

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Monday, 17th October, 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:** Uzma Naseer (Parent Governor Representative),  
Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member -  
Church Representative (CofE)) and Chukwuemeka Ekeowa (Co-opted Member -  
Church Representative (RC))

Quorum: 3

### 1. FILMING AT MEETINGS

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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 - 4)**

To approve the minutes of the meeting held on 21 July 2016.

### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 5 - 40)**

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

Adults and Health Scrutiny Panel – 11 July 2016  
Children and Young People Scrutiny Panel – 5 July 2016  
Environment and Community Safety Scrutiny Panel – 30 June 2016  
Housing and Regeneration Scrutiny Panel – 27 June 2016

**8. ANNUAL UPDATE ON THE OVERVIEW AND SCRUTINY COMMITTEE REVIEW OF FINSBURY PARK EVENTS (PAGES 41 - 66)**

This report provides an update on actions that were agreed by Cabinet on 15 December 2015 in response to implementing the Overview and Scrutiny Committee recommendations.

**9. DISPROPORTIONALITY WITHIN THE YOUTH JUSTICE SYSTEM (SCRUTINY PROJECT) (PAGES 67 - 112)**

To receive the report and approve any recommendations contained therein.

**10. 2016/17 QUARTER 1 (TO JUNE 2016) FINANCIAL REPORT (PAGES 113 - 126)**

This report sets out the 2016/17 Quarter 1 financial position; including Revenue, Capital, Housing Revenue Account and Dedicated Schools Grant.

**11. 2015/16 OVERVIEW & SCRUTINY COMMITTEE BUDGET RECOMMENDATIONS UPDATE (PAGES 127 - 130)**

This report sets out an update to the 2015/16 O&S Committee Budget recommendations.

**12. PROPOSALS FOR PRE-BUDGET ENGAGEMENT (PAGES 131 - 140)**

This report sets out proposals to engage the public, businesses and partners on the council's budget challenges, to feed into a forthcoming MTFS consultation.

**13. WORK PROGRAMME UPDATE (PAGES 141 - 194)**

To receive and note the work programme update.

**14. REVISED SCRUTINY PANEL MEMBERSHIP (PAGES 195 - 198)**

To approve the change in membership for the Adults and Health Scrutiny Panel, the Housing and Regeneration Scrutiny Panel and the Children and Young People Scrutiny Panel.

**15. NEW ITEMS OF URGENT BUSINESS**

**16. FUTURE MEETINGS**

28 November 2016  
17 January 2017 (budget)  
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

Monday, 10 October 2016

## **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON THURSDAY, 21ST JULY, 2016**

### **PRESENT:**

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

**Co-opted Members: Yvonne Denny and Chukwuemeka Ekeowa**

### **18. FILMING AT MEETINGS**

NOTED.

### **19. APOLOGIES FOR ABSENCE**

Apologies for lateness were received from Councillor Ibrahim.

### **20. URGENT BUSINESS**

There was no such business.

### **21. DECLARATIONS OF INTEREST**

None.

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

None.

### **23. MINUTES**

**RESOLVED** that the minutes of the meeting held on 6 June 2016 be approved as a correct record.

### **24. MINUTES OF SCRUTINY PANEL MEETINGS**

**RESOLVED** that the minutes of the following Scrutiny Panels be noted and any recommendations contained within be approved:

**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**

### **25. CORPORATE PLAN PRIORITY DASHBOARDS - Q1 UPDATE**

Charlotte Pomery, Assistant Director for Commissioning, introduced the report as set out.

The following arose following discussion of the report:

- a. Financial information would be available in the next quarter, as the data required some work to convert it into a more coherent, consistent format.
- b. There was limited feedback from the public on the publication of the priority dashboards on the Council's website and further work was required to raise the awareness of the availability of this information. The Committee suggested that it could be highlighted on the front page of the website on a quarterly basis, and some 'good news' stories could be linked in with the different priority areas in order to show some tangible information.

**RESOLVED that the report be noted.**

## **26. THE COUNCIL'S FINANCIAL OUTTURN 2015/16**

Councillor Jason Arthur, Cabinet Member for Finance and Health, and Anna D'Alessandro, Deputy s151 Officer, introduced the report as set out.

The following arose from discussion of the report:

- a. The Provisional Outturn report to Cabinet on 15 March 2016 had set out a draft Period 10 position of a net £11.1m overspend, which required an additional £3.9m drawdown from General Fund Reserves. Since then, the final 2015/16 final outturn position shows a final overspend of £6.8m, which was a c£4.3m improvement on the provisional outturn. The overspend was still significant however, and would require strong and rapid mitigating strategies to turn around the position in 2016/17.
- b. Adult Services – a review was to be carried out on all care packages available, in order to ensure that the correct packages were being provided, and that the Council were receiving value for money. The review was not about taking services away, but about shifting to more appropriate packages for users. Care packages would be reviewed annually (as prescribed in the Care Act), and capabilities and capacity would need to be built in to do this.
- c. There needed to be some improvement in financial planning as the overspend was £14m higher than what had been anticipated, however a clear plan of action was being worked on to bring the deficit onto the right track. Across the Council there was a need to speed up transformation, and in order to support this, services needed to be clear about what would be realistic, but ambitious at the same time.
- d. Spending in Children's had reduced since 2014, however the service was still overspending, and this was due to the unrealistic targets set in the MTFS planning for 2014-15.
- e. There was a £7m surplus in the Collection Fund (Council Tax), this surplus highlighted the importance of pushing for growth, as these funds would be used to help pay for services in the future.
- f. The Council had a duty to meet its legal requirements, and this could not be compromised. In order to continue to meet legal requirements and provide

services it was important that the Council become more efficient in how services are delivered, and the growth agenda would help this.

The Chair thanked Councillor Arthur and Anna D'Alessandro for the update, and reminded the Committee that detailed reports on the 2016-17 budget performance would be provided at the Scrutiny Panel meetings, where Members would have the opportunity to drill down on headlines.

**RESOLVED that**

- i. **the report and the Council's 2015/16 Final Outturn position in respect of net revenue and capital expenditure be noted;**
- ii. **the revenue transfers and capital carryforwards be agreed;**
- iii. **the principle that the carryforward 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 be noted; and**
- iv. **the risks and issues identified in the report in the context of the Council's on-going budget management responsibilities be noted.**

**27. MEDIUM TERM FINANCIAL STRATEGY (BUDGET SCRUTINY PLANNING)**

Councillor Jason Arthur, Cabinet Member for Finance and Health, and Anna D'Alessandro, Deputy s151 Officer, introduced the report as set out.

The following arose from discussion of the report:

- a. The Council were looking beyond a 1 year approach to budget modelling. Public consultation would begin in October on the Medium Term Financial Strategy covering years 2018-2022, and a timetable for statutory development process and budget modelling for 16/17-17/18 were being developed.
- b. The OSC meeting on 17 October should provide the opportunity for the Committee to look at plans for engaging with the public.

**RESOLVED that the Medium Term Financial Strategy 2017/2018 to 2021/2022 Planning Timetable, including the Budget Scrutiny process for 2017/18, be noted.**

**28. COMMUNITY SAFETY IN PARKS (SCRUTINY PROJECT)**

Councillor Wright introduced the report as set out.

**RESOLVED that the report be submitted to Cabinet for response.**

**29. HOUSING VIABILITY ASSESSMENTS (SCRUTINY PROJECT)**

Martin Bradford, Scrutiny Officer, introduced the tabled report and gave a brief summary.

**RESOLVED that**

- i) the summary report be noted;
- ii) the recommendations set out in the summary report be agreed;
- iii) a full report shall be prepared ahead of the submission to Cabinet with updated legal and financial comments; and
- iv) any variations to recommendations shall be agreed by the Chair in consultation with the Committee ahead of submission to Cabinet.

**30. SCRUTINY ANNUAL REPORT 2015/16**

The Committee noted that the Chair was still to complete the foreword for the report.

**RESOLVED that the Overview and Scrutiny Annual Report 2015/16 be approved for submission to full Council.**

**31. OVERVIEW & SCRUTINY WORK PROGRAMME**

NOTED that the Temporary Accommodation outline scoping document was not available to be tabled at the meeting.

**RESOLVED that**

- i) The indicative scrutiny work programme for 2016/17 be approved;
- ii) 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;
- iii) The outline scoping document for the Development Vehicle Scrutiny Project be approved, and that this projects would report back to OSC in October; and
- iv) Budget scrutiny arrangements for the budget setting process for 2017/18 be confirmed.

**32. NEW ITEMS OF URGENT BUSINESS**

None.

**33. FUTURE MEETINGS**

Noted.

CHAIR: Councillor Charles Wright

Signed by Chair .....

Date .....

## **MINUTES OF THE MEETING OF THE ADULTS & HEALTH SCRUTINY PANEL HELD ON MONDAY, 11TH JULY, 2016, 6.30 - 10.20 pm**

### **PRESENT:**

**Councillors:** Pippa Connor (Chair), Charles Wright, Charles Adje, Felicia Opoku, Barbara Blake and Peter Mitchell

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

### **ALSO PRESENT:**

**Councillors:** Cllr Jason Arthur, Cabinet Member for Finance and Health, and Cllr Eddie Griffith (from 8:55pm)

### **1. 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'.

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

It was noted apologies for absence had been received from:

- Cllr Gina Adamou (substituted by Cllr Charles Wright)
- Cllr David Beacham
- Cllr Eddie Griffith (substituted by Cllr Felicia Opoku)
- Cllr Liz McShane (substituted by Cllr Barbara Blake)

*Note – Cllr Griffith was in attendance from 8.55pm but did not take part in the meeting.*

### **3. ITEMS OF URGENT BUSINESS**

The Chair commented that on 6 July the Care Quality Commission (CQC) had informed North Middlesex University Hospital that it needed to make significant improvements to the quality of care provided by its emergency department. With this in mind, the Chair agreed to receive an urgent update on the situation. This was because (i) the CQC report had been published following publication of the scrutiny agenda and (ii) an update was needed to ensure issues raised could be considered before the scrutiny work programme (agenda item 13) was agreed.

**4. AMENDMENT TO THE ORDER OF BUSINESS**

**AGREED:** That item 14, New Items of Urgent Business, be taken before item 6, the minutes of the meeting held on 1 March 2016.

**5. DECLARATIONS OF INTEREST**

Cllr Pippa Connor declared a personal interest in relation to agenda items 3, 7, 8, 9, 10, 11, 12, 13 and 14 by virtue of her sister working as a GP in Tottenham.

Cllr Pippa Connor declared a personal interest in relation to agenda items 3, 7, 8, 9, 10, 11, 12, 13 and 14 by virtue of being a member of the Royal College of Nursing.

There were no disclosable pecuniary interests or prejudicial interests declared by members.

**6. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

**7. NEW ITEMS OF URGENT BUSINESS**

Jill Shattock, Director of Performance, Haringey CCG, informed the Panel that following an unannounced inspection by the Care Quality Commission (CQC) in April, the Chief Inspector of Hospitals had published a report in July concerning urgent and emergency care services at North Middlesex University Hospital. The Panel was informed the service had been rated as inadequate.

The following points were noted:

- The inspection, of the emergency department and two of the hospital's medical wards, had been in response to a number of serious incidents which had raised concerns about the standards of care.
- At the time of the inspection, CQC inspectors had raised immediate concerns, and subsequently issued a Warning Notice requiring the trust to significantly improve the treatment of patients attending the emergency department.
- The CQC had been working closely with colleagues at NHS Improvement, NHS England, Health Education England and the General Medical Council to ensure patient safety improved.
- The hospital, together with partners, had launched a new programme, known as "Safer, Faster, Better". It was noted that this had been designed to speed up the flow of patients through A&E and to help achieve the national target of seeing, treating, admitting or discharging 95% of patients within four hours.
- The hospital's A&E department was one of London's busiest, seeing around 500 patients a day. The Panel was informed the hospital had met, or came close to the 95% target, until July 2015.

- The trust had developed an action plan setting out the steps it would take to address concerns identified in the Warning Notice and report.

Ms Shattock advised that the hospital had begun a programme of improvements to address concerns, such as delays in patients seeing a doctor, the need for greater leadership in the Accident and Emergency (A&E) department, and staff morale. This included:

- Appointing a new clinical director of the hospital's A&E department who had started on 27 June.
- Appointing a new nursing lead in A&E who had previously led improvements in other A&E departments.
- Gaining five additional middle grade doctors and consultants on loan from other London trusts to bolster its A&E medical team.
- Improving communication with patients, families and other stakeholders.
- Greater collaboration with community care providers in order to speed up the discharge of patients.

The Panel was informed the hospital would receive support in making further improvements from Royal Free London. It was noted Julie Lowe, Chief Executive, had resigned and that Libby McManus, from the Royal Free and previously interim Chief Executive at Chelsea and Westminster Hospital, had agreed to take on the role of interim Chief Executive at North Middlesex, with David Sloman, Chief Executive of the Royal Free, taking on the role of accountable officer on an interim basis.

In response to questions, Ms Shattock commented the CQC would revisit in September and the Panel was assured that findings would be available for public scrutiny. The Chair advised that the Adults and Health Scrutiny Panel had been invited to attend, and take part in, Enfield's Health Scrutiny Committee on 5<sup>th</sup> October. It was noted Enfield had already agreed to monitor the CQC action plan and it was agreed that working in partnership would avoid duplication of resources.

**AGREED:**

That the urgent update from the Director of Performance, Haringey CCG, be noted.

**8. MINUTES**

**AGREED:** That the minutes of the meeting held on 1 March 2016 be approved as a correct record.

*Note – although minute 109 was approved as a correct record, it was noted that subsequently the Chair of the Panel had been unable to attend the University of Bedfordshire conference on 27 April and that Cllr Peter Mitchell had attended instead.*

**9. TERMS OF REFERENCE AND MEMBERSHIP**

In response to questions, concerning his new health responsibilities set out in Appendix C to the report, Cllr Jason Arthur, Cabinet Member for Finance and Health, advised:

- His priority was on delivering outcomes outlined in the Haringey Corporate Plan 2015-18.
- Demand for adult social care services was rising at a time when central government was making considerable cuts to Haringey's budget.
- He was no longer responsible for a number of areas, including Human Resources, Information Technology, Arts and Culture, and Customer Services, among others.

In addition, it was noted a third of Council spending was spent on adult social care. With this in mind, Cllr Arthur advised combining responsibilities for finance and health made sense as changes were needed to ensure the Council could continue to meet the care needs of all Haringey residents while making sure spending was kept under control.

**AGREED:**

- (a) That the terms of reference and protocol for Overview and Scrutiny be noted; and
- (b) That the policy areas, remits and memberships for each Scrutiny Panel be noted.

**10. APPOINTMENT OF NON VOTING CO-OPTED MEMBER**

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

**AGREED:**

- (a) That Helena Kania be appointed as a non voting co-opted Member of the Adults and Health Scrutiny Panel for the 2016/17 Municipal Year.
- (b) That the appointment of non voting co-opted Members to the Panel be reviewed on an annual basis, at the first meeting of the 2017/18 Municipal Year.

**11. UPDATE REGARDING GENERAL PRACTICE IN HARINGEY**

Cassie Williams, Assistant Director of Primary Care Quality and Development, provided an update in relation to Haringey CCG's work concerning their statutory responsibility to support quality improvement in General Practice.

Ms Williams commenced her presentation by focusing on the progress that had been made regarding the new practice in Tottenham Hale. The following points were noted:

- A temporary site had been commissioned in response to a large deficit of primary care in Tottenham Hale.
- A three year contract had been agreed with Lawrence House, a local practice, to provide primary care.
- The temporary site had been made available for three years and fitted out by Lee Valley Estates, the developer for Hale Village.
- It was intended that the Welbourne Centre would become the new permanent site at the end of the three year period.

In response to questions, Ms Williams explained the temporary site was due to open shortly. It was noted the opening date had been put back due to technical problems. The panel was assured regular updates would be provided on Council and CCG websites to ensure patients / the public were kept informed. Moving forwards, it was agreed an update on progress, with input from Healthwatch Haringey, should be prioritised as part of the Panel's future work programme for March 2017.

In terms of Estates and Technology Transformation Funding, the Panel was asked to note that there was a £900m fund available over three years for primary care premises across England. The Panel was informed that recent bids from Haringey CCG aimed to address future capacity challenges in priority areas across the borough. It was noted that the advancements Haringey CCG planned to initiate were subject to successful bids (submitted in June, notification of outcome in August 2016). Information was considered in relation to both Haringey's estates and technology bids and a wide range of issues were discussed, including:

- Priority areas for estates development, including current and future shortfall in capacity across Tottenham Hale, Green Lanes, Wood Green/Noel Park, and Northumberland Park.
- Primary Care Estates, including priorities to create new or extend/redevelop current primary care premises and priorities that would create space to improve integration with other services, enable general practice to provide a wider range of services reducing unplanned admissions, and support hub working.
- The aims and objectives of the North Central London Primary Care Strategy.

Ms Williams concluded her presentation by describing changes to the way primary care would be commissioned from April 2017. The Panel was informed that in 2014, NHS England invited CCGs to enter into a new relationship where they took on additional shared responsibility for how local general practice was commissioned. It was noted that this provided opportunities for greater consistency between primary and other healthcare, to meet local need more effectively. Ms Williams advised Haringey CCG jointly commissioned (level 2) general practice with NHS England and

had been invited to consider taking on level 3, delegated commissioning. The impact of taking on delegated commissioning were considered, including:

- Commissioning more joined up across all of healthcare
- Budget responsibilities
- Greater freedom to produce locally aligned incentive schemes
- Contract management of practices

The Panel was informed there were a number of issues to address, including governance issues across North Central London, conflicts of interest and financial risk, and that CCG Member Practices would vote on how to proceed at the end of August 2016.

**AGREED:**

- (a) That the Primary Care Update, focusing on premises and technology, be noted.
- (b) That an update on the Tottenham Hale Medical Practice, with input from Haringey CCG and Healthwatch Haringey, be prioritised as part of the Panel's future work programme for March 2017.

**12. PHYSICAL ACTIVITY FOR OLDER PEOPLE - INITIAL SCOPING**

Following discussion at the Scrutiny Cafe in June, the Panel received a presentation, from Dr. Jeanelle de Gruchy, Director of Public Health, concerning physical activity for older people.

The Chair commented that the aim of the presentation was to help scope a scrutiny project that had realistic aims and objectives, with clear links to council priorities.

Dr. de Gruchy commenced her presentation by outlining key issues relating to physical inactivity in Haringey, including:

- Priorities outlined in both the Council's Corporate Plan (2015-18) and Haringey's Health and Wellbeing Strategy (2015-18).
- Findings from the Sport England Active People Survey. The Panel was informed that 1 in 4 Haringey residents were physically inactive and that inactivity in Haringey had remained at a similar rate since 2012.
- The benefits of physical activity for both adults and older adults. It was noted that even small amounts of activity could lead to health gains and supported people to self manage long term conditions.
- By 2031 there would be a 40% increase in the number of people over the age of 80 living in London.

In response to questions, Dr de Gruchy explained that new models of social care, which encouraged people to do more for themselves, were needed to help reduce social care costs. In addition, the Panel was informed participation in physical activity declined with age. It was noted that this impacted on an older adults ability to remain independent and maintain social contacts.

The following points were discussed concerning Haringey's approach to increasing physical activity:

- Population level interventions, including investment in cycling and walking infrastructure, and active ageing through design.
- Community level interventions, including Haringey's Year of Walking campaign, and active travel through the Smarter Travel team.
- Interventions through services, such as Silver Fit and One You Haringey.

It was noted that a potential area of enquiry for scrutiny related to creating/designing environments that encouraged physical activity. However, it was felt that the work on the Adults and Health Scrutiny Panel should, at least initially, focus on:

- Making the most of every day interactions of front line staff who engage with residents (Making Every Contact Count); and
- Community asset mapping and engaging older people to find out what types of physical activity they liked.

Cllr Barbara Blake provided information on how she had helped establish a successful netball group for women living in St Ann's. It was noted the group had encouraged women living on the Edgecot, Victoria, Culvert and Kerswell Estates to get some exercise, make new friends and have some fun.

Before finalising the scope and terms of reference for the review it was agreed that the following issues should be considered:

- Further analysis of the Sport England Active People Survey (2015) in order to gain greater insight into the population cohort who had been identified as being physically inactive. It was also agreed that it would be useful to receive a breakdown of the primary support needs and age band of contacts receiving care packages over the last two to three years.
- The importance of gathering evidence from residents, service users, carers, residents associations and community groups, in addition to talking to front line staff.
- Looking at how physical activities were marketed, communicated and sign posted to residents.
- The work being undertaken by the Bridge Renewal Trust in terms of community asset mapping.

- The barriers to physical activity and the importance of looking for solutions that could be introduced, facilitated or supported by the Council and/or its partners in order to get older residents more active.

It was also agreed that the challenge of engaging older people from hard to reach groups should be addressed as part of the review. The Chair commented specifically that consideration needed to be given to those living in care homes and supported living environments; those from minority communities; and those who were socially excluded.

**AGREED:**

- (a) That the presentation from Dr. Jeanelle de Gruchy, Director of Public Health, concerning physical activity for older people, be noted.
- (b) That Christian Scade, Principal Scrutiny Officer, be asked to scope a scrutiny review to assist Haringey's approach to increasing physical activity amongst older adults, taking account of the issues outlined in the minutes above.
- (c) That the scoping, agreed at (b), and initial evidence gathering take place during August and September, with scoping documents submitted to the Overview and Scrutiny Committee in October for final approval.

**13. ADDRESSING COMMUNITY WELLBEING: TAKING FORWARD THE FINDINGS OF THE EVALUATION REPORT OF NEIGHBOURHOODS CONNECT**

Dr Tamara Djuretic, Assistant Director of Public Health, advised that the Council and Haringey CCG had jointly commissioned a Neighbourhoods Connect service through the Better Care Fund in 2015. It was noted the service had intended to address social isolation for those needing, or likely to need, interventions from health or adult social care as part of a preventative approach.

The Panel was informed that following the evaluation of the Neighbourhoods Connect pilot that the CCG and Council had agreed the importance of commissioning a model that would address community health and wellbeing and co-ordinate the range of community based services across the borough.

In response to questions, Dr Djuretic explained that a decision had been made to pause any decision on whether to re-commission the Neighbourhoods Connect service itself. This was in order to agree an overarching strategic framework for community based approaches to health and wellbeing and to determine the precise nature of the service to be commissioned.

During the discussion, reference was made to the following:

- The evaluation of the Neighbourhoods Connect service attached at Appendix 1 to the report. A variety of issues were discussed in relation to the pilot including issues and concerns relating to service objectives, value for money and the methodology that had been used.

- Emerging thinking concerning social prescribing locally and work that was taking place in other boroughs, including Tower Hamlets.
- Budget pressures faced by both the Council and CCG and the importance of co-ordinating resources, for example via the Better Care Fund, and adopting a strategic approach across the borough.
- The variety of community-centred approaches linked to health and wellbeing, including the diagram attached at Appendix 2 to the report.
- Key stakeholders in relation to the emerging model, including the asset mapping work that was being undertaken by the Bridge Renewal Trust.
- The importance of providing clarity in terms of how outcomes from the model would be measured.

The Panel was informed that the Council's Corporate Plan set the overarching vision and the strategic framework for the emerging community approach to prevention. However, additional outcomes had been identified, including:

- Reduction in inequalities across the borough
- Improved wellbeing and social connectivity
- Reduced social isolation
- Increased patient/resident/service user satisfaction
- Reduced levels of service use (whether in primary or secondary health care, social care or other statutory provision)
- Changing type of services used e.g. increased use of the voluntary and community sectors
- Increased self-management and self-support
- Prescribing of specific medications reduced (to be defined)
- Supported primary, community and social care.

Dr Djuretic concluded by explaining the new model was being developed at pace and would be informed by a multi-agency workshop being held during July. It was noted that work in this area would align with the work to develop a new model for day opportunities in the borough.

**AGREED:**

- (a) That an update on the Community Wellbeing Model be prioritised as part of the panel's future work programme for March 2017.

- (b) That the Assistant Director of Public Health, and Assistant Director of Commissioning, be asked to look at ways to involve non-executive members in the development of the Community Wellbeing Model, allowing opportunities to scrutinise how outcomes would be measured prior to the model being finalised.

**14. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND HEALTH**

The panel received an update from Cllr Jason Arthur, Cabinet Member for Finance and Health, concerning his work and priorities for 2016/17.

Cllr Arthur commenced his presentation by outlining the importance of (i) actively supporting independence and wellbeing; (ii) early help and building community resilience, and (iii) ensuring spending was under control, in terms of delivering priorities outlined in the Corporate Plan 2015-18.

The following issues were discussed:

- The on-going demand for services, the impact of public sector reform and on-going funding reductions in terms of the financial performance of services provided by Adult Social Care, Commissioning and Public Health. It was noted the Quarter 1 financial position would be reported to Cabinet in September.
- An update on plans aimed at increasing flexibility and availability of day services within the borough. This included information being provided on work being facilitated by FutureGov who had worked with adult social care and dementia clients in order to test a devolved service where users decided what happened during their day instead of going to a generic day centre.
- The progress that had been made in relation to scoping and evidence gathering in relation to the Haringey devolution prevention pilot. The role of public health in relation to air pollution was also discussed.
- Framework considerations, and associated projects, concerning the development of a Target Operating Model (TOM) to enable “Healthy, Long and Fulfilling Lives”. It was noted that an all Member briefing would take place before the Scrutiny Panel looked at the TOM in more detail in September.
- Caring responsibilities and assessments following the consultation on a proposed new model for carers’ services in Haringey. The role of carers and families in relation to the TOM were also considered.
- The Haringey and Islington Wellbeing Partnership. It was noted that this was a partnership being formed between NHS organisations and local authorities in Haringey and Islington. Issues were also considered in relation to the Sustainability and Transformation Plan (STP) for North Central London (NCL). It was noted that further STP scrutiny would be undertaken by the NCL Joint Health Overview and Scrutiny Committee throughout 2016/17.

- Joint commissioning intentions for Haringey CCG and the local authority, including plans for intermediate care, as outlined in a report considered by the Health and Wellbeing Board in May 2016.

In addition, Cllr Arthur advised the Panel of the priority work that was taking place to review care packages. It was noted all reviews would be completed before the end of September 2016.

**AGREED:**

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

**15. WORK PROGRAMME DEVELOPMENT**

The Chair advised that Haringey's Overview and Scrutiny Committee was responsible for developing an overall work programme, including work for its standing scrutiny panels. The Panel was informed that in putting this together, the Committee would have regard for suggestions put forward by each Panel, their capacity to deliver the programme, and officers' capacity to support them in that task.

It was noted that:

- Under agenda item 9, the Panel had requested an update on General Practice, focusing on Tottenham Hale, for consideration in March 2017.
- Under agenda item 11, the Panel had requested an update on the community wellbeing model, for consideration in March 2017. It was agreed that March would also be a good time to receive updates on the Better Care Fund and Day Opportunities.

In addition, and as agreed under agenda item 10, the Panel would undertake an in-depth review focusing on Physical Activity for Older People.

**AGREED:**

That, subject to the above, the areas outlined in Appendix A to the report be prioritised for inclusion in the 2016/17 scrutiny work programme and recommended for approval to the Overview and Scrutiny Committee on 21 July.

**16. LONG MEETING**

Prior to 10.00pm, during consideration of the Work Programme Development 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.

**17. 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 .....

**MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON TUESDAY, 5TH JULY, 2016, 7.00 - 9.00 pm**

**PRESENT:**

**Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Reg Rice and Viv Ross**

**22. 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.

**23. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Morris.

**24. ITEMS OF URGENT BUSINESS**

None.

**25. DECLARATIONS OF INTEREST**

None.

**26. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**27. MINUTES**

**AGREED:**

That the minutes of the meeting of 3 March 2016 be approved.

**28. TERMS OF REFERENCE AND MEMBERSHIP**

In answer to a question, it was noted that the scrutiny protocol had been formally agreed by Council following cross party discussion by Members.

**AGREED:**

1. That the terms of reference and protocol for overview and scrutiny be noted; and
2. That the policy areas, remits and membership for each scrutiny panel be noted.

## **29. WORK PROGRAMME DEVELOPMENT**

The Chair reported that it was proposed that the Panel would undertake a review that considered how Haringey could become a child friendly borough. The other major piece of work by the Panel would focus on the response to refugee and asylum seeker children and consideration would be given to doing this as a “scrutiny in a day” exercise.

It was noted that the Child and Adolescent Mental Health Services (CAMHS) was now within the terms of reference of the Panel. In response to this, an update on progress with the CAMHS Transformation would now be considered by the Children and Young People’s Panel rather than the Adults and Health Panel.

### **AGREED:**

That, subject to the above mentioned addition, the areas outlined in Appendix A to the report be prioritised for inclusion in the 2016/17 scrutiny work programme and recommended for approval to the Overview and Scrutiny Committee on 21 July.

## **30. CABINET MEMBER QUESTIONS**

Councillor Elin Weston, the Cabinet Member for Children and Families reported on key priorities from her portfolio as follows:

- She was keen to build on the progress that had been outlined in the OFSTED inspection report of 2014 in services for Children in Need of Help and Protection, Looked After Children and Care Leavers. It was important to ensure that services were safe and sustainable and able to progress to being rated as “good”. She was pleased that a progress report on the issue had been included in the Panel’s work plan for the year. There was a lot being done on this issue this would include work with Aspire, the borough’s children in care council, to ensure the voice of the child was heard;
- She wished to work towards the authority becoming a “child centred” Council and welcomed the Panel’s intention to undertake a review on the issue. A key part of this would be ensuring that, where children and young people received help from the Children and Young People’s Service, their voice was heard and taken into account throughout. This would also be about the Council, on a corporate basis, taking into account the needs of children in all areas of its work;
- A new strategy for Special Educational Needs and Disabilities was to be developed;
- The 30 hours free childcare offer for 3 and 4 year olds was due to be implemented in 2017. There was, as yet, no details of the funding arrangements and it was likely that a major piece of work would be required prior to its implementation; and

- In respect of schools, the Government's academisation agenda was still a major issue. In addition, there was to be a change in the national funding formula in two years time which would affect schools significantly. The specific details of the changes were not yet known but work would be needed to maintain strong and supportive links with schools and governors;

She responded to the Panel's questions as follows;

- There was considerable concern regarding the recent large increase in demand for social care. The figures for May were double the number of contacts from the same month a year ago. The precise reasons for the increase were not known and a lot of work was being undertaken with partners to establish them. Contacts from the Police had gone up by 234% whilst those from schools had increased by 183%. Jon Abbey, Director of Children's Services, reported that similar increases had been experienced elsewhere and the work was focussing on getting a better understanding of demand. It was noted that referrals were often very complex in nature and required a range of interventions with families. A number were child protection referrals and had resulted in the need for care proceedings to be taken. A temporary additional team of social workers was being brought in to alleviate the pressure. It was hoped to have greater clarity on what action could be taken to alleviate demand by the next meeting of the Panel;
- Current data suggested that there was sufficient nursery provision within the borough to satisfy demand. Not all of it was necessarily in the right place though. This had resulted in some nurseries having places whilst others needed to have waiting lists. The market was being looked at to see what could be done to address this effectively;
- Work was being done by the Commissioning Team with partners in preparation for the introduction of the 30 hours free childcare offer for three and four year olds. This had included workshops with providers in order to find out more about the range of provision and what support was required. In addition, a survey on parental demand was currently being undertaken;
- In respect of refugee children, there was a rota for their allocation that was operated by Croydon Council on behalf of London boroughs. In addition, young people who presented within the borough became the responsibility of the Council. There were currently 26 unaccompanied children who were over the age of 15 who were being cared for, as well as 29 children who were being dealt with by the Leaving care team. Refugees came from a variety of countries including Afghanistan, Eritrea and Pakistan. No account was taken of the existence of local communities when allocating children to particular boroughs. There was a shortage of appropriate accommodation and it has been necessary for the Council to place children wherever suitable accommodation could be found. There were plans by the government to distribute refugee children more evenly across the whole of the UK;
- When refugee children reached the age of 18, if they were granted leave to remain from the Home Office they were entitled to leaving care services. If

they were in employment, education or training, they were supported until the age of 25. If they were not, they were supported until the age of 21. If leave to remain had been granted up to the age of 18, assistance would be given by the service to the young person in their application to the Home Office to secure their status;

- Home Office legislation took priority over the terms of the Children Act. The new Immigration Act made it clear that local authorities would be breaking the law if they continued to support individuals who had not been allowed to stay. It was agreed that a recent report on immigration issues for looked after children that had been submitted to the Corporate Parenting Advisory Committee would be circulated to Panel Members.
- Refugee children general needed a range of services, including ones relating to care, accommodation and education. They did not necessarily have specific additional needs. However, if they had been exposed to trauma, this could take time to manifest itself. Trauma could be a specific issue in respect of Syrian refugees;
- Exam performance at Key Stage 4 for looked after children was in the top quartile for London boroughs and the top 10% for the country as a whole. However, the service was still very ambitious and wished to improve performance further. In particular, there would be a focus on improving attendance and the completion rates of personal education plans. It was agreed that the annual report of the Virtual School, who provided educational support to looked after children, would be circulated to Panel Members.
- All secondary schools in Tottenham were rated by OFSTED as being either good or outstanding. Haringey 6th Form Centre had recently been inspected by OFSTED and rated as good. There was a new principal at the Centre and there was confidence that the improvement would be maintained. The College of North East London (CoNEL) had also been rated as good by OFSTED and provided a range of courses. They were currently aiming to promote an increase in apprenticeships. Tottenham University Technical College (UTC) was to close in October 2017 and was not taking any new students but would continue to teach a small cohort of young people who were currently there. As the result of a partnership between Tottenham Hotspur and Highgate School, it was proposed that a new 6th Form would be developed called the London Academy of Excellence (Tottenham). This was currently being consulted upon and had the support of the Department for Education. It was intended that it would emphasise academic excellence and serve the immediate area around Tottenham, with at least 50% of places reserved for local young people. The decision to seek to establish the Academy was taken by Tottenham Hotspur and Highgate School and the authority had no control over this process. It was noted that all post 16 provision was to some extent selective in nature.
- She was aware that a decision was taken in 2007 to focus 'A' Level provision in Tottenham at Haringey Sixth Form Centre. It would now be difficult for any current school in the area to expand into sixth form provision and she was not aware of any plans for them to do so. However, it would ultimately be a

decision for governing bodies to make. The Panel noted that the responsibility of the local authority was limited to ensuring that there were sufficient places, which there currently was. Schools were autonomous and local authorities had only very limited influence over them.

- Panel Members expressed concern at the current lack of 6th form provision in Tottenham and were of the view that, if necessary, the Council should exert what pressure it could on schools to remedy the situation. In answer to a question, the Director of Children's agreed to find out the exam performance at Key Stage 4 by young people who had transferred from the John Loughborough School to Park View Academy.
- In answer to the placement of looked after children, it was noted that efforts were made to place them within the Council's own fostering provision in the first instance and then through independent fostering agencies. However, some young people displayed very challenging behaviour or did not want to be placed in a family setting and in such circumstances residential accommodation could be considered. The service was dealing increasingly with children at risk of sexual exploitation or involvement with gangs and in such circumstances they could be placed away from London for their safety. Efforts were made to bring them back in due course but this was not always possible. Specialised provision for children and young people could also be outside of London. In addition, the Courts could remand young people to custody and place them in any secure setting that was available, irrespective of its location. The Council had no control over this but nevertheless was responsible for meeting the cost.

**AGREED:**

That the following be circulated to the Panel:

- (a). The Annual Report of the Haringey Virtual School;
- (b). The report on Immigration Issues for Looked After Children, which was submitted to the Corporate Parenting Advisory Committee on 4 July 2016; and
- (c). Key Stage 4 performance statistics for those young people who transferred from the John Loughborough School to Park View Academy.

**31. EARLY HELP AND PREVENTION SERVICE; PERFORMANCE UPDATE.**

Gareth Morgan, Head of Early Help and Prevention, reported that the Early Help Service was part of the Early Help Partnership, which was responsible for delivering the outcomes from the Early Help Strategy. The service was responsible for delivering Tier 2, non statutory family support for vulnerable children, young people and families in Haringey since October 2015. The service aimed to reduce demand into statutory and high cost services and develop wider community resilience. There were a number of opportunities that arose from partnership working, which included creating additional capacity, building local networks and aligning increasingly scarce resources amongst statutory and voluntary partners. There were also threats, especially arising from the funding model that was currently in place.

In the first six months of the operation of the service, it had supported 716 families. Of these, 175 had achieved sustained outcomes. There were currently 409 family cases that were open. 237 children and young people had been stepped down from statutory services and only 6 had been re-escalated into statutory service provision. This compared well with figures for re-referral into statutory provision for cases that had been closed but which had not received early help support.

The aim was to enable families to stand on their own two feet and engage with local networks to remain self sufficient. A locality model had been introduced and the teams were positioned in locations and covering areas based on a needs analysis that would allow them to have a roughly equal workload.

He responded to the Panel's questions as follows:

- The relationship with schools and childrens centres was developing quickly and positively. The service now supported children attending 92% of the borough's schools. There was also a dedicated worker who provided support to children and young people in alternative provision, such as the Tuition Centre, the Octagon and the London Boxing Academy. Each Children's Centre also had a named family support worker who visited at least twice per week for half a day.
- The Troubled Families initiative defined "vulnerable" as families having multiple needs. It was accepted that this was not a helpful or definitive term. There was no specific legal definition that the service was bound by but the service aimed to take a broad view of what it constituted.
- The funding for the service came from three sources;
  - The Council provided core funding, which constituted approximately 30%. This was the only source that the Council had direct control over;
  - £1.35 million from the schools block of the Dedicated Schools Grant (DSG); and
  - The national Troubled Family programme. This was partly based on outcomes.
- The Youth and Participation Service was now a part of the Early Help service. A universal service was currently provided at Bruce Grove and Muswell Hill youth centres as well as some targeted interventions. A summer programme of activities at both centres was also being provided. In addition, youth engagement co-ordinators and youth practitioners were now part of locality teams. Funding for youth services had nevertheless been reduced significantly. Links with other providers of youth services were also being improved.
- Panel Members emphasised the importance of work with young people as a diversionary activity. Mr Morgan stated that, in addition to the services provided by the youth offer, there was also provision from community providers such as Mac-UK and Project 20/20. Efforts were also being made to extend the range of provision at Bruce Grove.
- Before families were stepped down, a reducing level of support was provided by Early Help to prepare the family to stand on their own two feet. This included ensuring they were linked into local universal provision. It was important to enable

improvements to be sustained. Contact was maintained with families so that they were able to address any issues that arose in order to help them keep on track and remain independent.

- The service worked holistically with the whole family and children were therefore always part of developing the family support plan. In addition, the service had also commissioned an inter-active tool called the “Outcome Star” that identified areas of concern in respect of children and young people, and enabled progress made by families to be evidenced.
- There were a number of factors that contributed towards the development of partnership working. This included the Early Help Partnership Board, which helped create buy-in by senior officers and assisted with the development of a strategic vision. The consistent offer provided by Early Help across the borough had allowed other services to identify opportunities to work alongside the service and align their boundaries with the Early Help. Support for young parents was also included within the partnership through the Family Nurse Partnership programme. There were areas that were being developed further including work to address Anti-Social Behaviour and improving links with the Police. Good progress was being made in developing links with schools and Children’s Centres though. There was evidence that that new approach was working and, in particular, that the locality model was helping to develop stronger local networks and build capacity that could ultimately reduce demand for statutory services.
- Family support workers provide a range of support including practical hands on assistance in the family home. For example, they could help families to attend GP appointments and assist parents with the setting of boundaries for children and young people. They could also help with signposting to services and provide advocacy and support to socially isolated families. A library of case studies was being developed which it was hoped to share. This would supplement the hard data that was produced.
- Gambling addiction was taken into account when assessing need as part of consideration of financial exclusion and was a vulnerability that the service was aware of.

**AGREED:**

That the progress made to date by the Early Help Service be noted.

**32. REVIEW ON DISPROPORTIONALITY WITHIN THE YOUTH JUSTICE SYSTEM**

Gill Gibson, Assistant Director for Children’s Services (Quality Assurance, Early Help, and Prevention) reported that early help had a critical role in supporting children and young people who were at risk of becoming involved in the youth justice system. The ongoing Charlie Taylor review of the youth justice system meant that the whole policy area was under review but some work had already begun to respond to the issues highlighted in the earlier interim review report. There was to be a shift to a more proactive approach and early intervention would be at the heart of reforms.

Gareth Morgan, Head of Early Help and Prevention, reported there were a number of overlapping risk factors, including educational under achievement and substance misuse. The interventions that were most likely to be successful were those driven by early identification of young people at risk so that these could be dealt with by services in partnerships, for example, with schools. There was a need to support young people at high risk of exclusion and non attendance and work was being done with schools and other providers to improve the identification of the early signs. Targeted programmes were also being developed at the Bruce Grove youth centre. These were for both boys and girls and focussed on young people's good decision making and understanding risk.

Since 2009, Haringey Triage was the primary means of preventing entry into the youth justice system. Only 12% of those who went through Triage re-entered the Youth Justice system. The option of also offering those who went through Triage an early help package was being explored as one issue was the impact on younger siblings of an older brother or sister who had offended.

A lot of work had already been done to identify those at most risk of entering the youth justice system and high numbers of fixed term exclusions in year 9 and 10 was recognised as a significant risk factor. The Panel noted black boys who had been excluded often had very good school attendance records and officers were currently looking at the reasons behind this.

Jon Abbey, the Director of Children's Services, reported that OFSTED had been looking at this issue of under achievement of Black African Caribbean children and young people at key stages 2 to 4. They had come to Haringey as part of a fact finding visit to look at the gap in outcomes between Black African Caribbean and White pupils. These mirrored the social-economic differences between the east and the west of the borough. Schools and education provided an opportunity for successful interventions to take place with families. Key stage 3 was a particularly crucial time and Headteachers had been involved in discussions on how and why issues developed at this stage and the type of interventions that were undertaken by schools. One particular issue was the absence of key family members, which created a void. Both Northumberland Park and Gladesmore schools had mentoring programmes that worked with young people to address this. There were a number of factors that could contribute to issues at Key State 3 but there was unlikely to be a single action that would resolve them. However, schools already undertook a range of actions that could prevent problems escalating.

Mr Abbey stated that there was a view that the curriculum was narrowing and that this could have a negative affect on some young people as they were less able to see a career path that they could follow. It was essential to gain their imagination and motivation.

The Panel noted that white working class young people were specifically under achieving. One factor in the stark difference between the attainment of black Caribbean and white young people may have been the fact that a number of schools in the borough had entered young people into the International GCSE for English or Maths but this had impacted negatively on some of them. This issue had been fed

back to OFSTED. One other factor had been young people being entered early for exams and becoming de-motivated due to getting a low grade.

The Panel noted that, despite a drop of 60% in the number of young people who were incarcerated, the number of black and minority ethnic young people had remained the same.

In answer to a question, Mr Morgan commented that youth services had inevitably been reduced since last year following cuts to budgets. A consistent and strong service was now provided but this had to work within the available resources. Universal and targeted sessions were currently provided 5 days per week at Bruce Grove and on one day at Muswell Hill. Ongoing youth provision had been maintained and some families of young people with additional risk factors were being supported through the early help approach.

The Panel noted that 30% of families that were being worked with were white, 33.6 black African Caribbean, 5.35 Asian and 7.1% mixed heritage. The remaining percentage had not disclosed their ethnicity.

A Panel Member expressed concerns regarding the gangs matrix that was currently used within the justice system and which the new Mayor had pledged to review. He stated that he would be writing to the Cabinet Member for Communities regarding the issue. The Cabinet Member for Children and Families asked to be copied into relevant correspondence on the issue.

CHAIR: Councillor Kirsten Hearn

Signed by Chair .....

Date .....

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**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
THURSDAY, 30 JUNE 2016**

Councillors Makbule Gunes (Chair), Barbara Blake, Clive Carter,  
Stephen Mann and Sygrave

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

**CSP84. 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.

**CSP85. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Hare.

**CSP86. ITEMS OF URGENT BUSINESS**

None.

**CSP87. DECLARATIONS OF INTEREST**

None.

**CSP88. DEPUTATIONS/ PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

**CSP89. MINUTES**

**AGREED:**

That the minutes of the meeting of 1 March 2015 be approved.

**CSP90. APPOINTMENT OF NON VOTING CO-OPTED MEMBER**

**AGREED:**

That a representative from Haringey Association of Neighbourhood Watches be appointed as a non voting co-opted Member of the Panel for the 2016/17 Municipal Year.

**CSP91. TERMS OF REFERENCE AND MEMBERSHIP**

**AGREED:**

That the terms of reference, protocol for overview and scrutiny and policy areas/remits and membership for each scrutiny panel for 2016/17 be noted.

**CSP92. WORK PROGRAMME DEVELOPMENT**

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
THURSDAY, 30 JUNE 2016**

The Panel considered the draft work plan for the year and agreed to the following additions to the list of items for scheduled meetings of the Panel;

- After the Riots – Taking Tottenham Forward. It was proposed that an update be provided for the Panel on progress with the implementation of recommendations from the report;
- Wireless Festival – Update;
- Green Lanes Traffic Review, including Wightman Road; and
- Sustainable transport, including controlled parking zones (CPZs).

**AGREED:**

1. That, subject to the above mentioned additions, the areas outlined in Appendix A to the report be prioritised for inclusion in the 2016/17 scrutiny work programme; and
2. The Overview and Scrutiny Committee be asked to endorse (a), above, at its meeting on 21 July 2016.

**CSP93. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR ENVIRONMENT.**

Councillor Peray Ahmet, the Cabinet Member for Environment, outlined the key priorities for her portfolio;

- The waste management contract and performance of the Council's contractor, Veolia;
- Development of the fly tipping strategy;
- Further developing joined up enforcement including the integration of housing improvement. As part of this, it was important to increase the perception of risk;
- Addressing air quality, which was also a key priority for the Mayor of London. This was a cross cutting issue and covered issues such as decreasing air pollution and encouraging the greater use of cycling as a mode of transport through the development of the Council's Cycling Strategy;
- A review of traffic in Wood Green. In addition, issues relating to controlled parking zones (CPZs) would be looked at;
- Team Noel Park pilot project. The pilot would be evaluated and its outcomes fed into plans for the development of services.

Panel Members commented that fly tipping was a particular concern of residents. In addition, rough sleeping was an emerging area of concern. This appeared to be particularly prevalent in Green Lanes and Finsbury Park. A joined up strategy that involved co-ordinated action was required to deal with the issue. The Team Noel Park pilot was considered to be an interesting and innovative project and the sharing of the outcomes of this, when available, would be very welcome. Effective enforcement was very important and had worked effectively in the past when the Council had had a heavy enforcement team. Prevention could assist in dealing with the issue at source but this might require additional resources in the short term.

The Cabinet Member commented that there needed to be a balance between enforcement and behaviour change. Enforcement was resource intense and if behaviour could be changed it could be avoided.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
THURSDAY, 30 JUNE 2016**

The Panel noted that leaving unwanted items on the side of the pavement for people to take was technically fly tipping although it was acknowledged that the motivation for it was different. Behaviour change took time but it was important for communities to say that fly tipping was unacceptable. Education was an important part of this process. However, progress was likely to be more difficult in areas that were characterised by transient populations, where there was likely to be less of a feeling of community.

**CSP94. CAR CLUB EXPANSION**

Edwin Leigh, Transport Planner from the Planning Service, reported on proposals to expand the Council's Car Club scheme. There was currently one operator in the borough and the intention was to increase this number in order to promote expansion as the scheme had proven to be popular.

Car Club vehicles were cleaner than average and therefore helped to reduce harmful emissions. They also provided an alternative to car ownership for residents as well as reducing car dependency. It was estimated that 1 Car Club space removed 10 vehicles from the street and that users made seven times fewer short journeys by car. The increase in the number of providers would increase choice for residents and improve accessibility to vehicles. An assessment undertaken by Transport for London had shown that only 10% of potential demand was currently being fulfilled and the expansion of the scheme would help to address this.

The proposed approach was to keep the incumbent provider as well as bringing in new ones. This had already been done by several London boroughs and had proven to be successful, with some managing to double membership of their Car Club. It was felt that remaining with just the current provider would not deliver the necessary expansion. Alternatively, not retaining the current provider but bringing in others would not be good for current members.

The Panel noted that there were currently 75 Car Club bays in Haringey and 5,600 members. Haringey was the most successful borough that the current operator worked within. There had been a good response to expressions of interest from new providers and it was envisaged that there could be over 100 new bays within the borough following expansion. The expansion would enable areas of the borough that were less well provided for bays to be better covered.

Panel Members expressed support for the scheme and its expansion. It was suggested that they could be co-located with bike hangars. In addition, it was felt that areas subject to regeneration and new developments should be prioritised. It was noted that Section 106 agreements were often reached with developers in respect of this. Measures would be taken to avoid having bays too close to each other. It was hoped that the competition would encourage providers to improve performance to a high standard.

In answer to a question, it was noted that a few residents were not happy having bays located in close proximity to their property but efforts were made to minimise any such issues by placing them not directly outside people's houses.

**AGREED:**

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
THURSDAY, 30 JUNE 2016**

1. That the proposed procurement of multiple operators for the Council's Car Club network be supported; and
2. That consideration be given to co-locating Car Clubs bays with bike hangars and prioritising the location of bays in new developments and regeneration areas.

**CSP95. WASTE, STREET CLEANSING AND RECYCLING: CURRENT PERFORMANCE**

Tom Hemming, Interim Neighbourhood Team Manager, reported on the latest statistics for waste, street cleansing and recycling. There had been a change to weekly sweeping on residential and some other roads from January 2016 in order to deliver £860,000 savings. Recent performance had decreased overall but was variable from month to month. It therefore needed to be monitored closely action taken to deal with areas where performance was falling down.

Litter performance had previously been meeting the contractual target on a consistent basis. The Council had moved from twice to once weekly sweeping in January and there had been a drop in performance that coincided with the change, with performance for only one month meeting the target. However, performance in areas that had not been subject to the changes had also deteriorated. Targeted action was being taken to remedy the drop in performance. This included engaging with residents, traders, schools and the organisers of events that are identified as causing litter problems and taking enforcement action where necessary. More time was needed to evaluate the effect of the service changes.

In answer to a question, it was noted that litter picks differed from street sweeps, which now took place once per week. Mr Hemming reported that performance in respect of graffiti removal was good. In respect of fly posting, there was still an issue with window replacement service stickers on shop windows. There were still counted but not included on performance returns any more. Fly tipping remained a problem. The position in Haringey was similar to that in neighbouring boroughs. Reporting was encouraging and efforts were being made to get a picture of where hot spots were.

In respect of recycling, performance had gone up from 26% at the start of the contract to around 37%. However, this was still short of the current target levels. An action plan had been developed that aimed to address this by promoting behaviour change. Ensuring that people placed items in the correct bin was important as contamination could lead to targets being missed. Due to a change in the law and the tightening of criteria for reprocessing, more waste was being rejected for recycling. Action to address this had also been prioritised and different types of stickers to put on bins were being tried in order to ensure that residents were aware of which bins waste should be placed.

Panel Members highlighted the fact that a previous Panel meeting had suggested that traders associations be contacted regarding the removal of window replacement stickers. In respect of fly tipping, it was possible that current levels were due to higher reporting levels, which was a positive development. Mr Hemming reported that efforts were being made to raise awareness of the issues and it was hoped that levels would go down in time. There were differences between areas of the borough, with some appearing to be more accepting of fly tipping than others. It was intended to reduce both fly tipping and reports of fly tipping.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL  
THURSDAY, 30 JUNE 2016**

Steve McDonnell, the Assistant Director for Commercial and Operations, reported that the Council could claim money back from the contractor for every rubbish sack that was not collected so it was important that instances of this were reported. A breakdown of fly tips could be provided for the next discussion with the Panel on waste and recycling statistics.

Panel Members drew attention to the fact that bins in Chestnuts Park had been overflowing and officers agreed to check them. In reference to gulley cleansing, it was noted that this was the responsibility of the Highways Service, who had a regular cleansing programme.

Panel Members asked whether consideration had been given to recycling food waste for compost. Mr Hemming reported that the composting of food waste had not been considered as it was felt that there would not be a high take up. It was suggested that the provision of free bio-degradable liner bags could help to encourage people to do this.

It was also suggested that increasing the level of enforcement might assist in reducing fly tipping and littering. Mr Hemming stated that enforcement had become more difficult due to relevant powers being watered down. However, the issue was being looked at, especially in respect of houses in multiple occupation.

**AGREED:**

That further consideration be given to the option of the composting of food waste.

**Clr Makbule Gunes**  
**Chair**

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**DRAFT**  
**Housing & Regeneration Scrutiny Panel**  
**June 27<sup>th</sup> 2016**

**Present:** Cllr Amin, Cllr Bevan, Cllr Engert, Cllr Ibrahim (Chair), Cllr Morton & Cllr Newton

**In attendance:** Cllr Gideon Bull

**1. Webcasting**

The meeting was not webcast.

**2. Apologies for absence**

Cllr Gallagher

**3. Declarations of interest**

None received.

**4. Urgent items of late business**

None.

**5. Petitions**

None.

**6. Terms of reference**

6.1 Panel members noted the term of reference report, in particular the additional inclusion of parts of the Cabinet Member for Social Inclusion and Sustainability portfolio on carbon reduction and the Council's 40:20 ambitions.

6.2 The Cabinet member for Housing & Regeneration would continue to be invited to attend, but would now respond to questions in respect of Housing, Regeneration and Planning to reflect an expanded portfolio.

6.3 Planning enforcement and HMO licensing are now located within the portfolio of the cabinet Member for Environment and discussions are taking place as to the most appropriate panel in which scrutiny of these issues should take place.

6.4 The Budget review process and timeline of the new MTFS is still being agreed, and this will be reflected in future work programme schedules for the panel.

6.5 The panel also discussed performance issues and noted that a briefing would be provided ahead of future panel meetings to help guide and inform discussions.

**Agreed:** The web-link to the performance wheel would be sent out to panel members.

6.6 The panel noted and agreed the terms of reference report.

## 7. Minutes

7.1 Members noted a number of issues arising from the minutes:

- The development vehicle, discussed at the previous meeting, would be subject to discussion as part of the work programme for 2016/17;
- The new Head of Economic and Social Regeneration has been appointed, and an invite would be issued to attend a future meeting (with the Cabinet Member for Housing & Regeneration) to discuss future plans for Tottenham;
- The Cabinet Member for Housing & Regeneration agreed to bring a short report to the panel on Right to Buy receipts, this would now be factored into the new work programme for 2015/16;
- The Community Infrastructure Levy report was submitted to Cabinet in May at which all recommendations were agreed.

### **Agreed:**

- (1) Development vehicle subject to in depth scrutiny in 2016/17;
- (2) Right to Buy Receipts update to come to the panel on 2016/17 work programme;
- (3) Invite the new Head of Economic and Social Regeneration to a future panel meeting;
- (4) That the outcomes of the Supported Housing Review and the formal consultation is presented to the panel.
- (5) Community Infrastructure Levy update report to come to Overview & Scrutiny in March 2017.

7.2 It was suggested that there are a number of performance issues with some of the Registered Providers that are 'preferred partners' of the council. This could be raised with the respective Cabinet member at their Q &A session with the panel.

7.3 The panel noted that the process through which member enquiries to housing associations are handled is part of the Preferred Partnership agreement. Despite this work, it was suggested that there was still no set procedure for handling member enquires.

**Agreed:** that a briefing is provided to the panel to update members on work being undertaken to establish a member enquiry handling process with local RHPs.

7.4 In response to issues arising from modular build, it was agreed that a site visit should be arranged to view examples in London.

**Agreed:** That a site visit is arranged to view modular builds used for residential accommodation in London (dates will be circulated to the panel).

7.5 Further to the above discussions, the minutes of the last meeting were approved.

## 8. Temporary accommodation

8.1 The Manager of Housing Demand attended to provide an overview of the work currently being undertaken to support those in temporary accommodation in Haringey. A presentation was given outlining the key challenges in managing

demand and increasing supply (attached). The following highlights areas of discussion additional to that given in the presentation.

8.2 In respect of re-lets, it was noted that there were 491 in 2015/16, though in excess of 50% of these were 1 bedroom units. Thus for families in temporary accommodation requiring two or more bedrooms, it will take substantially longer for properties to become available.

8.3 It was noted that as a result of the Welfare Reform agenda and the uncertainty this had precipitated in the market, there was increased nervousness among private rented sector landlords. It was perceived that supplying properties to those in receipt of welfare benefits was now more risky and this was deterring landlords to from investing in this sector.

8.4 In terms of the net inflow and outflow of people in to temporary accommodation, it was noted that fewer people were now able to come out because there were fewer opportunities for them to move out (e.g. declining number of re-lets and limited private rented sector opportunities).

8.5 Many landlords were however moving into the emergency accommodation market, as in times of excess demand, as this was more lucrative. In less buoyant market, landlords may prefer to go into longer lease arrangements as this guarantees income at times when demand may be lower. It was noted that emergency accommodation is expensive rates available on a nightly rate, and therefore a presenting real and ongoing budgetary risks.

8.6 The council owns and manages a number of hostels (150 bed spaces in total).. There are a couple of larger hostels including Russell Road and small block at Brunel Walk. In the west of the borough there are approximately 5 or so converted properties providing hostel accommodation. Investment will be needed to ensure that these are up to standard and the panel noted that there were development proposals in the capital strategy to do so.

8.8 A review of hostel accommodation is currently being undertaken to ensure that the maximum benefit and opportunities are being derived from each of the current hostel sites (this is aligned to the Supported Housing Review).

8.9 In respect of the emergency accommodation used by the council, the panel noted that these were self contained units and not Bed and Breakfast type accommodation. They are classified as emergency accommodation as these are paid on a nightly rate not a long term lease. Currently a shared facility hostel at Northumberland Park is used and as a last resort a B & B may be used for the occasional night if there is nothing else available.

**Agreed:** that a list of hostels and the type of accommodation that they contain is provided to the panel.

8.10 The panel noted that families with children placed in B&B, including Northumberland Park hostel, cannot stay in this type of accommodation for longer than 6 weeks. The time that people spend in TA itself will vary depending on the

needs of those placed there (see 8.2) and the availability of suitable accommodation. On current data, families requiring 2, 3 or 4 bedroom properties will be on the waiting list of upward of 8 years to obtain such a property. For those in similar need but requiring a 1 bedroom flat, waiting times will be substantially less, (generally months instead of years, particularly if prospective tenants don't have any extenuating needs and can be flexible).

8.11 The issue of families placed in accommodation with shared facilities raised safeguarding issues with the panel, particularly where there was just one carer. The panel also noted that there were also health and welfare issues in respect of cooking and diet. The panel indicated it would be useful to know how many families were in this type of accommodation locally.

**Agreed:** that further information on the number of families that are living in such accommodation is provided to the panel.

8.12 In respect of finance, there are significant cost pressures for the TA budget, with a forecast overspend of £6.4m in 2016/17. It is very difficult for the council to source temporary accommodation that falls within the subsidy, therefore the council is required to fund the difference in more and more cases, hence the existing and future budget pressures. It was noted that the subsidy that is received by local authorities is based on the 2011 Local Housing Allowance rate, not the current rate, so cost pressures are increasing in a buoyant property market. A new subsidy regime is due for consultation, which may introduce a subsidy allocation to each authority, rather than a property by property subsidy.

8.13 Panel members enquired about annualised losses accrued from the difference between the subsidy and actual housing costs for different bed size properties.

**Agreed:** that further information on the annualised impact of discrepancy between subsidy and actual costs of TA units for different bedside units is provided.

8.14 The panel noted that there are 6 areas which the council is focusing on to reduce demand, increase supply and contribute to improved budget position for TA (these are discussed in detail in the attached presentation):

- Homeless prevention and managing demand – e.g. homeless prevention fund'
- Increasing the number of lets for prevention and discharge of duty, including out of London
- Delivery of revised TA offer - New supply initiatives; Placement Strategy including Out of London
- Controlling TA prices
- Making best use of existing stock
- Increased efficiency and a significant cultural shift.

8.15 The panel discussed Broadwater Lodge and noted that historically this was older people's home which was now being converted for use as temporary accommodation for families only. Although the units would not be self contained, the facilities would be clustered for use by a small number of families. Other properties are being assessed for similar projects (e.g. Whitehall Street).

8.16 The new TA allocations policy is due to be considered by Cabinet in July set out authorise the consultation process for the new policy, with the final decision being taken in the autumn. The panel noted that a number of out of borough placements are made and these are routinely mapped. In terms of ongoing support to families, it was suggested that the new policy should contain explicit reference to communication with social care services to ensure coordinated support for vulnerable children is maintained.

**Agreed:** (i) that further details of where out of borough placements are being made to be distributed to the panel;  
(ii) that a request is sent to the Cabinet member, to involve the panel in the consultation on the new TA Allocations policy.

8.17 It was anticipated that greater use of modular build would help to increase supply of TA accommodation as this would be cheaper and quicker to construct. Further clarification was sought however as to the respective costs of modular build units as detailed in the recently published Capital Strategy.

**Agreed:** that further information is provided on the Modular Build programme, particularly in relation to units costs as detailed in the Capital Strategy.

8.18 The panel confirmed that it would like to include within its work programme, the nature and level of support provide for families in crisis. The work could focus on what support could be provided to prevent families from entering emergency accommodation. It was suggested that this work could also focus on whether the council was targeting the right places for homelessness prevention or any other policy areas that could provide preventative support.

8.19 The panel noted that there could be many households locally which may be under occupied and have spare rooms and capacity which could somehow contribute to improved access to emergency accommodation. It was suggested, that there may be local families that may be able to provide rented accommodation for 6 weeks for those in need of emergency accommodation. Whilst prospective families would need to undergo appropriate checks, it was suggested that this could provide a flexible source of temporary emergency accommodation.

8.20 There was some discussion so to whether RPs were 'cherry picking' prospective tenants. It was noted that some RPs have introduced affordability assessments, to ensure that they have the ability to sustain a tenancy. Whilst officers present could not recall any instances when tenants had been rejected, this would be monitored. With the introduction of a further reduction at which benefits are capped, tenancy sustainability is likely to become an issue for more local households.

8.21 It was noted that there is an inter borough agreement for rates paid for temporary accommodation to help suppress prices and participating boroughs must inform all those in the agreement if the payment rates are breached. There may be circumstances where an authority has no option but to breach, and it was noted that the Council on average breaches these rates on a limited number of occasions each

week though this will vary depending on the demand levels. The Council's general policy is that it would prefer to breach this agreement rather than entering the commercial hotel sector to place those needing TA.

8.22 Where people are placed out of the borough, the panel were keen to understand how the council plan to manage those properties to which those in temporary accommodation have been allocated? It was noted that in these circumstances, the council would seek to procure with other boroughs and to have generalised management and maintenance agreement. Tenants would also be grouped in localised properties so that support could be provided more effectively.

8.23 Given the pressure on waiting times for larger properties and option for households to accept properties that are one bedroom smaller it was suggested that such tenants should be made fully aware of the waiting times for larger properties should their circumstances change. It was noted that small families placed in 1 bedroom accommodation was only happening in a small number of cases when household agreed, and that parents who were moving in with a small child or infant, were well aware of the likely wait for a larger property.

## **9. Work programme**

9.1 The panel noted how work programme was developed and the resultant priorities listed in the work programme report were derived. It was noted that a long list was developed through:

- An open public consultation;
- Submissions from members, partners and other local stakeholders;
- Carry over items from the 15/16 work programme.

9.2 The Scrutiny Cafe took place on the 9<sup>th</sup> June 2016 at which over 70 people attended including members, senior officers and partners. The aim of this session was to develop a short list from the suggested items (from 9.1) and to prioritise those issues to be included within the scrutiny work programme. The Panel discussed these priorities for the scrutiny work programme for 2016/17 and the format in which they could be best approached.

### **9.3 Priority 1 - Affordable Housing.**

#### **Agreed:**

(i) That scrutiny should focus on the development vehicle, in particular the governance arrangements that will support this new body (e.g. membership, relationship between board and Council and associated priorities of the Council). This work could also assess arrangements for corporate and public accountability and future scrutiny of this body (Autumn 2017)

(ii) That it would be beneficial to receive short report in respect of the following:

- a) Future housing supply strategy to be presented to HRSP on route to finalisation.
- b) An update on the previous scrutiny report on Council role in supply of housing is presented to HRSP within 2016/17.

(iii) That the Chair would meet with officers to further scope and agree this item.

### **9.4 Priority 2 - Private Rented Sector**

**Agreed:**

- (i) That the panel receive a short report on the plans to introduce Selective Licensing or extend Mandatory Licensing.
- (ii) That the Chair would meet with officers to further scope and agree this item.

9.5 Priority 3 -Temporary Accommodation

**Agreed:**

That in depth work is undertaken to:

- (i) 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).
- (ii) Assess the nature and level of support provided to people that are housed out of borough, in particular comparative models of how this is approached in other boroughs.
- (iii) That the Chair would meet with officers to further scope and agree these items.

9.6 Priority 4 – Regeneration of Tottenham & Wood Green

**Agreed:**

- (i) That there is possible scope for more in-depth scrutiny involvement to assess how the Wood Green Regeneration Programme can learn from the Tottenham Regeneration Programme. In particular, such work could focus on communication process and how local residents are engaged and involved.
- (ii) That the Chair would meet with officers to further scope and agree this item.

9.7 Priority 5 and 6 - Planning

**Agreed:**

- (i) That short reports could be taken in respect of:
  - (a) Planning Enforcement
  - (b) Improving confidence in the local planning system (digital transformation)
  - (c) Priorities for local development gain
  - (d) Strategic Flood Risk Assessment.
- (ii) That the Chair would meet with officers to further scope and agree these items.

9.8 Priority 7 – Housing Allocations

**Agreed:**

- (i) That a short report is requested on the emerging policy could come to scrutiny for comment and discussion. This work could also assess the work of the Decision Panel, how it operates and how this could be improved?
- (ii) That the Chair would meet with officers to further scope and agree this item.

9.9 Priority 8 – High Streets

**Agreed:**

- (i) That a report is provided to the panel on the work undertaken in 2015/16 to help improve local High Streets (Cllr Sahota).
- (ii) That the Chair would meet with officers to further scope and agree this item.

9.10 Unassigned priority - Older peoples housing

**Agreed:**

- (i) It was suggested that this could utilise a scrutiny in a day session to assess what options are available to help people to downsize and release larger properties for

families. It would be beneficial to understand how other local authorities are approaching this issue to identify good practice.

(ii) That the Chair would meet with officers to further scope and agree this item.

## 10. Viability assessment update

10.1 The Panel noted and discussed some of the key issues emerging from this scrutiny in a day exercise. These were:

- **Transparency of arrangements:** Publishing with applications, Redactions, Involvement of community
- **London Wide Viability Protocol:** Local adoption
- **Development of Haringey Viability SPG?**
- **Review mechanisms:** Included within a local SPG and London wide protocol
- **Three Dragons Toolkit:** to identify any changes to assumed factors that underpin this model (e.g. Levels of profitability, other costs)
- **Priorities guidance in planning obligations and viability discussions:** social housing products in S106n negotiations (e.g. Social rent, shared ownership); other infrastructure – schools, green-space.
- **Flat rate quota for affordable housing:** Impact on local infrastructure funding
- **Impact of Housing & Planning Bill:** Imperative of Starter Homes over affordable homes
- **Impact of new Mayor proposals:** Number of policy intentions already announced – including viability assessments, Amendments to London Plan (2-3 years)

10.2 The panel agreed that a further meeting should be convened to discuss and agree recommendations for this review. This should take place before 13<sup>th</sup> July 2016 and agreed at OSC on 21<sup>st</sup> July. Dates will be circulated to those members that assisted with this review.

## 11. New items of business.

11.1 None

## 12. Dates of future meeting

The next panel meeting is on 3<sup>rd</sup> October 2016.

**Report for:** Overview and Scrutiny Committee 17 October 2016

**Item number:** 8

**Title:** Annual update on the Overview and Scrutiny Committee Review of Finsbury Park Events

**Report authorised by:** Stephen McDonnell  
Assistant Director: Commercial and Operations

**Lead Officer:** Simon Farrow, Head of Direct Services (interim)  
020 8489 3639, simon.farrow@haringey.gov.uk

**Ward(s) affected:** Harringay Ward and Stroud Green Ward

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

## 1. Describe the issue under consideration

- 1.1 Over the summer of 2015 a Review of Finsbury Park Events was carried out by the Overview and Scrutiny Committee and a number of recommendations were made (detailed in Appendix 1).
- 1.2 In March 2016 an update on recommendations was presented to the Committee.
- 1.3 One year on this report now provides an update on actions that were agreed by Cabinet on 15 December 2015 (attached as Appendix 1) in response to implementing the Overview and Scrutiny Committee recommendations.

## 2. Cabinet Member Introduction

- 2.1 In December 2015 the Council welcomed the recommendations made by the Overview and Scrutiny Committee as a positive contribution to addressing the needs of the local community, while major events are held in Finsbury Park.
- 2.2 At that same meeting the Council agreed a number of actions to implement the recommendations of the Overview and Scrutiny Committee Review of Finsbury Park Events.
- 2.3 As the major events season for 2016 draws to a close I note the progress made by officers and Members to implement the Committee's recommendations.
- 2.4 Implementaion of the Committee's recommendations has since seen a positive outcome in the way events are been managed, resulting in effects on residents being reduced and less complaints received.
- 2.5 Over £400k of improvements were implemented in Finsbury Park in 2015/16, subsidised through event income. This included the refurbishment of the ball

courts, installation of low level lighting illuminating the pathways to the track and gym from Manor House and Endymion Road gates, and investment in machinery to improve park maintenance.

**3. Recommendations**

- 3.1 The Overview and Scrutiny Committee is asked to note the achievements made in implementing their recommendations (attached as Appendix 1).

**4. Reasons for decision**

- 4.1 n/a

**5. Alternative options considered**

- 5.1 n/a

**6. Background information**

- 6.1 Haringey's Outdoor Events Policy was introduced in January 2014 and since then the council has worked closely with statutory bodies, stakeholders and partners to ensure that together we successfully implement the Policy, especially in regard to major events taking place within Finsbury Park.

- 6.2 The Overview and Scrutiny Committee review into Events in Finsbury Park was established:

(a) to understand the impact of recent events held in Finsbury Park to gain a greater understanding of the budget context for parks – including the income and where this money is spent – and how this is balanced against the impact of local people and businesses;

(b) to consider the position of Finsbury Park as a major London park contributing to city-wide events;

(c) to reflect on recent large events that have taken place in Finsbury Park, with particular focus on the following: planning and organisation; facilities; policing, security and crowd control; noise and complaints; transport, ingress and egress; damage and arrangements for remediation; community engagement;

(d) in light of the above, recommendations were made to the Council for improvements in the arrangements for future events that are consistent with the aims and objectives of Haringey's Outdoor Events Policy and see to minimise any potential adverse effects on the park.

**7. Judicial Review Update**

- 7.1 In March this year the Friends of Finsbury Park launched a judicial review against the Council citing a number of areas in which the Council didn't have the authority to hire out Finsbury Park for the Wireless Festival, and that it had made errors in the decision making process. Specifically being:

- (a) the Council had acted unlawfully in granting Festival Republic permission to hire Finsbury Park to host the Wireless Festival, citing the Greater London Parks and Open Spaces Act 1967, which limits the number of days the park could be used for enclosed events, and a limited area that an authority could hire to event promoters;
  - (b) the consultation in which the Council engaged with the Friends of Finsbury Park in regards to the Wireless Festival was unlawful and didn't provide sufficient time or required documentation for the Friends to respond accordingly;
  - (c) the decision to authorise Festival Republic's park hire application was a 'key' decision and hence the Council failed to follow its own constitutional procedure;
  - (d) attendance numbers for the proposed Wireless Festival exceeded those stated in the current Finsbury Park Management Plan and as such shouldn't be allowed.
- 7.2 After hearing evidence from both the Council's and the Friends of Finsbury Park's legal teams over two days, Mr Justice Supperstone dismissed the action brought by the Friends and ruled in favour of the Council in all four points.
- 7.3 The Judge stated that the Council is empowered to hire Finsbury Park for an unlimited number of days and is able to determine how much of the park can be hired, in pursuant of section 145 of the Local Government Act 1972 which confers broad, freestanding powers on local authorities.
- 7.4 The ten days given for stakeholders to respond to event consultation was sufficient.
- 7.5 That the park hire application decision of 18 March 2016 was not a 'key' decision as it was neither a decision which was likely to result in the Council making savings, significant or otherwise, and nor was it one likely to be significant in terms of its effects on communities living or working in two or more wards of the borough.
- 7.6 The limits on attendance numbers as set out in the Finsbury Park Management Plan were superseded by the introduction of the Outdoor Events Policy that sets out specific controls regarding events proposed in Finsbury Park.
- 8. Update on recommendations**
- 8.1 The current position regarding the Committee's recommendations are contained in full in Appendix 1. The following summarises these key actions and achievements.
- 8.2 Recommendation 1 and 4 - A communications plan has been developed which details how information about events is communicated to residents, businesses and stakeholders, across the three boroughs.

- 8.3 Recommendation 1 – A leaflet providing information on events, income generation and how people can contribute to decisions on income spend was distributed to approximately 13,000 residents, businesses and stakeholders in March. Now that the 2016 events season is coming to an end a further leaflet will be produced with the aim of being circulated by the end of October. This will include a round-up of summer events, projects planned and income spent.
- 8.4 Recommendation 2 – A number of frequently asked questions on events has been developed and is now available to view on the Council's website. These will be reviewed twice a year in March and October.
- 8.5 Recommendation 3 – A single stakeholder group is currently running in its old format. New arrangements for the recommended two separate groups are now likely to be introduced for 2017 events following the scheduled meetings of this current group in October and November 2016.
- 8.6 Recommendation 4 – Detailed information for Wireless 2016 was shared in a number of ways including being posted on the websites of Haringey, Hackney and Islington councils; email distribution lists and via a number of other communication channels including social media.
- 8.7 All confirmed events for Finsbury Park are included online within the council's What's On guide.
- 8.8 Recommendation 5 & 6 – Complaints regarding noise and vibration received during this year's Festival were down nearly 50% on last year, and down 76% on 2014 indicating that the new measures introduced to lessen the noise effects on residents, worked.

<b>Number of noise / vibration complaints received</b>		
<b>2014</b>	<b>2015</b>	<b>2016</b>
170	85	40

- 8.9 These measures included the introduction of extra sound buffering for Stage 3 to reduce noise emissions, and the use of new noise monitoring equipment and software enabling acoustic engineers to identify and isolate individual frequencies causing the most irritant to residents during the event, and adjust them accordingly.
- 8.10 Recommendation 7 – The way in which complaints were logged and responded to was streamlined for 2016. Event and contact information was greatly publicised by all three councils, through various resources. Complaints received during the event were down by nearly 50% overall on the previous year, and down over 80% on 2014 indicating that potential for issues were reduced and that explanatory information was made readily available to residents through a number of channels.

<b>Number of complaints received overall</b>		
<b>2014</b>	<b>2015</b>	<b>2016</b>
216	117	60

- 8.11 Council customer services advisors answered phone calls and responded to emails received over the three festival days, adhering to council standards. They were based in the Event Control along with all other agencies, enabling complaint resolutions to be achieved in an effective and timely manner.
- 8.12 Recommendation 8 – Detailed discussions took place at the Safety Advisory Group meetings reviewing security and stewarding arrangements for the Wireless Festival. These resulted in security numbers being increased, provided by multiple companies all with a specific zone to patrol.
- 8.13 Dog patrols took place in the external perimeter moat, watch towers introduced and CCTV used. Visibility of security was increased to act as a deterrent.
- 8.14 Council officers took part in steward briefings and the number of stewards placed in side roads off Seven Sisters Road was increased from 2 to 4.
- 8.15 A robust three stage entry system was introduced, with multiple tiers of security added, to design out the opportunity for gate rushing. Located in the same position as 2015, tin shield was used to encase the entire area, rather than heras fencing, resulting in a stronger and more secure entry point.
- 8.16 Recommendation 9 – This is due to be considered for implementation next year. Due process will follow including consultation with local residents.
- 8.17 Recommendation 10 – Plans detailing the build and break were developed as specified in the park hire agreement.
- 8.18 Hackney Council was commissioned by Festival Republic to carry out the cleansing of the event area and side roads, as specified in the Premises Licence.
- 8.19 Recommendation 11 – A recovery plan was implemented immediately after Festival Republic moved off site and the area handed back to the Council. A full programme of grass restoration commenced including the de-compaction of the ground through verti draining (ground breaking), over seeding and top soiling.
- 8.20 Tarmacing works to some damaged areas commenced within days of Festival Republic moving off site and were completed within two weeks.
- 8.21 Recommendation 12 – This has been implemented in full.
- 8.22 Recommendation 13 – Discussions with Festival Republic resulted in much smaller, low key booths being used as Tobacco stalls at last year's September Slamming event and this year's Wireless Festival as shown in the images below.



**Tobacco kiosk: Wireless Festival 2015**



**Tobacco kiosk: Slammin' 2015**



**Tobacco kiosk: Wireless 2016**

- 8.23 Recommendation 14 – Research is continuing into developing a 3-5 year programme of events for Finsbury Park, and a procurement exercise will commence before the end of the municipal year.
- 8.24 Recommendation 15 – Local charity MIND in Haringey was provided with the opportunity to engage with event goers to promote mental health awareness and fundraise during this year’s Wireless Festival. Volunteers from the Manor House Development Trust participated in the council’s event host scheme, providing information and local knowledge to event goers.
- 8.25 It is worth noting that there was a considerable drop in reported crime during Wireless 2016 compared to the previous two years, with a decrease of 50% compared to 2015 and 66% from 2014.

<b>Incidents reported to the police</b>		
<b>2014</b>	<b>2015</b>	<b>2016</b>
160	110	50

## **9. Contribution to strategic outcomes**

- 9.1 Implementations of recommendations contribute to policy and practice primarily in relation to Priority 3 of the Corporate Plan: 'A clean, well maintained and safe borough where people are proud to live and work'.
- 9.2 In addition, there are links to the Corporate Plan in relation to:  
Priority 1: 'Enable every child and young person to have the best start in life...'  
Priority 2: 'Enable all adults to live healthy, long and fulfilling lives'  
Priority 4: 'Drive growth and employment from which everyone can benefit'
- 9.3 The section on tobacco also provides links to Key Priority 2 of Haringey's Health and Wellbeing Strategy in 'Increasing healthy life expectancy'.
- 9.4 The Medium Term Financial Plan sets out an increase of £600,000 of income during the period up to March 2018. This income target goes towards the core Parks Service budget. All money raised in excess of the MTFs saving target is ring fenced back to the Parks budget to maintain and improve parks in the borough.

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

### **10.1 Finance and Procurement**

It is expected that implementing the agreed recommendations can be contained within existing budgets. If this subsequently proves not to be the case then funding will need to be identified before the recommended actions can take place.

### **10.2 Legal**

The Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that no specific legal implications arise in relation to this report.

### **10.3 Equality**

- (i) 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.
- (ii) Haringey's Outdoor Events Policy was agreed by Cabinet in December 2013. An equality screening tool was completed in regard to the proposed policy and

that the proposal had no impact on protected characteristics other than religion or belief.

- (iii) The Outdoor Events Policy retains provision that organisations professing a religion or a belief can hire the park like any other group, but they cannot book the park primarily for an act of worship. Whilst this could have the effect of discouraging religious or belief organisations from using the park primarily for an act of worship such as praying, such events could by their nature exclude others from attending the events or using the park more generally. Further, the policy does permit acts of workshop where incidental to the overall event, for example a convention.
- (iv) Park users, in particular groups booking parks for events, are not monitored by protected characteristics. However, there was no evidence put forward during the review to suggest particular groups had experienced any disproportionate impact as a result of events taking place in Finsbury Park. In addition the Outdoor Events Policy aims to promote all events as inclusive to the whole community. For example, events for Friends groups are free while charges to community groups have been reduced.
- (v) To support this, a number of the Scrutiny recommendations have been put forward to help foster good relations, by promoting understanding between people from different groups, by developing a mixed and diverse range of events for Finsbury Park, and by identifying opportunities that help advance equality of opportunity.

## 11. Use of Appendices

- 11.1 Appendix 1 – Responses and updates to the Overview and Scrutiny Committee report recommendations.

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

- a. Report of Overview and Scrutiny Committee –Finsbury Park Events Scrutiny Project -  
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$CoverReportFinsburyParkEventsScrutinyProject2.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$CoverReportFinsburyParkEventsScrutinyProject2.docx.pdf)
- b. Finsbury Park Events Scrutiny Project: Appendix 1, 1a and 1b -  
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$Appendix1FinalProjectReportwithAp1aandAp1b.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$Appendix1FinalProjectReportwithAp1aandAp1b.docx.pdf)
- c. Finsbury Park Events Scrutiny Project: Appendix 1c -  
<http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/Appendix1cFinsburyParkEventsScrutinyProject.pdf>
- d. Finsbury Park Events Scrutiny Project: Appendix 1d -  
<http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/Appendix1dTofRFinsburyParkEventsStakeholderGroup2.pdf>
- e. Finsbury Park Events Scrutiny Project: Appendix 2 -  
[http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/\\$Appendix2Recommendations.docx.pdf](http://www.minutes.haringey.gov.uk/Published/C00000128/M00007372/AI00046533/$Appendix2Recommendations.docx.pdf)

- f. Haringey's Outdoor Events Policy -  
<http://www.minutes.haringey.gov.uk/Published/C00000118/M00006442/AI00035723/OEPCLEAREDCOVERINGREPORT.pdf>
- g. Haringey's Health and Wellbeing strategy 2015 – 2018 -  
[http://www.haringey.gov.uk/sites/haringeygovuk/files/final\\_-\\_health\\_and\\_wellbeing\\_strategy\\_2015-18\\_0.pdf](http://www.haringey.gov.uk/sites/haringeygovuk/files/final_-_health_and_wellbeing_strategy_2015-18_0.pdf)

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Appendix 1

**Finsbury Park Events Scrutiny Project – Conclusions and recommendations of Overview and Scrutiny Committee, responses and updates to recommendations**

<b>Overall comments on the report</b>					
The Council welcome this report as a positive contribution to addressing the needs of the local community while major events are held in Finsbury Park. The programme of major events for the summer of 2016 is now coming to an end and actions taken in view of the recommendations made by the Committee have positively contributed to the running of those events.					
	<b>Recommendation</b>	<b>Response (Agreed / Not agreed / Partially agreed)</b>	<b>Who and when</b>	<b>March 2016 Update</b>	<b>Update – Current Progress, September 2016</b>
<b>1</b>	The Cabinet Member for Environment is recommended to work with the Council’s Communications Team to develop a communication plan providing stakeholders, in Haringey, Hackney and Islington, with greater transparency about how income from events held in Finsbury Park is used. This should include circulating information at the end of September, the end of event season*, to:	<p>Agreed</p> <p>We recognise that there is scope for improving communication regarding the positive outcomes of major events, especially across borough boundaries and welcome this recommendation.</p> <p>It is proposed that an annual report is produced.</p>	<p>Cabinet Member for Environment and Head of Direct Services</p> <p>End of December</p>	<p>A communications plan has been developed for the year with focus on how event information is communicated to residents, businesses and stakeholders.</p> <p>In March a leaflet was distributed to approximately 13,000 residents and businesses around Finsbury Park informing them of all the points recommended by the Committee – how event income is ring fenced and spent, how people can contribute to decisions on income spend and recent improvements.</p> <p>This will become an annual</p>	<p>A further newsletter is planned at the end of October, following the completion of the summer season.</p> <p>This will include a round of the summer events, updates on projects taking place or planned for Finsbury Park and detail income generation and spend.</p>

	<p><b>(a)</b> Confirm how much money is generated from events held in Finsbury Park;</p> <p><b>(b)</b> Make clear that all income from events is ring fenced back to the parks budget;</p> <p><b>(c)</b> Identify how local residents, businesses and ward councillors can contribute to decisions on how income from events is spent, including work in other local parks;</p> <p><b>(d)</b> Provide information on how money from previous years has been spent, including updates on projects and improvements.</p> <p>(*In view of the timing of this scrutiny report, for 2015, it is recommended that this information is shared with local stakeholders as quickly as possible.)</p>	<p>Agreed</p> <p>Agreed</p> <p>At this point in the year we would be seeking priorities for spend against the following year's income. Will be seeking expressions with (annual report)</p> <p>Agreed</p>		<p>report to be distributed at the end of September.</p>	
<b>2</b>	The Head of Direct	Agreed	Head of Direct Services	Event FAQs are now available	As was the update in March,

	<p>Services is recommended to develop a Frequently Asked Questions document for Finsbury Park Events. This should be made available online via the Council's website <a href="http://www.haringey.gov.uk/finsbury-park">http://www.haringey.gov.uk/finsbury-park</a> by the end of December 2015 with consideration given to how this information could be used to develop the communication plan (recommendation 1 above).</p>	<p>As above this is a welcome recommendation to improve all aspects of communication around major events.</p>	<p>End of December</p>	<p>on the council's website – <a href="http://www.haringey.gov.uk/finsbury-parkevents">www.haringey.gov.uk/finsbury-parkevents</a></p> <p>These will be reviewed and updated in March and October each year.</p>	<p>these questions are now on the council's website and will be reviewed twice each year.</p>
<p><b>3</b></p> <p><b>(a)</b></p>	<p>To help manage the competing needs and options of different stakeholders, including those from neighbouring boroughs, the Cabinet Member for Environment is recommended to review the terms of reference for the Finsbury Park Events Stakeholder Group. This should be completed before the end of December 2015 with consideration given to:</p> <p>Setting up two distinct</p>	<p>Agreed</p>	<p>Cabinet Member for Environment and Head of Direct Services</p> <p>End of December</p>	<p>The Terms of Reference for both groups has been developed and it is expected that the first meeting of both groups will take place in mid March.</p> <p>The stakeholder group for</p>	<p>A single stakeholder group is currently running in its old format.</p> <p>New arrangements are now likely to be introduced for 2017 events following the proposed meetings of this group in October and November, as long as stakeholders are supportive of the benefits of this change.</p> <p>With further consideration to recommendation 3b. the Cabinet Member for the Environment will remain as Chair of the group for the foreseeable future, to allow</p>

	<p>groups – one for local residents and one for local business – to ensure feedback from both is used to help with event planning and to address local concerns around major events.</p> <p><b>(b)</b> A ward councillor from Harringay or Stroud Green being nominated as the Chair.</p> <p><b>(c)</b> Ensuring fair representation from all the groups participating.</p>			<p>residents and local user groups will be Chaired by a Councillor and the stakeholder group for businesses will be officer led.</p> <p>Membership of both groups is representative of all three boroughs.</p>	<p>ward Members the opportunity to represent their residents without prejudice.</p>
4	<p>To ensure local stakeholders, including ward councillors and residents, in Haringey, Hackney and Islington, are aware of all the events that take place in Finsbury Park, the majority being community or charity based, the Head of Direct Services is recommended to work with the Assistant Director of Communications, to review how information about future events is</p>	<p>Agreed</p> <p>This recommendation is supported and a full 12 month Communication Plan is being developed.</p> <p>This will go live in January each year with regular updates across a variety of media channels.</p>	<p>Events &amp; Partnerships Manager</p> <p>End of December</p>	<p>This is detailed in the Communications Plan.</p>	<p>All confirmed events for Finsbury Park are included on the Council's What's On page.</p> <p>Detailed information on major events are posted on the websites of Haringey, Islington and Hackney council's, emailed to members of the public who have pre-registered their interest, and shared via a number of communication channels such as social media.</p>

	shared electronically or otherwise) to ensure greater awareness of all events.				
5	The Committee welcomes the Council's commitment to review the way in which noise at Finsbury Park is monitored. It is recommended that the independent acoustic consultant's findings and any action to be taken by the Council as a result, be made available to all stakeholders, before the end of December 2015, to make the monitoring process more transparent and better understood.	<p>Agreed</p> <p>A public document will be published on the Council's website with recommendations.</p> <p>The full publication of this will be detailed in the Communications Plan.</p>	<p>Licensing Team Leader</p> <p>End of December</p>	<p>The review into noise monitoring of major events, by the independent acoustic consultant is currently ongoing.</p> <p>FAQs regarding the way noise is monitored has been developed and is currently on the Council's website</p>	<p>During this year's Wireless Festival, new noise monitoring equipment was used which enabled the acoustic engineers to see which individual frequencies may be the irritant to residents during the event and adjusted them accordingly.</p> <p>Complaints regarding noise and vibration received during this year's Festival were down nearly 50% indicating that the new monitoring equipment, buffering and engineer responses were beneficial in reducing disturbance to local residents.</p>
6	Moving forward, it is recommended that as part of the process for developing an Event Management Plan further consideration should be given, by the various agencies and event promoters, to the location and design of speakers and stages to help minimise noise	<p>Agreed</p> <p>Will be included as part of the Safety Advisory Group discussions.</p>	<p>Licensing Team Leader</p> <p>Ongoing</p>	<p>This is ongoing and will be a matter of discussion at the individual event Safety Advisory Group Meetings as the year progresses.</p>	<p>This was a matter for discussion at the recent SAGs and a number of improvements were implemented for this year's Wireless Festival.</p> <p>Additional buffering was introduced to Stage 3, closest to Oxford Road Gate, after reports from last year suggested this was causing disturbance for local residents.</p>

	disturbance.				As detailed above under recommendation 5 noise and vibration complaints during this year's Festival were reduced by nearly 50%.
7	The Head of Direct Services and Licensing Team Leader are recommended to work with the Feedback and Information Governance Team to review the process for logging event complaints. There should be one point of contact to: (a) enable appropriate and timely responses from the Council, event promoters and/or other agencies to complaints received from residents in Haringey, Hackney and Islington; (b) enable greater understanding of the issues raised; and (c) ensure lessons can be learnt from the feedback received.	Agreed	Head of Direct Services and Licensing Team Leader  Easter 2016	The principal of one point of contact that is hosted by the council has been established with the major event organisers. The detail of how this will work will be developed with the event organisers and Islington and Hackney.	<p>Work to improve the communication of information around this year's Wireless took place to ensure this recommendation was achieved.</p> <p>Event and contact information was publicised by all three boroughs through their various resources including websites and social media outlets, which made it easier for residents to access information and to log their complaints.</p> <p>Complaints received during the event were down by nearly 50% overall from last year indicating that potential for issues were reduced and that explanatory information was made readily available to residents, through a number of different channels.</p> <p>Council customer service advisors answered the phone lines and emails over the three Festival</p>

					days, adhering to council standards. They were based in Event Control, along with all other agencies, enabling complaint resolutions to be achieved in a timely manner.
<b>8</b>	To ensure improvements are made in relation to crowd management, including security and stewarding, it is recommended that the Safety Advisory Group give consideration to the following issues when advising on future events:	Actions a – e will be included as part of the development of the Event Management Plan for each event.	Head of Direct Services and Licensing Team Leader  Ongoing	These are ongoing and will be developed through the Safety Advisory Group Meetings for individual events as the year progresses.	
<b>(a)</b>	The need for all relevant agencies to be in the control room during an event.	Agreed			This was achieved.
<b>(b)</b>	The security arrangements for both in and outside the park should be reviewed. This should include consideration of increased police resource and importantly the use of more SIA accredited stewards who can work alongside council officers.	Agreed			A full review of all security and stewarding arrangements took place in preparation for this year's event. Security numbers were increased, and different companies engaged with dedicated teams working in pre-identified zones.  Dog patrols took place in the external perimeter moat, watch towers were introduced and cctv

	<p><b>(c)</b> In addition to stewards receiving appropriate briefings from the event promoters' stewards should also receive a briefing from council staff to ensure local knowledge / information about the area is passed on.</p>	<p>Agreed</p>			<p>cameras used. Reserve security teams were on standby to be utilised where and when required and there was increased visibility of security to act as a deterrent.</p> <p>This was carried out, ensuring that high communication standards between stewards and park user were achieved. Complaints regarding security and stewarding of the event were down on last year.</p>
	<p><b>(d)</b> Resources should be set asides to ensure stewards, working in pairs with suitable local knowledge, can provide a visible presence in local side roads, ensuring sign posting to public toilets, public transport and other local facilities.</p>	<p>Agreed</p> <p>This item will also be incorporated as a condition of hire of the park.</p>			<p>The number of stewards placed in side roads was increased from 2 to 4 per road this year. Volunteer Event Hosts, engaged by the council, were also placed in the side roads to engage with event goers and provide local information and knowledge.</p>
	<p><b>(e)</b> The introduction of a robust three-stage entry system, using the existing site footprint, to improve ingress arrangements minimising the</p>	<p>Agreed</p> <p>This will only be appropriate at major events of circa 45,000 attendance.</p>			<p>A robust three-stage entry system was introduced, with multiple tiers of security added to design out the opportunity for gate rushing, and which offered a more secure entry point.</p>

	opportunity for anyone to enter the site without a ticket.				<p>Located in the same position as 2015, tin shield was used to encase the entire area, rather than heras fencing, making it stronger and more secure.</p> <p>The box office was moved outside of the entry area and only pre-printed tickets were issued.</p>
9	The Head of Traffic Management is recommended to review Controlled Parking Zone (CPZ) arrangements to ensure they are appropriate for events held in Finsbury Park with consideration given to CPZ timings being consistent across the three boroughs during events.	<p>Agreed</p> <p>Any recommendation to be implemented prior to first major event in 2016.</p>	<p>Head of Traffic Management</p> <p>June 2016</p>	Subject to necessary permissions this will form part of the 2016/17 parking plan.	Due to constraints within the service this is now due to be considered for implementation next year. Due process will follow including consultation with local residents.
10	As part of the licensing process each event promoter should be asked to submit additional information, as part of their Event Management Plan, to explain how the take down and handover process will be managed and signed off. This should include information	<p>Agreed</p> <p>The street cleaning arrangements are currently split between four organisations. Consideration is currently being given to simplify this to one provider.</p>	<p>Head of Direct Services and Licensing Team Leader</p> <p>Ongoing</p>	This will develop as the year progresses and events are confirmed.	<p>Plans detailing the build and breakdown were developed as detailed in the park hire agreement.</p> <p>Hackney Council was commissioned by Festival Republic to carry out cleansing in both the event area and on the streets as detailed in the Premises Licence.</p>

	concerning the street cleaning (and bin collection) schedule for streets affected across Haringey, Islington and Hackney.				Further to this Hackney also carried out cleansing in additional streets at the request of Haringey to ensure effects of litter in the surrounding streets was minimal.
<b>11</b>	Following the take down, the Head of Direct Services is recommended to develop a recovery action plan. This should: (a) list any damage, recorded as part of the post event site inspection; (b) detail the repair work that's required (with costs); and (c) provide clear dates for the completion of each maintenance task. This information should be shared with stakeholders (making it clear that the cost of any damage is paid for by the event organiser, not the Council).	Agreed  This will form part of the Communications Plan each year.	Head of Direct Services  Following each major event	As above	A programme of grass restoration was implemented as soon as Festival Republic vacated the site.  This included de-compaction of the ground through verti draining or ground breaking, over seeding, and top soiling.  Tarmacing works to some damaged areas were started within days of Festival Republic leaving the site, and were completed within two weeks.  A stakeholder tour of the event area was conducted on 26 July followed by a stakeholder meeting where reinstatement works were discussed.
<b>12</b>	To limit the impact events in Finsbury Park have on the local community it is recommended that:		Head of Direct Services	These items are all now implemented.	As agreed
<b>(a)</b>	Summer holidays should continue to be excluded	Agreed			

	<p>from any major event booking period and importantly Finsbury Park should be returned, and be in full use, before the start of the summer holidays;</p>	<p>Contained within the current Outdoor Events Policy.</p>			
<b>(b)</b>	<p>The number of events (five) and duration (a maximum of three days per event), allowed in the policy, should not be increased any further;</p>	<p>Agreed</p> <p>Contained within the current Outdoor Events Policy.</p>			
<b>(c)</b>	<p>Policy implementation should ensure in practice that no more than two successive weekends are used for major events between the end of the May half-term and the start of the summer holiday period, and that no more than two successive weekends are used after the summer holiday period until the end of September;</p>	<p>Agreed</p> <p>This will be included in our booking process.</p>			
<b>(d)</b>	<p>Any events held in Finsbury Park during September should be</p>	<p>Agreed</p> <p>Events have taken place on</p>			

<b>(e)</b>	<p>smaller (than the June/July events) with a maximum capacity of 20,000 to ensure better coordination with other events, such as football at the Emirates Stadium;</p> <p>That events held on a Sunday should always finish no later than 10.00pm.</p>	<p>this scale previously when there has been a home match at The Emirates with no major issues for public transport network.</p> <p>Agreed</p> <p>Contained within the current Outdoor Events Policy.</p>			
<b>13</b>	<p>The Committee notes that retailers selling tobacco are obliged to comply with various legislative measures and new national regulations that restrict the display of cigarettes and point of sale advertising to tobacco. With this in mind, and in addition to the licensing process for Finsbury Park, it is recommended that (a) it becomes a condition of hiring the park that any tobacco stalls should be as plain a possible (e.g. no bright colours or lights) to help prevent the</p>	<p>Agreed</p> <p>Will be made a condition of hire of the park for 2016.</p> <p>Evidence will be reviewed.</p>	<p>Head of Direct Services and Licensing Team Leader</p>	<p>This now forms part of the standard contract for hire of the park.</p>	<p>Discussions with Festival Republic resulted in much smaller, low key booths being used as tobacco stalls at this year's event.</p>

	promotion of smoking; and that (b) any evidence arising from this year's events in relation to tobacco products be reviewed by the Licensing Team Leader in advance of future events.				A review of 2015 events has taken place and continued inspection of licensable activity will continue to take place throughout events.
<b>14</b>	The Cabinet member for Environment is recommended to develop a 3-5 year programme of events for Finsbury Park to enable all stakeholders to better prepare and plan for events.	Agreed  Will work towards this to commence in 2017.	Cabinet Member for Environment and Head of Direct Services	Ongoing – research has commenced with Neighbouring Boroughs and also with other organisations that can assist the council in developing its approach.	Research is continuing and an agreed approach is to be considered by the Council's cabinet before the end of this municipal year.
<b>15</b>	In developing a 3-5 year events programme for Finsbury Park the Cabinet Member for Environment is recommended to give consideration to:	Agreed	Head of Direct Services  Ongoing	As above in 14.	As above in 14.
<b>(a)</b>	Delivering events that reflects the diversity of Haringey's population. This should include providing opportunities for local artists / bands to show case their talent during events held in Finsbury Park.	The hire of the park is subject to market demands particularly for major events. Therefore diversity must be considered across the commercial, charity and community events held across all parks.			

<b>(b)</b>	Using the expertise and knowledge from across the council to deliver a mixed and diverse range of events that help the Council to achieve objectives set out in the Corporate Plan.	Officers from across the council will work together to deliver this.			
<b>(c)</b>	The provision of event space for local community groups, charities and businesses to promote their work during events.	Where possible each major event will include opportunities for this to take place.			<p>During Wireless 2016 local charity MIND in Haringey was given access to engage with event goers to promote mental health awareness and fundraise.</p> <p>Volunteers from the Manor House Development Trust participated in the council's Event Host scheme, providing information and local knowledge to event goers.</p>
<b>(d)</b>	Encouraging more members of the public, including community groups and charities, to hold events in the park.	Council has a Community Events Project as part of the Priority 3 Programme. This will support the delivery of this recommendation.			
<b>(e)</b>	Working with event promoters to identify opportunities for work experience and	The key to this is the early agreement of events and the 3 – 5 year programme.			

	volunteering.				
<b>(f)</b>	Working with event promoters to enable the Council and local Jobcenters to signpost, and help local residents gain skills required, for jobs that become available during events held in Finsbury Park.	As above.			
<b>(g)</b>	Working with event promoters to ensure local businesses have opportunities to take part in events, e.g. catering, and looking at how the Council can support local businesses overcome any barriers identified.	As above.			
<b>(h)</b>	Providing a discounted/lottery ticket scheme for local residents.	The delivery of this will be developed in conjunction with the event organisers and will vary dependent on the particular audience profile for individual events.			For 2016's event Festival Republic promoted a local postcode lottery scheme providing an amount of free tickets to local residents. This was part of the park hire agreement and will continue to be a standard clause for all major events.

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**Report for:** Overview and Scrutiny Committee – 17 October 2016

**Item number:** 9

**Title:** Scrutiny Review on Disproportionality within the Youth Justice System

**Report authorised by:** Cllr Hearn, Chair of Children and Young People's Scrutiny Panel

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

**Ward(s) affected:** All

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

### 1. Describe the issue under consideration

- 1.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:
- a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
  - b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
  - c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.
- 1.2 In this context, the Overview and Scrutiny Committee on 6 June 2016 agreed to set up a review project to look at disproportionality within the youth justice system.

### 2. Cabinet Member Introduction

N/A

### 3. Recommendations

- 3.1 That the Committee approve the report and its recommendations and that it be submitted to Cabinet for response.

**4. Reasons for decision**

- 4.1 The Committee is requested to approve the report and the recommendations within it so that it may be formally referred to the Council's Cabinet for response.

**5. Alternative options considered**

- 5.1 The Children and Young People's Scrutiny Panel or the Overview and Scrutiny Committee could decide not to approve the report and its recommendations, which would mean that it could not be referred to Cabinet for response

**6. Background information**

- 6.1 The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.6 of the report.

**7. Contribution to strategic outcomes**

- 7.1 This review relates to Corporate Plan Priority 1 – “Enable every child and young person to have the best start in life, with high quality education”. It is particularly relevant to Objective 5; “Children and families who need extra help will get the right support at the right time to tackle issues before they escalate.”
- 7.2 In addition, the review also relates to Corporate Plan Priority 3 – “A clean, well maintained and safe Borough where people are proud to live and work.” It has particular relevance to Objective 5: “To work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity.”

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

**Finance and Procurement**

- 8.1 There are no particular financial implications arising from the recommendations of this review. One of the recommendations refers to a strategic investment of resources to develop further engagement with children and young people. If this involves expenditure over and above approved budgets this will have to be considered as part of the Council's Service and Financial Planning arrangements.

**Legal**

- 8.3 Under Section 9F of the Local Government Act 2000 (“LGA”), the Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitant of its area. Reports and recommendations will be presented to the next available Cabinet meeting together with an officer report where appropriate.
- 8.4 The Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations and under Section 9FE of the LGA, there is a duty on Cabinet to respond to the report, indicating what (if any) action

Cabinet, proposes to take, within 2 months of receiving the report and recommendations.

## **Equality**

- 8.5 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.
- 8.6 The Panel has aimed to consider these duties within this review and, in particular;
- 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. Use of Appendices**

Appendix A: Draft report of Scrutiny Review on Disproportionality within the Youth Justice System.

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

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# Scrutiny Review: Disproportionality within the Youth Justice System

A Review by the Children and Young People's Scrutiny Panel

2016/17

Panel Membership	Cllr Kirsten Hearn (Chair)
	Cllr Mark Blake
	Cllr Toni Mallett
	Cllr Liz Morris
	Cllr Reg Rice
	Cllr Viv Ross
	Ms Y Denny (Co-opted Member)
	Mr C Ekeowa (Co-opted Member)

Lead Officer: Robert Mack, Principal Scrutiny Support Officer

[Rob.mack@haringey.gov.uk](mailto:Rob.mack@haringey.gov.uk)

0208 489 2921

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## CHAIR'S FOREWORD

This review was an ambitious piece of work, covering a complex and multi-faceted issue. However, the simple fact behind it is that some groups of our young people are considerably more likely to get into trouble than others. This is a long standing issue, not just in Haringey but across London and nationally. The causes of this are complex but what is clear is that action so far to address them has not worked.

One of the most perturbing aspects of this review is the view from young people we spoke to that how you are treated is unduly influenced by race, ethnicity, where you live, social class and family background. Much of the evidence that we found across the youth justice system supports this view. In our view, negative stereotyping is having a demonstrably detrimental impact on the life chances of groups of young people in our borough and still drives the response of many agencies. With a different approach, many young people could be turned away from crime. Agencies need to accept the evidence that current arrangements are failing some groups of young people.

There is clear evidence that interventions aimed at preventing young people getting into trouble need to start earlier. Many issues begin to emerge at an early age, such as challenging behaviour at school. The Council's new Early Help and Prevention Service could play an important part in making improvements but it is too early in its existence to assess the impact that it may have. It also needs to be borne in mind that budget reductions have led to cuts in diversionary activities, such as those by the Youth Service, which are likely to have a negative effect on early youth offending.

Deprivation is one of the key drivers of disproportionality. Education and schools provide young people with the means to escape from it but there need to be clear, attractive and attainable career pathways for them. Without them, the temptation to follow the path of those who have become involved in criminality is stronger. Strong role models who reflect the local community within schools and voluntary projects aimed at young people at risk of becoming involved in crime have a powerful effect in helping young people turn their lives around.

There can be a strong incentive for schools to expel disruptive pupils but expulsion can have long term detrimental effects for young people, as well as the community. Some schools have been very effective in avoiding expulsions and all schools need to be encouraged to follow their excellent example.

The Council must address the perception that the regeneration of Tottenham is not for certain sections of the community but aimed primarily on bringing new people into the area and driving older/poorer (often BAME) communities out. The Council must do more to put in place in its regeneration plans interventions around housing and employment that benefit certain communities that believe they are losing out. Regeneration should be used to support initiatives which are aimed at supporting young people at risk of offending to find real jobs, such as training local people to become teachers.

It has been 5 years since the riots but some of the evidence we heard still points to disproportionality being at the heart of urban policing in London/Haringey. Relationships between young people and the Police can be good and engagement has improved. Police officers generally work well with young people in the community, especially those whose work requires them to do this on a regular basis. Some of those who do not engage as frequently with young people can be less effective and much good work can be undone by a single unfortunate incident. Evidence from local head teachers outlined clearly a dichotomy between the good relationships built inside schools and the negative experiences of some of their pupils from officers on the streets (some incidents they had witnessed). It is therefore essential that *all* Police officers are able to build positive relationships with young people and an understanding of the local community. Police colleagues need to redouble their efforts in relation to their contact on the streets with young black people, which from the evidence we heard can still be problematic and seen as hostile.

The voices of young people are still not being heard. The Council should strategically invest resources, time and commitment in developing channels for the authentic voice of young people directly affected by the youth justice system to be heard in the development of policy. The Council clearly needs a community engagement strategy here and can learn from the experiences of other boroughs.

For too long the issue of the over representation of black and minority groups in our youth justice system has been a huge elephant in the room. That needs to end now. The recent Young Review on Improving Outcomes for Young Black and/or Muslim Men in the criminal Justice System recognised this as being a specific issue. Our review heard how efforts to address many of the issues have been hampered by cuts to the very services that could make a difference, the "here today, gone tomorrow" aspect of targeted projects which lose funding, leaving young people with nothing and the disbanding of youth outreach services. It is nevertheless hoped that the review can make a useful contribution through its recommendations and by raising the profile of this important issue.



Kirsten Hearn  
Chair

## RECOMMENDATIONS:

### *Disproportionality in Youth Justice*

1. That the Youth Justice Service be requested to engage with the Youth Justice Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as “Black other” in order to seek to establish the reasons that might be behind this. (*Recommendation 2.5*)
2. That the Council and partners in Haringey who provide services affecting young people at risk of entering the youth justice system be requested, as a key part of their response to the Charlie Taylor review, to;
  - Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.
  - Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors. (*2.19*)

### *Aspiration and Career Pathways*

3. That further work be undertaken by the Children and Young People’s Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice. (*4.6*)
4. That the Council’s Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people. (*4.20*)

### *School Exclusions*

5. That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, be referred to the Early Help Partnership Board for consideration and that an action plan be developed with partners to address the issue. (*5.22*)
6. That the Children and Young People’s Service engage with school Head Teachers on the issue of exclusions and, in particular;
  - Sharing of good practice on how they can best be avoided; and
  - Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate. (*5.26*)

### *Mental Health and Well Being*

7. That action be taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officers work with the project to identify suitable sources of funding to achieve this. (6.19)

*Young People and the Police*

8. That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools. (7.12)
9. That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a “reverse mentoring” scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up. (7.18)

*Hackney Council's Improving Outcomes for Young Black Men Programme*

10. That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services. (8.12)
11. The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;
  - Improving the effectiveness of interventions aimed at addressing disproportionality; and
  - Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system. (8.12)

## 1. BACKGROUND

- 1.1 The Panel decided to commission a review in response to concerns raised by Members of the Panel regarding the disproportionate percentage of young people from some minority ethnic communities within the youth justice system in Haringey. The age range covered by this is 10 to 17.

### *Terms of Reference/Objectives*

The terms of reference for the review were as follows:

“To consider the following;

- Overrepresentation of specific ethnic minority groups within the youth justice system and the reasons for this;
- How support services work together to prevent and divert young people from over represented communities entering the youth justice system;
- The support that young people receive once they enter the youth justice system and its effectiveness in preventing young people from re-offending; and
- Successful action undertaken by similar London boroughs to address the issue.”

### *Sources of Evidence:*

- 1.4 Sources of evidence were:

- Research documentation and relevant local and national guidance;
- Interviews with key stakeholders and local organisations; and
- Visits to the Octagon Pupil Referral Unit, Mac-UK and Project 2020.

- 1.5 A full list of all those who provided evidence is attached as Appendix A.

### *Membership*

- 1.6 The membership of the Panel was as follows:

Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Liz Morris, Reg Rice and Viv Ross

Co-opted Members: Ms Y Denny and Mr E Ekeowa (Church representatives)

## 2. DISPROPORTIONALITY AND YOUTH JUSTICE

### *Introduction*

- 2.1 There has been a significant decrease in youth offending in recent years. Whilst the decrease has been amongst all communities, it has not been uniform in nature. There is a pronounced level of disproportionality across the youth justice system, with far higher proportions from some black and minority ethnic communities (BAME) entering the youth justice system. It has been recognised widely as an issue and is now a key priority for the Youth Justice Board, the strategic body responsible for overseeing the youth justice system in England and Wales. The situation in Haringey closely reflects the national position but with a comparatively high percentage of the local population from BAME communities, the number of young people impacted is greater than most other places.

### *Disproportionality*

- 2.2 First time entrants to the Youth Justice System in Haringey are currently at their lowest levels ever. There were 111 first time entrants in 2014/15, compared to 500 in 2007. Haringey currently has the third lowest rate within its statistical family.

First Time Entrants to Youth Justice	Haringey 2014/15	London 2014/15	Statistical Family 2014/15
Youth Offending Rate (per 100,000 10-17 year olds)	460	429	540
Number of young people	111 yp	104 yp	132 yp

- 2.3 The table below shows the ethnicity data for the 2015 Youth Offending case load in Haringey, compares this to the ethnic breakdown of the Haringey population taken from the 2011 Census and shows the breakdown of Haringey's offending population as a whole. The disproportionality column highlights those cohorts of young people who are over represented.

Ethnicity	Haringey Population	2015 YOS caseload	Disproportionality	2011 Offending Population
<b>White Total</b>	<b>46%</b>	<b>32%</b>	-14%	40%
White UK	27%	14%	-13%	
White Irish	1%	3%	2%	
White Other	17%	15%	-2%	
<b>Mixed Total</b>	<b>12%</b>	<b>13%</b>	1%	10%
Mixed White/Black carib	5%	1%	-4%	
Mixed White/African	2%	6%	4%	
Mixed White/Asian	2%	0%	-2%	
Mixed Other	3%	6%	3%	
<b>Asian Total</b>	<b>9%</b>	<b>2%</b>	-7%	5%
Asian Indian	2%	1%	-1%	
Asian Pakistani	1%	0%	-1%	
Asian Bangladeshi	2%	1%	-1%	
Asian Chinese	1%	0%	-1%	
<b>Black Total</b>	<b>28%</b>	<b>51%</b>	23%	42%
Black African	15%	14%	-1%	
Black Caribbean	8%	12%	4%	
Black Other	5%	25%	20%	
<b>Other Total</b>	<b>5%</b>	<b>2%</b>	-3%	3%

It shows that black young people are over-represented by 23%. The disproportionality shown in Haringey is replicated across London. Lambeth has the highest overrepresentation at 28%. Haringey has the third highest and is just behind Brent (24%).

- 2.4 The level of disproportionality is not uniform amongst the different groups included under the “black” category though. The largest level of disproportionality by far exists amongst those describing themselves as “black other”, which would include those regarding themselves as “black UK”. There is a slight *under* representation of those describing themselves as Black African whilst the over representation of Black Caribbean young people is relatively modest. The over representation of those young people describing themselves as “black other” is replicated amongst those young people attending the Pupil Referral Unit (PRU).
- 2.5 The Council’s Youth Justice Service will be undertaking further analysis of data and this will include the implementation of the Disproportionality Tool that has been developed by the Youth Justice Board. The analysis will be deeper than the Disproportionality Tool can currently provide and will include analysis of re-offending data and comparison with other areas with similar demographics of Haringey. The Panel would recommend that the analysis consider the issue of the pronounced level of disproportionality amongst young people identifying themselves as “Black other”, with the aim of determining the factors that may be contributing to this as this may assist in identifying interventions that may be effective and that its include engagement with the Youth Justice Board. This should also examine other relevant statistics, such as those for school exclusions, in order to identify any patterns.

**Recommendation:**

*That the Youth Justice Service be requested to engage with the Youth Justice Board in order to assist with further analysis of relevant data on disproportionality and that this process includes consideration of the over representation of young people classifying themselves as “Black other” in order to seek to establish the reasons that might be behind this.*

- 2.6 Whilst the numbers of young people being incarcerated nationally has been falling, the proportion of black young people within the custodial population has increased. In 2013/14, young people from a black ethnic background accounted for 22% of young people in custody. This compared with a figure of 8% for all young people convicted for an offence in that year. The position in Haringey, as in other London boroughs, reflects the national position. 65% of the young people who received a custodial sentence in 2015/16 were black. Young people who are given custodial sentences are at a very high risk of further involvement in criminality, with 73% of them re-offending within 12 months of release.
- 2.7 It is important to also note that young black people are also more likely to be victims of crime. The victims of the most serious violent crime are disproportionately young black men. In London between 1999 and 2005 63.6 % of male victims of homicide aged 10-17 were of Black Caribbean descent.

**Gangs**

- 2.8 There is a perception that young people from some ethnic minority groups are more likely to be associated with gangs and this could be used to explain levels of disproportionality. However, the influence of gangs on young people can be overstated. The Panel heard evidence from Head Teachers that indicated young people can be labelled as being in gangs when the reality is that they are merely associated with them through their social networks. They commented that it is rare for young people as young as 16 to be involved, but it was nevertheless possible that some were at the stage of “earning their stripes”.
- 2.9 This view is borne out by data from the Gangs Matrix, which is a Metropolitan Police database of individuals who have been identified as being a member of a gang by more than one source. The Panel heard that there are 206 people from Haringey currently on this but only 4 were young people of under the age of 18. In addition, gang-flagged crime represented only a small percentage of total youth crime. The majority of gang members will previously have been known to the Youth Justice Service so there is therefore a risk of those young people in contact with the service eventually becoming involved with gangs.

- 2.10 The vast majority of those identified on the Gangs Matrix – both London wide and in Haringey - are either African Caribbean or Black African. It was the view of Gareth Llywelyn-Roberts, from the Council's Integrated Gangs Unit, that the ethnicity of gangs reflected the ethnic breakdown of the areas where they were active. Gangs are predominant in the more deprived areas of the borough and these are disproportionately populated by black and minority ethnic communities. The ethnicity of gangs in other areas of the country also reflected the deprived areas that they come from. For example, in Manchester they tended to be white whilst in Bradford they would be of Asian origin.
- 2.11 Concerns have been raised that the Gangs Matrix can fuel disproportionality. It is felt that some young people from ethnic minority backgrounds can be tagged with the "gang" label in ways that are not justified and that this can have consequences for the way in which the Criminal Justice System deals with them. For example, the Gangs Matrix features in information provided by the Police to the Crown Prosecution Service at the point when the CPS makes charging decisions and it is therefore felt that it may be taken into account in decisions in respect of charging. The new London Mayor has pledged to review the Matrix and its use.

#### *Causes*

- 2.12 The Panel considered the underlying reasons for the levels of disproportionality and heard a number of possible explanations. A widely held view was that it reflected wider inequalities across a range of issues, including health, education, school attainment, employment and housing.
- 2.13 A number of factors that were felt to contribute to disproportionality were presented:
- *Absence of positive male role model/father figure;* This was highlighted as being an issue for many black Caribbean and mixed race boys by Tony Hartney, the Head Teacher of Gladesmore School, who stated that they often displayed anger in respect of this. He felt that many mothers were doing a difficult job holding families together. Whilst this could be effective when children are younger, it can be more difficult when they are older. The Panel also noted that a common pattern amongst young people who became associated with gangs was for them to come from a dysfunctional family with a low level of support and guidance.
  - *Deprivation;* Poverty and low status were identified as important issues. This was particularly true in the case of those young people who are materialistic in nature, which can make them more vulnerable to being manipulated by others. In addition, living in a disadvantaged neighbourhood increases the level of exposure to risk factors that increase the likelihood of youth offending behaviour.

- *School exclusions*; These can increase the risk of young people becoming involved in criminality. The Panel noted evidence that when Glasgow had stopped excluding children from school, figures for gang involvement dropped considerably.
- *Unmet mental health needs*; The Panel noted that one in three young people have unmet mental health needs and there can be huge barriers to accessing statutory services. In particular, there is considerable stigma attached to mental illness in the community. The view that the Panel received from Mac-UK, as part of the evidence that they gave to the Panel was that mental health is as much about social determinants as biology, including racism, feelings of oppression, repeated stop and searches, rejections from employers and repeated misunderstandings.

### *Bias and Stereotyping*

- 2.14 Whilst the issues mentioned above provide convincing explanations for the level of disproportionality, bias and negative stereotyping from criminal justice agencies cannot be ruled out as also being a relevant factor. For example, the Panel heard that there have been historical differences in the offences that young people from different ethnic minority groups are charged with. Black young people were more likely to be charged with robbery whilst white young people were charged with theft for similar offences, which carries a lesser tariff. Young black people are also more likely to be convicted, particularly with more serious crimes.
- 2.15 The Panel feels that the Council and its partners need to accept the evidence that current arrangements have not been effective in addressing disproportionality effectively and that negative stereotyping is a factor within this. The youth justice system is currently being examined in detail by the Charlie Taylor review for the Ministry of Justice. The Panel is of the view that the Council, in responding to this, should hold a truly open consultation on the future of youth justice services in the Borough and place reducing ethnic disproportionality at the heart of this.
- 2.16 There is a public sector equality duty under the Equalities Act (2010) to have due regard to;
- Tackle discrimination and victimisation;
  - Advance equality of opportunity; and
  - Foster good relations.
- 2.17 In addition, the Prime Minister has recently launched an audit of public services in order to identify racial disparities. This is intended to show race affects how people are treated on a range of key issues.
- 2.18 The Council and partners who provide services affecting young people at risk of entering the youth justice system should also review their policies, procedures and service outcomes as part of this process in order to satisfy themselves and the community that they are;

- Meeting their public sector equality duty under the Equalities Act;
- Treating all children and young people equitably; and
- Activities and interventions are meeting the needs of all young people within the borough, regardless of race, ethnicity or any other factors.

2.19 However, it also needs to be recognised clearly that youth justice services cannot address disproportionality in isolation due to the wide range of issues that contribute towards it.

**Recommendations:**

*That the Council and partners in Haringey who provide services affecting young people at risk of entering the youth justice system be requested, as a key part of their response to the Charlie Taylor review, to;*

- *Hold an open consultation on the future of youth justice services and place the reduction of ethnic disproportionality at the heart of this.*
- *Review their policies, procedures and service outcomes to satisfy themselves and the community that they are meeting their public sector equality duty under the Equalities Act, treating all children and young people equitably and activities and interventions are meeting the needs of all within the borough, regardless of race, ethnicity or any other factors.*

*Views of Young People*

2.20 The Panel sought to obtain feedback from young people who were either at risk of coming into contact with the youth justice system or had already offended but this proved to be something of a challenge. The Panel met with a small group of young offenders but they were reluctant to engage and the session was abandoned. However, this did provide some evidence of the deep mistrust that exists between disaffected young people and the statutory sector.

2.21 Some feedback was nevertheless obtained from young people at the Mac-UK Project Future in Tottenham though. They stated that young people who had been in trouble often felt that everyone in authority was against them. They felt that black young people were treated less favourably, especially when arrested for the first time. In respect of schools, they felt that a lot of teachers found it difficult to cope with young people talking back and being loud.

2.22 The young people highlighted the fact that young people were affected by gangs. It was felt that having other things to do and alternative sources of income could help reduce involvement. Many young people feel threatened in certain areas. Offenders are often victims as well and can feel stuck in a cycle.

- 2.23 The young people did not think that other young people would listen to them if they attempted to mentor them, especially if they were already involved in gangs. They felt that if you attempted to set yourself up as a role model, you were no longer considered “one of them”. They also felt that interventions needed to take place with children when they were as young as possible if they are to be successful.

*Previous Reports and Reviews*

- 2.24 Several of the issues raised within this review are long standing and have been covered in other reviews and reports and the Panel has sought to avoid any duplication of specific recommendations. Of particular relevance are the two reports that were undertaken in the wake of the riots of 2011; “After the Riots” and “It Took Another Riot”. In particular, they make recommendations that refer to the need to;
- Attracting inward investment to create opportunities for the employment of local people;
  - Providing opportunities and activities for young people, particularly vulnerable young people;
  - Improving the relationship between the police and the community.
- 2.25 The Overview and Scrutiny Committee is intending to look at progress made with the implementation of recommendations from these reports in due course. The work of the Panel on this review will help to inform the discussion on this.
- 2.26 The review recently undertaken by the Panel on Youth Transitions also covers some relevant areas, particularly around career aspirations and pathways for young people. Progress with the implementation of the recommendations of this review will be monitored closely by the Overview and Scrutiny Committee. The Panel will also be receiving a report later this year on the development of 6<sup>th</sup> form provision within the borough.

### 3. PREVENTION AND INTERVENTION

#### *Introduction*

- 3.1 The Panel received evidence from a wide range of sources on the specific action that is taken to reduce the risk of young people coming into contact with the youth justice system through early help and prevention. It also looked at what is currently done by the Youth Justice Service to reduce the level of reoffending.
- 3.2 There was a clear consensus that interventions to date have not happened at an early enough stage to be effective. For example, the key age for preventative interventions in respect of involvement in gangs was felt to be between ages of eight and eleven, during the transition from Primary to Secondary school, rather than fifteen or sixteen, when they might already be involved in criminality.
- 3.3 In many cases, it was felt that the needs of young people are for mainstream services rather than those specifically focussed on youth justice. It was nevertheless felt that the new Early Help and Prevention Service had the potential to make a difference. The Panel also noted with concern that there has been a loss of diversionary activities such as summer programmes, sport and youth clubs over time due to budget cuts.

#### *The Early Help and Prevention Service*

- 3.4 The Council's Early Help and Prevention Service began its work in October 2015. It is responsible for delivering holistic family support for vulnerable children, young people and families and aims to:
- Enable them to overcome a range of issues and sustain improvements made;
  - Prevent escalation to statutory services and reduce demand on Children's Social Care; and
  - Build community resilience through the development of local networks of professionals, residents and voluntary and community organisations.
- 3.5 The new Service is the key part of the Wider Early Help Partnership, which is charged with delivering the Early Help Strategy. It also helps to address the government's Troubled Families agenda. Especially relevant is that fact that the service now incorporates Youth Provision, including the Raising Participation Age and NEET responses.
- 3.6 The Service provides support for vulnerable families on a locality basis, with close links with schools and Children's Centres. Its three teams deliver support for families assessed as having needs categorised as Tier 2 (non-statutory) with family support workers and youth practitioners who are embedded in the team. Since the service opened in October it has provided support to 716 families and 1245 children as part of its family working.

- 3.7 The relationship with schools and Children's Centres is developing quickly and positively. The service now supports children attending 91% of the borough's schools. There is also a dedicated worker who provided support to children and young people in alternative provision, such as the Tuition Centre, the Octagon and the London Boxing Academy. Each Children's Centre also has a named family support worker who visits at least twice per week for half a day.
- 3.8 It has a critical role in supporting children and young people who are at risk of becoming involved in the youth justice system. The ongoing Charlie Taylor review of the youth justice system means that the whole policy area is currently under review but some work has already been begun by the Service to respond to the issues highlighted in the earlier interim report of the review. There is to be a shift to a more proactive approach and early intervention will be at the heart of reforms.
- 3.9 The interventions that are felt by the Service as most likely to be successful are those driven by early identification. There is a particular need to support young people at high risk of exclusion and non attendance and work is being done with schools and other providers to improve the identification of early signs. Targeted programmes are also being developed at the Bruce Grove youth centre.
- 3.10 Youth services have been reduced since last year following cuts to budgets. A consistent and strong service is now provided but this has to work within the available resources. Universal and Targeted sessions are currently provided five days per week at Bruce Grove and on one day at Muswell Hill. Ongoing youth provision has been maintained and some families of young people with additional risk factors are being supported through the early help approach. Efforts are being made to extend the range of provision at Bruce Grove.
- 3.11 Haringey Triage is the primary means of preventing entry into the youth justice system. Only 12% of those who go through Triage re-enter the Youth Justice system. The option of also offering those who go through Triage an early help package is being explored, which may help mitigate the impact on younger siblings of an older brother or sister who has offended.
- 3.12 The Panel is of the view that the new service is still currently developing but has the potential to be effective if it is able to facilitate interventions at an early stage. However, the new service is not in a position to completely fill the gap left by the reductions in funding for the youth offer or the cuts to the prevention service that had been provided by the YOS. The Panel also noted the views of local Head Teachers of the importance of close links between Early Help and schools. They also felt that, whilst Early Help was evolving, the pace of change needed to be quicker.

*The Youth Justice Service*

- 3.13 Young people who enter the youth justice system are dealt with by the Youth Justice Service (YJS). This was established in 2000 and there is a statutory duty on partners to provide resources for it. Like elsewhere, Haringey's service works with children and young people between 10 and 17. Its outcomes are measured in relation to reducing first time entrants, re-offending and the demand for custody. There is a multi-agency approach, including staff from the Police, Probation, Social Workers, Health and a range of specialist staff. Governance is via a Partnership Board involving C&YPS, Police, Health, Probation, Court Service and Council Members.
- 3.14 Decisions on whether to charge young people are taken by the Police and the Crown Prosecution Service. They are remanded in custody if the charge is serious. Young people either attend court for their first appearance from remand or on bail. They are entitled to bail after their first appearance unless there are clear objections.
- 3.15 Out of court disposals occur when a young person admits an offence. They are either triaged, cautioned or conditionally cautioned. A caution involves the Police speaking to the young person. A conditional caution is the same but with the addition of a specific intervention e.g. attendance at a youth project. The YJS works with the young person and there is some intervention. If they co-operate, there will be no further action.
- 3.16 Officers from the YJS, in their evidence to the Panel, felt that strategies to prevent offending should focus on:
- Family based interventions, including pre-natal services, family and parenting support;
  - Community factors, such as community mobilisation, peer led community programmes and community policing;
  - School-based strategies, including early years education, reasoning and social skills, family literacy, preventing truancy and exclusion and further education; and
  - Youth strategies, including positive activities, youth employment with training, mentoring and youth work programmes.
- 3.17 The YJS seeks to provide interventions that address issues of diversity and counter disproportionality. The staff group employed within the service are representative of the community it serves and this includes those at management level.
- 3.18 The Panel heard that targeted interventions undertaken by the Service have included group work aimed at meeting the needs of young black men at a preventative level and also those involved in persistent offending who are linked to gangs and serious youth violence. These have included:
- The Horizons group, which was delivered in partnership with a third sector organisation aimed at those assessed at being at risk of becoming involved in offending;
  - A group work programme called Face It, that was aimed at gang members and delivered in conjunction with Khulisa, an organisation

founded in South Africa delivering programmes to young people from disadvantaged groups at risk of committing violent offences and thereby at risk of custody;

- Delivery of a confronting conflict programme involving 58 young people in 2013/14, which is being redeveloped currently to deliver to young black men involved in gangs and perpetrating serious youth violence in Haringey;
- Co-delivery of programme in Tottenham called R U MAD; and
- The Roma Support group targeted Roma girls experiencing high levels of discrimination within the Youth justice system and at increased risk of custody for persistent low level offending.

3.19 BAME parents can often be at a disadvantage due to lack of access to services. The service has therefore held sessions for BAME parents exploring the issues that affect them and their young people. This has included work with the Somalian community. This was in recognition that some Somali youth were, at the time, becoming involved in violent offending and therefore at increased risk.

3.20 The YJS also seeks to ensure that one-to-one interventions on Court orders take full account of diversity issues. Haringey has developed its own Integrated Intervention Plan that includes sections that focus on diversity and barriers to compliance. This was undertaken in recognition that the national processes for intervention planning were not meeting the needs of Haringey young people and has been viewed positively by both the Youth Justice Board and the Prisons Inspectorate.

3.21 A mental health screening is undertaken as part of the work of the YJS with offenders. However, there is an issue of how to take forward any needs that are identified as part of this process as young people can be resistant to accessing mental health services.

3.22 The following additional steps are being taken:

- Analysis of data, including implementation of the YJB Disproportionality Tool and a deeper dive to include analysis of re-offending data and comparison with other areas with similar demographics of Haringey;
- Further analysis of links between poor educational outcomes due to high rate of exclusions of young black people in the cohort;
- Further analysis of Youth Offending data to develop appropriate responses as interventions to inform Haringey's Youth offer for early intervention and prevention; and
- Developing partnership working with Community Safety as part of the Targeted Response for young people on the edge of offending and gang involvement.

3.23 The Panel noted that the Youth Offending Service (YOS), which the YJS replaced, had a prevention service but no longer has due to cuts. The new targeted service, as part of the Early Help process, is taking up some of this

work and will be attempting a more sophisticated approach. However, it is too early to determine the effectiveness of the new approach.

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## 4. ASPIRATION AND CAREER PATHWAYS

### *Introduction*

- 4.1 The Panel received evidence of the strong influence of deprivation on disproportionality. In such circumstances, making good progress at school is of paramount importance. In addition, there needs to be clear and attainable career pathways for young people at risk of criminality so that they can see a way forward that is a viable alternative to criminality.
- 4.2 Pupils who perform least well at school tend to come from some of the ethnic minority communities who are over represented in the youth justice system. In particular, there is an attainment gap affecting black Caribbean pupils that needs to be closed.

### *Literacy*

- 4.3 The Head Teachers who gave evidence to the Panel highlighted specifically the importance of literacy, as they felt that young people were more vulnerable if their reading age was below their chronological age. If they were struggling with tests and exams, they could mask their difficulties with challenging behaviour to preserve their pride.
- 4.4 They stated that there are currently no funding mechanisms that specifically target black young people. They nevertheless felt that there was a specific need for targeted help to boost literacy, particularly at primary school level. This was needed at an early stage so that children and young people were able to feel confident about their ability and avoided struggling or becoming frustrated.
- 4.5 The Panel notes that the Pupil Premium is available to assist schools in addressing disadvantage and Haringey schools are in receipt of this. It is targeted at looked-after children and those in receipt of free school meals. The use of it is monitored by Ofsted, the Office for Standards in Education, Children's Services and Skills, and details have to be published by each school of its allocation, including:
- How it is intended that the allocation will be spent;
  - How the previous academic year's allocation was spent; and
  - The impact of this expenditure on the educational attainment of those pupils who received funding.
- 4.6 However, a number of schools have in the past not disaggregated the funding, which can lead to it merely be absorbed into mainstream funding.
- 4.7 The Panel is of the view that at least some of this funding should be being used by schools to address the literacy issues that were raised. It would therefore recommend that further work be undertaken with schools to ensure that the money is not merely be used to plug gaps and to determine the kind of interventions funded by it that may be effective. However, it notes that not

all disadvantaged children who have literacy issues will necessarily either be in receipt of free school meals or be looked after and there therefore may be a need for additional provision if literacy is to be boosted.

***Recommendation:***

*That further work be undertaken by the Children and Young People's Service with schools to determine the most effective use of Pupil Premium funding in addressing literacy and promote the sharing of good practice.*

- 4.8 The Head Teachers also emphasised the importance of the training of young professionals so that they understand cultural norms. Groups of boys from particular minority ethnic groups can be especially loud and boisterous but this did not necessarily mean that they were disrespectful. It was merely how they bonded.
- 4.9 They felt that it was important to have diversity and a balance in both age and gender amongst school staff as children and young people paid far more attention to such things than was realised. Teachers in Haringey have been recruited by Gladesmore School from a number of countries, including Jamaica, Turkey and countries in Africa. It can take a long time before teachers recruited in this way are sufficiently well-trained to start. Finances currently make this difficult to do. There is also an issue with white working class boys that mirrors the situation with black boys and schools need staff who can relate to children and young people from less well-to-do backgrounds.
- 4.10 Gladesmore School have found that training their own staff is one of the few ways in which they can obtain staff of the right calibre that match the diversity of the area. If the school advertises, there are normally only very small numbers of applicants who are suitable. The training of teachers requires long term investment and it is necessary to identify suitable people at an early age and support them. The Panel also heard there may be challenges in recruiting suitable teachers in disadvantaged areas – for example, Tottenham is still not considered an attractive place to work for many teachers.

*Opportunities from Regeneration*

- 4.11 The regeneration of parts of the borough has the potential to address some of the socio-economic issues that may be behind some of the levels of disproportionality but it is important that the young people from the communities most affected are in a position to take advantage of the opportunities that arise.
- 4.12 Regeneration activity is currently focussed primarily on the physical environment. It is nevertheless recognised that consideration of how local people can benefit is needed. The People Programme aims to address this

by embedding social and economic outcomes into the regeneration process, including education, employment and community safety.

- 4.13 As part of the development of the Tottenham People Programme, priorities are being developed. Areas that have been identified include:
- Primary to secondary school transition;
  - Employability skills;
  - Connections with employers;
  - Addressing estate based crime; and
  - Developing community resilience.
- 4.14 The Panel heard that there are a range of funding potential sources for this including sale of land, Section 106 agreements (conditions in the planning process), fund raising and grants. Different sources of funding will be brought together to address priorities. For example, £935,000 has been obtained from the DCLG to fund the two-year Northumberland Park Social Regeneration: People Pathfinder Project. This will work with residents and partners to build on the strengths of the community and support families to enjoy the achievement of the vision for a resilient Tottenham. There will be £200,000 for residents to commission specific projects, which will need to originate from Tottenham.
- 4.15 Regeneration Officers from the Council felt that the most important issues to be addressed in addressing disproportionality were training and employment. There are currently significant gaps in GCSE attainment between Tottenham and the remainder of the Borough, with 44% of young people getting 5 A-C grades compared with a Borough average of 55%. The Council's aim is to get levels up to the Borough average, which will require a focus on the young black and white working class boys that are currently failing disproportionately. Although the academic route is not suitable for everyone, many apprenticeships now also require 5 GCSEs at A to C, meaning failure at the GCSE stage can also impact on plans for vocational careers.
- 4.16 One particular challenge is the development of a serious A-Level offer in Tottenham. The London Academy of Excellence and the National College for Digital Skills are opening soon in Tottenham and it is hoped that these will address this to some extent. Training in engineering and manufacturing provision need to be developed further and work is being undertaken with the College of North East London regarding this.
- 4.17 Some companies who have moved into the area, such as Premier Inns, have provided specific training to local people and can provide guaranteed interviews but it is not possible to guarantee that jobs will go to local people. Jobs tended to be entry level though and the Panel felt it was possible to be more aspirational and develop better opportunities for local people, as well as communicating them effectively. This could include exploring commitments within agreements with companies coming into the area to involve local people in workforce development.

- 4.18 The Panel has noted that there is a perception within sections of the community that the regeneration of Tottenham is not for them but aimed primarily on bringing new people into the area and driving others, such as more deprived and BAME communities, out. This view needs to be addressed effectively by the Council. The Panel is of the view that one way that this can be addressed is by doing more to put in place interventions within regeneration plans that benefit the communities that may feel they are at risk of losing out.
- 4.19 The Panel noted the view of the Head Teachers that it received evidence from on the importance of having school staff who reflect the diversity of the local area. It feels that some of the funding available for regeneration purposes could be used to assist local schools in the training of staff so that those that they employ are not only of high calibre but reflective of the diversity of the area and therefore able to provide positive role models. Such an investment might well prove to be cost-effective over a number of years as well as beneficial to local schools and the community.
- 4.20 Helen Fisher, the Tottenham Programme Director, acknowledged the importance of the workforce reflecting the local community. She stated that the funds coming into the area tend to be capital rather than revenue, and therefore ineligible for use in training, but there are nevertheless choices to be made regarding the use of funds. Developing pathways into teaching could be considered as part of a range of options.

***Recommendation***

*That the Council's Regeneration Service be requested to explore the use of regeneration funding to assist schools with the training of teachers and other school staff from the local community to ensure that their workforce is not only of high calibre but reflective of the diversity of the area and able to provide positive role models for children and young people.*

## 5. SCHOOL EXCLUSIONS

### *Introduction*

- 5.1 The Panel noted that school exclusions – either fixed term or permanent – can increase the level of risk for young people in coming into contact with the youth justice system and also the over representation of some BAME groups amongst those who are excluded, which tend to be the same ones who are disproportionately represented within the youth justice system.

### *The Schools and Learning Service*

- 5.2 The Panel received evidence from Deborah Tucker, from the Schools and Learning Service. Strategic and planned support is provided to schools in respect of exclusions is part of a traded service. The Council no longer has a Behaviour Support Team as this role has been delegated to schools. The cost of interventions is high but it is considered there is value in the outcomes achieved.
- 5.3 The statistics for exclusions show a considerable level of disproportionality. Black African/Caribbean boys are 2.4 times more likely to be excluded from Haringey schools whilst white “other” (that is, non-UK) boys are twice as likely as others. Exclusions from out-of-borough schools follow a similar pattern in respect of ethnicity.
- 5.4 In the past, the Local Education Authority had a role but now it is only the Head Teacher that has the formal power to exclude. Schools normally involve the Council to discuss the options that are available to them. At the point of exclusion, there are normally a lot of other actions that have been taken by them that have proven to be ineffective. A percentage of young people who are excluded from school are known to the YJS but further work is needed to establish the links and relationships.
- 5.5 There is currently a downward trend in exclusions but this does not necessarily signify better behaviour on the part of pupils. In 2014/15, there were no permanent exclusions from primary schools and the number from secondary schools has also gone down. There is no real pattern amongst schools in terms of permanent exclusions, except in the case of Gladesmore School, who have not excluded anyone for 12 years and have made good use of managed moves and “swaps”.
- 5.6 The Panel noted that there has been a worrying increase in the number of Key Stage 1 pupils that have been identified at being at risk of exclusion. 90% of these are black and all have suffered some sort of trauma. Head Teachers do not wish to exclude them but are not sure how to cope with the behaviour issues that have arisen.

- 5.7 Support services are normally involved but often do not have enough time to provide assistance before a crisis point is reached. Schools are often working exceptionally hard to address the issues but Head Teachers also have to consider the welfare of the school as a whole. Such children are typically already known to social care with assessments being done but the issue was how well the range of services work together and the speed of the response.
- 5.8 The Panel noted that there is very little evidence that exclusions improve behaviour. Permanent exclusion can consolidate dissociation of young people from the education system but it is often possible to re-integrate young people in instances where they had been excluded for “one off” incidents.
- 5.9 Attainment is lower for those young people who are excluded and it has the most detrimental effect on Black Caribbean pupils. Young people who are excluded are also at risk of becoming involved in criminality but this can be avoided where there is good alternative provision. The causal link between exclusion and criminality is not fully established but there is clear evidence that it reduces life chances.
- 5.10 The Panel noted that are a number of things that could help to address the issue, including:
- Consistent challenge and support from families for children and schools;
  - Schools where core values and principles are shared, understood and practiced by teachers and children;
  - Monitoring and evaluation of exclusion data for students with protected characteristics and using outcomes to identify gaps in support and change practice;
  - Targeted approaches with a focus on early intervention, prevention and better crisis management;
  - Planned managed moves; and
  - Good or outstanding alternative provision.

*The Octagon Pupil Referral Unit*

- 5.11 The Panel also received evidence from Angela Tempany the Executive Head of the Octagon Pupil Referral Unit (PRU). The Tri Borough Alternative Provision (TBAP) Multi Academy Trust took over the running of the PRU in 2014 following a negative Ofsted inspection. Learners range in age between 5 and 16. However, there are far fewer children of primary school age.
- 5.12 The ethnic breakdown of learners at the PRU is as follows:

	No.	Gender: M/F		Known to YOS (Pre-court disposal and sentenced)	Court orders
White: English	15	12	3	1	1
White: Irish	3	3		2	1
Traveller of Irish heritage	2	2			
Turkish	1	1			
Kurdish	1	1			
White European	5	5		2	
Mixed race Caribbean	7	5	2		
Black UK	30	23	7	6	4
Bangladeshi	2	2			
Black African	21	15	6	2	
Arab	1	1			
Latin/South/Central America	1	1			
Other mixed	4	4			
Other black	3	3			
<b>Total</b>	<b>86</b>	<b>68</b>	<b>18</b>	<b>13</b>	<b>6</b>

- 5.13 The above figures show a high level of disproportionality, with black boys significantly over represented compared to local demographics.
- 5.14 There were now three primary classes and numbers have grown. Ms Tempany felt that this was due to a lack of early intervention and behaviour support in Haringey primary schools. All learners should have multi-agency support plans but there is a lack of Social, Emotional and Mental Health (SEMH) provision in Haringey. Work is undertaken with schools to develop education and healthcare plans which are needed in order to address behavioural issues. Efforts are made to encourage the re-integration of children into schools.
- 5.15 Troubled families can find it difficult to engage with services and often fail to attend appointments. This is a national problem and a multi agency approach is needed to address this effectively. Learners from the PRU often fail to attend appointments at Child and Adolescent Mental Health Services. In response to this, therapeutic support is now provided on site.
- 5.16 The re-inspection of the Unit by Ofsted is due to take place shortly. However, there have already been two rigorous assessments by Challenge Partners. The first one had rated the Octagon as requiring improvement but the most recent assessment has rated it as good with outstanding features.
- 5.17 At the time of the last Ofsted inspection, no learners had gained 5 GCSEs. During the last summer examinations, 54% of learners had got 5 A-G grade GCSEs and 20% had got 5 A-C grades. This compares with a national average of 18% for PRUs. A committed effort has been necessary to drive up academic performance at the Octagon.

- 5.18 The Panel noted that the single biggest reason why learners come to the PRU is possession of knives, for which there is zero tolerance within schools. Very few have actually used the knives though, and in some cases they had been carrying knives as they had been bullied. Police are not always told of incidents, but can do a check to see if there have been previous incidents. Work is being done with schools to look at alternatives to exclusions in such situations, such as attendance on knife awareness courses. This might reduce the risk of criminalisation of young people that exclusion carries with it.
- 5.19 The Panel also noted the view that the Pupil Referral Unit had previously acted in the past as a breeding ground for gang activity and crime. In addition, the location of the Octagon in the middle of Wood Green is problematic due to post code rivalries between gangs, which can make it difficult for young people from Tottenham to attend.
- 5.20 A multi-agency pupil support team has been set up with partners to assess young people who are placed at the PRU. This considers a range of issues including any links to gangs. The Police and the Youth Justice Team are involved in this and are able to provide local intelligence. It was acknowledged that there is a risk of nurturing criminality by placing children and young people at the PRU but the reality is that young people are likely to be involved beforehand. They are observed very closely when they attend the PRU and if there are concerns about them, they can be isolated or moved elsewhere, including secure accommodation.
- 5.21 The Panel has noted the evidence of growth in behavioural issues arising at primary school level. In some cases, this appears to have been precipitated by exposure to trauma at an early age. It notes in particular the view of the Executive Head of the PRU who feels that there is currently a lack of early intervention and behaviour support in primary schools.
- 5.22 The Council's Early Help and Prevention Service clearly have a role in working with primary schools to address these issues but effective action will require input from a range of partners, particularly schools and CAMHS. The Panel would therefore recommend that this issue be referred for consideration by the Early Help Partnership Board and that an action plan be developed for addressing the issue.

***Recommendation:***

*That the increase in behavioural issues at primary school level and, in particular, those precipitated by exposure to trauma, be referred to the Early Help Partnership Board for consideration and that an action plan be developed with partners to address the issue.*

- 5.23 The Panel also noted the clear evidence of the detrimental effects of exclusions and is of the view that these should only be used as a very last

resort by schools. The costs of exclusions are large and referral to the PRU is a significant step and can risk nurturing criminality amongst some young people which may have a long term detrimental effect on the community.

- 5.24 The Panel welcomes that Gladesmore School has avoided permanently excluding any children or young people for 12 years. The Council has limited influence on schools but the Panel is view that further engagement should take place with Head Teachers on the issue of exclusions and, in particular, the sharing of good practice so that their number can be kept to an absolute minimum.
- 5.25 The Panel also noted evidence regarding the number of young people who are in the PRU for possession of knives and the fact that in a number of cases they had been carrying them due to being bullied and that checks had not always taken regarding previous incidents. Whilst robust action should be taken by schools in response to the possession of knives, there are alternatives to exclusion that can be used in certain circumstances which may constitute a more proportionate response and not carry the same level of risk of criminalisation that placement at the PRU may carry.
- 5.26 The Panel welcomes the work that the PRU is undertaking with schools in respect of this issue. In addition, it would therefore recommend that discussions take place with schools regarding a possible review of their zero tolerance and automatic exclusion response to possession of knives so that a more appropriate response is possible that takes into account the circumstances of the incident and level of risk that the young person presents to the school community.

***Recommendation:***

*That the Children and Young People's Service engage with school Head Teachers on the issue of exclusions and, in particular;*

- *Sharing of good practice on how they can best be avoided; and*
- *Reviewing the zero tolerance policy towards the possession of knives and whether, in certain circumstances, alternatives to exclusion might be appropriate.*

## 6. MENTAL HEALTH AND WELL-BEING

### *Introduction*

- 6.1 Mental health and well-being was identified as a particular issue of relevance and the Panel received evidence from Dr Nick Barnes, Adolescent Psychiatrist from Barnet, Enfield and Haringey Mental Health Trust in respect of this. It also received evidence from Mac-UK, a community psychology project currently working with young people in Tottenham.

### *Child and Adolescent Mental Health Services*

- 6.2 Dr Barnes felt that CAMHS in Haringey were good at getting children and families to engage. Their outreach team is large compared to other authorities. They try to work closely with the YJS but Dr Barnes felt that interventions need to take place with young people before they come into contact with them.
- 6.3 He reported that CAMHS services were currently undertaking a transformation process. As part of this, access to services is being considered and a greater focus on emotional well being. A community based triage process is being developed and services will be delivered in more accessible settings, such as schools and youth centres.
- 6.4 He stated that there are issues in respect of the diagnosis of mental health issues. There are likely to be large numbers of young people in secure settings in England who have undiagnosed neurodevelopment conditions that have directly contributed to their offending behaviour. In order to gain access to support, there is firstly a need to have a diagnosis. However, there is concern amongst some parents and carers about stigma and it can also be difficult for professionals to be precise about diagnoses. In addition, the concept of ADHD does not transfer easily to many cultures.
- 6.5 Dr Barnes acknowledged that there is underrepresentation of BAME communities amongst mental health professionals and a lack of understanding amongst them of mental health issues. Many families from these communities prefer to engage with religious institutions, in particular churches, instead of statutory services. There can also be stereotypes relating to mental illness within the black community. In addition, there is a culture of masculinity and a lack of male role models. There is also a view that emotions should not be expressed. He felt that services needed to develop a better understanding of how it feels to seek help.
- 6.6 Trust is a big issue and the capacity for this is low amongst the community. The use of drugs and of sectioning under the Mental Health Act for people from BAME communities is disproportionately high. 70-80% of those accessing mental health services are young girls whilst 70-80% of those who came into contact with the youth justice services are boys. There is also a lack of therapeutic input and rehabilitation within the criminal justice system.

- 6.7 Dr Barnes felt that peer mentoring could be a useful tool. Interventions can be more effective if young people feel that they are coming from people who know what they are talking about from their own experience. In the community, there is pressure on young men to show masculinity and fear and vulnerability cannot be expressed for fear of exclusion. Meeting with someone they can relate to who is able to express vulnerability can be very effective. In schools, it can provide an opportunity to see that transformations can be made.

*Mac-UK and Project Future*

- 6.8 The Panel also received evidence from Dr Sally Zlotowitz, Dr Lucy Gore and Lamont Emesibe from Mac-UK. It heard that the young people that Mac-UK work with often came from families where there has been multi generational deprivation. The project aims to try and change social factors and give young people a voice. It also aims to highlight mental health as a public health issue, especially in the BAME communities.
- 6.9 They stated that young people can face social pressures to become involved in crime, which can also be driven by deprivation and living in a high crime environment. A lot of the young people that are drawn into gangs are materialistic and like to keep up with fashion. They also value the male interaction and engagement that comes with gangs. In addition, young people can feel disempowered and not listened to. They feel that involvement with gangs gives them power.
- 6.10 The level of threat that young people can feel is very high and they therefore believe that they have no choice other than to carry a knife as it is better to be caught with a knife than without one. Many are desensitised to prison and several have siblings and friends inside. It can also be easy to underestimate the level of trauma that some young people have been through. They have no real outlet to express the stress and fear that it has caused and their emotions are often expressed as fear and violence.
- 6.11 The project follows a multi disciplinary approach, with a range of professionals included within the team as well as young people. It works on a one-to-one basis with young people. All the programmes that they use are co-produced with them.
- 6.12 The young people that they work with had felt that what was needed most was access to education, employment and training and programmes therefore focussed on these issues. Many had had difficult experiences with schools and felt let down by services. Literacy, numeracy and music sessions had therefore been set up. For some young people, their role models were drug dealers with nice cars so providing an attainable alternative to this is important.

- 6.13 The project operates solely through peer referral. A safe and secure place has been developed for young people, where they are able to be themselves. The service is open to all and it is hoped that the effects of it will filter through to a wide range of young people. The challenge is to obtain and retain their trust.
- 6.14 It is not intended to replace services but to enable young people to access them more easily. Since they had started their work, 108 young people have been through the project. They had enabled some young people to get back into education and provided help with court appearances and visits to probation services. They will also visit young people in prison or in rehab.
- 6.15 The project works with a range of other organisations in the community. In particular, there are links with employment schemes and Jobcentre Plus. They have been successful in getting young people into apprenticeships and full time employment. Many lack basic life and employability skills and can find it a challenge to stay in work and therefore require support.
- 6.16 Funding for the project comes from Haringey Council, Mac-UK and Barnet, Enfield and Haringey Mental Health Trust and the Big Lottery Fund. It was commissioned by the Big Lottery fund and is half way through its funding period as a “community psychology” project. The project is subject to evaluation and this will include its role in increasing access to education and employment. They are currently looking at ways of keeping it going when the funding runs out.
- 6.17 Young people who the Panel heard from during their visit to Project Future commented that previous projects and interventions had been around for a while and then had gone. A lot of other youth projects have disappeared, including the Triangle and 10 Bruce Grove. If Project Future closed, they felt that there would be nothing left.
- 6.18 They stated that the project had helped to build up self confidence and improve communication skills. They had a high level of trust for the project. One young person stated that he had had nothing to do after being in prison until he had got involved in music at the project. It had also helped him with numeracy and literacy.
- 6.19 The Panel was impressed by the work that Mac-UK is undertaking with young people in Tottenham. It therefore feels that it is imperative that the future of the project is secured so that the progress that it has made is sustained. It therefore recommends that the Council work closely with the project to identify suitable sources of funding to secure its continuation.

**Recommendation:**

*That action be taken to secure the continuation of work undertaken by the Mac-UK Project Future in Tottenham and that officers work with the project to identify suitable sources of funding to achieve this.*



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## 7. YOUNG PEOPLE AND THE POLICE

### *Introduction*

- 7.1 The Panel received evidence from the Police regarding the issues that they feel may contribute to disproportionality, their possible causes and what might be done to address them effectively.

### *Disproportionality*

- 7.2 The Panel heard from Victor Olisa, the former Borough Commander for Haringey, who is now Head of Diversity at the Metropolitan Police. He acknowledged that there was disproportionality and felt that this manifested itself throughout the justice system and included Stop and Search, sentencing and the experience of incarceration.
- 7.3 He stated that the Police reacted to reports of incidents in public spaces and these were more likely to come from the eastern, more deprived half of the borough than the west. Such reports can ultimately lead to action against the individuals involved and this was reflected in the respective numbers of people entering the youth justice system and their ethnicity. There was nevertheless some evidence of bias and differences in interpretation in the law in respect of particular communities.
- 7.4 Behaviour that is regarded as “high spirits” in the west of the borough could be interpreted as intimidating in the east. This interpretation can be driven by cultural bias and exacerbated by the operational experience of police officers. This can lead to the development of stereotypes and a different response to similar incidents depending on where they took place. Officers may view their different responses as self protection but he felt that there is little evidence that it was more likely for young people in the east of the borough to be confrontational. It was important that police officers did not work from stereotypes or defensiveness. There was a comprehensive programme of training to address such issues, including unconscious bias training. The vast majority of police officers bought into this but some responded better than others.

### *Relationships*

- 7.5 The Panel noted that the importance of relationships between the Police and young people was highlighted in the reports that followed the 2011 riots. Positive relationships can have a number of benefits and of particular relevance is their role in developing a better mutual understanding between the Police and young people, which can reduce the risk of negative stereotyping and mistrust.
- 7.6 Mr Olisa felt that neighbourhood based officers had good relationships with young people, especially the officers that covered Broadwater Farm. In addition, there were now police officers in both secondary and primary

schools that have developed good relationships with a range of people, including children and young people.

- 7.7 He acknowledged that the relationship between some other police officers and young people was not always good and some covering emergency response can be inclined to be more confrontational. It was important that all police officers shared the same ethos and outlook of those who work more closely with young people. However, it is not possible to ensure that all police officers behave well at all times.
- 7.8 He was of the view that involvement in neighbourhoods by a wider range of police officers, including work with schools and regular interaction with young people would assist in improving relationships. More interaction between young people and those working in different agencies could also be of benefit. The Princes Trust programme had proven to be very useful. This is a 12 week programme that involves young people with convictions spending time with police officers. It helped to increase their understanding of police officers and also assisted police officers by encouraging them to approach young people in a different way. Reverse mentoring could also assist with police officers buddying up with young people so that they gained a better understanding of them and of the local community. In addition, senior officers could give up a space in their diary to engage with young people.

#### *Police in Schools*

- 7.9 The Panel noted that there is a 14 strong Police Schools Team within Haringey and this plays an important role in developing relationships with young people. The team covers all secondary schools in the borough. There is also a named police officer attached to all primary schools, with 12 officers covering the Borough's 63 schools. In addition, there is also a dedicated officer at the College of North East London (CONEL) and Tottenham 6<sup>th</sup> Form College.
- 7.10 It received evidence from Chief Inspector Marco Bardetti from Haringey Police, who felt that the engagement encouraged by having police officers in schools was positive. The Police are not required to provide officers in schools and they are not a part of the Borough's officer allocation. The Police withdrew from schools at one stage but they have now been put back in after a specific decision was taken by the previous Borough Commander. He stated that there are now lower crime rates around schools and less violence. For example, fights between schools are now rare.
- 7.11 He felt that the presence of Police in schools had a number of benefits;
- It promoted a positive image of the Police by providing a friendly face, enabling barriers to be broken down and the opportunity for direct engagement with students, including those who are a cause of concern;
  - Police were able to pick up any issues that come up, provide direct intervention or support and liaise with the local authority. They could also

help to prevent truancy and disorder around transport hubs as their remit also includes routes to school;

- It could also encourage young people to consider the Police as a potential career; and
- It helped address the lack of engagement between the Police and young people.

7.12 The Head Teachers who met the Panel felt that the Police presence in schools enabled them to take a proactive rather than a reactive role. Young people raised issues with the Police that they would not go to school staff with, which was welcome. The Police also got a large amount of intelligence. Police outside the school had previously been a source of concern by some parents but they were now viewed as being there to keep people safe. They felt that the work by the Police with schools had improved a lot but nevertheless felt that more could still be done. This was particularly true of work with primary schools as there a need for the Police to engage with families and schools at an earlier age. Whilst it was felt that police officers linked to schools worked very well with young people, not all other officers shared the same ethos.

7.13 The evidence that the Panel received has indicated the importance of having police officers in schools as well as a need to expand this further into primary schools. The Panel is nevertheless mindful that the current arrangements were driven by the previous Borough Commander. The Panel feels that it is essential that they are maintained and, in addition, would recommend that that consideration is given to expanding the work that police officers undertake in primary schools as an important way of improving engagement and relationships with the community and, in particular, children and young people.

***Recommendation:***

*That the Cabinet Member for Communities be requested to seek confirmation from the new Borough Commander that she will maintain the Police presence in schools and that, in addition, she will also give consideration to expanding the presence that is currently provided by the Police in primary schools.*

*Engagement*

7.14 Mr Bardetti reported that a range of engagement was undertaken with young people from the black community. A work experience scheme had been set up for young people in Haringey schools with the aim of getting them interested in the Police Service as a potential career. Work also took place with youth centres and the Octagon Pupil Referral Unit. In addition, there has been a proposal to develop a free school for young people who have come into contact with the youth justice system which the Police and Council had

been involved in developing. The demographic for the proposed school was likely to be mainly young black people.

- 7.15 However, Mr Bardetti stated that there is a lack of resources for diversion and engagement with young people which has been exacerbated by the loss of outreach and diversionary activities, such as youth clubs and summer programmes. Any additional funding from regeneration monies to assist with this would be very welcome.
- 7.16 The Panel noted that Stop and Search can only be used where there are reasonable grounds for suspicion that someone is in unlawful possession of an article. Reasonable grounds can be based on intelligence, briefings or the attitude of the person concerned. It is monitored by the Haringey Independent Stop and Search Monitoring Group and the Independent Advisory Group, which includes representation from teachers and young people. Approximately half of those stopped in Haringey are classified as "IC3" i.e. Black African or Black African Caribbean people. However, the Panel noted evidence from Mr Olisa that this is one of the least disproportionate figures across London.
- 7.17 There are now 620 black police officers in whole of the Metropolitan Police. They make up 7% of Haringey's Police officers, which is roughly average. Recruitment to the Metropolitan Police is a national process and used to be open to anyone across the country. It is now necessary to have lived in London for at least three years and to speak a second language. It does not apply to senior ranks but it is hoped that the changes in those recruited would eventually feed up to higher levels. There are also now two Volunteer Police Cadet units in Haringey, which it is hoped will encourage more people from the black community to join the Police. At the moment, the Cadet units have a high percentage of young people from minority ethnic communities.
- 7.18 The Panel is of the view that, despite the recommendations of the reports that followed the riots of 2011, efforts to improve relationships between the Police have not been as successful as hoped and they have been hampered by lack of resources for diversionary and preventative, exacerbated by budget cuts. In particular, it noted evidence from several sources, including local Head Teachers, of a dichotomy between the relationships built inside schools by Safer Schools Officers and negative experiences of some of young people from officers on the streets. The Panel is of the view that Police colleagues need to redouble their efforts in relation to their contact on the streets with young black people, which from the evidence we heard can still be problematic.
- 7.19 The Panel feels that the suggestion that was made by Mr Olisa of the use of a reverse mentoring scheme for Police officers new to the area is something that should be progressed. It was developed as part of the Project 2020 initiative but there was a lack of take up by the Police. The Panel feels that it should be re-visited and encouragement given to the Police to participate fully in the scheme as a useful means of developing better relationships with

the community through developing a better understanding amongst all Police officers of young people in the area and particularly those from black and minority ethnic communities.

***Recommendation:***

*That the Cabinet Member for Communities be requested to work with the Haringey Police Borough Commander to develop a “reverse mentoring” scheme that involves Police officers new to the area being mentored by a local young person and that this includes regular monitoring of take-up.*

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## 8. HACKNEY COUNCIL'S IMPROVING OUTCOMES FOR YOUNG BLACK MEN PROGRAMME

- 8.1 The Panel has also looked at action that has been taken by other local authorities on this issues that the review has covered. Of particular relevance is the ambitious programme being undertaken by Hackney Council that is focussing on improving outcomes for young black men. This is relevant to Haringey as they are the main group that is disproportionately represented within the youth justice system in Haringey. The Panel received evidence from Sonia Khan, Head of Policy and Partnerships at Hackney Council on this.
- 8.2 Hackney have identified the fact that young black men tend to fare worse than their peers across a range of indicators, from poorer educational results to higher offending rates. This has been a problem for many years and although there have been many responses aimed at addressing it, these have not had the impact needed. The Panel noted that that previous policy had focussed primarily on addressing socio-economic issues rather than race but the conclusion of the work that has been done so far was that the issue of race was also of significance.
- 8.3 The programme is being led by Councillor Anntionette Bramble, Hackney Council's lead Cabinet Member for Children and Young People. It approach involves local people, the voluntary and community sector and the statutory sector in shaping and delivering solutions, with young people at the heart of this.
- 8.4 The programme sets out some clear ambitions:
- Within 10 years: Outcomes and opportunities for black boys and young black men should be the same as the wider population;
  - Within 15 years: It is hoped to start to see cultural changes in terms of aspirations and trust of the state;
  - Within 15 years: Working with other authorities, central government and the state, the Council also wishes to see changes in media representation and portrayals.
- 8.5 Ms Khan felt that there was a sense that young black men were in danger of getting left behind in accessing opportunities, particularly those arising from the regeneration of the borough.
- 8.6 A theory of change has been developed that addresses how the changes that are aimed for can be brought about. Key partners have been involved in the development process, including Hackney CVS, the umbrella organisation for the community and voluntary sector. There has been much engagement with young people as well and Hackney CVS have developed a Youth Advisory Group that includes young people. They have also set up focus groups and engagement has taken place with local businesses as well as workshops with parents, Council staff and partners.

8.7 The theory of change sets out the main assumptions about what is driving inequality and the actions that the Hackney wishes to take forward. There are challenges within it for the partner agencies, young men and the wider community. The key issues identified to date are as follows.

- Critical intervention points; These are well known key transition or critical points that can negatively impact on a young person's life, such as the transition from primary to secondary school or a first exclusion as well as things that happen beyond their control such as a bereavement
- Role of schools; There remains a gap in achievement between black boys and the wider school population. Collaboration with schools is required to look more closely at how the gap is narrowed, how schools manage behaviour for black boys as well as the relationship between parents and schools. It is felt that this could be contributing to the higher rate of exclusions.
- Trust between parents and the statutory sector; It is felt that relationships between black parents and the state do not appear to be generally positive and are undermining opportunities to work constructively.
- Families; There are concerns at disproportionate levels of violence and abuse, both within families and in the community and how this may affect children young people.
- Community leadership; Engagement has highlighted the need to build a better understanding between the black community and the statutory sector.
- Young men at risk and community safety; Hackney's Gangs Unit estimate that there are over 1000 young people on the periphery of gangs and need to be engaged with positively to avoid getting more involved in gang life. There is a concern that the situation for young black men at risk can deteriorate quickly because they do not know how to seek help or will not go to the statutory sector for support. A need has been identified to continue to build a greater level of trust in the Police that might increase reporting and reduce crime.
- Mental health; Mental health issues are felt to be affecting wider outcomes of young black men. It is felt that young people need to access support more quickly and mental health services need to examine institutional bias and stereotyping. The extent of substance misuse is seen by young people as a significant trigger of mental health problems.
- Regeneration and opportunity; Young people felt that the Council needed to engage differently about the changes in Hackney rather than just providing information. They did not always know how they could benefit from the increasing prosperity and that their aspirations were therefore

being limited. Although the programme to date has not actively engaged as many black owned businesses as had been anticipated, the indication is that some businesses are finding it difficult to survive and therefore not able to engage and make a wider community contribution.

- Culture and Identity - Valuing heritage and celebrating success. The work highlighted a need to focus more on black culture, identity and heritage, which it is felt is not celebrated or talked about enough. It is also felt that there is a need to counter negative stereotypes in wider society with positive presentations of young black men and their success stories.
- Behaviour, lifestyles, culture and identity: Work with young black men uncovered the extent to which some felt alienated by mainstream society and angry about injustices. They therefore may distance themselves and behave in a defensive manner. This can make gang lifestyle or criminal activity seem attractive as a way of being empowered and accepted. There can also be strong gender stereotypes imposed on them.

8.8 Panel noted that schools were being engaged in discussions on the issue of exclusions and, through this, it was hoped to build a greater awareness of the impact of exclusions on the community. A group of Head Teachers was looking at the issue as well as under achievement. In terms of mental health, providers were being brought together and workshops have taken place looking at well-being.

8.9 The project aims to empower the community through development of the community and voluntary sector. There was a perception in the community that initiatives were not sustained. It had therefore been agreed that only things that could be sustained would be committed to and for actions to focus on mainstream services.

8.10 It is anticipated that recommendations will bring about changes that are:

- Universal - bringing about changes for everyone;
- Making an offer or service more inclusive;
- Targeted to address a specific cohort by ethnicity, gender, age, socio-economic group or an intersection of these.

8.11 The Panel is of the view that links with Hackney should be developed and maintained so that the impact of their recommendations on addressing the issues in question, which have very close parallels with Haringey, can be monitored and consideration given to undertaking similar interventions where they have proven to be effective.

8.12 It is particularly important that effective engagement takes place with young people in Haringey that are affected by the youth justice system in the development of policy and that this involves a wide range of them from all areas of the borough and ethnic minority groups. It feels that the Council should invest strategically, in terms of resources, time and commitment, to develop this. The Panel was impressed with the work that Hackney has

undertaken to engage with disaffected young people and feels that the learning gained through this should be incorporated by Haringey to drive improvements in engagement here.

**Recommendations:**

- *That a strategic investment be made by the Council, in terms of resources, time and commitment, to develop further engagement with children and young people and, in particular, disaffected young people and those at risk of coming into contact with youth justice services.*
- *The progress by Hackney with their Improving Outcomes for Young Black Men programme be monitored so that learning from this can be incorporated into;*
  - *Improving the effectiveness of interventions aimed at addressing disproportionality; and*
  - *Action to improve engagement with children and young people and, in particular, those at risk of entering the youth justice system.*

## Appendix A

### Participants in the Review:

Chief Inspector Marco Bardetti, Haringey Police

Dr Nick Barnes, Adolescent Psychiatrist, Barnet, Enfield and Haringey Mental Health Trust

Jason Bradley, Community Youth Outreach Officer, Homes for Haringey

Marlon Bruce, The Activity Co-ordinator, Tottenham Programme, Regeneration, Planning and Development

Patrick Cozier, Head Teacher of Highgate Wood School and Member of Haringey Youth Justice Board

Lamont Emesibe, Youth Interventions Specialist and Gangs Worker, Project Future

Helen Fisher, Tottenham Programme Director, Regeneration, Planning and Development

Gill Gibson Assistant Director for Early Help and Prevention, Children's Service

Councillor Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability

Dr Lucy Gore, Clinical Psychologist, Project Future

Tony Hartney, Head Teacher of Gladesmore School and Chair of Haringey Safer Neighbourhood Board

Gareth Llywelyn-Roberts, Offender Management Strategic Lead, Community Safety and Regulatory Services

Gareth Morgan, Head of Service, Early Help and Prevention, Children's Service

Chief Superintendent Dr Victor Olisa, Strategic Lead for Diversity and Inclusion, Metropolitan Police

Jennifer Sergeant, Head of Targeted Response and Youth Justice, Children's Service

Simon Stone, Service Manager, Haringey Youth Justice Service

Deborah Tucker, Schools and Learning Service, Children's Service

Dr Sally Zlotowitz, Clinical Community Psychologist and Acting Clinical Director, Mac-UK

**Report for:** Overview & Scrutiny 17<sup>th</sup> October 2016

**Item number:** 10

**Title:** 2016/17 Quarter 1 (to June 2016) Financial Report

**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 2016/17 Quarter 1 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

## 2. Cabinet Member Introduction

2.1. This report provides an update on the projected financial position of the Council for 2016/17 as at Quarter 1 (April-June 2016). It covers significant operating and capital revenue variances and has been compiled on a forecast full-year basis.

2.2. Overall, at Quarter 1 the Council is projecting a **full-year deficit/overspend** of c£28m for 2016/17.

2.3. Of this c£28m overspend, a significant proportion (£25.7m) resides in the areas which continue to face significant demand pressures: Adults (£12.2m), Children's (£6.1m) and Temporary Accommodation (£7.4m).

2.4. The significant increase in demand and therefore the cost for the Council's acute services is outstripping actions being taken to manage costs down and income up. Managing to reduce budget levels is essential to produce a balanced financial position at the end of the year and prevent a worsening position for next year. This position has been aggravated by legislative changes in the welfare and housing and reductions in the healthcare funding across Local Authorities and the NHS. The worsening of the budget forecast through the first months of the financial year continues to be an increasing risk and concerted action is being taken to manage this.

2.5. We anticipated that we would have significant financial pressures over the period of the corporate plan and have put into place in-year mechanisms to manage the risks arising. We have also built a reserves position that will allow us to cushion the impact of these risks over the next financial period.

2.6. In order to manage the in year risks, targeted action is being taken to address the overspend. This includes a number of spend reduction mechanisms which are being overseen by The Leader, myself as cabinet member for Finance, the Chief Executive and the Chief Operating Officer (COO).

- 2.7. It is important to ensure that our planned programmes of transformation approved as part of the Corporate Plan in 2015-2018 continue to be implemented so that we are able to deliver on the ambitious outcomes for our residents. Without these, the increases in demand that we are seeing will require further budget reductions. The Council has built solid reserves and these will need to be promptly applied to see us through a challenging year.

### **3. Recommendations**

That the Committee note the:

- 3.1. Report and the Council's 2016/17 Quarter 1 financial position in respect of revenue and capital expenditure;
- 3.2. Risks and mitigating actions identified in this report in the context of the Council's on-going budget management responsibilities;
- 3.3. Measures in place to reduce the overspend in service areas; and
- 3.4. Virements over £250k in Table 1 - Appendix 1 and note other virements; and

### **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 and statutory duties.

### **5. Alternative options considered**

- 5.1. This is the 2016/17 Quarter 1 Financial Report as such there are no alternative options.

### **6. Background information**

- 6.1. This is the first Financial Report to the Committee for the 2016/17 financial year covering both Revenue and Capital. This is a quarterly report covering the period April to June 2016.

### **2016/2017 Quarter 1 - Key Messages**

- 6.2. Overall, at Quarter 1 the Council is projecting a full-year deficit/overspend of c£28m for 2016/17 in its revenue position. This presents a significant risk to the Council's financial position.
- 6.3. Of this c£28m overspend, £25.7m resides in demand-led areas including; Adults (£12.2m), Children's (£6.1m) and Temporary Accommodation (£7.4m). These areas represent the Council's most acute services and where demand for these services is outstripping the Council's ability reduce spend or increase income at a fast enough pace to deliver a balanced budget. The risk of significant overspend at the end of the year places additional pressures on our reducing budget in the next two financial years and impacts on our ability to cover future pressures from reserves.

- 6.4 Work to manage costs in the demand-led areas continues to progress at pace. These focus on the acceleration of transformation activities which will help manage demand and reduce costs in an attempt to shrink the overspend along with a number of in year cost reduction mechanisms which includes;
- Increased pace on restructures
  - Enforced agency and interim staff leave
  - Not filling vacant posts
  - Further reduction of agency and interim staff
  - Blocking purchasing categories on the system to prevent purchases of items
  - Asst Directors signing off purchases
- 6.5 At Quarter 1, the Capital programme is forecasting an underspend of £24m, against a budget of £191m. There was a technical budget adjustment in Quarter 1 to reduce the approved budget of £198 to £191m as a result of scheme re-profiling.

The profile adjustments of £7.3m to the 2016/17 programme reflect the approved programme expenditure that is now expected to take place in future years. The adjustments made are; aids and adaptations budget £1.3m; enabling budgets for Business Improvement and ICT investment £4m; and High Road West leaseholder budget £2m.

Refer to Appendix 1 for virements table showing movements to approved budgets.

**Table 1** below identifies the Quarter 1 (to June 2016) revenue financial position and variance to budget. This is supported by detailed variance analysis and mitigating actions.

**Table 1: Forecast Outturn Variance as at Quarter 1 (June 2016)**

	2016/17 Revised Budget	Forecast Outturn at Quarter 1	Forecast Variance Quarter 1
	£'000	£'000	£'000
<b>Leader and Chief Executive</b>	<b>2,835</b>	<b>2,835</b>	<b>0</b>
<b>Deputy Chief Executive</b>			
Adult Social Services	73,267	85,441	12,174
Children and Young People	47,039	53,123	6,084
Public Health, Commissioning & Other	18,578	18,667	89
<b>Deputy Chief Executive Total</b>	<b>138,885</b>	<b>157,232</b>	<b>18,347</b>
<b>Chief Operating Officer</b>			
Housing General Fund	5,251	12,644	7,393
Commercial & Operation Services	36,569	37,534	965
Other (SSC, Customer Services etc)	13,555	13,922	367
<b>Chief Operating Officer Total</b>	<b>55,376</b>	<b>64,101</b>	<b>8,725</b>
<b>Regeneration, Planning &amp; Development</b>	<b>18,280</b>	<b>18,107</b>	<b>(173)</b>
<b>Total for Service Areas</b>	<b>215,376</b>	<b>242,275</b>	<b>26,899</b>
<b>Non Service Revenue</b>	<b>18,973</b>	<b>18,973</b>	<b>0</b>
<b>Contract Procurement Savings</b>		<b>1,060</b>	<b>1,060</b>
<b>TOTAL</b>	<b>234,349</b>	<b>262,308</b>	<b>27,959</b>

## 6.6 Analysis of Pressures

### 6.6.1 Corporate actions to mitigate financial risks

The significant increases in demand have outstripped our ability to make savings fast enough across the organisation to manage the financial position without taking actions to reduce spending in year. To this effect therefore, a number of spend reduction mechanisms have been introduced across the organisation which are;

- Increased pace on restructures
- Enforced agency and interim staff leave
- Not filling vacant posts
- Further reduction of agency and interim staff
- Blocking purchasing categories on the system to prevent purchases of items
- Asst Directors signing off purchases

The implementation and impact of these mechanisms are being managed through Budget Sub Groups aligned to Priority Boards. The output from these Groups is being overseen by a regular meeting of the Leader, Member for Finance and Health, The Chief Executive and the Chief Operating Officer.

### **6.6.2 Leader and Chief Executive (balanced budget)**

Whilst these budgets are balanced, the in year spend reduction mechanisms are being applied.

### **6.6.3 Deputy Chief Executive (c£18m overspend) Adults (£12.2m overspend)**

Overall, the Adults Social Care budget is projecting an overspend position of £12.2m.

This is an area of corporate focus and there are a number of pieces of corporately focused work being delivered to help manage spend in this area notwithstanding the implementation of corporate spend reduction mechanisms. Adults is currently prioritising transformation work which will focus on reducing demand at the front door, working more effectively with Health and accelerating reviews of existing clients. At present most of the savings measures in place, while being at a level consistent with MTFS savings targets, are offsetting continued demand in the service, which is why the service is continuing to show such an overspend. Work is on-going however to identify further areas of cost reduction. The service has engaged external support to accelerate the transformation changes will seek further areas for transformation.

The analysis for each area is;-

- **Care Purchasing (£10.5m overspend)** – The care purchasing spend is based on actual open cases at 1st April 2016, forecast new cases during the year at 2015/16 levels of activity, less the natural rate of closed packages during 2015/16. The forecast cost of this has taken into account the expected

impact of all the transformation projects in 2016/17 to produce a variance of £10.5m.

These forecasts already factor in a fair assessment of the likely impact of savings measures, including the contribution that 100% reviews of all packages can provide.

- **Learning Disabilities (£1.3m overspend)** - There has been slippage in delivering savings in the reconfiguration of Day Opportunities for Learning Disabilities clients. These have been complex projects involving closures of establishments, redesign of remaining services and case-by-case consideration of how the needs of clients will be met within the new service. The new arrangements are now planned to be in place by the final quarter of 2016/17.
- **Osbourne Grove (£0.4m overspend)** - There is slippage of £0.2m from 2016/17 to 2017/18, in addition to budget pressures of £0.2m on this service, which is on a worsening trajectory.

#### **Children and Young People (£6.1m overspend)**

Overall, the Children's Services budget is projecting an overspend of £6.1m at Quarter 1. This area continues to implement its programme of transformation and is engaging in the Council's spend reduction mechanisms which is being overseen by the Priority Board and the Budget Sub Group. This £6.1m overspend is accounted for as follows:

- **Social Care Placements (£2.2m overspend).** Savings targets set for this budget have not been met with spending running at £1.2m higher than the budget. The social care placements model has reflected a further worsening by £0.9m in the forecast position because of the continuing increases in new Looked After Children and their cost profile. While the placements model is working on the basis of an average of 13.5 new LAC per month, the average in first quarter of 2016/17 has been 18.3 and overall numbers of LAC have risen from their low of 406 on 1st April 2016 to 424 on 1st July 2016.
- **Social Care Workforce (£2.1m overspend).** Savings of £2m have been allocated so far, with a further £1.6m savings to be allocated in 2017/18. Plans for workforce restructuring have slipped from 2015/16 and they are £0.2m behind schedule, with a new structure expected to be in place by Autumn 2016. Efforts are being channelled currently into managing the immediate workforce restructuring, and consideration is being given to reducing case numbers and delivering further savings in this area.

- **Social Care - Other non-staffing (£0.4m overspend).** For No Recourse to Public Funding (NRPF), numbers of families being supported have recently reached 50. Work continues with the dedicated Home Office support worker to review cases and progress to a conclusion in order to manage this number down.
- **SEND (£0.5m overspend).** The Special Educational Needs (SEN) transport budget is showing an overspend of £0.2m and respite services for disabled children are predicted to overspend by £0.3m. Management action is being developed to address both of these issues.
- **Other Children and Young People Service (£0.9m overspend).** There is a technical overspend on the DSG budget as it is held in SAP which has been an issue for a number of years and has remained unresolved as the impact is a hit on the General Fund of £0.9m.

### **Further Action**

Children's have a number of demand management and spend reduction activities in place to manage the deficit position. Many involve a focus on quick wins which can be delivered in 2016/17 with greater benefits in 2017/18.

#### **6.6.4 Chief Operating Officer (£8.7m overspend) Housing General Fund (£7.4m overspend)**

The Housing General Fund budget is projecting an overspend of £7.4m. This is the result of pressures on the Temporary Accommodation (TA) budget and the supply of suitable and affordable accommodation with an increased reliance on emergency accommodation although demand has also increased. Both demand for TA and the cost of provision are expected to continue rise in 2016/17. The housing market conditions in London make mitigating actions particularly difficult however a number of mitigating actions have been identified and are being implemented through the delivery of a recovery action plan from Homes for Haringey which is being monitored by the Priority 5 Board.

#### **Commercial and Operations (c£1m overspend)**

The Commercial and Operations budget is forecasting c£1m overspend, largely due to the non-achievement of planned savings relating to the disposal of corporate property. There are savings of £0.7m in Traffic Management relating to new ways of delivering Parking Enforcement, and Street Lighting LED will also not be achieved. It is expected, however that in year mitigations will be found to offset this overspend and that this forecast will reduce in the next period.

#### **Other (Total c£0.3m overspend -Customer Services)**

**Customer Services** is projecting a £0.3m overspend to year-end due to slippages in the restructure from an estimated start date of April 2016 to November 2016. There are options to mitigate this overspend being considered by the COO.

#### **6.6.5 Director of Regeneration and Planning (£0.2m underspend)**

This Service is currently forecasting a £0.2m underspend mainly in the Planning Service exceeding it's income profile for 2016/17.

#### **6.6.6 Contract Procurement Savings (£1.1.M under-achievement)**

Within the Medium-Term Financial Strategy there is an expected c£1.9m savings in contract costs over 2015/16 and 2016/17. Projections at Quarter 1 show savings of £0.84m being achieved and therefore a forecast position at year-end of £1.1m. However, it is expected that the savings will ramp up in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt. There is also an opportunity to trade the DPS tool/service to other boroughs, which have not yet been costed or forecast, but we are currently speaking to other authorities to gain interest.

The main contributing factors to the achievement of the £0.84m are:

- Good progress towards the implementation of the DPS for Adults Social Care and Temporary Accommodation of £0.6m; and
- Progress on the implementation of the new operating model for temporary and permanent recruitment, £0.2m.

#### **6.6.7 Housing Revenue Account (HRA)**

At present the HRA is forecast to breakeven at Quarter 1.

#### **6.6.8 Dedicated Schools Grant (DSG)**

Table 2 below, sets out the overview of the net expenditure and DSG plans and forecasts for 2016/17, as at Quarter 1. There is a variance of £0.9m arising from overspends in the budget. Beyond that, the DSG budgets for Children and Young People with Additional Needs is showing a projected overspend of £1.4m in the areas related to children with high needs. Much of the action necessary to identify compensating under-spends is being pursued through a sub-group of the Schools Forum. In the medium to long term alternative provision will be developed which will result in a phased transition to cheaper, better, and more local provision.

**Table 2: Statement of DSG Income and Expenditure Quarter 1, 2016/17**

	Budget			Forecast			Variance		
	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net
Service	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools and Learning	152,514	-152,514	0	152,514	-152,514	0	0	0	0
Children Services	24,679	-25,558	-878	26,060	-26,060	0	1,381	-502	878
Commissioning	10,279	-10,279	0	10,279	-10,279	0	0	0	0
Total	187,473	-188,351	-878	188,854	-188,853	0	1,381	-502	878

## 6.7 Quarter 1 Capital Expenditure Position

6.7.1 At Quarter 1, the capital programme is forecasting an underspend of £24m, shown in Table 3 below.

**Table 3: Capital Expenditure Projection – June 2016 (Quarter 1)**

Priority	Revised Budget £'000	Forecast as at Quarter 1 £'000	Projected Variance £'000
Priority 1 - Childrens	15,132	11,889	(3,243)
Priority 2 - Adults	3,784	3,784	0
Priority 3 - Safe & Sustainable Places	15,949	17,189	1,239
Priority 4 - Growth & Employment	63,464	47,943	(15,521)
Priority 5 - Homes & Communities	26,673	24,493	(2,180)
Priority 6 - Enabling	6,914	2,697	(4,217)
<b>Total General Fund</b>	<b>131,917</b>	<b>107,995</b>	<b>(23,922)</b>
HRA	59,549	59,549	0
<b>Total Capital Programme</b>	<b>191,466</b>	<b>167,544</b>	<b>(23,922)</b>

6.7.2 At Quarter 1, there was a budget adjustment of £7.3m against the approved budget bringing the total budget to £191m in 2016/17.

The risk assessed Quarter 1 challenge has identified a number of schemes where the full budget for 2016/17 is unlikely to be required because programmes are still at an early stage of development and the exact profile of expenditure has not been agreed. This initial challenge has therefore been used to adjust budgets where significant in year underspends were already showing. These profile adjustments reflect approved programme expenditure that is now expected to take place in future years and constitute £7.3m of the 2016/17 programme. The main adjustments that have been made are: aids and adaptations budget £1.3m, enabling budgets for Business Improvement and ICT investment £4m and High Road West leaseholder budget £2m

6.7.3 Other major variances within each Priority are as follows:

- **Priority 1** – The Schools Capital Programme is currently projecting an underspend of £3.2m. A budget set aside to fund emergency temporary expansions is not likely to be required in the current year as sufficient primary school places currently exist within Haringey.
- **Priority 3** - - TfL funded schemes are currently over budget by £3.3m, once TfL grant allocations have been confirmed, expenditure is expected to be on budget. CCTV Control room refurbishment, £2.1m underspend which is unlikely to be required until 2017/18, because of delays in the delivery of the depot relocation to Marsh Lane.
- **Priority 4** – Overall underspend is c£15m. The Wards Corner compulsory purchase order is expected later than anticipated. Most of the acquisitions are now likely to take place in 2017/18 (£8m). White Hart Lane public realm, main works expected to commence 2017/18 (£1.9m), Ashley Road/Marsh Lane Depot relocation, £5.1m underspend due to slippage of 9 months on the programme.
- **Priority 5** – CPO's underspend £0.5m as there are unlikely to be any this financial year. Housing In Fill £1.7m underspend as scheme is scheduled to be completed in 2017/18.
- **Priority 6** – An overall underspend of £4.2m, comprising IT (£1.2m) pending the approval of new projects at Resources Board, Customer Services (£0.7m) due to reduced team and hardware/software costs, IT Infrastructure Programme (£0.6m) as projects are currently being scoped and BIP (£1.7m).

## 6.8 Five-Year MTFS and Budget Setting Process

The impact of Public Sector Reform on the financial stability of the Council will be considerable. The Council, as predicted, is already seeing the strain of increased demand impacting on overall budget positions and the implementation of business rates devolution will impact further. It is vital therefore that the Council reviews its financial forecasting over the next five years taking into consideration demand trends but also predictions on expected growth.

To this end, work has begun to analyse all inputs into the five year MTFS process for both the income and expenditure side, including modelling of demand/growth pressures and income including business rates and council tax through the month of August.

It is expected that a 2017- 2022 MTFS will be presented for approval to Cabinet and consultation in December with a final MTFS being presented to Council in February 2017.

## **7. Contribution to strategic outcomes**

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

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

### **Finance**

8.1 The whole report concerns the Council's financial position.

There is a significant risk of overspend that has been identified in this report and the COO, as part of the Leadership Team, has implemented a number of processes to reduce the organisational expenditure. The cost reduction measures will be monitored to ensure that they are reducing expenditure. It is important also to ensure that the impact of the cost reductions on service delivery are minimised which is also being monitored through the Priority Boards.

### **Legal**

8.2 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

### **Equalities**

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 This report provides an update on the current position in relation to planned MTFS savings and mitigating actions to address current overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 23rd February 2015.

8.5 Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process will be subject to new equalities impact assessment.

## **9 Use of Appendices**

Appendix 1 – Virements Tables

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

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

- Periods 1-3 Monthly Financial Report

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

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## Virements Tables

Table 1 - Proposed virements for Cabinet Approval (over £250k)

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
2	GOV / RPD	Rev	252	252	Budget Transfer	Transfer of Local Land Charges from Legal Services to Planning
5	Electoral Services	Rev	752		16/17 Electoral Service Budget	Setting up the 16/17 Grants & Exp Budgets for Electoral Services
5	COO/OPS	Rev	781		Reflect approved MOPAC budget allocation onto SAP	MOPAC -Allocation of 5 MOPAC project budgets and grant. Drug intervention £321K, integrated gangs £245k, Targetted support £24k, Offenders £88k, domestic violence £103k
5	COO/OPS	Cap	(2,617)		Reverse provisional TfL budget allocation	Reversal of TfL provisional allocation Capital and Revenue schemes in order to post the revised budget allocations for 16/17
5	COO/OPS	Cap	3,150		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Bridges capital programmes - Station Road £100k and Wightman Road bridges £3,050k allocation.
5	COO/OPS	Cap	1,635		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Corridors/ Neighbourhoods capital programme - Tottenham Hale, Hornsey Park, Cycling and Walking schemes, Local Safety Schemes, Traffic Calming and Management & Bus Stop Accessibility.
5	COO/OPS	Rev	490		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Corridors/ Neighbourhoods revenue programme - Freight strategy initiatives, Cycle training, Smarter Travel.
5	COO/OPS	Cap	444		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Principal Roads capital programme - Turnpike Lane N8, Tottenham Lane N8 and Priory Road N8.
5	COO/OPS	Cap	264		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Major Scheme (capital) - White Hart Lane N17.
5	AH	Rev	500		Allocate 2015/16 Care Act funding	Allocation of Care Act Funding 2015/16 to care purchasing
5	AH	Rev	820		Part of £1.2m added to central inflation provision to be allocated for identified pressures	Care Act Funding 2016-17
5	AH	Rev	1,710		Additional yield of £1.7m from the proposed 2% Adult Social Care precept would be added to the Adult Social Care budget	Allocation of Social Care Precept 2016-17
5	AH	Rev	1,023		Re- align salary structure	Adults Salary Structure Rebase
5	AH	Rev	1,796		Better Care Fund 1617	Allocation of Better Care Fund 1617 to appropriate cost centres
5	CY	Rev	680		Allocation Troubled Families Attachment fee	Allocation of 16/17 troubled families Attachment fee

Table 2 - Virements for Noting (Technical Virements)

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
1	ALL	Rev	44,061		Corporate Overheads Budget	2016/17 Corporate Overheads Upload
3	ALL	Rev	99	99	Centralisation of budget	Learning & Development Budget Centralisation 2016-17
4	ECS / PRTY	Rev	968		Corporate Overheads Realignment	Corporate Overheads Realignment from ECS to PRTY
4	ALL	Rev	4,552	4,552	Internal Budget Upload	Realignment of 15/16 Internal Legal Budget (done as a one-off in 15/16 instead of permanent)
4	ALL	Rev	4,158	4,158	Internal Budget Upload	Realignment of 16/17 Internal Legal Budget
5	COO/OPS	Rev	100		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Borough Cycle Programme revenue schemes - Cycle Training, Safer Lorries and Vans, Safer Urban Driving, Cycle Grant for Schools, staffing costs
5	COO/OPS	Cap	80		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Local Transport Funding - Car Club Infrastructure, Electric Vehicle Charging and Green Lanes Traffic Mgt Review
5	COO/OPS	Cap	55		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Mayor's Air Quality programmes
5	COO/OPS	Cap	45		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Borough Cycle Programme capital works - Cycle parking
5	COO/OPS	Rev	20		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - LTF - Haringey Community Transport
5	COO/OPS	Rev	3	3	Realign legal budget in Coroners	Realignment of non ringfenced legal budget in Coroners Service
5	HR	Rev	95	157	Re- align salary structure in HR	Realignment journal for HR
5	PH	Rev	21,278	21,278	Move PH Grant to Core Grants	Move PH Grant out of the PH service and into Core Grants
5	HR	Rev	1015	1015	Budget Allocation of HfH Staffing and HR support staffing costs	Allocation of funding for HfH staff transferred into the SSC and HR support staff

Table 3 - Transfers from Reserves (Cabinet approved Transfers To/From in June)

Reserves						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
4	HR	Rev	722		Transformation Budget	Modern Reward Programme & Transformation
5	Electoral Services	Rev	51		15/16 Carry forward	Transfer from Reserves, IER Unspent Grant
5	PMO / BIP	Rev	274		15/16 Carry forward	Transfer from Reserves, Unspent Transformation budget (BIP)
5	PMO / Corporate Prog	Rev	65		15/16 Carry forward	Transfer from Reserves, Unspent Transformation budget (Corporate Programme)
5	P2P	Rev	97		15/16 Carry forward	Transfer from Reserves, Unspent Transformation budget (P2P)
5	SSC/ Benefits	Rev	9		15/16 Carry forward	DWP HB Backate Grant 1516 Drawdown
5	SSC/ Benefits	Rev	130		15/16 Carry forward	DWP FERIS GRANT 1617 Drawdown
5	SSC/ Benefits	Rev	21		15/16 Carry forward	DWP RTI GRANT 1617 Drawdown
5	SSC/ Benefits	Rev	12		15/16 Carry forward	DWP RTI GRANT 1516 Drawdown
5	CUS	Rev	149		15/16 Carry forward	CSTP 15/16 c/f Reserve Drawdown
5	CUS	Rev	101		Drawdown of Capital allocation	CSTP 16/17 Reserve Drawdown Capital Alloc
5	CM	Rev	71		15/16 Carry forward	Cultural Strategy
5	CY	Rev	128		15/16 Carry forward	PBR Troubled Families
5	HR	Rev	233		15/16 Carry forward	WF Plan c/f from 15/16
5	HR	Rev	92		15/16 Carry forward	MRP c/f from 15/16
5	HR	Rev	31		15/16 Carry forward	Tier 3 Support Bid c/f from 15/16

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**Report for:** Overview & Scrutiny 17<sup>th</sup> October 2016

**Item number:** 11

**Title:** 2015/16 Overview & Scrutiny Committee Budget  
Recommendations Update

**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 an update to the 2015/16 O&S Committee Budget recommendations.

**2. Cabinet Member Introduction**

2.1. This report highlights that good progress has been made against all the recommendations proposed by the O&S Committee as part of the 2015/16 Budget setting process.

**3. Recommendations**

That the Committee:

3.1. Note the progress on the recommendations found in Appendix 1 attached

**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 and statutory duties.

**5. Alternative options considered**

5.1. This is an update on recommendations as such there are no alternative options.

**6. Background information**

6.1. As part of the 2015/16 Budget setting process a number of recommendations were put forward by the Committee to be taken forward as part of the 2016/17 Budget process.

**7. Contribution to strategic outcomes**

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

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

**Finance**

- 8.1 This report has been agreed to by the CFO. There are no financial implications of this report.

**Legal**

- 8.2 There are no legal impacts of this report.

**Equalities**

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

- 8.4 This report provides an update on the current position in relation to planned MTFS savings and mitigating actions to address current overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 23rd February 2015.

- 8.5 Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process will be subject to new equalities impact assessment.

**9 Use of Appendices**

Appendix 1 – Update on recommendations

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

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

- Periods 1-3 Monthly Financial Report

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

## Overview & Scrutiny Committee Budget Recommendations

Recommendation	For Cabinet response / or Information request status	Update on 2015/16 Recommendations (17 <sup>th</sup> October 2016)
That Cabinet should ensure sufficient flexibility in adult care budgets to support where possible the outcomes of co-production exercises.	Agreed – this approach will be key to ensuring that the council continues to meet its statutory obligations to vulnerable adults in the most cost effective way.	A co-production steering group chaired by the HealthWatch chair with stakeholder and officer representation continues to meet monthly and is a standing group which will work on new areas of co-design as they are identified by the steering group. The group works within the financial parameters identified within the MTFS for any transformation project/pathway
That Cabinet should ensure a comprehensive financial risk register is maintained and updated, and considered at Cabinet on a quarterly basis.	Agreed – the format and the appropriate level of detail will be agreed with the S151 Officer.	As part of the 2016/17 MTFS Budget setting process we will be undertaking a comprehensive risk assessment against all the proposed savings. This will be detailed in the Budget Report to Cabinet in December 2016 and then Full Council in February 2017. Over the coming months we will be reviewing our Monthly Financial Report and will be introducing the identification, monitoring and mitigation of financial risks from 2017/18. This information will all be reported to Cabinet through quarterly budget reporting.
That as part of financial risk management, Cabinet should consider and confirm a strategy to ensure adequate levels of reserves across the MTFS period.	Agreed – the S151 Officer will report formally on the adequacy of the council’s reserves as part of the statutory budget setting report to Council on 22 <sup>nd</sup> February. This review will be extended to cover the period of the MTFS when it is reviewed from May 2016 onwards.	We review and update our Reserves position on an ongoing basis during the course of the financial year. We are currently undertaking a review as part of the preparation of the 5-year MTFS and Budget process for 2017/18-2021/22. We need to determine the adequacy of the Reserves position over the MTFS period to include in the Budget Report that will be presented to Cabinet in December 2016 and will

		be reviewed and commented on by the Monitoring Officer.
That Cabinet should confirm arrangements for reviews of savings plans in 2016/17 (para 5.1.i) and ensure that OSC is consulted on the outcome of those reviews and any proposals made.	Agreed – Priority Boards will continue to exercise oversight of saving delivery plans and the outcomes from these arrangements will be set out in the regular quarterly budget monitoring reports that are considered by Cabinet and reviewed by the Overview and Scrutiny Committee.	During the 2016/17 financial year we established Priority Budget Sub-Groups that support each of the six priorities to monitor the delivery of savings plans and ensure their deliverability or identify alternative savings proposals to close the gap. All these sub-groups are chaired by SLT members. We have recently established a Savings Steering group chaired by the Leader and includes the Cabinet Member for Finance, CEX and COO. This Group will take a pan-Council view all the savings proposals and their deliverability and ideas for new proposals both to close the gap in the short-term and those which are transformational and hence more long-term in nature.
That Cabinet should consider further sources of income for the Council, and opportunities to maximise income from all sources, report and update OSC and Scrutiny Panels on income maximisation as appropriate.	Agreed – officers will be asked to consider the range of opportunities across the council and report their findings to the Cabinet. O&S Committee may additionally choose to incorporate reviews across individual areas into their work planning for 2016/17.	We are currently in the process of preparing the 5-year MTFS, which includes the identification of new savings proposals where existing ones have deemed to be undeliverable. We encourage these savings proposals to be a combination of income generating and cost reduction/efficiency proposals. For 2017/18 we will also be producing a Commercial Strategy which will identify and facilitate a holistic approach to income generating activities.
That individual Scrutiny Panels should monitor budgets in the priority areas they oversee 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.	Agreed – this can again be incorporated into the O&S Committee and scrutiny panel work planning for 2016/17 and I welcome this more focussed approach.	The individual Scrutiny Panels have taken this recommendation on board having including this as part of their work programmes which they are progressing.

**Report for:** Overview and Scrutiny Committee, 17<sup>th</sup> October 2016

**Item number:** 12

**Title:** Proposals for pre-budget engagement

**Report authorised by :** Tracie Evans, Chief Operating Officer

**Lead Officer:** Simon Jones, Assistant Director for Communications

**1. Describe the issue under consideration**

1.1. This report sets out proposals to engage the public, businesses and our partners on the council's budget challenges, to feed into a forthcoming MTFS consultation.

**2. Cabinet Member Introduction**

2.1 Since 2010 the Government has cut Haringey Council's spending, in real terms, by 40%.

2.2 In many ways, just like other councils, we find ourselves in the perfect storm with local government continuing to take the brunt of the Government's austerity agenda.

2.3 Since 2010 we have identified £190 million of savings, yet at the same time our ability to deliver the savings is being outstripped by rising demand for acute services, particularly in social care and temporary housing.

2.4 This will result in the continued need to make difficult decisions while changing the way we deliver many of our services. At the same time the Leader of the Council has made it clear that she refuses to manage decline.

2.5 It is therefore important that we involve the public and our partners in the issues that we face and how best to use the resources at our disposal to get the best outcome for residents and businesses. That is why we are recommending the launch of a pre-budget engagement exercise.

2.6 In launching this exercise our aim is to be as transparent as possible, sparking as many conversations as possible in the time we have available on how best to use our diminishing resources and what services and support are most important to local people.

2.7 This is the start of an on-going process of public involvement in budgetary decision-making which will continue and intensify as the process evolves and

develops, ensuring that everybody has the chance to feed into the issues and challenges that we face.

**3. Recommendations**

3.1 That the committee reviews plans for pre-budget engagement.

**4. Reasons for decision**

4.1 Pre-budget engagement, while not a statutory requirement, is designed to involve the public and our partners as much as possible to inform future decision-making on the council's budget.

**5. Alternative options considered**

5.1 The alternative would be not to engage at this stage but we do not believe that is the right approach.

**6. Background information**

6.1 In 2015 The Council set out a three-year programme to save £70 million. While the savings are being delivered, a significant increase in demand in acute services is resulting in the need to identify additional savings.

6.2 In preparation for a forthcoming MTFs savings programme, The Council plans to launch a pre-budget engagement exercise, the purpose of which is to involve the public, businesses and partners at the earliest possible stage to inform future decision-making.

6.3 The aim of the engagement exercise is to be as transparent as possible about the council's financial position, our priorities and how we are planning to change to deal with the pressures that we face. Through the work we will put the spotlight on the range of support provided by the council, inviting the public to tell us their priorities.

6.4 This will be done through a series of events and activities over a four-week period starting on Monday October 24<sup>th</sup> and running until Sunday November 20<sup>th</sup>.

**7. Pre-budget engagement plan**

7.1 The engagement exercise, called 'Your Haringey, Your Future' will comprise of the following elements:

- A 4-page budget booklet which will be delivered via Haringey People, while also sent to partnership organisations, voluntary groups and businesses
- Information will be replicated online with a survey which allows people to feed back their priorities
- Six public drop-in events in town centre locations and libraries

- A business forum
- A partnership forum with the voluntary sector

- 7.2 A four-page booklet, distributed with Haringey People, will provide information in most accessible way possible, explaining how the council’s budget is currently allocated, how the budget has changed and why and how the council is changing to deal with cost pressures. The information will also be made available online, inviting people to complete a questionnaire.
- 7.3 The booklet will also be sent to partnership organisations and voluntary groups as well as made available in libraries, along with a printed version of the questionnaire.
- 7.4 The booklet will be made available, upon request, in a variety of languages and other accessible formats.
- 7.5 Six drop-in events will be held at the following times and location, allowing people to feed back directly.

Muswell Hill Broadway - St James Square	Monday 24th October, 1pm to 4pm
Crouch End, Town Hall Square	Tuesday 1st November, 3pm to 6:30pm
Tottenham, Marcus Garvey Library	Wednesday 9th November, 1pm to 4pm
Wood Green, The Mall Shopping Centre	Saturday 12th November, 11am – 2pm
Hornsey Library	Tuesday 15th November, 4pm to 7pm
Tottenham, The High Road junction with West Green Road	Thursday 17th November, 1pm to 4pm

- 7.6 In addition separate events are planned with the voluntary sector and businesses.

## 8 The feedback process

- 8.1 The proposed questionnaire sets out the major areas of council spend in relation to services and support that people receive. This will be done across all Corporate Plan priority areas.
- 8.2 Through this process we will invite people to select five areas that are most important to them and 5 areas that are least important. The prioritisation list is set out in Appendix A.

- 8.3 There will be an 'open comments' section which allows people to feed back other information and views.
- 8.4 We will ask for equalities and demographic information which will allow us to assess the results against different population groups.
- 8.5 The information will be fed back into the MTFS process and made available to Overview and Scrutiny Committee before any decisions are taken.

## 9 **Promotion, publicity and accessibility**

- 9.1 The engagement exercise will be promoted using the following means:
- Haringey People, which will be distributed between October 19<sup>th</sup> and October 23<sup>rd</sup>
  - The Council's weekly resident e-newsletter during the 4-week period which goes to 23,000 people
  - Social media
  - Community websites
  - Local newspapers
  - The local Turkish and Cypriot press
  - Poster sites in town centre locations
  - Distribution via voluntary groups and community organisations
  - Through the CCG and a network of GPs and pharmacists
  - Via local schools
  - Via Haringey Business Alliance
  - Via the council's partnership news bulletin which goes to 450 different groups

## 10 **Contribution to strategic aims**

- 10.1 The engagement exercise contributes to the council's strategic aims by allowing residents and business to feed back on the priority areas that are most important to them.

## 11 **Finance and Procurement comments**

- 11.1 This report concerns the public engagement around the development of the Council's Medium Term Financial Strategy and is an important part of the budget decision making process. There are no financial or procurement impacts as a result of this report however the information obtained from the engagement process will be used to inform the development of the MTFS.

## 12 **Legal comments**

- 12.1 Whilst the consultation proposed is not statutory, the council must ensure the common law rules relating to consultation exercises are followed, specifically the duty to ensure the consultation is procedurally fair. The general principles of good

consultation should also be followed, specifically that consultation should occur when proposals are at a formative stage; should give sufficient information on proposals to enable intelligent consideration by consultees ; should allow adequate time for consideration and response; and that the specificity of the consultation should be influenced by those being consulted.

### 13 **Equality Comments**

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

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

13.2 The Council is required to collect equality information to ensure that we are reaching all diversity groups. This information helps us to assess how plans or proposals effect various sections of the community. Therefore as part of our consultation processes, we will ask respondents to identify themselves under particular groups, protected under the Equality Act. This information is held in the strictest confidence and can only be used for the purposed stated above.

13.3 Copies of the booklet and questionnaire will be made available in different languages and formats upon request.

#### **Use of Appendices**

- Appendix A sets out a list of areas intended to be used in the questionnaire to gain feedback on priorities.
- Appendix B includes the budget engagement booklet

## **APPENDIX A**

Council prioritisation list

### **LIBRARIES AND CUSTOMER**

#### **Libraries**

We have 9 libraries with 770,000 books borrowed every year.

#### **Customer Service Centres**

Our customers contact and transact with us online, on the phone and in person. We take around 740,000 contacts from our customers each year.

### **CHILDREN AND FAMILIES**

#### **School improvement and learning**

We support schools, children's centres and nurseries to maintain high standards while making sure that every child has a school place and participates in education. This includes a Virtual School specifically for children in foster or residential care. We also provide support and training for governors.

#### **Early help and prevention**

We work with young people and families to identify any problems or challenges they may be experiencing so that the right type of community-wide support can be provided. This includes children's centres and the Bruce Grove Youth Hub.

#### **Family support /safeguarding**

We work more intensively with families experiencing difficulties, doing everything possible to keep the family unit together while making sure that their children are not at risk. We also recruit foster carers to look after children who are at risk.

#### **Children in Care**

As a last resort we will take children at risk into our care, making sure that the young people receive the right support and education.

### **ADULT SOCIAL CARE**

#### **Maintaining independence**

The Council's reablement and enablement services support patients who have experienced changes in their health as a result of surgery, illness or injury. We help people to regain their independence and to learn or relearn daily living skills which prevent them from staying or going into hospital or residential care

#### **Assessment and long term care**

We work closely with individuals; their family and/or carer to create a support plan that describes the care and support needed - this could be in the community, through housing-related support or schemes such as Shared Lives -and how they can use their

personal budget to best effect to pay for it. Most of the budget in this area is spent on care packages for adults.

### **Adults Safeguarding**

We work with health service and other agencies to reduce the risk of harm for people with care and support needs. Working with the courts, we also protect people who are unable to make their own decisions about treatment or care.

## **HEALTHIER LIVING**

### **Protect and improve health while preventing illnesses**

For example, this is through promoting immunisation programmes, sexual health services, drugs and alcohol services, health visiting, school nursing and the Family Nurse Partnership programme.

### **Promote healthy lifestyles**

This includes support to reduce obesity and help for people to give up smoking.

### **Improve healthcare services**

We provide advice and evidence of what works and doesn't work to the local NHS.

## **SAFER AND CLEANER NEIGHBOURHOODS**

### **Leisure centres**

We have four leisure centres which are operated on the council's behalf by Fusion.

### **Sport development**

We promote physical activity with events throughout the year. This includes the Learn to Swim programme, London Youth Games, the Year of Walking and activities for older people.

### **Parks**

We maintain 25 parks and open spaces, 22 of which have been accredited with Green Flags.

### **Community safety**

We work with partners to prevent and reduce crime – for example we work with young people to reduce gang activity. We also work with ex-offenders to reduce re-offending.

### **Roads maintenance**

We maintain 214 miles of roads and 23,000 street lights. Last year (2015/16) we repaired 3,960 potholes

### **Refuse and recycling collection**

We empty 130,000 bins every week and collected a total of 32,313 tonnes of recycling last year (2015/16).

### **Street cleaning**

We spend £8 million a year on street cleaning, which includes cleaning our town centres and main roads at least daily and the rest of the borough's roads at least once a week, and picking up, on average, 600 fly-tips every week. We hand out in the

region of 400-500 fines each year for dumping, littering and not dealing with waste responsibly.

## **INVESTMENT, GROWTH AND JOBS**

### **Jobs, skills and new opportunities**

We bring new investment into the borough encouraging business growth, job creation and helping people develop new skills

## **HOUSING**

### **New homes**

By seeking investment we encourage new homes to be built, making them as affordable as possible. In Tottenham and Wood Green we want to see 16,000 new homes built across Tottenham and Wood Green by 2025.

### **Homeless advice and support**

We give help to families at risk of becoming homeless, providing information, advice and support on what their housing options are.

# How we are changing

As well as becoming smaller with fewer staff and buildings, we're changing the way we deliver many of our services



**We're focusing on prevention, by working with partners, including the NHS, to help people before any problems they are experiencing get worse.**

For example our Family Support service brings together schools, children's centres and community organisations to identify families who are experiencing problems at the earliest possible stage so that the right support can be provided



**We're making it easier for people to access services online whenever you need it**

We don't want people to wait on a telephone or in a long queue to reach us. You can do pretty much whatever you want online 24/7 on our website. Why not open a Haringey account today at [www.haringey.gov.uk/myaccount?](http://www.haringey.gov.uk/myaccount?)



**We're bringing new investment to the borough**

Regenerating areas of the borough brings jobs, housing, new businesses, community facilities and other opportunities. Did you know that Tottenham is now home to the National College for Digital Skills?

## Tell us your priorities

Please go online and complete a quick questionnaire at

[www.haringey.gov.uk/budget](http://www.haringey.gov.uk/budget) or pick up a copy in your local library or come to one of our events

**Muswell Hill Broadway** - St James Square

**Monday 24th October**, 1pm to 4pm

**Crouch End** - Town Hall Square, The Broadway

**Tuesday 1st November**, 3pm to 6:30pm

**Tottenham** - Marcus Garvey Library, Philip Lane

**Wednesday 9th November**, 1pm to 4pm

**Wood Green** - The Mall

**Saturday 12th November**, 11am – 2pm

**Hornsey Library** - Haringey Park

**Tuesday 15th November**, 4pm to 7pm

**Tottenham** - Outside Costa Coffee, High Road junction with West Green Road

**Thursday 17th November**, 1pm to 4pm

**Please tell us by Sunday 20th November**

**PRIORITY**

# Your Haringey Your Future

**Your council is changing with less money to spend. What are your priorities?**



**Introduction by Cllr Claire Kober  
Leader of Haringey Council**

**What would you do if your salary was cut by 40% but your household bills increased?**

That is the situation we find ourselves in after the Government cut our funding in real terms by 40%. At the same time demand for services, such as providing care for vulnerable people, has been increasing.

I said before that I am not prepared to manage decline which is why, while changing the way the council works, our schools continue to show significant improvements, we have more award-winning parks than ever before, investment has gone into leisure centres and libraries and we are working hard to bring new jobs, homes and business growth to the borough.

The job is getting tougher though which is why we need your help. On top of the savings already delivered, we still need to find more in the coming years. This is because demand is rising for specialist services such as caring for vulnerable adults, children's social care and emergency housing for homeless people.

Before we come up with new ideas for savings we would like you to tell us what is important to you. If you were in my shoes what areas of council spend would you prioritise? And what is less important to you?

To help we have produced this 4-page booklet to give you more information on our priorities, our budget and how it's changing. I would be really grateful if you could spend a few minutes to complete a short questionnaire. The information will help us in future decision making.

To take part go to

[www.haringey.gov.uk/budget](http://www.haringey.gov.uk/budget)

or pick up a questionnaire in your local library or come to one of our events – details of which are on page 4 of this booklet.

**Haringey**  
LONDON

# Our priorities

In 2015 we set out a 3-year-plan for improving Haringey. These are our priorities and what has been delivered.



**Give every child the best start in life**

Our schools are amongst the most improved in the country since 2010- with record GCSE and 'A' level results this year.

**Enable adults to live healthy, long and fulfilling lives**

We're supporting vulnerable people to live as independently as possible in their own community.



**Drive growth and investment which everyone can benefit from**

We're bringing in £1bn of new investment to the borough, from the restoration of Alexandra Palace through to the opening of the National College of Digital Skills in Tottenham.



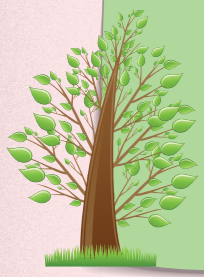
**Create homes and communities where people choose to live**

Across Tottenham and Wood Green we're planning for 16,000 new homes to be built. Since April 2015 £45 million has been spent improving our existing housing stock with £20 million spent on wider improvements such as replacing lifts.



**Cleaner and safer neighbourhoods**

We have more award winning parks and open spaces than any other comparable borough.



# How our budget has changed

Since **2010** The Government has cut the money that we receive by around **40%** in real terms.

But we're **spending more money** on meeting rising demand for specialist services

**Since 2013**

The number of adults receiving support for learning and mental health has risen by 17%



**17%**

Unless we change the way we do things our spend on Adult Social Care is set to go up by a third from £61million, in 2013 to £91million by 2018/19



**11%**

The number of people who have been made homeless and require emergency housing has risen by 11%

We're having to spend £8million more per year

We have 45% fewer staff with back office costs cut from £32.1 million to £18 million

We have a shared IT service with Islington and Camden

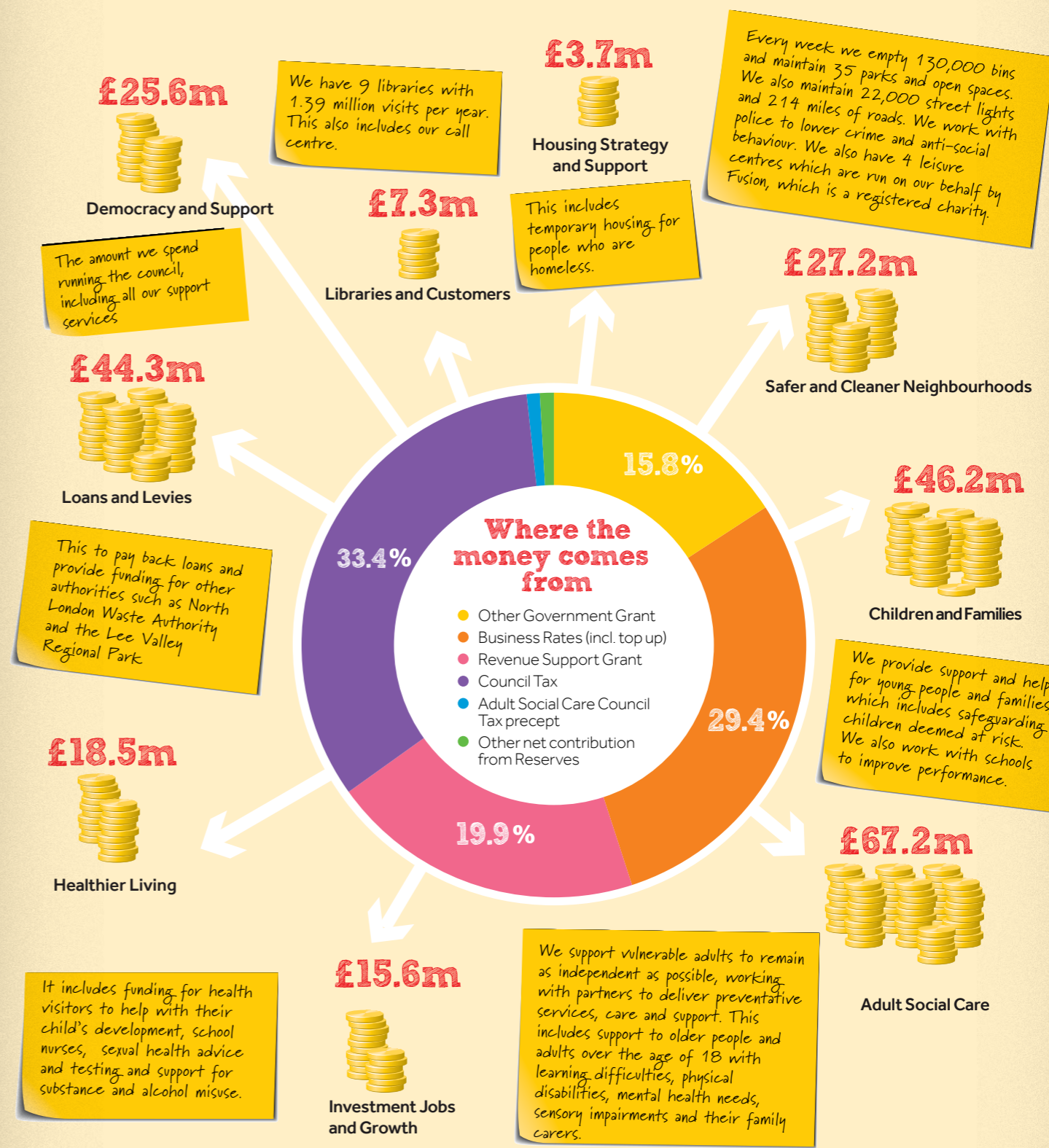
We own 12 fewer council buildings, while making better use of our remaining buildings - for example by bringing services together under one roof at Marcus Garvey library.

**We've saved £160m**



# What we spend your money on

In 2016/17 our budget is **£255.6m**. This is how we are spending it.



**Report for:** Overview and Scrutiny Committee – 17 October 2016

**Title:** Work Programme Update

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

**Lead Officer:** Christian Scade, Principal Scrutiny Officer, 0208 489 2933, [christian.scade@haringey.gov.uk](mailto:christian.scade@haringey.gov.uk)

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

1.1 This report gives details of the proposed scrutiny work programme for the remainder of the municipal year.

**2. Cabinet Member Introduction**

N/A.

**3. Recommendations**

3.1 That the Committee:

- (i) Considers the future work programmes for the Overview and Scrutiny Committee and its Panels, attached at Appendix 1;
- (ii) Approves the scoping document for the Supported Housing for Older People Scrutiny Review, attached at Appendix 2;
- (iii) Approves the scoping document for the Physical Activity for Older People Scrutiny Review, attached at Appendix 3;
- (iv) Approves the scoping document for the Community Safety and Confidence Scrutiny Review, attached at Appendix 4;
- (v) Notes a verbal update, from the Chair of the Children and Young People's Scrutiny Panel, on progress with the proposed review on Child Friendly Haringey; and
- (vi) Notes a verbal update, from the Chair of the Committee, on progress with the Social Inclusion Scrutiny Review.

#### **4. Reasons for decision**

- 4.1 The work programme for Overview and Scrutiny was agreed by the Committee at its meeting on 21 July 2016. Arrangements for implementing the work programme have progressed and the latest plans for Committee and Panel meetings are outlined at Appendix 1.

#### **5. Alternative options considered**

- 5.1 The Committee could choose not to review its work programme however this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on any changes to the work programme.

#### **6. Background information**

- 6.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. At its first meeting of the municipal year, on 6 June 2016, the Overview and Scrutiny Committee agreed a process for developing the 2016/17 scrutiny work programme.
- 6.2 Following this meeting, a number of activities took place, including a public survey and Scrutiny Cafe, where over 90 suggestions, including a number from members of the public, were discussed by scrutiny members, council officers, partners, and community representatives. From these activities issues were prioritised and an indicative work programme agreed by the Overview and Scrutiny Committee in July.
- 6.3 This item gives the Overview and Scrutiny Committee an opportunity to oversee and monitor its work programme and to suggest amendments. The work programme, attached at Appendix 1, reflects the overall structure of Overview and Scrutiny in Haringey which includes the overarching Committee as well as its four standing panels: Adults and Health; Children and Young People; Environment & Community Safety; Housing & Regeneration.
- 6.4 Also attached, for approval, are scoping reports for the following task and finish projects:
- Supported Housing for Older People
  - Physical Activity for Older People
  - Community Safety and Confidence
- 6.5 In addition, the Children and Young People's Scrutiny Panel will be undertaking a review on child friendly Haringey. A verbal update on this, and the Committee's work on Social Inclusion, will be provided at the meeting.
- 6.6 In-depth scrutiny work is 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.

### **Forward Plan**

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

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

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

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

### **Recommendations, Actions and Responses**

6.10 The issue of making, and monitoring, recommendations/actions is an important part of the scrutiny process. A verbal update on actions completed since the last meeting will be provided by the Principal Scrutiny Officer.

## **7. Contribution to strategic outcomes**

7.1 The individual issues included within the work plan were identified following consideration by relevant Members and officers of the priorities within the Corporate Plan. Their selection was specifically based on their potential to contribute to strategic outcomes.

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

### **Finance and Procurement**

8.1 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 then these will be highlighted at that time.

### **Legal**

8.2 There are no immediate legal implications arising from this report.

8.3 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.

8.4 In accordance with the Council's Constitution, the approval of the future scrutiny work programme and the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the Overview and Scrutiny Committee.

8.5 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**

8.6 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.

8.7 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.

8.8 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.

## **9 Use of Appendices**

### Appendix 1 – Work Programme

- Overview and Scrutiny Committee
- Adults and Health Scrutiny Panel
- Children and Young People Scrutiny Panel
- Environment and Community Safety Scrutiny Panel
- Housing and Regeneration Scrutiny Panel

Appendix 2 – Supported Housing for Older People Scoping Report

Appendix 3 – Physical Activity for Older People Scoping Report

Appendix 4 – Community Safety and Confidence Scoping Report

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

- 10.1 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.

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Appendix 1a - OSC

Appendix 1a

Overview and Scrutiny Committee Work Programme 2016/17

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
6 June 2016	Confirmation of memberships & ToR for scrutiny bodies	This report needs to be agreed to confirm the memberships and remits of the Panels.	Martin Bradford / Christian Scade
	Appointment of representatives to the NCL JHOSC	Last year this was taken as an urgent report	Martin Bradford / Christian Scade
	Cabinet Member Q&A	Leader's State of the Borough Report  To set out the Council's priorities for the municipal year and enable strategic questioning to influence the scrutiny work programme for 2016/17	Cllr Kober (Ben Hunt)
	Capital Strategy	For consideration by OSC before Cabinet in June and Council in July	Maggie Shields / Anna D'Alessandro/ Tracie Evans
	Scrutiny Work Programme Development	To agree the process and criteria for developing the 2016/17 scrutiny work programme	Martin Bradford / Christian Scade
	Social Inclusion Scrutiny Project	Interim Report	Martin Bradford / Christian Scade
	Cycling Scrutiny Project	Final Report	Rob Mack
	Adults and Health Scrutiny Panel Update on Projects	Following a request from the Chair of Adults and Health Scrutiny Panel a short briefing note will be prepared in relation to the work that has been undertaken by the Panel in terms of adult safeguarding.	Christian Scade
	Verbal update on Scrutiny Projects	Housing Viability Assessments Community Safety in Parks	Martin Bradford / Rob Mack

Appendix 1a - OSC

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		(Final Reports expected July 2016)	
	Disproportionality in the Youth Justice System – Scope and Terms of Reference	To agree the terms of reference for project work being undertaken by the Children and Young People's Scrutiny Panel	Rob Mack
21 July 2016	Corporate Plan Priority Dashboards – Q1 Update	Performance Monitoring Q1	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
	The Council's Financial Outturn 2015/16	Final Outturn	Tracie Evans / Anna D'Alessandro
	Budget Scrutiny Arrangements	Paper to outline arrangements (timeframes, type of scrutiny activity and KLOE) for scrutiny input in relation to planning and setting the budget. Further issues concerning monitoring the budget and reviewing the budget to be picked up as part of the MLD on financial scrutiny.	Tracie Evans / Anna D'Alessandro
	Community Safety in Parks (Scrutiny Project)	Final Report	Rob Mack
	Housing Viability Assessments (Scrutiny Project)	Final Report	Martin Bradford
	Scrutiny Annual Report 2015/16	To consider and agree the draft annual report reviewing O&S work with a clear focus on scrutiny undertaken in relation to child safeguarding as requested by OSC in July 2015	Martin Bradford / Christian Scade / Rob Mack
	Overview and Scrutiny Work Programme	To confirm the work programme for OSC and the Panels following discussions at the Scrutiny Cafe and first round of meetings	Christian Scade / Martin Bradford / Rob Mack

Appendix 1a - OSC

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
17 October 2016	Workforce Plan Update	<p>Due to recent developments, and to ensure other items are prioritised, the Chair has agreed that this item should be picked up outside the meeting.</p> <p>Instead, a Cabinet Member briefing will be circulated to all members in early September This will include input from Cllr Wright, OSC Chair, and Cllr Sahota, S&amp;R Chair, with consideration given to the MTFS timetable.</p>	<p>Daksha Desai / Jacquie McGeachie</p> <p>Cllr Ali Demirci, Cabinet Member, Corporate Resources</p>
	Scrutiny Panel Membership	Update ref Panel Memberships	Felicity Foley
	Finsbury Park Events – Scrutiny Project	Monitoring of previous scrutiny recommendations in view of recent events as <a href="#">agreed by OSC on 8 March 2016</a> .	Cllr Ahmet, Cabinet Member, Environment  Simon Farrow / Sarah Jones
	Budget Monitoring – Q1		Tracie Evans / Anna D'Alessandro / Cabinet Member, Finance and Health
	Update on Budget Scrutiny Recommendations (2015/16)	<a href="#">Monitoring of previous recommendations – from February 2016</a>	Tracie Evans / Anna D'Alessandro / Cabinet Member, Finance and Health
	Proposals for pre-budget engagement	Draft Engagement Report	Simon Jones / Cabinet Member, Finance and Health
	Disproportionality within the Youth Justice System (Scrutiny Project)	Final Report	Rob Mack
	Scoping Reports for 2016/17 Scrutiny Projects	To out-line the aims and objectives, methodology and timescales for agreed scrutiny projects for 2016/17.	Christian Scade / Martin Bradford / Rob Mack
	Supported Housing for Older		

Appendix 1a - OSC

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	People; Physical Activity for Older People; and Fear of Crime.	To be picked up as part of the standing work programme item.	
28 November 2016	Budget Monitoring – Q2		Tracie Evans / Anna D'Alessandro
	Welfare Reform Update	Update on the action plan / work being carried out by the Council on the cumulative impact of welfare reform	Erica Ballmann / Chaudhry Zakir / Jim Brady
	Job Support Market – Scrutiny Project	Monitoring of previous scrutiny recommendations	Vicky Clark / Dan Hawthorn
	Corporate Plan Priority Dashboards – Q2 Update	Performance Monitoring Q2	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
	Development Vehicle (Scrutiny Project)	Final Report	Martin Bradford
	Supported Housing for Older People (Scrutiny Project)	Final Report	Martin Bradford
	Annual Complaints Report	To consider key trends and lessons learnt from complaints, including the annual review letter from the LGO.	Sue Dyos / Mark Rudd
	Corporate Parenting	To review how the Council performs its corporate parenting responsibilities <a href="#">as requested in July 2015</a> . This will focus on: <ol style="list-style-type: none"> <li><a href="#">The roles and responsibilities of Haringey's Corporate Parenting Advisory Committee;</a></li> <li><a href="#">"10 questions to ask if you're scrutinising services for looked after children";</a></li> </ol>	Neelam Bhardwaja / Dominic Porter-Moore /  Cllr Weston, Cabinet Member, Children and Families

Appendix 1a - OSC

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		<p>3. The voice of the child/young person and how this might be strengthened.</p> <p>4. Areas of work still relevant / outstanding from <a href="#">Corporate Parenting Scrutiny Review ( 2011) –</a> linked to the “10 questions” above (rather than just monitoring previous scrutiny recommendations);</p> <p>5. <a href="#">Learning from Lessons of Rotherham –</a> Implications for Corporate Parenting.</p> <p>6. Opportunities for scrutiny involvement moving forwards.</p>	
	<p>Scrutiny Scoping Report</p> <p>How Child Friendly is Haringey?</p>	<p>To out-line the aims and objectives, methodology and timescales for agreed scrutiny projects for 2016/17.</p> <p>To be picked up as part of the standing work programme item.</p>	<p>Rob Mack</p>
<p>17 January 2017</p>	<p>Budget Scrutiny – Priority X</p>	<p>To consider Priority X and Draft Recommendations from Scrutiny Panels ahead of the meeting on 30 January.</p>	<p>Tracie Evans / Anna D'Alessandro</p>

Appendix 1a - OSC

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
30 January 2017	Customer Service Transformation	Corporate Programme Update / Monitoring – <a href="#">to build on the issues discussed by OSC in March 2016</a> – with input from Cllr Vanier, Cabinet Member, Customer Services and Culture	Cllr Vanier, Cabinet Member, Customer Services & Culture  Tracie Evans / Andy Briggs
	Budget Scrutiny	To include all standing items concerning budget setting for 2017/18	Tracie Evans / Anna D'Alessandro
	Treasury Management Strategy Statement	To consider the Treasury Management Strategy Statement	Tracie Evans
	Corporate Plan Priority Dashboards – Q3 Update	Performance Monitoring Q3	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
27 March 2017	Budget Monitoring – Q3		Tracie Evans / Anna D'Alessandro
	Council's Statement of Gambling Policy / Local Area Profiles <b>(Date TBC)</b>	This item relates to the "Consultation on revised Statement of Licensing Policy for Gambling Act 2005" <a href="#">item considered by OSC in October 2015.</a>	Daliah Barrett
	Scrutiny Projects 2016/17 – Final Reports  Physical Activity for Older People; How Child Friendly is Haringey?; Fear of Crime	To consider / approve final project reports	Martin Bradford / Rob Mack / Christian Scade

**Social Inclusion Project Work:**

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.

## Appendix 1a - OSC

In this context, last year it was agreed that Overview & 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. [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.

### **Future Items**

- **Cabinet Member Q&A Sessions** – details TBC
- **(New) Treasury Management Strategy** - date TBC
  - o Tracie Evans / Oladapo Shonola
- **Q4 / EOY Performance Monitoring** (June 2017)
- **The Council's Financial Outturn 2016/17** (July 2017)
- **Joint Enforcement Update**
  - o Update to be provided to OSC following the officer briefing circulated to OSC members in March 2016.
  - o Eubert Malcolm
- **“After the Riots” – update on progress with implementation of recommendations**
  - o The recommendations of the review cover employment, regeneration and community relations and are cross cutting in nature. For further discussion by OSC on 21 July 2016.
- **Scrutiny Self-Assessment / Peer Review**
  - o This request was made by [OSC in July 2015 ref agenda items 12 and 16](#)

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## Appendix 1b: Adults and Health Scrutiny Panel – Work Programme 2016/17

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
11 July 2016	Terms of Reference / Membership	To set out the terms of reference and membership for Overview and Scrutiny	Christian Scade, Principal Scrutiny Officer
	Appointment of Non Voting Co-opted Member	To appoint Helena Kania as a non-voting co-opted Member of the Panel	Christian Scade, Principal Scrutiny Officer
	Primary Care Update	To focus on the following issues: Tottenham Hale; Estates; Technology	Cassie Williams, AD, Primary Care Quality & Development, CCG
	Physical Activity for Older People - <b>Initial Scoping for Scrutiny Project Work</b> (Title TBC)	To receive a presentation from the DPH to help the Panel scope a project for 2016/17 that has realistic aims and objectives with clear links to council priorities	Jeanelle De Gruchy, Director of Public Health
	Addressing community wellbeing: taking forward the findings of the evaluation report of Neighbourhoods Connect	To consider findings from the Neighbourhoods Connect evaluation report	Charlotte Pomery, AD, Commissioning
	Cabinet Member Q&A	An opportunity to question the Cabinet Member for Finance and Health in relation to: Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; and Health and social care integration and commissioning.	Cllr Arthur, Cabinet Member, Finance and Health
	Work Programme Development	To receive an update on the work programme development process.	Christian Scade, Principal Scrutiny Officer

Appendix 1b – AHSP

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
<b>29 September 2016</b>	Foot Care Update	To update the Panel on local foot care services following scrutiny work that took place during 2015/16.	Sanjay Mackintosh Head of Strategic Commissioning
	Target Operating Model (TOM) to enable <i>Healthy, Long &amp; Fulfilling Lives</i>	An opportunity for scrutiny input before Cabinet. This will include a timetable for TOM in terms of (a) what's been achieved; (b) what happens next; and (c) options for scrutiny involvement moving forwards.	John Everson AD, Adult Social Services
	Commissioning for Better Outcomes – Peer Review Update on Actions Presentation	<a href="#">This was requested by the Panel in January 2016.</a> This update, suggested for Autumn 2016, will focus on promoting a sustainable and diverse market place, including areas identified for consideration by the peer review team. Information will be provided via PowerPoint presentation (based on the Cambridge presentation)	Charlotte Pomery, AD, Commissioning
	Home Care Market Verbal Update	To receive a verbal update on the Home Care Market across Haringey.	Charlotte Pomery, AD, Commissioning
<b>5 October 2016</b>  <b>Enfield Civic Centre</b>	North Middlesex University Hospital – focusing on A&E performance	<p>North Middlesex University Hospital has recognised that urgent improvements must be made to its accident and emergency department following a Care Quality Commission (CQC) report (July 2016)</p> <p>This meeting will be hosted by LB Enfield and gives an opportunity for scrutiny to hold the Trust to account and to monitor progress since July.</p>	Enfield Scrutiny Team coordinating

Appendix 1b – AHSP

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
17 November 2016	Budget Monitoring	<p>An update on the financial performance of P2 Services (Adults Social Care, Commissioning &amp; Public Health)</p> <p>This item will <a href="#">take into account issues discussed in February 2016</a>, including the Council's Brokerage Service, Intermediate Care Strategy and the Recruitment and Retention Strategy for Adult Services.</p>	<p>Cabinet Member, Finance and Health</p> <p>Beverley Tarka, Director Adult Social Services</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p> <p>Charlotte Pomery, AD Commissioning</p>
1 December 2016	Adult Safeguarding	<p>Following scrutiny work undertaken last year it is likely KLOE for this meeting will focus on <i>"what does good look like for an adult at risk?"</i></p> <p>The items listed below will enable scrutiny to ask questions / look for evidence in terms of: continuity of relationships for the adult with professionals; adults at risk being heard and involved in decisions – "Nothing about me without me"; understanding the person; Safeguarding being personalised; partnership working – with the adult and between agencies; and professionals showing concerned curiosity and due regard.</p>	<p>Dr Adi Cooper, Independent. Chair of Haringey's Safeguarding Adults Board</p>
	Making Safeguarding Personal (MSP)	<p>Following a discussion between the Chair of the Panel and the Chair of Haringey's SAB in July 2016, this item will be structured as follows:</p> <ol style="list-style-type: none"> <li>1. To set the scene, Dr Cooper, will give</li> </ol>	

Appendix 1b – AHSP

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
		<p>an overview of this sector led initiative.</p> <p>2. Following this introduction, and based on a recent ADASS study (to be published during the summer) Dr Cooper will reflect on progress to date across the country.</p> <p>3. Haringey officers will then outline how MSP has been developed locally.</p>	<p>Beverley Tarka, Director Adult Social Services</p>
	<p>Adult Safeguarding Update / Section 42 Enquiry</p>	<p>To include a summary of the learning arising from the Section 42 enquiry that was undertaken following a BBC London report which reported that there had been a lack of care for an elderly lady living at home with dementia.</p>	<p>Beverley Tarka, Director Adult Social Services</p> <p>Charlotte Pomery, AD, Commissioning</p>
	<p>Safeguarding Adults Board – Annual Report 2015/16</p>	<p>To review the annual report of the Safeguarding Adults Board, and to consider the Strategic Plan for 2016/17.</p> <p>Issues concerning MSP will be picked up under the MSP item above.</p> <p><b>Consideration needs to be given in relation to presenting relevant data from Q1 and Q2 (for trend analysis)</b></p>	<p>Dr Adi Cooper, Independent. Chair of Haringey's SAB</p> <p>Patricia Durr, SAB Business Manager</p> <p>Charlotte Pomery, AD, Commissioning</p>
		<p>In addition, an update from the QA Sub Group, based on the</p>	

Appendix 1b – AHSP

Meeting	Agenda Items	Details and desired outcome	Lead Officer / Witnesses
		September 2016 SAB meeting, may be an appropriate mechanism for the Panel to be assured of the robustness of quality assurance activity in the borough ( <a href="#">for further discussion based on the panel discussion in June 2015</a> and a suggestion from Dr Cooper in July)	
	Care Quality Commission – Inspection Programme	An opportunity for Members of the panel to hear about the CQC’s strategic approach to their work as well as to understand issues and trends arising from inspections locally as they affect Haringey residents.	Charlotte Pomery, AD Commissioning  Martin Haines, Inspection Manager, CQC
	(Verbal – TBC) Update on Day Opportunities Transformation	To receive a (verbal) update on the current situation. Further information will be provided at the March meeting (below)	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD, Commissioning
<b>20 December 2017</b>	Budget Scrutiny	P2 Budget Proposals ref Draft MTFS	Cabinet Member, Finance and Health  Beverley Tarka, Director Adult Social Services  Dr. Jeanelle de Gruchy Director of Public Health  Charlotte Pomery, AD Commissioning

Appendix 1b – AHSP

<b>Meeting</b>	<b>Agenda Items</b>	<b>Details and desired outcome</b>	<b>Lead Officer / Witnesses</b>
<b>6 March 2017</b>	Update Regarding General Practice in Haringey	To focus on Tottenham Hale (details TBC)	Cassie Williams, AD, Primary Care Quality & Development, CCG
	Day Opportunities Transformation	To build on the presentation / timetable provided to the Panel in March 2016 with input from the Stakeholder Steering Group	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD, Commissioning
	<b>Better Care Fund Update (Date TBC)</b>	This was requested by the Panel in January 2016. To include info on: (a) progress concerning themes/actions from the Care Homes Deep Dive and the Falls Deep Dive; and (b) the costs / cost savings associated with the actions.	Marco Inzani Commissioning Lead for Better Care Fund
	<b>Community Wellbeing Model (Date / Details TBC)</b>	Based on the discussion / requests made by the Panel in July 2016. Scope of item TBC	Charlotte Pomery, AD, Commissioning  Dr Tamara Djuretic, AD, Public Health
	Cabinet Member Q&A	Review of the year with questioning to focus on: Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; and Health and social care integration and commissioning.	Cllr Arthur, Cabinet Member, Finance and Health
	Physical Activity for Older People Scrutiny Project	Final Report	Christian Scade, Principal Scrutiny Officer

## Appendix 1b – AHSP

### **Other Items:**

#### **Early Supported Discharge**

- To follow up on the issues and concerns raised by the NCL JHOSC during 2015/16
- Input from Sarah Price, Chief Officer, Haringey CCG, was suggested at the March 2016 meeting of the Panel.

#### **Foot Care**

- An update for 2017/18 was requested at the September 2016 AHSP meeting (Details TBC)

#### **ITOM**

- Next steps TBC following discussion at the September 2016 AHSP meeting (Details TBC)

### **Items to be considered elsewhere:**

#### **NCL JHOSC / BEH Sub Group**

- Quality Accounts for Healthcare providers, including the North Middlesex University Hospital NHS Trust, and BEH Mental Health NHS Trust. Timings and ways of doing this, including joint scrutiny, need to be confirmed for 2016/17.

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Appendix 1c

Appendix 1c:

Children and Young People’s Scrutiny Panel - Work Programme 2016-17

<p><b>1. Scrutiny review projects;</b> These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. 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
<p><b>How child friendly is Haringey?</b></p>	<p>It has been agreed that the Panel look in depth at how Haringey could be made into a “child friendly” borough. This will 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 will draw on the experience of other local authorities who have done work in this area, such as Bristol and Leeds.</p>	<p>1</p>
<p><b>Refugee children</b></p>	<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>	<p>2</p>

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<p>2. <b>“One-off” Items; These</b> 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><b>5 July 2016</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Early Help – Performance etc for the first six months; To include:             <ul style="list-style-type: none"> <li>○ An explanation of the aims of the service and how it works;</li> <li>○ Opportunities, threats etc; and</li> <li>○ The role of the service in the achievement of budget reductions.</li> </ul> </li> <li>• 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)</li> <li>• Work Planning. To agree the work plan for the Panel for this year.</li> </ul>
<p><b>19 October 2016</b></p>	<ul style="list-style-type: none"> <li>• Children’s Centres; To report on the impact of closures.</li> <li>• Child Obesity; To report on progress with action to address child obesity.</li> <li>• Early Years:             <ul style="list-style-type: none"> <li>○ To consider progress with the implementation of the recommendations of the scrutiny review on the two year old early entitlement;</li> <li>○ To report on progress with arrangements for the implementation of the three year old early entitlement.</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.</li> </ul>
<b>13 December 2016 (special session)</b>	<ul style="list-style-type: none"> <li>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</li> <li>Update on Progress with Response to OFSTED Inspection on the Effectiveness of the Local Safeguarding Children Board.</li> </ul>
<b>19 December 2016</b>	<ul style="list-style-type: none"> <li>Budget scrutiny</li> </ul>
<b>23 January 2017</b>	<ul style="list-style-type: none"> <li>Cabinet Member Questions</li> <li>Child Safeguarding and preventing violence against the child; To report on progress</li> <li>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.</li> </ul>
<b>16 March 2017</b>	<ul style="list-style-type: none"> <li>Development of 6th Form Provision; To report on the further development of 6th form provision within the Borough</li> <li>Scrutiny Review on Youth Transition; To report on progress with the implementation of the recommendations of the scrutiny review on Youth Transition.</li> <li>CAMHS; Update on Transformation Plan, the work of the Transition Sub Group and Transition Action Plan</li> </ul>

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Appendix 1d

Appendix 1d:

Environment and Community Safety Scrutiny Panel - Work Programme 2016-17

<p><b>1. Major Projects;</b> These will be dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. 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"> <li>• 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"> <li>○ Community safety in Wood Green and the perception that there is a high incidence of muggings;</li> <li>○ Reassuring the community;</li> <li>○ How can the Council work more closely with Community Leaders?;</li> <li>○ Reducing crime and fear of crime;</li> <li>○ Improving confidence in local policing;</li> <li>○ Preventing ASB, particularly in areas surrounding local schools; and</li> <li>○ Engagement with emerging communities within the Borough.</li> </ul> </li> <li>• 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.</li> </ul>	1
Waste, including fly tipping, litter	<ul style="list-style-type: none"> <li>• A range of topics linked to this have been raised:               <ul style="list-style-type: none"> <li>○ Minimising dumped rubbish on the streets and fly-tipping;</li> <li>○ Improving the responsiveness of clean up operations and enforcement;</li> </ul> </li> </ul>	2

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<p>and recycling</p>	<ul style="list-style-type: none"> <li>○ Improving the commitment to recycling organic waste;</li> <li>○ Reducing the amount of litter and rubbish on Haringey streets;</li> <li>○ Dealing with overflowing bins in residential streets;</li> <li>○ Dumping of household goods and rubbish in the streets;</li> <li>○ Houses in Multiple Occupation (HMOs);</li> </ul> <ul style="list-style-type: none"> <li>● Work on this area could focus on the following;             <ul style="list-style-type: none"> <li>○ Hot spot evidence;</li> <li>○ Behaviour change;</li> <li>○ Enforcement; and</li> <li>○ Resources.</li> </ul> </li> </ul>	
<p>Parks</p>	<ul style="list-style-type: none"> <li>● The following matters were raised at the Scrutiny Cafe on this issue;             <ul style="list-style-type: none"> <li>○ Prevention of the privatisation of local green spaces;</li> <li>○ Enforcement action to minimise dog fouling in local parks and green spaces;</li> <li>○ The impact of dogs and their management in local parks and green spaces, including fouling and aggression;</li> <li>○ Prevention of park users from defecating in local parks (especially Ducketts Common); and</li> <li>○ Ensuring adequate funding and support for Haringey's Parks and Green Spaces.</li> </ul> </li> <li>● 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.</li> </ul>	<p>3</p>

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<p><b>2. “One-off” Items;</b> 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"> <li>• Cabinet Member Q&amp;A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.</li> <li>• Car Club – Network Expansion;</li> <li>• Waste, recycling and street cleansing data; and</li> <li>• Work Programme for the Forthcoming Year.</li> </ul>
4 October 2016	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Communities; To question the Cabinet Member for Communities on current issues and plans arising for his portfolio.</li> <li>• 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"> <li>○ Crime Performance Statistics - Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues; and</li> <li>○ Statistics on hate crime.</li> </ul> </li> <li>• 20 mph Speed Limit; Enforcement/progress since Scrutiny Review.</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 3.</li> </ul>

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<p>8 December 2016</p>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A - Environment; To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> <li>• Team Noel Park Pilot</li> <li>• Green Lanes Traffic Review (to include Wightman Road)</li> <li>• Transport Strategy</li> <li>• Update on Prevent initiative.</li> </ul>
<p>21 December 2016</p>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>
<p>9 March 2017</p>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Communities; To question the Cabinet Member for Communities on current issues and plans arising from his portfolio.</li> <li>• Violence Against Women and Girls (VAWG) <ul style="list-style-type: none"> <li>○ Progress with Implementation of Recommendations of Scrutiny Review; and</li> <li>○ Progress with Implementation of the Iris Scheme by Haringey CCG.</li> </ul> </li> <li>• Sustainable Transport. The following topics and issues have been suggested in respect of this issue: <ul style="list-style-type: none"> <li>○ Reducing motor vehicle use and improving sustainable transport use in the borough;</li> <li>○ Achieving a more equitable balance between drivers, pedestrians and cyclists on our roads;</li> <li>○ Encouraging people to change their travel habits to help improve local air quality;</li> <li>○ Controlled Parking Zones; and</li> </ul> </li> </ul>

## Appendix 1d

	<ul style="list-style-type: none"><li>○ Supporting people to use more sustainable forms of transport.</li></ul>
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**Appendix 1e: Housing & Regeneration Scrutiny Panel - Work Programme 2016/17**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
<b>Round 1 27<sup>th</sup> June 2016</b>	Terms of Reference	To note terms of reference for the panel	Martin Bradford, Policy Officer
	Temporary Accommodation	A presentation of the current financial and policy issues in temporary accommodation and current approach. To assist in scoping possible scrutiny involvement.	Denise Gandy, Homes for Haringey
	Work Programme	Outcomes from scrutiny Cafe, confirmation of work programme for 2016/17 and selection of those reviews taken forward in year ahead	Martin Bradford, Policy Officer
	Viability assessment	Emerging conclusions from Scrutiny Review (dependent on meeting before 27 <sup>th</sup> June)	Martin Bradford, Policy Officer / Panel
<b>Round 2 3<sup>rd</sup> October 2016</b>	Cabinet Q & A	Cabinet member for Housing & Regeneration to respond to questions on this portfolio	Cllr Strickland/ Mustafa Ibrahim/ Andrew Billany/ Dan Hawthorn
	Right to Buy Receipts	An update on the how Right to Buy receipts are used to support affordable homes.	Mustafa Ibrahim
	Budget Monitoring/ Performance Monitoring	To review and monitor budget and performance issues within the remit of the HRSP.	Joe Moore (TBC) / Boe Williams/Margaret Gallagher
	Supported Housing for Older People	Update from review	Martin Bradford, Panel
	Development Vehicle	Update of progress of review	Martin Bradford, Panel

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	Work Programme	Review - update of programme of activities	Martin Bradford, Policy Officer
<b>14<sup>th</sup> December 2016</b>	Budget scrutiny of MTFS proposals to 2022	To consult the panel on savings and investment proposals as part of the MTFS to 2022.	Cllr Strickland and Cllr Goldberg Mustafa Ibrahim, Emma Williamson, Andrew Billany
<b>Additional session November 2016 (Date TBC)</b>	- Housing Allocations Policy - Tenancy Strategy - Homelessness Strategy & Delivery Plan - Intermediate Housing Policy	To feedback to the panel the findings from the consultation on these strategies and for the panel to comment further ahead of final presentation to Cabinet.	Mustafa Ibrahim
<b>Round 3 6<sup>th</sup> February 2017</b>	Cabinet Q & A	Cabinet Member for Social Inclusion and Economic Regeneration and Wood Green Regeneration	Cllr Goldberg / Officers
	Selective Licensing	An update on plans to introduce Selective Licensing or extend the use of Mandatory Licensing	Eubert Malcolm/ Steve Russell
	High Streets	Update on the work undertaken by Cllr Sahota and other work to support local Metropolitan and District High Streets. (i) to encompass work to improve Hornsey High Street (ii) Site visit(s) to local District High streets	Vicky Clark/ Beth Kay
	Tottenham & Wood Green Regeneration Programme	Tottenham Regeneration Programme & Wood Green Regeneration Programme – how can work from Tottenham inform other regeneration work?	Helen Fisher / Dan Hawthorn

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	Supported Housing Programme – Consultation	Formal consultation arising from Supported Housing review	Mustafa Ibrahim
	Economic & Social Regeneration in Tottenham (TBC)	Head of Economic & Social Regeneration – to discuss and confirm	TBC
	Work Programme	Review - update of programme of activities	Martin Bradford, Policy Officer
<b>Round 4 7<sup>th</sup> March 2016</b>	Cabinet Q & A	Cabinet member for Housing & Regeneration to respond to questions on this portfolio	Cllr Strickland/ Mustafa Ibrahim/ Andrew Billany/ Dan Hawthorn/ Emma Williamson
	Community Infrastructure Levy	Update on previous review completed in 15/16 – Inclusion of new policy (if ready).	Emma Williamson/ Matthew Patterson
	Supporting engagement and Involvement in the Local Planning System	Work being undertaken to help improve engagement, involvement and community confidence in the local planning system.	AD Planning, Emma Williamson
	Council led development	Update on review completed in 2015/16 – approved by Cabinet in December 2015.	Mustafa Ibrahim
	Work Programme	Review - update of programme of activities Identification of any carry over items	Martin Bradford, Policy Officer

**Scrutiny projects**

**(1) Development vehicle -**

- That scrutiny should focus on the development vehicle, in particular the governance arrangements that will support this new body (e.g. membership, relationship between board and Council and associated priorities of the Council). This work could also assess arrangements for corporate and public accountability and future scrutiny of this body Julian Wain/ Dan Hawthorn (Autumn 2017)

**(2) Emergency accommodation -**

- 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).  
Denise Gandy / Andrew Billany

**(3) Older peoples supported housing**

Approaches to older peoples supported housing – best practice – Gill Taylor

**To schedule further**

- The work of the Decision Panel, how it operates and how this could be improved –short report / briefing – Andrew Billany/  
Denise Gandy

**Appendix 2: Outline Scope – Supported Housing for Older People**

Review Topic	Supported Housing for Older People
<p><b>Rationale</b></p>	<p>Approximately 550,000 older people live in supported housing in the UK which is equivalent to 5% of the older population. There are a range of supported housing options for older people that reflect the level of personal or social care needed which include:</p> <ul style="list-style-type: none"> <li>• Retirement housing (in Haringey these are called Community Good Neighbour Schemes) – independent living within groups of flats or bungalows which a self-contained;</li> <li>• Sheltered housing – independent living in groups of flats or bungalows, shared facilities and care options;</li> <li>• Extra Care schemes - managed on site care and other support services;</li> <li>• Residential Care Home - residential accommodation where older people have meals and personal social / nursing care.</li> </ul> <p>All Party Parliamentary Group on Housing and Care for Older People has underlined the importance of supported housing provision for older people particularly in response to:</p> <ul style="list-style-type: none"> <li>• The needs of a growing elderly population;</li> <li>• The provision of appropriate health and social care in a more effective and preventative manner;</li> <li>• Helping older people to live independently for longer;</li> <li>• Reducing under occupation and promote effective use of housing stock.</li> </ul> <p>A review of supported housing is currently being undertaken in Haringey which encompasses the current and future housing needs of older people. This is a strategic needs assessment exercise which will relate the needs of older people to current and possible future uses of the Councils supported housing estate. The review currently being undertaken will:</p> <ul style="list-style-type: none"> <li>• Update the evidence base;</li> </ul>

## Appendix 2

	<ul style="list-style-type: none"> <li>• Look at all supported housing, not only sheltered for the elderly;</li> <li>• Transform and modernise services, focus support on need not age;</li> <li>• Reflect strategic objectives in the Housing Strategy &amp; Corporate Plan</li> </ul> <p>The scope of the review will also encompass the following:</p> <ul style="list-style-type: none"> <li>• Services commissioned by all parts of the council (principally Housing Related Support &amp; Adult Services);</li> <li>• All supported housing will be included but not residential care (older people's provision is a priority);</li> <li>• Focus on accommodation-based services rather than those provided in the home;</li> <li>• Encompass all types of commissioned providers including Homes for Haringey and local and national charitable sectors;</li> <li>• Assess the ongoing suitability of properties used for supported housing</li> </ul> <p>In the context of the above, it is suggested that the Housing and Regeneration Scrutiny Panel can assist this review through assessing models of supported housing for older people to guide and inform future service provision in Haringey.</p>
<p><b>Scrutiny Membership</b></p>	<p>The review will be undertaken by members of the Housing and Regeneration Scrutiny Panel: Cllrs Amin, Bevan, Engert, Gallagher, Ibrahim (Chair), Morton and Newton.</p>
<p><b>Terms of Reference (Purpose of the Review / Objectives)</b></p>	<p><b><u>Overarching aim:</u></b> To explore good practice and innovation in older peoples supported housing and appraise the challenges &amp; opportunities of applying these in the local context; to influence the recommendations of the Supported Housing Review.</p> <p><b><u>Objectives:</u></b></p> <p>(i) To provide an overview of older peoples supported housing needs in Haringey now and in the future</p> <p>(ii) To provide an overview of older people's supported housing estate in Haringey and the challenges and opportunities presented;</p>

Appendix 2

	<p>(ii) To consult with other boroughs to assess how older peoples housing needs are being addressed and to identify good practice;</p> <p>(iii) To consult with developers for new and innovative models of housing support for older people</p> <p>(iv) To assess what impact anticipated legislative and policy changes may have on the model of supported housing provided (e.g. capping rates to Local Housing Allowance)0</p> <p>(vi) To explore local and national good practice around housing for specific groups, including older disabled, BME and LGBT people;</p>
<b>Links to the Corporate Plan</b>	<p>The review will link to Corporate Plan Priorities:</p> <p>Priority 5 - Creating homes and communities where people choose to live and are able to thrive</p> <p>Priority 2 – Enable all adults to live healthy, long fulfilling lives</p>
<b>Evidence Sources</b>	<p>Background reports (initial):</p> <p>(1) Housing our Ageing Population: Plan for Implementation</p> <p>(2) Supported Housing – Understanding need and supply, National Housing Federation, 2014</p> <p>(3) Paying for supported housing, House of Commons Briefing paper 6080 19<sup>th</sup> July 2016</p> <p>(4) New approaches to housing for older people, Chartered Institute for Housing, June 2014</p> <p>(5) Haringey Supported Housing Review Needs &amp; Gaps Analysis – July 2016</p>
<b>Witnesses</b>	<p>Possible informants identified for the following aspects of this review include:</p> <ul style="list-style-type: none"> <li>• <b>Local Policy and Practice:</b> Project Manager Supported Housing Review, Head of Housing Commissioning</li> <li>• <b>National Perspectives (best practice):</b> National Housing Federation, Chartered Institute Housing</li> <li>• <b>Housing Associations/Developer:</b> Hannover, One Housing,</li> <li>• <b>Comparative Policy and Practice:</b> Housing Commissioners at Camden and Southwark (or others to be identified)</li> </ul>
<b>Methodology/Approach</b>	<p>It is anticipated that evidence will be gathered through two key processes:</p>

## Appendix 2

	<ul style="list-style-type: none"> <li>• Scrutiny in day<sup>1</sup> at which local officers, national professional bodies, housing developer and other local authorities will attend. Contributors will be asked to provide evidence from a defined brief and respond to member questions.</li> <li>• Site visits - the panel will visit (i) a sample of local supported housing schemes to provide an <i>illustrative</i> view of the range of schemes provided and the condition of supported housing stock (ii) new and innovative schemes in neighbouring boroughs.</li> </ul> <p>A briefing will be prepared ahead of the scrutiny in a day session to provide members of the panel with a background to the older peoples housing needs in Haringey and aims and objectives of the supported housing review.</p> <p>Evidence from the scrutiny in a day session together with conclusions drawn from site visits and assessment of the literature in the field, will be summarised in a panel report. Members will also make clear their conclusions and recommendations.</p>
<b>Timescale</b>	<p>This scoping report will be agreed with the Chair, members of the Housing &amp; Regeneration Scrutiny Panel and confirmed by Overview &amp; Scrutiny Committee.</p> <p>Visits to supported housing schemes in Haringey will take place</p>
<b>Reporting arrangements</b>	<p>The Housing &amp; Regeneration Scrutiny Panel will produce a report of its evidence gathering detailing the conclusions and recommendations of its members. Once agreed it will be ratified by the overarching Overview &amp; Scrutiny Committee before submission to Cabinet for approval.</p>
<b>Publicity</b>	<p>Any publicity for this work will be at the point of which recommendations are agreed by Cabinet.</p>
<b>Constraints / Barriers / Risks</b>	

<sup>1</sup> Being an evidence gathering session, this is not a public meeting, though the conclusions and recommendations from the meeting will be published at the HRSP.

Appendix 2

<b>Officer Support</b>	Officer support will be provided from the Scrutiny Team and from Project Manager Supported Housing Review.
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Appendix 3

**Appendix 3: Physical Activity for Older People – Scoping Document**

Review Topic	Physical Activity for Older People
<p><b>Rationale</b></p>	<p>The reasons for carrying out a review, include:</p> <ul style="list-style-type: none"> <li>- 1 in 4 residents are physically inactive and, despite recent improvements, physical inactivity in Haringey has remained at a similar rate since 2012.</li> <li>- New models of social care which encourage people to do more for themselves are needed to reduce social care costs.</li> <li>- Participation in physical activity declines with age. This impacts on an older adults ability to remain independent and maintain social contacts (isolation).</li> <li>- Even small amounts of physical activity can lead to health gains and support people to self manage their long term conditions.</li> <li>- By 2031 there will be a 40% increase in the number of people over the age of 80 living in London.</li> <li>- Input from scrutiny will contribute to priorities outlined in both the Council’s Corporate Plan and Haringey’s Health and Wellbeing Strategy.</li> </ul>
<p><b>Scrutiny Membership</b></p>	<p>Members of the Adults and Health Scrutiny Panel will carry out this review:</p> <p>Cllr Pippa Connor (Chair), Cllr Gina Adamou, Cllr Charles Adje, Cllr David Beacham, Cllr Eddie Griffith, Cllr Liz McShane, Cllr Peter Mitchell and Helena Kania (Non-Voting Co-optee).</p>

### Appendix 3

<p><b>Terms of Reference</b></p>	<p>To make recommendations on Haringey’s approach to increasing physical activity among older adults, by:</p> <ul style="list-style-type: none"> <li>- Identifying what the Council and partners can do, especially in terms of community level interventions (e.g. walking and gardening) and interventions through services (e.g. Silver Fit and One You Haringey);</li> <li>- Ensuring the most is being made of everyday interactions i.e. front line staff engaging with residents (Making Every Contact Count);</li> <li>- Identifying activities/services that are available and investigating how these are marketed, communicated and sign posted;</li> <li>- Working with communities, and engaging older people, to establish the types of activity they like and what the barriers are;</li> <li>- Identifying solutions that can be introduced/facilitated/supported by the Council and/or partners.</li> </ul> <p>When addressing the above, consideration will be given to older people from hard to reach groups, including those living in care homes and supported living environments; those from minority communities; and those who are socially excluded.</p>
<p><b>Links to the Corporate Priorities</b></p>	<p>This review relates to priorities outlined in both the Council’s Corporate Plan (2015-18) and Haringey’s Health and Wellbeing Strategy (2015-18).</p> <p><a href="#"><u>Corporate Plan:</u></a></p> <p>Priority 2 – “Enable all adults to live healthy, long and fulfilling lives”, especially objectives relating to: “A borough where the healthier choice is the easier choice”; and “Strong communities, where all residents are healthier and live independent, fulfilling lives”.</p>

### Appendix 3

	<p>Priority 3 – “A clean, well maintained and safe borough where people are proud to live and work” especially the objective relating to making “Haringey one of the most cycling and pedestrian friendly boroughs in London”.</p> <p>There are also links to the cross cutting themes of “Prevention and Early Intervention”, “A Fair and Equal Borough”, “Working Together with our Communities”, “Value for Money”, “Customer Focus”, and “Working in Partnership”.</p> <p><b><u><a href="#">Haringey’s Health and Wellbeing Strategy:</a></u></b></p> <p>Priority 1 – “Reducing obesity”; Priority 2 – “Increasing healthy life expectancy”; and Priority 3 – “Improving mental wellbeing”.</p>
<p><b>Suggested Background Reading</b></p>	<ul style="list-style-type: none"> <li>- <a href="#">“Everybody Active, Every Day” – including guidelines from the Chief Medical Officer (Sept 2014)</a> – PH England</li> <li>- <a href="#">Sporting Future: A New Strategy for an Active Nation (Dec 2015)</a> – HM Government</li> <li>- <a href="#">Sport England: Towards an Active Nation Strategy 2016-2021</a> – Sport England</li> <li>- <a href="#">NICE guidance and pathways</a></li> <li>- <a href="#">Statistics on Obesity, Physical Activity and Diet (England, 2016) from hscic</a></li> <li>- <a href="#">Physical activity strategy for the WHO European Region 2016-2025</a></li> </ul>
<p><b>Methodology/ Approach</b></p>	<ul style="list-style-type: none"> <li>- It is anticipated evidence will be gathered through a series of half-day sessions during October – January.</li> <li>- Informed participants will be invited to give evidence on a sequential basis throughout a morning, afternoon or evening.</li> <li>- This approach facilitates continuity to evidence gathering, and allows members to focus on key objectives. The Panel will also need to meet with residents, and front line staff, away from the Civic Centre.</li> <li>- Evidence from each session will be summarised from which members will draw up conclusions and recommendations.</li> <li>- The draft/final report will then be considered in public by the Adults and Health Scrutiny Panel and the Overview and</li> </ul>

## Appendix 3

Scrutiny Committee in March (dates below).

### **Stage 1 – Setting the Scene**

- **Overview of relevant research and literature**
  - Input / written submissions, from external stakeholders to help set the scene (see “suggested background reading” for ideas)
  
- **Haringey’s approach, focusing on community level interventions and interventions through services**
  - Making Every Contact Count, **Marion Morris, Head of Health Improvement**
    - With input from Dr Vanessa Bogle, Director of Innovative Health / MECC Trainer
  - Overview of “Year of Walking”, “Silver Fit”, “[Active for Life](#)” and “[One You Haringey](#)”, **Marion Morris, Head of Health Improvement**
    - With input from Edwina Brocklesby, founder of SilverFit, James McMeckan and Deborah Saunders, One You Haringey, Louise O'Mahony or a representative from the Sport and Community Team, Fusion Lifestyle and Andrea Keeble, Sport and Physical Activity Commissioning Manager (LBH).
  - Homes for Haringey, “Promoting physical activities”, **Astrid Kjellberg-Obst, Executive Director of Operations and Chinyere Ugwu , Community and Customer Relations Director**
  - Community asset mapping, **Geoffrey Ocen, Chief Executive Bridge Renewal Trust**
  - Haringey CCG, **Rachel Lissauer, Acting Director of Commissioning**
  - (Annual) Adult Social Care Assessments (“3 wishes project”), **Sue Southgate, Service Manager Assessment & Personalisation**
  - **Mike Wilson, Director of Healthwatch Haringey**

## Appendix 3

- To observe, contribute to the discussion, and provide feedback, especially in terms of options for community engagement (stage 2 of the review)
- Any Others?
- **Examples of good practice from other local authority areas**
- Enfield's Sports Development team might be worth contacting regarding their initiatives for older people. The activities listed on the Age UK Enfield website may be of interest:
  - ✓ [http://www.enfieldindependent.co.uk/news/localnews/9829792.Inspirational\\_women\\_rewarded\\_for\\_work\\_in\\_borough/](http://www.enfieldindependent.co.uk/news/localnews/9829792.Inspirational_women_rewarded_for_work_in_borough/)
  - ✓ [The Friday walk](#), run by Maggie Govender, might be worth visiting as well as talking to her about her work with older people more generally.

### **Stage 2 – Engagement with Residents, Community Groups and Front Line Staff**

- Consideration needs to be given to engaging older people from hard to reach groups, including those living in care homes and supported living environments; those from minority communities; and those who are socially excluded.
- The approach for Stage 2 is to be confirmed and will be dependent on findings/suggestions from session 1.
- To help structure “Stage 2” we may want to contact speakers from a recent ESRC seminar ref [“Physical activity among hard-to-reach groups: Issues of research, policy and practice”](#) Input from [Dr Samuel Nyman](#) (Bournemouth University) and / or [Prof Christina Victor](#) (Brunel University) may be useful.

### **Stage 3a – Reflection on findings**

- To consider how findings from the review can inform the development of Haringey's approach to increasing physical

## Appendix 3

	<p>activity among older adults.</p> <ul style="list-style-type: none"> <li>• What else could be done to increase physical activity among older adults?</li> <li>• Is further evidence required?</li> </ul> <p><b><u>Stage 3b – Drafting Recommendations</u></b></p> <ul style="list-style-type: none"> <li>• Drafting of SMART recommendations and agreeing flow of final report.</li> </ul>
<p><b>Equalities Implications</b></p>	<p><a href="#">Haringey has reduced its proportion of physically inactive adults to 24.94% bringing it in line with similar boroughs.</a> However, analysis from the Sport England Active People Survey (2015) shows physical inactivity (at least 150 minutes of physical activity a week), is generally lower in low-income households.</p> <p>In Haringey:</p> <ul style="list-style-type: none"> <li>- 1 in 4 residents are physically inactive and, despite recent improvements, physical inactivity has remained at a similar rate since 2012.</li> <li>- In the east of the borough, where lower socio-economic groups are more highly represented, physical activity rates are amongst the lowest in the country, with only 48.6% physically active compared to 66.3% in higher socio-economic groups.</li> <li>- A large proportion of the BME community is physically inactive at 25%.</li> <li>- 46.6% of those aged 65 and over are physically inactive, while a higher proportion of females, at 28.1%, are inactive compared to males at 24.7%.</li> </ul> <p>The Council has a public sector equality duty under the Equalities Act (2010). The Panel will need to ensure it addresses</p>

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	<p>this duty by considering and clearly stating;</p> <ul style="list-style-type: none"> <li>- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;</li> <li>- Whether the impact on particular groups is fair and proportionate;</li> <li>- Whether there is equality of access to services and fair representation of all groups within Haringey;</li> <li>- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.</li> </ul>
<p><b>Timescale</b></p>	<ul style="list-style-type: none"> <li>- Review set up by Panel / OSC in <b>July</b></li> <li>- Scoping (<b>August/September</b>)</li> <li>- Final scoping document submitted to OSC for final approval (<b>17 October</b>)</li> <li>- Evidence gathering (<b>October – January</b>)</li> <li>- Analyse findings / develop recommendations <b>late January / early February</b></li> <li>- Draft report signed off (with comments from legal / finance) by <b>23 February</b></li> <li>- Draft report considered by Adults and Health Scrutiny Panel on <b>6 March</b></li> <li>- OSC meets on <b>27 March</b> to discuss / agree final report</li> <li>- Cabinet Response – with partner input – prepared for <b>May/June</b> Cabinet</li> </ul>
<p><b>Reporting arrangements</b></p>	<p>The dates for reporting are outlined above. Jeanelle de Gruchy, Director of Public Health, will coordinate the Cabinet Response (with input from partners as appropriate).</p>
<p><b>Publicity</b></p>	<ul style="list-style-type: none"> <li>- A press release, quoting the Chair of OSC, was issued in mid August outlining key projects for scrutiny, including work relating to physical activity. The Head of External Communications has confirmed that this will also be included in the</li> </ul>

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	<p>next edition of the partners' newsletter, to be published in August.</p> <ul style="list-style-type: none"> <li>- Once the scope has been finalised, the scrutiny team will liaise with the Head of External Communications to ensure details of the review are publicised internally and externally. This will include looking at ways to involve local people and community groups. The outcomes of the review will be published once completed.</li> </ul>
<p><b>Constraints / Barriers / Risks</b></p>	<ul style="list-style-type: none"> <li>- Not being able to get key evidence providers to attend on the agreed date of evidence gathering.</li> <li>- Not being able obtain evidence from key informants e.g. local authorities, academics</li> </ul>
<p><b>Officer Support</b></p>	<p><b>Scrutiny Support</b></p> <ul style="list-style-type: none"> <li>- Christian Scade, Principal Scrutiny Officer</li> </ul> <p><b>Lead Service Support</b></p> <ul style="list-style-type: none"> <li>- Jeanelle de Gruchy, Director of Public Health</li> <li>- Marion Morris, Head of Health Improvement</li> </ul>

**Appendix 4**

**Community Safety and Confidence – Draft Scope and Terms of Reference**

Review Topic	Review / Project Title
<p><b>Rationale</b></p>	<p>Survey data shows low levels of confidence amongst the community in Haringey. This is reflected in above Corporate Plan target figures for fear of crime within the borough, whilst figures across London are showing a reduced level of concern. The issue is a key objective for the Council as well as a major priority for the new Borough Commander.</p> <p>It is acknowledged that the survey data the figures are based on could more accurately reflect the concerns of all of the community and cover several key groups more effectively, particularly younger people. In addition, perceived levels of crime may not always correlate with actual levels and therefore have an unnecessarily adverse effect on people's quality of life. For example, reductions in crime or particular types of crime are not always matched by an increase in levels of confidence. Initiatives such as Team Noel Park have sought to increase levels of confidence by tackling environmental crime and anti social behaviour.</p> <p>The review will look at:</p> <ul style="list-style-type: none"> <li>• How data on fear of crime is currently collected;</li> <li>• What action can be taken to improve the capture and representative spread of opinion within collected data. The current channels are considered limited and may be picking up the same voices in all surveys</li> <li>• The correlation between actual crime levels and fear of crime across the borough;</li> <li>• Action that can be taken to improve levels of confidence and its effectiveness, including what has proven to be successful in similar local authority areas; and</li> <li>• How information is communicated to the public.</li> </ul>

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<p><b>Scrutiny Membership</b></p>	<p>Members of the Environment and Community Safety Scrutiny Panel will carry out this review:</p> <p>Councillors: Makbule Gunes (Chair), Barbara Blake, Clive Carter, Bob Hare, Stephen Mann and Anne Stennett</p> <p>Co-optees/ Non Voting Member Ian Sygrave (Haringey Association of Neighbourhood Watches)</p>
<p><b>Terms of Reference (Purpose of the Review/ Objectives)</b></p>	<p>To consider and make recommendations to the Council’s Cabinet and/or the Haringey Community Safety Partnership on how action to address community confidence might be improved so that fear or crime is diminished, and so that it is better targeted, more reflective of community wide concerns and communicated more effectively.</p>
<p><b>Links to the Corporate Plan</b></p>	<p>This review relates to Priority 3 – “A clean, well maintained and safe borough where people are proud to live and work”</p> <p><b>Objective 1:</b> “To strengthen partnerships and together work with our communities to improve their environment, enable people to feel safe and proud of where they live and work, particularly through reducing anti social behavioural and environmental crime.”</p> <p>Outcome indicator is fear of crime i.e. “To what extent are you worried about crime in the area?”. Broken windows theory. The target is get is to get this down to 29% by 2018. The current level is 37%</p>
<p><b>Evidence Sources</b></p>	<p>This will include:</p> <ul style="list-style-type: none"> <li>• Crime statistics including confidence levels;</li> <li>• Information on sources of data relating to confidence and fear of crime;</li> <li>• Feedback from the evaluation of the Team Noel Park pilot;</li> <li>• Views of relevant officers, partners and community organisations.</li> </ul>

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<p><b>Witnesses</b></p>	<p>The following witnesses will be invited to take part in the review / submit evidence:</p> <ul style="list-style-type: none"> <li>- Police and Council officers;</li> <li>- The Bridge Renewal Trust;</li> <li>- Relevant bodies representing children and young people, such as Haringey Youth Council ;</li> <li>- Other London boroughs who have been successful in improving levels of confidence;</li> <li>- The Mayor’s Office for Policing and Crime (MOPAC) Business Insight and Intelligence Team</li> <li>- Haringey Communities Against Violence</li> <li>- Victim Support</li> </ul>
<p><b>Methodology/Approach</b></p>	<p>A variety of methods will be used to gather evidence from the witnesses above, including:</p> <ul style="list-style-type: none"> <li>- Desk top research</li> <li>- Evidence gathering sessions with witnesses</li> </ul>
<p><b>Equalities Implications</b></p>	<p>The review will aim to ensure that action to improve confidence levels is based on the concerns of all sections of the community, including young people and emerging communities.</p>
<p><b>Timescale</b></p>	<p>The review will aim to complete its evidence gathering by the end of January 2017.</p>
<p><b>Reporting arrangements</b></p>	<p>The Assistant Director for Environment and Community Safety will coordinate a response to Cabinet to the recommendations.</p>
<p><b>Publicity</b></p>	<p>The project will be publicised through the scrutiny website and scrutiny newsletter providing details of the scope and how local people and community groups may be involved. The outcomes of the review will be similarly published once complete.</p>

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<b>Constraints / Barriers / Risks</b>	Risks: Not being able to get key evidence providers to attend on the agreed date of evidence gathering. Not being able obtain evidence from key informants e.g. local authorities
<b>Officer Support</b>	Lead Officer; Robert Mack, Scrutiny Policy Officer, 0208 489 2921 <a href="mailto:rob.mack@haringey.gov.uk">rob.mack@haringey.gov.uk</a>  Service Contact: <ul style="list-style-type: none"><li>- Claire Kowalska, Community Safety Strategic Manager</li><li>- Eubert Malcolm, Head of Community Safety and Regulatory Services</li></ul>

DRAFT

**Report for:** Overview & Scrutiny Committee

**Item number:**

**Title:** Revised Scrutiny Panel Membership

**Report authorised by :** Bernie Ryan, Assistant Director – Corporate Governance and Monitoring Officer

**Lead Officer:** Michael Kay, Democratic Services Manager, 020 8489 2920  
michael.kay@haringey.gov.uk

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

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

**1. Describe the issue under consideration**

- 1.1 At the Overview and Scrutiny Committee meeting on 8<sup>th</sup> June 2016 the Committee agreed the membership of the four scrutiny panels.
- 1.2 This report seeks a change to the membership of the Adults and Health Scrutiny Panel, the Housing and Regeneration Scrutiny Panel and the Children and Young People Scrutiny Panel, following requests made by the political groups.

**2. Cabinet Member Introduction**

N/A

**3. Recommendations**

The Overview and Scrutiny Committee is asked to agree the revised membership of the Adults and Health Scrutiny Panel, the Housing and Regeneration Scrutiny Panel and the Children and Young People Scrutiny Panel outlined in section 6.4-6.6 of this report.

**4. Reasons for decision**

N/A

**5. Alternative options considered**

N/A

## 6. Background information

- 6.1 Paragraph 1.2 (ii) Part 4, Section G of the Overview and Scrutiny Procedure Rules (Haringey Council Constitution) states that:

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

- (ii) The appointment of Scrutiny Review Panels, with membership that reflects the political balance of the Council.”

Paragraph 2.2 Part 4, Section G of the Overview and Scrutiny Procedure Rules (Haringey Council Constitution) states that:

“The membership of the Overview and Scrutiny Committee and Scrutiny Review Panels shall, as far as is practicable, be in proportion to the representation of different political groups on the Council.”

Paragraph 4.4 of the 2012 Scrutiny Protocol reads:

“It is intended that each Scrutiny Review Panel shall be comprised of between 3 and 7 members, and be politically proportionate as far as possible. It is intended that other than the chair, the other members are non-executive members who do not sit on the OSC”.

- 6.2 Of the Council’s 57 Members, 49 Members (or 86%) currently belong to the Labour Group, and 8 Members (or 14%) belong to the Liberal Democrat Group. As set out above, the Scrutiny Panels should reflect these proportions as far as possible.
- 6.3 At its meeting on 8<sup>th</sup> June 2016 the Overview and Scrutiny Committee agreed the membership of the four scrutiny panels and since this date political groups have requested changes to the membership of the Adults and Health Scrutiny Panel, the Housing and Regeneration Scrutiny Panel and the Children and Young People Scrutiny Panel, in particular following the resignation of a former councillor and following a councillor’s change of political group.
- 6.4 The proposed revised membership of the Adults and Health Scrutiny Panel is listed below (67% Labour to 33% Liberal Democrat, or 71% Labour to 29% Liberal Democrat if the vacant place is filled):

Cllr Pippa Connor (Chair)  
Cllr Gina Adamou  
Cllr Charles Adje  
Cllr David Beacham  
Cllr Eddie Griffith  
Cllr Peter Mitchell  
Vacancy (replacing Cllr Liz McShane)

- 6.5 The proposed revised membership of the Housing and Regeneration Scrutiny Panel is listed below (67% Labour to 33% Liberal Democrat, or 71% Labour to 29% Liberal Democrat if the vacant place is filled):

Cllr Emine Ibrahim (Chair)  
Cllr John Bevan  
Cllr Zena Brabazon (replacing Peter Morton)  
Cllr Gail Engert  
Cllr Tim Gallagher  
Cllr Martin Newton  
Vacancy (replacing Cllr Kaushika Amin)

- 6.6 The proposed revised membership of the Children and Young People Scrutiny Panel is listed below (80% Labour to 20% Liberal Democrat, or 67% Labour to 33% Liberal Democrat if the vacant place is filled):

Cllr Kirsten Hearn (Chair)  
Cllr Mark Blake  
Cllr Toni Mallett  
Cllr Liz Morris  
Cllr Reg Rice  
Vacancy (replacing Cllr Viv Ross)

## 7. **Contribution to strategic outcomes**

The Scrutiny Panel covered in this report contribute to the Corporate Priorities of the Council.

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

### **Finance and Procurement**

- 8.1 The Chief Finance Officer has been consulted on this report. There are no financial implications arising from the recommendation set out in this report. Should any of the work undertaken by the Scrutiny Panels generate recommendations with financial implications; these will be highlighted at that time.

### **Legal**

- 8.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. There are no direct legal implications arising from the recommendation.
- 8.3 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions. The establishment of Scrutiny Review Panels by the Committee falls within this power and is in accordance with the requirements of the Council's Constitution.

## **Equality**

- 8.4 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.
- 8.5 The proposals outlined in this report relate to the membership of the Adults and Health Scrutiny Panel, the Housing and Regeneration Scrutiny Panel, and the Children and Young People Scrutiny Panel. The proposals carry no direct implications for the Council's general equality duty.

## **9. Use of Appendices**

N/A

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

### **10.1 Background information**

The terms of reference for the Scrutiny Panels as agreed by the Overview and Scrutiny Committee on 8<sup>th</sup> June 2016 can be found here:

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=128&MId=7748&Ver=4>