business of scrutiny.

So what *is* the real business of scrutiny? Repeated service failures and tragedies suggest to us that scrutiny should be playing a much more active role in challenging councils, and their partners, to back up their assertions of the quality of service that public agencies provide to local people. There are three key questions which scrutiny should be asking – not just in relation to child protection or healthcare, but every service.

- **How do I know that this council, and those with whom it works, will be aware when significant problems rear their head – and do I have confidence that this information will be acted on?** This is about making sure that performance indicators measure the right things – it is also to ensure that performance systems have within them a sense of humanity, with officers and members remembering that they are taking responsibility for people’s lives in ways that will have a profound effect on their future. If members cannot be assured that such systems for picking up on and addressing problems exist, they cannot effectively carry out their oversight role. This is because limitations of resources will require that scrutiny look at issues “by exception”. If members lack confidence in the council's own performance management systems – and/or if they do not fully understand those systems and how they operate – scrutiny can become disjointed, disproportionate and meaningless. We have published [more detailed thoughts on performance management](#) which may help;
- **Does scrutiny itself have access to information which will allow me to confidently challenge, on the basis of evidence, the council’s assertions about the quality of a service?** Relying exclusively on the council's official data for this exercise is inadequate. Scrutiny will have to know that it has systems in place to delve deeper into a service to explore the frontline reality that sits behind the views of senior officers at the committee table. In some cases this might involve reviewing a random, anonymised sample of case files (the kind of review which would have immediately highlighted problems in Rotherham). In others, it may involve speaking to frontline workers, and to service users themselves. It is important to say that anecdotes like these are not a replacement for performance information, but they set that information in a vital, human context. CfPS has explored the various different sources of corporate information available to councillors in a recent [Practice Guide](#);

- **Do council officers and officers from other agencies agree and accept that scrutiny has this role to play?** One of scrutiny's principal strengths is in policy and service development. But in order to develop and improve you need evidence on how things are done now. You also need the respect and acknowledgement of those at every level of an organisation. When scrutiny involves sitting in a committee room talking to no-one except senior officers and other carefully-vetted witnesses, it risks becoming part of the same groupthink that we criticised earlier in this piece. Some councils need to seriously reappraise their standing practices about how and when scrutiny engages with frontline officers and others who might have different stories to tell about how services are delivered. There is, for example, a serious case for building scrutiny formally in to whistleblowing procedures.

### Questions for political and managerial leaderships

We believe it is important to restate that council leaderships – political and managerial – bear some responsibility for ensuring they have effective arrangements for scrutiny and challenge. Too often we hear from leaders and senior officers either complaints that scrutiny members are ineffective or a rejection of the very idea that better scrutiny of what the executive is doing should be encouraged. Leaders and Chief Executives are statutorily responsible each year for signing off the council's accounts, including the Annual Governance Statement in which they confirm that there are effective arrangements for ensuring good governance, probity and accountability. Where scrutiny is acknowledged to be weak or where there is either overt or covert collusion in keeping it weak, it is hard to see how such statements can reasonably be made. Research we carried out around our [Accountability Works](#) campaign and, more recently, when we looked at [public sector transparency](#), sets out these cultural expectations clearly and unambiguously.

The Stafford and Rotherham examples present instances of councillors being blocked from accessing critical information about council services. Anecdotally we know that a worrying number of scrutiny functions experience this level of obstruction, leading in some extreme cases to councillors having been forced to use Freedom of Information Act to require their own council to provide them with information to which they are in fact entitled. This kind of difficulty continues, notwithstanding enhancements in councillors' information access rights brought in by secondary legislation. When faced with this kind of blockage – both to information, and to attempts to effect change through asking difficult questions and making challenging recommendations – there can be few places to which scrutiny can turn. Likewise the officers who support scrutiny – often relatively junior compared with the chief officers whose directorates their members may be questioning – can be pressured not to let the members get too close to a problem. There are statutory scrutiny officers with a responsibility for promoting and ensuring the effectiveness of scrutiny. However, it seems to us that their role and status may need to be

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strengthened, and Monitoring Officers need to step up to the plate in ensuring the constitution functions correctly and protects those whom it is designed to protect.

We have recently set out [proposals for the establishment of local Public Accounts Committees](#) which we see having a formal power of referral to national bodies like the national PAC and NAO. We see no reason why powers should not also be given to enable scrutiny committees to refer issues formally to bodies such as Ofsted and the Care Quality Commission where they have concerns which are being blocked or ignored locally. While there is nothing to prevent scrutineers from contacting these bodies directly now, that kind of formal power could act as a much-needed incentive to councils and others to take the role and responsibilities of scrutiny much more seriously. There is strong evidence that the existing power of referral held by health overview and scrutiny committees over NHS reconfigurations has been used responsibly and to achieve better outcomes.

Even without these powers, and in councils with limited resources, scrutiny must be prepared to take action along the lines we have suggested above. No-one else is going to. As elected councillors, scrutiny members have a unique credibility and legitimacy to exercise this role – robustly, on the basis of evidence and in a public forum. It is not about poring over every figure, every piece of data, being suspicious and sceptical of everything a senior officer tells you. It is about scrutiny members asking the questions to assure themselves that there are systems locally which mean that, in future, they will be able to trust the data they get – to know that it is recording the right things, to know that big issues are not being ignored, and to know that emerging risks of failure are recognised and acted on without delay.

This is not a job for next month or next year. It's a job for right now. If scrutiny isn't fundamentally about the central issue of improving outcomes for people, there's no point to it. The only way that it can go about making that improvement happen is by understanding how services are really experienced on the ground, and challenging those responsible to review and improve. Receiving reports and performance scorecards at committee meetings is not the way to do this. Forensic, targeted, meaningful scrutiny – crucially, incorporating listening to the voices of those who experience the services – is.

Centre for Public Scrutiny  
September 2014

W: [www.cfps.org.uk](http://www.cfps.org.uk)

Tw: <https://twitter.com/CfPScrutiny>



**Haringey Council**

<b>Report for:</b>	Overview and Scrutiny Committee – 27 July 2015	<b>Item Number:</b>	<b>16</b>
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<b>Title:</b>	Overview and Scrutiny Work Programme 2015/16
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<b>Report Authorised by:</b>	Bernie Ryan, Assistant Director Corporate Governance
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<b>Lead Officer:</b>	Clifford Hart, Democratic Services Manager tel: 0208 489 2920, email: <a href="mailto:clifford.hart@haringey.gov.uk">clifford.hart@haringey.gov.uk</a>
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<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b> N/A
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## 1 Describe the issue under consideration

- 1.1 Following a wide ranging consultation exercise, this report outlines the indicative 2015/16 scrutiny work programme for approval by the Overview and Scrutiny Committee.

## 2 Cabinet Member introduction

N/A

## 3 Recommendations

- (a) That the Committee discuss and agree the indicative scrutiny work programme for 2015/16 attached at **Appendix A**.
- (b) That, during August 2015, in respect of the items agreed for inclusion in the 2015/16 scrutiny work programme the Chair of OSC, and Chairs of each Scrutiny Panel, meet with appropriate Cabinet members and senior officers to further clarify the work programme (section 5.5).
- (c) That the Committee consider an appropriate time to meet collectively with Cabinet to support the development and monitoring of the scrutiny work programme (section 5.5).
- (d) That the Committee consider how it might review its effectiveness in developing and delivering an effective work programme at the end of 2015/16 (section 5.6 – 5.11).



**Haringey Council**

#### **4 Alternative options considered**

- 4.1 Suggestions for inclusion in the 2015/16 scrutiny work programme have been discussed, and prioritised in a number of ways. Over 90 suggestions, including those from members of the public (attached at **Appendix B**), were discussed by scrutiny members, council officers, partners, and community representatives at the Scrutiny Cafe on 15 June, 2015.
- 4.2 In addition, suggestions have been prioritised following discussions with Cabinet Members, senior officers, and with input from scrutiny panel members during the first round of meetings.

#### **5 Background information**

- 5.1 The Overview and Scrutiny Committee (OSC) is responsible for developing an overall scrutiny work programme, including work for its four standing scrutiny panels.

##### **Selection and Prioritisation**

- 5.2 A new work programme is produced each year. The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, achieve added value and retain credibility.
- 5.3 At its first meeting of the 2015/16 municipal year the Committee agreed an outline process for developing its work programme. [At this meeting \(8 June 2015\) OSC considered a report that set out some principles behind good work programming, paying particular attention to:](#)
- Key features of an effective work programme
  - The criteria for selecting/prioritising topics for inclusion in the 2015/16 scrutiny work programme
  - The consultative processes / timetable employed to support the development of the scrutiny work programme.
  - Training and development requirements to support the delivery of the work programme
  - Ways to monitor the work programme, including the use of regular agenda planning meetings.
- 5.3 Since the 8 June a number of activities have taken place to support the development of the work programme.



## Haringey Council

- 5.4 To ensure issues considered by scrutiny are both important and relevant to the local community, an online survey was distributed to local residents, community groups and other local stakeholders to assess their views. This was administered for a three week period from mid-May and generated approximately 60 individual qualitative responses. Further to the completion of the survey, the Chairs of all scrutiny bodies met with relevant Cabinet members and senior officers to discuss issues arising from the survey.
- 5.5 From these activities, and work rolled over from last year, a summary of suggestions – attached at **Appendix B** – was prepared for discussion at the Scrutiny Cafe. This event took place on 15 June.
- 5.6 The aim of the Scrutiny Cafe was to bring together key local stakeholders (scrutiny members, council officers, partners, and community representatives) for round table discussions to further inform the development of the scrutiny work programme. Discussions were themed around the council's corporate priorities:
- Enable every child and young person to have the best start in life, with high quality education
  - Enable all adults to live healthy, long and fulfilling lives
  - A clean, well maintained and safe borough where people are proud to live and work
  - Drive growth and employment from which everyone can benefit
  - Create homes and communities where people choose to live and are able to thrive
- 5.7 From discussions at the Scrutiny Cafe, a number of issues were identified for possible scrutiny involvement. These were further discussed, in late June / early July, by each of the panels during the first round of meetings.
- 5.4 From these activities a range of issues have now been prioritised for inclusion in the 2015/16 scrutiny work programme. These are summarised, by the relevant scrutiny body, at **Appendix A**.
- 5.5 To ensure that the Overview and Scrutiny Committee's and Scrutiny Panels' time is effectively and efficiently utilised, once the indicative work programme has been agreed it is recommended that, during August, the Chair of OSC and the Chairs of each Scrutiny Panel, meet with appropriate Cabinet members and senior officers to further clarify the work programme. Scoping reports for any in-depth scrutiny projects agreed will be considered by the relevant scrutiny panels during late September / early October and by the Overview and Scrutiny Committee OSC on the 19<sup>th</sup> October 2015. In addition, and following a recommendation from the CfPS Haringey Review (2014) the Committee may wish to consider an appropriate time to



## Haringey Council

meet collectively with Cabinet to support the development and monitoring of the scrutiny work programme.

### Monitoring the work programme

- 5.6 It is important to note that successful work programming is not a “start-stop” process just for the start of the year. It should be kept under regular review to ensure it remains relevant.
- 5.7 Once the work programme is agreed, there are both formal and informal systems in place to ensure effective monitoring of the work programme. Regular agenda planning meetings (between the Chair and senior officers, among others) and discussion at Committee itself gives an opportunity to:
- Discuss the format, structure and priority of future items/meetings;
  - Discuss the rules and procedures for formal meetings – ensuring clarity, consistency, and good time keeping;
  - Discuss what other information is required, including the identification and of witnesses which may include external experts, service-users, community groups, amongst others;
  - Consider options for getting out and about including site visits to other authorities and front-line service visits;
  - Develop key lines of enquiry or a questioning strategy;
  - Ensure the right people attend the right meetings at the right time;
  - Follow up on any actions agreed, ensuring outcomes from recommendations;
  - Consider member development needs to enable activities to be planned that take into consideration items included on the future work programme.
- 5.8 To assist in work programme development and monitoring, a new work programme template – attached at **Appendix C** - has been created to ensure the details and desired outcomes of items on the work programme can be kept under review. Once the indicative work programme has been approved by OSC each scrutiny body will be responsible for creating its own work programme using the template.
- 5.9 Moving forward, as is currently the case, the work programme will be a fixed item on the agenda for each scrutiny body. This will enable each scrutiny panel, and the Committee itself, to oversee and monitor its programme throughout the year.



**Haringey Council**

## **Work Programme Effectiveness**

- 5.10 With regard to Scrutiny itself, given recent significant changes in membership, at the end of the year Scrutiny may wish to consider how effective it has been. OSC is asked to consider how it might review its role and effectiveness to ensure Scrutiny provides robust, evidence-based challenge to service delivery and performance that draws on the views and experiences of residents and service-users. Such a review should involve some independent external assessment, for example, using a peer challenge approach or drawing on the Centre for Public Scrutiny's "[Accountability Works for You](#)" methodology for assessing scrutiny's effectiveness.
- 5.11 Any review should also consider the briefing notes (attached at **Appendix D**) prepared by Tim Young, facilitator for the Scrutiny Cafe.

## **6 Comments of the Chief Finance Officer and financial implications**

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

## **7 Comments of the Assistant Director of Corporate Governance and legal implications**

- 7.1 There are no immediate legal implications arising from this report.
- 7.2 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.
- 7.3 In accordance with the Councils Constitution, the approval of the future scrutiny work programme and the appointment of Scrutiny Panels (to assist the scrutiny functions) falls within the remit of the Overview and Scrutiny Committee.
- 7.4 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

## **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.



**Haringey Council**

- Bringing local concerns to the attention of decision makers and incorporating<sup>1</sup> 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.

8.2 The evidence generated by scrutiny reviews / committee work helps to identify the kind of services wanted by local people. It also promotes openness and transparency as meetings are held in public and documents are available to local people.

## **9. Head of Procurement Comments**

N/A

## **10. Policy Implication**

10.1 This report sets out how the work of Overview and Scrutiny will contribute and add value to the work of the Council and its partners in meeting locally agreed priorities.

## **11. Use of Appendices**

**Appendix A** – Indicative Scrutiny Work Programme 2015/16

**Appendix B** – Suggestions for Overview and Scrutiny (Scrutiny Cafe Booklet)

**Appendix C** – Work Programme Template

**Appendix D** – Scrutiny Cafe Briefing Notes

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

12.1 External web links have been provided in this report. Haringey Council is not responsible for the contents or reliability of linked websites and does not necessarily endorse any views expressed within them. Listings should not be taken as an endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

# Appendix A

## Indicative Scrutiny Work Programme 2015/16

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## (A) Overview and Scrutiny Committee

<p><b>E1 Projects;</b> These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Final conclusions and recommendations will be considered at scheduled meetings.</p>	
<b>Project</b>	<b>Comments</b>
<p><b>Joined up enforcement</b></p>	<p>This could look at a number of issues, including the following:</p> <ul style="list-style-type: none"> <li>- How other boroughs are approaching the issue;</li> <li>- Publicity and communication with residents</li> <li>- How to increase the perception of risk so the people were less likely to offend;</li> <li>- Houses in multiple occupation (HMOs) and licensing;</li> <li>- Anti social behaviour; and</li> <li>- Progress with implementing recommendations of the previous scrutiny exercise on the issue.</li> </ul> <p>Following discussion subsequent to Scrutiny Cafe event, it is proposed that this issue should be considered by the Overview and Scrutiny Committee rather than the Environment and Community Safety Scrutiny Panel as the issue is cross cutting in nature. Further scoping to take place during August 2015.</p>
<p><b>E2 “One-off” Items;</b> These will be dealt with at scheduled meetings of the Committee</p>	
<b>Date of meeting</b>	<b>Items</b>
8 June 2015	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A – Leader state of the Borough report/ Council Priorities</li> </ul>

	<ul style="list-style-type: none"> <li>- Confirmation of memberships and terms of reference of scrutiny bodies</li> <li>- Work Programme development</li> <li>- Delegated Decision -Appointment of LBH reps to JHOSC</li> <li>- Scrutiny Annual Report 2014/15</li> <li>- Verbal update on scrutiny review projects from 2014/15</li> </ul>
27 July 2015	<ul style="list-style-type: none"> <li>- The Council's Performance Assessment - Quarter 4 and end of year 2014/15</li> <li>- Cabinet Member Q&amp;A – Resources &amp; Culture (Cllr Arthur)</li> <li>- The Council's Financial Outturn 2014/15</li> <li>- Budget Monitoring 2015/16 Quarter 1</li> <li>- Implications for scrutiny of the Rotherham report and safeguarding</li> <li>- Confirmation of OSC and Scrutiny Panel Work Programmes</li> <li>- Scrutiny reviews 2014/15</li> </ul>
19 October 2015	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A – Economic Development, Social Inclusion and Sustainability (Cllr Goldberg)</li> <li>- Budget Monitoring – Period 5 Review</li> <li>- Priority Performance Update – Q2</li> <li>- Scoping reports on all scrutiny projects for 2015/16</li> </ul>

	<ul style="list-style-type: none"> <li>- Joined up enforcement (subject to further discussion / scoping) <ul style="list-style-type: none"> <li>o Evidence gathering / monitoring of recommendations from a previous scrutiny exercise on the issue</li> </ul> </li> </ul>
30 November 2015	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A – Leader (Cllr Kober)</li> </ul>
17 December 2015	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A – Resources &amp; Culture (Cllr Arthur)</li> <li>- Budget Proposals – Part 1 (Details TBC)</li> </ul>
25 January 2016	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A – Economic Development, Social Inclusion and Sustainability (Cllr Goldberg)</li> <li>- Budget Monitoring – Period 8 Review</li> <li>- Priority Performance Update – Q3</li> <li>- Budget Proposals – Part 2 (Details TBC)</li> <li>- Customer Services Transformation (Corporate Programme Update / Monitoring)</li> </ul>
8 March 2016	<ul style="list-style-type: none"> <li>- Scrutiny projects 2015/16 – Approval of final reports</li> <li>- Bedroom Tax Scrutiny Review – Update / Monitoring of Previous Recommendations</li> </ul>

**OSC Future Items – for further discussion**

- Workforce Plan - Corporate Programme Update / Monitoring (Date TBC)
- Business Infrastructure - Corporate Programme Update / Monitoring (Date TBC)

- Social / Financial Inclusion
  - Universal Credit, Welfare Incentives and Reform
  - Link to the item above ref “Bedroom Tax Scrutiny Review – Update / Monitoring of Previous Recommendations”
  - Chair of OSC to meet with the Chief Operating Officer to discuss further
- Equality Impact Assessments
  - How can scrutiny use EqlAs to examine council and partner policy changes, and how can scrutiny mainstream an understanding of equality into its own work, in order to become more effective?
  - For further discussion with the Policy and Strategy Team
- Post-16 Education and Training
- Scrutiny Annual Report 2015/16 (June 2016)
- The Council’s Financial Outturn 2015/16 (July 2016)
- End of Year Priority Performance Report 2015/16 (July 2016)

## (B) Adults and Health Scrutiny Panel

**B1 Projects;** Following consideration by the Adults and Health Scrutiny Panel on 29 June, and discussions between the Panel Chair and officers, it was agreed the suggestions below should be further discussed / scoped by the Panel during August / early September. Once agreed, projects will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as site visits. Final conclusions and recommendations will be considered at scheduled Panel meetings.

Project	Comments
Obesity	<p>Following feedback from the Adults and Health Scrutiny Panel, it was agreed any input from scrutiny should be carefully scoped to ensure it was manageable and to establish clear questions to be investigated.</p> <p>Following input from the Director of Public Health, feedback from Haringey’s Obesity Conference, and further discussion with the Panel Chair, it’s suggested initial scoping (for further discussion with Scrutiny Panel members) should focus on how scrutiny could support community groups (and families) to change behaviour, fostering interconnections between settings, and on issues associated with social value.</p> <p>This might include looking at the support provided to schools to provide lunch clubs for older people, schools offering volunteering opportunities for older people to support cooking and growing, and cooking skills support for domiciliary care workers. This would also provide an opportunity to look at ‘asset based approaches’ within healthcare. For example, historically the NHS has focussed on a model where the provider is seen as having the solution to a problem that an individual or community needs help with. This can be contrasted with an ‘asset based approach’ which shifts the focus on to how organisations can co-produce interventions that build on the strengths of local assets.</p>
...cont overleaf	<p>As noted above, such a project would need to be carefully scoped, but the suggestions above provide the basis for further discussion with the Panel during August.</p>

Paediatric A&E attendances and admissions	<p>Following the Adults and Health Scrutiny Panel meeting on 29 June it has been confirmed that:</p> <ul style="list-style-type: none"> <li>- “A&amp;E attendances and admissions” will be picked up by the NCL JHOSC at their next meeting in September 2015.</li> <li>- Scrutiny members will have an opportunity to look at these issues as part of the briefing that is being organised by NMUH during August concerning their Quality Account for 2014/15.</li> </ul> <p>With this in mind, and bearing in mind similar issues are faced by Enfield, it is suggested any additional scrutiny work by Haringey should only be considered after the September NCL JHOSC meeting if appropriate.</p>
Loneliness and isolation	<p>On 29 June the Adults and Health Scrutiny Panel discussed a number of suggestions in relation to loneliness and isolation. Following further discussions, with the Panel Chair and officers, it’s suggested that the panel carries out a “<i>deep dive</i>” on Neighbourhood Connects towards the end of 2015/16 to ensure it is delivering agreed objectives / tackling issues associated with isolation and loneliness across the borough.</p>
<p><b>B2 “One-off” Items;</b> These will be dealt with at scheduled meetings of the Panel.</p>	
Date of meeting	Items
17 September 2015	<ul style="list-style-type: none"> <li>- Scoping report(s) concerning scrutiny projects for 2015/16</li> <li>- Care Quality Commission (CQC) Inspection Programme (CQC to attend)</li> <li>- Quality Assurance Update Report <ul style="list-style-type: none"> <li>o To include information on roles and responsibilities (“how it all links together”), key milestones moving forward in relation to activities / key reports etc for 2015/16 and beyond</li> </ul> </li> <li>- Health and Social Care Integration</li> </ul>

	<ul style="list-style-type: none"> <li>○ Corporate Programme Update / Monitoring</li> <li>○ With a focus on the Better Care Fund</li> </ul>
Late October 2015 (TBC)	<ul style="list-style-type: none"> <li>- The consultation and co-production process for proposed changes to adult care services <ul style="list-style-type: none"> <li>○ To look at how the process was conducted</li> </ul> </li> <li>- Mental Health and Wellbeing Updates <ul style="list-style-type: none"> <li>○ Monitoring of actions outlined in the Joint Mental Health and Wellbeing Framework</li> <li>○ Monitoring recommendations made by the Transition from Child to Adult Mental Health Service Scrutiny Project</li> <li>○ Associated issues to be considered as part of the agenda planning process</li> </ul> </li> <li>- Premises Task and Finish Group / Access to GPs <ul style="list-style-type: none"> <li>○ With input from NHS England / local GPs (TBC)</li> </ul> </li> </ul>
Mid January 2016 (TBC)	<ul style="list-style-type: none"> <li>- Care Act Implementation</li> <li>- LGA Peer Review – <i>“Commissioning for Better Outcomes”</i> <ul style="list-style-type: none"> <li>○ To focus on issues/actions relating to promoting a sustainable and diverse market place, and older people</li> </ul> </li> <li>- Foot Care Update – monitoring of previous recommendations <ul style="list-style-type: none"> <li>○ For further discussion based on previous scrutiny work in this area</li> </ul> </li> <li>- Alcohol and Tobacco <ul style="list-style-type: none"> <li>○ For further discussion based on priorities outlined in the Health and Wellbeing Strategy</li> </ul> </li> </ul>

1 March 2016	<ul style="list-style-type: none"><li>- Primary Care Update<ul style="list-style-type: none"><li>o To focus on Co-commissioning, the strategic direction for Primary Care in Haringey, and New Models of Primary Care</li><li>o Input from GPs (TBC)</li></ul></li> <li>- Impact / monitoring of changes to adult care services<ul style="list-style-type: none"><li>o Q4 suggested to enable consideration of suitable data / insight</li><li>o Are services delivering to the required standard and in accordance with the Council's commitments to local residents / service users?</li></ul></li> <li>- Cabinet Member Q&amp;A – “Review of Year”</li> <li>- Final scrutiny project report(s)</li></ul>
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**Other items – for further discussion**

- Men's Health Review – from 2011/12 – monitoring of previous recommendations

## (C) Environment and Community Safety Scrutiny Panel

<p><b>C1 Projects;</b> These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Final conclusions and recommendations will be considered at scheduled Panel meetings.</p>	
Project	Comments
Cycling	<ul style="list-style-type: none"> <li>This will look at what can be done to increase the level of participation in cycling within the borough and assist Haringey in becoming the most cycle friendly borough in London. Part of this work will involve looking at how the issue is approached by boroughs with higher rates of participation. It was also suggested that issues affecting pedestrians should also be looked at as part of this work.</li> <li>Evidence gathering meetings and activities will be arranged as and when required.</li> </ul>
Licensees	<ul style="list-style-type: none"> <li>This originated with a suggestion made by the Police Borough Commander for Haringey as part of discussions on the community safety element of Panel's workplan and specifically the issue of violent crime. It has been noted that a significant proportion of violent crime is linked to drinking. It was felt that better links between community safety partners and licensees might assist in addressing this and proposed that meetings between the Panel, the Police and groups of licensees across the borough be arranged to address this issue. Recommendations to the Community Safety Partnership will be made in response to particular issues that came to light.</li> <li>Three meetings with licensees in different parts of the borough have been proposed - Hornsey, Wood Green and Tottenham. The Police have agreed to assist with the setting up of these, which are likely to take place in the early autumn. Following these meetings, it is proposed that the Panel consider the outcomes at a Panel meeting and recommendations to the Community Safety Partnership.</li> </ul>

**C2 “One-off” Items;** These will be dealt with at scheduled meetings of the Panel.

Date of meeting	Items
17 September 2015	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A; Environment</li> <li>- Reducing waste: Action to change behaviour to reduce the amount of waste requiring disposal, including the balance between enforcement and encouragement. To include reference to approaches followed in other boroughs.</li> <li>- Update on progress; Scrutiny of Waste and Recycling Parts I and II: New waste and recycling system and further policy options to increase recycling.</li> <li>- Parks: Facilities within parks, performance, events and asset management.</li> <li>- Scoping reports on cycling and licensees projects.</li> </ul>
Late November 2015 (TBC)	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A; Communities</li> <li>- Community Safety Partnership; To include latest crime statistics. Other potential issues:               <ul style="list-style-type: none"> <li>➤ Violent crime;</li> <li>➤ Prevention of violent extremism;</li> <li>➤ The Neighbourhood Policing Model; and</li> <li>➤ Community engagement.</li> </ul> </li> <li>- Licensees; Report back on evidence received/making of recommendations and conclusions.</li> </ul>

<p>January 2016 (TBC)</p>	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A; Environment</li> <li>- Waste, recycling and street cleansing data</li> <li>- Cycling project; Agreement of conclusions and recommendations.</li> <li>- Licensees; Approval of final report</li> <li>- Update on progress: Interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur redevelopment.</li> <li>- Access to waterways.</li> </ul>
<p>1 March 2016</p>	<ul style="list-style-type: none"> <li>- Cabinet Member Q&amp;A s; Communities</li> <li>- Violence Against Women and Girls. Under reporting and how this might be addressed. To include reference to work in other London boroughs.</li> <li>- Cycling project – Approval of final report.</li> </ul>

## (D) Children and Young People’s Scrutiny Panel

<p><b>D1 Projects;</b> These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Final conclusions and recommendations will be considered at scheduled Panel meetings.</p>	
Project	Comments
<p>Youth Transition (outstanding from last year)</p>	<ul style="list-style-type: none"> <li>• This work has focussed on young people between the ages of 12 and 14 who may be at risk of becoming a NEET and interventions that could be made to address this effectively. The Panel felt that, before it was in a position to make recommendations, further work was required. It is proposed that this consists of; <ul style="list-style-type: none"> <li>➤ Evidence from two local schools on how they provide impartial advice and guidance for young people;</li> <li>➤ Comparisons with support provided in demographically similar London boroughs; and</li> <li>➤ Evidence from officers on progress with relevant recommendations within the post 16 review as well as on other work currently taking place.</li> </ul> </li> <li>• Following completion of the above, conclusions and recommendations will be drafted. It is proposed that this piece of work concludes in October.</li> </ul>
<p>Early years</p>	<ul style="list-style-type: none"> <li>• It is suggested that this could capture: <ul style="list-style-type: none"> <li>(i). The effectiveness of key partnerships and commissioning arrangements that are being put in place to target the improvement of 0-5 year’s outcomes;</li> <li>(ii). Improving the outcomes and quality of early year settings– including childcare providers, childminders, Children’s Centres, support for parents, schools with nursery places;</li> <li>(iii). Whole early years system capacity and accessibility/take-up – particularly in light of the planned extension of free entitlement childcare places for 3-4 year olds to 30 hours</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• It is proposed that this project begin its work on the conclusion of the Youth Transition project.</li> <li>• The work could include consideration of the first few months of the Council taking on public health commissioning roles for the 0-5 years, which will need to be scheduled for early in the new year. In addition, the new early years services emerging from the restructured Children’s Centres could be looked at in detail as well as the initial plans the Council is drawing up to ensure system capacity for the expansion of childcare free entitlement to 30 hours.</li> </ul>
<p>‘Early Help’ for children and young people</p>	<ul style="list-style-type: none"> <li>• It is proposed that this focus on: <ul style="list-style-type: none"> <li>(i). The effectiveness of the full range of early help and ‘diversion’ interventions/pathways which are being put in place across the borough (including Council run and partner services);</li> <li>(ii). Strengthening the role of the family in ‘early help’;</li> <li>(iii). The range of settings where early help is being delivered from – what is the take-up and how accessible are these settings in practice for service users?</li> <li>(iv). How additional investment and the shifts in resources to supporting an early help approach in Haringey is being spent;</li> <li>(v). The effectiveness of partnership working in this area, and whether common frameworks and metrics to assess risk and outcomes are being set up and utilised between partner agencies;</li> <li>(vi). Progress on the Haringey 54,000 transformational change programme for Children and Young People’s Services.</li> </ul> </li> <li>• This work will begin on the conclusion of the Early Years project.</li> </ul>

**D2 “One-off” Items;** These will be dealt with at scheduled meetings of the Panel.

Date of meeting	Items
8 October 2015	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A</li> <li>• School places: Potential areas for consideration;               <ul style="list-style-type: none"> <li>(i) Capacity building for school places in areas within the borough which are earmarked for regeneration and new housing;</li> <li>(ii) Projected changes to trends in volume of new school starters in years ahead and what this means for capacity planning;</li> </ul> </li> <li>• Child Obesity; Update on progress, particularly focused on the effectiveness of the Healthy Schools Programme and the role of schools in the agenda.</li> <li>• Youth Transition Project; Conclusions and recommendations.</li> <li>• Early Years Project; Agreement of draft scope and terms of reference.</li> </ul>
Late November 2015 (TBC)	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A</li> <li>• Foster carers and adoption: Potential areas;               <ul style="list-style-type: none"> <li>(i). The recruitment of in-house foster carers;</li> <li>(ii). Gaps in the budget for foster care and adoption, arising from legacy cases of 13-17 year olds who have remained in care for 3-4 years;</li> <li>(iii). Planned reforms under the Education &amp; Adoption Bill going through Parliament, which will require a more</li> </ul> </li> </ul>

	<p>regional approach to adoption services</p> <ul style="list-style-type: none"> <li>➤ This would need to be co-ordinated with reference to the Corporate Parenting Advisory Committee (CPAC) to ensure that there is no duplication. The OSC has a role in considering any findings and recommendations which CPAC produces, plus may want to cover any gaps.</li> </ul> <ul style="list-style-type: none"> <li>● Child Safeguarding, and preventing violence against the child: The Local Safeguarding Children’s Board (LSCB) have plans for the next 12 months to assess and scrutinise the following; <ul style="list-style-type: none"> <li>(i). The voice of the child in decisions affecting them;</li> <li>(ii). Neglect;</li> <li>(iii). Hard to reach groups;</li> <li>(iv). An audit of the child’s journey from the “front door” to services onwards. <ul style="list-style-type: none"> <li>➤ It is proposed that the OSC consider the LSCB’s findings on each of these topics, and work closely together.</li> <li>➤ It was also proposed at the Scrutiny Cafe that the OSC keep track on the lessons learned and those emerging from the Rotherham scandal and how this is relevant for Haringey’s work. The main O&amp;S Committee will be considering this issue in the first instance.</li> <li>➤ Child Sexual Exploitation has been a major agenda which the Council has led on and it was suggested that the OSC could consider requesting a short update on progress later in the year.</li> </ul> </li> </ul> </li> </ul>
3 March 2016	<ul style="list-style-type: none"> <li>● Cabinet Member Q&amp;A</li> <li>● Educational Attainment Performance for different groups – including children with SENDs. Data on performance broken down into different groups, which would include children with SENDs, as well as ethnicity, age, household income etc</li> <li>● Early Years Project; Conclusions and recommendations.</li> </ul>

## (E) Housing and Regeneration Scrutiny Panel

<p><b>E1 Projects;</b> These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Final conclusions and recommendations will be considered at scheduled Panel meetings.</p>	
Project	Comments
Community Infrastructure levy	<ul style="list-style-type: none"> <li>• S106 monies are reducing and new monies will come on-stream via the Community Infrastructure Levy</li> <li>• A certain proportion of this money will be made available for community/ local neighbourhood schemes - 25% if there is a Neighbourhood Forum or 10% otherwise.</li> <li>• At present there is no agreed decision making structure or systems to support such future allocations?</li> <li>• The project will seek to assist the Council in identifying:             <ul style="list-style-type: none"> <li>➢ What CIL allocation systems are used at other LA's to inform local policy and practice;</li> <li>➢ How best should the Council use CIL monies, in particular, as an enabling fund to secure larger regeneration resources?</li> </ul> </li> <li>• This will be a <u>'scrutiny in a day'</u> event where key stakeholders (planning officers, other Local Authorities, field experts and local community representatives) will be invited to give evidence at a dedicated conference style event.</li> </ul>
Housing Viability Assessments	<ul style="list-style-type: none"> <li>• Housing Viability Assessments (HVA) are a key part of the housing development process, particularly in relation to the provision of affordable housing;</li> <li>• Viability assessments centre on the ability of the developer to fund affordable housing through the agreed planning scheme</li> <li>• HVAs however are however complex and opaque which inhibits the Councils from meaningfully assessing these or influence such outcomes</li> <li>• The project will seek to assess how other local authorities (Greenwich &amp; Islington) tackle this issue, and assess what response have been provided by London Councils and the GLA</li> <li>• It is hoped that the project will inform policy and practice and support the Planning Committee in assessing HVA in</li> </ul>

	<p>the future</p> <ul style="list-style-type: none"> <li>This will be a <u>'scrutiny in a day'</u> event where key stakeholders (planning officers, other Local Authorities, field experts and local community representatives) will be invited to give evidence at a dedicated conference style event.</li> </ul>
<p><b>E2 "One-off" Items;</b> These will be dealt with at scheduled meetings of the Panel.</p>	
<b>Date of meeting</b>	<b>Items</b>
8 October 2015	<ul style="list-style-type: none"> <li>Cabinet Member Q&amp;A - Planning (TBC)</li> <li>Scoping reports panel projects for: a) Community Infrastructure Levy b) Housing Viability Assessments c) priority 5</li> <li>Haringey Housing Strategy</li> <li>Homelessness -report back from site visit to APEX House and Housing Options Team</li> </ul>
Late November 2015 (TBC)	<ul style="list-style-type: none"> <li>Cabinet Member Q&amp;A - Housing &amp; Regeneration (TBC)</li> <li>Tottenham Regeneration Project - Monitoring Corporate Programmes – (TBC)</li> <li>Housing Unification and Improvement Programme - Monitoring Corporate Programmes – (TBC)</li> <li>Report of Community infrastructure Levy scrutiny project</li> </ul>
Late January 2016 (TBC)	<ul style="list-style-type: none"> <li>Cabinet Member Q&amp;A - Planning (TBC)</li> <li>Community Engagement with Planning - monitoring implementation previous scrutiny review (TBC)</li> <li>Improving quality of Private rented Sector -update on implementation of selective licensing</li> <li>Report of Housing Viability scrutiny project</li> </ul>
3 March 2016	<ul style="list-style-type: none"> <li>Cabinet Member Q&amp;A - Housing &amp; Regeneration (TBC)</li> <li>Panel reflection on years work/ future work programme</li> </ul>

...cont overleaf

**To discuss and arrange:**

- Homelessness - the panel will visit APEX house and Housing Options team;
- Housing Strategy – this is due for consultation over the summer. It is anticipated that a number of sub-strategies will fall-out of this overarching strategy which may benefit from pre-decision scrutiny;
- Older peoples Housing – to assess how older people wishing to downsize are supported, assess housing related support for older people, work of Homes for Haringey;
- Support for businesses in local development plans, local high streets (further to discussions with Cabinet Member and Cabinet Adviser)

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# **Appendix B**

## **Scrutiny Cafe Booklet**

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## Suggestions for Overview Scrutiny

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oxforddictionaries.com

Definition of *scrutiny* in English:

# scrutiny

Line breaks: *scru|tiny*  
Pronunciation: /'skru:tɪni /

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**NOUN (plural scrutines)**

(MASS NOUN)

Critical observation or examination:  
*'every aspect of local government  
was placed under scrutiny'*

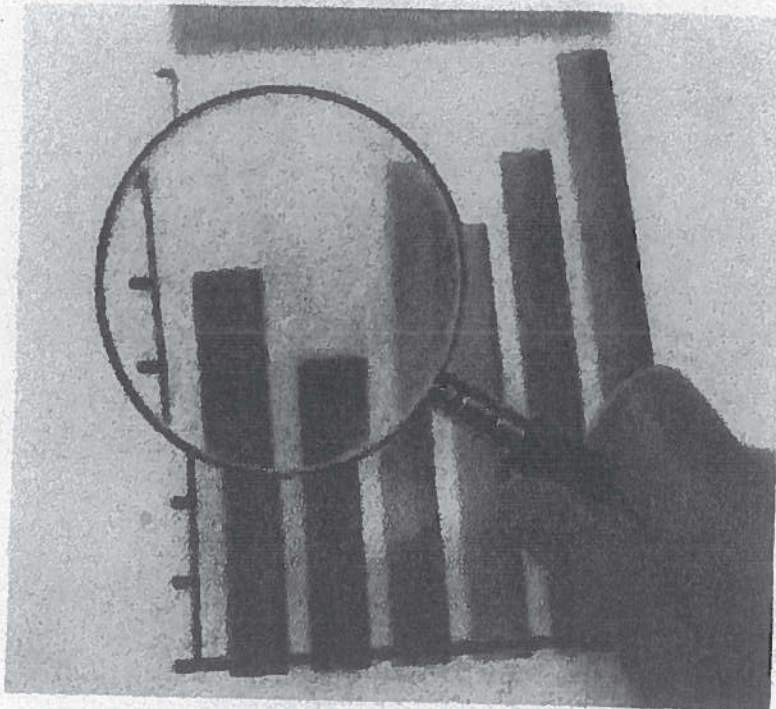
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**MORE EXAMPLE SENTENCES** ✓

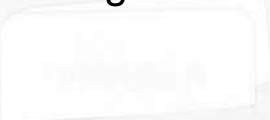
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**SYNONYMS** ✓

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Priority 1:  
Outstanding for all

**Enable every child and young person to have the best start in life, with high quality education**



**Vision:**

*"We will work together with families to ensure that every child in Haringey has the very best start in life, including world class education."*

Objectives	The role of the council
All children will have the best start in life	We will work with health service commissioners and health and education providers to ensure that there is access to excellent health care and that parents and families can access those services and have confidence in them.
Children and young people across Haringey excel at school, making the most of their potential	We will ensure that all schools across the borough are good or outstanding, with school results in line with the best in the country.
All young people will have access to excellent employment or higher education opportunities	We will work with partners to ensure that there are excellent training opportunities for young people to ensure they are able to achieve in line with the best nationally.
Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time	We will ensure parents can access the information they need and know where they can turn to for support. We will support and encourage community-led initiatives and our re-designed children's centres will provide early support, working with the whole family to help them to thrive.
Children and families who need more support will be helped earlier before issues escalate	We will work with other agencies to build an early help model to support children and families with additional needs.
All children and young people will be safeguarded from abuse	Children and young people at risk will be given the right support but where possible, we will work with families to help identify their own solutions.

**Priority 1**

The suggestions in this section of the booklet have been listed for discussion under **Priority 1**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 1**? If so, how?
- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?
- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?
- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?
- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?
- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

Corporate Priority 1 – Enable every child and young person to have the best start in life, with high quality education.

No.	Strap-line	Key issues	Source
1-1	Early years service	<ul style="list-style-type: none"> <li>How can the Council build strong partnerships between schools and health services to ensure we make best use of early years services to close poverty gaps?</li> </ul>	Survey - local resident
1-2	School places	<ul style="list-style-type: none"> <li>Is the Council doing enough to address the lack of provision?</li> <li>Is there a particular problem in specific areas of the borough e.g. the east?</li> <li>Is local housing development contributing to pressure on local demand for school places?</li> <li>What is being done to prevent abuse of the system (e.g. parents renting nearby to get a school place)?</li> </ul>	Survey - local residents
1-3	Impact of budget savings on young people	<ul style="list-style-type: none"> <li>Overview and Scrutiny to monitor the impact of reductions, particularly those affecting younger people not in employment or education, and early years provision.</li> </ul>	Survey – member of a community group
1-4	Haringey 54,000	<ul style="list-style-type: none"> <li>Corporate Programme – progress report</li> </ul>	Work rolled over
1-5	Comparative performance of children with special educational needs	<ul style="list-style-type: none"> <li>Follow up report</li> </ul>	Work rolled over
1-6	Recruitment and retention of in-house foster carers	<ul style="list-style-type: none"> <li>Progress report</li> </ul>	Work rolled over

## Suggestions for Overview and Scrutiny

		Follow up report	Work rolled over
1-7	Diversionary activities for children and young people		Work rolled over
1-8	Looked after children		Work rolled over
1-9	Childhood obesity (also included within priority 2)	<ul style="list-style-type: none"> <li>In March (2015) the Adults and Health Scrutiny Panel agreed input from scrutiny in respect of prevention, early intervention and ensuring all stakeholders were addressing issues relating to childhood obesity would be useful. If taken forward this piece of work would be cross cutting and would need to consider the role and responsibilities of Council and the actions of partners.</li> <li>This links to Outcome 1 priority 3 of the Health and Wellbeing Strategy. A possible project / in-depth review for 2015/16.</li> </ul>	Work rolled over
1-10	Child safeguarding	<ul style="list-style-type: none"> <li>Ensuring that this is everyone's business</li> <li>Further information to be provided at the Scrutiny Cafe following an initial discussion between the Chair and officers.</li> </ul>	Initial Chair/Officer discussion
1-11	Voice of the child	<ul style="list-style-type: none"> <li>Ensuring that children and young people are being heard when decisions are being made about them.</li> </ul>	Initial Chair/Officer discussion
1-12	Early help and the role of the family		Initial Chair/Officer discussion
1-13	Sexism, stigma and culture and the effects on young people.		Councillor

## Priority 2:

Outstanding for all

# Enable all adults to live healthy, long and fulfilling lives



### Vision:

***“We will support people to live healthy, long and fulfilling lives with control over what is important to them.”***

Objectives	The role of the council
A borough where the healthier choice is the easier choice	<p>We will work with partners and communities to create physical, social and cultural environments that encourage healthy lifestyles for all:</p> <ul style="list-style-type: none"> <li>■ People will have high quality information to make informed choices that will lead to improved health outcomes</li> </ul>
Strong communities, where all residents are healthier and live independent, fulfilling lives	<p>We will:</p> <ul style="list-style-type: none"> <li>■ Work with communities, developing ways to build capacity and bring investment into the voluntary sector to provide support for one another</li> </ul>
Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing	<p>We will:</p> <ul style="list-style-type: none"> <li>■ Work with partners to identify those who may need help with their health and wellbeing, providing advice on support</li> <li>■ Optimise the use of technology to keep people as independent as possible</li> <li>■ Help residents make choices and decisions, before they enter formal care and support systems</li> </ul>
Residents assessed as needing formal care and / or health support will receive responsive and high quality services	<p>We will:</p> <ul style="list-style-type: none"> <li>■ Work together with health partners to provide high quality person-centred services, while informing residents to help them to understand the level of service they should expect</li> <li>■ Intervene (with the Care Quality Commission) when services fall below standard</li> </ul>
All vulnerable adults will be safeguarded from abuse	<p>We will work with our partners to protect adults in vulnerable situations and ensure that residents will have increased awareness of the early signs of potential abuse.</p>

**Priority 2**

The suggestions in this section of the booklet have been listed for discussion under **Priority 2**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 2?** If so, how?
- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?
- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?
- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?
- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?
- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

## Corporate Priority 2 – Enable all adults to live healthy, long and fulfilling lives

No.	Strap-line	Key issues	Source
2-1	Adult Safeguarding	<ul style="list-style-type: none"> <li>How will the implementation of the Care Act impact on adult safe guarding?</li> </ul>	Survey
2-2	Mental Health Services	<ul style="list-style-type: none"> <li>How accessible are local services for those with multiple social needs?</li> <li>How well do local services work together to support those in crisis (e.g. mental health, housing, addiction support)?</li> <li>Joint Mental Health and Wellbeing Framework – update on key actions</li> <li>Scrutiny Project (Transition from Child to Adult Mental Health Services) update</li> </ul>	Survey and issues rolled over from last year
2-3	Stroke	<ul style="list-style-type: none"> <li>Is the incidence of working age stroke increasing?</li> <li>What support is there for people affected by stroke locally?</li> <li>Is there a need to update on previous work of the scrutiny committee in this area?</li> <li>This is an issue due for consideration by the NCL Joint Health OSC in September (TBC).</li> </ul>	Survey – members of a community group
2-4	Unemployment and mental health (also listed under priority 4)	<ul style="list-style-type: none"> <li>What support is there for people to continue with education and training?</li> <li>What impact do zero hours contracts have on social and emotional wellbeing?</li> <li>How are those with drug addictions</li> </ul>	Survey - local resident

## Suggestions for Overview and Scrutiny

2-5	Access to GP (future development –also listed under priority 4)	<p>supported?</p> <ul style="list-style-type: none"> <li>• What is being done to improve access to GPs in Haringey?</li> <li>• What impact will planned future development have on demand for GPs (e.g. Tottenham Hale)?</li> <li>• Has future demand been adequately factored in to local development plans?</li> </ul>	Survey - local resident
2-6	Impact of budget savings on vulnerable adults	<ul style="list-style-type: none"> <li>• Overview and Scrutiny should monitor the impact of reductions, particularly those affecting vulnerable groups, namely frail elderly people, those with learning disabilities and those with physical and sensory disabilities.</li> <li>• What impact will the cuts have on carers?</li> <li>• Are health and social care services prepared for the impact that the loss in services may have?</li> <li>• How will loss of day centres affect services users and their families and carers?</li> <li>• Eligibility criteria</li> <li>• How will providers commissioned by the Council be monitored and regulated (e.g. NPC Dignity Code and London Living Wage)?</li> <li>• Will people with dementia be able to cope with personal budgets?</li> </ul>	Survey – members of a community groups
2-7	Foot care	<ul style="list-style-type: none"> <li>• Foot care and role in prevention e.g. falls.</li> </ul>	Survey – member of

## Suggestions for Overview and Scrutiny

2-8	Health inequality – accessibility of sport and recreation facilities to women? (Also listed under priority 3)	<ul style="list-style-type: none"> <li>• Accessibility and affordability of foot care?</li> <li>• What impact will closure of day centres have on access?</li> <li>• Can libraries play a signposting role?</li> <li>• Is there a lack of women only space at local sports and recreation facilities?</li> <li>• Is this a particular problem for cultural groups such as Somali and Orthodox Jewish women who may not wish to exercise in a mixed environment?</li> <li>• Does this have an impact on local health inequalities?</li> </ul>	a community group  Councillor
2-9	Local hospitals	<ul style="list-style-type: none"> <li>• How are local services coping with increased demand for A &amp; E services?</li> <li>• How will budget cuts impact on local services and access to treatment</li> </ul>	Survey - local resident
2-10	Meals on wheels	<ul style="list-style-type: none"> <li>• Has this service been reduced over the last 5 years (number of meals per year)?</li> <li>• If so, what impact has this on vulnerable people?</li> <li>• Is this service reaching all that need it?</li> </ul>	Survey – member of a community group
2-11	Support fund (social fund)	<ul style="list-style-type: none"> <li>• How effective is this being used to support those in greatest need?</li> <li>• How is it linking with other voluntary support charities?</li> </ul>	Survey - local resident
2-12	Childhood obesity (also included within priority 1)	<ul style="list-style-type: none"> <li>• In March the Adults and Health Scrutiny Panel</li> </ul>	Work rolled over

## - Suggestions for Overview and Scrutiny

		<p>agreed input from scrutiny in respect of prevention, early intervention, ensuring all stakeholders were addressing issues relating to childhood obesity would be useful/timely.</p> <ul style="list-style-type: none"> <li>• If taken forward this piece of work would be cross cutting and would need to consider the role and responsibilities of Council and the actions of partners. <u>Possible scrutiny project.</u></li> <li>• This links to Outcome 1 priority 3 of the Health and Wellbeing Strategy.</li> </ul>	
2-13	Out of Hours / 111 Service	<ul style="list-style-type: none"> <li>• Anxieties for proposals for 5 borough combined (OOH and 111) service. An update is planned on this issue by the Joint Health Overview and Scrutiny Committee (in June).</li> </ul>	Survey – Community group
2-14	Quality Accounts	<ul style="list-style-type: none"> <li>• How can scrutiny add value?</li> <li>• Trusts include: Whittington NHS Trust, BEH MHT &amp; NMUH NHS Trust.</li> </ul>	Initial discussion with Chair and Officers
2-15	Alcohol and tobacco	<ul style="list-style-type: none"> <li>• These are two key priorities listed in the Health and Well Being Strategy.</li> </ul>	Initial discussion with Chair and Officers
2-16	Health and Social Care Integration	<ul style="list-style-type: none"> <li>• Corporate Programme – update required.</li> </ul>	Work rolled over
2-17	Services for People with Disabilities (also included under “cross-cutting issues)	<ul style="list-style-type: none"> <li>• How do we develop services (across the board) that take account of the service user? “Nothing about us, without us”</li> <li>• What are the barriers preventing disabled people being equal?</li> </ul>	Councillor

## Priority 3:

Clean and Safe

**A clean, well maintained and safe borough where people are proud to live and work**

### Vision:

***"We will strengthen communities and partnerships to improve our environment and reduce crime, enabling residents and traders to feel safe and proud of where they live and work."***

Objectives	The role of the council
We will work with communities to improve the environment, particularly by reducing anti-social behaviour and environmental crime	We will work with our communities and partners to identify local needs and create action plans to encourage communities to take ownership of their local area. We will join up our enforcement teams and provide local performance information so with our communities we can identify and tackle issues more effectively.
We will make our streets, parks and estates clean, well maintained and safe	We will ensure that we deliver effective and efficient parks, parking, highways and waste management services and, together through our community-led approach, we will make our roads safer and improve our local environment.
We will make Haringey one of the most cycling and pedestrian friendly boroughs in London	We will promote cycling and walking by introducing a 20 mph limit, increasing dedicated cycle lanes, and encouraging sustainable modes of transport through a smarter travel campaign.
We will prevent and reduce violence against women and girls	We will campaign with our partners and raise awareness of the unacceptability of this behaviour, increase confidence among victims to report incidents and develop interventions to tackle the problem effectively.
We will work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity	We will work with our partners to engage with offenders by focusing on underlying factors, intervention and prevention, whilst effectively supporting victims and witnesses. We will encourage community leaders to help us to engage with gang members and reduce the impact of gangs on local communities.

**Priority 3**

The suggestions in this section of the booklet have been listed for discussion under **Priority 3**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 3**? If so, how?
- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?
- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?
- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?
- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?
- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

## Suggestions for Overview and Scrutiny

Corporate Priority 3 – A clean, well maintained and safe borough where people are proud to live and work

No.	Strap-line	Detail	Source
3-1	Parking	<p>Issues for discussion include:</p> <ul style="list-style-type: none"> <li>• Strategic approach to development CPZs</li> <li>• How can the Council enforce parking restrictions so that public transport is not impeded?</li> <li>• Nuisance vehicles</li> </ul>	Survey - local resident
3-2	Community safety	<ul style="list-style-type: none"> <li>• Does fear of crime and ASB associated with some places (loitering groups of men, littering, proliferation of betting and gaming shops, takeaways, men's drinking clubs) makes residents reluctant to go out after dark in Tottenham, Wood Green and Turnpike Lane?</li> </ul>	Survey - local resident
3-3	Street lighting	<ul style="list-style-type: none"> <li>• A response to the scrutiny survey notes "Residents welcome...street scene improvements such as street lighting".</li> <li>• Relighting the whole of the borough with LED lighting (streetlamps etc) in conjunction with the Green Bank to assist with Carbon reduction targets. (The Green Bank may provide necessary capital investment).</li> </ul>	Survey  Councillor
3-4	Development and green space	<ul style="list-style-type: none"> <li>• How does the council maintain a balance between development needs and maintenance of green spaces for recreation and play?</li> <li>• Are there enough green spaces in Haringey?</li> </ul>	Survey - local resident

## - Suggestions for Overview and Scrutiny

		Is this distributed evenly across the borough?	
3-5	Reducing waste	<ul style="list-style-type: none"> <li>• What can be done to reduce the amount of waste produced locally?</li> <li>• Recycling – charging for residual elements</li> </ul>	Survey - local resident
3-6	Maintaining front gardens	<ul style="list-style-type: none"> <li>• How can these be maintained for the benefit of the environment?</li> <li>• Are those in council owned property required to maintain their garden?</li> </ul>	Survey - local resident
3-7	Waterways	<ul style="list-style-type: none"> <li>• How are local waterways managed and how can the Council improve and promote access to Haringey's water features and waterways.</li> </ul>	Survey – member of a residents association
3-8	Health inequality – accessibility of sport and recreation facilities to women? (Also listed under priority 2)	<ul style="list-style-type: none"> <li>• Is there a lack of women only space at local sports and recreation facilities?</li> <li>• Is this a particular problem for cultural groups such as Somali and Orthodox Jewish women who may not wish to exercise in a mixed environment?</li> <li>• Does this have an impact on local health inequalities?</li> </ul>	Councillor
3-9	Tree planting	<ul style="list-style-type: none"> <li>• They are not being replaced as fast as they are being removed.</li> <li>• What is the impact of declining number of trees?</li> </ul>	Survey - local resident
3-10	Parks	<ul style="list-style-type: none"> <li>• Staffing resources in Parks and the facilities available to staff – these are very poor.</li> </ul>	Councillor
3-11	Neighbourhood policing model	<ul style="list-style-type: none"> <li>• Update on Safer Neighbourhoods etc</li> </ul>	Work rolled over

## Suggestions for Overview and Scrutiny

3-12	Events in parks	<ul style="list-style-type: none"> <li>In particular Finsbury Park – an ongoing issue and subject to regular review by the Environment and Community Safety Panel.</li> </ul>	Work rolled over
3-13	Developing cycling	<ul style="list-style-type: none"> <li>This relates to Priority 3, Objective 3 – “<i>We will make Haringey one of the most cycling and pedestrian friendly boroughs in London</i>”.</li> </ul>	Work rolled over
3-14	Counter Terrorism Act 2015	<ul style="list-style-type: none"> <li>Implications of new legislation</li> </ul>	Work rolled over
3-15	Fly tipping	<ul style="list-style-type: none"> <li>Promoting behavioural change</li> <li>Plans to promote community awareness and support action to address it</li> </ul>	Initial discussion between Chair and Officers/ work rolled over
3.16	Joined up enforcement	<ul style="list-style-type: none"> <li>Joining up all enforcement activities and what might be included within this service</li> <li>Models of delivery</li> <li>An update on scrutiny review on this subject (Strategic Enforcement)</li> </ul>	Initial discussion between Chair and Officers
3.17	Potholes	<ul style="list-style-type: none"> <li>Condition of pavements and roads</li> <li>To consider the Council’s reactive maintenance programme</li> </ul>	Initial discussion between Chair and Officers
3.18	Violence against women and girls	<ul style="list-style-type: none"> <li>To consider whether further work should be carried out by scrutiny to look at violence against women and girls upon the conclusion of last year’s scrutiny project.</li> </ul>	Initial discussion between Chair and Officers
3.19	Prevent and reduce more serious crime	<ul style="list-style-type: none"> <li>To include ways to prevent violent extremism, Robbery, Violence with injury and using local crime statistics to understand why these are above London average</li> </ul>	Initial discussion between Chair and Officers

- Suggestions for Overview and Scrutiny

		<ul style="list-style-type: none"> <li>• Priority 3, Objective 5 – “We will work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity”.</li> </ul>	
3.20	Crime reduction partnership	<ul style="list-style-type: none"> <li>• To look at how this is structured considering best practice elsewhere to ensure effective decision making.</li> <li>• Review of Community Safety Strategy</li> </ul>	Initial discussion between Chair and Officers

## Priority 4:

Sustainable Housing, Growth and Employment

# **Drive growth and employment from which everyone can benefit**

### Vision:

*"Haringey is London's future: a borough embracing growth to create thriving, more prosperous and more equal communities."*

Objectives	The role of the council
We will enable growth, by securing infrastructure - including transport, broadband, schools and health services	We will lobby Government, the Mayor of London and others to plan for and invest in new transport, health and education facilities in the borough and use our planning powers to support growth.
We will deliver growth, by creating an environment that supports investment and growth in business and jobs	We will promote Haringey to attract investment, and identify priority sectors and support businesses in locating, growing and creating jobs.
We will take advantage of growth, by ensuring that residents have the training, skills and support necessary to find and keep good quality employment	We will improve the skills, information and support that people get, from primary school onwards, so that they can take advantage of London's job opportunities.
We will manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40-20 goal, while growing the green economy	<p>We will take active steps to reduce the council's own carbon emissions, and lead efforts to reduce emissions across the borough.</p> <p>We will support green businesses - including those that help to make construction and existing buildings more efficient.</p>
We will focus growth by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough's key community assets into more active use	<p>We will continue to seek investment in Tottenham while extending that to Wood Green.</p> <p>We will ensure that the people and businesses in these areas benefit from the investment and change in their neighbourhoods, with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them.</p>

**Priority 4**

The suggestions in this section of the booklet have been listed for discussion under **Priority 4**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 4**? If so, how?
- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?
- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?
- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?
- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?
- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

## Corporate Priority 4 – Drive growth and employment from which everyone can benefit

No.	Strap-line	Detail	Source
4-1	Regeneration strategy	<ul style="list-style-type: none"> <li>• Lack of engagement with local communities about development plans (e.g. Site Allocation Plan)</li> <li>• Overdevelopment of the whole of the Borough planned</li> <li>• Need to improve openness and transparency on the part of the Council.</li> <li>• How is the need to provide affordable housing balanced with investment opportunities for non residents?</li> <li>• Will regeneration strategy threaten small and medium size enterprises - especially specialised ethnic-minority clusters - which should be the basis of economic development?</li> <li>• Is an independent re-evaluation of this policy required (and of course their housing components)?</li> </ul>	<p>Survey - local residents</p> <p>Survey local residents association</p> <p>Survey – member of community group</p>
4-2	Regeneration of local high streets	<ul style="list-style-type: none"> <li>• Which areas are most affected e.g. Hornsey High Street, Tottenham High Road.</li> <li>• What impact do empty shops have on local economy or on social issues (e.g. vandalism, ASB)?</li> <li>• What can be done to increase retail diversity</li> </ul>	Survey - local residents

## - Suggestions for Overview and Scrutiny

		<p>of local shopping centres?</p> <ul style="list-style-type: none"> <li>• What are we doing to attract small businesses?</li> <li>• Does parking policy support local high streets?</li> <li>• What impact are large supermarkets having on local high streets?</li> <li>• What help can be provided through rent/rates/refuse collection?</li> </ul>	
4-3	Local Planning Guidelines	<ul style="list-style-type: none"> <li>• Are these clearly communicated to local residents?</li> <li>• Are these consistently applied, particularly in relation to large developments?</li> </ul>	Survey – local residents association
4-4	Development and green space (also listed under priority 3)	<ul style="list-style-type: none"> <li>• How does the council maintain a balance between development needs and maintenance of green spaces for recreation and play?</li> <li>• Are there enough green spaces in Haringey? Is this distributed evenly across the borough?</li> </ul>	Survey - local resident
4-5	Unemployment and mental health (also listed under priority 2)	<ul style="list-style-type: none"> <li>• What support is there for people to continue with education and training?</li> <li>• What impact do zero hours contracts have on social and emotional wellbeing?</li> <li>• How are those with drug addictions supported?</li> </ul>	Survey - local resident
4-6	Access to GP (future development –also listed under priority 2)	<ul style="list-style-type: none"> <li>• What is being done to improve access to GPs in Haringey?</li> <li>• What impact will planned future development</li> </ul>	Survey - local resident

• Suggestions for Overview and Scrutiny

		<p>have on demand for GPs (e.g. Tottenham Hale)?</p> <ul style="list-style-type: none"> <li>• Has future demand been adequately factored in to local development plans?</li> </ul>	
4-7	Support to businesses	<ul style="list-style-type: none"> <li>• What is Haringey Council doing to encourage and support businesses to come to Tottenham?</li> <li>• A lot of new residential developments that have commercial premises are still empty.</li> </ul>	Survey - local resident
4-8	Empty properties	<ul style="list-style-type: none"> <li>• What happens where there is no progress? (e.g. property on Phillip Lane no progress for 20 years)</li> </ul>	Survey - local resident
4-9	Council Tax and Housing Benefits (also listed under priority 5)	<ul style="list-style-type: none"> <li>• Impact of Job Centre Plus sanctions?</li> <li>• Non-payment of Council tax or rent?</li> <li>• Compounding effect of Council legal action?</li> <li>• Rent arrears and possible eviction?</li> <li>• Impact of benefits restrictions for not attending language classes?</li> </ul>	Survey - local resident
4-10	Consultation and planning	<ul style="list-style-type: none"> <li>• More attempt to consult residents in planning processes for example, in conservation areas, tree preservation orders, Article 4 directions.</li> </ul>	Survey – local residents association
4-11	Physical regeneration and social regeneration	<ul style="list-style-type: none"> <li>• How does the council balance physical and social regeneration needs?</li> <li>• How much is spent on each respectively?</li> </ul>	Survey - local resident
4-12	Apprenticeships	<ul style="list-style-type: none"> <li>• This is a high priority to young people in Haringey</li> </ul>	Survey - local resident

**· Suggestions for Overview and Scrutiny**

4.13	Universal Credit (also included in cross cutting 6)	<ul style="list-style-type: none"> <li>• Is there equal access to apprenticeships in the disadvantaged areas of the borough?</li> <li>• Universal credit is due to be rolled out - what is the council doing in readiness for this?</li> <li>• What is the council doing to make people aware of the possible impact?</li> </ul>	Survey - local resident
4-14	Tottenham Regeneration	This is one of the Councils corporate programmes and an update is scheduled.	

## Priority 5:

Sustainable Housing Growth and Employment

**Create homes and communities where people choose to live and are able to thrive**

### Vision:

***“Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.”***

Objectives	The role of the council
Achieve a step change in the number of new homes being built	<p>We will build more council owned homes while working with partners to provide greater numbers of affordable housing, while increasing the overall supply, including more shared ownership housing to help low and middle income earners get on the property ladder.</p> <p>We will encourage owners to bring back into use more empty homes.</p>
Prevent homelessness and support residents to lead fulfilling lives	<p>We will provide realistic and achievable options for people to find housing or alternative housing and proactively help people avoid eviction and sustain their tenancies.</p> <p>We will work with partners and landlords to secure good quality accommodation at reasonable prices, as a way to prevent homelessness and reliance on temporary accommodation.</p>
Drive up the quality of housing for all residents	<p>We will complete the current plans for bringing council owned homes up to the Decent Homes standard. We will also provide new good quality, energy-efficient and affordable homes for rent and sale.</p>

**Priority 5**

The suggestions in this section of the booklet have been listed for discussion under **Priority 5**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 5**? If so, how?
- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?
- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?
- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?
- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?
- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

## Corporate Priority 5 – Creates homes and communities where people choose to live and are able to thrive

No.	Strap-line	Detail	Source
5-1	Affordable housing	<ul style="list-style-type: none"> <li>• What is being done to increase supply of affordable housing?</li> <li>• What impact has Right to Buy had? What will be the impact of extension of RTB to housing associations?</li> <li>• Is this being adequately planned for in development plans, or the overall regeneration strategy?</li> <li>• Is the infill programme increasing density of housing to dangerous levels?</li> <li>• Why are local housing developments being advertised in Hong Kong (e.g. Hornsey Depot)?</li> </ul>	<p>Survey – Residents</p> <p>Survey – Community Groups</p>
5-2	Private rented sector	<ul style="list-style-type: none"> <li>• How can residents get more secure contracts?</li> <li>• How can this be made more accessible to young people?</li> <li>• What can the Council do to enforce standards?</li> <li>• How can council bring empty homes back in to use?</li> <li>• What can be done to control rents in the area?</li> </ul>	Survey - local residents
5-3	Leaseholders	<ul style="list-style-type: none"> <li>• Contention about the responsibilities of leaseholders and Homes for Haringey.</li> <li>• How are residents and leaseholders properly</li> </ul>	Survey – Member of a Residents Association

## - Suggestions for Overview and Scrutiny

		<p>engaged and represented?</p> <ul style="list-style-type: none"> <li>• Is there a democratic process?</li> <li>• Is there a fair an open process for resolving disputes?</li> </ul>	Survey – Local Resident
5-4	Homelessness	<ul style="list-style-type: none"> <li>• Access to Hostel accommodation – can any be made without referral?</li> </ul>	Survey – Local Resident
5-5	Council Tax and Housing Benefits (also listed under priority 4)	<ul style="list-style-type: none"> <li>• Impact of Job Centre Plus sanctions?</li> <li>• Non-payment of Council tax or rent?</li> <li>• Compounding effect of Council legal action?</li> <li>• Rent arrears and possible eviction?</li> <li>• Impact of benefits restrictions for not attending language classes?</li> </ul>	Survey – Local Resident
5-6	Housing Repairs	<ul style="list-style-type: none"> <li>• Homes for Haringey?</li> <li>• Other local Registered Providers?</li> </ul>	Survey – Member of a Residents Association Councillor
5-7	Registered Housing Providers	<ul style="list-style-type: none"> <li>• There are continuing problems on multi-landlord estates – in respect of responsibility for maintenance of common areas.</li> <li>• Are there missed opportunities to synchronise and join up repairs and modernisation on multi-landlord estates?</li> </ul>	Survey – Local Resident
5-8	Council housing	<ul style="list-style-type: none"> <li>• Council housing - the need to protect and expand its provision, rather than demolitions and 'redevelopment'</li> </ul>	Survey – member of a residents association

– Suggestions for Overview and Scrutiny

5-9	Registered Housing Providers	<ul style="list-style-type: none"> <li>Nominations – there is a concern that in the context of local welfare reform local RHPs are 'cherry picking' local nominations.</li> </ul>	Councillor
5-10	Older peoples housing	<ul style="list-style-type: none"> <li>Availability of sheltered housing</li> <li>Assistance to help older people down size</li> <li>Totality of adequate housing options for older people in the borough</li> </ul>	Survey –Community Group
5-11	Housing Unification & Improvement Programme	This is one of the Councils corporate programmes and an update is scheduled.	

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## Cross Cutting Issues

No.	Strap-line	Detail	Source
6-1	Individual Electoral Registration (IER)	<ul style="list-style-type: none"> <li>• What impact did this have in Haringey?</li> <li>• Are any groups under represented within IER?</li> <li>• Will forthcoming constituency boundary changes impact on Haringey?</li> <li>• The committee could also hear what local people have to say about votes at sixteen.</li> <li>• Building an accurate electoral register is a way of supporting the democratic right of local people.</li> </ul>	Survey – Local Resident
6-2	Council decision making	<ul style="list-style-type: none"> <li>• How to improve understanding of how the Council works and what responsibilities it has within the community?</li> <li>• How can local people influence local decision making?</li> <li>• How can the Council improve communication of decision making?</li> <li>• How effective is Haringey People as a local communication tool?</li> <li>• How can the Council work with the community to defend public services, including non-statutory services, by lobbying and taking effective action against Central Govt.</li> <li>• These issues relate to "<i>Working Together with our Communities</i>".</li> </ul>	Survey – Local Resident

## - Suggestions for Overview and Scrutiny

6-3	Council Administration – inefficiency	<ul style="list-style-type: none"> <li>• What is being done to make sure the Council is being run efficiently?</li> <li>• For example: sending out letters in A4 format instead of A5</li> <li>• How is the Council getting best value (on a par with other authorities)?</li> <li>• These issues relate to “Value for Money”.</li> </ul>	Survey – Local Resident
6-4	Agency workers and consultants	<ul style="list-style-type: none"> <li>• Does the use of agency workers is impact on quality of services e.g. lack of commitment to services?</li> <li>• What is the impact of the loss of more experienced staff with local knowledge?</li> <li>• What is the cost of such temporary posts?</li> <li>• Is the use of consultants cost effective?</li> <li>• Are consultants tax arrangements checked and compliant?</li> <li>• Either we need the posts or we don't.</li> <li>• These issues relate to “Value for Money”.</li> </ul>	Survey – Local Residents
6-5	Council consultations	<ul style="list-style-type: none"> <li>• Concern at the quality of Council Consultations</li> <li>• Are these meaningful or just a legal obligation or tick box exercise?</li> <li>• How can consultations really empower local people?</li> <li>• Drift to on-line consultation and social exclusion</li> </ul>	Survey – member of a residents association Survey – Councillor

## - Suggestions for Overview and Scrutiny

		<ul style="list-style-type: none"> <li>• These issues relate to "Working Together with our Communities".</li> </ul>	
6-6	Universal Credit (also included under priority 4 – employment support)	<ul style="list-style-type: none"> <li>• Universal credit is due to be rolled out - what is the council doing in readiness for this?</li> <li>• What is the council doing to make people aware of the possible impact?</li> </ul>	Survey – Local Resident
6-7	Pay increases for Cabinet, Overview & Scrutiny Committee and Councillors	<ul style="list-style-type: none"> <li>• Why are Cabinet members and Chair of Overview &amp; Scrutiny getting an increase in allowance in the context of cuts to vital public services?</li> </ul>	Survey – Local Resident
6-8	Support fund (social fund)	<ul style="list-style-type: none"> <li>• How effective is this being used to support those in greatest need?</li> <li>• How is it linking with other voluntary support charities?</li> </ul>	Survey – Local Resident
6-9	Area Forums	<ul style="list-style-type: none"> <li>• As they have been abolished, how can public ask questions and get answers?</li> <li>• Ward Budgets?</li> </ul>	Survey – Local Resident
6-10	Asset strategy	<ul style="list-style-type: none"> <li>• What are the long term implications of the policy of selling off Council assets (land, buildings, services)?</li> </ul>	Survey – member of a residents association
6-11	Libraries and Communications	<ul style="list-style-type: none"> <li>• The committee should examine whether the centralised system that combines Haringey information services with libraries is not distancing library staff from the public.</li> <li>• Older people find the one number system with many options before getting through to a person daunting.</li> </ul>	Survey – Community Group

## Suggestions for Overview and Scrutiny

		<ul style="list-style-type: none"> <li>• There is a notable drift towards Haringey Council relying upon on-line consultation; often there is no information on paper and no telephone numbers to contact. This is excluding those not actively on line.</li> </ul>	
6-12	Workforce Plan	<ul style="list-style-type: none"> <li>• This is one of the Councils corporate programmes and an update is scheduled.</li> </ul>	
6-13	Business Infrastructure	<ul style="list-style-type: none"> <li>• This is one of the Councils corporate programmes and an update is scheduled.</li> </ul>	
6-14	Customer Services Transformation Programme	<ul style="list-style-type: none"> <li>• This is one of the Councils corporate programmes and an update is scheduled.</li> </ul>	
6-15	Equality Impact Assessments (Eq/As)	<ul style="list-style-type: none"> <li>• How scrutiny itself can use Eq/As to examine council and partner policy changes, and how scrutiny can mainstream an understanding of equality into its own work, in order to become more effective.</li> </ul>	Councillor
6-16	Services for People with Disabilities (also included under priority 2)	<ul style="list-style-type: none"> <li>• How do we develop services (across the board) that take account of the service user "Nothing about us, without us"</li> <li>• What are the barriers that prevent disabled people being equal?</li> </ul>	Councillor

**APPENDIX C**

**Scrutiny Work Programme Template 2015/16**

**XXX Scrutiny Panel / Overview and Scrutiny Committee**

<b>Meeting Date*</b>	<b>Agenda Item</b>	<b>Details and desired outcome</b>	<b>Lead Officer / Witnesses</b>
Date 1	<i>List all agenda items here</i>	<i>Please provide details concerning the aims and objectives of each item.</i>  <i>This should include links to the Corporate Plan and highlight any development activities required to ensure Members are properly supported to undertake their work.</i>  <i>Such issues should be picked up, discussed, and clarified as part of the agenda planning process.</i>	<i>List here the lead officer / Cabinet Member for each item and include the name(s), and organisation, of any external witnesses</i>
Date 2			
Date 3			
Date 4			
Date 5			

\* This will be a working document, published with each agenda. At the end of the year we will have a complete record of what was discussed when by each Panel / OSC. The same format will be used for each panel / OSC.

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**Appendix D:**  
LB Haringey's Scrutiny Café  
Key tips for effective work programming

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# An effective scrutiny work programme should reflect a balance of activities

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- Holding the Executive to account
- Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies
- Performance management – identifying under-performing services, investigating and making recommendations for improvement
- External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public
- Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community



# Key features of an effective work programme

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- A member led process, shortlisting and prioritising topics – with support from officers – that:
  - ✓ reflects local needs and priorities - issues of community concern as well Corporate Plan and Medium Term Financial Plan priorities
  - ✓ prioritises topics for scrutiny that have most impact /benefit
  - ✓ involves local stakeholders
  - ✓ is flexible enough to respond to new or urgent issues



# Problems in developing and maintaining an effective work programme

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- Overloading a work programme
- Going over old ground with topics
- Hobbyhorses
- Overlapping with the role of other committees
- Political loyalty versus the independence of scrutiny
- Agenda creep on topics and losing sight of the key issues
- Diving into unnecessary detail
- Focusing on minor points
- Running out of time



# The Scrutiny Café will have succeeded if it helps produce a work programme that:

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- ✓ complements the priorities and work of the Council and its partners
- ✓ doesn't duplicate work being undertaken elsewhere by the Council and its partners
- ✓ reflects the wider community's concerns
- ✓ is practical and will produce positive and beneficial impacts
- ✓ is aligned with corporate priorities, objectives and outcomes
- ✓ is focused on areas where greatest practical assistance can be provided
- ✓ is managed so its scrutiny processes are commensurate with desired outcomes



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