

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 21st July, 2016, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Charles Wright (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Kirsten Hearn and Emine Ibrahim

Co-optees/ Non Voting Members Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Chukwuemeka Ekeowa (Co-opted Member - Church Representative (RC))

Quorum: 3

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES FOR ABSENCE

3. 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 15 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 - 6)

To approve the minutes of the meeting held on 6 June 2016 as a correct record of the meeting.

7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 7 - 42)

To receive and note the minutes of the following Scrutiny Panels and to approve any recommendations contained within:

Adults & Health Scrutiny Panel – 1 March 2016
Environment & Community Safety Scrutiny Panel – 1 March 2016
Housing & Regeneration Scrutiny Panel – 3 March 2016
Children & Young People Scrutiny Panel – 3 March 2016

8. CORPORATE PLAN PRIORITY DASHBOARDS - Q1 UPDATE (PAGES 43 - 48)

This report covers the fourth update and publication of priority dashboards, the original launch was in October 2015. It informs the Overview and Scrutiny Committee of performance against the outcomes and strategic priorities in the Corporate Plan 2015-18, as at June 2016. It provides an overview of key performance trends and an assessment of progress against targets and objectives on an exception basis.

9. THE COUNCIL'S FINANCIAL OUTTURN 2015/16 (PAGES 49 - 60)

This report sets out the 2015/16 Final Outturn position, the impact on the Council's General Fund and Earmarked Reserves, and the movement from the provisional outturn provided to Cabinet on 15th March.

10. MEDIUM TERM FINANCIAL STRATEGY (BUDGET SCRUTINY PLANNING) (PAGES 61 - 66)

The Committee is asked to consider the Medium Term Financial Strategy 2017/2018 to 2021/2022 Planning Timetable, including the Budget Scrutiny process for 2017/18.

11. COMMUNITY SAFETY IN PARKS (SCRUTINY PROJECT) - TO FOLLOW

12. HOUSING VIABILITY ASSESSMENTS (SCRUTINY PROJECT) - TO FOLLOW

13. SCRUTINY ANNUAL REPORT 2015/16 (PAGES 67 - 102)

The Overview and Scrutiny Annual Report (Appendix A) details the work of the five scrutiny bodies in Haringey, and the North Central London Joint Health OSC.

14. OVERVIEW & SCRUTINY WORK PROGRAMME (PAGES 103 - 158)

Following a wide ranging consultation exercise, this report outlines the indicative 2016/17 scrutiny work programme for approval by the Overview and Scrutiny Committee (OSC).

15. NEW ITEMS OF URGENT BUSINESS

16. FUTURE MEETINGS

17 October 2016
28 November 2016
30 January 2017
27 March 2017

Felicity Foley, Principal Committee Co-ordinator
Tel – 020 8489 2919
Fax – 020 8881 5218
Email: felicity.foley@haringey.gov.uk

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

Wednesday, 13 July 2016

This page is intentionally left blank

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 6TH JUNE, 2016

PRESENT:

Councillors: Charles Wright (Chair), Pippa Connor (Vice-Chair), Makbule Gunes, Kirsten Hearn and Emine Ibrahim

Co-optees: Yvonne Denny

18. FILMING AT MEETINGS

Noted.

19. APOLOGIES FOR ABSENCE

None received.

20. URGENT BUSINESS

None.

21. DECLARATIONS OF INTEREST

None.

22. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

23. MINUTES

RESOLVED that the minutes of the meeting held on 8 March 2016 be approved as a correct record.

24. MINUTES OF SCRUTINY PANEL MEETINGS

RESOLVED that the minutes of the Housing & Regeneration Scrutiny Panel held on 18 January 2016 and the Children & Young People Scrutiny Panel held on 1 February 2016 be noted.

Clerks note – the Chair varied the order of the agenda to allow Councillor Jogee to speak to agenda items 14 & 15. The minutes follow the order of the agenda.

25. LEADER'S REPORT ON COUNCIL PRIORITIES

The Chair welcomed the Leader of the Council, Councillor Claire Kober, and Nick Walkley, Chief Executive of the Council, to the meeting.

The Leader and Chief Executive provided an outline of the priorities for the Council for the forthcoming year, and responded to questions from the Committee. NOTED:

- There was a change in context with the new London Mayor which would provide a number of opportunities, particularly in terms of the devolution deal. Labour boroughs have had initial meetings with the Mayor, but more would be to come in terms of developing the deal. London had been offered the opportunity to trial business rates devolution.
- Finances were a challenge, not just for Local Government but for the wider public sector also.
- There were concerns over performance issues within the Health Sector, particularly at North Middlesex Hospital. The Leader (as the Chair of the Haringey Health and Wellbeing Board) was meeting with the North Middlesex Hospital on a six weekly basis, along with the Chair of the Enfield Health and Wellbeing Board. It was important that Haringey continued to work with the hospital to ensure that residents of the borough received the care that they deserved.
- The London Academy of Excellence Tottenham had started their consultation, which would run until 29 June 2016. The LAET would provide pathways to good universities, high level apprenticeships and direct employment – something which had not previously been available to young people in the area. The LAET were looking to create good partnership working with schools, to provide a teaching academy to help teachers navigate the changes to GCSE and A Level curriculums, and to provide a strong pastoral system to pupils.
- Regeneration – the Spurs planning application had been approved in December. The Employment and Skills Board were looking at how the Council can work with employers and agencies to encourage local employment. Consultation had been carried out on the Wood Green regeneration, an options appraisal had been carried out, and master-planning work was emerging. It was noted that it was important that local people were involved, and the Leader assured the Committee that people were engaged with the process.
- Further information would be provided with regards to the re-provision of services for day care centre users following the closures.

The Chair thanked the Leader and the Chief Executive for attending the meeting.

26. CAPITAL STRATEGY

Anna D'Alessandro, Deputy s151 Head of Finance, introduced the report as set out and responded to questions from the Committee. NOTED:

- The report was an overview of the Capital Strategy as approved by Cabinet in December 2015. This was a 10 year programme of capital programmes – section 8 of the report outlined the criteria for programmes to meet the 'green list'.
- There were three appendices – green, amber and red lists. The green list had programmes which met the criteria, the amber list had programmes which

needed a little work to meet the criteria, and the red list showed those which did not meet the criteria at all.

- The current plan was affordable, and would be reviewed on an ongoing basis and was in line with the Medium Term Financial Strategy. In order to fund this ambition, the Council would look to external borrowing
- This report would be on the agenda for Cabinet in June to seek recommendation for approval at Council in July. An updates would be provided to Cabinet on a quarterly basis, and programmes over £500k would be reported individually.
- Long term planning would provide a smart infrastructure to manage the delivery of priorities for the Council. The strategy was not set in stone for the next ten years, but it provided a profound shift in the way that the authority thought about its long term financial strategy.
- The biggest risk was mismanagement of projects, and the authority had invested heavily in the development of business and programme managers within the authority.

ACTION: that a meeting would be arranged with the Corporate Committee to ensure that both Committees' work programmes were aligned in terms of monitoring the programmes on the Capital Strategy, so as to avoid duplication.

RESOLVED that

- i) The 10 year capital programme be noted;**
- ii) The programme of schemes being developed for future Business Case approval through the Capital Board, and rejected schemes, be noted;**
- iii) The affordability position and proposed capital financing arrangements be noted; and**
- iv) The proposed Governance and role of Capital Board in developing, scrutinising and challenging the programme be noted.**

27. TERMS OF REFERENCE AND MEMBERSHIP

Christian Scade, Scrutiny Officer, introduced the report as set out.

Part of the recommendations of the report required the nomination of two representatives for the North Central London Joint Health Overview and Scrutiny Committee. Councillor Connor nominated Councillor Wright, Councillor Wright nominated Councillor Connor, and this was seconded by the Committee.

RESOLVED that

- i) the terms of reference and protocol for the Overview and Scrutiny Committee be noted;**
- ii) the Scrutiny Panels for 2016/17 be established as follows:**
 - Adults and Health**
 - Children and Young People**
 - Environment and Community Safety**
 - Housing and Regeneration;**

- iii) **the terms of reference / policy areas and membership for each Scrutiny Panel for 2016/17 be approved;**
- iv) **Councillor Wright and Councillor Connor be appointed as the Haringey representatives for the North Central London Joint Health Overview and Scrutiny Committee for 2016/17.**

28. OVERVIEW AND SCRUTINY WORK PROGRAMME DEVELOPMENT 2016/17

Christian Scade, Scrutiny Officer, introduced the report as set out.

RESOLVED that

- i) **the timeframe for the development of the Overview and Scrutiny Work Programme for 2016/17 be agreed; and**
- ii) **the scoping document for the Disproportionality in the Youth Justice System Scrutiny Project be approved.**

29. ADULTS AND HEALTH SCRUTINY PANEL - UPDATE ON PROJECT WORK

Councillor Connor provided an update on project work of the Adults and Health Scrutiny Panel as set out in the agenda pack.

RESOLVED that the report be noted.

30. SOCIAL INCLUSION SCRUTINY PROJECT

Martin Bradford, Scrutiny Officer, introduced the report as set out. This was an interim report, and it highlighted the emerging themes from the case studies carried out.

RESOLVED that

- i) **the interim report be noted, and:**
 - **the key conclusions arising so far from the review (as set out in section 7.1-7.36) be confirmed;**
 - **the suggestions for further areas of evidence gathering (as set out in sections: 7.4, 7.11, 7.22, 7.28 and 7.35) be noted;**
 - **the suggested proposals relating to planned engagement with residents in the case study area (as set out in section 8.10) be agreed; and**
 - **the suggested outline programme for the completion of the third and final stage of this work (as set out in section 8.4) be agreed.**

31. CYCLING SCRUTINY PROJECT

Councillor Jogee introduced the report as set out, and responded to questions from the Committee:

- Older people and those with disabilities had been consulted as part of the project work - it was accepted that local disability groups had not been worked with specifically – however, these groups had been considered throughout the whole project.
- After the report had been considered by Cabinet, it would be the responsibility of the new Panel Chair to take the recommendations forward. Councillor Jogee hoped that this report would be considered as part of the Council’s Cycling Strategy.

RESOLVED that

- i) The report and recommendations be approved; and**
- ii) The report be submitted to Cabinet for response.**

32. VERBAL UPDATE ON SCRUTINY PROJECTS

- i) Councillor Jogee provided an update on the Community Safety in Parks scrutiny project. Consultation had been carried out with parks groups, and the panel would be meeting to collate responses.
- ii) Martin Bradford provided an update on the Housing Viability scrutiny project. A day session had been held with other local authorities and expert advisors. The recommendations would be presented at the first meeting of the Housing and Regeneration Panel for agreement.

RESOLVED to note the updates to the scrutiny projects.

33. NEW ITEMS OF URGENT BUSINESS

None.

34. FUTURE MEETINGS

Noted.

CHAIR: Councillor Charles Wright

Signed by Chair

Date

This page is intentionally left blank

MINUTES OF THE ADULTS & HEALTH SCRUTINY PANEL HELD ON Tuesday, 1st March, 2016, 6.34 - 10.15 pm

PRESENT:

Councillors: Pippa Connor (Chair), Gina Adamou, Eugene Ayisi (Substitute), Dihren Basu (Substitute), Peter Mitchell and Charles Wright (Substitute)

Co-opted Member: Helena Kania (Non Voting Co-optee)

ALSO PRESENT:

Councillors: Peter Morton, Cabinet Member for Health and Wellbeing, and Gideon Bull (6.55pm – 8.45pm)

96. FILMING AT MEETINGS

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

97. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from:

- Cllr Charles Adje (substituted by Cllr Charles Wright)
- Cllr David Beacham
- Cllr Stephen Mann (substituted by Cllr Dihren Basu)
- Cllr Felicia Opoku (substituted by Cllr Eugene Ayisi)

98. URGENT BUSINESS

There was no urgent business to discuss.

99. DECLARATIONS OF INTEREST

Cllr Pippa Connor declared a personal interest in relation to agenda items 7, 8, 9, 10, 11, 12 and 13 by virtue of her sister working as a GP in Tottenham.

100. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS

None

101. MINUTES

AGREED: That the minutes of the meetings held on 18 January 2016 and 11 February 2016 be approved as a correct record.

102. AMENDMENT TO THE ORDER OF BUSINESS

AGREED: That item 8, Neighbourhoods Connect, be taken before item 7, Primary Care Update.

103. NEIGHBOURHOODS CONNECT

The Chair welcomed Rupal Shah, Groundwork, Sarah Stamp, Haringey Advisory Group on Alcohol (HAGA), and Charlotte Pomery, Assistant Director Commissioning, to the meeting.

Ms Pomery informed the Panel that the Council and Clinical Commissioning Group (CCG) had commissioned a Neighbourhoods Connect service through the Better Care Fund in 2015. It was explained that the service intended to address social isolation for those needing, or likely to need, interventions from health or from adult social care as part of a preventative approach.

The Panel was informed that HAGA and Groundwork had been commissioned to deliver a Neighbourhoods Connect service in four localities, covering the whole borough, aligned to the primary care collaboratives. It was noted that the service had started in June 2015 and had originally been designed to run for a year. However, given the slow development required to engage effectively with people in localities, the Panel was informed a further six months of funding had been agreed and a full evaluation of the service would start in May 2016. It was noted that Groundwork operated across the West Collaborative while HAGA covered the other three (Central, North East and South East).

During the discussion, reference was made to the following:

- The impact of loneliness and isolation on people's health and wellbeing and the importance of connecting people to social activities, hobbies, well being services, hobbies, community groups and volunteering opportunities.
- Themes contributing to loneliness in Haringey, including loss – through bereavement or people leaving home, lack of money and disability.
- The individual and community level objectives for the project.
- The fact that the service had been delivered through a number of settings including regular sessions at libraries, General Practice, community centres, the Partnership Boards, Whittington Health and North Middlesex NHS Trusts, Sheltered Housing and specific events including the CAB beach event on Ducketts Common.

- The role of community centres, such as the Haringey Irish Cultural and Community Centre, and of ward councillors in developing the project.
- The asset mapping work that was being achieved through information sharing with stakeholders, desk top research, information received from the community and working collaboratively with service providers. It was suggested more needed to be done to ensure NHS 111 was fully aware of the project, especially the asset mapping, to enable appropriate signposting for individuals who use NHS 111 who are lonely and unable to take forward key areas of their lives.
- Contact figures for the services provided by HAGA and Groundwork. It was noted that the Neighbourhoods Connect project worked with people aged 18 plus.

The Panel was informed that the specification for the service was outcomes based meaning HAGA and Groundwork were able to determine how best to seek and engage with people who may not be in touch with services but who could benefit from some interventions.

Ms Shah provided a summary of the approach that had been taken by Groundwork across the West Collaborative. It was noted that Groundwork had:

- Conducted baseline surveys with high priority estates identified by Homes for Haringey in the West of the Borough.
- Partnered with existing organisations and services to offer taster sessions to promote what's on offer across the community.
- Been working with services and teams to encourage referrals to be made for tailored connections to be made.
- Been working with housing schemes to create 'community hubs'. It was noted that these would continue beyond the life of the project.
- Working with residents to develop better connections within their neighbourhoods which would go beyond the life of the project.

In terms of outcomes from the West Collaborative the Panel was asked to note the following:

- 1125 initial and post surveys distributed.
- 85 people had attended events and taster sessions.
- 11 people had completed well being assessments.
- 24 referrals received – both self referrals and from professionals.
- 124 individuals had been connected through the project.
- 27 connections made with partners and organisations.

- The support that was being provided to two housing schemes to create 'community hubs'.

Ms Stamp then provided a summary of the approach that had been taken by HAGA across the other three primary care collaborative areas in Haringey. The following issues were discussed:

- The drop-ins held in community locations.
- The public and community events that had taken place.
- The brief and extended interventions that had been used to support behaviour change.
- Social prescribing.
- Motivational interviewing techniques.
- The importance of partnership working.
- The taster sessions that had taken place at Shine Enterprise Centre.
- The five ways to well-being workshop and time credits.

In terms of outcomes the Panel was informed HAGA measured: engagement in community activities; the use of A&E; participation in employment, training and volunteering; referrals to other services, groups or projects; and client goals. It was noted that wellbeing was measured using the Warwick Edinburgh scale.

The Panel was asked to note that the following would be considered when evaluating the success of the project:

- The number of people engaged, connections made, follow up surveys completed.
- The quality of experience for individuals.
- How the service had impacted well being, quality of life and future outcomes.
- How organisations and services were benefiting.
- The success of the community hubs.

Moving forward, the Panel agreed it would be useful to receive an update on the Neighbourhoods Connect project, at their September 2016 meeting. The Panel requested that this provide clarity in terms of how outcomes from the project are measured, and asked for further information concerning other work that was taking place, across the Council, to tackle social isolation.

AGREED:

- (a) That the work to deliver a Neighbourhoods Connect service across the borough be noted.
- (b) That an update on the Neighbourhoods Connect Project be prioritised as part of the panel's future work programme for September 2016. This should provide clarity in terms of how outcomes from the project are measured and outline other work, taking place across the Council, to tackle social isolation.

104. PRIMARY CARE UPDATE

Cassie Williams, Assistant Director, Primary Care Quality and Development, Haringey Clinical Commissioning Group (CCG), provided an update on developments in Primary Care.

The Panel was informed the CCG was working with NHS England and local practices to ensure high quality general practice in Haringey. It was noted Haringey CCG was Co-commissioning at Level 2 i.e. working in collaboration with NHS England to commission primary care and making decisions about how national priorities should be focused for the local community.

In response to questions, Ms Williams provided information on the following issues:

- The Primary Care Strategy that had been developed across North Central London.
- Accessible care and at scale working, including the development of a pan-Haringey federation to enable practices to provide an equitable offer to all patients across the borough for evening and weekend appointments and the ongoing work to improve the use of technology to support better access.
- National guidelines in terms of GP surgery accessibility for disabled people, including the accessibility of the building and accessibility of services offered. It was suggested GP surgery accessibility in Haringey might be an area for further investigation, possibly by Healthwatch, during 2016/17.
- GP provision in Seven Sisters.
- Coordinated Care. It was noted that work was continuing to enable care to be coordinated around individuals. For example, the Better Care Fund, which coordinated work between health and social care, supporting the development of multidisciplinary Locality Teams who provided joined up care for those most in need, including those with long term conditions and those most at risk of admission to hospital.
- The future role of pharmacists in primary care.
- Proactive Care. The Panel was informed that in 2015-16 a new local incentive scheme had been developed to support increased case finding of those most at risk. It was noted that this was a key area of focus in relation to Priority 2 of the

Council's Corporate Plan (2015-18). It was explained that Haringey had higher than expected numbers of strokes occurring within its population with lower than expected identified cases of atrial fibrillation (irregular heart beat) and hypertension (high blood pressure), two medical conditions known to be risk factors for stroke. Various issues, and schemes, in relation to atrial fibrillation and hypertension were discussed.

The arrangements for early supported discharge after stroke, across North Central London, were discussed, along with the scrutiny of such arrangements that had been carried out by the Joint Health Overview and Scrutiny Committee. It was agreed this was an issue for further consideration when developing the future scrutiny work programme.

In terms of workforce development, the Panel was informed that the CCG worked closely with health providers and adult social care in a network called the Community Education Provider Network (CEPN). It was noted that the CCG was looking to work with the council, and other partners, to support the development of the workforce across the borough; considering how quality staff could be attracted and retained.

Ms Williams concluded her presentation by providing an update on the Primary Care Estates Strategy. It was noted that the strategy, previously considered by the Panel, had identified the following areas as needing additional GP capacity: Green Lanes, Noel Park/Wood Green, Northumberland Park and Tottenham Hale.

The Panel was informed Tottenham Hale had particular need and agreement had been achieved from NHS England to establish a new GP practice in the area. Ms Williams explained that a temporary site was in development in Hale Village and would be able to take up to 7,00 patients while a permanent site was built. It was explained the new site was due to open during April 2016 although there was a risk that work to re-specify the demountable may result in a small delay. Ms Williams advised the permanent site/s for the new GP practice had yet to be confirmed. However, it was explained a number of locations were being considered as part of a feasibility study for the area and that this would be completed in March 2016.

In response to questions, Ms Williams advised that the Wellbourne Centre could be a primary care site in the future with the potential to accommodate at least 20,000 patients. It was noted that other areas, across the borough, had also been identified as long term building solutions. It was explained that in order to minimise the potentially significant uplift in rate and rents reimbursements that the CCG would be liable for when developments completed, work was ongoing to bid for Primary Care Transformation Fund money. The Panel was asked to note that this could potentially release capital to support building new premises which could then be used as GP practices at affordable rents.

AGREED:

- (a) That the updates regarding developments in Primary Care be noted.

- (b) That an item on the arrangements for early supported discharge (after stroke) across North Central London be considered for inclusion in the Panel's work programme for 2016/17.

105. MENTAL HEALTH AND WELLBEING FRAMEWORK - PRIORITY 2

Catherine Swaile, Commissioning Manager – Vulnerable Children, Haringey Council and Haringey Clinical Commissioning Group, provided an update in relation to Priority 2 of the Mental Health and Wellbeing Framework: “Improving the mental health outcomes of children and young people by commissioning and delivering effective, integrated interventions and treatments and by focusing on transition into adulthood”.

Ms Swaile commenced her presentation by explaining that in 2015 the Department of Health had published “Future in Mind: Promoting, protecting and improving our children and young people’s mental health and wellbeing”. The Panel noted that this report contained five key themes: Promoting resilience, prevention and early intervention; Improving access to effective support; Care for the most vulnerable; Accountability and transparency and; Developing the workforce.

The Panel was informed that the £280 million Transformation Funding for CAMHS, announced in the Autumn budget, had been top sliced to support a number of pilots and national developments. It was noted that Haringey had received £163,000 as part of these initiatives in 2015/16. Additionally, it was explained that each area had been given a proportion to implement local transformation plans. Ms Swaile advised that Haringey’s allocation for 2015/16 was £515,302 and that in order to access this funding every CCG had to go through a rigorous assurance process.

Ms Swaile explained that the aims and objectives of the Haringey Transformation Plan were:

- To develop and implement a joint commissioning model to develop a whole system approach to child and adolescent mental health and emotional wellbeing.
- To ensure evidence-based, quality assured services that promote participation of children, young people and their families in all aspects of prevention and care.
- To develop an early intervention approach that is embedded across the whole system.
- To transform the model of care to improve access, deliver seamless care, improve outcomes and promote enablement.
- To ensure that all groups of children and young people are able to access appropriate support, and that those where there are higher vulnerabilities have tailored support to their needs.
- To promote the recognition of emotional health and wellbeing across the wider children and young people’s workforce.

In response to questions, Ms Swaile provided information on the following local priority schemes:

- The development of a participation strategy for both Children and Young People and Parents/Carers;
- The development of IT infrastructure;
- Resource mapping and the development of an early intervention pathway;
- CAMHS in GP surgeries - pilot extension – where it was noted clinicians offered brief psychological interventions for patients who would not meet the criteria for Tier 3 CAMHS;
- The development of mental health links in schools and the piloting of a new approach to mental health support for young carers;
- The development of a borough-wide attachment pathway and extending the use of the successful How to BE Tool – Anchor Project;
- The development of an early intervention approach to self-harm and eating disorders support;
- Scoping, and piloting, the extension of CAMHS Access to improve access to CAMHS by providing a non-stigmatised, face to face, community asset based approach to triage;
- Peer support for children and young people and parents, including for eating disorders and self harm;
- The development of an out of hours support model that was safe, supportive and cost efficient;
- The Looked After Children (LAC) Service Pilot;
- Improving transition from CAMHS through the development of a co-produced creative life skills course for 14-21 year olds;
- The recruitment of a CAMHS worker into the Youth Offending Service;
- Post-diagnostic psychological support for ASD and neurodevelopmental assessment;
- The commissioning of resources to contribute to North Central London's development of a sexual assault pathway and to support transformation implementation;
- Training and resources for the wider children's workforce in addressing mental health issues; and

- The roll-out and embedding of the Children and Young People's Improving Access to Psychological Therapies partnership.

The Panel was informed that Haringey services had significantly longer lengths of interventions than Child Outcomes Research Consortium (CORC) comparator services. Moving forwards, it was explained delivery of interventions across services needed to be more focused and outcomes routinely used as part of case supervision, with approaches regularly reviewed to ensure they were meeting the desired outcomes. In addition, it was explained that expectations would be managed by services so that children and young people and their families were clear that their engagement with CAMHS was a focussed time-limited piece of work, in line with recovery and enablement principles. In response to questions, Ms Swaile explained that it would not be appropriate to set a time limit on these interventions as the prescribed length would depend on the modality and complexities of the presentation, however changes to practice would help to reduce the average and median lengths of intervention.

Ms Swaile concluded her presentation by explaining that enablement would be promoted through improving access to step down provision. The Panel was informed that a workshop had been held with providers across child and adult mental health services, and other key stakeholders, to look at transition issues and how previous Overview and Scrutiny recommendations would be taken forward. It was noted that a specific action plan around transition would be completed to include:

- The mapping of different cohorts with a focus on pathways for specific groups including LAC and children and young people with learning disabilities.
- Delivering a more integrated approach through establishing a joint multi-agency forum to discuss children and young people approaching transition age where the pathway is not clear and creating virtual networks around the young person from April 2016.
- Considering the development of a 0-25 model for CAMHS with adult health commissioners through a more detailed look at the outcomes from the Suffolk and Norfolk, Birmingham and Oregon models.

AGREED:

- (a) That the update in relation to Priority 2 of the Mental Health and Wellbeing Framework be noted.
- (b) That an update on Haringey's Transformation Plan, including the work of the Transformation Sub Group and Transition Action Plan, be prioritised as part of the Panel's future work programme for March 2017.
- (c) That an update on the Mental Health and Wellbeing Framework, including Priority 2, be prioritised as part of the Panel's future work programme for Autumn 2017.

106. ADULT SAFEGUARDING UPDATE

Beverley Tarka, Director of Adult Social Services, informed the Panel that the adult safeguarding update had been drafted in relation to a BBC London report which had reported there had been a lack of care and support for an elderly lady living at home with dementia.

In order to respect the confidentiality of the individual, and due to data protection considerations, Ms Tarka advised, at the time of the meeting, she was unable to comment on the details of the case. However, the Panel was informed that adult services had been in frequent contact with the resident, and had increased her care packages, while promptly investigating issues that had been raised.

Cllr Morton, Cabinet Member for Health and Wellbeing, commented that the Council was committed to caring for all residents that received adult care and support noted the case was unacceptable. The Panel was informed that as soon as the lady's circumstances had been brought to Cllr Morton's attention, the Council took steps to deal with the matter.

During the discussion, reference was made to the following:

- The work that was taking place to ensure the care that the resident received met her assessed needs and was in her best interests.
- Consideration of current and long term support arrangements for the service user, outlined in 6.3 – 6.4 of the report. It was noted adult social services were in the process of taking appropriate and proportionate steps that were required by them pursuant to the relevant provisions within the Carer Act 2014 and the Mental Capacity Act 2005, to safeguard and make welfare decisions that needed to be made for the individual concerned, in her best interest.
- The fact that the Care Act 2014 provided an important framework to address the issues under consideration in relation to the case, including the process for a Section 42 enquiry.

In response to questions, Ms Tarka explained that a Section 42 enquiry was currently underway, as outlined in section 6.1 of the report, and was looking at a number of potential areas. The Panel was informed that this would enable all parties involved to identify learning and improvements to inform future practice. Ms Tarka advised that the learning of the safeguarding enquiry would be reported to the Safeguarding Adults Board (SAB) in due course, likely to be June 2016.

AGREED:

- (a) That the adult safeguarding update be noted.
- (b) That the learning arising from the Section 42 enquiry be presented to the Adults and Health Scrutiny Panel, during Summer or Autumn 2016, for review.

107. HIGH LEVEL PROJECT PLAN FOR DAY OPPORTUNITIES TRANSFORMATION

Beverley Tarka, Director of Adult Social Services, and Charlotte Pomery, Assistant Director Commissioning, provided an update in relation to the project plan for Day Opportunities Transformation.

The Panel was informed that the traditional role of adult social care was changing. It was noted for every £3 the council spent, £1 went on adult social care. It was recognised that without significant changes this figure would rise, especially with an increase in residents aged over 65 years.

In response to questions, Ms Tarka explained the Council wanted to see a greater emphasis on promoting independence, dignity and choice – with care and support shifting away from institutional care towards community and home base support. Ms Tarka went on to provide an update in relation to:

- Day opportunities for older people with frailty and dementia, including: the closure of The Haven and The Grange, the redesign of day opportunities model through co-design, and seeking an alternative provider for the Haynes.
- Day opportunities for learning disabled working age adults (employment, education and training) including: the closures of Allways, Birkbeck Road and Roundways, design of day opportunities model through co-design, and seeking an alternative provider for Ermine Road.

Ms Pomery provided an update on various actions in relation to Day Opportunities for older people, including:

- The mapping work that had been completed in terms of engaging with existing provision for community based day opportunities and the mapping of current and future need and demand.
- The work that was getting underway in term of the co-design of new provision, including service users, carers, family etc using advocacy and Futuregov, who had been procured for this purpose. It was noted a Stakeholder Steering Group, led by HealthWatch, would oversee the process.

Officers reiterated that closures would not happen until satisfactory alternative provision had been identified and outlined key dates and actions in relation to the closure of The Haven (September 2016) and The Grange (October 2016). Various issues were discussed in relation to assessments of service users, staff consultation, transition planning, reviews that would take place to ensure service users' new plans were successful, and the co-design process for creating a new day opportunities model. It was noted that the delivery of day opportunities at The Haynes, through an alternative provider, would go live in April 2017.

In response to questions, Ms Pomery provided information on actions relating to the work streams for Day Opportunities for People with learning disabilities, including:

- The ongoing communication that had taken place with service users and other stakeholders.
- The mapping work that had been completed in terms of existing provision for community based day opportunities.
- The work that was getting underway in terms of the co-design of new provision, including service users, carers, family etc using advocacy and Futuregov.

Various issues were considered in relation to the closure of Allways, Roundways and Birkbeck Road (December 2016) and the actions that would be taken to refurbish Ermine Road, based on an assessment of existing use and future need. The Panel was informed that the delivery of day opportunities at Ermine Road, through an alternative provider, would go-live in June 2017.

During the discussion, reference was made to the following:

- The governance arrangements for day opportunities transformation, including the roles and responsibilities of the Priority 2 Operational and Strategic Board and the Adult Transformation Board.
- The work of Area 51, an Independent Specialist Provider for young people with severe, complex or profound learning difficulties. It was noted Area 51 delivered full-time courses in preparation for life and work, enabling young people to make a successful transition from childhood to adulthood.
- The training and volunteering opportunities that were available at the Wolves Lane Garden Centre for those with physical and / or learning difficulties.
- The opportunities provided by community centres across the borough, including services provided by Haringey Irish Cultural and Community Centre, the Cypriot Community Centre, and the G.R.A.C.E Organisation, among others.
- The importance of keeping service users/carers informed, as various workstreams developed, to ensure residents were fully aware of services available across the borough.

AGREED:

- (a) That the update in relation to the high level project plan for Day Opportunities Transformation be noted.
- (b) That an update on Day Opportunities Transformation, with input from the Stakeholder Steering Group, be prioritised as part of the Panel's future work programme for September 2016.

108. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR HEALTH AND WELLBEING

The panel received an update on the work of the Cabinet Member for Health and Wellbeing, Councillor Peter Morton.

Councillor Morton provided an update on the following issues:

- The continuing work of the Haringey Obesity Alliance including an update on the “No Ball Games” signs reviews that was taking place with Homes for Haringey and resident associations to raise awareness of problems associated with obesity and to encourage children to be more active.
- The work of The Bridge Renewal Trust, Haringey’s Strategic Partner for the Voluntary and Community Sector, in terms of helping the Council to forge stronger partnerships with the sector.
- The importance of developing a local social prescribing approach for Haringey in order to improve access to primary and community care and enriching the local offer of interventions that were community based. It was noted that the concept wasn’t new for Haringey and that a range of interventions were already in place that would form part of the network for the local model. For example, Neighbourhoods Connect, Time Credit, Welfare hubs in GP practices, Locality co-ordinators, among others.
- The work that was taking place to develop a recruitment and retention strategy for the Adults Social Services workforce.
- The early progress that had been made in relation to the Haringey Devolution Prevention Pilot. The Panel was informed the Pilot featured two overarching objectives:
 - Healthy Environment – maximising licensing and planning powers to tackle alcohol, fast food, gambling and tobacco, and seeking new powers to create enhancing environments where the healthier choice is the easy choice.
 - Sustainable Employment – integrating health and employment systems to intervene earlier to prevent the mutually reinforcing issues of ill-health and unemployment.
 - Cllr Morton explained the pilot was a partnership initiative and that the pilot declaration had been signed by the Council, Haringey CCG, police and Healthwatch. It was noted that the Health and Wellbeing Board would provide ultimate governance for the pilot.

In addition, updates were provided on the construction work that was taking place at Lorenzo House and Protheroe House. The Panel was informed that Haringey’s new supported living housing, for older people, would enable more than one hundred older Haringey residents to live in state-of-the-art affordable accommodation, with a specialist team onsite for their care and support needs.

AGREED:

That the update from the Cabinet Member for Health and Wellbeing be noted.

109. WORK PROGRAMME UPDATE

The Chair provided an update on the work programme, including items that had been prioritised for 2016/17, and an overview of the Panel's work in relation to adult safeguarding.

The following points were noted:

- Following discussion at the Scrutiny Cafe, at the start of the municipal year, the Panel had taken a keen interest in adult safeguarding, especially in view of changes to adult care services.
- Various issues in relation to adult safeguarding, and Haringey's ambition to develop a community wide partnership approach to quality assurance, had been scrutinised by the Panel during 2015/16.
- Evidence gathering sessions had been held with representatives from the Care Quality Commission (CQC) and the Panel had met informally with Dr Adi Cooper, the Independent Chair of Haringey's Safeguarding Adults Board (SAB). It was acknowledged that this had given opportunities to learn more about the roles and responsibilities of the SAB and CQC and to consider the SAB's Annual Report.
- The Panel would meet on the 18th March 2016 to coordinate their response to Haringey's Safeguarding Adults Board Strategic Plan 2015-18 Consultation.
- Further member development activities (site visits, briefings, conferences etc) would take place to help develop the future scrutiny work programme. It was recognised that such activities would help panel members to consider the role of scrutiny in this complex area and give opportunities to learn from best practice.
- A site visit had been arranged with representatives from Enfield (on 17th March) to learn about their (gold standard) Making Safeguarding Personal programme.
- A Member Learning Development session (on 10th March) had been organised for all Haringey members.
- The Chair of the Panel would be attending a conference at the University of Bedfordshire on 27 April in relation to Making Safeguarding Personal

Moving forward, and subject to further discussion as part of work programme development for 2016/17, it was agreed that scrutiny activity in this area should focus on "what does good look like for an adult at risk?"

In addition, Christian Scade, Principal Scrutiny Officer, provided an update on the work that was taking place by the Barnet, Enfield and Haringey Sub Group of the

North Central London Joint Health Overview and Scrutiny Committee. It was noted the Quality Accounts (Annual Reports) from both the Barnet, Enfield and Haringey Mental Health NHS Trust and North Middlesex University Hospital NHS Trust, and related issues, would be scrutinised by the Sub Group on 13 May 2016. Mr Scade concluded by providing information on the evidence gathering sessions, with commissioners and providers, that had taken place, and were planned, in relation to foot care services. It was noted that an update on these issues would be considered by the Panel in September 2016.

AGREED:

That the work programme, set out in Appendix A to the report, be noted.

110. LONG MEETING

Prior to 10.00pm, during consideration of the Work Programme Update item, the panel considered whether to adjourn the meeting at 10.00pm or continue to enable further consideration of the case in hand.

The panel **AGREED** to suspend standing orders (Part 4, Section B, Committee Procedure Rules 18) to continue the meeting beyond 10.00pm.

111. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

112. DATES OF FUTURE MEETINGS

The Chair referred Members present to Item 15 as shown on the agenda in respect of future meeting dates, and Members noted the information contained therein'.

CHAIR: Councillor Pippa Connor

Signed by Chair

Date

This page is intentionally left blank

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 1 MARCH 2016**

Councillors Adam Jogee (Chair), Patrick Berryman, John Bevan, Barbara Blake, Sarah Elliott, Bob Hare, Sheila Peacock and Sygrave

Co-Optees Mr I. Sygrave (Haringey Association of Neighbourhood Watches)

CSP59. 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.

CSP60. APOLOGIES FOR ABSENCE

None.

CSP61. DECLARATIONS OF INTEREST

None.

CSP62. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

CSP63. MINUTES

The following comments were made in respect of the minutes of the meeting of 18 January:

- *Minutes (CSP53)*: It was noted that the issue of the late night levy had been added to the Panel's work plan and would be considered as a potential item for next years work plan.
- *Cabinet Member Questions: Cabinet Member for Environment (CSP55)*: Panel Members expressed concern that responses to the issues raised had not yet been responded to. It was agreed that the matters in question would be followed up and a response circulated to Panel Members before the beginning of the Purdah period.
- *Update on Progress: Interim Scrutiny Report on Strategic Parking Issues Ahead of the Tottenham Hotspur Redevelopment (CSP 56)*: Panel Members requested an update on the Panel's recommendations regarding this item and it was agreed that this would be requested from relevant officers before the beginning of the Purdah period.
- *Waste, Street Cleansing and Recycling: Current Performance (CSP57)*: It was agreed that responses to the Panel's requests for information and recommendations would be requested from relevant officers before the beginning of the Purdah period.

In answer to a question, Tom Hemming, Interim Neighbourhood Action Team Manager, reported that there had been no fixed penalty notices issued in respect

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 1 MARCH 2016**

of window replacement stickers on shop fronts. In respect of the issue of stickers to be placed on bins to show what they are intended to be used for, it was noted that a suitable design for this was currently being worked on.

It was noted that the fly tipping strategy was currently under development. This would emphasise that it was a quality of life issue. The aim was to focus on the totality of fly tipping and target the worst areas of the borough. There was anecdotal evidence that landlords were involved. Panel Members were of the view that there was a need for a greater level of enforcement.

Mr Hemming reported that there had been difficulties experienced with the sweeping of the pocket park on West Green Road and, in order to remedy this, it was proposed to re-surface it.

AGREED:

1. That responses be provided by relevant officers to the outstanding issues raised at the meeting on 18 January by the start of the Purdah period; and
2. That the minutes of the meeting of 18 January 2016 be approved.

CSP64. VIOLENCE AGAINST WOMEN AND GIRLS

Victoria Hill, Interim Strategic Violence Against Women and Girls Lead, reported on progress with the implementation of the recommendations of the Panel's review on violence against women and girls.

She stated that a lot of progress had been achieved to date. The recommendations had been helpful, constructive and challenging. She highlighted the following issues:

- A new approach from Women's Aid, entitled Change that Lasts, was being explored with national Women's Aid as part of the development of the violence against women and girls strategy. It was hoped that Haringey might be a pilot site.
- Performance was a complex issue and it was often difficult to get accurate data due to the nature of violence against women and girls. A new data product was being developed and consideration was being given to how it could be used effectively to inform commissioning decisions;
- Very high risk cases were referred to the MARAC. Haringey's rates were higher than the London average. Cases were subject to annual assessment. The target for the number of referrals was 410 per year by 2017 and 70% of this total had so far been achieved. Work was taking place with community safety partners to develop a flagging mechanism in respect of repeat cases and it was envisaged that this should enable the target to be reached. No area nationally had met the 100% target.

In answer to a question, it was noted that the role of Hearthstone had been reviewed but it remained an important part of the structure. The term "Violence Against Women and Girls" had been agreed by the both the UN and MOPAC. The Council had subsequently also adopted the terminology. It recognised that women and girls were disproportionately affected by the issue but it was nevertheless acknowledged that men

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 1 MARCH 2016**

could also be affected and they were not excluded from services. There was a detailed referral pathway and it was agreed that this would be re-circulated to Members of the Panel.

Ms Hill reported that domestic violence incidents reported to the Police had increased by 20%, which mirrored the same trend seen across London. Referrals from GPs for domestic violence were still low. However, CCG funding had now been secured for IRIS, which was hoped to increase referrals from GPs. The IRIS scheme had led to very large increases in referrals elsewhere. It would be commissioned for three years initially and include 25 practices. Dentists were not included within this.

In answer to a question, Ms Hill reported that the CCG wanted to explore the effectiveness of IRIS further. They were aiming to test the effectiveness of the scheme initially by piloting it. This would enable comparisons to be made with other GP practices not involved. It was agreed that the CCG would be invited to report on progress of implementing IRIS to the Panel in due course.

The Panel noted that many people reported violence initially to childcare facilities, such as nurseries, schools and crèches. These were linked into the MARAC. In addition, Children's Centres were key partners.

AGREED:

That Haringey CCG be invited to report to a future meeting of the Panel on progress with the implementation of the IRIS scheme and initial outcomes.

CSP65. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR COMMUNITIES

Councillor Vanier, the Cabinet Member of Communities, reported on progress and key issues arising from her portfolio.

In respect of Violence Against Women and Girls, she reported that the overriding issue was funding. This was always short term and was fragmented in nature. The Violence Against Women and Girls Commissioning Group was looking at the development of a co-ordinated approach to funding/commissioning and progress had been made in the last two years. Funding came predominantly from the MOPAC. The current tranche of funding came to an end in March 2017 and it was not currently clear what would replace it. It was possible that the MOPAC would adopt a pan London approach to funding rather than focussing on boroughs.

In answer to a question regarding gangs, it had been proposed that Haringey would be included within Operation Shield. However, concerns had been raised within the local community about the scheme which they did not feel would work effectively. The borough had therefore decided to design their own scheme, which would adopt a "carrot and stick" approach. A call-in of key suspects would be taking place as part of the local scheme. This would provide an opportunity for the community to air their views on the impact of gang activity. An ex gang member and a mother whose son had been killed in gang violence would be present. Any gang members who wished to exit would be given support. If incidents continued, a robust line would be taken by the Police. Community safety partners were pleased that the community had developed their own approach and it had been noted that boroughs in Operation

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 1 MARCH 2016**

Shield had been less successful than anticipated. The local scheme had been entitled “Communities Against Violence”.

Mr Sygrave reported that there had been a good level of community involvement in the initiative. It was to the credit of the borough that there had been insistence on community support for the scheme.

The Cabinet Member commented that there was patchy funding of community safety and it was an issue that the service was constantly having to deal with. A very high percentage of staff were on fixed term contracts and there was a great deal of uncertainty about how future work would be funded.

The Cabinet Member reported that the issue of how the emerging communities within the borough were engaged with was currently being considered. Officers had been asked to prepare a report on the issue. Work that already been done had shown that people from these communities were not markedly different from other groups in their aspirations. Her intention was to set up a working group of Members to progress the issue and input from them would be very welcome.

Panel Members were of the view that it was essential that offensive and extremist graffiti was removed very quickly. It was agreed that information regarding its removal would be circulated to Panel Members.

AGREED:

1. That initial outcomes from the work currently being undertaking to develop closer relationships with emerging communities be shared with the Panel; and
2. That information how to arrange for the removal of graffiti be circulated to Panel Members.

CSP66. TEAM NOEL PARK PILOT

Tom Hemming, Interim Neighbourhood Action Team Manager, reported on progress with the Team Noel Park initiative.

The aim of the scheme was to promote greater community ownership of local issues and, through this, increase resident satisfaction and pride in the area. Its objective was to improve outcomes and reduce demand on services. Engagement activity had started last year with meetings with key community stakeholders and bringing partners on board.

Communications materials had been delivered to all households in the ward and a Community Conference had publicly launched the scheme in November 2015. There was now an improved relationship with the community, knowledge of key stakeholders and a shared understanding of ambitions. Focussed enforcement activity had taken place on front gardens, with 95 warning letters sent out. There had been 85% compliance with these. In respect of dumped rubbish, 28 fixed penalty notices had been issued and 14 enforcement notices.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 1 MARCH 2016**

Work was taking place to further increase awareness of Team Noel Park through communications and presence at resident association meetings. Lessons would be learnt from progress to date.

The Panel noted that, whilst there had been some small amount of additional resources, the initiative aimed to operate without any additional funding. When the scheme was evaluated, funding would be reviewed. In particular, it was hoped that the scheme would lead to a reduction in fly tipping. The sustainability of the work that had been undertaken needed to be considered though. Once the pilot in Noel Park had been completed, consideration would be given to other wards.

Panel Members commented that costs could be offset against savings from fly tipping. Consideration could also be given to using ward budgets to sustain the governance.

It was noted that the feedback from residents on the scheme would be obtained as part of the wider residents survey and it was agreed that the outcome of the evaluation would be presented back to the Panel. Criteria to determine which wards were included in future similar schemes would be developed and this would include data relating to crime from the Mayor's Office for Policing and Crime (MOPAC).

AGREED:

That a report be made back to the Panel in due course on the outcomes from the pilot scheme, including feedback from residents and costs.

CSP67. WORK PROGRAMME UPDATE

Panel Members fed back on the visit that had been undertaken to Cambridge as part of the review on cycling. Particular reference was made to;

- The very large cycle parking facility at the railway station;
- The high numbers of cyclists that were visible on the road;
- Action by the local authorities to shift the balance in favour of cycling, including included removing lanes of traffic, giving priority to cyclists in many areas and installing floating bus stops. There was cross party support for measures and they had shown determination in withstanding criticism.

In terms of recommendations for the review, the Chair suggested that the following areas be give consideration;

- Improving dialogue with local cycling organisations;
- An expansion in the programme of installation of bike hangers;
- Closer working between Transport Planning and Highways;
- A more strategic approach, including establishing a long term route network;
- Appointing a dedicated cycling officer;
- Better integration with regeneration and planning processes;
- Better promotion of cycling training;
- Addressing cycle and bus pinch points and other safety issues;
- Developing a Haringey Cycling Charter for schools;
- Holding a regular cycling conference; and
- Quicker removal of bike parts from cycle parking facilities.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 1 MARCH 2016**

Panel Members commented that the current cycling network needed improvement and that cycling needed to be made safe. Clarity was also needed on what sort of network was required. In addition, there needed to be a high level of political will to support cycling initiatives.

AGREED:

That the future work plan for the Panel be noted.

Clr Adam Jogee

Chair

**Housing & Regeneration Scrutiny Panel
Minutes of 3rd March 2016**

Present: Cllr Ayisi (Chair), Cllr Engert, Cllr Gallagher, Cllr Gunes, Cllr Ibrahim & Cllr Newton

In attendance: Cllr Strickland

1. Webcasting

The meeting was not webcast.

2. Apologies for absence

Cllr Griffith.

3. Declarations of interest

None received.

4. Urgent items of late business

None.

5. Petitions

None.

6. Minutes

6.1 To approve the minutes of the 3rd March 2016.

7. Cabinet Q & A

7.1 The Cabinet Member for Housing and Regeneration attended to respond to questions from the panel on this portfolio. The following provides a summary of the key issues covered in this session.

7.2 Northumberland Park Development – it as noted that there had been significant learning from the resident and engagement and involvement process, particularly in relation to Love Lane. It was noted that there are now three residents associations in the area which will help to facilitate engagement on future development plans for the area.

7.3 Development vehicle – this was approved by Cabinet, and procurement is about to commence for a partner. This scheme would help the council to develop local housing by bringing in additional skills and expertise. It is anticipated that a development partner would be in place by the end of the year / beginning of 2017.

7.4 There is a new Head of Social and Economic Regeneration – and the panel may wish to invite this new post holder to a future meeting.

7.5 Housing Fraud – there had been concerted action to help identify illegal subletting in both Homes for Haringey and other registered providers (as this was now a criminal offence). It was noted that over 60 properties have been returned to

the council or other providers back as a result of this initiative. Fraud within Temporary Accommodation was also being assessed.

7.6 Right to Buy Applications – all applications are subject to fraud investigation. There have been over 250 applications this financial year of which 75 have either been declined or withdrawn as a result of local investigations. This has resulted in a saving of £100k per property (the discount available) or £7.5m saving in total. The council has been approached by a registered provider to support them in similar process that would be introduced in this sector in the future.

7.7 Modular Build – there are two pilot sites which together could provide in excess of 100 temporary accommodation units. It is likely that new sites will emerge as regeneration plans progress. It will be important that sites are not left idle and ensure that maximum housing opportunities are provided through such sites. It was noted that the Cabinet member will continue to meet and discuss such plans with local councillors. It is important to help reduce use of emergency nightly rates accommodation given the relative expense of this form of housing.

7.8 The council recognise that where possible, it is better to keep those that need accommodation within their community so that they can continue to access established support networks. It was suggested that increasing the supply of temporary accommodation quickly through modular build which can be sited locally may help local residents to maintain links and reduce costs for the council. The cost of a modular build was estimated to be £70-80k as opposed to £270-280k for a permanent home.

7.9 There was some concern as to the quality of modular build and stigma (if these were to be used solely for temporary accommodation). It was noted that there were in excess of 20 different designs available and that there was an intention to mix the tenures at the scheme (i.e. not just TA).

7.10 It was noted that the new Mayor, whoever is elected, may introduce new housing and regeneration policies which may significantly impact on how the council meets local housing needs. The council would be bidding for a second Housing Zone in the borough.

7.11 The Chair thanked the Cabinet member for attending.

8. Preferred Partner Agreement

8.1 The new and emerging protocol for the Preferred Partnership Agreement (PPA) was presented to the panel. It was noted that an existing PPA was agreed at Cabinet in November 2014, which confirmed the following Registered Housing Providers (RHP) as preferred partners:

- London & Quadrant
- Circle
- Family Mosaic
- Newlon
- Notting Hill
- Sanctuary.

8.2 The purpose of the PPA was promote information sharing and to support change in the sector locally. Four key service areas form the basis of the PPA, which include:

- New development
- Homelessness / Temporary Accommodation
- Estate management
- Relationships with elected members.

8.3 The panel noted that there had been significant improvement to the two-way relationship since November 2014 and that a good working relationship was in existence with this smaller group of RHPs to help achieve housing and other related objectives stated in the Corporate Plan. The panel noted that:

- A Memorandum of Understanding had been developed to support a common set of management standards across the sector;
- Work was progressing to establish an agreed procedure for member enquiries;
- Partners were working together to identify how residents can be supported to maintain their tenancy in challenging circumstances;
- RHPs were keen to be involved in prospective development partnerships with the council.

8.4 Prospective changes anticipated through the Housing and Planning Bill would impact on the sector, in particular the forced sale of properties through Right to Buy. It was noted that forced sales could significantly affect the business model of smaller RHPs and could affect their overall viability. In the context that there are 45 RHPs operating in the borough, most of which are relatively small scale operations, the Cabinet member has met with the largest local RHPs to determine what support could be provided to smaller RHPs operating in the borough to minimise future risks in the sector.

8.5 Further clarification was given in respect of the use of RTB receipts. It was initially hoped grants would be offered to preferred partners to assist in the delivery of new affordable homes. In reality, there has been a low take up of the grants mainly because these grants could only account for 30% of the total cost of the scheme and they were unable to use RTB receipts with other grants. In the context of the above, eligibility for RTB receipts has been extended to a wider pool of RHPs, including smaller housing organisations, to facilitate take up and increase the provision of affordable homes.

8.6 It was noted that there was considerable demand by preferred providers for land to develop affordable homes. However, the Council is still in the process of identifying a partner for the proposed development vehicle and land that can be transferred to the vehicle is also still under consideration. The council will be better placed to consider the needs of preferred partners once these decisions have been taken. In the interim, the Council has continued to work with preferred partners, in particular Newlon and Notting Hill in the Housing Zone area.

Agreed: That the panel should receive an update on the use of RTB receipts and use for affordable housing.

8.7 The Housing Strategy will be updated and finalised toward the end of 2016, which will restate the importance of working with local partners to improve the supply of affordable homes in Haringey. It is hoped that preferred partners will sign-up to the strategy once agreed.

8.8 The terms of the preferred partnership will be continually monitored and updated as necessary in response to local or national policy changes.

8.9 The Chair thanked officers for attending.

9. Supported Housing Review

9.1 The council provides a range of supported housing services for older and vulnerable adults living in the community. The council provides:

- Short-term services; up to 2 years – for single homeless adults, young people, domestic violence, mental health, substance misuse and offending.
- Mid-term services; more than 2 years – for people with learning disabilities, physical disabilities, mental health.
- Long-term services; usually lifetime – for older people and people with learning and/or physical disabilities

9.2 A review of supported housing was undertaken in 2005, which revealed an oversupply of sheltered accommodation and undersupply of Extra Care accommodation. The review currently being undertaken will:

- Update the evidence base;
- Look at all supported housing, not only sheltered for the elderly;
- Transform and modernise services, focus support on need not age;
- Reflect strategic objectives in the Housing Strategy as well as operation pressures in homelessness and temporary accommodation.

9.3 The panel noted that the scope of the review will encompass the following:

- Services commissioned by all parts of the council (principally Housing Related Support & Adult Services);
- All supported housing will be included; older people's provision will be given priority;
- Focus on accommodation-based services;
- All providers, including private provision where possible;
- Property quality and standards in council-owned stock;
- Residential and personal care provision is out of scope but step-down & Extra Care needs.

9.4 The review will take 12 months and will analyse a wide range of needs assessment data to ensure that supported housing services meet the current and future needs of local residents. A consultation on proposed outcomes will take place in the autumn of 2016, the resultant recommendations to be presented to Cabinet in December 2016. A dedicated project manager is in place to support this work and project board will oversee the review.

9.5 The panel noted that the review will pay particular attention to sheltered housing for the elderly, where there are approximately 50 local schemes supporting over 1,300 local residents. The review will focus on the quality and standards of such schemes.

9.6 Although the review is not finance driven, it is anticipated that the data gleaned from the needs assessment will guide and inform more strategic approach to commissioning of supported housing, which may free up funds for further investment.

9.7 A key aim of the review will be to provide an evidence based assessment on each of the different sites and schemes within the supported housing programme and to make recommendations based on this to take forward in the consultation.

9.8 A critical aspect of the review will be to assess how such schemes are connected within the community and if there is potential that such schemes can operate as a service hub to a support wider range of older people's needs within the vicinity of the scheme. This model is currently being trialled at Larkspur Close. Members of the panel were supportive of this approach, particularly as this approach could be used to provide prevention services. It was noted that local Housing Associations may also be interested in this model and approach.

9.9 The panel noted that the review would also pay attention to culturally sensitive schemes. An Equalities Impact Assessment (EQIA) would be undertaken at the point of decision to outline how proposed developments will impact on equalities groups.

9.10 Larkspur Close was discussed where it was noted that a conditions survey would take place to identify any investment that may be needed. It was noted that there were no plans for redevelopment of the site in the short or medium term.

9.11 It was noted that that there were a number of guides to supported housing in the borough. These provided details of the schemes in the borough. These would be reassessed once the review had been completed.

9.12 The panel discussed how local residents become attached to a specific geographic area, which should be recognised and reflected in how people are placed in supported housing. It was noted that the review would generate improved data to better help match supply and demand, and enable geographical preferences to be taken in to consideration.

9.13 It was noted that the consultation would also explore the viability of expanding specific schemes. The review would look at geographical longer term demand and seek to plan services accordingly.

9.14 It was noted that Good Neighbour Schemes would also be included within the review to identify how older and other vulnerable residents can be helped to live independently at home. It was noted that many older people wanted to live at home in a general needs dwelling and could be helped with floating support and other such similar schemes.

9.15 It was suggested that an increase in the provision of single bedroom ground floor properties could also play a part in helping older and disabled people to live independently at home. Such additional provision within overall housing supply could help to create more opportunities for older people living in larger houses to downsize.

9.16 The Chair thanked officers for attending.

10. Community Infrastructure Levy

10.1 The panel received the final report of the Community Infrastructure Levy. It was noted that this would now be approved by Overview & Scrutiny Committee last in March 2016. It was anticipated that the review would be presented at Cabinet for agreement in May 2016.

11. Work Programme Update

11.1 The Viability Assessment review would take place on 7th April 2014. It was noted that in addition to a number of developers, both Greenwich and Southwark had both agreed to attend. As agreed, the panel would also have the support of the Planning Officers Society for objective and independent advice.

12. New items of business.

12.1 None

13. Dates of future meeting

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

Councillors: Kirsten Hearn (Chair), Mark Blake, Clive Carter, Toni Mallett, Liz Morris, Reg Rice and Charles Wright.

CYPS32. 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.

CYPS33. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Taye and Ms Denny.

CYPS34. ITEMS OF URGENT BUSINESS

None.

CYPS35. DECLARATIONS OF INTEREST

Councillor Mallett stated that she was a governor of Broadwaters and Chair of its Community Services Committee. Councillor Wright stated that he was Chair of Governors at Highgate Wood School.

CYPS36. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS

None.

CYPS37. MINUTES

AGREED:

That the minutes of the meeting of 1 February 2016 be approved.

CYPS38. CABINET MEMBER QUESTIONS

The Cabinet Member reported on issues arising from her portfolio. Amongst the issues raised were the following:

- The number of Looked After Children (LAC) was currently 410, which was the lowest that it had been for some considerable time. It had previously been over 600. The number of permanent staff had been increased and adoptions speeded up. The reduced numbers reflected the fact that better systems were now in place.
- All secondary schools, including special schools, were now rated as being either good or outstanding. For primary schools, this figure had increased to 92%.
- She had made a number of visits to front line areas of work, including safeguarding, early help and fostering and adoption. She had been particularly impressed by the quality of foster parents that she had met.

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

- The most pressing challenge was the £1.7 million overspend. The service expected to spend around £55 million this year, which was down from the £60.3 million that it had been last year. Notwithstanding the overspend, this still represented a huge saving. The budget for the service had been £80 million four years ago and good performance was still being achieved despite the large reduction in budget.
- More placements with “home grown” foster carers needed to be found. All local authorities were finding this a challenge.
- It was necessary to reduce the number of social workers who were agency staff. The middle management structure was now in place so progress was being made.
- There was a need to plan and develop the 30 hours of free childcare for three year olds that was to be made available to working parents and this was a significant challenge for the Council.
- There were to be changes in the funding for schools, with the introduction of a new funding formula that was likely to move funding away from London to other parts of the country. At the same time, the Pupil Premium was also being reduced due to changes in how it was calculated.

In answer to a question, the Cabinet Member stated that a location for a Children’s Centre in the west of the borough had not yet been identified. A commissioning plan was being drawn up and work taking place with providers. In the meantime, Highgate Family Centre provided some services, as did Stonecroft and Northbank. It was hoped that the commissioning arrangements for the Centre in the west of the borough would be put in place as soon as possible.

In the remaining Children’s Centres, staffing had now been restructured, with some being assimilated and others taking voluntary redundancy. The services offered had changed to reflect the reduced resources and work had taken place with partners to address this. The changes would be communicated to residents shortly but most parents were probably already aware of the changes.

She stated that the 30 hours of free childcare for three year olds could not be implemented overnight and was proving a challenge for all local authorities. Progress had been made more difficult by the fact that the government had not yet stated how much funding that there would be for the scheme so providers who might be interested did not know how much they were likely to be paid. Providers would also need additional space to accommodate the demand and many were not currently in a position to do this. Discussions were taking place with providers, including schools, on how the new scheme could be progressed. It was not due to be implemented until September 2017 but some local authorities were implementing it from 2016 and it would be interesting to see what could be learnt from them. In order to benefit from the scheme, it was necessary for there to be two parents in work. It was likely that there were people not in work who needed the childcare even more but it was not possible to provide the same free service for them.

The savings that had been made to the budget in the past year had come from a number of areas, including looked after children placements, staffing, special

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

educational needs, youth services and youth offending. Despite the need to reduce the budget, the demand for services remained and the service was under an obligation to provide many of these. In terms of future budgeting, it was necessary to estimate how many children might come into care in the future, as well as those who might no longer need support. Thresholds were also being looked at. However, not every eventuality could be planned for and it was also very difficult to anticipate accurately the level of demand. The placement of every single looked after child had been examined to see if savings could be made but this was not always possible. There was now a far better understanding of how the service spent its money though.

There were now more consistent thresholds for intervention. The work force had also been addressed and there were less interim and agency staff. These were mainly front line social workers rather than senior managers. Despite the considerable efforts that were being made to save money, there was an overriding responsibility on the service to ensure that children were safe. In addition, it had also been necessary to spend money to ensure that the service was assessed as adequate by OFSTED. Had this not been achieved, the Council could have lost control of relevant services and there would have also been serious financial implications. There was no wish to run the service at a deficit but circumstances were very difficult. She felt that the position of the service was appreciated corporately. Since the budget had been set, a considerable amount of detailed work had been undertaken to look at where money was spent and case loads, which would help to prepare the service well for the future.

In answer to a question, she stated that a lot of work was undertaken in schools to help prevent children and young people becoming involved with gangs. The Metropolitan Police had withdrawn Police officers from schools two years ago but Haringey had retained its officers, although they were now shared between two or more schools. They could play a role in helping to prevent young people becoming involved with gangs. In addition, the Council had youth practitioners. Work was also undertaken to tackle radicalisation in schools.

The Local Safeguarding Childrens Board (LSCB) had a training programme for people working with gangs. There was also an Integrated Gangs Unit (IGU). Youth practitioners worked with family support workers in Early Help where there was an indication of gang involvement. When children went missing from care, consideration was also given to any involvement with gangs. There was a need to ensure that information was shared better with the IGU and progress was being made with this. It was noted that young people who had been identified as being associated with gangs came off the list if there had been no offences for three years.

In terms of safety in parks, most young children who went to parks were accompanied by parents, carers or grandparents. Health and safety of play equipment was now much improved. Greater use of parks could help to ensure that they were safe. Police Safer Neighbourhood teams patrolled parks regularly and Friends groups were able to raise any issues of concern. It was noted that the Environment and Community Safety was undertaking a review on this issue and the Council's Licensing team had undertaken work with off licenses to address the issue of drinking in public open spaces.

In respect of the lessons that had been learnt from the ABCD case, the Cabinet Member reported that the correct formalities had not been followed by social workers and this had been taken on board. The issues had been mainly concerned with the

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

following of due process and recording of actions. Since the case, a completely new protocol had been agreed by the LSCB.

A programme of holiday play schemes for children and young people was due to be circulated to schools shortly. The Council did not provide any of the schemes itself and commissioned only a limited number. In particular, it no longer provided the longer summer schemes.

In terms of Early Help, it was noted that the team had started work in October. It was agreed that a report would be made to the Panel in the summer on progress, based on information from data from the first six months of work.

She reported that the Council's contract with iMPower had finished on 30 October. It had been originally scheduled to end in March 2017 and estimated to cost £2 million. In August 2014, it was decided that the contract needed to be amended and, as a result of this, all of the work that it had been agreed would be done had been completed earlier. The total cost of the contract had been £1.53 million. The contract had helped the Council through a difficult period, which had included the inspection by OFSTED. They had assisted the Council in devising plans, which had since been taken forward. New staff had been brought in and, whilst iMPower's input had been felt to be very useful, it was considered that they were no longer needed. As part of their work, they had helped to identify potential areas for savings.

In respect of recruitment and retention of social workers, there were 211 established posts in the service. 60 of these were vacant, with 58 filled by agency staff, representing 28% of the workforce. There was ongoing recruitment of social workers and 47 staff had been taken on permanently since last April. 12 were currently undergoing pre-employment checks. There was now a specific recruitment and retention package for social workers, which was proving to be effective. The appointment of permanent managers had helped with this as staff now knew who they were likely to be working for. Some agency staff had also been persuaded to become permanent. Over £1.1 million had so far been saved by reducing the number of agency staff.

In answer to a question regarding academies, she stated that the main way in which the Council could influence them was by building good working relationships with them. The Council retained some direct powers, including responsibility for special educational needs children, but these were relatively few for academies that were working well. If schools were not working well, there were some formal powers to help bring about improvements. The government wished all schools to become academies and would take action to convert failing schools, which could be done without consulting parents. The Council would rather that local schools who had chosen to become academies provided support to other schools facing challenge rather than them being taken over by external sponsors. Schools and governing bodies had been briefed on the options open to them. It was not possible for the Council to act as a sponsor.

In respect of secondary school admissions, 77% of applicants for places had received their first choice whilst 93% had received one of their three choices. There were some boroughs where higher rates had been achieved but these had been where there were more free schools and where there were a lot of empty school places. The new Harris Academy had this year for the first time taken significant number of pupils. She

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

felt that there was now a good balance between the number of applications and places in the borough. The Cabinet Member agreed to provide figures to the Panel for the number of pupils that there were within the Harris Academy. All of the school years were not yet full. In respect of the University Technical College (UTC), it was noted that they had recently notified the DfE that they would no longer act as a UTC. They were not taking any new pupils from September and it was not fully clear at the moment what would happen to the pupils that were already there. The indications were that it would act as a 6th form and that it would no longer take pupils from age 14. The UTC had not been successful but others had also not been successful.

AGREED:

1. That a report be made to the Panel in the summer outlining the progress that had been made to date by the Early Help service, based on performance data from the first 6 months of operation; and
2. That figures be provided for the Panel on the number of pupils that there currently were within the Harris Academy.

CYPS39. CURRENT DEVELOPMENTS IN ADOPTION AND PERMANENCY

Dominic Porter-Moore, the Head of Service, Children in Care and Placements, reported that the Munby judgement continued to impact on placement orders and adoption plans. It was now very difficult to get a Placement Order. Special Guardianship Orders were now being made increasingly on younger children than was originally envisaged. There were now more adopters than children requiring adoption. Specific work was being undertaken by the Council to persuade adopters to consider older children and those who were harder to place. Adoptions were also taking longer to go through Court as birth parents were increasingly being allowed to challenge orders. One positive development was that the government had now provided additional funding for post adoption therapeutic support.

It was noted that the Coram Adoption charity had undertaken an adoption diagnostic on Haringey in August 2015, which had identified a mixed picture. It highlighted some significant recent improvements in the number of children adopted but also identified areas for development. Avoidable delay was not found to be a prominent feature. However, work to respond to the findings had been overtaken by the regionalisation agenda.

Mr Porter-Moore reported that the Council's contract with NRS to improve the fostering process had not been as successful as anticipated. It had been negotiated in 2013/14 and had been found to be poorly constructed, with no effective oversight or clear targets. They had focussed attention primarily on the adoption of babies and young children. Disappointing outcomes had been delivered, which were very similar to those that had previously been achieved by the in-house team. Various options were being considered in response to this, including renewing the contract, re-tendering or setting up an in-house team.

He stated that the government was keen to promote the development of regional adoption agencies, who would undertake recruitment, matching and support functions. It was as yet not fully clear what the impact on Haringey would be but there was a risk of redundancies. However, fostering would no longer be inhibited by borough

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

boundaries and it might also assist in increasing the range of therapeutic options available by freeing up resources. It was nevertheless possible that the anticipated improvements might not materialise. Information sharing protocols were already well established with other local authorities and adopters.

In terms of how the voice of the child was heard, software had now been developed to allow children to pass on their views via a Smartphone or a laptop. In addition, views were also received from Aspire, the Complaints and Representation Service and Guardians.

In answer to a question, Mr Porter-Moore stated that relationships between social workers and children had been improved by there being a larger base of permanent social workers. In the past, there had more frequently been changes of social worker which could prevent a good relationship being developed. Most foster carers were from black and ethnic minority communities and there had been success in finding ones from a wide range of communities. Work to develop stronger relationships with Moslem communities was being undertaken as the majority of unaccompanied children came from Moslem countries.

There was no formal monitoring of the success of adoptions but adopters often did not wish to have further involvement with the local authority. Adopters could nevertheless request further support if they felt that they could benefit from it. Research had shown that approximately 3 out of 100 adoptions were disrupted. Mr Porter-Moore agreed to provide the Panel with data on the number of disruptions that there had been involving Haringey children in the last five years.

In answer to a question, he stated that Special Guardianship Orders were intended for older children than many of those that were currently subject to them. They could work very well as they enabled children to remain within the family but there had been an increase in cases where the Council was forced to intervene.

He reported that there was a wide range of adopters, including same sex couples. However, there were currently no adopters with disabilities although this would not prevent them being considered.

In answer to a question, he reported that it was normally the Courts who directed birth parents to give up their children. Although they were encouraged to seek support, they were very unlikely to approach the local authority for this. Regionalisation could assist with this as it would be different body to the one that had sought the order from the Court. There were currently 6 cases in Haringey where children were being considered for adoption and their birth parents had previously had other children removed from their care. If the new child came in quick succession after the previous child, the Court could decide to remove it. If there was a gap, it was not automatic and the local authority would have to provide a case.

AGREED:

That the Head of Service, Children in Care and Placements be requested to provide the Panel with data on the number of adoptions of Haringey children that had been disrupted in the past five years.

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

**CYPS40. PANEL PROJECT ON YOUTH TRANSITION - FINDINGS PART TWO,
CONCLUSIONS AND RECOMMENDATIONS**

The Panel commented that the current issues in respect of Tottenham UTC had strengthened the need for the Council to take a lead in respect of the development of post 16 options. The Director of Children's Services commented that the Council was trying to provide leadership by looking at how it could broker relationships. In particular, consideration was being given to developing collaboration between the College of North East London, Haringey Sixth Form Centre and Highgate School. In terms of the UTC, the model was flawed but was not one designed by the local authority. If children were happy at their school, they were unlikely to want to change at the age of 14. However, the UTC building could provide an opportunity to develop provision in Tottenham.

He stated that it was important that the area was promoted in a positive way. Mentors could play an important role in developing ambitions and expectations which, for some young people from Tottenham, could be low. The Post 16 offer had to be good and encourage ambition. In terms of vocational options, these needed to fulfil the needs of employers. There was also work to be done to ensure that more young people left school with GCSE English and Maths.

AGREED:

1. That a specific target be set for narrowing the gap in the percentage of young people entering the top or Russell Group universities between the borough's two parliamentary constituencies;
2. That a further report be submitted to the Children and Young People's Scrutiny Panel on progress with the development of post 16 provision within the borough in autumn 2016;
3. That the Panel expresses its support to the proposals:
 - a. to commission a detailed survey on the perceptions of young people on the options open to them; and
 - b. to arrange a Haringey wide careers event, subject to this being suitably publicised and located in an accessible venue in order to ensure a good level of attendance.
4. That work be undertaken to develop a means of monitoring the attainment of young people that is based on residence in the borough rather than attendance at in-borough post 16 provision;
5. That further work be undertaken to develop effective monitoring of progress in respect of the take up and success rate of apprenticeships and that performance in respect of these be given a higher priority as a key Corporate Plan performance indicator;
6. That a suitably ambitious target for the increase in the number of apprenticeships for 16-18 year olds by 2018 be set, with consideration given to this being to reach the same number of take-ups that was achieved in 2010-11.

**MINUTES OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL
THURSDAY, 3 MARCH 2016**

7. That the Council take a lead role in developing a strategic borough wide plan for young people to develop and pursue their career aspirations that focuses on improving the range of options and addresses the areas where demand for labour is high and training provision is limited locally.
8. That measures be taken to provide greater challenge to schools on their performance in respect of the number of NEETs and not knowns originating from them where data shows performance falling below expectations.
9. That the proposal to introduce a kite mark for good quality independent advice and guidance on careers be supported.
10. That, in respect of their role as corporate parents, specific guidance be provided for all Members on how independent careers advice should be provided for looked after children.

CYPS41. WORK PROGRAMME UPDATE

AGREED:

That the work plan for the Panel be noted.

**Clr Kirsten Hearn
Chair**

Report for: Overview and Scrutiny Committee: 21 July 2016

Item number: 8

Title: Corporate Plan 2015-18 Priority performance update on Building a Stronger Haringey Together- June 2016

Report authorised by : Charlotte Pomery, Assistant Director, Commissioning

Lead Officer: Sanjay Mackintosh, Head of Strategic Commissioning
sanjay.mackintosh@haringey.gov.uk
Margaret Gallagher, Corporate Performance Manager
margaret.gallagher@haringey.gov.uk

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. The Council introduced a new approach to performance management which allows residents and others to easily track the Council's performance against five core areas of the Corporate Plan and hold it to account.
- 1.2. This report covers the fourth update and publication of priority dashboards, the original launch was in October 2015. It informs the Overview and Scrutiny Committee of performance against the outcomes and strategic priorities in the Corporate Plan 2015-18, as at June 2016. It provides an overview of key performance trends and an assessment of progress against targets and objectives on an exception basis.
- 1.3. The Priority Dashboards and trajectories illustrate progress towards our goals in Building a Stronger Haringey Together and report performance in a outcome-focused and transparent way.
- 1.4. The Committee has considered their role in scrutinising and supporting performance improvement and systems have been put in place to ensure that this evidence base is used to inform the Overview and Scrutiny work programme. This approach was solidified with performance representatives contributing to the topic suggestions reviewed at the recent Scrutiny Cafe in early June.
- 1.5. Scrutiny Panel Chairs are briefed on a quarterly basis on emerging performance trends and supported to use this information in the work of individual Panels. Looking at the data in real time enables Members to use information to drive discussions about performance. It further enables Members to explore solutions, through partnership working, to areas of challenge informed by insight and understanding of need from the resident's perspective

- 1.6. The timely publication of these dashboards on the Council's website has created greater transparency about the Council's performance, enabling accountability directly to residents. This is one way we are working with communities to make the borough an even better place to live.

2. Recommendations

- 2.1 Overview and Scrutiny Committee is asked to:

- Note and comment on the progress made against the delivery of the priorities and targets of the Corporate Plan, Building a Stronger Haringey Together at this point in the 2016/17 year.
- Address any issues of concern through the work of individual Scrutiny Panels

3. Performance Overview (as at June 2016)

- 3.1. The five Priority dashboards illustrate that amongst the many outcomes that we are seeking to achieve, there remain some persistent challenges. The dashboards afford Members an opportunity to challenge progress being made against specified outcomes and to gain insight on the associated risks and barriers to delivery of agreed targets.
- 3.2. The dashboards are updated quarterly on Haringey's website and continue to set out progress on performance achieved to date, in a visual, intuitive way based on the latest available data.
- 3.3. Overview and Scrutiny received a report outlining the new approach to performance management on 19th October 2015. For more detail on the framework, dashboards and how to read these please refer to that report. A link to the latest updates of the priority dashboards is included in section 5 of this report.
- 3.4. A guide on 'how to read the wheel and RAG (Red, Amber, Green) status' has been published on the website under each Priority and provides an overview of the methodology used for assessing performance. A four point RAG status is used in the assessment of progress against delivery with the following guidelines for interpretation:
- Green – Current performance equal to or above target trajectory (on track to meet the target)
 - Amber Green – Current performance below trajectory by less than 5% (needs attention in order to meet target)
 - Amber Red – Current performance below trajectory by between 5 & 10% (needs substantial attention in order to meet target)
 - Red – Current performance below trajectory by more than or equal to 10% (off track to meet target)
 - Grey- no updates since target was set or insufficient data to make assessment

- 3.5. As part of the governance and tracking of progress against outcomes there has been a review of the indicators and measures for Priorities 4 and 5. This review has been necessary as it was felt that the measures did not reflect the core outcomes for the Boards. As a result, some new indicators, where it will be possible to collect data, have been proposed and there has been some refinement of definitions for a limited number of measures where it was not previously practical to report progress. Some areas are shown in grey on the dashboards as there is insufficient information to make an assessment of progress at this point.
- 3.6. As a result of the fairly substantial changes to the Priority 4 and 5 dashboards, the wheels are being redesigned to make them interactive for the web – this will take some time. Whilst the latest Priority 5 dashboard is available on the web in PDF format, it is not currently clickable. The Priority 4 dashboard published is not the revised one but we aim to get this redesigned and updated on the web by early August.
- 3.7. In addition we have endeavoured to clarify the application of thresholds when assessing performance against delivery to ensure a consistent approach is applied against all priorities. Reporting on progress needs to be as objective as possible based on the data available and the RAG status assigned should reflect what the data tells us about performance against our trajectory or pathway to the target. RAG status should not be determined on the basis of confidence of delivery but on an assessment of the data and whether overall we are on track to meet a particular objective. Insight and known factors that may have an impact on delivery or programme activity are added as callout boxes to the trajectories for relevant indicators.
- 3.8. Overall this fourth update of the dashboards shows progress against objectives set out in the Corporate Plan 2015-2018 with a mixed picture across Priorities and objectives with some areas where we have assessed that more needs to be done to achieve our ambitions.
- 3.9. When making comparisons across the Priority dashboards and performance trends overtime, the changes set out above should be taken into account.
- 3.10. The following areas are showing good progress and performance as illustrated by the indicators below:
- Priority 1 (Objective 6) – **Looked after children achieving 5 or more GCSEs.** Haringey's 2015 results show that 29.4% of Haringey's eligible children achieved 5 A*-C GCSEs. These results have improved since 2014 (25%) and our ranking in London has improved from 18th to 11th. For those with 5 GCSEs including English and Maths, Haringey's performance ranks 5th best in the country. For Children in Need Haringey ranked 4th nationally with 30.8% achieving 5 GCSEs A*-C, double the national average.
 - Priority 2 (Objective 4) - **Overall satisfaction of people who use services with care and support.** Annual data from the 2015 adult social care survey shows an improved position with provisional data suggesting 61% of adult social care service users are satisfied with the care and support provided. In addition the same survey indicates that 89% of service users say that those

services have made them feel safe and secure, an improvement on previous results and exceeding the target.

- Priority 3 (Objective 5) – **Burglary and Robbery**. Burglary and Robbery in Haringey have achieved the 20% reduction MOPAC target for March 2016 and the burglary offences rate is better than the corporate plan target. All burglary and domestic burglary reduced by 13% in the year to March 2016. All robbery has increased by 11.3% compared to a 9% increase in personal robbery up from 1,037 to 1,130 offences in the year to March 2016. As the MOPAC reduction targets were achieved these areas have been rated Green but stretching targets have been set to further reduce offences up to 2018.
 - Priority 4 (Objective 4) – **CO₂ Emissions per person**. The latest released data (2013) recalculated carbon emissions: Haringey's figure was 889.9 kilotonnes. This equates to 3.4 tonnes per person, lower than the London figure of 4.8 tonnes. A stretching target of a 40% reduction in carbon emissions by 2020 has been set in line with our aim of meeting the 40:20 goal, whilst growing the green economy. 2016 data will be released in 2018, with a target to reduce emissions to 2.9 tonnes per person by 2018. The council has achieved the carbon emissions reduction for its own buildings but now needs to work on emission reductions for homes, businesses and transport.
 - Priority 5 (Objective 1) – **Number of affordable homes provided**. In 2014/15 haringey exceeded its target to achieve 40% affordable housing for development sites of a reasonable size with 54% (406 homes) of all units delivered being affordable homes. Future targets of affordable housing are uncertain because of the potential implications of the future Housing and Planning Bill but Haringey is aspiring to deliver at least 601 affordable homes by 2018.
- 3.11. Based on exceptions the following objectives may be worthy of some further exploration as these present some current challenges:
- Priority 1 (Objective 5) - **Referrals to social care**. This indicator has gone Red based on an escalation in the number of referrals since January 2016 and this trend has continued up to the end of May. The referrals have spiked since the launch of a new SPAMASH service but the increased pressure has a knock on effect through the workflow, on assessment teams and in regard to case allocations. Deep dive interrogation is underway to understand how and why demand is increasing and to explore if this is unique to Haringey or if other boroughs are experiencing similar pressures.
 - Priority 2 (Objective 1) - **Inequality gap in life expectancy**. The gap for males has increased from 6.6 to 6.8 years, which is 0.2 years higher than similar boroughs. The inequality gap for females has increased from 2.9 to 3.1 years; similar boroughs have reduced by 0.67 years. Linked to this Haringey's stroke rate continues to increase, the 3 year average stands at 26.48 compared to 16.90 for similar boroughs per 100,000 under 75 population for the period 2012-2014. These indicators are measuring long term trends and current outcomes will reflect performance and activities over a prolonged period.

- Priority 3 (Objectives 1 & 5)- **Fear of Crime** in Haringey as measured through a survey has increased since 2013/14. Worry about crime in Haringey has increased; provisional data showed that 38% of respondents said they were very or fairly worried about crime in their area in the last 12 months. This is higher than the position for London at 34% with an aim to reduce fear of crime to 29% concerned, by March 2018. **Violence with injury** (VWI) is set to miss its MOPAC reduction target and has increased by 6.3%. Approximately a third of VWI offences involve domestic abuse and there has also been an increase (4.4%) in the VWI excluding domestic abuse up from 1,796 to 1,875 offences in the year to March 2016.
- Priority 3 (Objective 2) **Street and environmental cleanliness**- The latest litter survey shows an increased litter score with 9% of streets judged as having unacceptable levels of litter. This score is significantly below the average for London (4.2%). The combined score for the year across the 3 tranches is 5% but our target is to reduce levels of litter to 3% across all areas and be amongst the top quartile of performers in London by 2018.
- Priority 4 (Objective 5) – **Market value of projects in Tottenham and Wood Green**. A target to achieve £1.25bn Gross Development Value (GDV) of projects in Tottenham and Wood Green by 2018 was set but progress in 2015/16 at an estimated £20 million was less than the £129 million target estimated for 4 major projects. This measure was created as an indicator to track the impact of growth particularly in Wood Green and Tottenham. Moving forward some new sub measures have been proposed to report on the volumes of units given planning consent in both Tottenham and Wood Green but also Borough wide and to look at new commercial space.
- Priority 5 (Objective 2) - **Prevent homelessness** and support residents to live fulfilling lives particularly promoting cost effective options for those in immediate housing need. Although the proportion of cases closed by the housing options team where homelessness was prevented have increased (31% of cases in 2015/16), acceptances remain higher than target and the cost of providing temporary accommodation and meeting increased long term housing demand, remains high.

Quality Assurance

- 3.12. Public organisations need reliable, accurate, and timely information with which to manage services, inform users, and account for performance. Good quality data is an essential ingredient for reliable performance and financial information. Effective organisations measure their performance against priorities and targets in order to determine how well they are performing and to identify opportunities for improvement. Therefore, the data used to report on performance must be fit for the purpose, representing the Authority's activity in an accurate and timely manner.
- 3.13. Data used in the dashboards is validated and quality assured through the performance and business intelligence teams undertaking checks and balances on the data and investigating unexpected variances or anomalies. Many of the indicators tracked form part of national or statutory datasets that also go

through rigorous external validation before results are published normally on an annual basis.

4. Contribution to strategic outcomes

- 4.1. All Priorities including cross-cutting themes of; Prevention and early intervention, A fair and equal borough, Working together with Communities and Working in Partnership as well as Customer Focus and Value for Money.

5. Use of Appendices

Priority dashboards and performance packs

<http://www.haringey.gov.uk/local-democracy/policies-and-strategies/building-stronger-haringey-together>

Report for: Overview and Scrutiny 21st July

Item number: 9

Title: 2015/16 Final Outturn

Report authorised by : Tracie Evans – Chief Operating Officer

Lead Officer: Anna D'Alessandro, Interim Deputy CFO

1. Describe the issue under consideration

1.1. This report sets out the 2015/16 Final Outturn position, the impact on the Council's General Fund and Earmarked Reserves, and the movement from the provisional outturn provided to Cabinet on 15th March.

2. Cabinet Member Introduction

- 2.1. The Council has suffered from the impact of substantial reductions in government funding, combined with demographic pressures and demand growth. The speed of transformation in the demand-led areas in Adults, Children's and Temporary Accommodation, needs to pick up pace substantially in 2016/17.
- 2.2. Financial prudence in prior financial years has meant that we were able to use Reserves in 2015/16 to balance the impacts of the cuts. We need to continue the focus on growth in Council Tax and Business Rates over the medium-term to provide us with future resilience.
- 2.3. I will be working closely with the CFO and Interim Deputy CFO to ensure that there are plans in place to accelerate the delivery of the Medium-Term Financial Strategy.
- 2.4. The Provisional Outturn report to Cabinet on 15th March 2016 set out a draft Period 10 (January 2016) position of a net £11.1m overspend requiring an additional £3.9m additional drawdown from General Fund Reserves. At the time of the report we indicated that based on previous years' experience that the final outturn would likely result in an improved position.
- 2.5. The final 2015/16 end of year outturn position in this report shows the Council had an overall deficit (overspend) of £6.8m. This is a c£4.3m improvement on the previously reported provisional outturn. The overspend is significant in light of our financial strategy to reduce spend and requires strong and rapid mitigating strategies to turnaround the position in 2016/17.
- 2.6. This final outturn will be reflected in the Council's Statement of Accounts, which will be signed for audit by the Chief Financial Officer before 30th June 2016.
- 2.7. The Government's reduction of the Public Health Grant has added pressure to the Council's already financially challenging position.

3. Recommendations

That the Committee note and comment on the following:-

- 3.1. Consider the report and the Council's 2015/16 Final Outturn position in respect of net revenue and capital expenditure;
- 3.2. Agree the revenue transfers (Appendix 1) and capital carryforwards (Appendix 2);
- 3.3. Note the principle that the carry forward of resources will only be permitted once agreed by the Chief Finance Officer and where the expenditure is backed by an approved reserve or external funding source; and
- 3.4. Note the risks and issues identified in this report in the context of the Council's on-going budget management responsibilities.

4. Reasons for decision

- 4.1. A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities.

5. Alternative options considered

- 5.1. This is the 2015/16 Final Outturn report, as such there are no alternative options.

6. Background information

- 6.1. Following the conclusion of Period 10 (January 2016) management reporting, the Council's forecast revenue outturn position for 2015/16 was £256.059m, an overspend of £11.1m against budget. In order to balance the 2015/16 budget, an additional draw down from General Fund Reserve of £4.2m had already been included. Cabinet further agreed in September that £7.2m could be drawn down from; the Services Reserve (£4.5m), Financing Reserve (£0.5m) and the balance from the Risk Reserve (£2.2m).
- 6.2. To deliver a balanced position, the forecast overspend would therefore have necessitated an additional drawdown from the General Fund Reserve of £3.9m.

7. Final Revenue Outturn 2015/16

- 7.1. The closing position for 2015/16 has now been determined. After all closing adjustments, the Council's final net position is a £6.8m deficit (overspend). The revenue position is summarised in Table 1 below, more detailed is provided in Appendix 1.
- 7.2. The entirety of the approved reserve draw down was not required as the overspend was lower than identified in provisional outturn report. As such, after application of agreed reserves, £4.5m Service Area, £0.5m Financing Reserve, and £1.8m from the Risk Reserve, the balance of the Risk Reserve (c£0.4m) will be carried forward into 2016/17.

Table 1 – Summary Revenue Position

	2015/16 Final Outturn		
	Budget	Outturn	Variance
	£'000	£'000	£'000
Leader and Chief Executive	2,932	2,312	(620)
Deputy Chief Executive	144,769	161,245	16,476
Chief Operating Officer	69,565	75,166	5,601
Dir of Regeneration, Planning & Development	19,240	18,351	(890)
TOTAL FOR SERVICE AREAS	236,506	257,074	20,567
Non Service Revenue (NSR)	17,451	3,660	(13,790)
TOTAL	253,957	260,734	6,777
Application of Approved Reserves			6,777

7.3. As part of the year-end corporate closure process a number of requests are made by Services to carry forward underspend budgets. In the current environment, and where these requests relate to General Fund resources, we are proposing as a principle not to allow any carry forwards. There will be some exceptions:

- Where the carry forward relates to external grant funding that would otherwise be lost
- Where funding for a specific project has been previously approved by Cabinet and the spend will inevitably be incurred across more than one year

In these cases the Chief Finance Officer (s151) will approve these requests. The transfers to/from reserves (for revenue expenditure) can be found at Appendix 1 and Appendix 2 outlines carryforwards in relation to capital expenditure.

8. Analysis of key movements

Leader and Chief Executive -£0.6m underspend

8.1. There was a underspend in this Service Area of £0.6m, a further £0.3m underspend compared to the provisional outturn. This was driven broadly by an overachievement of income in Legal Services.

Deputy Chief Executive - £16.5m overspend

8.2. The Deputy Chief Executive's area includes two of the Council's largest budgets with significant demand-led pressures. Overall, this Service Area had an overspend of £16.5m, a reduction of £0.1m from the provisional outturn. The key overspends are within Adults (£11.8m) and Children's (£4.1m).

Adults Services - £11.8m overspend

8.3. The final outturn for Adults Services was £11.8m. This was an improvement on the provisional estimate but still represents a significant overspend.

8.4. Adults Social Care is a Service Area that is under great pressure both locally and nationally. Demographic changes including the ageing population and

improvements in medical service is creating additional need for services. At the same time the cost of care is rising steeply in London.

- 8.5. These pressures have been experienced strongly in Haringey. The Service began the year in an overspend position and demand continued to rise through the first half of the year. The Service put in place an action plan to manage these pressures including a programme of “best practice review” based on principles of promoting independence. In addition a new brokerage team was formed to support contract negotiation and improve VFM.
- 8.6. In 2016/17 there are a number of programmes of work underway to ensure that savings plans are delivered, demand is better managed, the cost of care is reduced and the underlying pressure is better managed. However, in order to turnaround this financial position all these activities need to be delivered at a pace in 2016/17.

Children’s Services - £4.1m overspend

- 8.7. Having undergone an ambitious transformation programme over the past three years together with determined effort by officers, a previous significant overspend has significantly reduced. Expenditure in 2015/16 was in aggregate around £4m less than in the previous year.
- 8.8. Although progress has been made, spending is not yet in line with the plans set out in the budget with overspends in the Looked After Children and Care Leavers budgets.
- 8.9. In addition, the Service has experienced difficulty in attracting and retaining permanent staff and the additional costs of agency workers has led in particular to staffing overspends, although this did improve between months 10 and 12. There are also pressures on services for Disabled Children including Home to School Transport.
- 8.10. There are further savings expected from Children’s services in 2016/17 and there is a high risk that although the Service will continue to deliver cost reductions, it may not be sufficient to avoid further overspends. More focus needs to be given to the prioritisation of activities which will deliver rapid benefits in 2016/17.

Other Deputy Chief Executive areas - £0.5m overspend

- 8.11. HM Government imposed a £1.2m in year reduction of the Public Health grant in 2015/16. The Public Health Directorate was able to deliver an underspend against the original budget of £0.4m but there is still a net pressure of £0.8m. The remaining Public Health Reserve will be drawn down to meet this pressure with the balance forming part of the corporate overspend.
- 8.12. Schools Trading Services were able to deliver a modest over achievement of income against their first years trading targets while Commissioning produced an underspend of £0.1m from early achievement of savings.

Chief Operating Officer - £5.6m overspend

Overall, there was an overspend of £5.6m in this Service Area, broadly in line with the provisional outturn. The Chief Operating Officer leads a range of services including Homes for Haringey, Commercial and Operations (Environmental Services) and Shared Service Centre and Customer Services. The main variance in this area is in Housing Temporary Accommodation (£5.9m

overspend); however there are also some pressures in the Shared Services Centre (£0.9m) offset by net underspends in other back office Services of £1.2m.

General Fund Housing Services - £5.9m overspend

- 8.13. The Housing Service in the General Fund has a final overspend position of £5.9m which is largely attributable to the costs of Temporary Accommodation (TA). This is worse (by around £0.7m) than the provisional outturn, suggesting that the pressures in the Service are continuing to increase. This is largely because the number of households accommodated in TA is relatively stable however the cost of procuring suitable housing is rising steeply.
- 8.14. This is for two main reasons, firstly increases in rent levels for existing properties, as existing landlords switch properties to more expensive nightly rated stock and secondly increased costs for newly acquired units, as the existing unit is sold. The Government's Welfare Reform agenda is holding the levels of housing benefit down the gap between rent paid out and collected is growing further apart, in common with the rest of London.

Regeneration, Planning and Development (Director of Regeneration) - £0.9m underspend

- 8.15. Overall the Regeneration, Planning and Development Service has delivered an underspend of £0.9m, this is £1.3m higher than the provisional outturn due to budget transferred from reserves the Regeneration budget for Development Vehicle, Wood Green regeneration and worklessness schemes.

Non Service Revenue (NSR) - £13.8m underspend

- 8.16. Non Service Revenue income and expenditure budgets are those held corporately which are not related to services but to a number of corporate activities including Treasury and Risk contingencies. There are underspends on some of these budgets along with increased income.
- 8.17. Slippage on the capital programme has reduced the level of Minimum Service Provision (MRP). This together with the achievement of significant benefits from the Council's successful Treasury Management strategy has also provided addition resources in this year.
- 8.18. Taken together, these items have provided a £13.8m underspend.
- 8.19. Due to not having the full complement of capital information at time of the provisional outturn to Cabinet on 15th March, MRP was understated by c£1m, as a result the NSR figure reported should have been £11,243m not £10,329m. This has been rectified in the current report.

9. Housing Revenue Account (HRA)

- 9.1. For the HRA, the planned surplus to finance the HRA Capital Programme of £15.3m has been exceeded £5.6m. This surplus, as set out in Table 2 below, will be transferred to HRA Reserve.

Table 2 – Housing Revenue Account

2015/6			
	Revised Budget £000s	Actual £000s	Variance £000s
Housing Revenue Account	(15,252)	(20,864)	(5,612)

10. Dedicated Schools Budget (DSB)

- 10.1. The provisional outturn position for the DSB is an overall draw down on reserves of £1.6m, of which £1m represents a decrease in schools' delegated budgets (Schools Balances) and the remainder (£0.6m) is in respect of centrally held items within the DSB.
- 10.2. The reduction in Schools Balances (by £1m) is evidence that school budgets are under pressure from cost increases. Costs will increase during 2016/17 as pressure from the increase in employers National Insurance contributions is felt. There will be a further expected pressure on school balances in 2017/18 as the National Funding Formula is introduced.
- 10.3. The £0.6m centrally held items includes; a drawdown of £0.8m from the Early Years reserve to fund an enhanced hourly rate for childcare for two year olds and in year take up of places. In addition there was an overspend of c£1m on the High Needs Block, which arising from similar demand pressures as experienced in Social Care: rising costs and increasing complexity of need. These were offset in year by a £1.2m underspend on the Schools Block. Following these movements the balance on the DSB non-schools reserve stands at £3.3m.
- 10.4. Overall, the year-end balances held in schools' delegated budgets now stands at £11.7m.

11. The Collection Fund

- 11.1. The overall position on the Collection Fund was a surplus of £4m. This comprises two elements: Council Tax which ended the year with a surplus of £7m, and Non Domestic rates (NDR), which ended the year with a deficit of £3m.
- 11.2. The Council Tax surplus can be largely attributed to growth in Council Tax Base and the continued better than anticipated performance against the Council Tax Reduction Scheme assumptions, resulting in the Council Tax surplus. The deficit in NDR, was largely brought about by the additional charge incurred in meeting the cost of, and the provision for, a significantly higher number of appeals than expected, increased because of the deadline for backdating appeals and an unavoidable sector wide settlement for Surgeries and Health Centres.
- 11.3. Cabinet is reminded that in respect of NDR, the forthcoming changes to the Retention Scheme could potentially see an increase in the share borne by the Authority of any deficit made, thereby increasing our risk of financial challenge.

12. Final 2015/16 General Fund Capital Outturn

- 12.1. The 2015/16 final General Fund Capital Outturn is a £51m underspend against the approved budget of £94m, a further £40.3m underspend over and above that reported in the provisional outturn. This is matched by the total General Fund financing requirement of £51m underspend, the largest components being, prudential borrowing £23m and £11m HRA financing Priority 2 and 5 Housing activities.

Table 3 – Summary Capital Outturn and Financing

Capital Outturn 2015/16	Budget	Outturn	Variance
	£'000	£'000	£'000
Priority 1 - Childrens	12,026	8,044	(3,982)
Priority 2 - Adults	2,969	2,325	(644)
Priority 3 - Safe & Sustainable	14,698	13,533	(1,165)
Priority 4 - Growth & Employment	13,149	8,507	(4,642)
Priority 5 - Homes & Communities	42,500	5,635	(36,865)
Priority 6 - Enabling	8,757	4,622	(4,135)
General Fund Capital	94,099	42,666	(51,433)
General Fund	Budget	Outturn	Variance
Capital Grants from Central Government Departments (inc SCE(C))	11,132	8,432	(2,700)
Grants and Contributions from Private Developers & Leaseholders	300	316	16
Section 278 funding	500	317	(183)
Grants & Contribs from Non-departmental Public Bodies	500		(500)
Capital Grants from the National Lottery	331	145	(187)
Capital Funding from GLA Bodies	11,211	5,430	(5,781)
Use of Capital Receipts Other	12,807	8,050	(4,757)
Housing Revenue Account	17,103	6,380	(10,723)
Section 106 Funding	749	124	(625)
General Fund Revenue Account	1,061	1,193	132
Use of Reserves	4,280	1,511	(2,769)
Prudential Borrowing	34,125	10,768	(23,356)
Total Financing General Fund	94,099	42,666	(51,433)

- 12.2. The largest element of the capital underspend (£37m) is in Priority 5 which relates to Housing, specifically two projects: the proposed new build/new supply programme and buying-out Leaseholders on the High Road West Regeneration area. For the new build programme a carry forward request has been made which relates to phase 1 of the scheme which is in contract and committed and the remaining funding returned to the HRA. High Road West scheme is long-term for which firm plans for expenditure are difficult to predict with certainty. The purchase of leaseholder properties at High Road West will continue throughout 2016/17.
- 12.3. Over the course of 2016/17 we will be putting in place a process to ensure that capital projections are readily reviewed and potential slippage is strongly challenged.

13. Summary/ Conclusions

- 13.1. Overall, at the end of the 2015/16 financial year there is a General Fund revenue overspend of £6.8m. Although c£4.3m lower than that reported provisionally, is still a significant deficit. For 2015/16, this can be met from the Reserve draw down approved by Cabinet in the Autumn. The use of Reserves should always be regarded as a short-term measure and priority must be given to proactively and swiftly managing the underlying cost drivers.
- 13.2. 2016/17 is likely to see the continuation of significant budget pressures within Adults and Children's Services, which is of serious concern given the further

ambitious savings targets in 2016/17 and beyond. There are also significant pressures being reported in the Temporary Accommodation area which similarly has future years' savings targets and demand-led pressures.

- 13.3. In order to ensure we don't overspend to these levels in 2016/17, the current MTFS has been reviewed and will provide to the Cabinet Member for Finance, CFO and Deputy CFO, a list of proposals which will close the savings gaps and address projected overspends.

14. Contribution to strategic outcomes

- 14.1. Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

15. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance

- 15.1. The CFO has signed off this report.

Legal

- 15.2. The Assistant Director of Corporate Governance has not yet been consulted on this report. However we do not believe that there are any specific legal implications arising from this report.

Equalities

- 15.3 There are no equality implications in this report.

16. Use of Appendices

- Appendix 1 – Transfers To/From Reserves
- Appendix 2 – 2015/16 Capital Carryforwards

17. Local Government (Access to Information) Act 1985

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

- Year-end financial reports

- 17.2. For access to the background papers or any further information please contact Anna D'Alessandro – Lead Finance Officer.

2015/16 Transfers To/From Reserves

Appendix 1

YEAR END TRANSFERS TO RESERVES	£000s	YEAR END TRANSFERS FROM RESERVES	£000s
LEADER AND CHIEF EXECUTIVE		LEADER AND CHIEF EXECUTIVE	
Local Land Charges	166	Insurance	1,244
Insurance	1,031	Electoral Registration Grant	40
Individual Electoral Registration Grant	15		
CHIEF OPERATING OFFICER		CHIEF OPERATING OFFICER	
Transformation Reserve - BIP	246	Support Fund	432
Transformation Reserve - P2P	97	Leisure Agreed Funding	421
Transformation Reserve - CSTP	149	Veolia Redundancies	271
Transformation Reserve - SSC	28		
Transformation Reserve - HR	356	DIRECTOR REGENERATION & PLANNING	
Revenues and Benefits Grant	171	Wood Green Investment Framework	283
Housing Benefit	682	Labour Market Growth Resilience Reserve	66
Leisure Borrowing	1,353		
Waste Grant	7		
Local Partnerships Framework	65		
DEPUTY CHIEF OPERATING OFFICER			
Culture Strategy	71		
Transformation Reserve - Best Start in Life	174		
Troubled Families Grant	128		
Transformation Reserve - Healthy Lives	158		
Financial Education Project	60		
Pendarren	100		
DIRECTOR REGENERATION & PLANNING			
CIL Admin	162		
Industrial Living	160		
Transformation Reserve	125		
Transformation Challenge Award Grant	474		
GLA grant match funding	102		
GVA fees to progress Tottenham Hale	115		
TOTAL	6,195		2,757

This page is intentionally left blank

2015/16 Capital Carryforwards

Capital Outturn 2015/16	Plan	Actual	Variation from Plan	Carry Forward Requests
* BSF Schools Capital Programme	0.00	792.33	792.33	
* Devolved Capital	533,600.00	533,633.77	33.77	
* PFI Costs	1,643,000.00	1,214,801.66	(428,198.34)	428,198.00
* Repairs & Maintenance	1,253,000.00	1,244,980.74	(8,019.26)	303,395.00
* New Pupil Places - Expansion	0.00	(231.79)	(231.79)	
* Programme Contingency	1,369,400.00	2,490.00	(1,366,910.00)	897,861.00
* Social Care	50,000.00	0.00	(50,000.00)	50,000.00
* Primary Capital Programme	1,995,000.00	1,697,860.15	(297,139.85)	297,140.00
* Alternative Provision	0.00	(27,605.25)	(27,605.25)	
* Aiming High for Disabled Children	0.00	7,428.00	7,428.00	
* Children's Centres Phase 3	0.00	(1,064.07)	(1,064.07)	
* Match Funded Projects	419,000.00	313,339.43	(105,660.57)	105,660.00
* Electrical and ICT Infrastructure	50,000.00	7,100.45	(42,899.55)	
* School Expansion - Temporary	500,000.00	0.00	(500,000.00)	500,000.00
* School Expansion - Permanent	2,035,000.00	1,236,815.38	(798,184.62)	877,497.00
* Capital for 2 year old provision	527,000.00	475,560.01	(51,439.99)	42,271.00
* Schools - roof works	1,351,000.00	1,019,617.74	(331,382.26)	331,382.00
* St James' Projects	100,000.00	165,239.26	65,239.26	
* Youth & Young Adults	200,000.00	76,542.37	(123,457.63)	148,575.00
* Secondary School Condition Works	0.00	76,720.37	76,720.37	
** Priority 1 - Childrens	12,026,000.00	8,044,020.55	(3,981,979.45)	3,981,979.00
* Multiple Client Group Schemes	620,000.00	164,620.12	(455,379.88)	455,380.00
* Housing Aids & Adaptations	1,200,000.00	972,585.04	(227,414.96)	
* DFG Agency	1,149,000.00	1,101,325.54	(47,674.46)	
* DFG Non-Agency	0.00	57,481.10	57,481.10	
** Priority 2 - Adults	2,969,000.00	2,296,011.80	(672,988.20)	455,380.00
* PHE - Recovery Centre Grant	0.00	29,000.00	29,000.00	
** Priority 2 - Public Health	0.00	29,000.00	29,000.00	0.00
* Corporate Management of Property	1,139,000.00	1,084,160.76	(54,839.24)	54,839.24
* PS Munroe Works Refurbishment	0.00	663.00	663.00	
* Recreation projects	505,000.00	451,763.12	(53,236.88)	
* Lordship Recreation Ground	331,300.00	128,968.08	(202,331.92)	202,331.92
* Leisure External Capital Works	229,000.00	228,139.00	(861.00)	
* Parking Plan	300,000.00	299,696.74	(303.26)	
* Parking CCTV Camera	234,000.00	229,350.00	(4,650.00)	4,650.00
* Street Lighting CMS & LED Investm	3,000,000.00	3,000,000.42	0.42	
* Street Lighting	400,000.00	408,013.45	8,013.45	
* Section 278 Highways Act 1980 wor	500,000.00	317,208.44	(182,791.56)	182,791.00
* Road Safety Improvement	150,000.00	151,062.85	1,062.85	
* Front Line Services S106 Schemes	752,000.00	114,390.55	(637,609.45)	637,609.45
* BorRds, H'ways Resurfacing & St F	3,136,000.00	3,164,987.00	28,987.00	
* TFL - Bus Stop Accessibility	200,000.00	280,136.00	80,136.00	
* Sustainable Transport - Drainage	230,000.00	362,575.22	132,575.22	
* TFL - Borough Cycle Programme	45,000.00	44,967.20	(32.80)	
* TFL - Area Based Schemes	327,000.00	0.00	(327,000.00)	
* TFL - Local Transport Funding	80,000.00	80,170.20	170.20	
* TFL - Enabling Works	71,075.00	119,905.41	48,830.41	
* TFL - Corridors/Neighbourhoods Su	1,756,000.00	1,805,769.48	49,769.48	
* TFL - Bridges	835,000.00	790,000.00	(45,000.00)	
* TFL - Principal Road Renewal	478,000.00	478,504.50	504.50	
* Downlane Recreation Ground	0.00	(7,149.20)	(7,149.20)	
** Priority 3 - Safe & Sustainable	14,698,375.00	13,533,282.22	(1,165,092.78)	1,082,221.61
* Alexandra Palace	966,000.00	980,654.91	14,654.91	
* Accommodation Strategy Phase 2	810,000.00	393,628.58	(416,371.42)	416,371.42
* Hornsey Town Hall Redevelopment	561,000.00	517,100.49	(43,899.51)	43,899.51
* Ashley Road/Marsh Lane	1,852,000.00	758,210.41	(1,093,789.59)	1,093,789.59
* Tottenham Projects - includes Growth on the High Road project and ot	3,190,600.00	1,518,588.47	(1,672,011.53)	1,668,485.80
* Strategic Acquisitions	0.00	7,638.91	7,638.91	
* West Green Road Tropical Park	70,000.00	100,458.86	30,458.86	
* Technopark	623,000.00	233,200.47	(389,799.53)	

2015/16 Capital Carryforwards (continued)

* Keston Centre	200,000.00	8,538.71	(191,461.29)	191,461.29
* Energy Saving Measures	925,000.00	1,014,460.51	89,460.51	
* Bruce Castle	174,000.00	0.00	(174,000.00)	174,000.00
* Green Lanes (OLF)	277,000.00	(29,708.05)	(306,708.05)	
* Recycling Centre Reprovision	0.00	20,744.01	20,744.01	
* Alexandra Palace Landscaping	117,000.00	38,688.97	(78,311.03)	78,311.03
* F2F programme	2,015,000.00	2,082,155.51	67,155.51	
* Opportunity Investment Fund	825,000.00	600,000.00	(225,000.00)	225,000.00
* Wood Green Regeneration	300,000.00	194,517.85	(105,482.15)	105,482.15
* English Heritage PSICA - Myddleton Rd	0.00	67,800.72	67,800.72	0.00
* Carbon Management	243,000.00	0.00	(243,000.00)	243,000.00
** Priority 4 - Growth & Employmen	13,148,600.00	8,506,679.33	(4,641,920.67)	4,239,800.79
* New Build Housing In Fill	28,327,000.00	3,886,097.58	(24,440,902.42)	10,900,000.00
* Stock Acquisitions'	13,740,000.00	991,564.07	(12,748,435.93)	12,248,000.00
* Private Sector Housing Activity	0.00	227,385.10	227,385.10	
* Housing Combined with New Work	433,000.00	529,939.20	96,939.20	
** Priority 5 - Homes & Communitie	42,500,000.00	5,634,985.95	(36,865,014.05)	23,148,000.00
* Information Technology	1,611,000.00	433,690.86	(1,177,309.14)	1,177,309.14
* Customer Services	2,704,000.00	2,081,700.87	(622,299.13)	622,299.13
* Cross Directorate	0.00	127,868.30	127,868.30	
* Evergreening	1,437,000.00	710,267.73	(726,732.27)	726,732.27
* Electoral Registration Transforma	5,000.00	5,000.00	0.00	
* BIP SSC Capital Programme	3,000,000.00	1,263,065.23	(1,736,934.77)	1,736,934.77
** Priority 6 - Enabling	8,757,000.00	4,621,592.99	(4,135,407.01)	4,263,275.31
*** General Fund Capital	94,098,975.00	42,665,572.84	(51,433,402.16)	37,170,656.71
** Housing Estate Improvement	1,000,000.00	973,816.13	(26,183.87)	
** Housing Structural Works	200,000.00	510,487.97	310,487.97	
** Planned Preventative Maintenance	3,269,000.00	1,484,240.96	(1,784,759.04)	1,785,000.00
** Housing Extensive Void Works	300,000.00	79,340.97	(220,659.03)	
** Stock Survey	220,000.00	249,532.73	29,532.73	
** Energy Conservation	100,000.00	91,500.00	(8,500.00)	
** Boiler Replacement	5,000,000.00	5,163,225.46	163,225.46	
** Capitalised Works	420,000.00	739,335.51	319,335.51	
** Lift Improvements	1,000,000.00	1,000,492.40	492.40	
** Decent Homes	44,682,000.00	40,612,935.43	(4,069,064.57)	4,071,000.00
** Asbestos Removal	160,000.00	219,651.50	59,651.50	
** Mechanical & Electrical Works	5,575,000.00	1,332,201.23	(4,242,798.77)	4,171,000.00
** Professional Fees	2,000,000.00	2,028,093.04	28,093.04	
** Fire Protection Work	3,000,000.00	1,448,775.21	(1,551,224.79)	700,000.00
** Supported Living Scheme	750,000.00	57,135.89	(692,864.11)	
** Adaptation of Office Accommodation	0.00	61,195.90	61,195.90	
** Conversions & Extensions (HFH)	600,000.00	30,688.53	(569,311.47)	
** Security/CCTV	200,000.00	212,313.62	12,313.62	
** Internal Communal Flooring	200,000.00	241,094.60	41,094.60	
** Sheltered Flooring & Alarms	0.00	66,026.65	66,026.65	
*** Housing Revenue Account Capital	68,676,000.00	56,602,083.73	(12,073,916.27)	10,727,000.00
**** Total	162,774,975.00	99,267,656.57	(63,507,318.43)	47,897,656.71

Report for: Overview and Scrutiny Committee, 21 July 2016

Item number: 10

Title: Medium Term Financial Strategy (Budget Scrutiny Planning)

Report authorised by : Tracie Evans, Chief Operating Officer

Lead Officer: Anna D'Alessandro, Deputy S151/Head of Corporate Finance
anna.dalessandro@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

- 1.1 To consider the Medium Term Financial Strategy 2017/2018 to 2021/2022 Planning Timetable (attached).

2. Recommendations

- 2.1 That the Committee consider the Medium Term Financial Strategy 2017/2018 to 2021/2022 Planning Timetable (attached at Appendix A), including the Budget Scrutiny process for 2017/18.

3. Background information

- 3.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee".
- 3.2 In previous years OSC has tasked individual Scrutiny Panels with reviewing and providing comments on budget proposals relevant to their areas, with the full OSC taking a lead role for those areas not covered by a specific panel and overarching comments to Cabinet on the draft budget proposals. However, following approval of the Council's three year Medium Term Financial Strategy (MTFS) in February 2015, OSC considered its role in October 2015.
- 3.3 It was agreed that scrutiny of the 2016/17 budget, part of the approved MTFS 2015-2018, would be undertaken only by OSC. This took place in January 2016.
- 3.4 In order to cover the period of business rate devolution, work commenced on a new five year MTFS in May 2016. This will use the last year of the currently approved MTFS (2017/18) and will add a further four years (2018/19, 2019/20, 2020/21 and 2021/22). As a result, this will result in a new range of proposals

for the latter four years being initially approved by Cabinet in December 2016.

- 3.5 With this in mind, and in view of the Scrutiny Protocol, a request has been made for a clear timetable to be provided to the Committee, in relation to the budget setting process for 2017/18. The attached document outlines the timescale for scrutiny input to ensure activity in this area can be co-ordinated as part of the process for developing the overall scrutiny work programme for 2016/17.

4. Contribution to strategic outcomes

- 4.1 The Budget Scrutiny process for 2017/18 will contribute to strategic outcomes relating to “Outstanding for All”, “Clean and Safe” and “Sustainable Housing, Growth and Employment” (Haringey Corporate Plan 2015-18).

5. Statutory Officers comments

Finance

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

Legal

- 5.2 There are no immediate legal implications arising from this report.
- 5.3 In accordance with the Council’s Constitution (Part 4, Section G), the Overview and Scrutiny Committee should undertake scrutiny of the Council’s budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee

Equality

- 5.4 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.

5.5 The Panel should ensure that it addresses these duties by considering them within its work plan, including budget scrutiny. This should include considering and clearly stating;

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

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

6. Use of Appendices

6.1 Appendix A

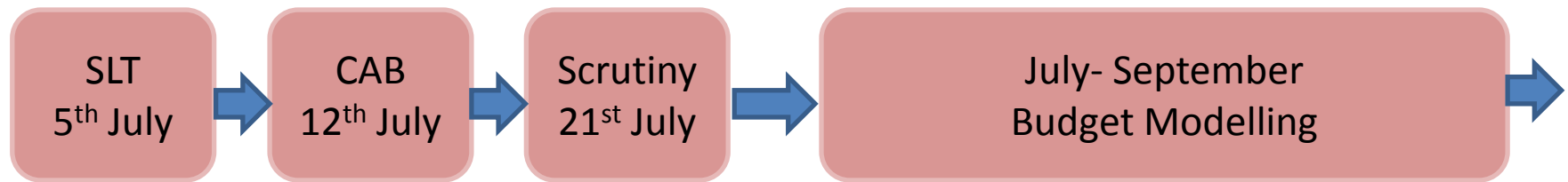
- Medium Term Financial Strategy 2017/2018 to 2021/2022 Planning

7. Local Government (Access to Information) Act 1985

N/A

This page is intentionally left blank

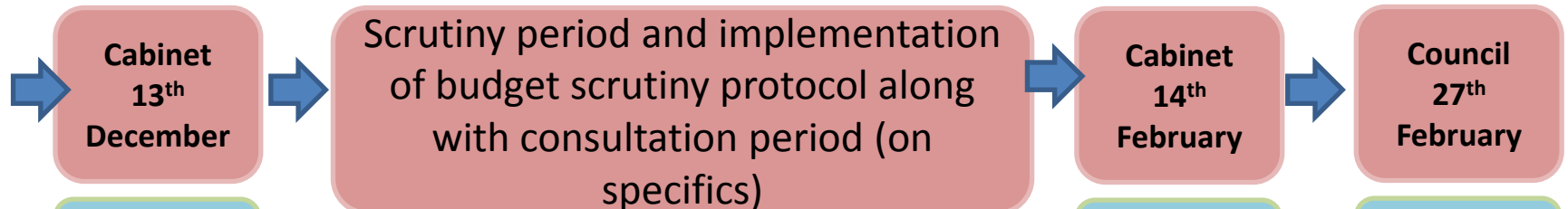
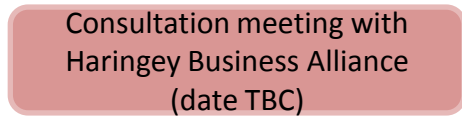
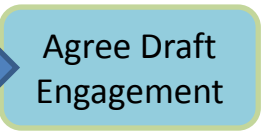
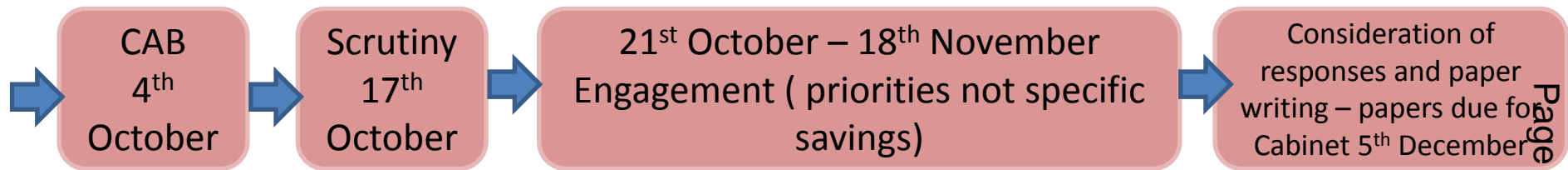
Medium Term Financial Strategy 2017/2018 to 2021/2022 Planning (5 years)



Discuss
Planning
Timetable

Discuss
Planning
Timetable

Discuss
Planning
Timetable



This page is intentionally left blank

Report for: Overview and Scrutiny Committee, 21 July 2016

Item number: 13

Title: Overview and Scrutiny Annual Report 2015/16

Report authorised by : Bernie Ryan, Assistant Director, Corporate Governance

Lead Officer: Christian Scade, Principal Scrutiny Officer,
Tel: 020 8489 2933, Email: christian.scade@haringey.gov.uk

Ward(s) affected: N/A

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

1. Describe the issue under consideration

To consider the Overview and Scrutiny Annual Report for 2015/16 that is attached at Appendix A.

2. Cabinet Member Introduction

N/A

3. Recommendations

- 3.1 That the Overview and Scrutiny Annual Report 2015/16 (Appendix A) be approved for submission to full Council.

4. Reasons for decision

- 4.1 The Overview and Scrutiny Committee (OSC) must report annually to full Council as set out in Part 2 (Article 6) of the Constitution.

5. Alternative options considered

N/A

6. Background information

- 6.1 The Overview and Scrutiny Annual Report (Appendix A) details the work of the five scrutiny bodies in Haringey, and the North Central London Joint Health OSC.

7. Contribution to strategic outcomes

- 7.1 The issues included within the 2015/16 scrutiny work programme were prioritised following consideration of Haringey's Corporate Plan 2015-2018. Items selected for scrutiny review were based on their potential to contribute to

strategic outcomes relating to “Outstanding for All”, “Clean and Safe” and “Sustainable Housing, Growth and Employment”.

8. Statutory Officers comments

Finance

8.1 There are no financial implications arising directly from this report.

Legal

8.2 As set out in Part 2 (Article 6) of the Constitution, the Overview and Scrutiny Committee must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.

Equality

8.3 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.

8.4 Overview and Scrutiny has addressed these duties by considering them in work plan development, as well as individual pieces of work. This has included looking at:

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

9. Use of Appendices

9.1 Appendix A – Overview and Scrutiny Annual Report 2015/16

10. Local Government (Access to Information) Act 1985

This page is intentionally left blank

Overview and Scrutiny

Annual Report 2015/16

Foreword

To be completed by Cllr Wright following OSC on 21 July 2016

Councillor Charles Wright
Chair, Overview and Scrutiny Committee

The Overview and Scrutiny Committee 2015/16



Cllr
Charles Wright (Chair)



Cllr Pippa Connor
(Vice Chair)



Cllr Eugene Ayisi



Cllr Kirsten Hearn



Cllr Adam Jogee

Co-opted Members of the Overview and Scrutiny Committee:

Church Representatives

- Yvonne Denny
- Chukwuemeka Ekeowa

School Governors

- Luke Collier
 - Kefale Taye
-

Contents

1. What is scrutiny?
2. What is effective scrutiny?
3. The structure of scrutiny in Haringey
4. Review of 2015/16
5. Overview and Scrutiny Committee (OSC)
6. Adults and Health Scrutiny Panel
7. Children and Young People Scrutiny Panel
8. Environment and Community Safety Scrutiny Panel
9. Housing and Regeneration Scrutiny Panel
- 10a. North Central London Joint Health OSC
- 10b. Barnet, Enfield and Haringey Sub Group
11. Budget Scrutiny
12. How to get involved

Appendix 1: The functions and service areas covered by scrutiny (2015/16)

Scrutiny in Haringey

1. What is scrutiny?

“Overview and Scrutiny is...the principal democratic means, between elections, of ensuring that decisions made by the council and its partners are held to account. It also provides a vital means of ensuring all councillors can take part in the development of council policy.” (Councillor’s Guide 2012/13: LGA)

- 1.1 Overview and Scrutiny was brought into being by the Local Government Act 2000. A requirement of the act is for a local authority with executive arrangements to have one or more Overview and Scrutiny Committees.
 - 1.2 This scrutiny committee is able to scrutinise the decisions or actions taken by the Council or partner organisations or indeed, assess any matter that affects people living in the borough.
 - 1.3 In this context, the primary role of the Committee is to hold local decision makers to account and to help improve local services. The Committee has a number of distinct functions:
 - To review and challenge decisions taken by the Council and its partners (e.g. NHS, police);
 - To undertake investigations into services or policy areas which are of interest or concern to local people;
 - To make evidence based recommendations to improve services provided by the Council and partner organisations.
 - 1.4 Given these functions, Overview and Scrutiny plays an important role in local democracy through: enhancing local accountability of services; improving transparency of decision making; and enabling councillors to represent the views of local residents.
-

2. What is effective scrutiny?

- 2.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, achieve added value and retain credibility. A summary of what needs to be done to ensure an effective scrutiny function is in operation is outlined below:

An effective scrutiny work programme should reflect a balance of activities

- 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

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

3. The structure of scrutiny in Haringey

3.1 In Haringey there is one over-arching Overview and Scrutiny Committee, which is supported in its work by four standing scrutiny panels which scrutinise the following service areas: Adults and Health; Children and Young People; Environment and Community Safety; and Housing and Regeneration.

Overview & Scrutiny Committee and Scrutiny Panels

3.2 The Overview and Scrutiny Committee is made up of five councillors who are not members of the Cabinet (the decision making body of the Council). Membership of Overview & Scrutiny Committee is proportional to the overall political makeup of the Council.

3.3 Scrutiny panels are made up of between 3 and 7 councillors who are not members of the Cabinet. Scrutiny panels are chaired by members of the Overview and Scrutiny Committee and membership is politically proportionate as far as possible.

3.4 Both the Overview and Scrutiny Committee and scrutiny panels oversee discrete policy areas and are responsible for scrutinising services or issues that fall within these portfolios.

3.5 A number of scrutiny functions are discharged by both the Overview and Scrutiny Committee and the individual panels. This includes: Questioning relevant Cabinet members on areas within their portfolio; Monitoring service performance and

making suggestions for improvement; Assisting in the development of local policies and strategies (e.g. through local project work); Monitoring implementation of previous scrutiny reports; and Budget monitoring.

- 3.6 As the 'parent' committee, the Overview and Scrutiny Committee is required to approve work programmes and to ratify reports and recommendations developed by scrutiny panels. The Overview and Scrutiny Committee also retains a number of distinct scrutiny functions not undertaken by panels. This includes:
- **Call-ins:** where there is a challenge to decision taken by the Cabinet or individual Cabinet member or a key decision taken by an officer under delegated authority.
 - **Councillor call for action:** where local councillors can refer matters of genuine and persistent concern which have not been possible to resolve through usual council processes.
- 3.7 A list of service areas covered by the Overview and Scrutiny Committee and Scrutiny Panels, during 2015/16, is provided at **Appendix 1**.
-

4. Review of 2015/16

- 4.1 Last year, as part of the 2015 Scrutiny Cafe, it was agreed that the scrutiny work programme would have succeeded if work:
- Was aligned with corporate priorities, objectives and outcomes, complimenting work of the Council and its partners;
 - Didn't duplicate work being undertaken elsewhere;
 - Reflected wider community's concerns;
 - Was practical and produced positive and beneficial impacts;
 - Was focused on areas where greatest practical assistance could be provided;
 - Was managed so its scrutiny processes were commensurate with desired outcomes (e.g. a one-off report or a more in depth investigation).
- 4.2 In order to assess the impact of last year's work programme each of the Panel Chairs, from 2015/16, were invited to a short de-briefing session with the Chair of the Overview and Scrutiny Committee and the Performance, Programme and Scrutiny leads for the particular corporate priority that their Panel covered. These reviewed progress in the last year and flagged up matters requiring further attention. For example, there was an opportunity to look at how the priority dashboards had been used to shape the scrutiny work programme and how these could be used moving forwards.

Summary of Achievements 2015/16

Corporate Priorities

- Regular briefings agreed for panel chairs, with priority, performance and finance leads, to support strategic understanding with work programme planning linked to corporate priorities.
- In-depth project work, linked clearly to the corporate priorities, concerning: Finsbury Park Events; Social Inclusion; Community Infrastructure Levy; Viability Assessments; Cycling; Community Safety in Parks; and Dis-proportionality in the Youth Justice System which have resulted in practical and achievable recommendations being made.

Positive and Beneficial Impact

- Thorough sessions on adult and children's safeguarding, plus briefing sessions for members and now joint work planning in hand with adults and children's safeguarding boards.
- Effective budget scrutiny with positive recommendations fully agreed by Cabinet, and forward planning to formalise budget monitoring at panels.
- More focussed Cabinet member Q&As, with questions/KLOE determined in advance.
- New ways of working e.g. "scrutiny review in a day" sessions (Community Infrastructure Levy and Viability Assessments), and a range of site visits meeting staff and service users, including long-term unemployed people, young offenders, and adult service users. Members also gained first-hand experience of issues relating to cycling by touring the Borough on bikes.
- Rapid response e.g. review of Finsbury Park events with agreed recommendations developing policy and addressing resident concerns; review of action taken on various adult care concerns.

Wider Concerns / Practical Assistance

- Improved engagement with partners including police, CCG, and other NHS bodies; and a wide range of agencies, including key policy makers across London, such as the Mayor's Cycling Commissioner.
- Improved engagement with the public, both in developing the work programme and evidence gathering e.g. the Call for Evidence in relation to Finsbury Park Events.
- Learning from best practice from other local authorities through visits to Cambridge and Waltham Forest and witnesses who have attended scrutiny evidence gathering sessions (e.g. from Greenwich, Islington, Lambeth, Tower Hamlets and Southwark).
- Improved communication with local stakeholders, including press releases, coordinated through regular meetings with the Assistant Director of Communications.
- Improved engagement and involvement with wider scrutiny bodies such as the London Scrutiny Network.

- 4.3 Despite these positive developments issues remain, in some areas, in terms of prioritising, developing and maintaining an effective work programme.
 - 4.4 As a result, the Overview and Scrutiny Committee on 6 June 2016 agreed, that to make greatest and most constructive input, the careful selection and prioritisation of work is essential if scrutiny is to be successful, gain buy in from senior officers and Cabinet, retain credibility and achieve added value.
 - 4.5 Moving forwards, this will require using performance and financial information, on a regular basis, to help shape and inform the future scrutiny work programme.
-

The Work of Overview and Scrutiny in 2015/16

5. Overview and Scrutiny Committee

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

Co-optees: Ms Y Denny, Mr C Ekeowa, Mr L Collier and Mr K Taye

Overview

- 5.1 As well as overseeing the work of the four scrutiny panels (section 6 onwards), 2015/16 was a busy year for the Overview and Scrutiny Committee itself.
- 5.2 A common theme throughout the year was scrutiny of the authority's performance and strategic direction. The Committee also led budget monitoring and budget scrutiny exercises (outlined in section 11) and recently took part in a seminar to consider how non executive members could better engage with and scrutinise the council's financial planning and annual budget setting process.
- 5.3 The Committee also considered a range of one-off reports on various issues affecting the borough, including: Learning from the Lessons of Rotherham (Implications for Scrutiny and Safeguarding); Strategic Enforcement; Welfare Reform; Haringey's Workforce Plan; Business Infrastructure; The Customer Services Transformation Programme; and the Treasury Management Partnership with the Greater London Authority.
- 5.4 By reviewing the council's efficiency and transformation programme throughout the year the Committee has been able to review policy options to ensure they fit with the Council's priorities and commissioning arrangements.

Cabinet Q&A

- 5.5 Cllr Kober, Leader of the Council, attended in June 2015 to outline her priorities for the year in her annual State of the Borough address. Members were able to discuss and question the Leader and the Deputy Chief Executive on these priorities. The Leader also attended in January 2015 to respond to questions within her portfolio.
- 5.6 As per the scrutiny protocol, Cllr Arthur, Cabinet Member for Resources and Culture, and Cllr Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability both attended meetings during 2015/16. The session with Cllr Goldberg, in November 2015, was particularly productive and resulted in a scrutiny project being set up to look at ways to promote a "Fair and Equal Borough" (details below).

Project Work

- 5.7 The Committee undertook two projects during 2015/16, both of which involved gathering evidence from a wide range of stakeholders.

Finsbury Park Events

- 5.8 Over the summer of 2015, the Committee agreed to investigate recent events in Finsbury Park, specifically to look at:

- Planning and organisation;
- Facilities;
- Policing, security and crowd control;
- Noise and complaints;
- Transport, ingress and egress;
- Damage and arrangements for remediation; and
- Community engagement

- 5.9 During August and September, the Committee met with a range of interested parties, including event organisers, police, Transport for London and members of the Finsbury Park Events Stakeholder Group. The Committee also invited comments from local residents and members of the public as part of the review. In addition the Committee visited Finsbury Park and observed events taking place there.

- 5.10 Members of the Committee considered all evidence presented to them and produced a report detailing its conclusions and recommendations which was agreed on 17 October 2015.

- 5.11 Cllr Charles Wright, Chair of Overview and Scrutiny Committee, said:

“Our review highlighted the fact that management of the large events at Finsbury Park continues to improve, with better co-ordination between the various agencies involved. These improvements need to continue.

“It also identified that work needs to be done on communication, complaint management, and stakeholder engagement.

“We hope that Cabinet will take on board the recommendations and work will continue to minimise the impact of events on local people and ensure there is more transparency around the vital income it brings in.

“We could not have made these recommendations without the input of the hundreds of local people who took part in the review and we are hugely grateful to everyone who took the time to respond.”

- 5.12 A response to the review, detailing how scrutiny recommendations would be taken forward, was considered by Cabinet in December 2015 and an update on how the Council was implementing the recommendations was presented to OSC in March 2016.

- 5.13 The Committee was pleased the majority of their recommendations had been taken forward and, in view of events taking place during 2016, have asked for an update during autumn 2016.

Social Inclusion

- 5.14 A Fair and Equal Borough is one of four cross-cutting themes within the Council's Corporate Plan and sets out the Council's aim to tackle "the underlying factors of poverty, discrimination and exclusion". Through the Q&A session with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, the Committee was made aware that the Fair and Equal Borough Delivery Plan was being reviewed.
- 5.15 In this context it was agreed the Overview and Scrutiny Committee could support this review through a series of evidence gathering sessions that would help develop a more localised definition of social inclusion and develop associated priorities for action. In January, the Committee agreed to address the following objectives as part of its review:
- To assess why certain areas and certain communities within the borough have not benefitted as much from London-wide improvements in outcomes;
 - To assess whether disadvantaged communities within the borough see themselves as excluded and what do they feel are the key barriers to getting ahead?
 - To identify what success may look like for disadvantaged communities;
 - To identify what works in supporting disadvantaged communities and helps them to get on;
 - To review existing plans to ensure that they are focussed on the right areas to tackle the issues these communities are facing?
 - To assess what can be learnt from other boroughs facing similar issues?
- 5.16 In meeting these objectives it was agreed a case study approach would be adopted as this would provide an opportunity to explore how issues are playing out in some of the most disadvantaged parts of the borough. In discussion with officers and the Committee it was agreed with local councillors that the Campsbourne Estate (Hornsey) would be used to provide illustrative case study material to support the review. This area was selected for a number of reasons, including a recent Index of Multiple Deprivation analysis suggesting deprivation in this part of the borough has deteriorated, contrary to the borough-wide trend.
- 5.17 In the period February to April 2016, the Committee held a number of evidence gathering sessions. This included input from: other local authorities; Hornsey ward councillors; Homes for Haringey officers; local GPs; neighbourhood policing representatives; and a local primary school.

5.18 [An interim report was considered by the Committee in June](#). This highlighted a number of emerging themes:

- Ensuring children have the best start in life;
- Access to housing;
- Post 16 transitions;
- Mental health – support to improve community participation;
- Social inclusion and access to opportunities.

5.19 The Committee has now agreed a plan of work to complete this project during 2016/17.

6. Adults and Health Scrutiny Panel

Chair's Introduction

"Last year was a busy year, with six formal meetings taking place. The Panel also undertook a review of adult safeguarding with the dual intention of improving the procedure for those adults undergoing safeguarding, and secondly, to improve councillor scrutiny in the process. Final recommendations will be put forward this coming year with "Making Safeguarding Personal" a key initiative in ensuring safeguarding is working for our vulnerable adults. In addition, we held a special meeting in February focusing on the financial performance of services relating to Adult Social Care, Commissioning and Public Health. As chair, I wish to thank all the Panel members, Cabinet members, Officers, Stakeholders and, not least, the members of the public who made positive contributions to meetings throughout the year." (Cllr Pippa Connor)

Councillors: Pippa Connor (Chair), Gina Adamou, Charles Adje, David Beacham, Stephen Mann, Peter Mitchell and Felicia Opoku

Co-optee: Ms H Kania

Adult Safeguarding

- 6.1 The Panel considered various issues in relation to safeguarding and Haringey's ambition to develop a community wide partnership approach to quality assurance. This included meeting with the Care Quality Commission who presented an overview of inspections carried out in the borough, drawing out key trends and lessons regarding the quality of care delivered in the borough.
- 6.2 Members of the Panel also met informally with Dr Adi Cooper, the Independent Chair of Haringey's Safeguarding Adults Board (SAB). This gave an opportunity to learn more about the roles and responsibilities of the SAB, and to consider the SAB's Annual Report. Following this, the Panel met to provide collective feedback on the SAB's Strategic Plan 2015-2018 Consultation Document.
- 6.3 The Panel also considered updates on specific cases where concern about quality of care had been highlighted, and sought assurance that particular concerns were being addressed and arrangements were in place to learn lessons.
- 6.4 In addition, various member development activities, including site visits, briefings and conferences, took place to help develop the future scrutiny work programme. These activities helped the Panel to consider the role of scrutiny in this complex area and to learn from safeguarding best practice. Moving forwards, scrutiny activity in this area will focus on *"what does good look like for an adult at risk?"*

Primary Care

- 6.5 The Panel received several updates from the CCG on Primary Care, covering estates, access and prevention. In addition, and with NHS England responsible for commissioning primary care (recognising there are now co-commissioning

arrangements in place), the Panel invited NHS England to attend their November meeting. This enabled the Panel to consider: plans being developed out of Haringey's Strategic Premises Plan; plans for Tottenham Hale; and the Primary Care Infrastructure Fund.

Changes to Adult Care Services

- 6.6 During the course of the year the Panel considered issues concerning changes to adult care services. This included looking at the principles and methodologies that were used to support the consultation and co production processes for changes to services. Following the consultation, the Panel reviewed how the process had been conducted. The Panel also received an update on the Project Plan for Day Opportunities Transformation. These issues will be kept under close review during 2016/17.

Better Care Fund

- 6.7 Following an update on progress with the implementation of the Better Care Fund in October, the Panel invited the Commissioning Lead for the Better Care Fund to their January meeting. This allowed findings from "deep dives" concerning both Care Homes, and Falls, to be considered along with non-elective admissions targets.

Haringey Foot Care Services

- 6.8 In January, following suggestions from members of the public, the Panel received an update on foot care. This included:
- Consideration of services provided in Haringey by both statutory and voluntary health and social care organisations;
 - Issues with the performance of the Whittington Health Podiatry and Foot Health Service, and how these were being addressed; and
 - The communication channels used to notify residents about local services.
- 6.9 Before the meeting, and in order to gain a better understanding of the issues, the Panel met with service users and carers, including representatives from the Hornsey Pensioners Action Group. Feedback was also received from users of the Bridge Renewal Trust's Foot Care Plus service.
- 6.10 During the discussion it was agreed further evidence gathering should take place. As a result, meetings took place with commissioners and providers in the spring, while further interviews will take place during summer. The final recommendations of the Panel will be made once this work is completed in the autumn.

Cross Cutting Issues

- 6.11 In addition, the panel also considered a number of cross cutting briefs, including:
- Haringey's Mental Health and Wellbeing Framework. This included a general update in November while issues concerning Child and Adolescent Mental

Health Services were considered in March. This allowed monitoring of previous scrutiny recommendations to take place.

- Issues arising for the Council in relation to promoting a sustainable and diverse market place in light of the Care Act and following the Commissioning for Better Outcomes Peer Review undertaken in the borough.
- The work taking place to address social isolation for those needing, or likely to need, interventions from health or from adult social care as part of a preventative approach. This involved interviewing representatives from HAGA and Groundwork who had been commissioned to deliver a Neighbourhoods Connect service across the borough.

Cabinet Q & A

- 6.12 The year concluded with an opportunity to question Cllr Peter Morton, Cabinet Member for Health and Wellbeing, on his portfolio. Cllr Morton attended meetings throughout the year and the Q&A session in March was both an opportunity to reflect on the year and to prioritise areas for scrutiny involvement moving forward.

Joint Scrutiny

- 6.13 A summary of joint scrutiny work undertaken in relation to the North Middlesex University Hospital NHS Trust and the Barnet, Enfield and Haringey Mental Health NHS Trust is provided in section 10.
-

7. Children and Young People Scrutiny Panel

Chair's Introduction:

"The Children and Young People's Scrutiny Panel covers, amongst other things, safeguarding and education improvements, which are high priorities for both residents and the Council. The Panel has aimed to focus on the key issues in these areas and the items below were included within our work during the year." (Cllr Kirsten Hearn)

Councillors: Kirsten Hearn (Chair), Mark Blake, Clive Carter, Toni Mallett, Liz Morris, Reg Rice and Charles Wright

Co-optees: Ms Y Denny, Mr C Ekeowa, Mr L Collier and Mr K Taye

Panel Project on Youth Transition

- 7.1 The Panel completed the second part of its review on young people at risk of becoming a NEET and interventions that could be made to address this. A number of recommendations were made by the Panel, including;
- Setting a specific target for narrowing the gap in the percentage of young people entering Russell Group universities between the borough's two constituencies;
 - Developing effective monitoring of the take up and success rate of apprenticeships and making this a key Corporate Plan performance indicator; and
 - For the Council to take a lead role in developing a strategic borough wide plan for young people to develop and pursue their career aspirations.

Disproportionality within the Youth Justice System

- 7.2 The Panel has been undertaking a review on the disproportionate percentage of young people from some communities within the youth justice system, which is particularly pronounced within the black community. Data shows that 47% of the caseload for the Youth Justice Service comes from the black community, despite them representing only 28% of the population. The review is looking at the reasons for this and what can be done to address this. It is scheduled to report its findings early in 2016-17.

Corporate Plan, Priority 1: Best Start in Life

- 7.3 The Panel considered a report on the outcome measures and performance targets for the next three years under the Council's Corporate Plan Priority 1; Best Start in Life. The aim was that these would help to clarify what "good" looked like. Ambitious targets had been set and it was intended that progress against these would be measured in an open and transparent way, including publication on the Council's website.

School Places

- 7.4 The Panel received evidence that the birth rate in London had stabilised and was now predicted to fall and that this would have an impact on future demand for school places and had been reflected in projections of demand for primary school places, especially in the Crouch End and Muswell Hill areas. However, there was still likely to be additional demand in areas of the borough where regeneration was taking place and there was also currently a need for additional capacity at secondary level.

Children's Safeguarding

- 7.5 Sir Paul Ennals, Independent Chair of the Local Safeguarding Children's Board reported on arrangements for effective safeguarding. Although there were no immediate issues, he highlighted a number of issues of concern;
- Gangs and engagement with girls at risk of child sexual exploitation (CSE);
 - Children missing from care; and
 - Engagement with schools.
- 7.6 The Panel noted that good progress was being against each of these. In addition, the Panel and other non Executive Members participated in a training session on scrutiny of safeguarding that focussed on how the issue could be scrutinised effectively, including potential sources of evidence.

Current Developments in Adoption and Permanency

- 7.7 The Panel considered developments in adoption, fostering and special guardianship, including recruitment of in-house foster carers and other performance issues, planned reforms under the Education and Adoption Bill and how the voice of the child is taken into account.
-

8. Environment and Community Safety Scrutiny Panel

Chair's Introduction:

*"This panel has a wide portfolio that includes the environment, crime, litter collections, refuse and recycling. We want to continue to examine our communities and to help improve our environment by providing evidenced based projects, which can help inform the debate about how to make this a clean and safe borough to live."
(Cllr Adam Jogee)*

Councillors: Adam Jogee (Chair), Patrick Berryman, John Bevan, Barbara Blake, Bob Hare, Sarah Elliott and Sheila Peacock.

Co-optee: Mr I. Sygrave (Haringey Association of Neighbourhood Watches)

Cycling

- 8.1 The Panel undertook a piece of in-depth work on increasing the use of cycling for travel. It made a number of recommendations regarding, including:
- The development of a transformational vision for cycling and promoted as part of a wider "Living Streets" strategy;
 - That the overriding priority of the cycling content of the Council's Cycling and Walking Strategy be to create a high quality cycle network that is segregated from traffic; and
 - That cycle infrastructure projects be piloted in the first instance in order to provide the necessary flexibility to amend them if necessary.

Community Safety in Parks

- 8.2 A review on community safety in parks was also undertaken by the Panel. This has looked at how crime and fear of crime can be addressed within parks and open spaces.
- 8.3 Amongst the issues that have been considered are:
- Rough sleeping and drinking;
 - Anti social behaviour; and
 - How crime can be "designed out".
- 8.4 The review is scheduled to report its findings early in 2016/17.

Haringey Safer Communities Partnership - Performance Statistics and Priorities

- 8.5 The Panel received a report from the Police Service on the crime statistics for the borough. There had been an increase in violence with injury but it was likely that this had been influenced by changes to reporting procedures. There were also issues with robbery, confidence levels and the re-emergence of knife enabled crime. However, there had been an overall reduction in crime of 20.1%.

Update on progress: Interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur redevelopment

- 8.6 The Panel received a report on progress with the implementation of recommendations arising from the interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur redevelopment. The Panel noted that the Special Event Day (SED) scheme that had been set up had so far raised circa £25,000. Whilst this was below the anticipated amount, the number of bays was due to be increased as part of phase 2 of the scheme.

Violence Against Women and Girls

- 8.7 The Strategic Violence Against Women and Girls Lead reported on progress with the implementation of the recommendations of the Panel's review on violence against women and girls. She reported that a lot of progress had been achieved to date and that the recommendations had been helpful, constructive and challenging. She highlighted the fact that a new approach, entitled Change that Lasts, was being explored with national Women's Aid as part of the development of the violence against women and girls strategy and it was hoped that Haringey might be a pilot site.

Team Noel Park Pilot

- 8.8 The Panel considered the Team Noel Pilot, which is a prototype for a new partnership approach with the local community, built around shared ambitions to improve the local environment and tackle crime/improve community safety. Through active engagement, it was intended to build a shared understanding of the community's priorities and a consensus on how to improve outcomes under the principle that we can achieve more when we work together.

Street Cleansing and Waste and Recycling Performance

- 8.9 The Panel received regular updates on performance levels in respect of street cleansing and recycling.
-

9. Housing and Regeneration Scrutiny Panel

Chair's Introduction:

"A broad programme of work was undertaken by the panel in 2015/16 and it has scrutinised a range of housing and regeneration issues to support the delivery of corporate objective of the council.

This year, the panel trialled a new approach to scrutiny, in which evidence gathering is collected from informed stakeholders in a day-long conference event. There was a consensus among the panel that this approach provided improved continuity and focus to evidence gathering and should be utilised further across the service.

In addition, panel members were very appreciative of the opportunities provided by officers to tour and inspect local services and sites. Such visits, where combined with the opportunity to talk with front line staff, greatly contributed to members understanding and scrutiny of issues under consideration.

I would like to thank members, officers and other local stakeholders, who have contributed to the work of the panel in this year." (Cllr Eugene Ayisi)

Councillors: Eugene Ayisi (Chair), Gail Engert, Tim Gallagher, Eddie Griffith, Makbule Gunes, Emine Ibrahim, Martin Newton.

9.1 There were five formal meetings of the Housing & Regeneration Scrutiny Panel in 2015/16. In addition to these, there were two informal scrutiny in-a-day events to assist evidence gathering sessions for panel projects.

Cabinet Q & A

9.2 Two Cabinet members portfolios sit within the remit of this panel and both attended twice in the year to respond to questions from the panel.

9.3 Key issues discussed with the Cabinet Member for Housing and Regeneration included;

- The use of Right to Buy receipts to support affordable housing;
- Implications of the Housing & Planning Bill for the provision of affordable housing;

9.4 Key issues discussed with the Cabinet Member for Planning included:

- Strategies to retain and recruit planning staff;
- Analysis of planning appeals data.

Tottenham Regeneration Programme

- 9.5 As one of the Corporate Programmes and a priority for the Council, an update on the Tottenham Regeneration Programme is received annually by the panel. This year, ahead of the update, panel members and local ward councillors undertook a site visit to three key development sites: High Road West, Tottenham Hotspur FC stadium and Northumberland Park to help guide and inform scrutiny of this issue.
- 9.6 Examination of the programme at panel focused on the community consultation and engagement processes that underpin regeneration and how the strategic need for both employment space and housing are balanced within regeneration plans.

Haringey Housing Strategy

- 9.7 The consultation on the draft Haringey Housing Strategy was presented to the panel and members were able to formally comment and respond. The panel were concerned as to how the implications of the Housing & Planning Bill would impact on the ambitions of the strategy which were noted by officers. The finalised strategy is due to be considered at Cabinet in the autumn of 2016.

Temporary accommodation

- 9.8 The panel undertook a site visit to Apex House Customer Care Centre and Housing Service to understand how homelessness applications are received and processed through the council. In addition, the panel received update reports on plans to prevent homelessness and increase the supply of homes that could be used for temporary accommodation.

Selective Licensing

- 9.9 The panel looked at council plans to introduce a borough wide Selective Licensing Scheme for all rented properties. It was noted that whilst there was evidence to support the introduction such a scheme in 12 of the 19 wards locally, it would be unlikely to proceed given that new regulations would restrict the total area (20%) in which such a scheme could apply.
- 9.10 It was also noted new regulations could also extend the use of the current Mandatory Licensing Scheme to include both 2 storey properties and self contained flats. If introduced in Haringey, this would significantly increase the housing units that could be licensed (in excess of 12,000 properties). A further update is planned for the panel in 2016/17.

Panel Projects

- 9.11 The panel undertook two projects during 2015/16, both of which were undertaken in a 'scrutiny in a day' format, where evidence was collected from a number of contributors in a conference style event.

Community Infrastructure Levy (December 2015)

The panel held a scrutiny in a day evidence gathering session in to assist the council in developing governance arrangements to support the distribution of the community element of the Community Infrastructure Levy.

Developers, Neighbourhood Forums and local planning officers contributed to evidence gathering process. With independent guidance and advice from the Planning Officers Society, the panel produced a number of recommendations, all of which were agreed or partially agreed by Cabinet in May 2016.

Viability Assessments (April 2016)

A second scrutiny in a day session was held to examine the viability assessment process in delivering affordable housing and other planning gains. Representatives from other local authorities, developers and specialist viability assessors all gave evidence to the panel.

The panel is currently developing conclusions and recommendations from this work which it is hoped will go to Cabinet in autumn of 2016.

Other issues

- 9.12 In addition to the above issues, the panel also scrutinised a number of issues at these meetings including:
- Measures to bring empty homes back into use;
 - The Preferred Partnership Agreement between the council and 6 local registered providers; and
 - The review of the Supported Housing Programme.
-

10a. North Central London Joint Health OSC

10.1 Haringey participates in a Joint Health Overview and Scrutiny Committee (JHOSC) covering the boroughs of Barnet, Enfield, Camden, Haringey and Islington. Each borough has two representatives on the Committee. Haringey's representatives were Cllrs Pippa Connor (Vice-Chair) and Charles Wright. The Committee was established to scrutinise health issues common to all of the five boroughs.

10.2 Amongst the issues discussed this year at the JHOSC were:

Specialist Cancer and Cardiovascular Services - Update on Implementation of Reconfiguration

10.3 The Committee received an update on the implementation of changes to specialist cancer and cardiovascular services in the north central London area. It was noted that the revised arrangements had resulted in an improved level of care and the provision of a 7 day service.

Procurement of Integrated Urgent Care (111/Out of Hours)

10.4 The process for the procurement of the integrated NHS 111 Services and Out of Hours Services in the area was discussed in detail by the Committee with CCG officers as well as local patient and public representatives. The Committee was able to influence effectively the design of the process, which led to the award of the contract to a GP led not-for-profit organisation.

Lower Urinary Tract Symptoms (LUTS) Clinic

10.5 The Committee considered the circumstances which led to the suspension of services at LUTS Clinic at the Whittington Hospital. Concerns regarding this had been expressed by a large number of patients of the clinic. The Committee heard evidence on the issue from patients and clinicians and noted that the future commissioning of the clinic would be considered further following an Independent Review.

Joint Action by NHS Acute Trusts, CCGs, Local Authorities and Other Organisations to Reduce A&E Attendance

10.6 The Committee received a report on joint strategic planning by the CCGs in the area to reduce A&E attendance and noted that there were likely to be significant challenges. In particular, demand had been higher than expected across the whole of London. It commented on the key role that local authorities could potentially take in this as well as the need for close work with care homes. It was felt that the focus needed to be more on helping patients to avoid getting into the system rather than dealing with them quicker.

Stroke Pathways

10.7 The Committee welcomed Professor Anthony Rudd, the National Clinical Director for Stroke, He reported that overall performance was good and that there had been

significant improvement to the quality of stroke care being delivered. There were nevertheless areas where improvements could be made, such greater involvement of local authorities, a closer working relationships between local authorities and their respective CCGs and quicker discharge of patients. The lack of an early support discharge team in Haringey and poor 6 month follow up across all areas, especially for patients from North Middlesex, was highlighted.

New Model for Child and Adolescent Mental Health Services (CAMHS)

- 10.8 The Committee received an overview of the new model for CAMHS. It noted that there were currently a variety of providers of CAMHS across north central London, which had resulted in a complex overall picture. Individual Boroughs were currently working on Transformation Plans to develop more coherent services. Some services operated as shared services across Boroughs, for example, those for Eating Disorders. Boroughs in these cases were therefore working together to ensure the right level and parity of investment.

GPs in Care Homes

- 10.9 The Committee received a presentation that highlighted the differences in primary care provision for care homes between the boroughs. This was influenced, to some extent, by the differences between the number of care homes in different boroughs. The Committee particularly welcomed the model that multi disciplinary model that was used by Enfield CCG.

Whittington Hospital - Development of Estates Strategy

- 10.10 The Chief Executive of Whittington Health reported to the Committee on proposals to develop an estates strategy. This was aimed at providing a modern estate that was designed to deliver clinical services and enables the Trust to provide care where and when people needed it, as well as being fit for the provision of modern healthcare services.

10b. Barnet, Enfield and Haringey Sub Group

- 10.11 In addition to work carried out by the “parent” JHOSC, representatives from Haringey worked closely with colleagues from Barnet and Enfield to address concerns relating to North Middlesex University Hospital NHS Trust and Barnet, Enfield and Haringey Mental Health NHS Trust.
- 10.12 During the period May 2015 – May 2016 two formal Sub Group meetings were held. In addition scrutiny members, from the sub group and Haringey’s Adults and Health Scrutiny Panel, attended briefings, meetings and seminars, to better understand performance issues for both Trusts.

Barnet, Enfield and Haringey Mental Health NHS Trust

- 10.13 In May 2015 the Sub Group met to provide feedback on the Trust’s Draft Quality Account for 2014/15 and to receive an update on the contracting and funding

arrangements between the commissioning Clinical Commissioning Groups (CCGs) and the Trust for 2015/16.

10.14 Following this meeting, and through 2015/16, the Sub Group were updated on a range of issues, including:

- Outcomes from the Carnall Farrar report;
- Issues and challenges in relation to the Trust's CQC Inspection;
- The Trust's financial position and the contracting and funding arrangements between the CCGs and BEH Mental Health Trust for 2016/17;
- St Ann's redevelopment and the estates plan for NCL.

10.15 The positive work and information provided by the Trust was commended by Members. These updates were especially useful ahead of the Sub Group's meeting in May 2016. At this point, Member noted that concerns raised within the Trust's Quality Account (2015/16) were often underpinned by the issues of a poor ward environment, high inpatient bed occupancy and staffing levels. Members were pleased to hear of the positive plans to address staff retention and it was noted the poor ward environment was being picked up as part of the Sustainability and Transformation Plan for NCL. Members also agreed suitable funding was very important, not only in funding inpatient stays but in developing more robust care within the community setting. Moving forwards, the Sub Group were interested to learn of plans to tackle these issues and will be scrutinising the CQC report/action plan in the coming year to see if improvements have been achieved.

10.16 In addition to providing comments on the Trust's Quality Account (2015/16), the meeting in May 2016 provided an opportunity for the Sub Group to consider a variety of issues. The following will be kept under review during 2016/17:

- The Transformation and Sustainability Plan for NCL
- Concerns about the delays in approval of the plans for the redevelopment of St Ann's Hospital
- Contracting and funding arrangements between the CCGs and the Trust

North Middlesex University Hospital NHS Trust

10.17 Following the Trust's 2014/15 CQC inspection, scrutiny members took a keen interest in the North Middlesex during 2015/16, especially in terms of A&E performance.

10.18 In order to gain a better understanding, members from Haringey and Enfield were invited to two performance briefings, held at the hospital, in August and February. In addition, the Chair of Enfield's Health Scrutiny Committee invited members from Haringey to contribute to a formal meeting focusing on the continuing challenges and issues for the hospital in terms of A&E.

10.19 Following these sessions, the Sub Group held a formal meeting in May 2016 to consider the Trust's Quality Account (2015/16). A&E performance was raised as a particular worry and in view of the Chief Inspector of Hospitals publishing a report, in July, raising concerns that urgent and emergency care services at the hospital were "inadequate" these issues will be kept under close review during 2016/17.

11. Budget Scrutiny

- 11.1 Overview & Scrutiny Committee is required to assist annually in the budget setting process, which is defined by an agreed protocol. In previous years Overview & Scrutiny Committee has tasked individual Scrutiny Panels with reviewing and providing comments on budget proposals relevant to their areas, with the Overview & Scrutiny Committee taking a lead role for those areas not covered by a specific panel and overarching comments to Cabinet on the draft budget proposals.
- 11.2 In 2015/16 however, following the approval of the Council's three year Medium Term Financial Strategy (MTFS) in February 2015, it was agreed that scrutiny of the 2016/17 budget, part of the approved MTFS 2015-2018, would be undertaken only by OSC as there were no new emerging savings or investment proposals. This took place in January 2016.
- 11.3 From these deliberations, the Committee made 6 recommendations:
- That Cabinet should ensure sufficient flexibility in adult care budgets to support the outcomes of co-production exercises;
 - That Cabinet should ensure a comprehensive financial risk register is maintained and updated, and considered at Cabinet on a quarterly basis;
 - That as part of financial risk management, Cabinet should consider and confirm a strategy to ensure adequate levels of reserves across the MTFS period;
 - That Cabinet should confirm arrangements for reviews of savings plans in 2016/17 and ensure that OSC is consulted on the outcome of those reviews and any proposals made;
 - That Cabinet should consider opportunities to maximise income from all sources and report and update OSC and Scrutiny Panels on income maximisation as appropriate;
 - That individual Scrutiny Panels should monitor budgets in their priority areas through 2016/17, and report formally to OSC after Q2; and that OSC should formally consider overall budget performance after Q2 and make recommendations as appropriate.
- 11.4 The recommendations above were agreed by Cabinet in February 2016 and will be kept under review by OSC during 2016/17.
-

12. How to get involved

12.1 Public engagement and involvement is a key function of scrutiny and local residents and community groups are encouraged to participate in all aspects of scrutiny from the development of the work programme to participation in project work. For this purpose all formal meetings of the Overview and Scrutiny Committee and the four scrutiny panels are held in public and everyone is welcome to attend.

12.2 As well as attending a scrutiny meeting, there are a number of ways in which local people can be actively involved in the scrutiny process.

Suggest a topic for review

12.3 Members of the public and community groups can suggest topics for possible scrutiny review. Please use the [scrutiny suggestion form \(Word, 52KB\)](#) to suggest a topic for inclusion within the scrutiny work programme.

Being a witness

12.4 Like parliamentary select committees, a range of individuals may be asked to give evidence to support scrutiny reviews. This may include service users and community stakeholders, as well as service providers, policy makers, managers and people who have some knowledge or expertise of the area under consideration.

12.5 The ways in which evidence is collected will vary, but may include online surveys, focus groups or public meetings. Details of current scrutiny projects and how you can participate can be viewed on the [scrutiny consultation page](#).

Asking questions

12.6 The Overview and Scrutiny Committee or scrutiny panels may call a Member of the Cabinet and chief officer (such as a service Director) to answer questions on the performance, policy plans and targets for their portfolio or service. The Committee or relevant scrutiny panel may also call local NHS executives to account for policy and performance issues in the health sector. Representatives from other local public services (for example, police service, fire service, housing associations or Jobcentre Plus) may also be invited to scrutiny meetings where appropriate.

12.7 Members of the public can also raise questions about a subject being scrutinised and can submit questions in writing to be asked of executive councillors and chief officers called before the Overview and Scrutiny Committee or panels.

12.8 Questions should be sent in writing at least 5 clear working days in advance of the meeting. Questions can be sent by email or post to the Democratic Services Manager, or the appropriate committee or panel support officer.

Appendix 1: The function and service areas covered by scrutiny (2015/16)

Scrutiny body	Membership – as of March 2016	Scrutiny function	Policy areas
Overview & Scrutiny Committee	<p>Cllr Wright (Chair) Cllr Ayisi; Cllr Connor (Vice Chair); Cllr Hearn, Cllr Jogee</p> <p>Plus the statutory education representatives</p> <p>Ms Denny, Mr Ekeowa, Mr Collier, Mr Taye</p>	<ul style="list-style-type: none"> ➤ Cabinet Q&A ➤ Scrutiny work programme ➤ Ratifying reports of panels ➤ Financial Scrutiny ➤ Borough wide/cross cutting issues ➤ Call-In ➤ Councillor Call for Action ➤ Updates on previous scrutiny reviews ➤ Updates from scrutiny panels 	<p>Growth and inward investment; Commissioning; Communications; External partnerships; Council performance; Corporate policy and strategy; Economic Development, Social Inclusion and Sustainability; Tackling unemployment and worklessness; Financial inclusion; Social inclusion; Post 16 education; Increased job opportunities; Adult Learning and skills; Carbon Reduction and Haringey 40:20; Customer services and Customer Transformation Programmes; Corporate Infrastructure programme; Information Technology; Procurement and commercial partnerships; Council budget; Council tax, benefits and taxation; Human resources and staff wellbeing; Governance services (inc Member Enquiries); Arts and Culture / Libraries; Equalities; Community engagement; St Ann’s Hospital redevelopment.</p>
Adults & Health Scrutiny Panel	<p>Cllr Connor (Chair), Cllr Adamou, Cllr Adje, Cllr Beacham, Cllr Mann, Cllr Mitchell, Cllr Opoku, Ms Kania (Non-Voting Co-optee)</p>	<ul style="list-style-type: none"> ➤ Cabinet Q&A ➤ Performance ➤ Policy and strategy ➤ Financial Scrutiny ➤ Updates on previous scrutiny reviews ➤ Substantial variations (health) 	<p>Adult social care; Public health; Safeguarding adults; Health and social care integration and commissioning; Disabilities; Voluntary sector engagement; Working with CCG and NHS; Children to adult social care transition.</p>

Scrutiny body	Membership – as of March 2016	Scrutiny function	Policy areas
Children & Young People Scrutiny Panel	<p>Cllr Hearn (Chair), Cllr M Blake, Cllr Carter, Cllr Mallett, Cllr Morris, Cllr Rice, Cllr Wright</p> <p>Plus the statutory education representatives:</p> <p>Ms Denny, Mr Ekeowa, Mr Collier, Mr Taye</p>	<ul style="list-style-type: none"> ➤ Cabinet Q&A ➤ Performance ➤ Policy and strategy ➤ Financial Scrutiny ➤ Updates on previous scrutiny reviews 	<p>Outstanding for all - schools and learning; Safeguarding children; Early years and child care; Adoption and fostering; Looked-after children; Children with disabilities or additional needs; Haringey 54,000 programme; Youth and Youth Offending Services.</p>
Environment & Community Safety Scrutiny Panel	<p>Cllr Jogee (Chair), Cllr Berryman, Cllr Bevan, Cllr B Blake, Cllr Elliott, Cllr Hare, Cllr Peacock, Mr I. Sygrave (Non-Voting Co-optee)</p>	<ul style="list-style-type: none"> ➤ Cabinet Q&A ➤ Performance ➤ Policy and strategy ➤ Financial Scrutiny ➤ Updates on previous scrutiny reviews 	<p>Streets and Highways; Parking and traffic management; Recycling, waste and street cleaning; Licensing (except HMOs); Environmental health and enforcement; Parks and open spaces; Leisure and Leisure Centres; Community Safety; Engagement with the Police; Tackling antisocial behaviour.</p>
Housing & Regeneration Scrutiny Panel	<p>Cllr Ayisi (Chair), Cllr Engert, Cllr Gallagher, Cllr Griffith, Cllr Gunes, Cllr Ibrahim, Cllr Newton</p>	<ul style="list-style-type: none"> ➤ Cabinet Q&A ➤ Performance ➤ Policy and strategy ➤ Financial Scrutiny ➤ Updates on previous scrutiny reviews 	<p>Tottenham regeneration programme; Borough-wide regeneration; Corporate property and investment; Housing investment programme; Housing policy; Homelessness; Homes for Haringey and social landlords; Planning policy; Planning applications and development management; Building Control; Planning Enforcement; Houses of Multiple Occupation.</p>

Further information

Overview and Scrutiny Committee

020 8489 2919

felicity.foley@haringey.gov.uk

Adults and Health Scrutiny Panel

020 8489 2933

christian.scade@haringey.gov.uk

Children and Young People Scrutiny Panel

020 8489 2921

rob.mack@haringey.gov.uk

Environment and Community Safety Scrutiny Panel

020 8489 2921

rob.mack@haringey.gov.uk

Housing and Regeneration Scrutiny Panel

020 8489 6950

martin.bradford@haringey.gov.uk

For general information or enquiries:

scrutiny@haringey.gov.uk

Overview and Scrutiny

5th Floor

River Park House

Wood Green

London

N22 8HQ

Report for: Overview and Scrutiny Committee, 21st July 2016

Item number: 14

Title: Overview and Scrutiny Work Programme 2016/17

Report

authorised by : Michael Kay, Democratic Services and Scrutiny Manager

Lead Officer: Christian Scade, Principal Scrutiny Officer
Tel: 020 8489 2933, Email: christian.scade@haringey.gov.uk

Ward(s) affected: N/A

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

1.1 Following a wide ranging consultation exercise, this report outlines the indicative 2016/17 scrutiny work programme for approval by the Overview and Scrutiny Committee (OSC).

2. Recommendations

2.1 That the Committee:

- (a) Discuss and agree the indicative scrutiny work programme for 2016/17 attached at Appendix 1.
- (b) Agree, that during August 2016, in respect of the items agreed for inclusion in the 2016/17 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).
- (c) Agree the outline scoping documents **(TO FOLLOW)** for both the Development Vehicle and Temporary Accommodation Scrutiny Projects to ensure findings/recommendations can be considered during the Autumn.
- (d) Agree, that scoping and initial evidence gathering for the other scrutiny projects, agreed at (a) above, takes place during August/September, with scoping documents submitted to OSC in October for approval.
- (e) Confirm budget scrutiny arrangements for the budget setting process for 2017/18 (section 6).

3. Reasons for decision

- 3.1 The OSC is responsible for developing an overall work plan, including work for its standing scrutiny panels. In putting this together, the Committee will need to have regard to their capacity to deliver the programme and officers' capacity to support them in that task.

Alternative options considered

- 3.2 Alternative options were considered and suggestions for inclusion have been prioritised in a number of ways. For example, over 100 suggestions, including those from members of the public (attached at Appendix 2), were discussed by scrutiny members, council officers, partners, and community representatives at the Scrutiny Cafe on 9 June.
- 3.3 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.

4. Background information

- 4.1 Each year, the OSC is responsible for developing an overall scrutiny work programme, including work for its four standing scrutiny panels.

Selection and Prioritisation

- 4.2 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, achieve added value and retain credibility. A summary of what needs to be done to develop a successful work programme is provided below.

An effective scrutiny work programme should reflect a balance of activities

- 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

- A member led process, short listing and prioritising topics – with support from officers – that:
 - reflects local needs and priorities – issues of community concern as well as Corporate Plan and Medium Term Financial Strategy priorities
 - prioritises topics for scrutiny that have most impact or benefit
 - involves local stakeholders
 - is flexible enough to respond to new or urgent issues
- 4.3 Depending on the selected topic, and planned outcomes, scrutiny work will be carried out in a variety of ways, using various formats. This will include a variety of one-off reports.
- 4.4 In addition, in-depth scrutiny work, including task and finish projects, are an important aspect of Overview and Scrutiny and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should also help engage the public, and provide greater transparency and accountability. It is nevertheless important that there is a balance between depth and breadth of work undertaken so that resources can be used to their greatest effect.

5. Activities to Support the Development of the Work Programme

- 5.1 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 two week period from mid-May and generated approximately 70 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.
- 5.2 From these activities, and work rolled over from last year, a summary of suggestions – attached at Appendix 2 – was prepared for discussion at the Scrutiny Cafe. This event took place on 9 June.
- 5.3 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.
- 5.4 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.

- 5.5 From these activities a range of issues have now been prioritised for inclusion in the 2016/17 scrutiny work programme. These are summarised, by the relevant scrutiny body, at Appendix 1.
- 5.6 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.
- 5.7 Scoping reports **(TO FOLLOW)** for both the suggested Development Vehicle and Temporary Accommodation Scrutiny Projects will be considered by Committee on 21 July to ensure findings/recommendations can be considered during the Autumn.
- 5.8 It is suggested that scoping and initial evidence gathering for other scrutiny projects, outlined in Appendix 1, takes place during August/September, with scoping documents submitted to OSC, by the relevant Panels, in October for approval.

6. Budget Scrutiny Arrangements

- 6.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process". The procedure by which this operates is detailed in the Scrutiny Protocol.
- 6.2 In previous years OSC has tasked individual Scrutiny Panels with reviewing and providing comments on budget proposals relevant to their areas, with the full OSC taking a lead role for those areas not covered by a specific panel and overarching comments to Cabinet on the draft budget proposals. However, following approval of the Council's three year Medium Term Financial Strategy (MTFS) in February 2015, OSC considered its role in October 2015.
- 6.3 It was agreed that scrutiny of the 2016/17 budget, part of the approved MTFS 2015-2018, would be undertaken only by OSC. This took place in January 2016.
- 6.4 In order to cover the period of business rate devolution, work commenced on a new five year MTFS in May 2016. This will use the last year of the currently approved MTFS (2017/18) and will add a further four years (2018/19, 2019/20, 2020/21 and 2021/22). As a result, this will result in a new range of proposals for the latter four years being initially approved by Cabinet in December 2016.
- 6.5 With this in mind, and in view of the Scrutiny Protocol, a request has been made for a clear timetable to be provided to OSC in July 2016, in relation to the budget setting process for 2017/18. This is to ensure activity in this area is co-ordinated as part of the process for developing the overall scrutiny work programme.

- 6.6 Further information is provided under agenda item 10 (MTFS Planning). The Committee is asked to confirm budget scrutiny arrangements for the budget setting process for 2017/18 under this work programme item.

7. Monitoring the Work Programme

- 7.1 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 (with the Chair and senior officers) and discussion at Committee give an opportunity to discuss the scope and approach to the area of inquiry.

8. Contribution to strategic outcomes

- 8.1 The individual issues included within the 2016/17 work programme were identified following consideration by relevant Members and officers of the priorities within Haringey's Corporate Plan (2015-18). Their selection was specifically based on their potential to contribute to strategic outcomes.

9. Statutory Officers comments

Finance and Procurement

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

Legal

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

Equality

- 9.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the

characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

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

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

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

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

10. Use of Appendices

Appendix 1 Indicative Scrutiny Work Programme 2016/17

Appendix 2 Suggestions for Overview and Scrutiny (Scrutiny Cafe)

11. Local Government (Access to Information) Act 1985

11.1 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 1a: OSC

Overview and Scrutiny Committee

Work Plan 2016-17

1. Scrutiny review projects; To 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.	
Project	Comments
Social Inclusion	<p>A Fair and Equal Borough is one of four cross-cutting themes within the Council's Corporate Plan and which sets out the Council's aim to tackle 'the underlying factors of poverty, discrimination and exclusion'. The Council is currently reviewing the Fair and Equal Borough Delivery Plan with a view to re-launching this in 2016.</p> <p>Last year (2015/16), it was agreed the Overview and Scrutiny Committee could support this review process through a series of evidence gathering sessions that would help to develop a more localised definition of social inclusion and develop associated priorities for action.</p> <p>In June, OSC considered an interim report on their programme of work undertaken to date. This highlighted emerging themes and set out a plan of work to complete the project during 2016/17.</p> <p>Work in this area will need to be completed before further project work is agreed.</p>

Appendix 1a: OSC

<p>2. “One-off” Items: These will be dealt with at scheduled meetings of the Committee.</p>	
Date of meeting	Items
<p>6 June 2016</p>	<ul style="list-style-type: none"> • Leader’s Report on Council Priorities • Capital Strategy • O&S Terms of Reference and Membership • Overview and Scrutiny Work Programme Development 2016/17 • Update on Scrutiny Project Work Concerning Adult Safeguarding • Social Inclusion Scrutiny Project (Interim Report) • Cycling Scrutiny Project (Final Report) • Verbal Update on Scrutiny Projects <ul style="list-style-type: none"> ○ Housing Viability Assessments ○ Community Safety in Parks • Disproportionality in the Youth Justice System (Scope and Terms of Reference)
<p>21 July 2016</p>	<ul style="list-style-type: none"> • Corporate Plan Priority Dashboards – Q1 Update • The Council’s Financial Outturn 2015/16 • MTFS Timetable / Budget Scrutiny Arrangements • Community Safety in Parks Scrutiny Project (Final Report) • Housing Viability Assessments Scrutiny Project (Final Report) • Scrutiny Annual Report 2015/16 • Overview and Scrutiny Work Programme (Confirmation)

Appendix 1a: OSC

<p>17 October 2016</p>	<ul style="list-style-type: none"> • Scoping Reports for 2016/17 Scrutiny Projects • Workforce Plan Update • Update on Budget Scrutiny Recommendations (2015/16) • Budget Monitoring – Q1 • (New) Treasury Management Strategy (Date TBC) • Disproportionality within the Youth Justice System Scrutiny Project (Final Project) • Finsbury Park Events Scrutiny Project (Monitoring of Previous Recommendations) • Customer Service Transformation (Date TBC – could go to the November meeting) • Welfare Reform Update (Date TBC) • Council’s Statement of Gambling Policy / Local Area Profiles (Date TBC)
<p>28 November 2016</p>	<ul style="list-style-type: none"> • Budget Monitoring – Q2 • Corporate Plan Priority Dashboards – Q2 Update • Job Support Market Scrutiny Project (Monitoring of Previous Recommendations)
<p>30 January 2017</p>	<ul style="list-style-type: none"> • Corporate Plan Priority Dashboards – Q3 Update • Treasury Management Strategy Statement • Budget Scrutiny
<p>27 March 2017</p>	<ul style="list-style-type: none"> • Budget Monitoring – Q3 • Scrutiny Projects 2016/17 (Final Reports)

Appendix 1a: OSC

<p>Future Items (Details & Dates TBC)</p>	<ul style="list-style-type: none">• Additional Budget Scrutiny Sessions• Cabinet Member Q&A Sessions – arrangements for OSC TBC• Q4 / EOY Performance Monitoring (June 2017)• The Council’s Financial Outturn 2016/17 (July 2017)• Corporate Parenting• Joint Enforcement Update• Annual review letter from the LGO (Feedback / Complaints)• Scrutiny Self-Assessment / Peer Review• “<i>After the Riots</i>” – update on progress with implementation of recommendations.<ul style="list-style-type: none">○ The recommendations of the review cover employment, regeneration and community relations and are cross cutting in nature
--	--

Appendix 1b: AHSP

Adults and Health Scrutiny Panel

Work Plan 2016-17

1. Scrutiny review projects; To 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.	
Project	Comments
Physical Activity for Older People	<p>This item will be scoped during late July /early August following discussion at the July Panel meeting.</p> <p>Potential areas of enquiry include:</p> <ul style="list-style-type: none">- Making the most of every day interactions of front line staff who engage with residents to signpost to activities e.g. silver fit, walking groups and the Year of Walking.- Finding out from older people how the Council/Partners can create environments that encourage physical activity e.g. focus groups as part of the regeneration programme in Tottenham and / or Wood Green- Community asset mapping and engaging older people to find out what types of physical activity they like.

Appendix 1b: AHSP

<p>2. “One-off” Items: These will be dealt with at scheduled meetings of the Committee.</p>	
Date of meeting	Items
<p>11 July 2016</p>	<ul style="list-style-type: none"> • North Middlesex University Hospital NHS Trust (Urgent Update) • Update Regarding General Practice in Haringey • Physical Activity for Older People • Addressing Community Wellbeing : Taking Forward The Findings of the Evaluation Report of Neighbourhoods Connect • Cabinet Member Q&A – Cabinet Member for Finance and Health
<p>29 September 2016</p>	<ul style="list-style-type: none"> • Target Operating Model (TOM) • Commissioning for Better Outcomes – Peer Review Update on Actions • Adult Safeguarding / Section 42 Enquiry (BBC London) • Sevacare Update • Foot Care
<p>5 October 2016</p>	<ul style="list-style-type: none"> • North Middlesex University Hospital NHS Trust <ul style="list-style-type: none"> ○ The Chair of Enfield’s Health Scrutiny Committee has invited members of Haringey’s Adults and Health Scrutiny Panel to take part in a special (single issue) meeting. This will focus on A&E performance and the July 2016 CQC report.

Appendix 1b: AHSP

<p>October 2016 (Date TBC)</p>	<ul style="list-style-type: none"> • Budget Monitoring Meeting <ul style="list-style-type: none"> ○ P2 Services
<p>1 December 2016</p>	<ul style="list-style-type: none"> • Adult Safeguarding (Themed Meeting) <ul style="list-style-type: none"> ○ Making Safeguarding Personal (MSP) ○ Care Quality Commission Inspection Programme ○ Safeguarding Adults Board Annual Report • Verbal Update on Day Opportunities Transformation
<p>6 March 2017</p>	<ul style="list-style-type: none"> • Update Regarding General Practice in Haringey – focusing on Tottenham Hale • Day Opportunities Transformation • Better Care Fund Update (Date TBC) • Community Wellbeing Model Update • Cabinet Member Q&A – Cabinet Member for Finance and Health
<p>Future Items (Details & Dates TBC)</p>	<ul style="list-style-type: none"> • The Council’s Risk Management Plan in Relation to Corporate Priority 2 <ul style="list-style-type: none"> ○ Subject to further discussion with the Chair of Corporate Committee • Early Supported Discharge

Appendix 1b: AHSP

<p>Suggestions to be considered elsewhere</p>	<ul style="list-style-type: none">• OSC<ul style="list-style-type: none">○ Obesity○ Communication between the Council and residents/stakeholders○ Community centres and buildings • Children and Young People<ul style="list-style-type: none">○ The work that schools are doing to tackle obesity○ Child and Adolescent Mental Health • Housing and Regeneration Scrutiny Panel<ul style="list-style-type: none">○ Encouraging space for enterprise • NCL JHOSC / BEH Sub Group<ul style="list-style-type: none">○ Quality Accounts for Healthcare providers, including the North Middlesex University Hospital NHS Trust, and BEH Mental Health NHS Trust
--	---

Appendix 1c: CYPSP

Children and Young People’s Scrutiny Panel

Work Plan 2016-17

<p>1. Scrutiny review projects; 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. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel. Both of these issues will be subject to further development and scoping.</p>		
Project	Comments	Priority
How child friendly is Haringey?	<p>It is proposed that the Panel look in depth at how Haringey could be made into a “child friendly” borough. This would include the considering what would constitute a child friendly borough and what actions would be required by the Council and its partners to achieve such a goal. Approaches taken by other local authorities who have undertaken similar initiatives have involved focussing upon ensuring that children know about their rights, can access services when they need them and help to design, implement and evaluate services designed for them. This review would link to the corporate priorities that promote “the best start in life” and “high achievement for all.”</p> <p>The review could draw on the experience of other local authorities who have done work in this area, such as Bristol and Leeds.</p>	1
Refugee children	<p>It is proposed that the Panel undertake a short review on Haringey’s response to the new role of local authorities in supporting refugee and asylum seeker children and, in particular, the new regionalised structure for this.</p>	2

Appendix 1c: CYPSP

<p>2. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.</p>	
Date of meeting	Potential Items
<p>5 July 2016</p>	<ul style="list-style-type: none"> • Cabinet Member Questions • Early Help – Performance etc for the first six months; To include: <ul style="list-style-type: none"> ○ An explanation of the aims of the service and how it works; ○ Opportunities, threats etc; and ○ The role of the service in the achievement of budget reductions. • Review on Disproportionality within the Youth Justice System; To gather evidence on the role of Early Help in addressing disproportionality within the Youth Justice System (question and answer session) • Work Planning. To agree the work plan for the Panel for this year.
<p>6 October 2016</p>	<ul style="list-style-type: none"> • Children’s Centres; To report on the impact of closures. • Child Obesity; To report on progress with action to address child obesity. • Getting to Good; Update on Response to OFSTED Inspection of 2014 on Children in Need of Help and Protection, Looked After Children and Care Leavers. • Early Years:

Appendix 1c: CYPSP

	<ul style="list-style-type: none"> ○ To consider progress with the implementation of the recommendations of the scrutiny review on the two year old early entitlement; ○ To report on progress with arrangements for the implementation of the three year old early entitlement. ● Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.
<p>19 December 2016</p>	<ul style="list-style-type: none"> ● Cabinet Member Questions ● Child Safeguarding and preventing violence against the child; To report on progress ● Update on Progress with Response to OFSTED Inspection on the Effectiveness of the Local Safeguarding Children Board. ● Educational Attainment Performance; To report on educational attainment and performance for different groups, including children with SENDs. Data on performance broken down into different groups, including children with SENDs, as well as ethnicity, age, household income etc. To include reference to any under achieving groups.
<p>16 March 2017</p>	<ul style="list-style-type: none"> ● Development of 6th Form Provision; To report on the further development of 6th form provision within the Borough ● Scrutiny Review on Youth Transition; To report on progress with the implementation of the recommendations of the scrutiny review on Youth Transition. ● CAMHS; Update on Transformation Plan, the work of the Transition Sub Group and Transition Action Plan

This page is intentionally left blank

Environment and Community Safety Scrutiny Panel

Work Plan 2016-17

<p>1. Major Projects; 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. There is unlikely to be capacity to undertake more than two projects within the year. Areas which cannot be covered in this way can instead be addressed through a “one-off” item at a scheduled meeting of the Panel. Issues selected will be subject to further development and scoping.</p>		
Project	Comments	Priority
Community Safety and Confidence	<ul style="list-style-type: none"> • The following range of topics related to this have been raised and could be covered by a review on this issue: <ul style="list-style-type: none"> ○ Community safety in Wood Green and the perception that there is a high incidence of muggings; ○ Reassuring the community; ○ How can the Council work more closely with Community Leaders?; ○ Reducing crime and fear of crime; ○ Improving confidence in local policing; ○ Preventing ASB, particularly in areas surrounding local schools; and ○ Engagement with emerging communities within the Borough. • The view of those attending the Scrutiny Cafe was that confidence was the biggest issue and that in-depth consideration of this could be linked in with crime prevention, how the stay safe and the influence of young people. This was especially important in regeneration areas, such as Tottenham. 	1

Appendix 1d: ECSSP

<p>Waste, including fly tipping, litter and recycling</p>	<ul style="list-style-type: none"> • A range of topics linked to this have been raised: <ul style="list-style-type: none"> ○ Minimising dumped rubbish on the streets and fly-tipping; ○ Improving the responsiveness of clean up operations and enforcement; ○ Improving the commitment to recycling organic waste; ○ Reducing the amount of litter and rubbish on Haringey streets; ○ Dealing with overflowing bins in residential streets; ○ Dumping of household goods and rubbish in the streets; ○ Houses in Multiple Occupation (HMOs); • Work on this area could focus on the following; <ul style="list-style-type: none"> ○ Hot spot evidence; ○ Behaviour change; ○ Enforcement; and ○ Resources. 	<p>2</p>
<p>Parks</p>	<ul style="list-style-type: none"> • The following matters were raised at the Scrutiny Cafe on this issue; <ul style="list-style-type: none"> ○ Monitoring of large-scale events in Finsbury Park and the impact of these; ○ Prevention of the privatisation of local green spaces; ○ Enforcement action to minimise dog fouling in local parks and green spaces; ○ The impact of dogs and their management in local parks and green spaces, including fouling and aggression; ○ Prevention of park users from defecating in local parks (especially Ducketts Common); and ○ Ensuring adequate funding and support for Haringey's Parks and Green Spaces. • It was felt that a range of these issues could be addressed as part of a general review on parks. Some of the issues referred to above have already been considered by the review on Community Safety in Parks. 	<p>3</p>

Appendix 1d: ECSSP

<p>2. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.</p>	
Date of meeting	Potential Items
30 June 2016	<ul style="list-style-type: none"> • Cabinet Member Q&A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio. • Car Club – Network Expansion; • Waste, recycling and street cleansing data; and • Work Programme for the Forthcoming Year.
29 September 2016	<ul style="list-style-type: none"> • Cabinet Member Q&A – Communities; To question the Cabinet Member for Communities on current issues and plans arising for his portfolio. • Community Safety Partnership; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership. To include the following: <ul style="list-style-type: none"> ○ Crime Performance Statistics; Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; ○ Statistics on hate crime; and ○ Update on Prevent initiative. • 20 mph Speed Limit; Enforcement/progress since Scrutiny Review.

Appendix 1d: ECSSP

	<ul style="list-style-type: none"> • Transport Strategy • Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 3.
<p>8 December 2016</p>	<ul style="list-style-type: none"> • Cabinet Member Q&A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio. • Team Noel Park Pilot • Green Lanes Traffic Review (to include Wightman Road) • Waste, recycling and street cleansing data
<p>9 March 2017</p>	<ul style="list-style-type: none"> • Cabinet Member Q&A – Communities; To question the Cabinet Member for Communities on current issues and plans arising from his portfolio. • Violence Against Women and Girls (VAWG) <ul style="list-style-type: none"> ○ Progress with Implementation of Recommendations of Scrutiny Review; and ○ Progress with Implementation of the Iris Scheme by Haringey CCG. • Sustainable Transport. The following topics and issues have been suggested in respect of this issue: <ul style="list-style-type: none"> ○ Reducing motor vehicle use and improving sustainable transport use in the borough; ○ Achieving a more equitable balance between drivers, pedestrians and cyclists on our roads; ○ Encouraging people to change their travel habits to help improve local air quality; ○ Controlled Parking Zones; and ○ Supporting people to use more sustainable forms of transport.

Appendix 1e: HRSP

Housing and Regeneration Scrutiny Panel

Work Plan 2016-17

<p>1. Scrutiny review projects; 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. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a “one-off” item at a scheduled meeting of the Panel.</p>		
Project	Comments	Priority
Haringey Development Vehicle	<p>To assist in its housing and regeneration ambitions, the Council plans to form a Development Vehicle. This is a new separate private entity to be set up a joint venture owned by the Council (50%) and a partner from the private sector (50%). A procurement process is underway to select a partner.</p> <p>Outline agreement has been reached that the Housing and Regeneration Scrutiny Panel can assist in the policy development process by helping to identify the governance arrangements to support this venture. In particular, the panel will assess best practice from other authorities that have similar joint ventures.</p>	1
Temporary Accommodation	<p>To review the nature and level of support provided to people presenting as homeless and in crisis and to assess further opportunities to increase supply or stem demand for emergency accommodation (Stage 1).</p>	2
Models of supported housing for older people	<p>To appraise new and emerging models of supported housing for older people that may guide and inform the provision of supported housing in the borough.</p>	3

Appendix 1e: HRSP

<p>2. “One-off” Items; These will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.</p>	
Date of meeting	Items to be taken
<p>27th June 2016</p>	<ul style="list-style-type: none"> • Terms of reference for the panel • Current financial and policy issues in relation to temporary accommodation • Outcomes from scrutiny Cafe, confirmation of work programme items for 2016/17 and selection of those reviews taken forward in year ahead • Emerging conclusions from Scrutiny Review in Viability Assessments
<p>3rd October 2016</p>	<ul style="list-style-type: none"> • Cabinet Q & A – Cabinet Member for Housing & Regeneration and Planning • Allocations Policy/ Tenancy Strategy • Housing Supply Plan • Use of Right to Buy Receipts • Budget /Performance Monitoring • Work Programme Update
<p>13th December 2016</p> <p>TBC</p>	<ul style="list-style-type: none"> • Budget Scrutiny

Appendix 1e: HRSP

6th February 2017	<ul style="list-style-type: none">• Cabinet Q & A – Cabinet Member for Social Inclusion and Economic Regeneration and Wood Green Regeneration• Introduction of Selective Licensing or extended use of Mandatory Licensing• Support to local metropolitan and district high streets• Tottenham & Wood Green Regeneration Programmes• Proposals from the Support Housing review consultation• Work Programme Update
7th March 2017	<ul style="list-style-type: none">• Cabinet Q & A – Cabinet Member for Housing & Regeneration and Planning• Supporting engagement and involvement in the Local Planning Process• Community Infrastructure Levy (update on completed review) Levy (update on completed review)• Council led development (update on completed review)• Work Programme Update

This page is intentionally left blank

SCRUTINY CAFE

Topic Suggestions

Thursday 9th June




6.00pm*

Civic Centre, High Road, Wood
Green, N22 8LE

* Refreshments, and an opportunity to network, will be available from 6.00pm while the event itself will start at 6.30pm

This page is intentionally left blank

Table 1

Scrutiny Body	Areas of Responsibility	Cabinet Links	
<p>Adults & Health Scrutiny Panel</p>  <p>Cllr Pippa Connor, Chair</p> <p>Membership:</p> <p>Cllr Gina Adamou; Cllr Charles Adje; Cllr David Beacham; Cllr Eddie Griffith; Cllr Liz McShane and Cllr Peter Mitchell</p>	<p>Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; Health and social care integration and commissioning; Working with CCG and NHS</p>		<p>Cllr Jason Arthur, Cabinet Member for Finance and Health</p>
	<p>Tackling unemployment and worklessness; Adult learning and skills</p>		<p>Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability</p>

This page is intentionally left blank

Adults and Health Scrutiny Panel

No.	Panel	Source	Suggested area for scrutiny involvement
1	Adults & Health Panel	A local business	What is being done to help create more local jobs and work opportunities?
2	Adults & Health Panel	A local business	What is being done to address the lack of local GPs in the area?
3	Adults & Health Panel	A member of a local community or voluntary group	How is the Council supporting people with physical or learning disabilities within the community? How is the disposal of physical assets and the introduction of charging for some services impacting on vulnerable people in the community? Is there a suitable and appropriate range of day care opportunities available?
4	Adults & Health Panel	A local resident	What is being done to provide more health care facilities in the borough? How is the loss of NHS space at St Ann's being addressed?
5	Adults & Health Panel	A local resident	Scrutiny should review the service transformation that is currently taking place across adult social care. In particular, is the co-design of service delivery based upon evidence of good practice elsewhere and are the community sectors involved fully signed up to this approach?
6	Adults & Health Panel	A local resident	How can local unemployment be reduced?
7	Adults & Health Panel	A local resident	How can we increase activity levels and reduce obesity among people living in the borough - particularly among children?
8	Adults & Health Panel	A local Councillor	How well are people with a mental health problems supported in the community upon discharge? Is there good partnership working and liaison between Community Health Team and local GPs to provide appropriate support to people living in the community, particularly in relation to compliance with medication?
9	Adults & Health Panel	A local Councillor	Following up on day care closures - to ensure that there are suitable companies who can provide the right level of care for our clients in Haringey. Without good care provision, local people will have poor quality care and may require admission to hospital or escalating services.
10	Adults & Health Panel	A local Councillor	Care Providers - Scrutiny of local care provision in the home is essential to prevent neglect and poor quality of care. This is a safeguarding issue.





11	Overview & Scrutiny Committee/ Housing & Regeneration/ Adults & Health	A member of a local community or voluntary group	How can we ensure that enterprise is encouraged and supported throughout the borough, in particular that there is appropriate space for employment opportunities.
12	Adults and Health Panel	A local resident	What work is being undertaken to reduce the incidence of suicide in the borough?
13	Adults & Health Panel	Panel carry over work	An update on progress for implementing the Better Care Fund – particularly in relation to Care Homes deep Dive and Falls Deep Dive (Summer 2016)
14	Adults & Health Panel	Panel carry over work	An update in relation to the co design of new opportunities in relation to changes to adult care services - with input from stakeholder steering group. (Summer 2016)
15	Adults & Health Panel	Panel carry over work	Adult safeguarding update to include a summary of the Section 42 Enquiry that was undertaken following a BBC London report. (Date TBC)
16	Adults & Health Panel	Panel carry over work	Sevecare Update, following issues raised by the Sunday Times and Channel 4 Dispatches programme. (Date TBC)
17	Adults & Health Panel	Panel carry over work	Recruitment and retention strategy for Adult Social Services (Summer 2016)
18	Adults & Health Panel	Panel carry over work	Care Quality Commission Inspection Programme, strategic approach to regulatory and quality improvement work. (September 2016)
19	Adults & Health Panel	Panel carry over work	Commissioning for Better Outcomes – Peer review update to focus on promoting a sustainable and diverse market place. (September 2016)
20	Adults & Health Panel	Panel carry over	Neighbourhood Connects – an update on the implementation of this jointly commissioned work by LBH and CCG. (September 2016)

		work	
21	Adults & Health Panel	Panel carry over work	Update on day opportunities transformation (September 2016)
22	Adults & Health Panel	Panel carry over work	Update on foot care. (September 2016)
23	Adults & Health Panel	Panel carry over work	The Council's Risk management Plan in relation to Priority 2, the transformation of the adult care system in Haringey. (September 2016)
24	Adults & Health Panel	Panel carry over work	Making Safeguarding Personal. (December 2016)
25	Adults & Health Panel	Panel carry over work	The effectiveness of the Council's brokerage service. (March 2017)
26	Adults & Health Panel	Panel carry over work	Intermediate Care Strategy, particularly in relation to the progress that has been made in delivering re-ablement and intermediate care services. This should include information on processes, pathways and financial savings, including any barriers. (March 2017)
27	Adults & Health Panel	Panel carry over work	Early Supported Discharge - to follow up on the issues and concerns raised by the NCL JHOSC during 2015/16
28	Adults & Health Panel	Panel carry over work	Safeguarding Adults Board Annual Report
29	Adults & Health Panel	Panel carry over work	Alcohol and Tobacco - or further discussion with the Director of Public Health based on priorities outlined in the Health and Wellbeing Strategy
30	Adults & Health Panel	A local resident	What impact will the re-provision of dementia care in Haringey have upon services users and their carers?
31	Adults & Health Panel	A member of a local	If adult services moved toward a commissioning only service, what impact would these have on the accountability and scrutiny of relevant services.

		community or voluntary group	
32	Adults & Health Panel	A member of a local community or voluntary group	What will new 're-provision' of day care service look like for those with complex health needs (dementia, severe LD, severe autism)? What is evidence is there that the new model of 're-provision' is effective? What impact will this have on carers of service users? Are there appropriate mechanisms to undertake needs assessments when the new model of provision is not yet defined?
33	Adults & Health Panel	A member of a local community or voluntary group	What support will be provided by adult service care to users that opt for personal budgets or direct payments? What responsibilities to services users / carers have in negotiating service provision and ensuring that appropriate care is provided?
34	Adults & Health Panel	A member of a local community or voluntary group	What role has the council played in ensuring that there is a variety of high quality providers in a local market of social care, as required by the Care Act?
35	Adults & Health Panel	A member of a local community or voluntary group	What steps have been taken to ensure the continuity of services provided by Age UK locally up unto the point of its closure?
36	Adults & Health Panel	A member of a local community or	How does the review of community buildings and other local community centres relate to the assessments of local capacity to support day care provision for older people, adults with physical or learning disability?

		voluntary group	
37	Adults & Health Panel	A member of a local community or voluntary group	What is the council doing to secure inner city levels of funding from central government for residents over 75?
38	Adults & Health Panel	Panel carry over work	Mental Health Update: to focus on Haringey's Transformation Plan, the work of the Transformation Sub Group and Transition Action Plan as requested by the panel in March 2016. (September 2017)
39	Adults & health Panel / Children & Young Peoples Panel	Panel carry over work	Update on Priority 2 of the Mental Health & Well Being Framework (Improving the mental health outcomes of children and young people by commissioning and delivering effective, integrated interventions and treatments and by focusing on transition into adulthood). To be picked by Children and Young Peoples Panel (Autumn 2017)

Table 2

Scrutiny Body	Areas of Responsibility	Cabinet Links	
<p style="text-align: center;">Children & Young People Scrutiny Panel</p>  <p>Cllr Kirsten Hearn, Chair Membership:</p> <p>Cllr Mark Blake; Cllr Toni Mallett; Cllr Liz Morris; Cllr Reg Rice; Cllr Viv Ross; plus the statutory education representatives of OSC.</p>	<p>Schools and education; Safeguarding children; Early years and child care; Adoption and fostering; Looked-after children; Children with disabilities and additional needs; Children to adult social care transition</p>		<p>Cllr Elin Weston, Cabinet Member for Children and Families</p>
	<p>Post 16 education</p>		<p>Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability</p>
	<p>Youth services and youth offending</p>		<p>Cllr Eugene Ayisi, Cabinet Member for Communities</p>




This page is intentionally left blank

Children & Young Peoples Panel

No.	Panel	Source	Suggested area for scrutiny involvement
40	Children & Young People Panel	A local business	Scrutiny should look at the accessibility of child care?
41	Children & Young People Panel	A member of a residents association	What is the current offer for after school and holiday activities in the borough? Scrutiny should assess whether there is fair and equal provision across the borough, how such schemes are promoted and how they can contribute to improved child attainment or reduced youth offending.
42	Children & Young People Panel	A member of a residents association	Scrutiny should assess the 2016/17 funding for schools, in particular, the impact that increased pension contributions and minimum wage variations may have on core budgets. Such a review could assess how schools are responding to these additional financial pressures (e.g. strategies to reduce expenditure, collaborative partnerships with other schools and use of new IT).
43	Children & Young People Panel	A local resident	What plans are in place to ensure that there is sufficient local school capacity in view of increasing population?
44	Children & Young People Panel	A member of a local community or voluntary group	How to support continued improvement in local schools?
45	Children & Young People Panel	Children's Society	How can the council ensure that plans to consider the long-term needs of migrant children are met?
46	Children & Young People Panel	Children's Society	How can the Council ensure that homeless 16 and 17 year olds receive the full wrap-around children's services care they're entitled to? In particular, appropriate accommodation they are provided with.
47	Children & Young People Panel	Children's Society	Are children in care placed out of borough receiving at least the same amount of support as those in borough?

48	Children & Young People Panel	Children's Society	CAMHS referral pathways: what can the council do to ensure that local children and young people have ready access to initial mental health assessments and appropriate onward referral?
49	Children & Young People Panel	Panel carry over work	How Early Help service is performing?
50	Children & Young People Panel	Panel carry over work	To assess the impact of the closure of Children Centres?
51	Children & Young People Panel	Panel carry over work	To assess the impact of local work to reduce childhood obesity.
52	Children & Young People Panel	Panel carry over work	Post 16 provision within the borough in the autumn 2016, including 6 th form provision and the vocational offer.
53	Children & Young People Panel	Panel carry over work	An update on what work is being undertaken to promote child safeguarding and preventing violence against the child.
54	Children & Young People Panel	Panel carry over work	A progress report on educational attainment within the borough.
55	Children & Young People Panel	Panel carry over work	Early Years, in particular the effectiveness of key partnerships and commissioning arrangements, improving outcomes.
56	Adults & health Panel / Children & Young Peoples Panel	Panel carry over work	Update on Priority 2 of the Mental Health & Well Being Framework (Improving the mental health outcomes of children and young people by commissioning and delivering effective, integrated interventions and treatments and by focusing on transition into adulthood). To be picked by Children and Young Peoples Panel (Autumn 2017)

Table 3

Scrutiny Body	Areas of Responsibility	Cabinet Links	
<p data-bbox="203 456 683 536">Environment & Community Safety Scrutiny Panel</p>  <p data-bbox="203 783 672 820">Cllr Makbule Gunes, Chair</p> <p data-bbox="203 868 439 904">Membership:</p> <p data-bbox="203 957 683 1118">Cllr Barbara Blake; Cllr Clive Carter; Cllr Bob Hare; Cllr Stephen Mann and Cllr Anne Stennett.</p>	<p data-bbox="710 456 1420 667">Recycling, waste and street cleaning; Highways; Parking; Parks and open spaces; Leisure and leisure centres; Licensing (environmental and HMO); Enforcement (environmental and planning)</p>		<p data-bbox="1731 456 2063 576">Cllr Peray Ahmet, Cabinet Member for Environment</p>
	<p data-bbox="710 700 1384 820">Community safety; Engagement with the Police; Tackling antisocial behaviour; Violence Against Women and Girls</p>		<p data-bbox="1731 700 2040 820">Cllr Eugene Ayisi, Cabinet Member for Communities</p>

This page is intentionally left blank

Environment & Community Safety Panel


No.	Panel	Source	Suggested area for scrutiny involvement
55	Housing & Regeneration / Environment & Community Safety	A local resident	What can be done to improve access to green spaces in the borough, particularly in areas of intensive new development (i.e. Tottenham)?
58	Environment and Community Safety Panel	A local resident	What can be done to minimise dumping rubbish on the streets and fly-tipping? In particular, how can the council improve responsiveness of clean up operations and enforcement?
59	Environment and Community Safety Panel	A local resident	How can the commitment to recycling organic waste be improved locally? Veolia seem to treat this as an optional extra in our block.
60	Environment and Community Safety Panel	Anon survey	How can the council reduce the amount of litter and rubbish on Haringey streets?
61	Environment and Community Safety Panel	Anon survey	Community safety is a concern in Wood Green where there is perceived to be a high incidence of muggings and robberies (especially around Morrisons). Will improved police presence help to reduce this and reassure the community?
62	Environment and Community Safety Panel	Anon survey	What can be done to reduce fly tipping the borough?
63	Environment and Community	A local resident	What can be done to reduce motor vehicle use and improve sustainable transport use in the borough? How can a more equitable balance between drivers, pedestrians and cyclists on our roads be achieved?

	Safety Panel		
64	Environment and Community Safety Panel	A local resident	How can the council work more closely with Community Leaders?
65	Environment and Community Safety Panel	A local resident	How can we reduce crime and fear of crime?
66	Environment and Community Safety Panel	A local resident	There is a problem with litter and overflowing bins in the residential streets in Tottenham. Is there sufficient enforcement as despite frequent reporting, the problem does not go away.
67	Environment and Community Safety Panel	A local resident	What is being done to prevent ASB, particularly in areas surrounding local schools?
68	Environment and Community Safety Panel	A local resident	How can we encourage people to change their travel habits to help improve local air quality? How can we support people to use more sustainable forms of transport?
69	Environment and Community Safety Panel	A local resident	The Council should consider how a borough wide CPZ would help combat commuter parking and contribute to improved parking access for local people. Such a review should also assess how a borough wide CPZ could support greater use of public transport.
70	Environment and Community Safety Panel	A member of a residents association	Close monitoring of large-scale events in Finsbury Park and the effect these have on the local community with a view to eliminating their necessity.
71	Environment and Community	A local resident	How can we ensure that the new 20 mph speed limits are being effectively enforced?

	Safety Panel		
72	Environment and Community Safety Panel	A local resident	How can the Council prevent the privatisation of local green spaces? For example, should the Council consider keeping rather than selling the green in front of Hornsey Town Hall?
73	Environment and Community Safety Panel	A local resident	Dumping of household good and rubbish in the streets. This impacts on the whole community in terms of the environment we have to live in. It also presents a negative image of the area.
74	Environment and Community Safety Panel	A member of a local community or voluntary group	What enforcement action can be taken to minimise dog fouling in local parks and green spaces?
75	Environment and Community Safety Panel	A member of a local community or voluntary group	How is the impact of dogs managed in local parks and green spaces (fouling and aggression)?
76	Environment and Community Safety Panel	A local resident	There is a problem users defecating in local parks (especially Ducketts Common). What can be done to prevent this?
77	Environment and Community Safety Panel	Panel carry over work	Violence against women and girls, in particular to consider progress on the implementation of the Iris Scheme by Haringey CCG.
78	Environment and Community	Panel carry over work	To consider the proposed expansion of the Car Club scheme.

	Safety Panel		
79	Environment and Community Safety Panel	Panel carry over work	What action can be taken to improve confidence in local policing?
80	Environment and Community Safety Panel	Panel carry over work	Community Safety – Engaging with Emerging Communities within the Borough
81	Environment and Community Safety Panel	Panel carry over work	Night Time Levy
82	Environment and Community Safety Panel	Panel carry over work	What work is being undertaken to counter Islamophobia?
83	Environment and Community Safety Panel	Panel carry over work	What are the outcomes of the Team Noel Park Pilot?
84	Environment and Community Safety Panel	A member of a local community or voluntary group	Haringey's Parks and Green Spaces - ensuring adequate funding and support for local Parks Service.

Table 4

Scrutiny Body	Areas of Responsibility	Cabinet Links	
<p data-bbox="226 456 663 536">Housing & Regeneration Scrutiny Panel</p>  <p data-bbox="183 826 633 863">Cllr Emine Ibrahim, Chair</p> <p data-bbox="183 911 416 948">Membership:</p> <p data-bbox="183 999 692 1161">Cllr Kaushika Amin; Cllr John Bevan; Cllr Gail Engert; Cllr Tim Gallagher; Cllr Peter Morton and Cllr Martin Newton</p>	<p data-bbox="730 456 1460 746">Regeneration in Tottenham; Planning policy; Planning applications and development management; Building Control; Housing Investment Programme; Housing strategy and delivery; Partnerships with Homes for Haringey and social landlords</p>		<p data-bbox="1731 456 2063 663">Cllr Alan Strickland, Cabinet Member for Housing, Regeneration and Planning</p>
	<p data-bbox="730 799 1460 879">Regeneration in Wood Green; Sustainability and carbon reduction</p>		<p data-bbox="1731 799 2063 1054">Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability</p>

This page is intentionally left blank

Housing & Regeneration Scrutiny Panel

No.	Panel	Source	Suggested area for scrutiny involvement
85	Housing & Regeneration Panel	A local resident	How can the council address the imbalance between the provision of affordable and social housing provision and other housing developments? What can be done to maximise affordable housing provision?
86	Housing & Regeneration Panel	A local resident	How can the Council ensure that there is sufficient access to social housing now and for future generations? In particular relation to affordability, access and quality.
87	Housing & Regeneration Panel	A local resident	How is the Council helping to maintain and develop the vitality and diversity of local high streets? There is concern that high rents are pushing independent retailers out of the high street and letting in too many chains and charity shops.
88	Housing & Regeneration Panel	A local Councillor	What support is provided by Homes for Haringey for vulnerable tenants, particularly in relation carers and tenancy succession? Scrutiny could look at the role of the Decisions Panel in adjudicating such cases.
89	Housing & Regeneration / Environment & Community Safety	A local resident	What can be done to improve access to green spaces in the borough, particularly in areas of intensive new development (i.e. Tottenham)?
90	Housing & Regeneration Panel	A local resident	Scrutiny should assess the nature and level of services provided by Homes for Haringey to local leaseholders and tenants. Such a review should focus on how the new service level agreement between the Council and Homes for Haringey will deliver improved services and improved value for money.
91	Housing & Regeneration Panel	A local resident	What can be done to improve accessibility and affordability of housing within the Private Rented Sector? In particular, scrutiny could look at how local families are hit by penalties and costs associated with short term lets (e.g. inventories, deposits).
92	Housing & Regeneration Panel	A local resident	The Council should assess leaseholder arrangements within Homes for Haringey. In particular, assessing that there are effective and efficient procurement arrangements to get the best value from improvement works.
93	Housing & Regeneration Panel	Anon survey	What is being done to address the problem of illegal or non-registered multi occupancy residences (HMOs)? There are many problems associated with such residences, including rubbish build up etc.



94	Housing & Regeneration Panel	Anon survey	How can the Council ensure that regeneration takes place evenly across the borough and ensure that areas are not left behind (e.g. Woodside Ward especially Gospatrick Rd, White Hart Lane end).
95	Housing & Regeneration Panel	A local resident	Scrutiny should assess whether there are a sufficient number of Planning Case Officers with appropriate support (such training, development opportunities) to help redress the perceived imbalance between developers and the concerns of the local residents. Similarly, such a review should encompass the impartiality of the planning process whereby local residents have confidence that the council take sufficient account of the needs and wants into consideration in determining planning applications.
96	Housing & Regeneration Panel/ Overview & Scrutiny Committee	A local resident	How does Haringey Council and Homes for Haringey conduct meaningful engagement with local residents? How can this be improved to help develop and improve services?
97	Housing & Regeneration Panel	A member of a residents association	Scrutiny should look at the private rented sector in Haringey, in particular relation to overcrowding in multiple occupied tenancies and the substandard level of housing conditions. What action is being taken to stop conversion of family homes in to multiple occupied properties?
98	Housing & Regeneration Panel	A member of a local community or voluntary group	How can trust and confidence in the local planning process by local residents be improved?
99	Housing & Regeneration Panel	A local resident	How can we protect Conservation Areas from gradual incremental development (such as expansion of small and medium sized houses by extensions, conversions and basements)?
100	Housing & Regeneration Panel	A local resident	Where development takes place, there needs to be a holistic assessment of what impact that this will have on need for local infrastructure, parking and other amenities and make sure this is reflected in development plans.
101	Overview & Scrutiny	A member of a local	How can we ensure that enterprise is encouraged and supported throughout the borough, in particular that there is appropriate space for employment opportunities?

	Committee/ Housing & Regeneration/ Adults & Health	community or voluntary group	
102	Housing & Regeneration Panel	A local resident	How effective is the local Strategic Flood Assessment Plan?
103	Housing & Regeneration Panel	A local resident	The committee should look at the way in which planning officers interpret and fulfil their role, in particular the extent to which they identify with the interests of planning applicants vs the extent to which they feel they are representing and protecting the interests of local residents and the community at large.
104	Housing & Regeneration Panel	Panel carry over work	Older peoples housing – how are older people that wish to downsize being supported? Are there sufficient local options available to older people?
105	Housing & Regeneration Panel	Panel carry over work	What are the outcomes from the Supported Housing Review?
106	Housing & Regeneration Panel	Panel carry over work	How is the Council supporting the implementation of selective licensing?
107	Housing & Regeneration Panel	Panel carry over work	How does the council balance the need for employment and housing within local development plans?
108	Housing & Regeneration Panel	Panel carry over work	To review the emerging tenancy strategy.
109	Housing & Regeneration Panel	Panel carry over work	To review the emerging homelessness strategy?

This page is intentionally left blank

**The following areas will be considered by the
Overview and Scrutiny Committee outside the Scrutiny Cafe**

Scrutiny Body	Areas of Responsibility	Cabinet Links	
<p style="text-align: center;">Overview & Scrutiny Committee</p>  <p style="text-align: center;">Cllr Charles Wright, Chair</p> <p>Membership: Cllr Pippa Connor (Vice Chair); Cllr Kirsten Hearn; Cllr Emine Ibrahim; and Cllr Makbule Gunes.</p> <p>The Committee shall also comprise statutory education representatives, who shall have voting rights solely on education matters</p>	<p>Communications; Corporate policy and strategy; Council performance; External partnerships; Strategic transport; Growth and inward investment; Capital strategy</p>		<p>Cllr Claire Kober, Leader of the Council</p>
	<p>Libraries; Customer Services; Customer Transformation Programme; Culture</p>		<p>Cllr Bernice Vanier, Deputy Leader, and Cabinet Member for Customer Services and Culture</p>
	<p>Council finances and budget</p>		<p>Cllr Jason Arthur, Cabinet Member for Finance and Health</p>
	<p>Equalities; The voluntary sector; Community Strategy</p>		<p>Cllr Eugene Ayisi, Cabinet Member for Communities</p>

Scrutiny Body	Areas of Responsibility	Cabinet Links	
	Corporate programme; Council IT shared services; Procurement & commercial partnerships; Corporate governance; Shared Service Centre; Council HR & staff wellbeing; Accommodation Strategy; Community buildings; Corporate property		Cllr Ali Demirci, Cabinet Member for Corporate Resources
	Growth strategy delivery; Social inclusion		Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability

Overview & Scrutiny Committee - suggestions

No.	Panel	Source	Suggested area for scrutiny involvement
110	Overview & Scrutiny Committee	A local resident	That the council should seek to retain and maximise its assets for the community e.g. maintaining Muswell Hill Library existing building and the Pendarren building as council owned.
111	Overview & Scrutiny Committee	A member of a local community or voluntary group	Is the Council maximising outsourcing opportunities to help improve the effectiveness of local services?
112	Overview & Scrutiny Committee	A local resident	The budget setting and monitoring processes used by the Council should be reviewed. The current process of yearly budgets which departments must spend or lose that money the following year creates waste, it would be better if under spends were pooled across the council and reinvested in other areas of need within the council (e.g. day centres, schools, jobs).
113	Overview & Scrutiny Committee	A local resident	What is the impact of agency staff on the quality, accountability and cost effectiveness of services provided by the council?
114	Overview & Scrutiny Committee	A local resident	How does Haringey Council and Homes for Haringey conduct meaningful engagement with local residents? How can this be improved to help develop and improve services? How do local residents feel involved in local decision making?
115	Overview & Scrutiny Committee/ Housing & Regeneration/ Adults & Health	A member of a local community or voluntary group	How can we ensure that enterprise is encouraged and supported throughout the borough, in particular that there is appropriate space for employment opportunities?
116	Overview & Scrutiny	A member of a local	What has been the impact of the community buildings review? There is a concern that the review has resulted in unfair treatment of local voluntary groups and volunteers and may jeopardise the contribution of

	Committee / Housing & Regeneration Panel	community or voluntary group	the voluntary sector to supporting the local community.
117	Overview & Scrutiny Committee	A local resident	How can greater support be provided to cultural and art sectors in Haringey?