

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Tuesday, 30th April, 2019, 7.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillors Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Mahir Demir, Ruth Gordon and Adam Jogee

**Co-optees:** Mark Chapman (Parent Governor representative), Luci Davin (Parent Governor representative) and Yvonne Denny (Co-opted Member - Church Representative (CofE))

Quorum: 3

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

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

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

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

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

### 3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 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 - 18)**

To approve the minutes of the meeting on 25<sup>th</sup> March.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 19 - 32)**

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

- Environment and Community Safety – 11<sup>th</sup> March
- Joint meeting of the Adults and Health & Children and Young People's Panel – 19<sup>th</sup> March

#### **8. UPDATE ON THE FAIRNESS COMMISSION (PAGES 33 - 132)**

#### **9. MEMBER ENQUIRES (PAGES 133 - 138)**

#### **10. FRONT OFFICE, BACK OFFICE TRANSFORMATION PROGRAMME (PAGES 139 - 156)**

#### **11. WORK PROGRAMME UPDATE (PAGES 157 - 190)**

Housing and Regeneration Scrutiny Panel Work Programme – To follow.

#### **12. NEW ITEMS OF URGENT BUSINESS**

### **13. FUTURE MEETINGS**

4<sup>th</sup> June (provisional).

Philip Slawther, Principal Committee Co-ordinator

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Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 19 June 2019

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## MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 25TH MARCH, 2019, 19:00.

### PRESENT:

**Councillors:** Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Mahir Demir, Ruth Gordon, Adam Jogee.

**Also Present:** Yvonne Denny, Mark Chapman and Luci Davin.

### 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

There were no apologies for absence.

### 24. URGENT BUSINESS

There were no items of urgent business.

### 25. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 26. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None

### 27. MINUTES

The Committee noted the upcoming discussion around libraries at its meeting in June and requested that any information in relation to changes to branch libraries should be distributed to members before going out to the wider public. **(Action: Andy Briggs).**

The Committee echoed the discussion that they had previously and emphasised the need for additional budget scrutiny briefings for individual panels, as part of the ongoing budget scrutiny process.

The Committee noted the action from its previous meeting around overpayments of housing benefits and recommended that this topic should be included as part of its overall work plan. **(Action: Rob Mack).**

The Committee sought clarification around the number of 'ongoing' actions in relation to the action tracker included as part of the agenda pack. In response the Clerk agreed to speak to the Chair and provide an updated version for Members. **(Action: Clerk).**

In relation to Unison being invited to its forthcoming meeting for the FOBO item, the Committee requested that the other relevant trade union reps also be invited. **(Action: Clerk).**

## **RESOLVED**

That the minutes of the meetings on 28<sup>th</sup> January 2019 and 5<sup>th</sup> February 2019 were agreed as a correct record.

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

In relation to the minutes of the Housing and Regeneration Scrutiny Panel on 15<sup>th</sup> January, the Chair highlighted that to the end of December 2018, Haringey had collected £6.782m in CIL monies and that only £1.9m had been spent.

In relation to a question from the Chair, the Housing and Regeneration Panel Chair advised that a review of the management process of CIL had been delayed as part of a London-wide consultation process and that the process would likely take 16 months.

## **RESOLVED**

That the minutes of the following Scrutiny Panels were received and noted and recommendations contained therein were approved:

Children and Young People – 4<sup>th</sup> February 2019.

Adults and Health – 18<sup>th</sup> January 2019 and 29<sup>th</sup> January 2019.

Housing and Regeneration – 15<sup>th</sup> January 2019 and 21<sup>st</sup> February 2019.

## **29. CABINET MEMBER QUESTIONS - COMMUNITIES, SAFETY AND ENGAGEMENT**

The Committee invited the Cabinet Member for Communities, Engagement and Safety to partake in a question and answer session on his portfolio. The Chair drew the Cabinet Member's attention to the following questions which were put forward by members of the public as part of the Scrutiny Café process in October:

- How could links be fostered between residents throughout the Borough, especially east - west where there are few public transport connections?
- How could intergenerational involvement and the outcomes that can be achieved from young people and older people working together be encouraged?
- A large number of community buildings had been lost in recent years. Had consideration been given to developing an inventory of them?
- The Runnymede Trust did a survey of Haringey's race equality scorecard before the last Council elections, drawing on Council statistics. What plans were there to develop a comprehensive action plan in response to this?

- How was it intended to address race inequality issues and how will the local community be engaged within this process?

In response to the above questions, the following was noted in response:

- a. The Cabinet Member acknowledged the importance with which the Council and partners regarded the issue of serious youth violence and advised that 120 people attended a recent community meeting. During the meeting employment emerged as a key theme of the discussion. The Cabinet Member advised that he was working with officers to hold similar meetings regularly, including plans for two public meetings in the summer, one in Wood Green and one in Tottenham. Partners from the Bridge Renewal Trust were undertaking a mapping exercise to map provision for young people across the Borough. The Cabinet Member also advised that the Haringey Community Gold had been launched with the deployment of 6 detached youth-workers. The Cabinet Member also advised that the police recently chaired a meeting on community safety concerns specific to the east of the Borough including robberies of young people.
- b. The Cabinet Member advised that he would come back to the Committee with a written answer in relation to the question on intergenerational involvement. **(Action: Cllr Mark Blake).**
- c. In relation to community buildings, the Cabinet Member advised that a process was underway to identify 25 buildings as part of a community buildings review. The Committee was also advised that the policy was being revised and would come back to Cabinet in due course. The Cabinet Member advised that the Council was currently trialling a project around social value rents.
- d. The Cabinet Member advised that the Council needed to integrate the equalities agenda with its wider policy agenda to ensure that it was front and centre. The Cabinet Member also advised that Haringey worked closely with the Runnymede Trust on their draft scorecard report but were still awaiting the final report. The Cabinet Member advised that he hoped to get the report back in time in order to formally report to the Fairness Commission.
- e. The Cabinet Member set out that the Borough Plan identified a range of priorities to tackle race equality issues such as youth justice and levels of temporary accommodation. The Borough Plan also set out the connected communities programme which sought to provide support to recent migrants. The Council was also currently undertaking a review of school exclusions and alternative provision. Furthermore, the Council published its Youth at Risk Strategy which was agreed at Cabinet in March and which identified black boys as a priority group.
- f. The Chair requested that a report on social value rents come back to a future meeting of the Committee for consideration, particularly in relation to its impact upon the voluntary and community sector. **(Action: Rob Mack).**

A summary of the questions put forward by Committee members, as well as the responses from the Cabinet Member are set out below:

- a. In relation to concerns raised in relation to Section 60 searches, the Cabinet Member acknowledged that there were deep community concerns about the use of these powers but also recognised that they could be effective when used correctly. The Cabinet Member promulgated the need for an evidence

- led approach and acknowledged that the Council and partners needed to keep asking questions locally.
- b. The Committee sought further details about the Haringey Community Gold programme and how the outreach workers would operate. In response, officers advised that the resource would be responsive to issues within the community rather than individuals, and would bring together a programme of interventions involving key community partners. The Cabinet Member cautioned that this was a finite resource and that the overall provision of resources was still significantly lower than in 2010.
  - c. The Committee welcomed the funding provided by the Young Londoners Fund for the Community Gold and sought further information around the ongoing budget provision for this. In response, the Cabinet Member advised that the funding was for an initial three-year period and that alternative sources of funding were being examined for the future. The Cabinet Member commented that that Haringey would be submitting a bid to the Home Office's Youth Endowment Fund.
  - d. In response to a question around proposed interventions planned in the west of the Borough and to what extent the youth worker resources would be operating in the west of the borough, the Cabinet Member acknowledged that there was a significant level of need across the borough and that interventions would take place accordingly. The Cabinet Member also advised that he was looking to speak to colleges at Alexandra Palace to see if there was scope to hold some youth worker provision at that location.
  - e. The Committee raised concerns from the community in relation to proposed rent increases for community buildings and welcomed the Cabinet Member's comments about a social value rent trial. The Cabinet Member advised that he was happy to meet with community groups to discuss their concerns in relation to community buildings and suggested that officers would be happy to come back and provide an update to the Committee on the social value rent trial for community buildings.

**30. OMBUDSMAN ANNUAL REPORT 2017/2018 AND COMPLAINTS AND MEMBER ENQUIRIES ANNUAL REPORT.**

The Committee received two reports, one which detailed the complaints received by the Local Government Ombudsman's office for 2017/2018 and one which set out the Member Enquiry and Complaints Annual Report for 2017/2018. It was noted that this report was compiled later than usual due to the introduction of GDPR regulations. It was anticipated that the Complaints and Member Enquiries annual report for 2018/19 would be issued in July 2019. The reports were introduced by Carla Segel, Head of Service Delivery and Debbie Darling, Acting FIG and Business Support Manager, as set out in the agenda pack at pages 63-75. The following was noted in response to the discussion:

- a. The Committee sought reassurance about the Council being able to demonstrate that it was learning from complaints, particularly in light of a rising number of upheld complaints. The Committee also expressed concern with the proportion of complaints received in relation to housing benefit claims and council tax. In response, officers advised that there was one report issued by the Ombudsman against Haringey in 17/18 which was serious and the Council had accepted the report's findings. Officers advised that there were 24 cases

- that were investigated by the LGO and upheld, the bulk of which required the formal issuance of an apology. Only one of these upheld cases related to housing benefits. Officers acknowledged the need to get better at learning from complaints across the organisation and commented that they were working with IT to develop learning points from each case on the Council's Respond system. Officers agreed to come back to the Committee with an update on the process of learning from complaints and how this was reported to OSC at a future meeting. **(Action: Carla Segal).**
- b. The Chair noted with concern that Haringey had the highest number of complaints of its statistical neighbours. The Chair sought clarification on how much the Council spent on financial redress. In response, officers agreed to circulate that information to Members outside of the meeting. **(Action: Carla Segal).**
  - c. The Committee sought assurances around the discrepancy between the low volume of S2 complaints in Children's Services and the comparatively high cost of redress payments. Members requested further information in relation to this as well as what proportion of the redress cases related to SEND children. **(Action: Carla Segal).**
  - d. The Chair commented that the Council had consistently failed to meet its target in relation to complaints and sought assurances that the target would be met in the current year. In response, officers advised that the current year to date score was around 90% and that the target would not be met this year. Officers advised that this was a very challenging performance area and that a number of staff had been lost from this area over the years. Officers welcomed the opportunity to have a discussion with Members about how the service could meet the target of 95%.
  - e. The Committee requested that officers provide case studies of the types of complaints that were regularly received as well the responses given and that these come back to the Committee as part of its discussion on FOBO and the wider complaints process at its April meeting. **(Action: Carla Segal).**
  - f. The Committee sought further information in relation to the nature of the 292 complaints received from the Revenues service and the nature of those complaints. In response, officers advised that this was a difficult area and there were a lot of cases where people simply did not want to pay what was outstanding. However, there were also some issues around chasing old debt and incorrectly applied discounts, for example. Officers advised that over half of these complaints were generated in response to the policy being implemented correctly but they were still logged as complaints because the customer was unhappy.
  - g. The Committee sought assurances about whether there were any vacancies within the service. In response, officers advised that there were none with the service that collated the complaints but there could well be some in the individual services who responded to complaints. Officers cautioned that there was no scope for expanding the staffing resources to improve the performance scores, however improvements needed to be made to improve self-reporting of complaints, which would reduce demand at the back-end. Improvements in the process were also required to make sure that the Council got it right first time.
  - h. The Committee sought clarification about the information set out in table 3.11 of the complaints report and queried whether some of the complaint reasons

could be unpicked to provide more clarity about the underlying reasons of those complaints. In response, officers acknowledged that the information could be presented differently in order to ascertain what the reasons were and whether there were learning points gleaned. **(Officers to note).**

- i. The Committee raised concerns with clarity of communication with residents generally, and noted the specific example of recent changes to rent bills causing confusion to members of the public, which in turn generated a number of complaints from residents who were unsure of how much they owed.
- j. The Chair commented about the heading used around 'general information/service' request and the fact that it was a particularly vague term. The Chair suggested that she would pick this up further with officers at the next meeting.
- k. Officers agreed to come back to the Committee in July to discuss the 2018/19 complaints report. **(Action: Carla Segal).**

## RESOLVED

- I. That the Committee noted the contents of the Ombudsman Letter Report 2017/18 and the proposed next steps.
- II. That the Committee noted contents of the Complaints and Member Enquiries Annual Report 2017/18 and the proposed next steps.

## 31. Q3 BUDGET MONITORING

The Committee received a budget monitoring report which covered the position at Quarter 3 (period 9) of the 2018/19 financial year. The report was introduced by Jon Warlow, Director of Finance as set out in the report pack at pages 77-98. The following arose from the discussion of the report:

- a. The Committee noted that as at Quarter 3, the forecast continued to show a significant projected overspend, albeit with a slightly improving position of £9.3m to £9m for Quarters two to three, on the General Fund. There was a worsening position of around £1.4m in Children's Services which was predominantly due to the cost of external Looked After Children placements and the cost of care packages. Some of these costs had been offset by an improving position with Adults due to the receipt of a winter grant from government. The forecast for the HRA was an improving position with a £4.4m surplus projected, up from £3.6m in Quarter 2.
- b. Officers commented that the Council was approaching a deficit balance position of £2.6m within the Dedicated Schools Grant which would trigger a threshold for a recovery plan to be drawn up. Officers were beginning the process of drafting and implementing this plan.
- c. In response to issues raised by the Chair during report clearing, officers set out that Haringey's LAC overspend was 3%, which was significantly below many of its statistical neighbours. The Committee's attention was also drawn to the fact that NRPF accounted for around 9% of the total overspend in Children's Services. Furthermore, Haringey's share of Brexit funding from the MHCLG equated to £210k over two years.
- d. The Chair emphasised that the Committee was keen for Scrutiny to be involved early on in the process of budget setting and requested that information to be properly scrutinised by the individual panels. In response, officers emphasised

that any requests for further information could be added to the finance briefings. Officers requested that questions be asked in advance of the meeting in writing. It was commented that budget reports were always published well in advance of OSC meetings. Officers also set out that they were happy to organise a package of training for Members, to coincide with the new planning year for the MTFS.

- e. Officers suggested that they were committed to supporting Scrutiny but were unable to offer a dedicated resource in that respect. However, the Director of Finance committed to ensuring that Business Partners were available to attend panel meetings to respond to queries and concerns. The Director of Finance requested that issues be flagged up in advance to accommodate this. The Chair acknowledged the Director of Finance's comments and highlighted that further discussions on this would form part of the scrutiny stocktake process. **(Action: Chair).**
- f. In response to a query around the comparative data for LAC overspend, the Director of Finance acknowledged that benchmarking could be deceptive and agreed to provide further information on Haringey's relative position in relation to some of our statistical neighbours. **(Action: Jon Warlow).**
- g. The Director of Finance agreed to come back to the Chair of the Children's Panel with further details on the nature of the £400k overspend identified in misplaced care packages. **(Action: Jon Warlow).**
- h. In response to a query around the relative health of the Council's overall budget position, officers acknowledged that there would be some testing delivery issues involved with the budget given the level of savings required in the forthcoming year. However, it was expected that the budget would be deliverable. Officers advised that budget holders would be expected to provide signed written assurance on their ability to keep within allocated budgets to ensure ongoing sustainability. There was also some resilience built into the balance sheet around the deliverability of savings as part of the budget resilience fund.
- i. In response to a further question around the achievability of savings and the extent to which the Council would be carrying forward a number of budget pressures into next year, officers advised that sizable redress had been identified in response to the issues identified and the pressure on budgets from undelivered savings. Officers reassured the Committee that an exercise had been undertaken to ensure that budgets reflected the known costs of a service and to better understand where that budget should sit within a particular service. The budget monitoring arrangements for 2019/20 would involve a live budgeting process which would come back to the relevant committees to report significant cost pressures.
- j. In response to concerns about the setting of undeliverable income targets for children's centres, officers acknowledged that there would be issues that emerged but requested that scrutiny panels flagged up emerging issues to Finance and Finance would then be in a position to provide support to the individual panels and drill down on those issues.
- k. The Committee sought clarification about the DSG budget position and raised concerns that the council had seemingly transferred money away from Early Years funding to the high needs block. In response, officers acknowledged that this was the case and set out that there was a limited amount on inter-fund transfer permitted, which had been agreed by the Schools Forum.

Officers recognised that this reduced the amount of money available to Early Years but advised that this was deemed prudent. Officers cautioned that this only partially mitigated the risk and that going forward a more permanent solution was needed.

- I. The Committee suggested that further emphasis needed to be given to investment in the commercial portfolio. In response, officers acknowledged the fact that the Council needed to get better at generating income through its commercial portfolio and further acknowledged that where the Council could improve its commerciality it reduced adverse impacts in other services. The Chair advised that she would speak to Finance officers and consider how this could be taken forward as an action, particularly for the Panels. **(Action: Chair).**
- m. The Committee requested that a more detailed line-by-line financial breakdown of the priority areas be provided to OSC and the Panels. The Director of Finance advised that there was a current year breakdown online and that he would email members with a fuller breakdown of the new year's budget. **(Action: Jon Warlow).**

## RESOLVED

That Overview and Scrutiny:

- I. Noted the forecast revenue outturn for the General Fund (GF), including corporate items, of £9.1m overspend post mitigations of £6.4m and the need for remedial actions to be implemented to bring closer to the approved budget (Section 6, Table 1, and Appendix 1 of the report).
- II. Noted the HRA forecast of £4.4m underspend. (Section 6, Table 2, and Appendix 2 of the report).
- III. Noted the net DSG in-year forecast of £3.5m overspend and projected year end DSG Reserve deficit of £2.6m and the actions being taken to seek to address this (Section 7 and Table 3 of the report).
- IV. Noted the latest capital forecast expenditure of £172.4m in 2018/19 which equated to 75% of the approved budget (Section 9, Table 5 and Appendix 5 of the report).
- V. Noted the forecast delivery of savings in 2018/19 (Section 8, Table 4 and Appendix 4 of the report); *and*
- VI. Noted the budget virements as set out in Appendix 3 of the report.

## 32. Q3 PERFORMANCE UPDATE

The Committee received a performance report which covered the latest data available as at December 2018. As part of the new Borough Plan, there is a performance framework to track progress against the objectives and targets set out in the delivery plans. The intention was to start measuring against the outcomes and measures set out in the new framework from a baseline from April 2019. The report was introduced



by Charlotte Pomery, AD for Commissioning as set out in the agenda pack at pages 99-105. The Committee also received a handout which set out a refreshed set of priority performance dashboards for the new Borough Plan. The following was noted in discussion of the report and the accompanying hand-out:

- a. In response to concerns raised about funding reductions for early years interventions, officers advised that the performance indicator related to 0-5 year olds. The saving in question related to a top-up offered to the funded offer for two year olds through the DSG. Officers advised that further work was being done to minimise the impact.
- b. The Committee raised concerns with the priorities identified in the Adults priority dashboard and the fact there seemed to be significant overlap between the CCG, NHSE and Council priorities. The Chair of the Adults Panel suggested that this could make it difficult to monitor Council performance on its own. In response, officers emphasised that the outcomes and priorities were designed to reflect that it was a Borough Plan rather than just a Council plan. The indicators were designed to demonstrate wider outcomes. Officers advised that a number of statutory adult social care indicators would continue to be monitored as part of the Adult Social Care Outcomes Framework and that it may be the case that the A&H Panel wish to monitor these.
- c. The Chair commented that Council needed to be clear about which set of indicators it could expect OSC to utilise to scrutinise performance. The Chair also emphasised the need for individual Panels to be given the opportunity to monitor the performance framework.
- d. In response to a question around delayed transfers of care, officers advised that the rate was reducing and the Council was working closely with BEH MHT, the Whittington and North Middlesex to improve this and was also working on its discharge to assess process.
- e. The Committee sought clarification about whether the Decent Homes performance was inclusive of the additional funding announced and queried whether the Council should be more ambitious with its 95% target. In response, officers agreed to come to the Committee with a response. **(Action: Charlotte Pomery).**
- f. The Committee raised concerns about the impact of the decant of Tangmere and Northolt blocks on performance around Temporary Accommodation and queried whether the given performance target was realistic. In response, officers advised that a lot of work had been done to map the trajectory of Temporary Accommodation as well as the impact of the introduction of the Homelessness Reduction Act. Officers agreed to come back to the Committee with some further details on how the performance indicator was calculated. **(Action: Charlotte Pomery).**
- g. In response to a query about how Scrutiny could get involved in developing the priority dashboards, officers welcomed any input and set out that Scrutiny could have a potentially significant role in developing the delivery plans for the Borough Plan. The Chair emphasised the need for each of the Panels to have an opportunity to feed into the wider process and suggested that there should be a separate session on this with OSC Members. The Chair agreed to speak to AD Commissioning to set this up. **(Action: Cllr Das Neves).**

**RESOLVED**

That Overview and Scrutiny Committee

- I. Noted the progress made against the delivery of the priorities and targets of the Corporate Plan, Building a Stronger Haringey Together at this point in the 18/19 year.
- II. Noted that measuring progress against the new Borough Plan outcomes will start from a baseline set as at April 2019, with continued reporting to the Overview and Scrutiny Committee at the end of Quarter 1 2019/2020 against the new measures.

### 33. BOROUGH PLAN

The Committee received a cover report and a copy the Borough Plan, which was agreed by Cabinet on 12<sup>th</sup> February. The following arose from the discussion of this item:

- a. Officers advised that the next steps were the development of a Borough Plan on a page and the development of the delivery plans for each year, which would include links to the MTFs and savings.
- b. The Chair raised concerns about the plan not adequately reflecting the resident engagement pledge that had been discussed previously at OSC. In particular the Chair highlighted closing the feedback loop, estate engagement and the participation of residents as being areas that could be brought out more strongly in the plan. In response, officers acknowledged these concerns and agreed that this would be addressed in the development of the delivery plans. Officers advised that there was an upcoming campaign planned around civic pride and fly-tipping that would also hopefully address some of those participation issues going forwards. The AD for Strategy and Communications agreed to come back to the Committee at a future date to provide an update on participation outcomes and the Citizens Panel. **(Action: Joanna Sumner)**.
- c. In response to a question around the timescales for the development of delivery plans, officers advised that these should be available by the end of April.
- d. The Chair encouraged Panel Chairs to bring the discussion on the development of the Borough Plan into the individual panels.

### RESOLVED

That Overview and Scrutiny Committee:

- I. Agreed to review the Borough Plan on a Page and One Year Delivery Plan, as those developed;
- II. Agreed to review progress against the One Year Borough Plan Delivery Plan on an ongoing basis, as a complement to wider performance monitoring activity;
- III. Agreed to engage in the development of the Citizens' panel and wider resident engagement strategy.

### 34. BREXIT - PREPAREDNESS OF THE BOROUGH AND NO DEAL PLANNING

The Committee received a written briefing for noting which provided an update on Brexit resilience arrangements. The Committee noted that there would be a further update provided at the next meeting on 29th April.

**RESOLVED**

That the briefing was noted.

**35. FIRE SAFETY REPORT**

The Committee received its final report on its Scrutiny Review into Fire Safety in High Rise Blocks. The report was introduced by Rob Mack, Principal Scrutiny Officer as set out in the agenda pack at pages 175-214. The following arose during the discussion of the report:

- a. Officers advised that the removal of ACM cladding from a housing association block was underway and should be completed by August.[ block name redacted to follow MHCLG guidance]
- b. The Chair of the Adults and Health Panel requested some minor amendments to the report. These were; strengthening the tone of recommendation 12, clarify who was responsible for recommendation 13, and include something further on the information given to residents of care homes and their families. Cllr Connor agreed to send the Scrutiny Officer her amendments in writing. **(Action: Cllr Connor)**.
- c. The Committee noted concerns raised about leaseholders being charged for replacement of fire doors. Officers confirmed that the as part of the evidence given as part of the review, officers had given assurances that leaseholders would not be charged for replacement of composite fire doors. The Chair advised that the Cabinet Member was picking up this individual case as part of his casework.

**RESOLVED**

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

**36. WORK PROGRAMME UPDATE**

The Committee agreed that Complaints would be added to the July agenda. **(Action: Clerk)**.

**RESOLVED**

- I. That the work programmes for the main Committee and Scrutiny Panels at Appendix A of the report be noted and any amendments were agreed, as appropriate;
- II. That the scope and terms of the reference of the Committee's review on Business Support were agreed – Procurement and the Supply Chain (Appendix B of the report).
- III. The amended scope and terms of reference for the review by the Housing and Regeneration Scrutiny Panel on the Wards Corner Regeneration were agreed (Appendix C of the report).

**37. NEW ITEMS OF URGENT BUSINESS**

N/A

**38. FUTURE MEETINGS**

29<sup>th</sup> April 2019

CHAIR: Councillor Lucia das Neves

Signed by Chair .....

Date .....

**Overview and Scrutiny  
Action Tracker**

| <b>Mtg. Date</b>       | <b>Action</b>                                                                                                                                                                                                                                              | <b>Response</b>                                                                                                                                                        | <b>Who by</b> | <b>Status</b>                          |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------|
| 25 <sup>th</sup> March | The Committee requested that any information in relation to changes to branch libraries should be distributed to members before going out to the wider public.                                                                                             | Agreed.                                                                                                                                                                | Andy Briggs   | Completed                              |
| 25 <sup>th</sup> March | The Committee agreed that overpayments of housing benefits should be included as part of its overall work plan.                                                                                                                                            | This has been included in the work programme for November.                                                                                                             | Rob Mack      | Completed                              |
| 25 <sup>th</sup> March | Clerk agreed to speak to the Chair and provide an updated action tracker for Members.                                                                                                                                                                      | This has been emailed out to members.                                                                                                                                  | Clerk         | Completed                              |
| 25 <sup>th</sup> March | The Committee requested that the other relevant trade union reps also be invited to the April meeting.                                                                                                                                                     | Invites have been sent.                                                                                                                                                | Clerk         | Completed                              |
| 25 <sup>th</sup> March | The Cabinet Member advised that he would come back to the Committee with a written answer in relation to a question on intergenerational involvement.                                                                                                      |                                                                                                                                                                        | Cllr M. Blake | Outstanding                            |
| 25 <sup>th</sup> March | The Chair requested that a report on social value rents come back to a future meeting of the Committee for consideration, particularly in relation to its impact upon the voluntary and community sector.                                                  | To be include on a future agenda.                                                                                                                                      | Rob Mack      | Scheduled to a future meeting.         |
| 25 <sup>th</sup> March | Officers agreed to come back to the Committee in July to discuss the 2018/19 complaints report. Officers also agreed to provide an update on the process of learning from complaints and how this was reported to OSC at a future meeting.                 | Officers have requested that this item comes to the October meeting as the LGO release their report in August. Learning from complaints will be included in this item. | Carla Segel   | Scheduled to future meeting (October). |
| 25 <sup>th</sup> March | The Chair sought clarification on how much the Council spent on financial redress. In response, officers agreed to circulate that information to Members outside of the meeting.                                                                           | Officers are preparing an update that will include this, and will aim to have it ready for issuing at the beginning of May                                             | Carla Segel   | Due in May                             |
| 25 <sup>th</sup> March | Members requested further information in relation to discrepancy between the low volume of S2 complaints in Children's Services and the comparatively high cost of redress payments well as what proportion of the redress cases related to SEND children. | Officers are preparing an update that will include this, and will aim to have it ready for issuing at the beginning of May                                             | Carla Segel   | Due in May                             |

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| 25 <sup>th</sup> March | The Committee requested that officers provide case studies of the types of complaints by members that were regularly received as well the responses given and that these come back to the Committee as part of its discussion on FOBO and the wider complaints process at its April meeting.            | Officers are preparing an update that will include this, and will aim to have it ready for issuing at the beginning of May.<br>The FOBO item in April does not include this information as it is more of an update on the programme in general. | Carla Segel      | Scheduled to future meeting |
| 25 <sup>th</sup> March | Officers to review the use of the heading 'general information/service request' and to look into whether this could be broken down as a category to make it more meaningful.                                                                                                                            | Officers have agreed to pick this up longer term, as it will involve some development the Council's IT Respond system. Update to be included in Member briefing for May.                                                                        | Carla Segel      | Scheduled to future meeting |
| 25 <sup>th</sup> March | The Chair agreed that further discussions on Finance's support to Scrutiny would form part of the scrutiny stocktake process.                                                                                                                                                                           | This was discussed at stocktake meeting on 15/04.                                                                                                                                                                                               | Chair            | Completed.                  |
| 25 <sup>th</sup> March | The Director of Finance agreed to provide further information on Haringey's relative position on LAC overspend in relation to some of our statistical neighbours.                                                                                                                                       | Update will be sent to Committee members.                                                                                                                                                                                                       | Jon Warlow       | Completed.                  |
| 25 <sup>th</sup> March | The Director of Finance agreed to come back to the Chair of the Children's Panel with further details on the nature of the £400k overspend identified in misplaced care packages.                                                                                                                       | These details have been provided.                                                                                                                                                                                                               | Jon Warlow       | Completed.                  |
| 25 <sup>th</sup> March | The Committee requested that a more detailed line-by-line financial breakdown of the priority areas be provided to OSC and the Panels. The Director of Finance advised that there was a current year breakdown online and that he would email members with a fuller breakdown of the new year's budget. | This is being finalised and will be sent to Committee members shortly.                                                                                                                                                                          | Jon Warlow       | Outstanding.                |
| 25 <sup>th</sup> March | The Committee sought clarification about whether the Decent Homes performance was inclusive of the additional funding announced and queried whether the Council should be more ambitious with its 95% target. Officers agreed to come to the Committee with a response                                  |                                                                                                                                                                                                                                                 | Charlotte Pomery | Outstanding.                |
| 25 <sup>th</sup> March | Officers agreed to come back to the Committee with some further details on how the performance indicator for temporary accommodation was calculated.                                                                                                                                                    |                                                                                                                                                                                                                                                 | Charlotte Pomery | Outstanding.                |
| 25 <sup>th</sup> March | The Chair emphasised the need for each of the Panels to have an opportunity to feed into the performance priority dashboard setting process and                                                                                                                                                         | Chair to speak to AD Commissioning when she returns from leave.                                                                                                                                                                                 | Chair            | Outstanding.                |

|                          |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                 |                                |                                             |
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|                          | suggested that there should be a separate session on this with OSC Members. The Chair agreed to speak to AD Commissioning to set this up                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                 |                                |                                             |
| 25 <sup>th</sup> March   | The AD for Strategy and Communications agreed to come back to the Committee at a future date to provide an update on participation outcomes on Borough Plan and the Citizens Panel.                                                                                                                                | Update on Borough Plan participation outcomes and Citizens Panel to come back to future meeting                                                                                                                                                                                                 | Joanna Sumner                  | Scheduled to come back to a future meeting. |
| 28 <sup>th</sup> January | The Committee requested to see current plans for improvement of branch libraries and the capital spend allocated.                                                                                                                                                                                                  | Libraries item to come back to OSC in June.                                                                                                                                                                                                                                                     | Andy Briggs                    | Scheduled for future meeting (June).        |
| 28 <sup>th</sup> January | The Committee also requested a report to a future meeting, which sets out the ongoing issues in relation to library improvement works at Marcus Garvey Library. The Cabinet Member agreed to speak to Fusion about the lifts and would include an update on the lift issue in the report on Marcus Garvey Library. | Libraries item to come back to OSC in June.                                                                                                                                                                                                                                                     | Andy Briggs                    | Scheduled for future meeting (June).        |
| 28 <sup>th</sup> January | The Committee requested an update on the Fairness Commission to come to OSC in April                                                                                                                                                                                                                               | Agreed to come to OSC in April.                                                                                                                                                                                                                                                                 | Cllr Amin/ Daria Polovina.     | Scheduled for future meeting (April).       |
| 28 <sup>th</sup> January | The Committee requested a further update in relation to Universal Credit to come to a future meeting.                                                                                                                                                                                                              | Shared Services are in the process of setting up a standard report to share information on UC on a monthly basis. Officers are awaiting further information from London Councils. It is anticipated that this will start from April 2019.<br><br>Update on Universal Credit scheduled for June. | Mark Rudd                      | Scheduled for future meeting (June).        |
| 28 <sup>th</sup> January | The Committee also requested a report to a future meeting around performance against FOI requests.                                                                                                                                                                                                                 | An update is schedule to come to OSC in March to discuss performance for Member Enquiries and Complaints for 2017/18. It is proposed that a report to discuss performance for FOIs, MEs and Complaints for 2018/19 will come to OSC in July.                                                    | Mark Rudd                      | Scheduled for future meeting (July).        |
| 28 <sup>th</sup> January | The Committee requested that a piece of work be undertaken which looked at recurrent issues that had arisen, which had led to residents' benefits being stopped.                                                                                                                                                   | Update: The Council receives daily files from the DWP informing us that residents have either stopped receiving one of the welfare benefits or the amounts have changed. This automatically suspends the claim in order to avoid generating overpayments, officers then write out to residents  | Cllr Amin/ Amelia Hadjimichael | Scheduled for future meeting (July).        |

|                           |                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                       |                  |                                           |
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|                           |                                                                                                                                                                                                                                                                                                             | asking them to provide evidence of their income. Once evidence is provided the claim is re-opened and payments are back-dated if appropriate                                          |                  |                                           |
| 28 <sup>th</sup> January  | The Committee agreed that improving the robustness of financial monitoring would form part of the wider review of Scrutiny taking place in April.                                                                                                                                                           | This will be included in the review of the scrutiny process. Scheduled for 15 <sup>th</sup> April.                                                                                    | Clerk            | Scheduled for Scrutiny Stocktake (April). |
| 28 <sup>th</sup> January  | A report was requested on Fortismere School once a business case was in place, given that the issue spanned a number of different Cabinet portfolios.                                                                                                                                                       |                                                                                                                                                                                       | Eveleen Riordan  | Scheduled for future meeting (June).      |
| 14 <sup>th</sup> January  | Government funding options and further analysis on the potential impact on the Borough would be shared with the Committee at their meeting in April.                                                                                                                                                        | Will be taken to the April meeting.                                                                                                                                                   | Jon Warlow/Clerk | Scheduled for future meeting (April).     |
| 14 <sup>th</sup> January  | An update to be provided on the FOBO programme as a whole – which roles were likely to be cut, how the staff could be redeployed, the timeline for the programme, and how / when it would be appropriate for Overview and Scrutiny Committee to be involved. This was requested from the end of March 2019. | Update will be brought to the April meeting.                                                                                                                                          | Richard Grice    | Scheduled for future meeting (April).     |
| 14 <sup>th</sup> January  | Information to be provided on staff insourcing; the financial implications and when it would be appropriate for Overview and Scrutiny Committee to be involved.                                                                                                                                             | This item will come back the July meeting.                                                                                                                                            | Richard Grice    | Scheduled for a future meeting (July).    |
| 14 <sup>th</sup> January  | Overview and Scrutiny Committee members to be invited to attend walk-about sessions with Councillor Adje when looking at the high roads and local businesses.                                                                                                                                               | Action raised with relevant officers. Agreed to hold two sessions, one in Wood Green and one in Tottenham. First session in Wood Green is being scheduled for 30 <sup>th</sup> April. | Cllr Adje        | Part Complete.                            |
| 14 <sup>th</sup> January  | A further consultation and engagement report was requested in due course.                                                                                                                                                                                                                                   | Ongoing                                                                                                                                                                               | Joanna Sumner    | Scheduled for future meeting (July).      |
| 19 <sup>th</sup> November | A paper on town centre managers requested at a future Committee meeting.                                                                                                                                                                                                                                    | Paper requested.                                                                                                                                                                      | Helen Fisher     | Referred to Housing and Regen Panel.      |
| 2 <sup>nd</sup>           | Head of Organisational resilience agreed to brief                                                                                                                                                                                                                                                           | The Chief Executive has asked that, prior to this                                                                                                                                     | Andrew Meek      | Scheduled                                 |



|         |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |                            |
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| October | Councillors on the role of Members in an emergency incident. | <p>guidance being re-issued, she would like it reviewed. The Service is looking at it in conjunction with some work on this topic that has been done by London Resilience. It is expected that it will be ready for re-issue it by the end of March.</p> <p>Further update: Draft guidance has been approved by London chief executives, with some further amendments required. Officers will make this available to Members as soon as it is available.</p> |  | for future meeting (July). |
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**MINUTES OF THE MEETING OF THE ENVIRONMENT AND  
COMMUNITY SAFETY SCRUTINY PANEL HELD ON MONDAY,  
11TH MARCH, 2019, 18:30**

**PRESENT:**

**Councillors: Sygrave, Eldridge Culverwell, Scott Emery, Adam Jogee  
(Chair), Julia Ogiehor, Matt White and Barbara Blake**

**ALSO PRESENT: Ian Sygrave**

**50. 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'.

**51. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Rice.

Apologies for lateness were received from Ian Sygrave.

**52. ITEMS OF URGENT BUSINESS**

There were no items of urgent business.

**53. DECLARATIONS OF INTEREST**

In relation to Item 7, Cllr Culverwell declared that he was Vice-Chair of the Friends of Finsbury Park.

**54. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**55. MINUTES**

The Panel chased responses to outstanding actions, and requested that they be notified of responses to actions in advance of the meeting in future. **(Clerk).**

**RESOLVED**

That the minutes of the meeting on 18<sup>th</sup> December be agreed as correct record on the meeting.

## 56. PARKS AND UPDATE ON GREEN FLAGS

The Panel received a presentation on the Green Flag award scheme in Haringey, which had previously been given as part of an all member briefing session on 11<sup>th</sup> February. The presentation was introduced by David Murray, Interim AD for Environment and Neighbourhoods. The following arose from the discussion of the report:

- a. The Panel sought clarification about the changes that were proposed to the inspection regime of Parks. In response, officers advised that they were moving away from a Group Judging process which involved unannounced mystery shopping inspections, and back to a full planned inspection regime. Officers commented that they had received an unprecedented level of scrutiny through the Keep Britain Tidy (KBT) inspection regime and that that this had created a very large workload, in terms of responding to individual inspections and defects, as well as arranging follow-up visits. The new inspection regime would involve full inspections of every Green Flag park and was more challenging, but it would allow officers to plan inspections rather than respond reactively to the timings and programme of another organisation. Officers set out that the new regime would be collaborative and would allow a process of dialogue and challenge with the judges during inspections.
- b. The Panel requested an update on the flooding in Albert Rec. In response, officers acknowledge that this had been a long standing issue but emphasised that this was due to the topography of the area in question. Officers advised that hydrology reports had been undertaken and that there was a project underway to try and address the problem. Officers cautioned that resolving the problem would involve external fund raising and would likely run into 2020.
- c. The Panel enquired about proposals to engender behaviour change in parks and what this would involve. In response, the Cabinet Member advised that she wanted residents and service users to feel proud of their local park and to take ownership of it. Particularly in terms of disposing of their own litter but also through engagement on activities and events. A key part of this would involve engagement with stakeholder groups and getting them to be part of process of driving change.
- d. In response to this, the Panel cautioned that behaviour change alone could only achieve so much and members emphasised the need to also increase enforcement and inspections in the parks to ensure compliance. The Panel cautioned that greater involvement of friends groups and volunteers was not a replacement for parks officers and enforcement activities. Officers acknowledged these concerns and set out that they were not expecting friends groups to police parks. The Panel was advised that there had not been any budget savings made in the parks service in latest MTFS and there had been a firm commitment to maintain spending levels in parks. Officers emphasised that in the existing financial climate, with further reductions to local government budgets in the pipeline, the only way to increase the budget for parks was through additional income streams such as events.
- e. In response to concerns about how councillors could reassure members of the community that events would benefit smaller parks, officers emphasised that income generated from events would be ring-fenced for that specific park. Officers acknowledged that the Council needed to be better at engaging with

users about what they would like the additional income to be spent on in individual parks. Officers also set out that the Parks team were good at monitoring events and withholding deposits from event organisers where damage had been done. Further work would be undertaken to ensure a proactive response to weather related issues such as using straw in the event of heavy rain.

- f. In response to a question about how action plans and the individual actions contained therein would be prioritised, officers advised that this would be done in conjunction with key stakeholders such as members and friends of parks groups but that the process was still to be determined.
- g. In response to a question around external play equipment inspections, officers advised that these were carried out quarterly rather than the national standard of annually, due to the large amount of play equipment in the Borough. The inspections were carried out by the Play Inspection Company and officers confirmed that they were paid for carrying these out, to provide a warts and all assessment of the condition of the equipment.
- h. The Chair sought the Panel's views on how it could best get involved in the Parks Improvement Plan as part of some detailed scrutiny work. The Chair advised that this work should take priority over the Scrutiny Review into Plastics for the time being, due to the level of interest involved and because there was an opportunity to take a real-time policy development role. The Chair suggested that the work include some site visits, some evidence gathering sessions and some engagement work with residents.
- i. The Panel enquired about the action plan for parks and whether the Panel could scrutinize this as a first step. In response, officers agreed that an outline vision of where the Council wanted to be with its parks along with an outline of its approach for the engagement and community visits could be made available relatively quickly. Officers advised that they would have to get this finalised and signed off by the Cabinet Member as a first step. It was envisaged that, all being well, this would likely take a couple of weeks. Some key considerations for the Panel at this point would be about; how best to manage the engagement process, whether the correct people were being engaged with and how the Council could continue to build a relationship with KBT through the scrutiny process.
- j. Officers set out that this work would have a number of phases and emphasised that the first phase would be around sense checking the initial plans. Further phases around implementation and evaluation, particularly in terms of directing resources and managing community input into this prioritisation process, would follow. It was envisaged that the service offer for parks could be more reflective of local priorities and that it wouldn't necessarily be a 'one size fits all approach'.
- k. Officers agreed that they would come back to the Panel with an outline vision document and some initial engagement proposals. **(Action: David Murray)**. Following this, it was envisaged that the Panel would arrange an initial session to review those plans and that a site visit could follow from there.
- l. Following further questions about likely timescales in regards to site visits, Officers cautioned that they needed to pull together a schedule of activities that was flexible enough to reflect the wider workload of the team as well as provide worthwhile opportunities for the Scrutiny Panel's involvement. In response, the

- Chair acknowledged the fact there were other issues at play as well as the need to work out the best way for the Panel be involved.
- m. The Cabinet Member for Environment advised that she was keen to here from Members and would welcome any suggestions at this early stage. **(Panel members to note).**
  - n. In response to a question around the staffing resources available in Parks, officers set out that there were 55 staff in total and that this comprised of 36 gardeners as well as a further 8 seasonal gardeners. The workforce within the Parks service was reduced by around one-third in 2012, however no further reductions had been made since then. Furthermore, there had been no reduction in the size of the parks footprint in that time. Officers also advised that an additional horticultural crew was being added to increase maintenance in Green Flag parks.
  - o. Members of the Panel emphasised the importance of horticultural maintenance and noted the difficulties that could exist in getting friends of parks groups involved in planting events. It was suggested that some groups had got to the stage where horticultural events took place and were well attended. It was further suggested that there was some learning to be shared among the groups on how to best achieve this. Officers acknowledged this and suggested that part of the initial work around the Parks Improvement Plan was around working out how to keep people engaged.
  - p. The Panel suggested that the Kings Cross development could be a good venue for a site visit as part of the Parks Improvement Plan.

## **RESOLVED**

That the work being undertaken as part of the Parks Improvement Plan was noted and comments were provided on how the Panel would like to be involved in shaping this plan.

## **57. REDUCING THE CRIMINALISATION OF CHILDREN**

*\*Clerk's note – The Panel agreed to amend the order of the agenda so that Item 10 on Reducing the Criminalisation of Children would be taken immediately following Item 7. The minutes reflect the order that the items were discussed during the meeting rather than the order that they were listed on the published agenda.\**

The Panel received a report from the AD for Early Help and Prevention which was set out in the agenda pack at pages 51-83. The report provided an update on work that was taking place to reduce the criminalisation of young people that was taking place in partnership with a range of stakeholders. The following arose from the discussion of the report:

- a. The Panel noted that the authority had a key role to play in identification and early intervention with young people through the Haringey Youth Justice Service. Out of Court disposals provided an opportunity for community panels to work with young people and their families to put in place a package of support to prevent further entrenchment within the criminal justice system.
- b. In response to a query, officers advised that there was always a tension in the system between punishing offenders and improving outcomes for a cohort of

- young people who are often vulnerable and may have undergone significant trauma during their lives.
- c. Officers offered to invite panel members to a youth justice session where they could explore a range of examples of some of the work undertaken around restorative justice. **(Action: Gill Gibson).**
  - d. In response to a question around staffing levels in 2010 compared to present, officers agreed to come back with this information. **(Action: Gill Gibson).**
  - e. The Panel sought to highlight the correlation between school exclusions and criminal behaviour and gang membership in later life. The Panel enquired what was being done around exclusions and how this linked into the Young People at Risk Strategy. Concerns were also raised by the Panel around a failure of schools to change behaviours and lack of awareness of different cultural factors. In response, officers acknowledged the issue of unconscious bias within the criminal justice system. Officers advised that there was an exclusions review underway and that work was also being done around alternative provision. Officers advised that they had a role in challenging schools around exclusions but that it was ultimately up to the schools. The Panel was advised that schools had been engaged with around the development of the Young People at Risk strategy.
  - f. In response to a question, officers advised that an analysis done of the 20 most prolific offenders showed a significant amount of trauma from a young age, such as domestic violence. Those traumas went unaddressed throughout their childhood and the system responded to negative behaviour through exclusions which ultimately led to the further rejection of an already vulnerable young person. Discussions with police around adopting a trauma informed approach had been positive.
  - g. In response to further questions, officers acknowledged the role of language issues. The Panel were advised that additional health checks for children had been introduced with the provision of some Speech and Language Therapy available to the service.
  - h. In response to concerns raised about the scale of County Lines operations, officers acknowledged that this was a national issue and that young people from Haringey were known to be involved in operations across the UK. Officers advised that the Multi Agency Safeguarding Hub shared information on those involved and that funding had been successfully secured from MOPAC for a prevention fund.

## RESOLVED

That the Panel noted the contents of the report.

## 58. CRIME PERFORMANCE OVERVIEW AND COMMUNITY SAFETY PERFORMANCE UPDATE INCLUDING GANGS MATRIX

The Panel received a presentation which provided an overview of crime performance data in Haringey. The Panel also received a report for noting which set out performance information for Community Safety and also provided a response to queries raised at the previous panel meeting in relation to; the Gangs Matrix, incidents of serious youth violence in Haringey since December 2018, building community capacity space for young people and funding streams to address serious youth

violence. The following arose from the discussion of the presentation and accompanying report:

- a. In relation to proposals for building community capacity space for young people, the Panel noted that discussions had taken place with a number of venues, regarding the potential to run youth projects from their premises. A number of sites were identified where suitable community organisations could be linked together. The organisations being linked as part of phase one, were from the Haringey Community Gold consortium. To avoid any potential post code issues, the report set out that further suitable locations would be identified from across the borough.
- b. The Panel suggested that it would also be useful to see the data presented as per head of the population as well as a percentage increase. The Panel also sought clarification around the locations used in the data, in response officers advised that this was generally ward specific data but that sometimes this was drilled down to a specific hot spot location such as Turnpike Lane. Officers commented that this was a MOPAC dataset and that the methodology used was set by the Mayor's Office. Officers agreed to clarify whether faith, homophobic and islamophobic hate crime were all subsets of the wider racist and religious hate crime. **(Action: Eubert Malcolm).**
- c. Panel members acknowledged the positive improvements around gun and knife crime. The Panel sought clarification around why homophobic hate crime was not a bigger priority for the Borough. In response, officers advised that although this was a serious issue, priority had been given to violent offences, which caused a significant degree of harm to the public, as well as high volume offences.
- d. In response to a question about the reasons behind the rise in hate crime, officers advised that this likely reflected an increase in both the number of incidents taking place as well as an increased level of reporting. The data used was reflective of 3<sup>rd</sup> party reporting for hate crime i.e. through religious and community leaders.
- e. The Panel raised concerns with the figures that showed an increase in figures for domestic abuse. In response, officers advised that the data showed that there was degree of clustering of incidents in areas of highest housing density, however some of the increase may also be explained by increased levels of reporting. Officers also cautioned that the data could be slightly misleading as all of the high clustering was in the east of the borough, which could give a misleading impression that domestic violence was not prevalent in the west of the borough.
- f. In response to a question, officers acknowledged that there was the link between higher crime rates and high footfall areas. Officers also advised that in addition to litter sweeps that officers were also undertaking knife sweeps with police colleagues.
- g. In response to a question around whether an increase in crime was anticipated when the new Tottenham Hotspur stadium opened, officers advised that it was difficult to say definitively, however it was suggested that with such a high police presence on match days and very good CCTV coverage it was likely that any increase would be managed. Officers suggested that rather than a spike in



volumes of crimes it was perhaps more likely that the types of crimes would be different on match days.

- h. In response to a question, officers acknowledged that there was a significant increase in burglary offences in January, particularly in the west of the Borough. Officers advised that they had been in contact with residents around closure of access to gates to particular locations and had even offered to provide some funding for those gates where it was needed. Officers advised that they were preparing some advice for all members on crime reduction measures and agreed to circulate this information to the Panel members.  
**(Action: Eubert Malcolm).**

## 59. CABINET MEMBER QUESTIONS WITH THE CABINET MEMBER FOR COMMUNITIES, SAFETY AND ENGAGEMENT

The Panel received a short introduction from the Cabinet Member for Communities, Safety and Engagement followed by a question and answer session on issues within his portfolio. The following key points were noted in relation to the discussion of this item.

- a. The Cabinet Member advised that schools had been badly affected by budget cuts and that this had a particularly acute impact on pastoral care, including after-school clubs. The Cabinet Member contended that this had played a part in some of the wider issues discussed such as surge of exclusions and some of the other factors affecting the criminalisation of children. The Panel noted that criminal gangs were the main perpetrators of the criminalisation of children and the Cabinet Member suggested that the scale of the problem was not widely understood, with County Lines criminal activities worth around £500m a year. The Cabinet Member advised that he was looking to set up a round-table seminar with key partners on the issue of criminalisation and agreed to invite panel members to the meeting. **(Action: Cllr Mark Blake).**
- b. The Committee requested that a separate meeting be established to go through the Council's Youth at Risk Strategy in detail. **(Action: Chair/Clerk).**
- c. The Committee sought assurance about what activities were being undertaken at a local level, particularly given that the Council had just agreed its Youth and Risk Strategy. In response, the Cabinet Member advised that the administration was looking to establish a hub in Wood Green which would include the involvement of a detached youth work team as part of the Haringey Community Gold programme. The Cabinet Member also emphasised the role of partners working in specific areas and localities. £100k had been ring-fenced for the retention of the summer clubs programme from last year. There were also a number of lessons learnt from that process, including working with Fusion to reduce entry costs. Conversations had also taken place with HfH around what more could be done on estates. The Cabinet Member emphasised that a lot of the detail was being pulled together and that further progress would be made once the detached youth work team was in place.
- d. In response to further questions, officers advised that the Youth at Risk Strategy was a ten year strategy with a four year action plan and included a public health approach to work right across the system. Officers commented that it was a co-produced strategy that had been developed in conjunction with young people, practitioners and parents. Officers acknowledged that one of the

- key outcomes from discussions with the community was a lack of trust in institutions and that one of the responses required was to be better at signposting services to the community. The Panel was advised that the Young Londoners Fund would see 2000 people go through the system over a three year period and was awarded to Haringey in recognition of the strength of some of the proposals outlined.
- e. The Cabinet Member advised that he would come back to the Panel during its summer meeting with a further update in relation to the Youth at Risk Strategy. **(Action: Cllr M. Blake).**
  - f. The Panel sought clarification around how the proposals outlined differed from previous proposals for a youth zone in Wood Green and what was being done to overcome the postcode issue. In response, the Cabinet Member advised that the Youth Zone was sold as borough-wide provision but was located in an inaccessible part of Woodside ward in which young people would be unwilling to travel to. The Panel was advised that the youth hub in Wood Green was far more accessible and it was anticipated that in the future, as part of the Young People at Risk Strategy, there would be specific allocation of resources for youth hubs across different parts of the Borough. Panel Members requested some further conversations with the Cabinet Member about how to develop some of those resource opportunities in their own wards. Members also requested the opportunity to attend a walkabout with the Cabinet Member. **(Action: Cllr M. Blake).**
  - g. Officers advised the panel that they were in discussion with community organisations to identify suitable locations in different parts of the borough. Officers further emphasised that there was a definite need for a hub in Wood Green as the first step.
  - h. The Chair acknowledged that this was an issue that Members felt strongly about and set out the need for a detailed discussion on the Youth at Risk Strategy. The Panel agreed that an all-Member briefing session should be set up to encourage a wider conversation on the subject. Officers agreed to set this up as quickly as possible. **(Action: Clerk/Eubert Malcolm).**

## 60. WORK PROGRAMME UPDATE

The Panel received a cover report and a copy of the Panel's work programme for 2018-20 for approval.

The Panel requested that an item be added to a future meeting to discuss the Active cycling and Walking Plan, which was part of the Transport Strategy. Members also requested to receive an update in relation to the Crouch End Liveable Neighbourhood Strategy. **(Action: Clerk).**

## RESOLVED

- I. The Panel noted the work programme for the Scrutiny Panel as per Appendix A of the report and agreed the amendments.
- II. The Panel feedback comments on the scrutiny process for 2018/19 for the Chair to take forward at the 'scrutiny stocktake' meeting being held in early April.

**61. NEW ITEMS OF URGENT BUSINESS**

N/A

**62. DATES OF FUTURE MEETINGS**

The next meeting was noted as 8<sup>th</sup> April.

CHAIR: Councillor Adam Jogee

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE ADULTS & HEALTH SCRUTINY PANEL HELD ON TUESDAY 19TH MARCH 2019**

### **PRESENT:**

**Councillors: Pippa Connor (Chair), Felicia Opoku, Yvonne Say and Eldridge Culverwell**

**Co-opted Member: Helena Kania**

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

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

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

Apologies for absence were received from Councillors da Costa and Peacock.

#### **3. DECLARATIONS OF INTEREST**

None.

#### **4. TRANSITIONS PROJECT UPDATE**

*(Considered jointly with the Children and Young People's Scrutiny Panel)*

The Panel received an update on the Transitions project. It was noted that the project was intended to help better prepare young people with Special Educational Needs and Disabilities for adult life. John Everson, Assistant Director for Adults, reported that the project had made some real achievements but there were still challenges to be met and further work would therefore be taking place to address them. The project had been a collaborative piece of work between the Children and Young People's and Adult Services.

The Panel noted that there had been a number of achievements by the project during the past year:

- A transitions protocol had been developed with NHS services to ensure joint working to plan progression to adulthood;
- Funding had been obtained from the Department of Work and Pensions (DWP) to provide employment placements via my AFK for 27 people with disabilities;
- Agreement had been reached with NHS partners on an improved referral pathway for Continuing Health Care to ensure continuity of services for people that receive funding from NHS;
- Free mental health support had been secured for people aged 16 and above to access the Haringey Well-Being Network;

- Training had been provided for staff and partners to enhance their knowledge so that they were better able to signpost to community services. Training had also been provided for commissioning staff to assist them in understanding user needs and negotiating the cost of care packages with providers;
- Work had taken place with children's mental health services to ensure improved referral routes to adult social care for assessments;
- The IT system had been updated to improve recording of transitions information for young people; and
- A monthly transitions co-production group had been established with families and staff.

There had been a number of achievements by the Transitions Reference Group through co-production, which included:

- An "Apps for Social Care" web page that was developed for service users to promote independence. A "Moving On" tool was also developed for young people to find disability well-being information more easily;
- Improved information and signposting on SEND issues, such as post 16 choices, colleges and employment, had been provided as well details of relevant adult social care websites; and
- Surveys had been undertaken to improve SEND information and a Transitions Pathway Guide published and widely distributed.

Parents and carers had been listened to and gaps in support identified. In particular, a need to improve housing and employment support had been identified. In respect of autism, the care packages provided for adults were not necessarily the best option for them. The outcomes that were being aimed for included a reduction in isolation, greater independence, promotion and maintenance of employment and better management of money. A range of further work was planned for 2019.

In answer to a question, Gill Gibson (Assistant Director for Early Help and Prevention) reported that it was known that there was a "cliff edge" for young people when they reached the age of 18. It was one of the reasons why the work had been undertaken. One key aim was to provide information at a much earlier stage, including the range of options available. The Panel noted that it was planned to produce an "easy read" version of the Transitions Pathway guide.

In answer to another question, Shana Nessa (Project Manager for Transformation) reported that copies of the Pathway guide would be sent to Special Educational Needs Co-ordinators to distribute to relevant young people. In answer to another question, Mr Everson reported that the relationship with the DWP in respect of the project was focussed on how improvements could be made to the process of getting people into work rather than the receipt of benefits.

In answer to a question regarding accessibility of information, Ms Gibson stated that further consideration could be given to this. An Autism Strategy was also currently being developed and would address some of these issues. The Panel noted that an assessment of carers was also undertaken when young people were assessed on transition into Adult Services. Mr Everson felt that further work might be needed on this area.

In answer to another question, Ms Gibson stated that many young people attended schools and colleges outside of the borough. They were supported in this through the provision of independent travel training. Good practice from elsewhere was considered in order to help develop care.

Ms Gibson reported that My AFK was a voluntary sector organisation. The programme in Haringey involved My AFK receiving referrals from a range of sources including self-referral. She agreed to consider further the feasibility of encouraging contractors working with the Council to provide placements for local young people. Mr Everson stated that the Council had bid successfully to the DWP and My AFK had been commissioned to deliver the work required. The Panel requested that they be provided with a briefing note clarifying the relationships involved in the contracts with the DWP and My AFK.

**AGREED:**

1. That a briefing note be provided to Members of both Panels on the contractual relationships between the Council, the DWP and My AFK in the project to support young people with learning difficulties into employment;
2. That relevant information on transitions be circulated to all carers of young people at the appropriate time including details of who to contact if they have any queries;
3. That consideration be given to the feasibility of encouraging contractors working with the Council to provide placements for local young people; and
4. That another joint meeting of the Children and Young People and Adults and Health Scrutiny Panels be arranged for six months' time to report on progress, particularly with employment initiatives.

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....

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**Report for:** **Overview and Scrutiny Committee:** 29 April 2019

**Title:** **Fairness Commission**

**Report**

**authorised by:** Becky Hatch – Head of Policy & Cabinet Support

**Lead Officer:** Daria Polovina, Programme Manager – Haringey Fairness Commission

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Non key

## **1. Background**

- 1.1. The establishment of the Fairness Commission was one of five main pledges for Haringey in the Labour Party's 2018 Local Election Manifesto and is supported by all Haringey Councillors from all the parties represented on the Council.
- 1.2. The Fairness Commission's Terms of Reference state that the aim of the Commission is to set out a vision and priorities for achieving a fairer Borough, making practical and strategic recommendations that the Council and partners can act on. This will be achieved by:
  - Focusing on hearing about the priorities, lived experiences and ideas of residents, community groups and businesses.
  - Reviewing evidence from a range of sources, including local, regional and national data.
  - Using this evidence to identify key areas of inequality and the reasons why these inequalities exist and persist - recognising that they are complex and often interconnected; and focusing on inequalities where action at a local level can make an impact.
  - Exploring a broad range of options for addressing the key issues, learning from the ideas of local people and evidence of what has worked elsewhere.
  - Recommending practical and strategic actions that the Council and partners can take to tackle inequality.

## **2. Engagement**

- 2.1 The Fairness Commission ran an engagement phase from November 2018 to March 2019, with a break of six weeks in November and December 2018 while a local by-election took place. During that time, the Fairness Commission held three public events, received submissions from individuals, schools, voluntary sector groups, and went to 25 smaller events, hearing from over 1,500

residents. A full list of engagements is detailed in Annex A of Appendix 1 (Summary Report of Residents' Views).

2.2 The Fairness Commission was interested in hearing about the lived experiences of the people who live and work in our Borough. Our engagements were structured around the following questions:

- What have been your experiences of inequality and unfairness in Haringey?
- What do you think should be done to make Haringey a more equal and fairer place?
- What issues should the Haringey Fairness Commission focus on when making recommendations?
- Do you have a story about unfairness in your life?

The discussions were often focused on the following topics:

- Children, Young People and Education
- Debt and Poverty
- Jobs, Training and the Economy
- Health and Social Care
- Housing
- Communities and Neighbourhood
- Environment
- Engagement with Public Services

2.3 The topics that the Fairness Commission has been seeking to understand have been very broad. The next stage of the Commission's work was to narrow down the topics, so that the Commission can explore them in sufficient depth to make meaningful recommendations. This prioritisation has been led by what we heard through the initial public engagement.

2.4 In order to facilitate the prioritisation of the areas of the Commission's work, a scoring criteria has been developed, detailed in Annex C of Appendix 1. Using this scoring criteria, the Commissioners have agreed to focus on the following issues over the next few months:

- Engagement with Public Services – communication, transparency and access
- Housing – insecure housing with a focus on temporary accommodation, homelessness and the private rental sector
- Children and Young People – spaces, support and school exclusions
- Communities and Neighbourhoods – capacity-building for community groups and organisations
- Communities and Neighbourhoods – community cohesion, integration and safety

### 3. Next steps

3.1 The Commission will now develop a programme of work under each of the five issues listed under 5.4. The Commissioners will form working groups in order to aid the delivery of the programme of work.

- 3.2 The programme of work will include further engagement with individuals and organisations within the community, alongside expert witness sessions, reviews of innovative approaches from elsewhere, and other approaches. The aim will be to recommend practical and strategic actions that the Council and partners can take to tackle inequality.
- 3.3 The final report will set out the Commission's recommendations, published in Autumn 2019. The Council has committed to a formal response, to be agreed at Cabinet, with resulting changes incorporated into the Borough Plan.

#### **4. Ongoing Scrutiny of the Fairness Commission**

- 4.1. It is proposed that Overview and Scrutiny should review and monitor progress against the Fairness Commission's delivery plan.

#### **5. Recommendations**

- 5.1 Overview and Scrutiny Committee is asked to:
- Note the content of the Summary Report of Residents' Views

#### **Use of Appendices**

##### **Appendix 1: Summary Report of Residents' Views**

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# **H A R I N G E Y**

## **Fairness Commission**

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### SUMMARY OF RESIDENTS' VIEWS DURING PHASE 1 ENGAGEMENT

15<sup>TH</sup> APRIL 2019

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Haringey Fairness Commission



## Contents

|                                                                                       |    |
|---------------------------------------------------------------------------------------|----|
| List of Abbreviations .....                                                           | 4  |
| Foreword by Co-Chairs.....                                                            | 5  |
| Background to the Haringey Fairness Commission .....                                  | 6  |
| Engagement, Evidence and Methodology .....                                            | 8  |
| The Future Focus of the Commission’s Work .....                                       | 9  |
| What we’ve heard.....                                                                 | 11 |
| Introduction .....                                                                    | 11 |
| 1. Children, Young People and Education.....                                          | 12 |
| 1.1 School exclusions and isolation.....                                              | 13 |
| 1.2 Support for children with special educational needs and disabilities (SEND) ..... | 15 |
| 1.3 Spaces and activities for children and young people.....                          | 18 |
| 1.4 Treatment of children and young people in the care system.....                    | 20 |
| 2. Debt and Poverty .....                                                             | 22 |
| 2.1 Debt.....                                                                         | 23 |
| 2.2 Poverty .....                                                                     | 25 |
| 2.3 Universal Credit and Benefits .....                                               | 28 |
| 3. Jobs, Training and the Economy .....                                               | 30 |
| 3.1 Employment opportunities and wages.....                                           | 31 |
| 3.2 Training opportunities and adult education .....                                  | 33 |
| 4. Health and Social Care .....                                                       | 34 |
| 4.1 Social isolation .....                                                            | 35 |
| 4.2 Access to care.....                                                               | 35 |
| 4.3 Carers .....                                                                      | 38 |
| 4.4 Access to health services .....                                                   | 39 |
| 4.5 Autism Services .....                                                             | 40 |
| 5. Housing .....                                                                      | 43 |
| 5.1 Lack of affordable housing.....                                                   | 43 |
| 5.2 Issues in the private rental sector.....                                          | 44 |
| 5.3 Issues in social housing .....                                                    | 48 |
| 5.4 Temporary accommodation.....                                                      | 50 |
| 5.5 Homelessness.....                                                                 | 55 |
| 6. Communities and Neighbourhood.....                                                 | 57 |
| 6.1 Support for community organisations, groups and venues.....                       | 58 |
| 6.2 Community safety .....                                                            | 63 |
| 6.3 Cohesion, integration and migration .....                                         | 67 |
| 6.4 Neighbourhood appearance and amenities .....                                      | 72 |

|     |                                                             |    |
|-----|-------------------------------------------------------------|----|
| 6.5 | Transport and parking.....                                  | 73 |
| 6.6 | Regeneration.....                                           | 75 |
| 7.  | Environment.....                                            | 78 |
| 7.1 | Air pollution and active travel.....                        | 79 |
| 8.  | Engagement with the Council and wider public services ..... | 80 |
| 8.1 | Communication and customer services.....                    | 80 |
| 8.2 | Transparency and access to information .....                | 84 |
| 8.3 | Access to and distribution of services and funds.....       | 86 |
| 8.4 | Digital exclusion .....                                     | 89 |
|     | Conclusion and Next Steps.....                              | 91 |
|     | Annex A – List of engagements.....                          | 92 |
|     | Annex B – Supplementary background information .....        | 93 |
|     | Annex C – Scoring Criteria and Matrix .....                 | 94 |

## List of Abbreviations

|          |                                                                    |
|----------|--------------------------------------------------------------------|
| ASC      | Autism Spectrum Conditions                                         |
| BAME     | Black, Asian and Minority Ethnic                                   |
| BSL      | British Sign Language                                              |
| CCG      | Clinical Commissioning Group                                       |
| CCM      | Carers' Coffee Morning                                             |
| CCTV     | Closed-circuit television                                          |
| DLA      | Disability Living Allowance                                        |
| EHC      | Education, Health, and Care                                        |
| EU       | European Union                                                     |
| GCSE     | General Certificate of Secondary Education                         |
| GLA      | Greater London Authority                                           |
| GP       | General Practitioner                                               |
| HfH      | Homes for Haringey                                                 |
| HMO      | House in Multiple Occupation                                       |
| IAPT     | Improving Access to Psychological Therapies                        |
| IT       | Information Technology                                             |
| LGBT+    | Lesbian Gay Bisexual Transgender Plus                              |
| TAG      | Temporary Accommodation Group                                      |
| MS       | Multiple Sclerosis                                                 |
| NASS     | National Asylum Support Services                                   |
| NEET     | Not in Education, Employment or Training                           |
| NHS      | National Health Service                                            |
| NRPF     | No Recourse to Public Funds                                        |
| PIP      | Personal Independence Payment                                      |
| PRS      | Private Rental Sector                                              |
| PRU      | Pupil Referral Unit                                                |
| SEND     | Special Educational Needs and Disabilities                         |
| SendPact | Special Educational Needs and Disabilities Parents And Carers Team |
| TfL      | Transport for London                                               |
| UC       | Universal Credit                                                   |
| VCS      | Voluntary Community Sector                                         |



## Foreword by Co-Chairs

This initial engagement stage of the Haringey Fairness Commission has been illuminating in many different ways. Firstly, it was clear from speaking to so many people that everyone has a sense of what ‘fairness’ means to them and, despite the different ways in which this fairness is expressed, the underlying themes of respect and justice have been almost universally present. Secondly, the diversity of people, experiences and opinions in Haringey has so clearly come through in our engagement and really speaks to the cultural richness of this Borough. And finally, harnessing this diversity is one crucial element through which the Fairness Commission can make a meaningful impact in its lifetime.

We are especially grateful to more than 1,500 residents who have engaged with us in this first stage of the Commission’s work and are incredibly appreciative of the time and experiences that people have shared with us. Often, these experiences have been very personal and sometimes painful to share, and we have been humbled to be able to hear about them.

We now need to ensure that the voices of Haringey are taken forward in the next stage of our work.

As Co-Chairs, we would like to place on record our thanks to Councillor Zena Brabazon for her contribution to the Fairness Commission during her tenure as Co-Chair, and especially for formulating such a coherent programme of work for the Commission in its early stages.

We would also like to thank all the Commissioners who have contributed in many different ways to this initial phase, through attending various meetings, arranging sessions with organisations, and generally supporting the work of the Haringey Fairness Commission.

Councillor Kaushika Amin, Cabinet Member for Civic Services

Professor Paul Watt, Birkbeck, University of London

**Co-Chairs, Haringey Fairness Commission**

## Background to the Haringey Fairness Commission

The Fairness Commission’s Terms of Reference state that the aim of the Commission is to set out a vision and priorities for achieving a fairer Borough, making practical and strategic recommendations that the Council and partners can act on. This will be achieved by:

- Focusing on hearing about the priorities, lived experiences and ideas of residents, community groups and businesses.
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- Exploring a broad range of options for addressing the key issues, learning from the ideas of local people and evidence of what has worked elsewhere.
- Recommending practical and strategic actions that the Council and partners can take to tackle inequality

A full copy of the Fairness Commission’s Terms of Reference is available online at this link:

<https://www.haringey.gov.uk/fairness/about-commission#tor>

The Co-Chairs of the Commission are:

- Councillor Kaushika Amin, Cabinet Member for Civic Services
- Professor Paul Watt, Birkbeck College, University of London

The full list of Commissioners is as follows:

- Lynette Charles - Chief Executive of Mind in Haringey
- Councillor Lucia das Neves - Chair of Overview and Scrutiny
- Dara de Burca - Local Resident and Director of Children and Young People at the Children’s Society
- Paul Butler - Chief Executive of the Selby Trust
- Jeanelle De Gruchy - President of the Association of Directors of Public Health
- Councillor Erdal Dogan - Labour Councillor for Seven Sisters Ward
- Kellie Dorrington - Haringey Citizens Advice
- Matt Dykes - Trade Union Congress
- Councillor Scott Emery - Liberal Democrat Councillor for Muswell Hill
- Sharon Grant OBE - Public Voice
- Tony Hartney - Headteacher Gladesmore Community School and Crowland Primary School
- Tony Hoolaghan - Chief Operating Officer Haringey Clinical Commissioning Group
- Bibi Khan - LICS Wightman Road Mosque and Multi-Faith Forum
- Barbara Lisicki - Disability rights activist
- Rabbi David Mason - Muswell Hill Synagogue and Multi-Faith Forum
- Radojka Miljevic - Local Resident and Partner at Campbell Tickell
- Helen Millichap - Borough Commander
- Reverend Paul Nicolson - Taxpayers Against Poverty
- Dr Geoffrey Ocen - Chief Executive of the Bridge Renewal Trust

- Sean O'Donovan - Haringey Citizens Advice
- Rob Tao - Haringey Business Alliance

Catherine West MP and David Lammy MP are honorary Commissioners, attending the Commission meetings and events when available.

The Leader and Chief Executive of the Council have been Commissioners during this first 'listening' phase of the Commission, but are stepping down for the next phase of the Commission's work.

Haringey Council officers who have previously supported or are currently supporting the work of the Commission are:

- Daria Polovina, Haringey Fairness Commission Programme Manager
- Lucy Fisher, Policy and Equalities Officer
- Shabnam Islam, Policy Intern
- Louise Hopton-Beatty, Policy Team Manager
- Becky Hatch, Head of Policy and Cabinet Support



*Haringey Fairness Commission; First Public Event*

## Engagement, Evidence and Methodology

This first phase of the Commission has concentrated on listening to the people of Haringey and in gathering qualitative evidence around fairness and inequality. The contents of this report represent our synthesis of what we have heard, reflecting this back in summary form. This report does not evaluate or interpret what we have heard, nor does it make recommendations or proposals. These will be developed during the next phase of work and will be presented in the Final Report of the Commission.

The Fairness Commission ran an engagement phase from November 2018 to March 2019, with a break of six weeks in November and December 2018 while a local by-election took place.

During that time, the Fairness Commission held three public events, received submissions from individuals, schools, voluntary sector groups, and went to 25 smaller events – all of which we have classified as 'engagements'. We have heard from over 1,500 residents and a full list of our engagements is detailed in [Annex A](#).

The Fairness Commission was interested in hearing about the lived experiences of the people who live and work in our Borough. Our engagements were structured around the following questions:

- What have been your experiences of inequality and unfairness in Haringey?
- What do you think should be done to make Haringey a more equal and fairer place?
- What issues should the Haringey Fairness Commission focus on when making recommendations?
- Do you have a story about unfairness in your life?

We focused on the following topics:

- Children, Young People and Education
- Debt and Poverty
- Jobs, Training and the Economy
- Health and Social Care
- Housing
- Communities and Neighbourhood
- Environment
- Engagement with Public Services

We have attempted to report as accurately as possible the views and experiences of the people in our Borough, their concerns around fairness, and the suggestions that they had for making Haringey a more equal and fairer place for everyone.

A selection of the write-ups of our events is available online at this link:

<https://www.haringey.gov.uk/fairness/what-we-have-heard>

The full list of events and submissions that has formed our initial evidence base is included in [Annex A](#).

We also received and found a number of submissions and documents that have aided the Fairness Commission’s thinking with regard to fairness, equality, and good policy-making. This full list of supplementary background information is included in [Annex B](#).

The Commissioners would like to place on record their thanks to the many groups and individuals who gave their time and engaged with the Commission in this engagement phase.



*Professor Paul Watt, Co-Chair; Haringey Fairness Commission; Third Public Event*

## The Future Focus of the Commission’s Work

The topics that the Fairness Commission has been seeking to understand have been very broad. The next stage of the Commission’s work is to narrow down the topics, so that the Commission can explore them in sufficient depth to make meaningful recommendations. This prioritisation will be led by what we heard through the initial public engagement.

In order to facilitate the prioritisation of the areas of the Commission’s work, we have developed a scoring criteria, detailed in [Annex C](#), that has formed the basis of our judgement on the areas of work to take forward.

Using this scoring criteria, the Commissioners have agreed to focus on the following issues over the next few months:

- Engagement with Public Services – communication, transparency and access
- Housing – insecure housing with a focus on temporary accommodation, homelessness and the private rental sector
- Children and Young People – spaces, support and school exclusions

- Communities and Neighbourhoods – capacity-building for community groups and organisations
- Communities and Neighbourhoods – community cohesion, integration and safety

The Commission's final report, due in Autumn 2019, will make more detailed recommendations on these issues. However, this does not mean that the Commission will not address the other issues raised in this report, nor that the issues not listed above are considered any less important or valid.



*Cllr Kaushika Amin, Co-Chair; Haringey Fairness Commission; Third Public Event*



## What we've heard

### Introduction

During this engagement phase, hundreds of people, from all walks of life, have given up their time to talk to us and share their views, ideas and experiences. Many of them have shared personal and sometimes painful stories and insights and we are extremely grateful for their honesty, openness and commitment. The findings below largely focus on issues raised around unfairness and inequality, and ideas for improving life within Haringey, in line with the focus of the Commission on understanding experiences of unfairness and developing practical solutions.

However, it is also important to highlight the many positives. In all our events, with school pupils, worshippers at the Mosque, older people, and residents right across the Borough, people have highlighted the positives of living in Haringey. In particular, the strength of community spirit, and the deep and often humbling commitment of voluntary organisations, carers, frontline staff, friends, families and neighbours to supporting each other and improving their communities. This is a Borough in which communities care about one another and are deeply committed to working in partnership to making Haringey a fairer place. The findings of the Commission are underpinned by this strong basis for achieving change.



*Haringey Fairness Commission; Second Public Event*

## 1. Children, Young People and Education

The interconnections between children's experiences during their childhood, of education and of their broader environment, on their outcomes later in life were highlighted in a number of different ways. This seemed to emerge especially in relation to the disadvantages and exclusions faced by Black, Asian and Minority Ethnic (BAME) children and youth and their subsequent experiences as young men. Several specific areas of life were considered to have a cumulative impact on them and included being excluded from school and placed in Pupil Referral Units (PRUs), having low educational attainment partly due school exclusion, being pressurised into participating in criminal activities by adults into participating in criminal activities, being criminalised by police actions, getting a criminal record, and then struggling to enter paid or well-paid employment as a result of their cumulative experiences. All of the above was thought to be exacerbated by parental poverty and deprivation – including overcrowding and insecure housing – plus the effects of the lack of dedicated, safe and supportive spaces where young people can 'hang out' and feel a sense of belonging.

Additionally, many parents and teachers were concerned about the pressures that both pupils and schools were facing due to education budget cuts, school league tables and continuous pupil assessments.

---

*There is a need to be more child-focused and listen to what their goals and aspirations are.*

---

**Haringey Parent; VCS Forum**

---

*Young people may feel stress and lose sleep as there's a lot of pressure due to schoolwork.*

---

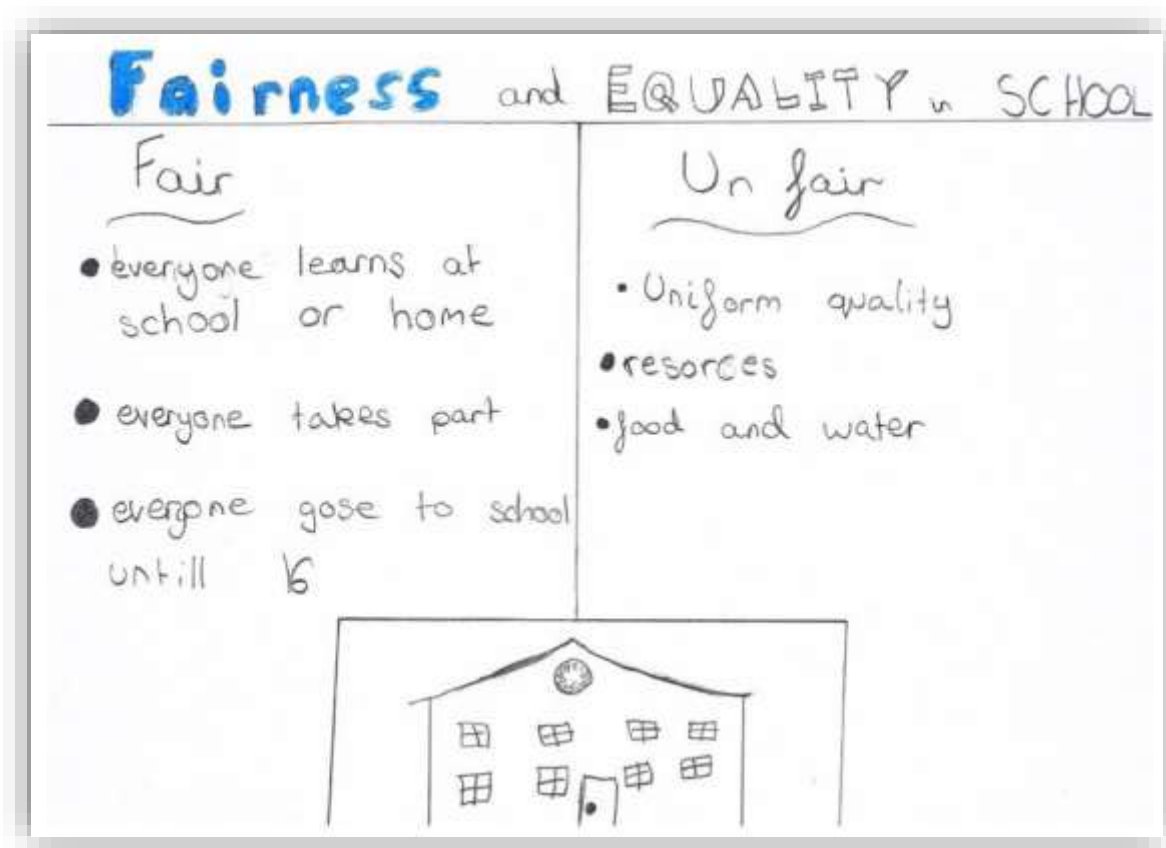
**School Submission; Gladesmore School**

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### Key Issues:

- School exclusions and isolation
- Support for children with special educational need and disabilities (SEND)
- Spaces and activities for children and young people
- Treatment of children and young people in the care system





Pupil; Highgate School

### 1.1 School exclusions and isolation

School exclusions were highlighted as a particular concern because they were identified as a predictor for adverse outcomes later in life. People felt that exclusions seem to be resorted to more quickly than they used to, particularly for children with SEND and BAME boys. Many residents thought that more effective early intervention was needed to prevent children from being excluded and going into Pupil Referral Units, with an emphasis on both social and emotional support. At one event, people thought that children should not be put into PRUs but retained within the school but with additional support.

---

*Exclusion is at the start of this. Stop kicking out the kids so quick cos you're only turning them badder.*

---

**Young person; Project Future**

---

*I got expelled when I was 13, my mum was at work and I just hit the road, before they put me in a [pupil referral] unit. You're putting them in there with 10 bad kids. Out of them 10, some of them aren't even homed properly, sorry but it's the truth.*

---

**Young person; Project Future**

---

*Stop making teachers so strict, sometimes you need to remember it's children. You're going to a lesson, something kicks [the teacher] off, and it becomes a bad day. Putting people into isolation is getting people ready for prison. I used to be in isolation for two years, I couldn't get out, can't go out for break, and you can't go out of that. It's like prison – going to prison is being excluded from the world.*

---

**Young person; Project Future**

---

*If you're a minority and they're looking at you, you're marked. You're going in isolation. If you're growing up in an area where other opportunities aren't an option, when you get excluded from a classroom, then that's it. Teachers come into school and they don't understand what you're seeing after school.*

---

**Young person; Project Future**

---

*When our children were at primary school children with behavioural problems were asked to not come in when Ofsted were expected*

---

**Parent; Online form submission**

---

*When disadvantaged students are excluded in schools, they are more likely to be exposed to gangs and criminal activities, so we need to refer them to a special school within mainstream education.*

---

**Resident; Tilkiler Community Centre**

---

*Schools don't want certain children due to Ofsted, young black boys are more likely to be excluded. Being excluded leads onto being NEET [Not in Education, Employment or Training], it's a circle that goes round and round. Some can get back into school, but it's difficult and then they're watched, they're not wanted.*

---

**Resident; Migrants Resource Centre**

---

#### **SCHOOL EXCLUSIONS AND ISOLATION – Solutions suggested by residents during our engagements:**

- Provide more social and emotional support to prevent children from being excluded and going into Pupil Referral Units.
- Consider not putting pupils into separate PRUs, but somehow retaining them in mainstream school settings.
- A unit within the school where support could be given by some specially trained teachers

## 1.2 Support for children with special educational needs and disabilities (SEND)

The families and carers of children with special educational needs and disabilities that the Fairness Commission engaged with raised a range of serious issues about their difficulties in accessing support. Several families with disabled children told us they had waited for over a year with no help before they received a diagnosis. Several reported feeling left 'on their own' and having to battle to get the Council to agree to the support and care that they felt their family needed. They highlighted some of the negative impacts that this could have on wider family life – including mental health problems and family breakdown.

---

*Support teachers in schools no longer know how to deal with children with special needs.*

---

### **Haringey parent; Online Form Submission**

---

*The 'unfairness' of having a child with a major disability is nobody's fault but all too frequently Haringey residents find that the attitude of some council staff and lack of good support services makes their lives even more miserable and stressful than they need to be. It is not 'fair' that parents of many disabled children and adults find themselves unable to work, to have a social life, to build up savings or a pension because support services are so meagre. It is not 'fair' that parents or partners of very severely disabled adults who are living in the family home and have support staff coming and going have hardly any privacy because there is nowhere for their loved one to go to outside the home.*

---

### **Haringey parent; Online Form Submission**

---

*I cannot find activities for after school or during the holidays that can positively involve or include my child as workers don't have training in children with special needs, understanding or the knowledge of how to involve my child.*

---

### **SendPact Survey Submission**

---

*The great unfairness that families tell us they experience is that disabled children do not in practice have anything like the same opportunities to play and to do out-of-school activities as their non-disabled peers.*

---

### **Markfield Submission**

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Some families told us that they felt they have to go to private service providers in order to get the support they need. We also heard a number of differing views about levels of access to Occupational Health and Speech and Language Therapies.

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*Both of our children had various levels of difficulty at school and at home, including a great deal of child to parent violence. We struggled for a long time to understand what their needs were and in the end had to pay for diagnosis as to get an assessment was going to take over a year via the NHS. During this time we had very little support or ability to properly support our children.*

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#### **SendPact Survey Submission**

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*[Accessing services is] always a fight, always a struggle. I knew how to get it because I knew how to fight for it. What about parents who don't have the knowledge or energy or resources to fight for it?*

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#### **Parent; SendPACT**

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*My child in primary school has a learning disability. Although she is being supported at school, I am told she is not able to keep up with her peers and would probably need to go to a special school instead. Although I don't have a problem with special schools if it is indeed the best place for her, but I feel that my daughter has not been given a fair chance to achieve her full potential in mainstream. She is being overlooked because it's expected that she won't be at the same level as typically-developing children and is already discriminated for it.*

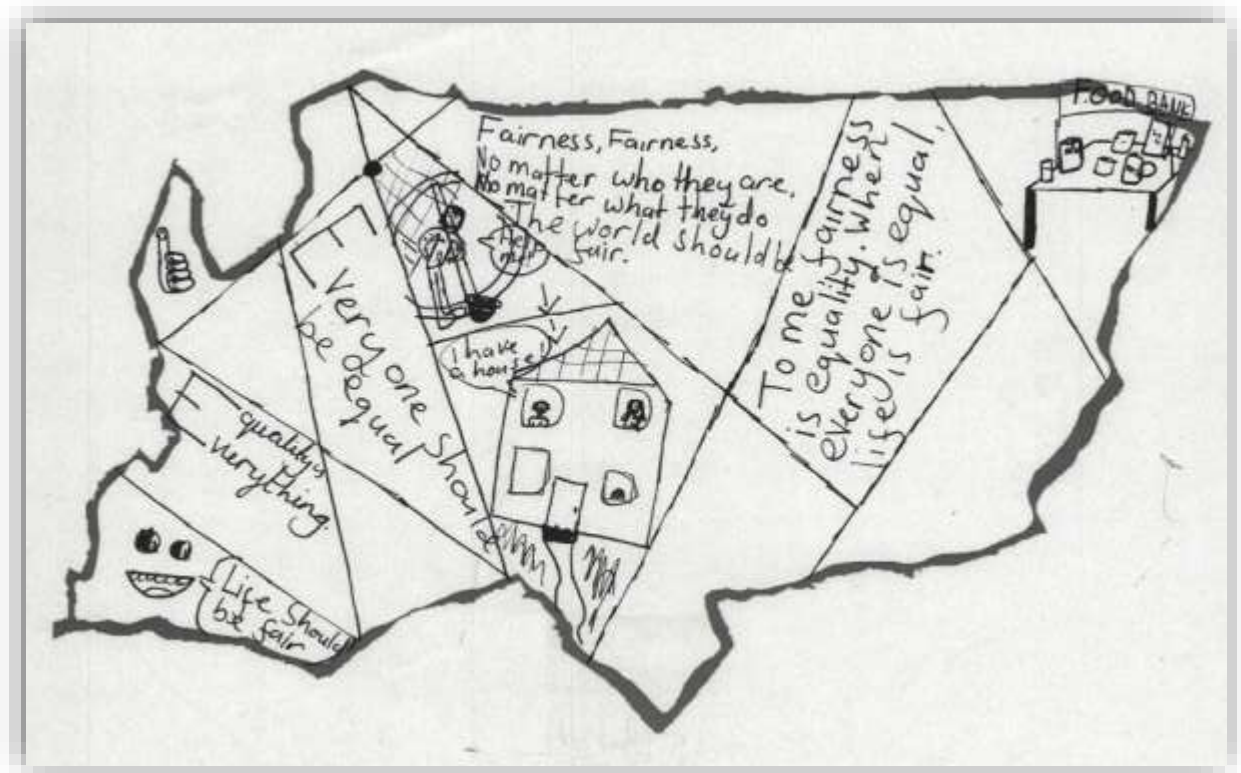
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#### **SendPact Survey Submission**

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### **SUPPORT FOR CHILDREN WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES – Solutions suggested by residents during our engagements:**

- training for parents with children with SEND could be done in their native language
- the Council could work with VCS to develop a price plan for training professionals on SEND
- more after-school events
- the Council to invest in a consistent way in good quality local play services for disabled children who need specialist provision, by allocating budgets further in advance and for longer periods, so that providers can have the stability to plan staffing accordingly



*Pupil; Chestnuts Primary School*

### 1.3 Spaces and activities for children and young people

The lack of safety of and activities for children and young people frequently cropped up as an issue, and people wanted to see more willingness from the council to support and co-ordinate activities for children and young people, including youth groups. There were suggestions that the Council could work in partnership with other organisations to create new opportunities for children and young people.

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*Safe and accessible play areas are needed if children are to grow up to be healthy and confident. Planning play into new developments and redesigning play in neighbourhoods so that children can play freely, without crossing busy roads and within a few minutes of where they live is the mark of a civilised and responsible Borough.*

*I find it particularly neglectful and short sighted that there is no children's librarian in the Borough...the importance of the development of young readers to improve literacy, confidence, interest and vision for their future is imperative to a modern society.*

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**Haringey resident; Online form submission**

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*Access to arts and sports has become expensive for children and families.*

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**Parent; Willow School**

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*Increase opportunities for schoolchildren to make music, either instrumental or in choirs, across the Borough. Music making in any way has been proven to improve general educational attainment, but even more importantly it makes children happy, and can give them a valuable resource when they are older. And by bringing children and therefore also their parents together across the Borough it will improve social cohesion and communication.*

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**Haringey resident; Friends of Muswell Hill Library**

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*Tottenham Sports Centre lets out spaces but does not organise activities itself. Unbelievably, there is no facility in Tottenham, apart from after school clubs, which can be expensive, for children to take part in gymnastics and athletics. The benefits of creating such an opportunity, especially in view of growing youth disengagement and obesity, would be obvious. Is there a way for Haringey to sponsor or create an athletics/gymnastics club at Tottenham Sports Centre?*

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**Haringey resident; Friends of Muswell Hill Library**

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*We need a place for young people to go after school so they're not on the streets. If they have nothing to do that's an opportunity for them to do something that they*

*know is wrong. Many youth clubs have been shut down recently so if we have youth clubs that might help us stay away from those kinds of activities.*

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**Pupil, Park View School; First Public Event**

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*Where do kids go? Parents are scared. We have to go to work and leave the children in the house.*

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**Haringey Resident; Ugandan Community Mosque, Selby Centre**

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*We want the [National Citizen Service] for them here in Haringey. Haringey is the worst Borough of all the boroughs.*

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**Haringey Resident; Ugandan Community Mosque, Selby Centre**

Some people highlighted mental health provision for young people as a particular concern, especially in cases where young people had an offending history.

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*There should be more accessible services for people that need somebody to talk to.*

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**Young Person; Children in Care Council**

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*Where's the mental health provision for young people? We can help them. The ones that end up in prison, they come out after into a society which hasn't changed – so they need an incentive to change, and we have to provide that for them.*

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**Resident; Bruce Grove**

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*They're ticking time bombs, these kids. They need better support.*

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**Resident; Broadwater Farm**

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*Help youths by offering activities and opportunities to make alternatives to crime and violence available. Increase awareness, and encourage positive perceptions of young people.*

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**School Submission; Gladesmore School**

Specific services for LGBT+ young people are also thought to be lacking in the Borough.

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*This is an issue that's been particularly flagged by young people, that there are a lack of services for them in the borough. It takes a lot of effort to engage with LGBT+ young people in the Borough because of the specific socio-cultural demographics of Haringey.*

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### Wise Thoughts

## SPACES AND ACTIVITIES FOR CHILDREN AND YOUNG PEOPLE – Solutions suggested by residents during our engagements:

- Co-design a better approach to mental health support for and with young people
- Sponsor or create an athletics/gymnastics club at Tottenham Sports Centre
- More football tournaments during school holidays
- More and more affordable after school activities

### 1.4 Treatment of children and young people in the care system

At the Children in Care Council, we heard that children sometimes feel that their foster parents were only doing a job, rather than building a family. They said that some foster carers are more involved than others, and some rely on social workers to get things done, without adequately supporting their foster children themselves.

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*For some of them [foster carers], it's a just a job. I don't feel listened to. Once I plucked up the courage to speak but nothing was done.*

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#### Young Person; Children in Care Council

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*My last foster carer said it's not her job if I said something. Foster carers do things different, not consistent. Another foster carer would say I need social worker's agreement.*

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#### Young Person; Children in Care Council

They told us about a care leaver who had language barriers. There was no support for him to fill out forms, and he was unaware of his entitlements.

One foster child had to sign a 'phone contract' that listed the rules around phone usage, but he wasn't even given the document to sign.

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*Rules are applied differently. With phone rules, some people have to put it in a box when they get home while others have free access until 10pm.*

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#### Young Person; Children in Care Council



**TREATMENT OF CHILDREN AND YOUNG PEOPLE IN THE CARE SYSTEM – Solutions suggested by residents during our engagements:**

- More freedom for foster carers to reflect the interests of their foster children
- Social workers to make more effort with children in care and better represent their interests
- A mutual understanding on rules for foster children, and to be involved in their creation. If there are changes in rules and principles, this should be explained to foster children, otherwise it creates confusion and a sense of unfairness.



*Haringey Fairness Commission; First Public Event*

## 2. Debt and Poverty

Personal experiences of debt and poverty were clearly emotive issues for a number of people and they tended to be shared at smaller events. Haringey Debt Centre informed us that people often blame themselves when they are facing financial difficulty, internalising feelings of guilt and shame, and accepting deprivation and poverty as part of their everyday lives.

### Key issues

- Debt
- Poverty
- Universal Credit



Pupil; Chestnuts Primary School

## 2.1 Debt

Haringey Debt Centre told us that they most often see single parents and disabled people struggling with debt. These groups face unique pressures and cope with debt in different ways. However, a common theme is a strategy whereby those in debt ‘rob Peter to pay Paul’ in order to make ends meet in the short-term. This can involve paying for things in such a way as to incur relatively low short-term expense, even though doing so is poor value in the long-term.

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*If they can't get credit but they need things, they go to Bright House where things are over-priced, because there's interest there on what you buy, and then you pay twice the amount.*

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**Debt Centre Manager**

The Haringey Debt Centre also had concerns that, for people in debt, everything is ‘set up to take things out of you’. They suggested that part of the issue is that lots of people don’t have the skills to manage their money efficiently or effectively.

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*They know have to pay but don't know how to save because they're juggling. And you might have one of those cash-plus cards or accounts, so when you pay on a card it's an additional £1 or £2.75 per transaction. It's helping to build up your credit, but in doing that it's also charging you. So every transaction has a cost.*

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**Debt Centre Manager**

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*Residents could use more support in terms of financial management - it is unfair that some people fall into arrears because they don't have the support or knowledge.*

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**Haringey Resident; VCS Forum**

We also heard how credit card debt is an issue that can spiral out of control and quickly have severe impacts on individuals. Haringey Debt Centre told us that people in debt often have a very low credit rating and so they can only get credit cards with a high interest rate, often over 40%.

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*You take out a credit card, and you might pay your rent, food, it's your means to live. And every month you will make the minimum payment, but still the interest is going up every month. When the minimum monthly payment gets too high, you transfer one card on another. The interest that you owe will always be high, because you have a low income and a low credit score.*

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**Debt Centre Manager**

We heard at a number engagements how precarious someone’s position can become when they fall into debt. One resident from Northumberland Park Hostel told us about how he was facing eviction. He fell into arrears at the hostel because of changes to his housing benefit, which meant that it was

overpaid. He was then asked to pay back the overpayment of £2,000 or face eviction. The resident was particularly concerned about the lack of information given by the Government about the changes in housing benefit and felt that the Council could do more to help people to understand this.

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*The Council are in a position of power, so they should use it to do good for their residents.*

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#### **Northumberland Park Hostel Resident**

However, Haringey Debt Centre also said that debt is a problem that touches people across the socio-economic spectrum, and even more affluent people were struggling with debt – for example, they may be struggling to keep up with payments on credit cards and for after school clubs for their children. We heard about a woman who works as a consultant in a highly pressured corporate environment with particular expectations:

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*She can't pop into Primark and get something because it will be judged by her colleagues. She has to look a certain way in order for them to have confidence that she can get the job done. Corporate, proper pen, her hair has to be fixed, that sort of thing. So she has five set of clothes that she rotates every week. And her debt is to maintain that kind of lifestyle to get paid.*

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#### **Debt Centre Manager**

#### **DEBT – Solutions suggested by residents during our engagements:**

- Reduce energy bills for those in social housing
- Alleviate and raise awareness of fuel poverty
- Finance capability training
- More advice on money management and how to budget effectively
- Stop the use of bailiffs
- Introduce a Council Tax Protocol with a system for reviewing cases of those who are in arrears with their Council Tax bills, with a view to supporting these households

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*It would be good if Haringey could set up something like a one-stop-shop to teach people what Haringey [Council] expects of them. So if there's a problem, you can intervene early. English is not always their first language, and they don't understand the system.*

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#### **Debt Centre Manager**

## 2.2 Poverty

There was a recognition from residents that poverty is rarely self-inflicted and that people who may be just about managing financially can tip into poverty, quickly and easily often because of circumstances beyond their control. The reasons people can fall into poverty are complex and range from government policy to individual vulnerability, with these two often interacting to produce a set of circumstances that precipitate a decline into poverty.

For instance, gambling was highlighted as an issue where policy and individual vulnerability meet to make poverty more likely. We heard from a significant number of residents at our public events, through online forms and through small community engagements, that they were concerned about the number of betting shops in their area, and the impact that was having on their community.

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*There's too many betting shops, one after the other, four in a row basically, near the Post Office. And now it's too much crime, too, it's scary. The people come out, they follow you and tap your shoulder asking for money and I tell them – I'm just an old pensioner, would you speak to your mother like this? Your grandmother?*

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### **Haringey Resident; Community Cook Up**

Our engagement highlighted ways in which poverty can affect different groups of people. Some residents were concerned that poverty is having a particularly negative effect on migrants and BAME groups. While often our residents felt it was important to celebrate the fact that Haringey is a real mix of people and cultures, they were worried that some groups in particular were struggling more than others.

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*Everybody is living in Haringey, and we don't provide for everyone.*

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### **Haringey Resident; Coombes Croft Library**

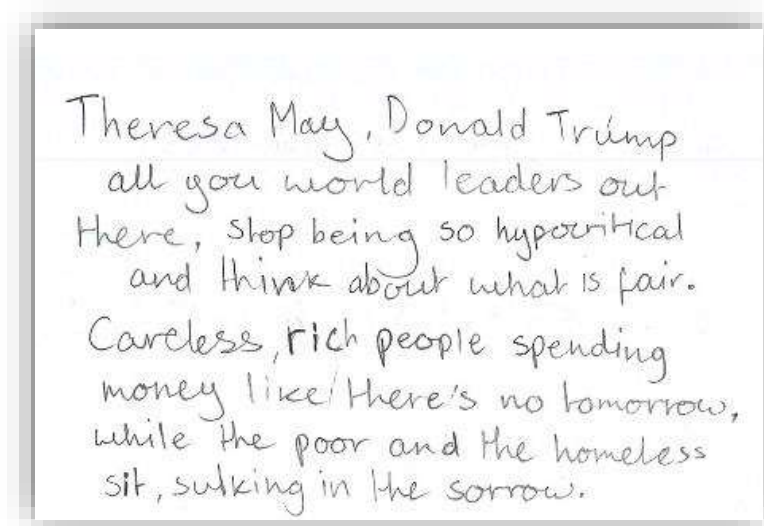
Another visible manifestation of poverty in the community that results from both failures in policy and individuals' vulnerabilities is homelessness. Many residents highlighted rough sleeping as an issue in their local areas. One resident said she had noticed a lot more rough sleepers, especially on Green Lanes, and this made her concerned that poverty and deprivation were increasing.

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*I have a feeling that poor people aren't helped. Everybody should get attention and to see what they need.*

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### **Haringey Resident; Coombes Croft Library**



Pupil; Chestnuts Primary School

Haringey Debt Centre highlighted that disabled residents and residents with long-term health conditions are more likely to live in poverty. While these conditions can entail extra expenses that make it harder to manage financially, poverty itself can dissuade people from seeking help that can prevent their conditions worsening. For instance, prescription charges can represent a considerable extra expense for those in poverty and the prospect can deter seeking help from a GP.

Another group highlighted through our engagements has been those who are in employment but still living in poverty ('in-work poverty'). Haringey Debt Centre noted that employment arrangements, such as limited or zero hours contracts, are likely to increase an employee's risk of tipping into poverty. Moreover, extra costs associated with work such as travel reduce the extent to which work can provide a route out of poverty for people on relatively low incomes.

We also heard that people in in-work poverty are also likely to be parents, with extra costs such as childcare and school uniforms adding pressure on household finances. Residents voiced concerns that many children are growing up with deprivation, including hunger, and poor quality or overcrowded housing. They talked about a wide range of impacts of growing up in poverty, highlighting for example, increases in the likelihood of school exclusions which they felt, in turn, made children more vulnerable to criminal activities such as prostitution, drugs, crime and gangs. Several participants highlighted particular challenges at the beginning and end of the school day, and hunger during school holidays.

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*After school clubs are a certain fee. At least during the school day they're entitled to free school meals in some cases. From 9am to 3.30pm, it's ok so maybe you just have to do breakfast and after school dinner. But single mothers during half term? They're frightened. Summer holidays? Petrified. During holidays, you have to do three meals. And have a bit of money so the children aren't doing nothing, so you can take them to the pictures or the park, even ice cream is an expense. They dread summer holidays and half term. They have to feed children and entertain them.*

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**Debt Centre Manager**



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*Too many students in high-poverty communities are falling behind academically while also missing out on opportunities to excel in a well-rounded set of subjects and activities, such as arts, music, physical education, robotics, foreign language, and apprenticeships.*

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**Haringey Resident; Online Form Submission**

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*We've [also] been talking about the material deprivation that some may have and how due to lack of resources of time or work space for students it maybe demotivates them, so it's a cycle so if they are demotivated they might think that education is useless so they won't work hard and their children might feel the same thing.*

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**Pupil; Park View School, First Public Event**

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Some parents told us they really struggled to afford childcare. There was often a choice to be made between working more hours and paying for childcare, or working less hours and having to do childcare yourself.

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*Early years childcare is hard for working single mums like myself – it's more expensive than my mortgage! This school is great for breakfast and after school activities.*

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**Parent; Willow School**

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*I can't afford to pay for childcare, and I can't find work because I have to look after the baby. We're living off £30 a week, I'm not receiving any benefits.*

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**Parent; Whitehall Hostel**

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One form of poverty the Fairness Commission heard a lot about is fuel poverty. Haringey Debt Centre noted that those who can afford direct debits get better value electricity and gas, while those who pay by meter and get worse value are on lower incomes. This increases the extent to which energy bills become a financial pressure on households. Moreover, fuel poverty is more likely to impact those who are already in poverty more severely. For instance, we heard that disabled people and people with long-term health conditions are more likely to be living in unheated homes while also sometimes lacking the financial means to heat them, compounding the unfairnesses that they experience.

**POVERTY – Solutions suggested by residents during our engagements:**

- Maximising use of libraries as a resource for those living in or at risk of poverty
- Targeted investment in neighbourhoods where people are more likely to be on low incomes
- Introduce energy efficiency measures to reduce energy bills

- Access to good quality affordable childcare for those who need it, regardless of whether they have access to public funds

### 2.3 Universal Credit and Benefits

We also heard a number of concerns about the introduction of Universal Credit as well as the effect it could have on children and families. There was a strong sense that more in-depth advice and advocacy was needed for people who were struggling financially and were on benefits.

One of the key issues was around the waiting period for UC, as claimants have to wait 5-6 weeks for the first payment. This can cause claimants to fall behind on their rent, increasing the risk of homelessness. If claimants are able to maintain their tenancy, the structure of Universal Credit whereby they are paid in arrears was described as putting claimants “in a fix”.

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*They’re asking about two months payment in advance – rent and deposit. I want to pay rent and live independently but with Universal Credit, no way can I do that.*

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**Resident; Highway House**

Another highlighted issue is around the online application process. Haringey Debt Centre noted that some of the people most in need of UC do not have digital skills and struggle with the online application, both in terms of the process and in terms of accessing a location with free internet access. There were also concerns around the level of support being provided with people with SEND.

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*[There is] little funded support for ASC parents for timely help with benefits such as DLA and PIP.*

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**Haringey Autism**

One participant at the CCG (Clinical Commissioning Group) event wanted to see Haringey add a clause to its Equality Duty, to include socioeconomic status as a protected characteristic. They also felt that the CCG and Haringey Council see the Equalities Impact Assessments as a tick box exercise and want them to take it more seriously. London Borough of Southwark has added socioeconomic status to their equalities commitments, and they wanted Haringey to do the same. It was also suggested that the Council can also support people and help them exert the rights they already have, through its funding of Citizens Advice.

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*Housing need is going to get worse with universal credit. There is likely to be more support required from the Council – it should be planning for this.*

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**VCS Forum**



**UNIVERSAL CREDIT AND BENEFITS – Solutions suggested by residents during our engagements:**

- Decrease or abolish council tax for people on benefits
- Provide advice and advocacy around the benefits system and people's entitlements



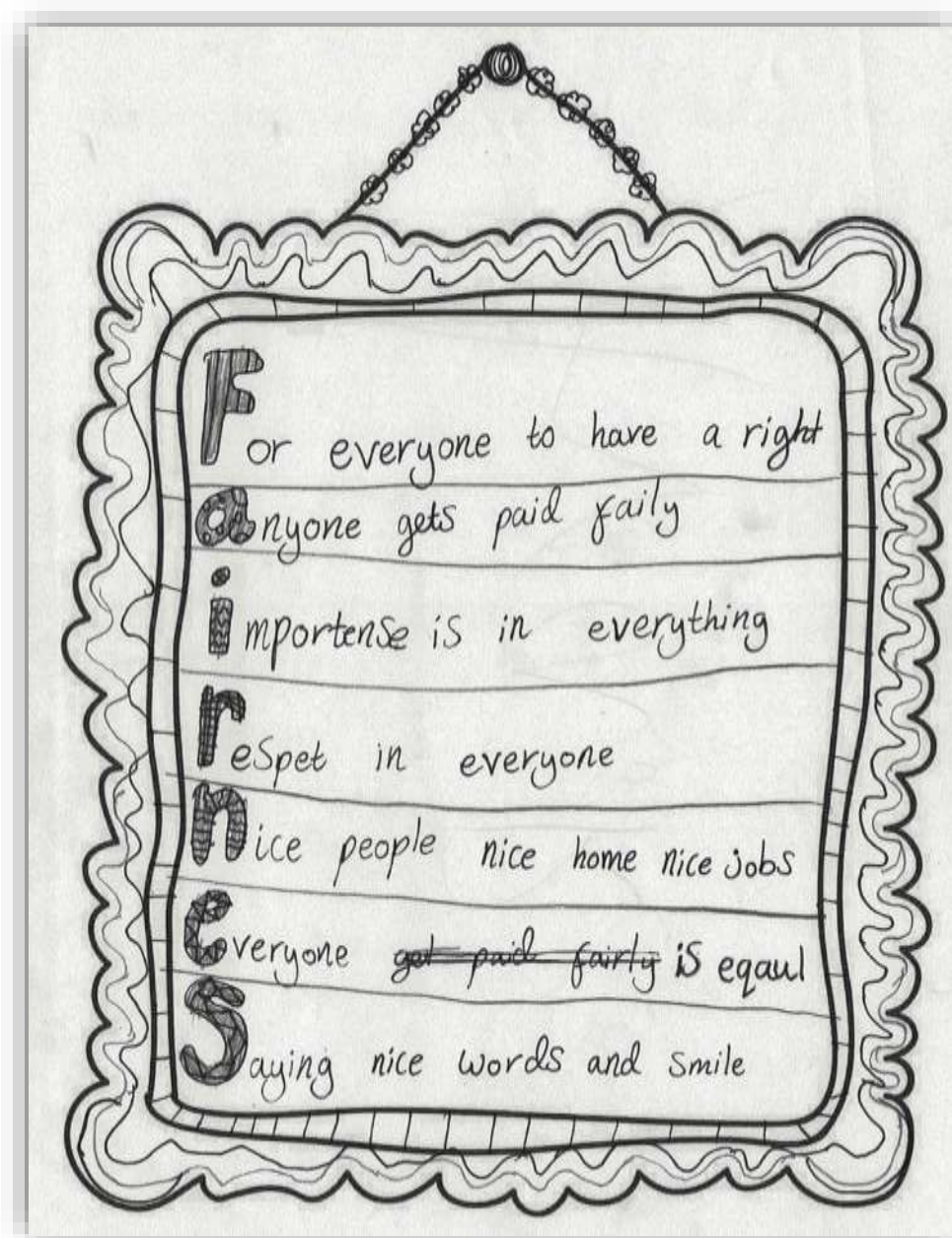
*Haringey Fairness Commission; Third Public Event*

### 3. Jobs, Training and the Economy

Conversations around employment and the economy often highlighted residents' concerns that decent and relevant job and training opportunities were hard to find in Haringey. Many residents in low-paid occupations felt they had limited prospects of progression into higher-paid roles. At the second public event, one resident stressed that local jobs could be seen to be 'great' if the Borough, collectively, could appreciate better some of the vital services that low-paid jobs provide.

#### Key issues

- Employment opportunities and wages
- Training opportunities and adult education



Pupil; Chestnuts Primary School

### 3.1 Employment opportunities and wages

Some residents felt there were a lack of decent employment opportunities in Haringey. For instance, we heard from a number of people about the lack of well-paid employment opportunities offered by the Job Centre and the ways in which vacancies are often concentrated in low-paying sectors.

Some residents, and local business representatives, such as from the Peacock Estate, were also concerned about the possibility of job losses in the local area in the future due to regeneration.

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*I've been unemployed for 10 months now. The only thing in this area is retail and that's not what I want to do, it's making me stay unemployed. You need to bring more skills into the area, not just retail. I spent 10 years working on the railway, and all the Job Centre have for me is a retail job.*

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**Guest; Community Cook Up**

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*Working parents on low wages are really struggling! People do want to work though.*

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**Parent; Willow School**

Residents generally viewed local recruitment, transparency, and fair pay as good practice for employers in Haringey.

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*Sainsbury's ring-fenced their roles for people in a 3-mile radius – there should be more of that by other big employers.*

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**Parent; Willow School**

Pay was a strong theme in conversations around employment. A number of people at the CCG event said that low pay in the health sector made it difficult to attract and retain good staff, and this has a negative knock-on impact on the sector. One participant raised concerns that non-medical staff, who are essential to the running of hospitals and doctors' surgeries, receive the minimum wage, rather than the London Living Wage, which makes the sector's ability to attract and keep staff more difficult and jeopardises the sector as a whole. However, it was noted in our engagement that health providers are under considerable financial pressure, with a number of people remarking North Middlesex Hospital unable to pay the London Living Wage.

One resident was concerned that some employers are being particularly unfair to EU citizens by paying their workers below the minimum wage.

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*[I know] of a Latvian national, resident in Haringey, working full time in a factory and only taking home £65 a week out of the £200+ that should have gone to him because his manager is being exploitative and taking a cut of his wages.*

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**Haringey Resident; Coombes Croft Library Drop-in**

Although the Council is a London Living Wage (LLW) employer, residents at the CCG engagement told us they want it to do more to ensure that its contractors pay the LLW.

Youth employment was also raised as an issue during our engagement. In particular, the need to tackle barriers to employment faced by young BAME men was highlighted. It was noted that there is low take-up of apprenticeships in Haringey, which can provide young people with a good start in the job market. Some residents also thought that local organisations, such as Tottenham Hotspur, could offer more job opportunities to local young people.

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*The opportunities have to be genuine opportunities. Money is basic, so bad, you can't live on it. There's a complete lack of variation of what the opportunities are. So – you go through probation service, and it's 'are you interested in construction, hospitality?' – and they put you in a small box that isn't going to inspire anyone to get out of that. So where are those connections, in terms of social capital and social mobility? It's extremely limited.*

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#### **Young Person; Project Future**

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*People don't want the same things as their parents, working all the hours in the day, and they don't want to go down the same trajectory and then again just get by. [You want to] be your own boss, create your own business. But part of the problem is having access to the right people at the right time [to advise you].*

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#### **Young Person; Project Future**

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*Everyone should be paid equally.*

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#### **Pupil; Chestnuts Primary School**

### **EMPLOYMENT OPPORTUNITIES AND WAGES – Solutions suggested by residents during our engagements:**

- Connect local people to local jobs
- Work with the private sector to improve job quality
- The Council could hire more local people
- Improve links between employers and schools
- Support social and small enterprises with skills, competencies, leadership, governance and entrepreneurial skills
- Encourage private sector employers to hire more local people
- Advertise apprenticeships through the Job Centre
- Organise job conference for young people aged 11-23
- Organise a jobs and employability session for 6th form students
- Provide young people with more assistance regarding self-employment and entrepreneurship

- Reduce Council pay of people at the 'top' to less than 10x lowest-paid full-time council employees
- Bring more council work back in-house

### 3.2 Training opportunities and adult education

Some people thought there was a lack of good quality training available to people looking to enter or re-enter employment. Others suggested that residents needed to be better informed about the availability of free or subsidised courses, and about the eligibility criteria for those courses.

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*You need CONEL [College of Haringey, Enfield and North East London] to come here, and professionals need to come too, and help offer some decent training opportunities.*

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#### **Volunteer; Community Cook Up**

Residents thought that adult education in the Borough could be improved in terms of reaching the people who need it most, such as refugees and some people with learning disabilities, ensuring that there is age-appropriate provision for all, and equipping them with the skills they really need to succeed.

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*It is not 'fair' that Haringey residents with learning disabilities and autism often cannot access appropriate college courses and that the need for them to have stable, continuous provision throughout the year is just ignored.*

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#### **Haringey Resident; Online Form Submission**

#### **TRAINING OPPORTUNITIES AND ADULT EDUCATION – Solutions suggested by residents during our engagements:**

- More vocational programmes for adults, and young people who are not in education
- Anchor institutions, such as Tottenham Hotspur, to provide training to local people
- VCS could play a bigger and more effective role in providing courses for people that 'fall through the cracks', such as asylum seekers
- Council could have more apprenticeship opportunities



#### 4. Health and Social Care

The interconnections between health and other inequalities were highlighted in a number of different ways. Links were drawn between poor housing conditions and health; and the impacts of food poverty, as examples. The wide range of life expectancies across the Borough was highlighted as a key inequality to be addressed.

There was widespread support for health and social care services, with recognition that they save money in the long-term, through preventions and addressing root causes.

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*Health and social care is vital, because money spent now saves money in the long term.*

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#### Haringey Resident; Second Public Event

##### Key issues:

- Social isolation
- Carers
- Access to health services
- Autism services



Pupil; Highgate School

## 4.1 Social isolation

Many residents were concerned with the provision of services to people who were particularly vulnerable and isolated, including older people. They wanted more of a focus on building our communities and neighbourhoods, with the aim of reducing loneliness.

A common theme across events, was a desire for more drop-in centres, lunch clubs or neighbourhood hubs – welcoming places for local people, with community navigators available to signpost residents to services. One participant pointed out that where community centres exist you can see the impact they have.

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*Lordship Hub in Lordship Rec is a cooperative of local people, with a governing board and six members of staff. They put on lots of activities, and they’re helping to build the community.*

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### Haringey Resident; CCG event

It was suggested that Social Workers and other professionals could also be better at referring to services in the community that could help people; and that local groups should more actively publicise their services. Participants at the CCG discussion suggested more ‘social prescribing’, e.g. with GPs signposting patients to VCS organisations and social and sports activities.

Some participants raised concerns that lots of services expect people to visit them, rather than getting out to those that are isolated or unwell. There was a call for better access to care for all, including those who are housebound or socially isolated.

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*People need help on their doorstep.*

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### Haringey Resident; First Public Event

## SOCIAL ISOLATION – Solutions suggested by residents during our engagements:

- more drop-in centres, lunch clubs or neighbourhood hubs

## 4.2 Access to care

A number of issues with support and care were highlighted, including: availability, quality, and information provision. Within a number of discussions, concerns were raised about the difficulty in accessing appropriate care and support.

The closure of day centres was raised as a concern at a range of different events and through evidence submissions. This was felt to exacerbate loneliness for older people, at-risk adults, and people with ASD and to limit their ability to live life to the full. Respondents also raised consequences for carers, which are set out later in this section. There was support for looking at different models of providing care, including joint commissioning of care centres with other boroughs, and more in-house or community-led solutions.

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*The Council needs to listen.... Closures add to [people with care needs’] problems. They are stuck in their homes. Or forced to go out of Borough and they can’t cope.*

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#### **Haringey Resident; Second Public Event**

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*The Council should develop and promote adult day care.*

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#### **Haringey Resident; First Public Event**

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*Being able to access ‘day opportunities’ services – to socialise and take part in meaningful activities - is not a luxury extra for disabled people – it is essential to maintaining their physical and mental health. If disabled people cannot take part in appropriate social activities this leads to higher levels of stress, physical and mental illness, shifts pressure onto family carers and the health service, and increases the risk of abuse. Having friends and being able to socialise where you have a sense of belonging is also a vitally important aspect of safeguarding vulnerable adults.*

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#### **Markfield Submission**

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*Full-time attendance at day centres has been replaced by part-time day opportunities in the community, putting increased demands on family carers.*

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#### **SASH Submission**

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A number of respondents felt that vulnerable people who needed care were falling through the net, and were not aware of how to access the support they needed.

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*There are lots of vulnerable and isolated people who don’t know what help they need, don’t know how to ask for it, and are not told.*

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#### **Haringey Resident; First Public Event**

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*It is not ‘fair’ that adequate packages of care are generally only provided if a disabled person has very strong family advocacy (and that family can access legal advice).*

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#### **Haringey Resident; Online Form Submission**

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Several participants agreed that more holistic assessments of need would be beneficial. These would look beyond immediate health and care needs, at the wider situation of the resident and their support network. One discussion focused on the difficulty of designing and implementing personalised care plans, without this broader understanding.



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*Diagnoses should not just be clinical – they should assess whether there is enough food in the house, or the TV is broken, if other resources are lacking....'*

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**Haringey Resident; CCG Event**

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*There is a challenge in implementing Personal health plans, without having a strong context behind it.*

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**Haringey Resident; Second Public Event**

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Several participants suggested that better information should be provided to individuals who become disabled so that they could be made more aware of wider support entitlements and offers. Some examples were given of Council policies which seemed to make things unnecessarily difficult, or where policies and entitlements were confusing. Parking and home adaptations examples are included below:

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*[it is] Haringey Council policy that prevents you having a parking bay if you're claiming PIP with enhanced rate.... these sorts of policies should better support disabled people to get out and about, not force us to stay in.*

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**Haringey Resident; CCG Event**

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*Many of our members struggle with home adaptation; response from Haringey services for help is slow or non-existent. Information on services to which they are entitled is scattered and confusing. Advice on how to access services is also lacking.*

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**Hornsey Pensioners Action Group**

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Several participants also raised concerns about the pay and conditions for care professionals and then the knock on impacts on recruitment and retention of staff. There were calls for care to be brought back in house, for the Council to sign up to the Ethical Care Charter and to end contracts with agencies.

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*Agencies are overcharging, inadequate. The carers don't turn up.*

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**Haringey Resident; Second Public Event**

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*We are looking at privatisation within the NHS and social care.*

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**Haringey Resident; Second Public Event**

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**ACCESS TO CARE – Solutions suggested by residents during our engagements:**

- Invest more in adult and social care provision
- More adult daycare options
- Bringing services back 'in house' or joint commissioning with neighbourhood boroughs
- Better pay and conditions for care staff

### 4.3 Carers

The crucial role played by unpaid carers was highlighted across many events, and many participants emphasised their commitment and invaluable contribution. There was a widespread sense that carers could feel undervalued, and were not always provided with enough support and respite.

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*We don't respect carers enough. We assume that friends and family will always care.*

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#### **Haringey Resident; Third Public Event**



Participants at Carers Coffee Morning

In particular, unpaid carers often felt they were not provided with enough respite. There were reports that respite had been arranged and cancelled at the last minute, leading to stress and uncertainty. For example, two carers at the Haringey Carers Coffee Morning talked about delays and disruptions to their respite arrangements and pay, with one saying she hadn't received respite payment for two years. Such carers highlighted the financial and mental strain this puts on them. Those who'd had problems with respite emphasised how important it is.

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*When the Council fails to keep people informed or cancels respite at the last minute, it makes it difficult for carers; if they break down, then the person they care for will go into a home and that will ultimately cost more.*

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#### **Carer; Haringey Carers Coffee Morning**

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*I was promised respite and had arranged it with the Council, but it was cancelled at the last minute. I had to choose whether to cancel my holiday and lose the money or pay for private care. I am dreading it happening again.*

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**Carer; Haringey Carers Coffee Morning**

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*There isn't enough respite for parents of children with special needs and disabilities. After school clubs are closing because of a lack of funding and resources.*

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**Parent; Willow School**

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*The unpaid care provided by family carers saves many billions to the public purse nationally...We know that what can often make the difference to enable carers to keep going are services such as short breaks and day opportunities. These services are an essential part of prevention and early intervention.*

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**Markfield Submission**

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**CARERS – Solutions suggested by residents during our engagements:**

- More respite for carers
- A dedicated Council help-line set up for carers so that they can more easily access the appropriate Council services

## 4.4 Access to health services

### Mental health

A number of respondents raised concerns about mental health and the lack of available support. In particular, they mentioned lack of early access, and lack of specialist provision, for example for teenagers, LGBT young people and migrants who speak low levels of English. Several participants highlighted the need for better mental health support in schools.

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*There are long waiting lists... especially for teenagers who need mental health support.*

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**Haringey Resident; First Public Event**

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One discussion focused on the IAPT (Improving Access to Psychological Therapies) programme, questioning whether there was information available on how effective this was, and whether it has really improved the employment figures among those involved.

## GPs

There were some issues raised with access to and quality of GP services. Some reported pockets of poor quality in general practice, including staff attitudes. There were a number of complaints about appointment systems being inflexible and difficult to manage – and issues with accessing a doctor, especially for those who are new to the Borough and may not speak English. Funding cuts and perceived privatisation within the NHS were frequently cited as the reasons for this.

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*There is a wide difference of services between GPs. Scores should be more publicly available.*

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**Haringey Resident; Second Public Event**

### ACCESS TO HEALTH SERVICES – Solutions suggested by residents during our engagements:

- GPs should be given better training around dementia, as people get diagnosed too late.

## 4.5 Autism Services

A small number of residents had significant concerns related to Autism Spectrum Conditions (ASC) services within health and social care, and around the representation of and advocacy for those with ASC.

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*The interests of those with severe cognitive deficits and/or whose behaviour is so challenging that they are frequently excluded from mainstream activities have been extremely poorly served by a disability lobby that is dominated by the intellectually able who have physical or sensory disabilities or autism without learning disability. That group's very legitimate concerns do not generally coincide with the issues that affect people who don't have mental capacity. This has been seen very clearly in the past with the pursuit of inclusion for inclusion's sake in schools.*

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**Haringey Resident; Online Form Submission**

Haringey Autism highlighted “very lengthy waits for ASC diagnosis” and “a shockingly bad and drawn out education, health and care (EHC) plan process” as particular issues. Alongside this, they also identified several issues related to care and respite:

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*[There is] almost no respite for new ASC child applicants at all. Respite costs so poor that parents of younger children could only afford poorly staffed ASC provisions that then get closed down or failed by Ofsted. [There is] an over emphasis on cheap costs at the expense of quality in care tenders for adults with autism. [There is] no Local Authority daycare centre provision left after closures for those with ASC who are in supported living [and] zero Local Authority funded provision for ASC adults with lower level needs.*

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**Haringey Autism**


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*Since the closure of children centres my child’s 30 hours of free childcare is poor and I am struggling to work as early start places are very limited. I have no respite and no support to allow me to be a better parent who has a chance to and be able to rest enough to have the energy to do the best I can for my child.*

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**SendPact Survey Submission**


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*Major cutbacks in spending on adult social care in Haringey since 2016 have severely reduced services to adults with autism and learning disabilities, resulting in blatant unfairness to users and carers.*

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**SASH Submission**

Public bodies were described as “obstructive” when people attempted to access ASC services.

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*I spent nearly 5 years trying to get a proper statutory assessment of my son’s needs and plan for transition to adult services. The stress was indescribable and I believe it contributed to my having a mini stroke when I was 50. I gave up work as a GP in order to see the process through and never returned as something I thought would take 6 months took 2 years and I would have had to retrain at that point. We only succeeded in getting good provision because we filed for judicial review but most of our options were effectively excluded because the council had been so obstructive and everything had to be done at the 11th hour.*

---

**Haringey Resident; Online Form Submission****AUTISM SERVICES – Solutions suggested by residents during our engagements:**

- Make public places more accessible for people with ASD
- Introduce ASD-friendly initiatives, e.g. ‘quiet hour’ in supermarkets, with no music or customer service announcements, one or two days a week
- Train Council staff to better understand ASD conditions

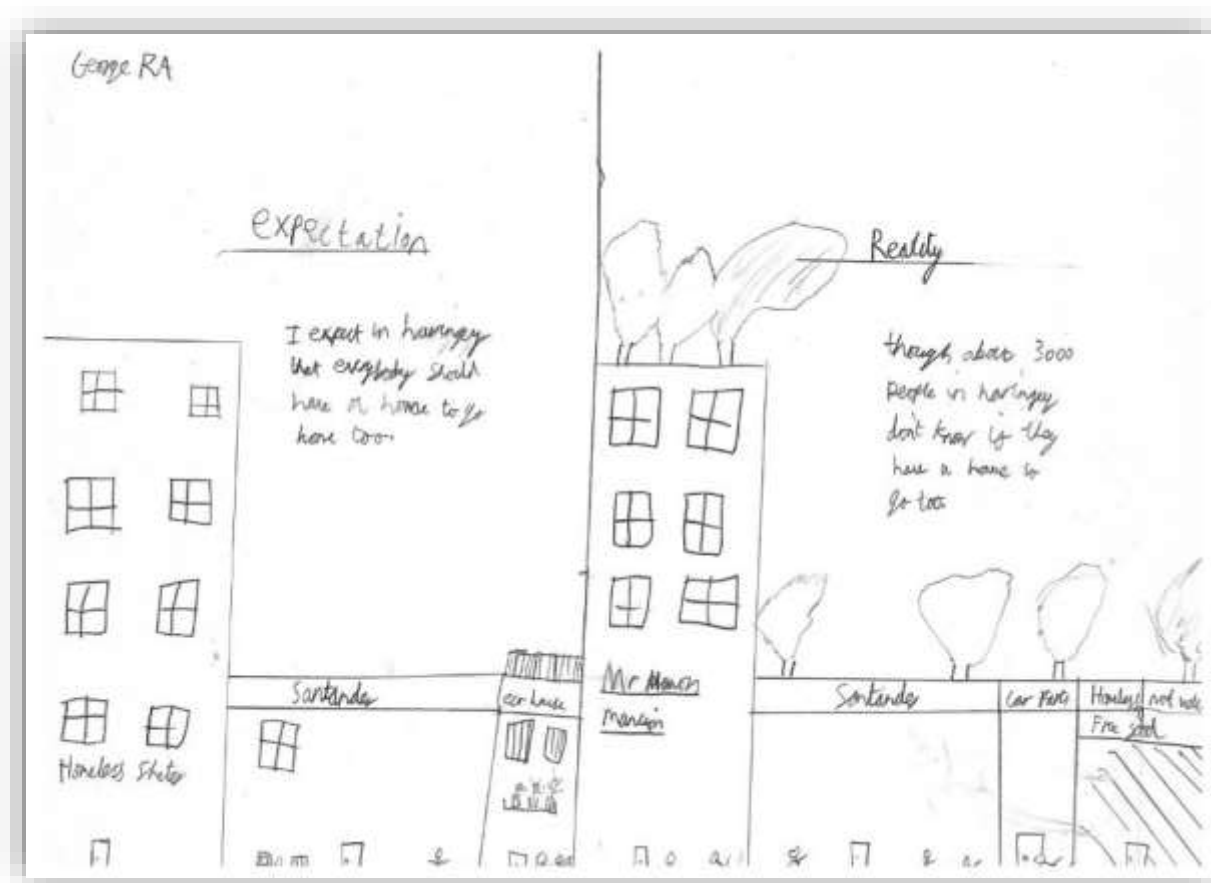


## 5. Housing

Housing was the most frequently discussed issue across the Fairness Commission engagement, with the difficulty in finding affordable, quality housing dominating many discussions. Participants from all parts of the Borough and all walks of life recognised the inequalities in housing and the difficult housing situations faced by many residents. Many shared their own experiences of living in insecure and unsuitable housing and the impacts that this had on their wider lives. There was widespread support for building more social and affordable housing within the Borough and calls for more to be done to help struggling families and individuals to find decent, secure tenancies. Alongside this, there was recognition of the challenges presented by the wider housing context in London and beyond.

### Key issues

- Lack of affordable housing
- Issues in the private rental sector
- Issues in social housing
- Temporary accommodation
- Homelessness



Pupil; Highgate School

### 5.1 Lack of affordable housing

The lack of affordable housing was mentioned very frequently in our engagements. At the CCG event, we heard that more good quality housing needs to be built, as well as a larger amount of housing that is genuinely affordable.



Some participants at the VCS Forum felt that promoting home ownership is discriminatory because certain groups are less likely to be financially able to pay the deposit, whilst others called for cheaper homes for sale, especially for those playing key worker roles in the Borough.

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*Housing is the key issue. This should not be dependent - as it is now - on parental subsidy or inheritance to either buy a home or sometimes even to rent one.*

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#### **Haringey Resident; Online Form Submission**

Some residents also felt strongly that it was counterintuitive to be demolishing social housing, regardless of its condition. At the VCS Forum, a number of people were particularly concerned about the decrease of housing stock, as homes were being knocked down and flats being put up.

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*We should be refurbishing social housing instead of demolishing it.*

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#### **Haringey Resident; Third Public Event**

### **LACK OF AFFORDABLE HOUSING – Solutions suggested by residents during our engagements:**

- Use GLA funds to prioritise social housing and building on e.g. the land at St Ann's

## **5.2 Issues in the private rental sector**

The predominant concerns highlighted through our engagements about the private rental sector were related to tenants' rights and high rents.

### **Tenants' Rights**

Residents in the private sector frequently reported feeling a sense of insecurity about their rental situation because they had few rights as private tenants. Evictions, poor housing conditions and discrimination came out as key concerns.

Eviction was highlighted a number of times as a particular insecurity for private tenants. Several temporary accommodation residents in hostels around Haringey told us that they had been evicted by their private landlords because the landlords wanted their properties back. These residents had often lived in their accommodation for a number of years and were upset at being forced to move.

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*I was evicted from a property in Bruce Grove. I'd lived there for two years with my two boys.*

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#### **Temporary Accommodation Resident; Broadwater Lodge**



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*41 years I've lived in my private accommodation, and now I'm being kicked out.*

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**Guest; Community Cook Up**

Poor housing conditions and overcrowded housing were other areas of concern for some people in rented accommodation because they often felt they had no way of holding their landlord to account.

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*Private landlords are taking advantage of residents who are vulnerable, disadvantaged or facing complex issues and housing them in appalling cramped conditions.*

---

**Haringey Resident; Online Form Submission**

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*Housing was the most common issue brought up. Everyone in private sector accommodation said it was low quality. Most affected were the women with no recourse to public funds, they reported moving frequently between dirty houses with vermin and a lot of damp. They said having nowhere to stay impacted their children's health and ability to concentrate in school.*

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**CARIS Submission**

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*I rent a private room [and] am paying 95 Pounds per week [for] a room which is smaller than 6 square meters. This rent is very high for me and I have read that there is a long waiting list for social housing. I think, that the amount of rent is high and not fair for a small room in a HMO [House of Multiple Occupancy]. There is only one WC with no sink and only one bath with one sink. So if there is somebody in the bathroom, one cannot wash one's hands which is very unhygienic and potential health hazard. The situation I find myself in is not fair because it is hostile, unhealthy and expensive, and I do not have much choice in terms of housing.*

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**Haringey Resident; Personal Contribution**

Other people described how they felt they were being discriminated against for receiving housing benefit because many private landlords wouldn't accept their tenancy applications.

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*There's 78 agencies on Zoopla, I check those ads every day and maybe one says it will take DSS. Then you go and see it and it is awful.*

---

**Temporary Accommodation Resident; Broadwater Lodge**

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*Private landlords don't rent to those on benefits. The Council should be doing more to stop this type of discrimination.*

---

#### VCS Forum

Self-employment was also a barrier to finding housing in the private rental sector.

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*As my boyfriend is self-employed, when we were looking for a flat to rent, he couldn't get approval from an agency. We eventually found somewhere through a private landlord, but the process took 2-3 months.*

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#### Haringey Resident; Migrants Resource Centre

### High Rents

Residents in the private rental sector (PRS) frequently said that their rents were very high and, in some cases, they were struggling to manage financially. A few residents felt strongly that rents must come down in order to enable people on median incomes and below to continue to live in Haringey. Additionally, business representatives who attended the second public meeting were concerned that high rents meant a shortage of low-paid staff in Haringey and the negative impact that was having on statutory bodies. This was also a concern at the CCG event, where we were told that rising rents are too high for much NHS staff to stay in the Haringey area.

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*Rents are going up considerably in the east, and there's an epidemic of lone parent families being pushed out of the Borough because they can't afford to stay.*

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#### VCS Forum

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*High rents are killing NHS services.*

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#### Haringey Resident; CCG Event

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*Development of the Tottenham stadium has increased the private rents it's very difficult to rent an adequate property. Not affordable.*

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#### Haringey Resident; Tilkiler Community Centre

### ISSUES IN THE PRIVATE RENTAL SECTOR – Solutions suggested by residents during our engagements:

At our public events, smaller engagements, and through online forms, Haringey residents suggested the following:

- A landlord's charter to support private renters

- Better enforcement to deal with rogue landlords
- More affordable accommodation made available for key workers in the NHS
- More secure tenancies at social rent, not affordable rent
- Council to enable and support private landlords to offer housing to people who are on benefits
- Impose caps / limits on rent rises from private landlords



*Haringey Fairness Commission; Third Public Event*

### 5.3 Issues in social housing

Two main concerns were highlighted through our engagements about the social housing sector: access to social housing, particularly for at-risk groups; and property maintenance.

#### Access to Social Housing (Council and Housing Association)

Many residents told us about how difficult it was to get a council/housing association tenancy. We heard that people were often being told by Haringey Council to go into the private housing sector or out of the Borough, otherwise they would be facing years stuck in temporary accommodation.

A few residents at the VCS event highlighted the importance of providing social housing to particularly vulnerable groups.

---

*Access to housing is extremely important for disenfranchised young men and those coming out of prison. They have to prove their lives are at risk in order to be housed elsewhere. If they go back to the initial vulnerable environment it's more difficult to prevent reoffending. The system needs to change and be set up to believe and support people better.*

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#### Haringey Resident; VCS Forum

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*Two people here have been threatened with eviction – social landlords saying they're getting evicted in two weeks, we'll come escort you out.*

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#### Volunteer; Community Cook Up

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*I've lived in Haringey longer than in any other area, but by tomorrow, I have to sign something to move me out of the Borough. They said, if you don't look for something outside of Haringey, we'll take you off the register.*

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#### Guest; Community Cook Up

There were also many concerns about the suitability and accessibility of social housing, with a large number of people reporting that their social housing was inappropriate for their needs – for example, it was overcrowded or not adapted to their specific circumstances.

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*My son is a very heavy child, and I have been carrying him up and down on 58 stairs since my son was 6 months old. Now my son is 7, and still living in a place not suitable for my son.*

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#### SendPact Survey Submission

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*Although autism is regarded as a disability we have still been viewed as a family with no additional needs. This has left us stuck in a two bedroom flat, no garden, no outside space, not easy when you have a child that has a need for his own room and outside space.*

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#### **SendPact Survey Submission**

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*There's a lot overcrowding. Boys and girls sharing the same bedroom. Sometimes 4 or 5 children in one room. This leads to children being outside, because there is no room. And that can lead to violence.*

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#### **Haringey Resident; Ugandan Community Mosque, Selby Centre**

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*Over crowding was another important issue. One woman reported living in a one bedroom flat with 3 children and 2 adults. They had been on the writing list for over five years but missed a letter asking if they wanted to remain on the list. The discovered the error when they tried to bid and have been restored to the list but think they have lower preference than before – band C.*

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#### **CARIS Submission**

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### **Property Maintenance**

Some social housing tenants were particularly unhappy with what they described as poor landlord maintenance of social housing properties. For example, a resident who lived in social housing on Philip Lane said she'd had no hot water in the home for months and the lack of double glazing has resulted in illnesses and a negative effect on her arthritis.

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*There was leaking into our flat from the neighbours. And we had mould and ants and mice. It was really bad.*

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#### **Pupil; Willow School**

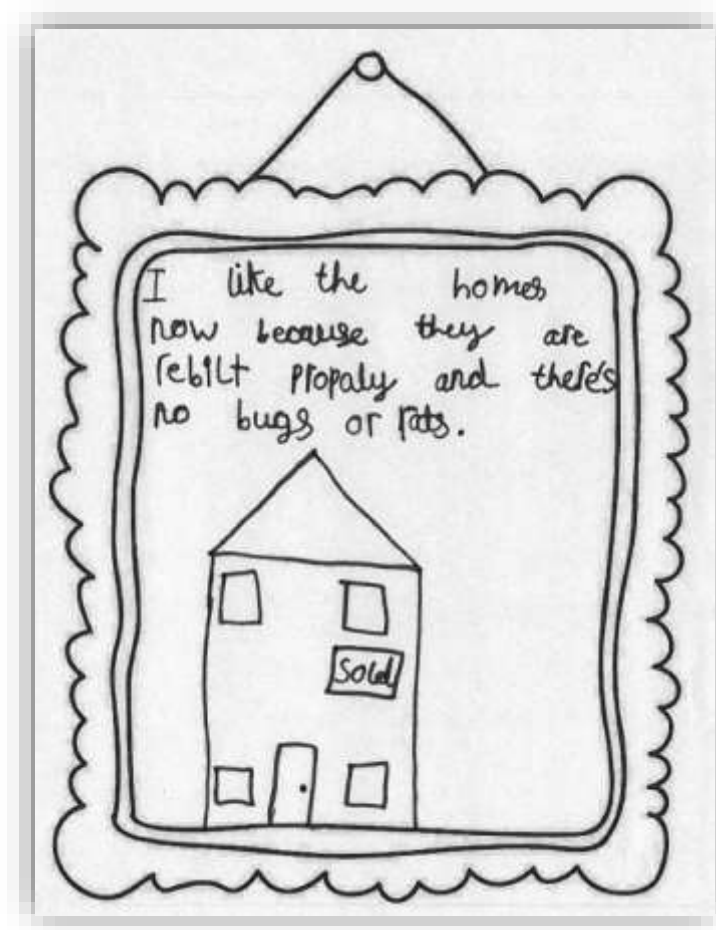
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*Repairs on estates take too long to be fixed. Housing associations don't care! They don't have any accountabilities or responsibilities.*

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#### **Haringey Resident; Third Public Event**

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Pupil; Willow School

**ISSUES IN SOCIAL HOUSING – Solutions suggested by residents during our engagements:**

- Provide vulnerable tenants support from within the community
- Build more social housing at social rents on existing and available land (e.g. St Ann's)
- More responsive repairs from social landlords
- More supportive, less punitive actions by social landlords
- Conduct a review of the availability of living accommodation appropriate for older and disabled people across the Borough to include sheltered or adapted housing of all types

**5.4 Temporary accommodation**

We heard from many residents who were, or had been, in temporary accommodation. In particular, Love Lane Temporary Accommodation Group (Love Lane TAG) have been the most engaged group with the Fairness Commission, attending all three of our public events, several smaller events, and speaking to us at a specially arranged session. A large number of residents participated in the Commission and expressed a wide range of concerns about their own situation and about temporary accommodation in general. Many of them shared personal and painful stories about their lives and experiences. Some of these concerns were also echoed by other temporary accommodation residents, for example at Broadwater Lodge and Whitehall Lodge. In general, they spoke of frustrations surrounding the insecurity of their housing status; the living conditions in temporary

accommodation, and the impact that their experience of living in temporary accommodation had on their mental and physical health.

### Living conditions in temporary accommodation

Residents often said they had experienced poor living conditions when they were in temporary accommodations. In some cases, damp and poor insulation was having a damaging effect on their health. In other cases, poor maintenance of temporary accommodation properties meant that living conditions were unpleasant and people found it difficult to regard their accommodation as 'home'.

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*I was living in temporary accommodation in winter last year. We had no heating. I had to go all the way up to my MP to get the basics in my temporary accommodation fixed. It shouldn't have to be like that.*

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**Parent; Willow School**

Love Lane TAG felt that, because the estate is a demolition site, it is not being properly maintained, reporting broken windows around the estate, broken lights, broken doors and dirty stairwells. In addition to this, they said there is a serious damp/mould problem particularly in Charles, Ermine and Moselle House. Love Lane TAG reported that they had seen multiple instances where this problem is causing serious harm to residents' health and well-being, contributing to an unsafe environment.

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*When it rains the lights go out at night for an hour and a half or more. It's a problem in the cables. You're going into the foyer...and you go up and it's black. It's very dangerous. I've got used to it but it's not nice, you're always looking behind you...We're living in those conditions because it's a regen site and we shouldn't have to. We're all paying our rent and service charges. We shouldn't be living in that but we are, we're living in constant worry. As adults we're dealing with it but we're transferring that to our families.*

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**Temporary Accommodation Resident; Love Lane**

### Experiences of living in temporary accommodation

The emotional and physical impact that the experience of living in temporary accommodation was having on people was often highlighted. Additionally, struggling to pay weekly storage fees was a concern for some families in temporary accommodation. Some of them suggested that the Council didn't always look at the properties that it was suggesting to place people in – they felt that this was unfair because the accommodation was sometimes unsuitable and they weren't given right of refusal.

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*You got a single offer, and you have to sign for something you haven't seen – I don't think this is fair. I feel claustrophobic, I can't breathe.*

---

**Temporary Accommodation Resident; Broadwater Lodge**



In some cases, temporary accommodation residents felt that the accommodation they were living in wasn't suited to their needs. Some Love Lane residents in temporary accommodation told us about the unsafe conditions of their housing, and one of them felt it was particularly unfair that she had been put on a demolition site with a new-born baby. They also said that it was particularly difficult for elderly residents to get maintenance to fix things.

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*There's urine and poo on the stairs and in the lift, and it's awful when you're with your children. The lifts are unsafe, they're not level with the floor.*

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**Temporary Accommodation Resident; Love Lane**

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*I've been here 16 months. I'm disabled but being told I'm not disabled. My wheelchair doesn't fit through all the doors, I've had this new one only two months and already there is damage to it because no adaptations have been made here to deal with it. The accommodation is not suitable at all. The wet room is not adapted to my needs and I can't go to the toilet.*

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**Temporary Accommodation Resident; Broadwater Lodge**

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*There's some rooms where it's like 2 to 3 kids in there, and the mum. It's just impossible, the noise is sometimes too much. Something could be organised for the kids, not everyone can afford to take them to the cinema, but maybe just something here to keep them entertained at some point.*

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**Temporary Accommodation Resident; Broadwater Lodge**

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Some parents reported struggling to work as much as they would have liked to because of the emotional and physical impact that living in temporary accommodation was having on them:

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*I can't work because I can't leave the children here, so how am I supposed to support my children?*

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**Temporary Accommodation Resident; Broadwater Lodge**

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*I don't work in a good job like before. They've also stopped my working tax credit. I don't feel I'm alive. I'm not living a good life with my daughter.*

---

**Temporary Accommodation Resident; Broadwater Lodge**

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Residents also described their frustrations when having to declare themselves as homeless to the Council, and a couple were particularly upset at having to wait until the section 21 notice expired



before they could get any help. A few said that they were going through the system for the second or third time, and had therefore lost many possessions over the years.

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*They said to me, ‘oh, that’s just Section 21’, but that’s an eviction. Why leave me there, waiting for bailiffs, and then I have to go to 48 Station Road, and wait **all day**? Why?’*

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**Temporary Accommodation Resident; Broadwater Lodge**

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*I’ve lost so many things. In my first place, I left a bed, chair, in my second place it was a fridge-freezer. How long will I continue to waste money? I’ve lived in this Borough for 12 good years now, they should make life meaningful for us.*

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**Temporary Accommodation Resident; Broadwater Lodge**

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**Insecurity of Temporary Accommodation Residents’ status**

Some residents on Love Lane Estate, who are living on a demolition site, described an ongoing lack of clarity around what their position is, and about what is happening on the site, e.g. if and when the blocks will be demolished, how many new homes are being created, when there will be a ballot, and especially whether and when they could be moved on.

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*There is a lack of clarity around how many homes are being created. They talk about 2,500 new homes, but how many of them will be social rent on Love Lane?*

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**Temporary Accommodation Resident; Love Lane**

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*That’s what’s the main factor, is the uncertainty of it all. You can’t move on, it’s there all the time. Is [the next move] going to be in the area, out the area, are you going to have to change schools, work. That’s one of the hardest things to live with.*

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**Temporary Accommodation Resident; Love Lane**

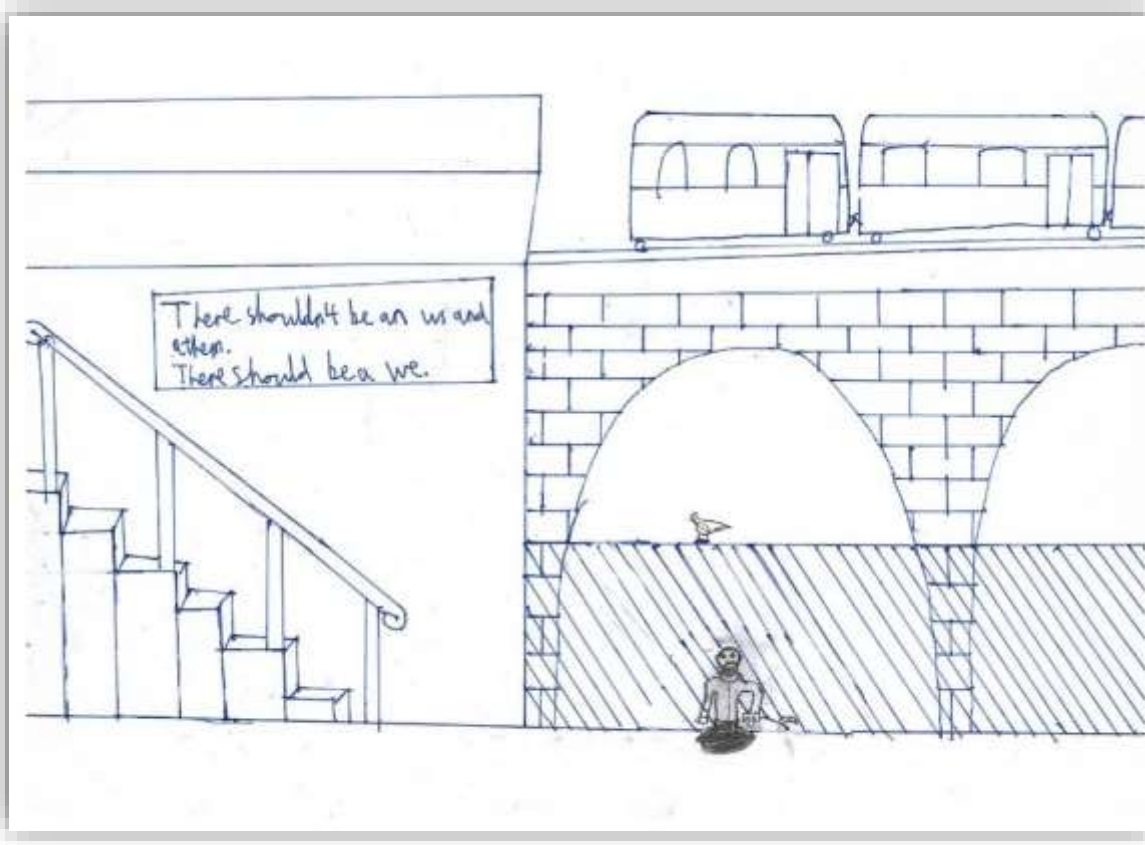
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**TEMPORARY ACCOMMODATION – Solutions suggested by residents during our engagements:**

- Love Lane TAG are seeking a permanent lease at social rent in the new development, or a permanent lease at social rent elsewhere in Tottenham or Haringey
- Families should not be put into temporary hostels
- Greater support for people once they are placed in temporary accommodation, both initially and ongoing.



*Haringey Fairness Commission; First Public Event*

**5.5 Homelessness**

Pupil; Highgate School

Many residents were concerned about what they perceived as a rise in homelessness and rough sleeping in Haringey. Rough sleeping was often portrayed in drawings by pupils in the submissions we received from school, and was highlighted in discussions with pupils.

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*If like me you've been on and off the streets for a few years, you see that some years before, mostly it was foreign people on the streets. Now there's British people too, who have a heritage here and a network of people. Still, they are on the streets.*

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**Haringey Resident; Highway House**

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*Homelessness is increasing, 78 people died in winter last year.*

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**Haringey Resident; Highway House**

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*No people should be living on the streets. We need more centres for them to get together and get warm.*

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**Pupil; Chestnuts Primary School**

There was a sense at several of our engagements that homeless people are discriminated against, both directly and indirectly. At Highway House, a shelter for homeless men, one resident described how he had worked for an employer who had stopped paying him his wages once the employer had found out he was homeless.

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*The government doesn't act well, with justice. You need to defend homeless people by law. Somehow, you need to incentivise, by force or by incentives, companies to accept homeless people, and those who have been out of work for a long time, back into work.*

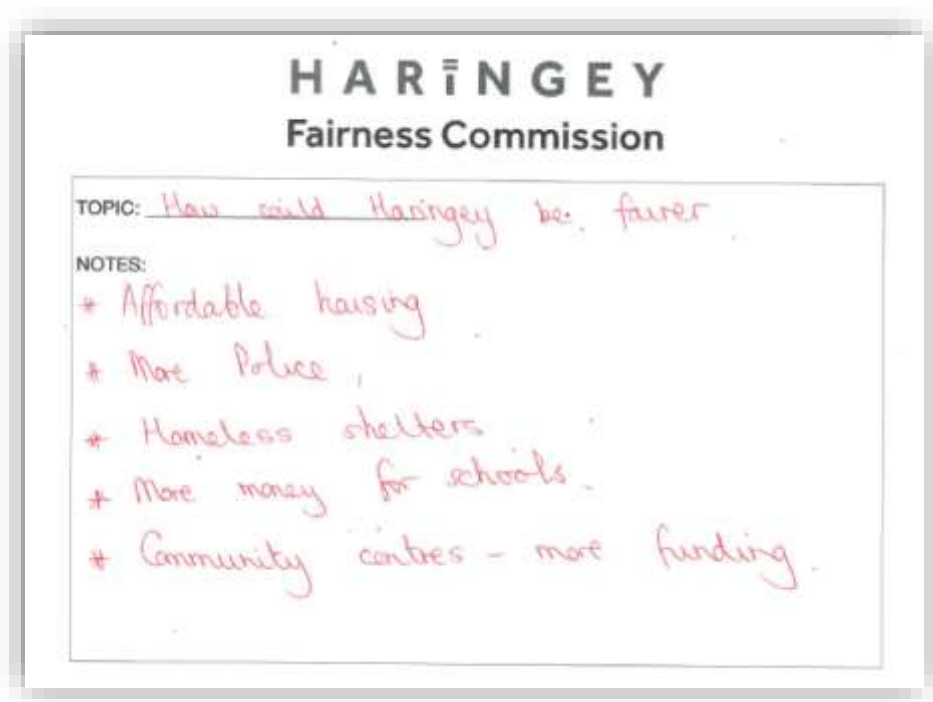
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#### **Haringey Resident; Highway House**

Attendees at the VCS Forum told us that homeless people find that they are not eligible for housing because they are stuck in the assessment process of being categorised as homeless – while this eligibility is delayed, their situation deteriorates.

#### **HOMELESSNESS – Solutions suggested by residents during our engagements:**

- Intervene earlier to support people who are at risk of homelessness



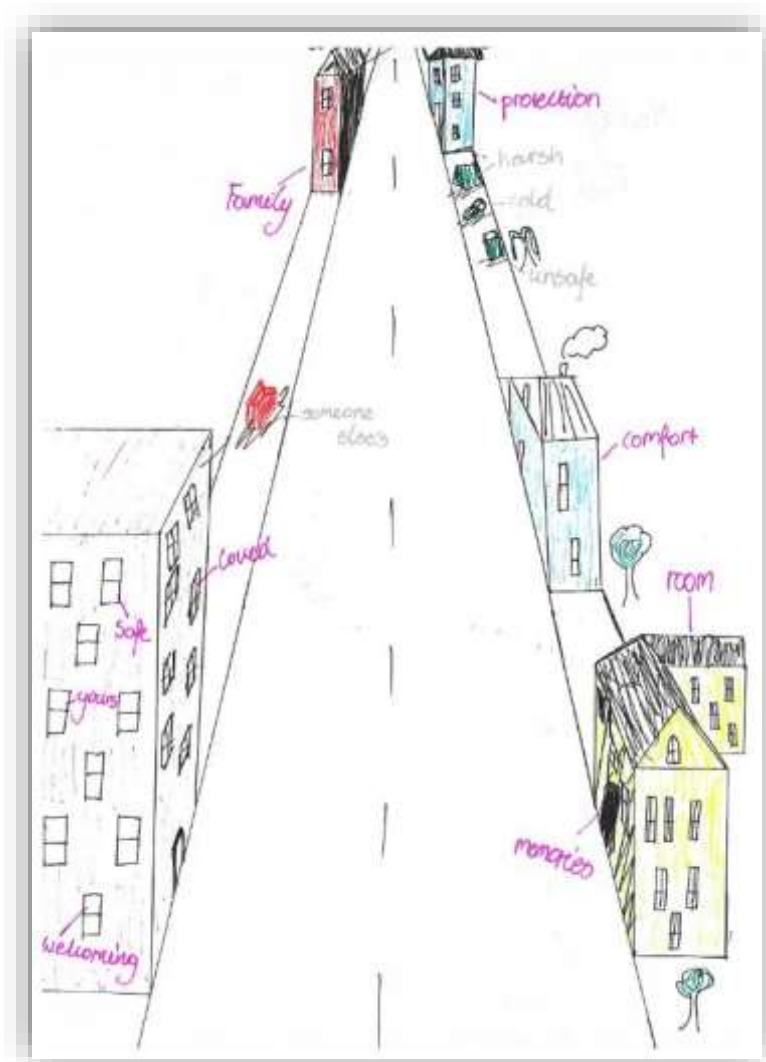
School Submission; Tiverton Primary School

## 6. Communities and Neighbourhood

The strength of community spirit in Haringey was clearly felt in many of our engagements and frequently remarked upon as a positive asset in our Borough. Individual residents and community groups often expressed their concern for people facing difficulties, with the experiences and treatment of migrants highlighted as a particular unfairness. There was a real sense of commitment to making the Borough better for all who live and spend their time here.

### Key issues

- Support for community organisations, groups and venues
- Community safety
- Cohesion, integration and migration
- Neighbourhood appearance and amenities
- Transport and parking
- Regeneration



Pupil; Highgate School

## 6.1 Support for community organisations, groups and venues

The predominant concerns highlighted through our engagements with residents and community organisations were related to: financial sustainability; collaboration and support; collective action and power; and affordable and accessible meeting venues.

### Financial sustainability

We heard from volunteers of some community organisations about the difficulties of maintaining their community groups. VCS organisations told us that the impact of austerity was felt in their organisations, as well as seen in public sector services more widely. Despite this, however, there was a strong sense that community groups provide invaluable services in Haringey, in some cases replacing services that have been cut due to austerity pressures. There was a strong sense of pride in the quality of community groups, their diversity and the role that they play in supporting a range of communities within the Borough.

Generally, residents felt that such community groups needed more recognition, advice and funding, and should be better supported to become and remain sustainable:

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*The project is running hand to mouth, to be honest. It's taken a long time to set up and build trust in this community and with the volunteers, you know, and it shouldn't feel this precarious.*

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### Volunteer; Community Cook Up

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*There should be more funding to improve and maintain the Broadwater Community Centres*

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### Parent; Willow Primary School

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*Not-for-profits struggle with financial sustainability, due to grant dependency. Funding is also not always linked to capacity building, meaning investment in this area is more difficult and many have to operate hand to mouth.*

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### VCS Forum

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*Funding should be available to local communities to work in partnership with the council to support our local people.*

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### Tilkiler Community Centre

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*It's better to have groups and support so you can have people you could rely on and support you when you're in need.*

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### School Submission; Gladesmore School





*Haringey Fairness Commission; Third Public Event*

### **Collaboration and support**

It was thought that more could be done across the Borough to improve collaboration between the public and voluntary sectors. A range of community groups felt that the Council and other public sector organisations should be working more closely with local voluntary and community organisations, to fully utilise their skills, experiences and support offers. The implication was that this could be a good way of sharing examples of good practice across the Borough and of improving delivery of services to Haringey's residents. Attendees at the VCS forum said that schools, GPs, and other public sector organisations are paying out of Borough companies for training that could be provided by Haringey's VCS, at a lower cost and by people with lived experience. Commissioning processes also came under scrutiny, with VCS organisations arguing for a greater representation of local organisations in commissioned work.

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*The way that services are commissioned can lead to new set ups that start from scratch rather than building on what's there. This also creates short-termism and an unnecessary amount of competitiveness.*

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### **VCS Forum**

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*Smaller local community groups often struggle to get commissioned for work – they should be empowered to do this kind of work, otherwise what are we learning from the services we commission? Bigger groups then get commissioned and paid, and use volunteers to keep costs down.*

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#### **VCS Forum**

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*There should be more efforts to create a closer relationship between the CCG and the Council.*

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#### **Resident; First Public Event**

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*Funding isn't needed for every solution, maybe a little is needed, like to provide training to communicate better, but it really blows my mind that the things that don't need money don't get taken on.*

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#### **Parent; SendPact**

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*Why is the Council bringing new people in and getting them to set up new projects rather than working with what already exists? Northumberland Park is unique, you can't just parachute people in and expect to get results, there's a lot of cynicism here, things come and go and there's a lack of trust. Established projects that aren't necessarily professional, they should be considered more seriously and supported – it's not just a 'soup kitchen', it's a stepping stone.*

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#### **Volunteer; Community Cook Up**

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*Share spaces to grow vegetables and fruits that everyone can share*

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#### **Pupil; Chestnuts Primary School**

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Alongside this, we also heard the need for better support for and empowerment of community organisations to be able to help people access services.

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*You need to bring opportunities to people, not send them all over the place to get services. We could do that here, if we had the funding, set up 1-2-1 conversations with people, an office here is available, and treat them with dignity and respect.*

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#### **Volunteer; Community Cook Up**

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*You want to give as much time as possible to people. And all the issues that people come with, we just can't address them. These problems are really big and we can't fix*

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*them over a weekly lunch. So why can't we have more services running from these premises, some sort of collaboration with the council?*

---

**Volunteer; Community Cook Up**

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*Local organisations could work with local community groups to provide services that are relevant to the people.*

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**Resident; Wightman Road Women's Forum**

**Collective action and power**

We often heard from residents about the need to use Haringey's population and its skills more effectively. Some attendees at the VCS forum and at our public events thought that there needed to be a 'cultural shift' in how the Borough viewed its volunteers and community activists, arguing that they are a valuable community asset.

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*Lots of older people are unsupported to give back to their community and learn new skills. Lots of people want to do voluntary work but there is not enough support or opportunities.*

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**VCS Forum**

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*There's lots of volunteering but it's the same people doing it. And lots of red tape!*

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**Parent; Willow School**

**Affordable and accessible meeting venues**

Access to affordable meeting venues was an issue highlighted in some of our small community engagements as well as in our three public events. In some cases, people felt that community organisations weren't being treated fairly when having to pay a rental fee to the council.

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*Why does a community group have to pay to Haringey Council a rental fee in order to provide a service?*

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**Volunteer; Community Cook Up**

There were also concerns that not all groups had sufficient access to safe spaces, with the LGBT community highlighted as being particularly poorly served.

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*Most community groups in Haringey have access to spaces, but there isn't an LGBT+ hub that's accessible and safe. It feels like the Borough has taken a step back. There*

*was a dedicated LGBT centre in the 80s, but that's no longer there. Wise Thoughts is the only one that's free but it's only every fortnight.*

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#### **Wise Thoughts**

Accessible and affordable venues for people in the community to come together were often felt to be unsuitable in different ways.

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*Venues that are accessible, near transport, with meeting facilities, preferably with a hearing loop are extremely difficult to find and afford. We service and fund our own office work, notice production etc. In practice we serve as an information exchange that is found useful.*

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#### **Hornsey Pensioners Action Group**

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*People want libraries to be made more accessible, with rooms that the community can use for meetings, in the evenings as well as daytimes.*

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#### **VCS Forum**

Other groups wanted permanent spaces for their communities, in line with spaces given to other community groups by the Council.

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*We need to some support and help from Haringey, to get a permanent place to pray. This isn't big enough for all the kids to come. We want somewhere where we can put on after school clubs.*

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#### **Haringey Resident; Ugandan Community Mosque, Selby Centre**

### **SUPPORT FOR COMMUNITY ORGANISATIONS, GROUPS AND VENUES - Solutions suggested by residents during our engagements:**

At our public events, smaller engagements, and through online forms, Haringey residents suggested the following:

- More funding to improve maintenance of Broadwater Community Centres
- More expenditure to be kept in-Borough, with local service providers
- Spaces for community groups to meet, either their own community centres, or cheap or free rooms



Community Cook Up

## 6.2 Community safety

### Safety

Issues around safety were raised by a range of people from across the Borough. Serious youth violence and the prevalence of gangs was a particular concern, alongside anti-social behaviour and hate crime. We heard from some residents that they were concerned for their own safety and for that of their children. A number of residents reported that they were frightened to go out of their homes after dark, due to anti-social behaviour and concerns about serious crime. A few parents told us that they were afraid to let their children go out because of neighbourhood violence, which meant that their children were stuck inside, bored and isolated.

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*I can't go out after 4 or 5 o'clock when it's dark. There's been a spate of robberies, breaking windows. It's worse than the riots we had, that was a one-off thing, but these crimes happen every day.*

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**Resident; Bruce Grove**

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*You often have to have proof of abuse for police to believe that it's happening, or three incidents of anti-social behaviour for them to do something.*

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**Resident; VCS Forum**

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*It is unsafe in Tottenham when it gets dark, due to knife and gun crime.*

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**Haringey Resident**

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*There's gang wars and loud music, loud talking, they light fireworks – it's unsafe.*

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**Pupil; Willow Primary School**

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*People don't feel safe in their own area. Older people like to stay in as much as possible as there are gangs of people smoking and taking drugs outside their doors.*

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**Haringey Resident; Migrants Resource Centre**

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There were also concerns about the stigmatisation of certain areas and the ways in which insensitive policing impacts on those who are living in the area, fuelling mistrust between communities and misperceptions about young people. At the Children in Care Council, we heard that many young, black people don't feel that they are listened to or taken seriously by the police because there is an assumption that they have mental health issues.

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*I feel there's a postcode difference in policing, and I don't get listened to in Tottenham.*

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**Parent; Willow Primary School**

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*I get stop and searched about 10 times a week.*

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**Young Person; Project Future**

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*Stop and search, there's loads of it, all in Haringey, mostly in Tottenham. It's targeting, [and] so is use of the gangs matrix. They recognise our faces, our appearance, but if you're working in the area, you'll recognise anyone. I feel targeted, I'm just going about my business. [This happens] from such a young age, you can be 10, 11 years old. And it has an impact. So does the quality of interactions too, how the police have gone about their inquiries, [in] antagonistic ways. I don't want to be in certain places at certain times. Make people in the area feel like there's no hope and no changes.*

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**Young Person; Project Future**

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*When you ask, 'so why have you pulled me over?', they say, we're in a gang area. But I live in this area. So we're going to get pulled 24/7. We can't change the policeman's perception of us. Are you thinking about what you've just done to that person that you've stopped? What mind frame you've just put them in? I've been stopped and elbowed in my face. I've been hit in the face, no charge.*

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**Young Person; Project Future**

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Some residents at Broadwater Farm were concerned that their blocks of flats needed better security systems in place because of antisocial behaviour.

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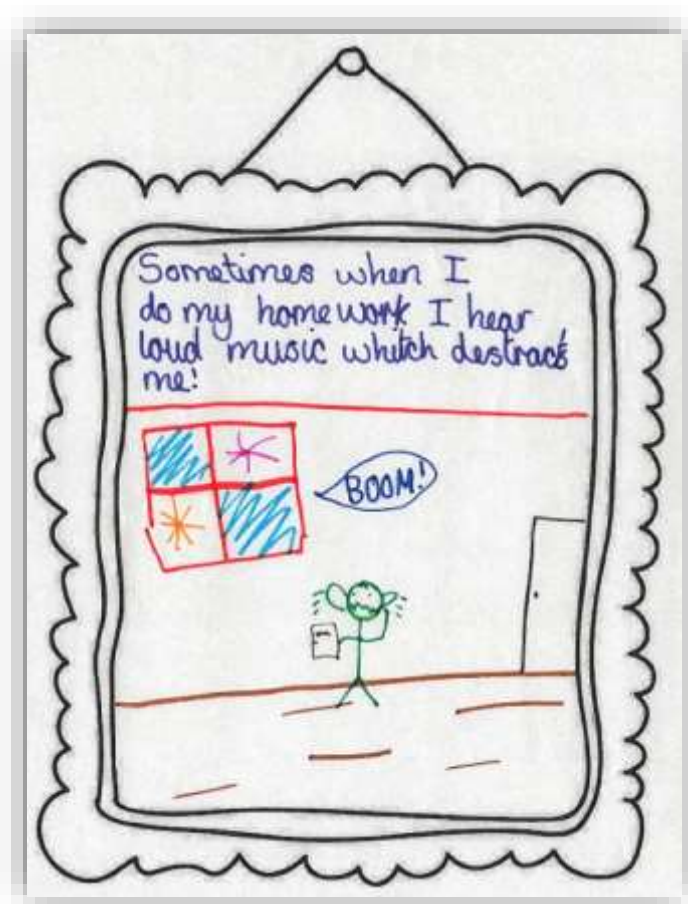
*There should be more security. It's not very good. The door needs to be secure. And there's a lot of antisocial behaviour. Put your fist down on safety. There's lots of vulnerable people who live around here.*

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**Resident; Broadwater Farm**



*Haringey Fairness Commission; Third Public Event*



Pupil; Willow School

Residents at the VCS Forum and Project Future were particularly concerned about how to integrate young offenders back into the community. It was suggested that there was a lack of continuity and support after they were discharged, which often led to continued disenfranchisement and that more needed to be done to address the vulnerabilities of young offenders.

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*With young people who recently come out of prison, we need to ask them: 'What do you need? We can set this up with you, see how we can make sure all your needs are being met.' Look, this space needs to be somewhere where young people can be constructive, do driving licence applications, job interview practice. And here, every space has been defined and designed by them and for them.*

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**Co-ordinator; Project Future**

#### **COMMUNITY SAFETY, - Solutions suggested by residents during our engagements:**

- A system for dealing with nuisance neighbours, and access to mediation for such situations
- Bring back community police officers and CCTV to address gangs
- Improve community integration through better community support
- More activities for young people, to keep them off the streets and away from violence and extremism

- Protect young people and local communities from police harassment and violence by keeping police officers out of schools and investing in non-punitive community services (youth centres, mental health schemes, drug treatment etc.) to provide alternatives to the criminalisation of people affected by austerity
- Improve police-community relations

### 6.3 Cohesion, integration and migration

#### Cohesion and hate crime

Some residents raised concerns about community cohesion and felt that people from different cultures were being treated unfairly. However, it should be noted that overall, respondents were proud of the diversity and cohesion within their communities.

At our first public event, a number of residents felt that hate crime against Muslims was a particular concern. There were some suggestions that the police were not taking racism and hate crime seriously enough. We also heard at our third public event about how single women in some communities were being harassed and called ‘prostitutes’ because they lived their lives in a different way to their neighbours. At the Migrants Resource Centre, racism, prejudice and stereotyping were highlighted as a source of unfairness and injustice. A young, male asylum seeker told us:

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*I went to the supermarket recently and the security guard followed me around because he thought I was going to steal something. You can’t judge someone just because they are black.*

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**Haringey Resident; Migrants Resource Centre**

At the Children in Care Council, a young person told us of his experience in a supermarket. He had queued up for the tills while his Greek foster parents had gone to get one more item from the aisle. When they returned, the other customers in the queue refused to let the foster parents go to the front to their foster child. They didn’t believe that the child was with the Greek foster parents because he was black and they weren’t.

Younger members of the Irish Traveller community, who participated in our discussion group, said that at secondary school it is common for children from their community to experience discrimination and bullying. They felt that schools and teachers did not take this racial discrimination seriously. There was also the suggestion that pre-conceived stereotypes about the Irish Traveller community (i.e. that they are violent or disruptive) contributed to schools’ and teachers’ negative attitudes to Irish Traveller children.

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*Our children should be positively welcomed by schools, for example, we could do something in the community together and have a cultural celebration like Black History month.*

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**Parent; Irish Traveller Group Discussion**



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*There needs to be more respect for everybody in the Borough.*

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#### **Resident; First Public Event**

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*Previously, we had a dedicated police officer for LGBT liaison. So there was someone in the system who understood LGBT concerns. Now there is just a generic role that covers all equality strands.*

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#### **Wise Thoughts**



*Haringey Fairness Commission; First Public Event*

### **Integration**

Many residents wanted to see better community integration in the Borough, with opportunities for people from different cultural backgrounds and generations to come together and learn from each other. There was widespread agreement that Haringey's diversity was a strength, and that different communities contributed and added value to the Borough.

Some residents felt that creating better inter-generational links between residents in Haringey could be one way of tackling loneliness among older people. At the CCG event, participants said they wanted more of a focus on building our communities and neighbourhoods, while other residents suggested that more could be done to encourage more community volunteering. Participants at the Migrants Resource Centre (MRC) event commented that free services are few and far between, but especially for people who attend the MRC due to their migration status.



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*People don't talk to each other. You can't force them, you just have to hope they get interested in what's going on.*

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**Haringey Resident; Coombes Croft Library Drop-in**

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*Local people should come together more. I'd like to see older people sharing skills and knowledge with younger people about things like civic issues, pride, recycling. And we can have better integration of different cultures and their food and languages.*

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**Haringey Resident; Third Public Event**

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*I really think more should be done to get ethnic minorities involved in volunteering, and it's a good way of preventing isolation too.*

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**Resident; Alexandra Palace Wellness Cafe**

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*Migrant ethnic clusters contribute to community cohesion and are underpinning diverse communities in inner city areas, providing a valuable social as well as economic function.*

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**Latin Village**

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*We need to pay more respect to older people and make sure there is access to activities for older people and help where they need it.*

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**Highgate School Submission**

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**Migration**

We heard during a few of our engagements about the uncertainty that some of our residents were facing, particularly those from the EU or the Windrush Generation, around their rights in the UK. They were worried about the impacts that the government's 'hostile environment' policy and Brexit could have on their lives, with adverse effects on their stress levels and mental ill health, and even cases of suicide. One foster child told us how stressed she was about her visa and legal status while completing her GCSEs.

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*I've been here for more than 20 years, I have no benefits, no permanent address. What will happen to me after Brexit? I do have entitlement but I'm not getting anything, all my paperwork is gone, got burned in a fire.*

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**Guest; Community Cook Up**

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*We've seen cases where everything spirals out of control – they lose their housing or get evicted, lose documentation, effectively become a stateless person, no job, no bank account, no GP, they need services from the Council to help them get their lives back.*

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**Volunteer; Community Cook Up**

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*The Windrush Generation, some of them have been here since they were two years old, so who has this proof? A lot of people are stateless and setting up a register sounds suspicious – what safeguards do you have in place for this register? The 'hostile environment' puts everyone in the same boat – as illegal immigrants. It's having an effect on people, children, grandchildren.*

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**Volunteer; Community Cook Up**

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*I was born here, my son was born here, they said - what right do you have to a British passport?*

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**Volunteer; Community Cook Up**

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*Citizenship Test is not really fair. It's not really fair that if you are an immigrant you have to do the test and you have to pay*

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**Pupil; Chestnuts Primary School**

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There were also several concerns raised about the treatment and experiences of people with No Recourse to Public Funds (NRPF).

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*I am supported by NASS [National Asylum Support Service]. I have been living here for one year. Next week I have to move to the other side of London. I don't know anyone there. My son is going to nursery here and he has settled in. Now we will have to start all over again, which will be very unsettling. It will be very difficult for both of us. It would be better if we can stay here where we are making friends and we know places to go – playgroup, parks, CARIS. There are people here who help us. We need some stability.*

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**CARIS Submission**

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*My parents have worked and paid tax here for many years and their children are British citizens but they still do not have access to public funds... one of my mum's kids has special needs and he has a local authority plan to help him but my mum can't spend the time she wants with him because she has to work.*

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**CARIS Submission**

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**COHESION, INTEGRATION AND MIGRATION - Solutions suggested by residents during our engagements:**

- Do outreach with refugees and asylum seekers to help them exercise their rights
- Better approach to and support for people with No Recourse to Public Funds
- More support for residents applying for British citizenship

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*Everyone needs to be kind to each other (staff, children and parents). To be fair. To help each other. To learn. To look after our school- not damage school property. To share.*

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**School Submission; Lancasterian Primary School**

*Haringey Fairness Commission; First Public Event*

## 6.4 Neighbourhood appearance and amenities



Pupil; Highgate School

Issues with the cleanliness of the Borough was highlighted by a number of participants. This was linked by some to a wider sense that some neighbourhoods felt 'run down' or 'uncared for' and to more serious problems with anti-social behaviour and crime. Concerns were highlighted about overflowing bins, litter, and the high levels of fly tipping in their areas. Although issues with cleanliness were raised across the Borough, there were frequent reflections that Tottenham and neighbourhoods in the East of the Borough tended to be dirtier. This was perceived as an inequality or unfairness.

Many anecdotes were shared around rubbish dumping and litter throwing. Some participants questioned the values and behaviours of some of their fellow residents, for example, citing parents setting poor examples to their children by dropping litter in front of them. Others reported taking action to clean up their areas, and to reprimand neighbours and others for dropping rubbish.

Some felt that waste services were too far away to access effectively. This was highlighted as a particular concern for older people who have to dispose of bigger rubbish themselves, which creates a reliance on other people's help. A few people suggested that private landlords were throwing furniture out too frequently, often leaving it on the side of the road. Some residents who attended our public events were also concerned about both the litter generated by Spurs games, and who would be paying for the clean-up. Other concerns raised were about the general cleanliness of residents' neighbourhoods, and a perceived lack of enforcement of public cleanliness laws.

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*I think there's a clear difference between Tottenham and Crouch End. There's ongoing issues with flytipping in one area but not the other.*

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**Parent; Willow School**

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*The river near Broadwater estate smells and it's really unpleasant. I think we also need more street lights in the area.*

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**Parent; Willow School**

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*People who are conscientious and pro-environment are currently penalised financially by the council. It is these people who pay the £75 garden waste fee, or bulky waste collection fee, or go to the local tip, and then witness other residents just dump their rubbish on the streets or in our parks for free - and with minimal enforcement or punishment.*

---

**Haringey Resident; Online Form Submission**

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A few attendees of the second public event also had concerns around charges for waste disposal, particularly eco-friendly waste resources (such as food waste bags), which they felt was unfair.

Additionally, though many residents liked the parks in their local area, some felt that parks were unequally maintained across the Borough, suggesting that green spaces in the East of the Borough were not as well maintained as green spaces in the West.

#### **NEIGHBOURHOOD APPEARANCE AND AMENITIES – Solutions suggested by residents during our engagements:**

- Introducing and enforcing fines for people dropping litter and flytipping
- Monthly skip visits so people can dump rubbish
- Creating opportunities to turn waste into art; creative recycling through art projects with children
- More dustbins in Tottenham
- Advertise recycling more in schools
- Install CCTV to monitor flytipping hot spots
- Have an in-house street cleaning service, to allow greater involvement of local people and leading to a better standard of street cleanliness

### **6.5 Transport and parking**

A range of different viewpoints were shared on transport and parking. Some residents found it difficult to travel between different parts of the Borough, and suggested that transport links across the Borough should be reviewed. They felt that this would help to bring the different parts of the Borough together and reduce divides between the East and West. Some of our older residents also reported that they found the bus difficult to use because of mobility issues.

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*Drivers are usually helpful but it's too stressful during busy hours of the day.*

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**Resident; Alexandra Palace Wellness Cafe**

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*The Dial-A-Ride service isn't as good as it used to be. It's very slow and drops off a lot of other people on the way to wherever you're going, so you can't rely on it to be on time. If you use this method of transport, you have to resign yourself to the fact that you'll be waiting around a lot and it's most of your day gone.*

---

**Resident; Alexandra Palace Wellness Cafe**

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*[We would like] to be able to travel easily across the Borough, with good bus services, not badly affected by traffic congestion, in order that east and west residents can meet.*

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**Hornsey Pensioners Action Group**

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*Act on the Mayor's clear policy to make the roads safer: reduce space for parking, reallocate it to pedestrians, cyclists, and trees. Prepare for London wide Road Pricing.*

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**Muswell Hill and Fortis Green Residents' Association**

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Some people identified issues caused by the expansion of Tottenham Hotspur that were having an impact on parking:

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*When Spurs come back to their stadium, there's going to be 60,000 people coming in and out of here, making it very difficult for people to park. There's underground garages around here not being used.*

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**Resident; Northumberland Park**

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## Parking

A few residents at the third public event felt that it was unfair that Controlled Parking Zones were distributed unevenly across the Borough. Other residents were unhappy with the rate of parking charges throughout the Borough. The Haringey Debt Centre was particularly concerned about the impact of parking charges and fines for those on low incomes.

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*It's really expensive to park in Turnpike Lane, for residents and visitors.*

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**Parent; Willow School**

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*There's nowhere for me to park now, when I visit my mum. She lives in another area of the Borough. She's elderly and she needs me to come round but I find myself going there less often because I just can't afford to keep paying for the parking.*

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**Resident; North Tottenham**

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*I am particularly concerned about supposed plans to pedestrianize the area around the clock tower. I have MS and cannot walk more than 15-50 metres on a good day and need to be able to park close to my destination.*

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**Haringey Resident; Online Form Submission**

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#### **TRANSPORT AND PARKING – Solutions suggested by residents during our engagements:**

- Lobby TfL to create bus route which links East and Westside of the Borough
- Bring garages at Northumberland Park back into use

### **6.6 Regeneration**

Participants at all three of our public events and at some of our smaller engagements raised concerns about the impact of regeneration on Haringey's communities. Whilst many participants recognised the positives that could come with change, some residents were concerned about the perceived risk of social cleansing, or gentrification, if not enough social housing was built. There were also concerns around the impact on local businesses.

At the second public event, some residents felt that building luxury flats in Haringey meant pushing out poorer people. This was considered particularly unfair when those being pushed out had been Haringey residents for a long time.

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*Regeneration needs to take the people with it not to force or displace the local residents.*

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**Haringey Resident; Tilkiler Community Centre**

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*Higher house prices are the prime drivers of forced gentrification and social exclusion, and are essential to the viability of estate demolition schemes... On demolition estates, Secure and Assured tenants are presently offered a new home with a rent set using the Formula Social Rent setting regime. This can mean that both rent and service charges are considerably higher, and this is not acceptable because it is a cause of increasing poverty.*

---

They said they wanted more transparency about regeneration plans. Others said that they felt the Council should change its approach to regeneration and review its relationship with developers in order to focus on better negotiating on behalf of the Borough's businesses and residents.



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*I don't think our concerns are being listened to regarding the redevelopment of Tottenham Hotspur stadium.*

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**Haringey Resident; Second Public Event**

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*Is there a willingness to say 'no' to a model of regeneration that we don't believe works?*

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**Haringey Resident; Third Public Event**

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Small business representatives who attended the second and third public events felt that the impact of regeneration on businesses was often ignored and said that they wanted to be treated with respect and dignity.

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*On Peacock Industrial Estate, businesses are uninformed about where they will be relocated.*

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**Haringey Resident; Second Public Event**

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*Regeneration should occur in a way where smaller businesses are included, rather than having to relocate elsewhere.*

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**Haringey Resident; Second Public Event**

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*Small businesses only get noticed if they are in a regen area, which is very demoralising.*

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**Haringey Resident; Third Public Event**

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*As Freeholders in the regeneration area, it is astonishing that the business community has not been listened to and largely sidelined by the process. We feel that we have been excluded despite the fact that we have been here for over 30 years contributing to the local economy and paying business rates.*

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**Brittanic Auto Transmission Submission**

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**REGENERATION – Solutions suggested by residents during our engagements:**

- Better support for developers to provide more social housing
- Better support for, rather than relocation of, existing businesses and jobs affected by regeneration
- Greater transparency from the Council regarding regeneration plans
- Council to build its own social housing



- Prioritising affordable housing for people who are living there already
- Help to set up Community Land Trusts, which participants at the VCS forum said see as a fairer alternative to other forms of regeneration
- Refurbish rather than demolish social housing estates



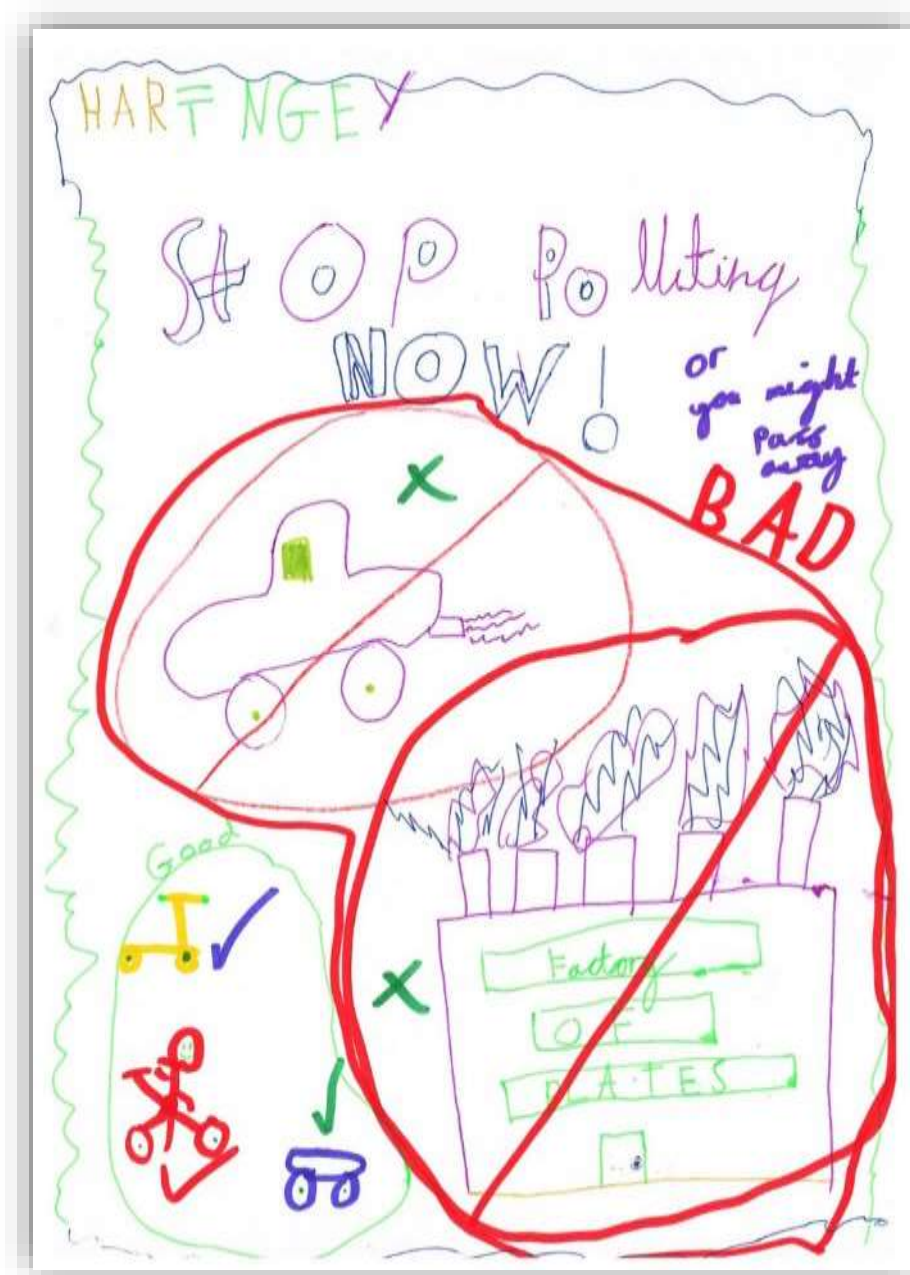
*Haringey Fairness Commission; First Public Event*

## 7. Environment

When discussing environmental issues and inequalities, people often had very practical solutions to the issues they raised. Concerns regarding waste and recycling have been covered in section [6.4 Neighbourhood Appearance and Amenities](#). The other major concern was air pollution in the Borough, and active travel was frequently touted as a suggested solution, with the added advantage of it contributing to a better healthy lifestyle overall.

### Key issues

- Air pollution and active travel



Pupil; Highgate School

## 7.1 Air pollution and active travel

The residents that raised air pollution as a concern during our three public events and through online form submissions often suggested the promotion of active travel as a way to tackle the issue. They said that air quality was a pertinent issue in particular areas of the Borough due to some roads being particularly busy and heavily used. The equality aspects of air quality were highlighted, with the most polluted areas also being some of the most deprived. They highlighted the importance of clean air for people's health and felt that reducing air pollution would make Haringey's streets truly liveable.

---

*I feel very passionately about air quality [shows maps] - so we've been talking about air quality and liveable streets in the Borough. To our local council, often it gets put on hold because we're told it's a middle-class issue. But this is also an issue of social justice. You can see here this is average household incomes in Haringey and you can see where the affluent areas are. And then this shows where the most polluted areas are. And we are talking about communities that can't afford a car and they are feeling the impact of some of the worst air pollution we have in the Borough. And here's a demonstration of obesity levels in the Borough. And what I'm trying to do is start a conversation about liveable streets and about active travel.*

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### Haringey Resident; First Public Event

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*We've been trying to link up other parents across the Borough – I'm in St Anne's – to lobby the council about something called School Streets where you ask for the roads around schools to be closed off during school hours to try and encourage and enable kids to get out on their bikes – so the council has Haringey Walks posters but actually if you don't enable active travel it's not going to happen, youngsters won't be confident trying to travel to school unless there is a safe way to do that.*

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### Haringey Resident; First Public Event

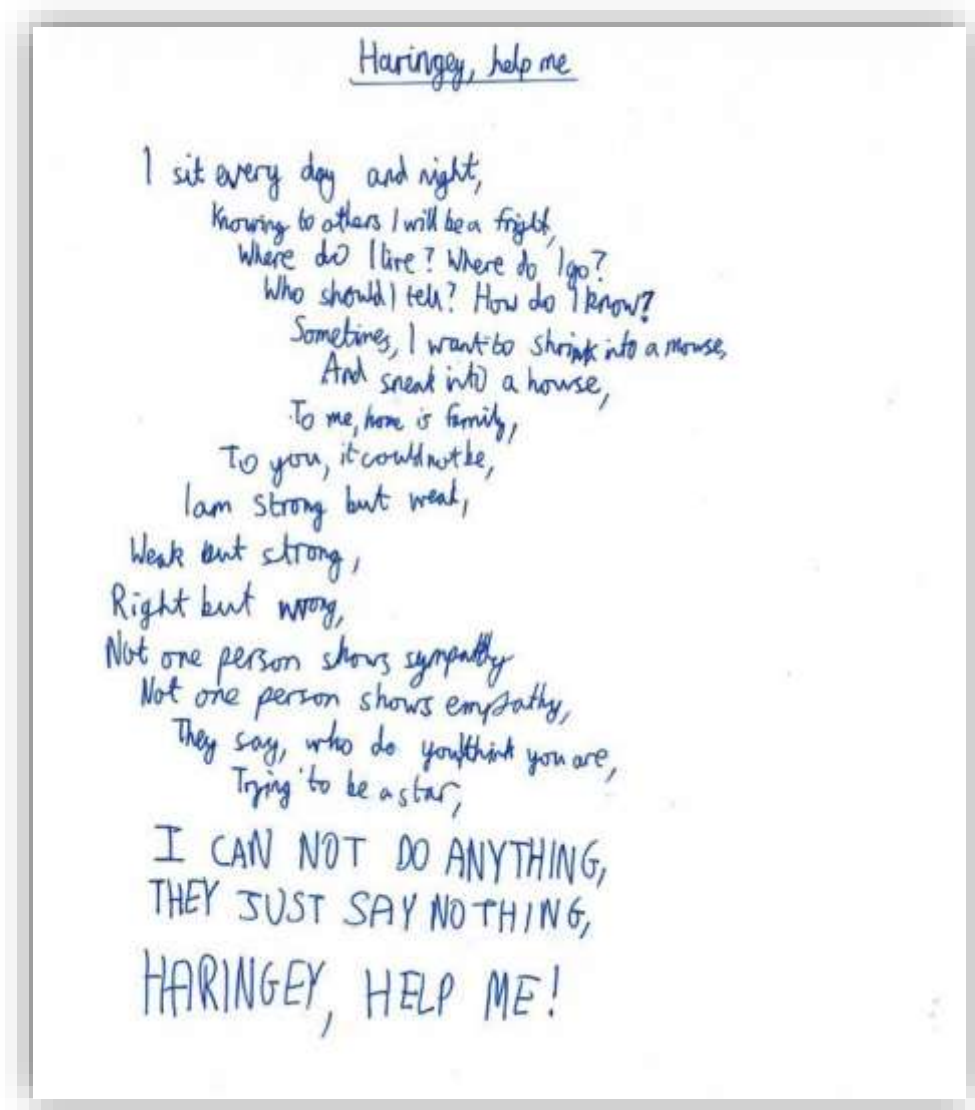
## AIR POLLUTION AND ACTIVE TRAVEL – Solutions suggested by residents during our engagements:

- Separate cycle lanes / bigger pavements
- School Streets
- Better promotion of cycling and other active travel options
- Create more low-traffic neighbourhoods
- Policies that help to reduce car usage (including more and bigger cycle lanes, better bus provision, and deterring parents from driving children to school)

## 8. Engagement with the Council and wider public services

### Key issues

- Communication and customer services
- Transparency and access to information
- Access to services
- Digital exclusion



Pupil; Highgate School

### 8.1 Communication and customer services

Many people told us of frustrations in communicating with the Council and other service providers. At the heart of many of their stories, was a desire to be listened to and treated with respect.

**Sensitivity and respect**

Some residents felt they were not being treated with sensitivity, when dealing with the Council, and also sometimes with other public sector service providers. There were particular concerns raised about how individuals were dealt with concerning sensitive and complex issues. A number of participants articulated this as being treated unfairly, or as being treated as unimportant. There was a common desire to be given the time and space to explain the complexities of one's situation, and to be listened to actively; to be able to explain the whole picture.

There was often also a sense that the Council wasn't listening properly to residents, with many reporting that they felt the Council wanted to 'get rid of people', 'not deal with their issues', and 'pass them around' the system.

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*Start by recognising the dignity of each person and treating them accordingly. For example this would mean ensuring that all interactions between the council and a resident or other person are suited to the individual concerned; language, patience, record, appropriate response.*

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**Haringey Resident; Online Form Submission**


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*It feels like Haringey isn't there to help people. The council just doesn't listen to residents.*

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**Parent; Willow School**


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*Most of us here are foreigners, I'm the first child so I have to help my family abroad, and my dad is unwell so I send money back home. And the lady I saw at the Council is looking at my face saying – 'this isn't the Council's problem'.*

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**Temporary Accommodation Resident; Broadwater Lodge**


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*There's a lot of indirect abuse suffered by trans service users. A trans woman who was transitioning has been referred to as 'he' so many times. So there's lots of instances of misuse of gender terminology.*

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**Wise Thoughts**


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*The 'unfairness' of having a child with a major disability or a loved one with dementia is nobody's fault but all too frequently Haringey residents find that the attitude of some council staff and lack of good support services makes their lives even more miserable and stressful than they need to be.*

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**Haringey Resident; Online Form Submission**

At the Clinical Commissioning Group (CCG) , we were told that the language of ‘customer’, ‘client’ or ‘patient’ is important and reflects a power dynamic. The Council calls residents its ‘customers’, but that implies that they have a choice about whether to use the Council’s services. Participants at the CCG felt that the Council should remember that it is dealing with human beings at the end of the phone or email, and the impact that these interactions have on residents. They also wanted the Council to be better at asking ‘How did we do?’.

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*Instead of taking the issue as constructive criticism, ‘let’s see what we can do’, they actually gaslight you, deny the problem exists or go on the defensive and say, ‘we can’t do anything about it’. You never get to point where anything can be done about it. So they say, ‘we want solutions, not criticisms’, and they still ignore solutions.*

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#### **Parent; SendPact**

There were some calls to speak to a ‘real person’ and a number of participants disliked the move towards putting services online. Some participants found digital services impersonal and perceived this as a way for the Council to avoid speaking to them and having to deal with their problems.

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*‘The Council is putting everything online. It’s because they just don’t want to have to see us or speak to us.’*

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#### **Haringey Resident; First Public Event**

Others reported missed appointments, long waiting times, failures to return phone calls or poor communication skills of staff. Many participants recognised the dedication and commitment of staff within public services, and the pressures that they were working under. However, a number of examples were given where it was felt that situations were not handled with appropriate sensitivity. Some carers at the Haringey Carers Coffee Morning told us how they had attended meetings before where they’ve spoken to Councillors or Officers about problems they’re having, but then there is no follow up, and they don’t do what they had said they would. In such cases, they say they’ve had to ‘go to the top’ to sort out the issue. One Carer said that they wouldn’t go to the Council with a problem because they wouldn’t have faith that the issue would be fixed.

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*I feel the council needs to look at how they communicates to their Haringey residents can be improved. I feel it is very robotic, automated and lack human interaction which vital for people who lack IT skills or feel isolated. I feel an opportunity to speak to someone to gain further information on key issues can be scheduled throughout the year. This would help the council to work more on the ground to listen and find possible solutions to meet the needs of your residents.*

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#### **Haringey Resident; Online Form Submission**





*Haringey Fairness Commission; First Public Event*

### **Wider engagement with the Council**

At a more general level, a number of participants spoke about the ways in which activities, events and other information about the Borough was communicated. One resident told us that she found it difficult to find out what was going on in the Borough. Another resident and frequent volunteer said lots of people didn't know about the kinds of services that the organisations that he volunteered for were offering. He felt that the VCS sector offered so much but it was difficult for one organisation to signpost to another because they often didn't know about each other.

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*People need to be able to access information about the free dental and medical treatments that are on offer in different ways.*

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### **Haringey Resident and Volunteer**

Others talked about ideas they had to improve services or make a contribution to the Borough. They felt that there was a lack of routes to make suggestions or to volunteer their time and ideas. Similarly, there were calls for more opportunities to input into decision-making and policy-making, from issues from regeneration plans, to policies for disabled children and adults, to the future of libraries. Ward Forums were suggested as a useful forum for engagement on neighbourhood issues, at a range of engagement events. Some people also highlighted that forms weren't always fit for purpose.

*Forms could be streamlined and still you'd get the information you need. It takes such a long time to fill in a form which is so badly designed!*

### **Volunteer; Community Cook Up**

### **COMMUNICATION AND CUSTOMER SERVICES – Solutions suggested by residents during our engagements:**

- Bring back ward forums
- Better marketing of the support unit at Marcus Garvey Library
- Residents need their views truly heard and acted on



*Haringey Fairness Commission; First Public Event*

## **8.2 Transparency and access to information**

At a range of engagements, individual residents said that they felt that the Council wasn't providing them with enough information about their situation, entitlements and eligibility; or about the progress of their case. This was raised about issues including entitlement to care packages, housing situations, and benefits.

Particular concerns were raised, by Love Lane residents, and others, regarding accessibility of information around housing, Haringey Development Vehicle, High Road West, and regeneration more broadly. Some residents from the Love Lane estate spoke of their frustrations in dealing with the Council when trying to understand the terms of their housing situation. They felt that residents generally need to be better informed about matters relating to housing. One resident also said he didn't think there were sufficient communication channels with the Council and explained how difficult it was for him to get hold of someone from the Housing team to discuss his situation.



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*It's not fair if people don't always know what's going on or being done to them. We're being treated like numbers. We just want to know what will happen to us.*

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**Temporary Accommodation Resident; Love Lane**

A few Love Lane residents said they had heard that some tenants on Love Lane and Broadwater Farm had asked to be moved outside of London but had been refused, even though this is something that the Housing team had said they could facilitate. Love Lane residents also told us that they knew people who had been told by the Council that there were no homes available for them in Haringey or London, despite there being empty flats in the Love Lane estate.

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*Why aren't people being homed in the empty flats? It's really worrying because I can't help but think of Grenfell, and then I worry that the flat will be torched.*

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**Temporary Accommodation Resident; Love Lane**

At the Children in Care Council, we heard about a young person going through transition to independent living. It was clear that the young person felt he could have benefited from better information regarding what his rights were. He described what happened when he went to a flat viewing with a Council member:

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*I had no choice or time to reflect on the viewing, I felt I was being forced to do something I didn't want to do. Luckily I had someone with me who could stand up for me and say no, this isn't right.*

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**Young Person; Children in Care Council**

**Wider transparency**

There were also some concerns highlighted regarding transparency and accountability at the council, with residents unclear, for example, what the income generated through events/festivals at Finsbury Park was being spent on.

Some concerns were raised about how people on the housing register are moved into accommodation, with one resident suggesting that they felt the Council was 'moving the goalposts' and housing people by discretion.

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*Last year, Haringey housed 350 people in Band B, so why not us? You could tweak the housing policy for us on Love Lane.*

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**Temporary Accommodation Resident; Love Lane**

Transparency around the High Road West scheme was also highlighted as a concern, with residents feeling that people aren’t aware that the new homes being built wouldn’t be for them. They felt that inaccurate information was being spread about High Road West by the developers and by the Regeneration team. Similarly, the Friends of Muswell Hill Library were particularly concerned about the way in which Council decisions are made and justified.

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*During 2015-6...A decision was made within the Cabinet, behind closed doors, to close Muswell Hill Library (which is a beautiful Grade II listed building) and move it into an inappropriate dark and dingy new-build space located at the top of one of the steepest hills in London, with no disabled parking spaces. The reason for this decision was so that the library building and the significant chunk of land behind it could be incorporated into the now-defunct HDV, and handed over to Lendlease to do its bidding. In order to justify this ridiculous decision, the Council commissioned a straw-man feasibility study...they then opened up a hilariously biased consultation document with only two options.*

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#### **Friends of Muswell Hill Library**

### **TRANSPARENCY AND ACCOUNTABILITY OF COUNCIL – Solutions suggested by residents during our engagements:**

- More transparency and honesty about regeneration plans
- Seriously taking on the responses to consultations regarding regeneration

## **8.3 Access to and distribution of services and funds**

### **Distribution of services and funds**

Access to and distribution of services and funds was often raised at our public events. Residents often perceived that the services on their side of the Borough were inferior to the services on the other side of the Borough, regardless of which side they lived on. Similarly, there was often the perception that funds were being spent on one side of the Borough and not on the other, i.e. residents in the West thought more funds were being spent in the East, and vice versa. It should be noted that this sense of unequal access and distribution was felt more keenly by residents in the East of the Borough. However, a participant at the 1st public event made a call in the plenary for ‘the Fairness Commission to unite the Borough, and for the people in every part to work together.’ This received strong assent from the other participants.

One elderly Haringey resident who felt that services and funds weren’t appropriately distributed across the Borough said she really enjoyed coming to Tai Chi classes at Coombes Croft Library but was disappointed that things like that weren’t offered equally in other places in the Borough. She also said that she thought there needed to be more activities for older people across the Borough. Participants at the Migrants Resource Centre felt that the East were disadvantaged relative to the West in terms of the distribution of community amenities, recycling facilities, rubbish collection and housing development.

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*The high rise development are mainly in the East which as a result has higher density whereas the West get to keep their green spaces.*

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**Haringey Resident; Migrants Resource Centre**

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*Haringey does things in one part, not in the other. These people down here in Tottenham get it, we others don't. There's nothing for me in St Ann's ward. And Crouch End has poor people too, everywhere has poor people.*

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**Haringey Resident; Coombes Croft Drop-in**

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*Taxes should be spent on things that make things better and fairer. Not water cannons*

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**Pupil; Chestnuts Primary School**

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**Accessibility of and access to services**

Accessibility of services was also highlighted as an issue in several engagements. Muswell Hill Library was mentioned a couple of times as having specific issues. Additionally, the lack of British Sign Language interpreters was also a particular concern for one group.

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*There is still no public toilet in the Muswell Hill Library. Still no lift to the upper floor. And still no reliable way for disabled people to get even onto the ground floor without going up the steps - there is a wheelchair lift but it is usually broken. All of these points are long-standing issues that Haringey Council has known about for decades. So yes, it is **unfair** for the Council to take our taxes and not provide the services which it is legally obliged to.*

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**Friends of Muswell Hill Library**

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*Many cannot use the public library in Muswell Hill, as the lift to the entrance floor often breaks down. There is no lift to the upper floor and no toilet provision, neither for general use nor for disabled people.*

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**Hornsey Pensioners Action Group**

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*We wish to raise the issues of inequality faced on a daily basis by people in Haringey who live with a hearing impairment. This group of people feel excluded from going into council buildings due to a lack of British Sign Language (BSL) Interpreters. Any visit to the council's customer services offices or libraries can cause people with a hearing impairment a great deal of stress, anxiety, worry and nervousness. More often than not they will avoid going into these buildings alone as there is no provision of BSL Interpreter services.*

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### Physical Disabilities Reference Group

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*Public spaces and services such as train stations and gyms should be accessible to those with physical disabilities*

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### Haringey Resident; Online Form Submission

At the VCS event, participants perceived an inequality in residents’ access to advice, information and guidance. They want officers to be proactive about getting information to residents and making sure it was accessible for them. Additionally, a number of residents highlighted how access to services was sometimes hampered by people’s language limitations.

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*There is a problem for those who speak English as a second language – information is often only available in 2-3 other languages. Children often end up interpreting for their parents, but this isn’t always appropriate or even allowed.*

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### VCS Forum

The Community Cook Up had volunteers to assist clients with their problems in relation to accessing housing, benefits, health, dental care services, etc. However, while the Community Cook Up volunteers had built up good relations of trust with their clients, there was also frustration that they were directing the latter elsewhere and that it would be more productive if the various service organisations could send representatives directly to Community Cook Up.

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*Have the services brought here, people get fed up with being sent everywhere.*

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### Volunteer; Community Cook Up

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*They [clients] need professionals to be here on site to assist with all their problems, but sympathetic professionals.*

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### Volunteer; Community Cook Up

## ACCESS TO AND DISTRIBUTION OF SERVICES AND FUNDS – Solutions suggested by residents during our engagements:

- Services should be better signposted e.g. through the creation of a directory of services and support (for health and social care in particular)
- Bringing the services to more vulnerable, excluded people
- Physically bring statutory services staff to voluntary centres, for example Northumberland Park Community Cook Up, to directly engage with and support disadvantaged and excluded clients.



*Haringey Fairness Commission; First Public Event*

#### 8.4 Digital exclusion

The impacts of digital exclusion were discussed at most of our engagements. Some residents reported feeling a lot of frustration when dealing with public services, particularly when so many were online and automated. Concerns around digital exclusion were also raised more broadly for those with particular accessibility issues, such as visual impairments, hearing difficulties, and colour blindness.

During the discussions at our second public event, it was clear that some residents were feeling left behind due to the digitalisation of services.

At the VCS Forum, we heard that getting in touch with the Council is particularly hard for some people, with no telephone numbers advertised and the need to have an email address if one wants a response.

At the Clinical Commissioning Group, we were told that for people who aren't online, dealing with the Council can be frustrating. They said they have to wait 20 minutes on the phone before they get through to someone, and they'll often hear a recorded voice telling them to go online, which is not an option for them. They want the Council to create a better communications strategy for engaging with residents.

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*You make a phone call, the job centre is automated, it's frustrating, someone needs to come and make the system smoother and treat people like individuals, otherwise people get brushed off by the system and lost.*

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**Volunteer; Community Cook Up**

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*Everything is that you have to go online, so you don't have the choice, so you withdraw.*

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**Harigey Resident; Migrants Resource Centre**

One Haringey resident at the Haringey Carers Coffee Morning told us how she'd been a Carer for over a decade, living in a 2-bedroom Council property caring for a family member, who recently died. Three weeks after she died the Carer received a letter asking her to vacate the property. The letter explained that she would have to bid for a flat:

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*I didn't know what my rights were or understand what the bidding process was. I wanted to stay and pay the difference, but wasn't sure how I could explore my options. The process is more difficult if you are unable to use a computer.*

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**Carer; Haringey Carers Coffee Morning**

**DIGITAL EXCLUSION – Solutions suggested by residents during our engagements:**

- Services should be better signposted e.g. through the creation of a directory of services and support (for health and social care in particular)
- More support in learning how to navigate the system to find housing and when making applications for housing benefits
- More support for how to use My Account, for those with lesser IT skills
- Look at how different groups can be helped to access the internet
- Some form of in-vision services on the council's website

## Conclusion and Next Steps

The evidence that the Fairness Commission has gathered during this initial engagement phase illustrates that much can be done to address issues of unfairness and inequality in our Borough. As stated in the [Future Focus of the Commission's Work](#) section of this report, in the coming months the Commission will be focused on the following key issues:

- Engagement with Public Services – communication, transparency and access
- Housing – insecure housing with a focus on temporary accommodation, homelessness and the private rental sector
- Children and Young People – spaces, support and school exclusions
- Communities and Neighbourhoods – capacity-building for community groups and organisations
- Communities and Neighbourhoods – community cohesion, integration and safety

The Commission's next challenge is to explore these issues and our residents' suggestions in further detail to produce meaningful recommendations for change.

The Commissioners and Officers are developing a programme of work for the five key areas of focus, and each area will be headed up by a Commissioner Working Group. The Commission will be inviting residents, community organisations, experts, and other interested stakeholders to contribute further to the Commission's work through events, expert witness sessions, and other engagements.

Key updates on the Commission's work will be available at the Fairness Commission's website:

<https://www.haringey.gov.uk/fairness/>

## Annex A – List of engagements

| Engagements                                           | Type of engagement | Date       | No. of participants |
|-------------------------------------------------------|--------------------|------------|---------------------|
| 1st Public Event - Park View                          | Event              | 01/11/2018 | 105                 |
| 2nd Public Event - St Mary's                          | Event              | 15/01/2019 | 35                  |
| 3rd Public Event - St Francis                         | Event              | 02/02/2019 | 65                  |
| Alexandra Palace Wellbeing Café                       | Event              | 25/02/2019 | 6                   |
| Brittanica Auto Transmission                          | Submission         | 29/03/2019 | 1                   |
| Broadwater Lodge                                      | Event              | 09/03/2019 | 14                  |
| Carers Coffee Morning                                 | Event              | 07/11/2018 | 15                  |
| CARIS                                                 | Submission         | 21/03/2019 | 20                  |
| CCG                                                   | Event              | 11/10/2018 | 14                  |
| Chestnuts Primary School                              | Event              | 01/03/2019 | 45                  |
| Children in Care Council                              | Event              | 26/02/2019 | 8                   |
| Community Cook Up                                     | Event              | 21/02/2019 | 40                  |
| Coombes Croft Drop-in                                 | Event              | 13/02/2019 | 8                   |
| Friends of Muswell Hill Library                       | Submission         | 02/02/2019 | 3                   |
| Gladesmore School                                     | Submission         | 27/02/2019 | 12                  |
| Haringey Autism                                       | Submission         | 29/01/2019 | 3                   |
| Haringey Debt Centre (CAP)                            | Event              | 15/02/2019 | 1                   |
| Haringey Defend Social Housing                        | Submission         | 02/04/2019 | 1                   |
| Haringey Physical Disabilities Reference Group        | Submission         | 30/01/2019 | 1                   |
| Highgate School                                       | Submission         | 15/02/2019 | 220                 |
| Highway House Homeless Shelter                        | Event              | 12/03/2019 | 9                   |
| Hornsey Pensioners Action Group                       | Submission         | 15/02/2019 | 140                 |
| Irish Travellers                                      | Event              | 03/10/2018 | 5                   |
| Lancasterian Primary School                           | Submission         | 15/02/2019 | 300                 |
| Latin Village UK                                      | Submission         | 06/10/2019 | 1                   |
| Love Lane TAG                                         | Event              | 14/12/2018 | 5                   |
| Markfield                                             | Submission         | 22/03/2019 | 1                   |
| Markfield - Adults with Learning Disabilities         | Event              | 11/03/2019 | 12                  |
| Markfield - Parents and carers                        | Event              | 15/03/2019 | 23                  |
| Migrants Resource Centre                              | Event              | 21/03/2019 | 40                  |
| Muswell Hill & Fortis Green Association               | Submission         | 02/02/2019 | 3                   |
| North London Ugandan Muslim Community at Selby Mosque | Event              | 15/03/2019 | 20                  |
| Online form submissions                               | Submission         | various    | 45                  |
| Peacock Industrial Estate                             | Submission         | 27/03/2019 | 1                   |
| Personal contributions                                | Submission         | various    | 3                   |
| Project Future                                        | Event              | 20/02/2019 | 12                  |
| Save Autism Services Haringey                         | Submission         | 18/09/2018 | 85                  |
| Selby Centre                                          | Event              | 01/02/2019 | 25                  |
| SendPact                                              | Event              | 20/02/2019 | 2                   |
| SendPact Survey                                       | Submission         | 25/02/2019 | 44                  |
| Tilkiler Community Centre                             | Event              | 10/03/2019 | 40                  |
| Tiverton Primary School                               | Submission         | 14/02/2019 | 54                  |
| VCS                                                   | Event              | 15/10/2018 | 62                  |
| Whitehall Lodge                                       | Event              | 07/03/2019 | 8                   |
| Wightman Road - Women's Forum                         | Event              | 08/02/2019 | 25                  |
| Willow School                                         | Event              | 11/02/2019 | 35                  |
| Wise Thoughts                                         | Event              | 07/03/2019 | 2                   |



## Annex B – Supplementary background information

Supplementary background information is other submissions and documents that have aided the Fairness Commission’s thinking with regard to fairness, equality, and good policy-making. This full list of supplementary background information is as follows:

- BMG Research – Residents’ Survey: London Borough of Haringey. Available at: [https://www.haringey.gov.uk/sites/haringeygovuk/files/residents\\_survey\\_final\\_report\\_2018.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/residents_survey_final_report_2018.pdf)
- Haringey Council – Borough Plan EQIA. Available at: [http://www.minutes.haringey.gov.uk/documents/s107023/\\_Borough%20Plan%20EQIA\\_FINAL.pdf](http://www.minutes.haringey.gov.uk/documents/s107023/_Borough%20Plan%20EQIA_FINAL.pdf)
- Haringey Council – State of the Borough. Available at: [https://www.haringey.gov.uk/sites/haringeygovuk/files/state\\_of\\_the\\_borough\\_final\\_master\\_version.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/state_of_the_borough_final_master_version.pdf)
- Homes for Haringey – standard ‘Move On Assessment Letter’, November 2017
- House of Commons Library – Constituency data: Social Mobility Index by Constituency. Available at: <https://commonslibrary.parliament.uk/economy-business/work-incomes/constituency-data-social-mobility-index/>
- Islington Tribune – Challenge disability bias. Available at: <http://islingtontribune.com/article/challenge-disability-bias>
- New Economics Foundation – Fairness Commissions: Understanding how local authorities can have an impact on inequality and poverty. Available at: [https://neweconomics.org/uploads/files/b9ee98970cb7f3065d\\_0hm6b0x2y.pdf](https://neweconomics.org/uploads/files/b9ee98970cb7f3065d_0hm6b0x2y.pdf)
- New Economics Foundation – Universal Basic Income: The Debate Continues. Available at: <https://neweconomics.org/2018/08/ubi-debate-continues>
- Policy in Practice – help vulnerable households deal with debt. Available at: <http://policyinpractice.co.uk/help-vulnerable-households-deal-with-debt/>
- Professor Loretta Lees’ 18 interview transcripts from residents in Northumberland Park and Love Lane
- Public Health England – Local action on health inequalities. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/730917/local\\_action\\_on\\_health\\_inequalities.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730917/local_action_on_health_inequalities.pdf)
- Resolution Foundation – The Living Standards Audit 2018. Available at: <https://www.resolutionfoundation.org/publications/the-living-standards-audit-2018/>
- Taxpayers Against Poverty – Nine Blogs examine the stark reality of health inequality in modern Britain. Available at: <http://taxpayersagainstopoverty.org.uk/news/9-blogs-tackle-the-stark-reality-of-health-inequality-in-modern-britain.-th>
- Taxpayers Against Poverty - Visit to the United Kingdom by the United Nations Special Rapporteur on extreme poverty and human rights from 5 to 16 November 2018. Submission from the Rev Paul Nicolson. Available at: <https://mailchi.mp/64918cebd4c3/dwpsets-inadequate-level-of-317pm-universal-credit-paying-council-tax-rent-it-makes-people-hungry-in-debt-homeless-mentally-physically-ill?e=cbf7863e36>
- The Conversation – Poverty’s impact on well-being is hard to ignore. Available at: <https://theconversation.com/povertys-impact-on-well-being-is-hard-to-ignore-51378>
- The Conversation – What the world can learn about equality from the Nordic model. Available at: <https://theconversation.com/what-the-world-can-learn-about-equality-from-the-nordic-model-99797>

## Annex C – Scoring Criteria and Matrix

The three questions below set out the scoring criteria for the issues raised to the Haringey Fairness Commission.

The criteria were devised by the Co-Chairs and Fairness Commission officers, in response to the Commissioners' view that the prioritisation of issues to be taken forward ought to be as objective and transparent as possible.

A master spreadsheet was created which captured the key points from each of our engagements. Each key point was coded under the relevant issue. For example, at the first public event, we were told that "special needs support in schools is inadequate". This key point was coded under the 'Children, Young People and Education' topic area, under the issue 'Support for children with SEND'.

### Question 1: How frequently was this issue mentioned?

- a. Between 1-10% of the issues raised was this issue – 0.5 point
- b. Between 11-20% of the issues raised was this issue – 1 point
- c. Between 21-30% of the issues raised was this issue – 1.5 points
- d. Between 31-40% of the issues raised was this issue – 2 points
- e. Between 41-50% of the issues raised was this issue – 2.5 points
- f. Between 51-60% of the issues raised was this issue – 3 points
- g. Between 61-70% of the issues raised was this issue – 3.5 points
- h. Between 71-80% of the issues raised was this issue – 4 points
- i. Between 81-90% of the issues raised was this issue – 4.5 points
- j. Between 91-100% of the issues raised was this issue – 5 points

The frequency with which each issue was mentioned was calculated in deciles, using the frequency of the issue most mentioned (Communication and customer services, 126 times) as 100%. The rest of the deciles were calculated in relation to 126 mentions.

For example, the issue of 'Support for children with SEND' was mentioned 36 times (across all our various engagements). This meant that 29% of the issues raised was this issue ( $36/126 * 100\% = 28.5\%$ ). According to the deciles above, 29% gives the issue of 'Support for children with SEND' 1.5 points.

Question 1 deals directly with the evidence that we heard and received. In the final scoring, the points awarded in Question 1 were triple weighted, to emphasise the significance of our evidence. In the example of 'Support for children with SEND', the issue was awarded a total of 4.5 points for this question ( $1.5 * 3 = 4.5$ ).

### Question 2: At what percentage of engagements was this issue raised?

- a. 1-10% – 0.5 point
- b. 11-20% – 1 point
- c. 21-30% – 1.5 points
- d. 31-40% – 2 points
- e. 41-50% – 2.5 points
- f. 51-60% – 3 points
- g. 61-70% – 3.5 points
- h. 71-80% – 4 points
- i. 81-90% – 4.5 points

j. 91-100% – 5 points

By ‘engagements’, we mean the three public events held by the Fairness Commission, submissions from individuals, schools, voluntary sector groups, the 25 smaller events that the Fairness Commission arranged (see [Annex A](#)).

On our master spreadsheet, we coded the key points raised at each engagement. However, we didn’t code submissions from schools as these were often drawings and poems.

The percentage of engagement at which each issue was mentioned was calculated in deciles, using the total number of engagements (40) as 100%. (This total number did not include the school submissions.) The rest of the deciles were calculated in relation to 40 engagements.

For example, the issue of ‘Support for children with SEND’ was mentioned at 8 of our engagements. This meant that this issue was raised at 20% of our engagements ( $8/40 * 100\% = 20\%$ ). According to the deciles above, 20% gives the issue of ‘Support for children with SEND’ 1 point.

Question 2 deals indirectly with the evidence that we heard and received. In the final scoring, the points awarded in Question 2 were double weighted, to emphasise the significance of our evidence. In the example of ‘Support for children with SEND’, the issue was awarded a total of 2 points for this question ( $1 * 2 = 2$ ).

**Question 3: How much leverage exists, working in partnership with other organisations, to make an impact on this issue?**

- a. Very weak leverage: the council, statutory bodies or partners have no or extremely limited influence on this issue – 1 point
- b. Slight leverage: the council, statutory bodies or partners have very limited or no direct influence on this issue – 2 points
- c. Moderate leverage: the council, statutory bodies or partners have limited influence on this issue, or they can limit aspects of it – 3 points
- d. Strong leverage: The council and/or statutory bodies or partners have direct leavers to influence this issue – 4 points
- e. Very strong leverage: The council has full or near full influence over this issue – 5 points

Question 3 does not deal, directly or indirectly, with the evidence that we heard and received. Therefore, the points awarded in Question 3 were single weighted in the final scoring.

For example, the issue of ‘Support for children with SEND’ was scored 4 points because the council and other statutory bodies or partners have direct levers to influence this issue.

**Other criteria**

In addition to the above, the Co-Chairs and officers devised and tested out other criteria in our scoring of the issues, for example the depth of impact on individuals or organisations of a particular issue, or the extent to which people in Haringey agreed that this was a huge unfairness. However, we found that it was difficult to calibrate these criteria in an objective manner. We thought that many issues affect many people in very significant ways; it proved difficult and also felt inappropriate to assign any ranking to them.

## Scoring matrix

| THEME                                    | ISSUE                                                                          | No. of total mentions | No. of total mentions - SCORED | No. of total mentions - tripled | % of engagements mentioned at | % of engagements mentioned at - SCORED | % of engagements mentioned at - doubled | Sub Total | Leverage | Total score |
|------------------------------------------|--------------------------------------------------------------------------------|-----------------------|--------------------------------|---------------------------------|-------------------------------|----------------------------------------|-----------------------------------------|-----------|----------|-------------|
| 1 - Children, Young People and Education | A - Support for children with special educational need and disabilities (SEND) | 36                    | 1.5                            | 4.5                             | 20%                           | 1.0                                    | 2.0                                     | 6.5       | 4        | 10.5        |
| 1 - Children, Young People and Education | B - School exclusions and isolation                                            | 23                    | 1.0                            | 3.0                             | 23%                           | 1.5                                    | 3.0                                     | 6.0       | 3        | 9.0         |
| 1 - Children, Young People and Education | C - Spaces and activities for children and young people                        | 53                    | 2.5                            | 7.5                             | 35%                           | 2.0                                    | 4.0                                     | 11.5      | 3        | 14.5        |
| 1 - Children, Young People and Education | D - Treatment of children and young people in the care system                  | 9                     | 0.5                            | 1.5                             | 3%                            | 0.5                                    | 1.0                                     | 2.5       | 4        | 6.5         |
| 2 - Debt and Poverty                     | A - Debt                                                                       | 20                    | 1.0                            | 3.0                             | 13%                           | 1.0                                    | 2.0                                     | 5.0       | 2        | 7.0         |
| 2 - Debt and Poverty                     | B - Poverty                                                                    | 55                    | 2.5                            | 7.5                             | 33%                           | 2.0                                    | 4.0                                     | 11.5      | 2        | 13.5        |
| 2 - Debt and Poverty                     | C - Universal Credit and Benefits                                              | 13                    | 1.0                            | 3.0                             | 10%                           | 0.5                                    | 1.0                                     | 4.0       | 2        | 6.0         |
| 3 - Jobs, Training and the Economy       | A - Employment opportunities and wages                                         | 37                    | 1.5                            | 4.5                             | 33%                           | 2.0                                    | 4.0                                     | 8.5       | 3        | 11.5        |
| 3 - Jobs, Training and the Economy       | B - Training opportunities and adult education                                 | 16                    | 1.0                            | 3.0                             | 23%                           | 1.5                                    | 3.0                                     | 6.0       | 2        | 8.0         |
| 4 - Health and Social Care               | A - Social isolation                                                           | 9                     | 0.5                            | 1.5                             | 20%                           | 1.0                                    | 2.0                                     | 3.5       | 3        | 6.5         |
| 4 - Health and Social Care               | B - Access to care                                                             | 48                    | 2.0                            | 6.0                             | 40%                           | 2.0                                    | 4.0                                     | 10.0      | 4        | 14.0        |
| 4 - Health and Social Care               | C - Carers                                                                     | 24                    | 1.0                            | 3.0                             | 33%                           | 2.0                                    | 4.0                                     | 7.0       | 4        | 11.0        |
| 4 - Health and Social Care               | D - Access to health services                                                  | 41                    | 2.0                            | 6.0                             | 28%                           | 1.5                                    | 3.0                                     | 9.0       | 3        | 12.0        |
| 4 - Health and Social Care               | E - Autism services                                                            | 21                    | 1.0                            | 3.0                             | 20%                           | 1.0                                    | 2.0                                     | 5.0       | 3        | 8.0         |
| 5 - Housing                              | A - Lack of affordable Housing                                                 | 33                    | 1.5                            | 4.5                             | 33%                           | 2.0                                    | 4.0                                     | 8.5       | 3        | 11.5        |
| 5 - Housing                              | B - Issues in the private rental sector                                        | 35                    | 1.5                            | 4.5                             | 33%                           | 2.0                                    | 4.0                                     | 8.5       | 2        | 10.5        |
| 5 - Housing                              | C - Temporary accommodation                                                    | 64                    | 3.0                            | 9.0                             | 55%                           | 3.0                                    | 6.0                                     | 15.0      | 3        | 18.0        |
| 5 - Housing                              | D - Issues in social housing                                                   | 42                    | 2.0                            | 6.0                             | 28%                           | 1.5                                    | 3.0                                     | 9.0       | 3        | 12.0        |
| 5 - Housing                              | E - Homelessness                                                               | 19                    | 1.0                            | 3.0                             | 23%                           | 1.5                                    | 3.0                                     | 6.0       | 3        | 9.0         |
| 6 - Communities and Neighbourhoods       | A - Support for community organisations, groups and venues                     | 66                    | 3.0                            | 9.0                             | 50%                           | 2.5                                    | 5.0                                     | 14.0      | 5        | 19.0        |
| 6 - Communities and Neighbourhoods       | B - Community safety                                                           | 48                    | 2.0                            | 6.0                             | 43%                           | 2.5                                    | 5.0                                     | 11.0      | 3        | 14.0        |
| 6 - Communities and Neighbourhoods       | C - Community cohesion, integration and migration                              | 61                    | 2.5                            | 7.5                             | 43%                           | 2.5                                    | 5.0                                     | 12.5      | 3        | 15.5        |
| 6 - Communities and Neighbourhoods       | D - Neighbourhood cleanliness and amenities                                    | 35                    | 1.5                            | 4.5                             | 25%                           | 1.5                                    | 3.0                                     | 7.5       | 4        | 11.5        |
| 6 - Communities and Neighbourhoods       | E - Transport and parking                                                      | 42                    | 2.0                            | 6.0                             | 30%                           | 1.5                                    | 3.0                                     | 9.0       | 2        | 11.0        |
| 6 - Communities and Neighbourhoods       | F - Regeneration                                                               | 38                    | 2.0                            | 6.0                             | 30%                           | 2.0                                    | 3.0                                     | 9.0       | 4        | 13.0        |
| 7 - Environment                          | A - Air pollution and active travel                                            | 24                    | 1.0                            | 3.0                             | 15%                           | 1.0                                    | 2.0                                     | 5.0       | 4        | 9.0         |
| 8 - Engagement with public services      | A - Communication and customer services                                        | 126                   | 5.0                            | 15.0                            | 75%                           | 4.0                                    | 8.0                                     | 23.0      | 5        | 28.0        |
| 8 - Engagement with public services      | B - Transparency and accountability of public services                         | 52                    | 2.5                            | 7.5                             | 55%                           | 3.0                                    | 6.0                                     | 13.5      | 5        | 18.5        |
| 8 - Engagement with public services      | C - Access to and distribution of public services and funds                    | 52                    | 2.5                            | 7.5                             | 48%                           | 2.5                                    | 5.0                                     | 12.5      | 5        | 17.5        |
| 8 - Engagement with public services      | D - Digital exclusion                                                          | 14                    | 1.0                            | 3.0                             | 18%                           | 1.0                                    | 2.0                                     | 5.0       | 4        | 9.0         |

**Report for:** Overview and Scrutiny Committee 29<sup>th</sup> April 2019

**Title:** Member Enquiries

**Report authorised by:** Richard Grice: Director of Customers, Transformation and Resources

**Lead Officer:** Elaine Prado: Head of Business Change  
Tel: 020 8489 4607  
Email: [elaine.prado@haringey.gov.uk](mailto:elaine.prado@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** N/A – report for noting

### 1. Describe the issue under consideration

The Complaints and Member Enquiries Annual Report 2017/18 was presented to this Committee on 25<sup>th</sup> March 2019. At the OSC on 25<sup>th</sup> March 2019, further questions were asked in relation to case studies. These will not be provided in this report.

This report provides further information about Member Enquiries, the process and future developments.

### 2. Input Requested from O&S

It is requested that O&S note the contents of the report.

### 3. Background

In March the 2017/18 figures for Member Enquiries were reported to this Committee (2,249 Member Enquiries with a response rate of 89% within 10 days).

The number of Member Enquiries has risen in the past year. In 2018/19 2,764 Member enquiries were logged into Respond (response rate of 93% in 10 days), however, to process these enquiries 27,093 related emails were received. Each email, whether directly relating to an enquiry, or where emails are copied to colleagues for information, need to be read and manually logged against each case to provide a complete audit trail. The additional volume of emails received adds avoidable demand to the Feedback team.

The table below shows the volume of Member Enquiries, with related email volumes and targeted completion rates compared to the previous year. This shows an improvement in service alongside a substantial increase in volume of enquiries.

| Year    | Member Enquiries | % within 10 days | Emails | Average emails per case |
|---------|------------------|------------------|--------|-------------------------|
| 2017/18 | 2249             | 89%              | 18921  | 8.4                     |
| 2018/19 | 2764             | 93%              | 27093  | 9.8                     |

Since 2010, there has been a 45% reduction in the number of officers working in the Council (from approx. 3,500 to approx. 2,000), however demand for services continues at previous levels, and for some services has increased. The reduction in staffing has resulted in fewer officers maintaining service delivery and has also reduced the pool of officers who can respond to formal enquiries, including Member Enquiries.

#### 4. Benchmarking

We have undertaken a benchmarking exercise among other local authorities to understand Haringey's position regarding our current target response time.

| London Borough response times | Days        |
|-------------------------------|-------------|
| Barking and Dagenham          | 10          |
| Ealing                        | 10          |
| Enfield                       | 10          |
| <b>Haringey</b>               | <b>10</b>   |
| Havering                      | 10          |
| Hillingdon                    | 10          |
| Westminster                   | 10          |
| City of London                | 10          |
| Lewisham                      | 10          |
| Redbridge                     | 10          |
| Bexley                        | 15          |
| Hackney                       | 15          |
| H&F                           | 15          |
| Harrow                        | 15          |
| Hounslow                      | 15          |
| Kingston                      | 15          |
| Richmond                      | 15          |
| Southwark                     | 15          |
| Brent                         | 20          |
| Bromley                       | 20          |
| Camden                        | 20          |
| Croydon                       | 20          |
| Lambeth                       | 20          |
| Merton                        | 20          |
| Newham                        | 20          |
| Sutton                        | 20          |
| Tower Hamlets                 | 20          |
| Waltham Forest                | 20          |
| Islington                     | 21          |
| Barnet *                      | undisclosed |
| Greenwich **                  | undisclosed |
| Wandsworth ***                | undisclosed |

\*Barnet does not mention timescales

\*\*Greenwich states 'may take differing times'

\*\*\*Wandsworth does not mention timescales

Of the 32 London Boroughs, 10 authorities, including Haringey, have a target response time of 10 days; the other 22 authorities have a longer or undisclosed target response time. No authority has a shorter target response time than 10 working days.

The Local Government Ombudsman guidelines for responding to formal enquiries is 20 working days.

## **5. Quality of responses**

When Member Enquiries are received to the mailbox, they are logged into Respond and then sent to the relevant responding officer. The team who administer the requests see the final response when it is sent to the requestor, when they are copied into the response to close the case on the system. This limits the opportunity to conduct quality checks.

Once a case has been logged and acknowledged, responses to Member Enquiries are investigated by designated officers within the service where the enquiry is centred. This can often be a complex investigation; however, officers are asked to respond within the 10-working day target. Good practice is to respond as early as possible.

Responsibility for the quality of responses lies with the Head of Service where the enquiry is centred. The Member Enquiry process stipulates that the relevant Head of Service should approve each response prior to it being sent: This must happen within the 10-working day timeframe. Sometimes this does not happen, which can result in poor quality and incomplete responses being sent. If Councillors are unhappy with the quality of the response they receive, this should be raised with the responsible Head of Service in the first instance.

If a Councillor receives an incomplete response to their enquiry, this should preferably be raised with the Feedback team via the Member Enquiry mailbox, who will re-open the incomplete case and contact the responding officer for a full response.

## **6. Best use of the Member Enquiry process**

The Feedback team will record each Member Enquiry received to the mailbox and send an acknowledgement within two working days.

If the Member Enquiry is urgent (e.g. a benefits query where bailiff action is imminent) we ask that this is clearly indicated in the subject header of the email. The Feedback team will ask the responding officer to prioritise that enquiry as part of the logging process.

We understand that residents with language difficulties, digital exclusion, or other difficulty accessing our services will approach Councillors to assist them with making service requests (e.g. a request to clear some dumped rubbish, report a possible benefit fraud). These requests will be dealt with as a service request by the appropriate service team. To ensure the quickest resolution to these issues, the recommended route for Councillors is to use the "Report a Problem" eform on the website. In this way, the request is received directly by the service, without the need



for additional logging, and will be dealt with within the timescale for requests of that type (often far quicker than the 10-working day Member Enquiry timescale).

If, however a Councillor makes a request for what could be deemed as a 'service request' on behalf of a resident but is as a result of a failure of the Council to deliver that service, then this will be treated as a Member Enquiry through the formal process, because the service failure will require investigation and resolution.

On occasion, Councillors will ask additional questions as a result of the response they have received, because they now have a clearer understanding of the issue in question. Additional questions directly relating to the case will be passed to the responding service using the same reference number and will not be subject to a further 10-day response time. Again, good practice is for the responding officer to reply expediently. Should the Councillors further questions not be directly related to the case, a new reference number will be assigned to capture the newly raised issue and will be subject to the normal 10-day response time.

Two Member training session were held last year, to introduce the Member Enquiry process (particularly for new) Councillors. The sessions were not very well attended. We have also received feedback that the sessions were not well received, as there was too much detail with many topics being covered and did not address the practical use of the process. Therefore, with the assistance of the Member Support team, a further training session has been scheduled for 17<sup>th</sup> July 2019, which all Councillors are invited to attend.

#### **7. Disclosure of personal details**

On occasion, when dealing with Member Enquiry requests, there may be relevant information relating to a case that Councillors are not entitled to, such as personal or sensitive personal information.

Sensitive personal information is defined in law and will therefore not be disclosed within a Member Enquiry unless the explicit consent of the constituent has been obtained.

#### **8. Future improvements**

As described in section 3, a high number of emails per case are received. Each email needs to be read before being manually logged against the related case to capture the complete view in case of audit.

The IT system currently used to manage Member Enquiries is a market leading case management tool (Respond), however in recent years the tool has not received the necessary investment to take advantage of available improvements. One of the projects that the FOBO programme will deliver is system automation at the start of the Member Enquiry process. The benefit of this is anticipated to be that responding services will receive enquiries rapidly after they have been submitted, that will enable a faster response to be sent. This improvement will be delivered by October 2019.

It is anticipated that to accommodate the improved processing which automation will enable, the Complaints and Member Enquiries policy will need to be updated, therefore this will be brought to Cabinet for approval in the autumn.



There is no proposal to reduce the target response time for Member Enquiries, however we recognise that there are some service areas that struggle to respond to Member Enquiries within a reasonable timeframe. These services are likely to continue in this vein even after process improvements have been introduced. Once capacity has been released through the automation of Member Enquiry logging, we plan to approach services that have been identified as struggling to meet the response times to offer resources to assist with responses.

We will also offer advice and guidance to assist with case management and creating responses. We anticipate this will bring poorer-performing services back into line with responding on time.

As mentioned in section 5, the Feedback team currently have no opportunity to conduct quality checks, or to ensure the query has been fully responded to. The resources that will be released through the system automation project, will be tasked with reviewing responses, to then give feedback or deliver training to responding officers to improve the quality of responses that Councillors receive. We expect to use the learning that is gathered to address recurring issues within our services, so that we can deliver an improved offer to our residents.

We have improved on our response rate from the previous year, but due to the increased volume of contacts that we receive, the quality of responses, and speed of response given by our responding officers varies. As part of the work under the FOBO programme to establish Shared Practices across the Council, (including improving the customer experience), training will be offered to responding officers to understand their responsibilities under the Complaints and Member Enquiry process and to further improve responses. Training on letter writing skills and communicating with customers will also be available.

The planned improvements to the Member Enquiries process are intended to improve the overall experience for Councillors, so they can best support residents seeking their assistance.

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**Report for:** Overview and Scrutiny Committee 30-04-19

**Title:** Front Office, Back Office Transformation Programme -  
**briefing**

**Report authorised by :** Richard Grice, Director of Customers, Transformation and Resources

**Lead Officer:** Belinda Black  
Tel: 07976 077149  
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**Ward(s) affected:** All

**Report for Non Key Decision**

**1. Purpose of this report**

This report provides a summary of the Front Office, Back Office (FOBO) Transformation Programme in terms of why it is needed, what it will achieve, and how it is being managed.

The programme welcomes any comments and recommendations from the committee.

**2. Purpose**

Residents, businesses and our council staff colleagues expect our services to be straightforward and easy to use. At its core, FOBO is about making interactions easier. It is also a critical contributor to the Council's financial sustainability and will save £4.25m from Customer and Corporate Services budgets over the next two years.

We're meeting these dual service and budget challenges head on by changing the way we do things; we'll work smarter, we'll help our staff, customers and service users be digital first and we'll simplify what we do. This will benefit everyone who interacts with or works for the Council..

**3. Background and rationale**

The FOBO Programme was originally initiated to support the delivery of MTFS savings across Customer Services & Libraries and Corporate Resources, against a backdrop of increasing customer expectations for high-quality and easily accessible services.

However, the FOBO programme is not just about delivering savings, it is about changing the way Haringey's residents, businesses and visitors can contact us and do business with us; their experience and satisfaction with us as a council; and making sure that our staff are able to spend their time focussing on what is important to our customers. Therefore the programme will not only deliver the savings, it will also contribute to the Borough Plan 2019-2023 which states that we will:

- 'Focus our resources so they have the greatest impact where there is the greatest need.'
- 'We will make sure our services are as efficient and modern as possible, including through using technology.'
- 'To deliver our demanding agenda in a challenging environment, with limited resources, we must become an exemplary modern Council. We must ensure that the work we do is efficient, astute and based on evidence; that it is focused on and responsive to our customers, residents and businesses; and that we employ, inspire and cultivate an engaged and committed workforce. Fundamentally, we must be tenacious in our pursuit of organisational excellence in order to create the outcomes we want for Haringey.'

The outcomes and objectives within the Borough Plan that the programme will support are:

| Outcomes                                                                                             | Objectives                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18. Residents get the right information and advice first time and find it easy to interact digitally | a) Self service will be customer's first choice, because we will make it easy to use                                                                                                                                                                                                                                                                |
|                                                                                                      | b) Those customers that need a more personalised service will receive it – this may be in relation to the customer themselves, or an unusual, special or unique situation that has arisen, that requires something more than a standard service                                                                                                     |
|                                                                                                      | c) A customer of any council service will receive a consistently good, fair, timely and professional experience                                                                                                                                                                                                                                     |
| 19. We will be an able, positive workforce with the skills needed to deliver for Haringey            | a) Staff will understand how their work contributes to outcomes for residents and that their work matters                                                                                                                                                                                                                                           |
|                                                                                                      | b) We will be a diverse workforce at all levels of the organisation (in terms of similarities and differences among employee: age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation) where there are opportunities for staff to grow and develop their careers, and where difference is valued |

FOBO is also working with Economic Development and Growth, to develop a customer service offer for businesses that is comparable to that offered to residents to fulfil the commitment made in the Haringey Business Pledge in the Borough Plan. Based on feedback from Haringey Business Alliance and Federation of Small Business we will:

- Strengthen coordination across all Council services that engage directly with local businesses, such as on parking, highways, fly-tipping, safety and security and the public realm, business rates and procurement - and many other issues that affect business operations
- Ensure that operational activities and policies affecting local businesses are communicated to business with an improved web site and use of social media.

An outline business case (OBC) for FOBO was reviewed and approved with Corporate Board in Sep 18. The OBC provided details of work carried out so far on the programme, development of key deliverables, planned future programme activities, a high level implementation plan and a financial plan to draw on the capital investment secured at Feb 18 Cabinet.

In Sep 18 Corporate Board restated that a core objective to be met by the FOBO programme was delivery of £4.25m savings by 2021/22 to support the Councils' overall MTFS.

The main savings will come from:

- Customer Services existing establishment budget as a result of front office redesign.

- Corporate Services establishment budget as a result of back office redesign.

Since the programmes' original inception, there have been a number of changes that have impacted on original plans for how the savings challenge could / would have been met. For example an increased focus on retaining services in-house. Also, with such a broad-ranging programme, there are inevitably individual service changes that need to be made over time. These can impact on the broader FOBO savings plans and each is considered on its merit for delivering corporate benefits. An example is the recent restructure of the majority of finance staff from AD Resources to Director of Finance.

#### 4. What services are included in the programme

The service areas in the programme are:

- Customer services
- Homes for Haringey (front office only)
- Benefits
- Revenues
- HR
- Finance
- Business Support
- Feedback and Information Governance (FIG)

#### 5. Our approach

The programme team have developed a plan that will deliver the MTFS savings sought. In doing so it decided that this is done in a series of 'stages' so as to manage both the constraints and recognition that some of the change initiatives needed are at differing levels of 'delivery maturity' (e.g. those opportunities where delivery could commence from Jan/Feb 19 versus others where further service re-design is needed before effective delivery can commence).

As such, the FOBO programme is being delivered in three key stages:

- **Stage 1:** Delivery of initial enabling capability and savings [Jan 19 – Oct 19]
- **Stage 2:** Delivery of further capability and savings [Nov 19 – Apr 20]
- **Stage 3:** Delivery of full capability and savings [May 20 – Mar 21]

The opportunities in Stage 1 have been grouped into six projects to oversee delivery and are:

| Project within FOBO programme                            | Scope covers                     |                                         |
|----------------------------------------------------------|----------------------------------|-----------------------------------------|
|                                                          | Front Office / Customer Services | Back Office / Corporate Services and HR |
| Revenues and Benefits                                    | ✓                                | ✓                                       |
| Feedback and Information Governance and Business Support | ✓                                | ✓                                       |
| Housing and Parking                                      | ✓                                |                                         |
| HR and Finance                                           |                                  | ✓                                       |
| Digital Customer                                         | ✓                                |                                         |
| People, Change & Shared Practices                        | ✓                                | ✓                                       |

Appendix 1 shows the key deliverables for each of these projects. In addition work is underway to determine the council's requirements in replacing the current digital platform My Account which is out of contract in April 2020.

The programme is working with the Corporate Programme Management Office (CPMO) to deliver the transformation using the latest techniques, including using 'agile sprints'. Agile sprints are a way of getting the right people in the room, normally over a week, to get to a desired outcome by the end of that week. This approach is much faster and more effective at finding solutions than traditional "waterfall" methods, as shown in Appendix 2. This method allows for group design and shared ownership of the various processes being improved.

There are six scheduled sprints being facilitated by professionally trained internal officers over the next few months in HR, Finance, Revenue, Benefits, Business Support and Customer Services. Last month the programme held the first sprint looking at requirements of the digital platform. Representatives from various Council departments met to design the customer digital vision for the next 5 years and what the main requirements of a new digital platform should be. The next agile sprint in April will look at the challenge of enhancing the use of purchase cards and what additional value it can bring to the Council.

## 6. What will be delivered and when

Appendix 3 shows the programme 'roadmap', what will be delivered and when and related communication activities.

The programme completed the planning phase in Dec 2018 and began implementation in Jan 19. Some opportunities have already been delivered:

- Customer Services queue call back – providing customers with the option of receiving a direct call back, reducing waiting times to speak to an agent

- Initial performance data shows a reduction in average call lengths following a call back of over 1 minute per call. This is currently being validated.
- Simplifying layout and rationalising the Contact Us pages on our website to support customers in using digital channels. This includes pages for parking PCNs, Council Tax, Housing Benefits and Customer Services.
- Capturing Revenues and Benefits customer email addresses and mobile phone numbers. This will enable new digital communication channels for customers, reducing the reliance on paper for our back office services.

As changes are made the programme is monitoring the impact to ensure the expected benefits are being delivered. If any shortfall is identified the programme team will review the original calculations to identify why it has occurred and take necessary actions to recover. For example, some of the opportunities require customers and staff to self-serve therefore additional actions may be required to encourage and support take up.

## 7. Equalities impacts

Many of the opportunities within the programmes projects will provide additional or different ways for the residents and businesses in Haringey to contact and do business with the council. The programme is considering previous and current feedback from customers and planning how and when to engage them in the design and testing of new service delivery models.

We know many of our customers want to be able to self serve and this is evidenced by the increased usage of our website. The Web Management Report 2017-18 stated that the Haringey website received 3,667,602 visits (a 7% increase on 3,421,796 in 2016-17). The report also showed that the number of website visits using mobile devices had increased by 16% from the previous year. Approximately half of the website visits are transactional (report, pay or apply) and the 'Contact the Council' eform was the most used form with over 10,000 forms being submitted. There were also significant increases in use of:

- Housing Benefit Change of Circumstances form + 35%
- Our Haringey app (to report environmental issues) + 47%
- Home Connections website (housing applications) + 43%

However, the programme is very aware that not all customers will be able to self serve and will ensure that those who require additional, personal support will receive it. Work will also continue to identify the reasons why customers do not self serve and, where possible, take steps to address them. For example, a recent survey of customers who applied for Blue Badges found:

- 50% of people applying on paper didn't know there was an online alternative
- 70% of people applying on paper regularly use the internet for banking, shopping and social media



- Of the 30% who don't use the internet only half said they didn't know how. 10% know how but don't have access to the internet.

Some opportunities within the programme will also change the way officers across the council will contact and do business with other internal services, HR and Finance for example. The programme has engaged representatives from across the organisation to involve them in the design and testing of new service delivery models.

A programme level Equalities Impact Assessment (EQIA) is being produced and each project manager will consider which of the opportunities being delivered within their project requires a more detailed EQIA to detail any issues and find robust mitigating actions where any equalities imbalances are identified.

## 8. Dependencies with other council initiatives

The programme is working with colleagues across the council to ensure its activities are aligned with and complement other programmes and initiatives, including:

- Future replacement of Housing core system (e.g. OHMS to Northgate Housing)
- Future Parking transformation programme (including replacement of Civica system)
- Future SAP upgrade / replacement programme
- New Ways of Working
- Community First

## 9. Financial – funding, expenditure and savings

The following tables show (as £000s) how the programme is funded, what the funding will be used for and the savings that will be delivered:

### FOBO Programme Funding Profile:

|                                   | 18/19      | 19/20       | 20/21       | 21/22       | Total       |
|-----------------------------------|------------|-------------|-------------|-------------|-------------|
| Amount funded by Capital Receipts | 903        | 2500        | 2950        | 535         | 6888        |
| Amount funded by Capital Budgets  |            | 500         | 500         | 500         | 1500        |
| <b>TOTAL</b>                      | <b>903</b> | <b>3000</b> | <b>3450</b> | <b>1035</b> | <b>8388</b> |

**FOBO Programme Expenditure Profile:**

|                       | 18/19      | 19/20       | 20/21       | 21/22 | Total       |
|-----------------------|------------|-------------|-------------|-------|-------------|
| Internal Resources    | 207        | 854         | 500         |       | 1561        |
| External Resources    | 536        | 971         | 500         |       | 2007        |
| IT Systems / Services | 0          | 2420        | 2240        |       | 4660        |
| Training              | 0          | 75          | 25          |       | 100         |
| Other                 | 0          | 60          |             |       | 60          |
| <b>TOTAL</b>          | <b>743</b> | <b>4380</b> | <b>3265</b> |       | <b>8388</b> |

**FOBO Programme Savings Profile (MTFS Feb Cabinet 2019):**

|              | 18/19      | 19/20       | 20/21       | 21/22 | Total       |
|--------------|------------|-------------|-------------|-------|-------------|
| Front Office | 0          | 500         | 500         |       | 1000        |
| Back Office  | 250        | 1000        | 2000        |       | 3250        |
| <b>TOTAL</b> | <b>250</b> | <b>1500</b> | <b>2500</b> |       | <b>4250</b> |

The current expenditure profile shows a projected spend of the funds by 20/21 which will require a request for all funding to be brought forward. This will enable the delivery of the savings by 20/21.

**FOBO Programme FTE and non-FTE Savings by Project/Service:**

The £250k savings for 18/19 have been achieved without reducing staffing levels.

The savings from the changes being implemented in stage 1 of the programme are:

- Revenues, Benefits, Business Support and HR will deliver £407,537 savings which do not impact on staffing levels (e.g. reducing printing costs)
- The Revenues and Benefits project will deliver £943,709 savings by reducing 3 FTE in Customer Services, 8 FTE in Revenues and 13 FTE in Benefits
- The Feedback and Information Governance and Business Support project will deliver £224,546 savings by reducing 1 FTE in Customer Services, 0.5 FTE in Feedback and Information Governance and 4.5 FTE in Business support
- The Housing and Parking project will deliver £197,711 savings by reducing 5 FTE in Customer Services
- The HR and Finance project will deliver £472,283 savings by reducing 6 FTE in HR and 4 FTE in Finance
- The Digital Customer project will deliver £531,344 savings by reducing 14 FTE in Customer Services
- The People, Change and Shared Practices project will deliver £405,000 saving from management layering across the services

As the savings from stage 1 above, totalling £3,182,130, will only come into effect from 01-10-19, when new structures are implemented and staffing reductions complete, only half of the full year saving will contribute to the

19/20 target. The other half will contribute to the 20/21 target, leaving the programme with a further £817,870 saving to identify for next year.

The current projection for the programme is an excess saving of c£91k in 19/20. This gives some contingency to bridge gaps if any of the opportunities are not delivered on time or do not achieve the benefits expected.

In relation to the staffing reductions, the programme is working with relevant service heads and colleagues in HR to plan how and when these will take place, including the support that will be provided to officers who may be affected. A full consultation will take place prior to changes being implemented and reductions will only happen once the Assistant Director is confident that the opportunities have been successfully delivered.

Of the identified savings opportunities affecting up to 62 FTE, the below table shows staffing reductions broken down by service area. Where possible services are aiming to reduce the impact on permanent officers as the below indicates. This will include offering different working patterns (e.g. reduced hours daily, weekly) for officers who may want this.

| Service           | Total FTE reduction | Permanent staff | No. of Vacancy / agency staff | No. Management grades (SO1 and above) | No. Officer grades (Sc3-Sc6) |
|-------------------|---------------------|-----------------|-------------------------------|---------------------------------------|------------------------------|
| Revenues          | 8                   | 3               | 5                             | 2                                     | 6                            |
| Benefits          | 13                  | 2               | 11                            | 2                                     | 11                           |
| Business Support  | 4.5                 | 2.5             | 2                             | 0                                     | 4.5                          |
| FIG               | 0.5                 | 0.5             | -                             | 0.5                                   | -                            |
| HR                | 6                   | -               | 6                             | 6                                     | -                            |
| Finance           | 4                   | 2               | 2                             | 4                                     | -                            |
| Customer Services | 26                  | 19              | 7                             | 3                                     | 23                           |
| Total             | 62                  | 29              | 33                            | 17.5                                  | 44.5                         |

At this point, there are no apparent disproportionate impacts on any particular protected groups. However, this is something the programme will continue to assess in a more specific way as the detail of the future employment profile becomes more apparent

In Haringey we have a very well regarded 'supporting change' offer which is available to employees at any time to support them to plan their careers and make the most of opportunities to support their career goals. It covers things like career coaching, interview technique, writing CVs etc. This is beneficial to staff at any time however it develops even greater significance to them when changes to services and structures are being considered.

Future structures are starting to be formulated and current planning indicates that we will be consulting with affected staff in the front office towards the end of April 2019. As part of the consultation process we will be able to be more

explicit with the staff that are directly affected by the changes and work with them to identify their personal aspirations, which could range from retiring from work all together to changing career to preparing for the available roles in the new structures. We will aim to keep compulsory redundancies to an absolute minimum using the mechanisms of voluntary redundancy and redeployment to suitable alternative roles wherever possible and we will continue to work closely with the trade unions to ensure as smooth a transition as possible.

When the programme has identified individuals who are eligible for redeployment and choose this as their desired outcome, the programme will be able to target vacancies for potential redeployment options.

Consultation in the back office is likely to be phased over the various distinct service areas and the timescales are less apparent at this time however we will work with affected staff in the same way to keep the numbers of compulsory redundancy to a minimum.

Service leads have been asked to remind employees about the supporting change offer and to raise the profile of this within their service areas and this is something that will continue however it is natural that employees will engage in a more meaningful way once they know the detail of the proposed changes when we commence consultation on the proposals.

In consideration of the need to move quickly once the future structures are agreed and also the need to make sure that staff have the best possible chance to be successful in what will inevitably be a competitive process, the programme is working with managers in Customer Services to design and deliver the following training in July 19:

- Soft skills
  - Managing the customer relationship
  - Finding out what the customer needs, asking the right questions
  - Active listening
  - Ending a conversation in a polite and professional way
  - Managing difficult conversations
- Digital skills - written – for social media and emails, and improved awareness of the digital world within CS

A funding provision for this and other training that may be identified has been made.

## 10. Financial – Non financial benefits

The non-financial benefits that will be delivered in Stage 1 are set out below:

**For residents, businesses and partners:**

- Improved website providing intuitive information, advice and guidance.
- Enhanced digital self-service offer with automated processing where appropriate.
- Assisted digital support for self-service offer.
- Better information provision to partners to direct and signpost demand appropriately.
- Consolidated and simplified access channels for universal services.

**For staff:**

- Re designed end to end processes for services in scope providing an improved experience using automation where appropriate.
- Extended use of current digital platform to expand self-service offer.
- Reorganised teams that have the right skills to deliver who are enabled with the appropriate systems (within the programmes scope).

Another key non-financial benefit the programme will deliver within the services in scope is the development and support of a continuous improvement culture and operating model. This will include better use of information to identify current and future needs and the root cause of any customer dissatisfaction.

- Developing and supporting a continuous improvement culture and operating model
- Better use of information

## **11. Communications and engagement**

Communications are key to the success of the programme. A new intranet page was launched in Jan 19 setting out the change vision. This is the starting point for all resources and will be a 'living' document.

A detailed communications plan has been produced which clearly sets out on weekly and/or month by month basis:

- Who all the stakeholder groups are
- Who will be communicated to and when
- Using which channel (i.e. face to face, push-pull, rich or light etc)
- What the key messages will be.

Stakeholders may fall into more than one group and therefore the plan helps coordinate messages from different work streams, ensuring a joined-up approach.

At different stages of the programme the messaging will reflect the change curve; awareness and understanding at the start, followed by gaining knowledge and preparation for the change. Then post implementation – adoption. Appendix 4 provides more information about the programmes approach to culture and external communications.

Embedding and communicating successes as part of the overall communications plan are essential.

## Appendix 1: Key deliverables for each FOBO project

| Project Name                    | Scope / Key Deliverables                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Revenues and Benefits</b>    | <ul style="list-style-type: none"> <li>• End to end processing from Customer Service through Revenues and Benefits processing teams</li> <li>• Maximising use of current contact technologies and introducing new processing automation</li> <li>• New customer digital customer journeys</li> <li>• Reduce and remove avoidable customer contact and encourage use of digital channels</li> <li>• Clearer explanation to customers</li> <li>• Better use of external printing</li> </ul>       |
| <b>FIG and Business Support</b> | <ul style="list-style-type: none"> <li>• For FIG, introduce a new method of logging all complaints and explore changes to complaints definition and policy</li> <li>• For Business Support, stop the printing and paper distribution for various requests / papers, automate the clinical waste process and travel booking processes</li> </ul>                                                                                                                                                 |
| <b>Housing and Parking</b>      | <ul style="list-style-type: none"> <li>• For housing, full automation of repairs logging across all platforms, Customers to access progress of repair jobs and provide better explanation in rent letters.</li> <li>• For parking, simplify current process for applying for skip licences, review and update parking information online and improve the application and payments for all other types of permits and licenses. (Virtual permits Stage 2)</li> </ul>                             |
| <b>HR and Finance</b>           | <ul style="list-style-type: none"> <li>• For HR, introduction of a case management system, assessment of transcribing service and charging model for Disclosure and Barring (DBS) and upgrade staff portal</li> <li>• For finance, improved debt management process, upgrade staff portal and changes to the council procurement approach (delivery may be in Stage 2).</li> </ul>                                                                                                              |
| <b>Digital Customer</b>         | <ul style="list-style-type: none"> <li>• Implement an automated email management solution</li> <li>• Simplify layout and rationalise Contact Us pages on website</li> <li>• Implement Queue Call Back (QCB)</li> <li>• Remove switchboard</li> <li>• Fully enable self-service PCs in service centres and introduce self-scanning of customer documents</li> <li>• Update and simplify interactive voice response (IVR)</li> <li>• Encourage customers to use Marcus Garvey and Wood</li> </ul> |

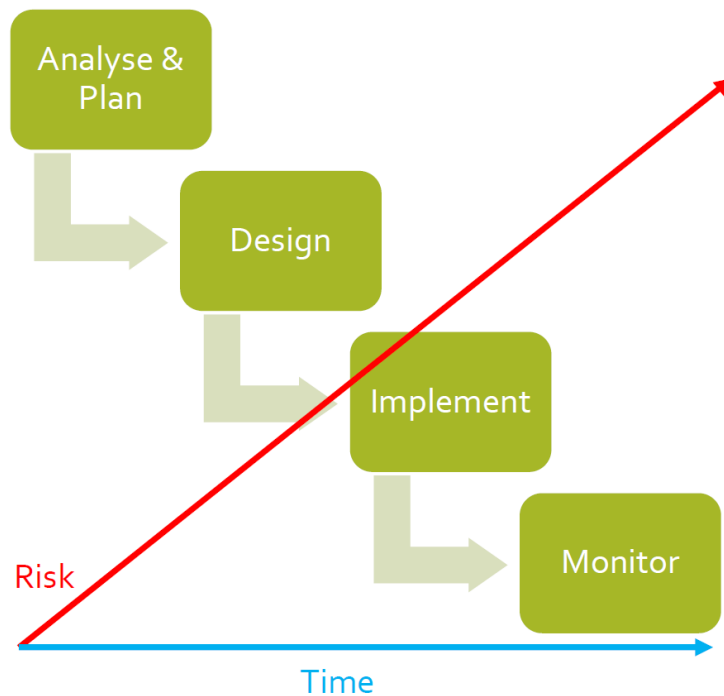
|                                                     | Green self service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>People,<br/>change,<br/>shared<br/>practices</b> | <ul style="list-style-type: none"> <li>• People - changes to develop and complete future structures, agreed options on reductions, informal and formal consultation, changes to contacts / notices and ensure new structures are implemented.</li> <li>• Shared practices - review current KPI's, standards and performance management frameworks and introduce new OLA between CS and services.</li> <li>• Change - supporting staff, managers and key stakeholders through the change process including delivery of a communications plan (internal and external), soft skills training for CSL staff, a new customer access strategy and EqlA's for residents and the workforce.</li> </ul> |



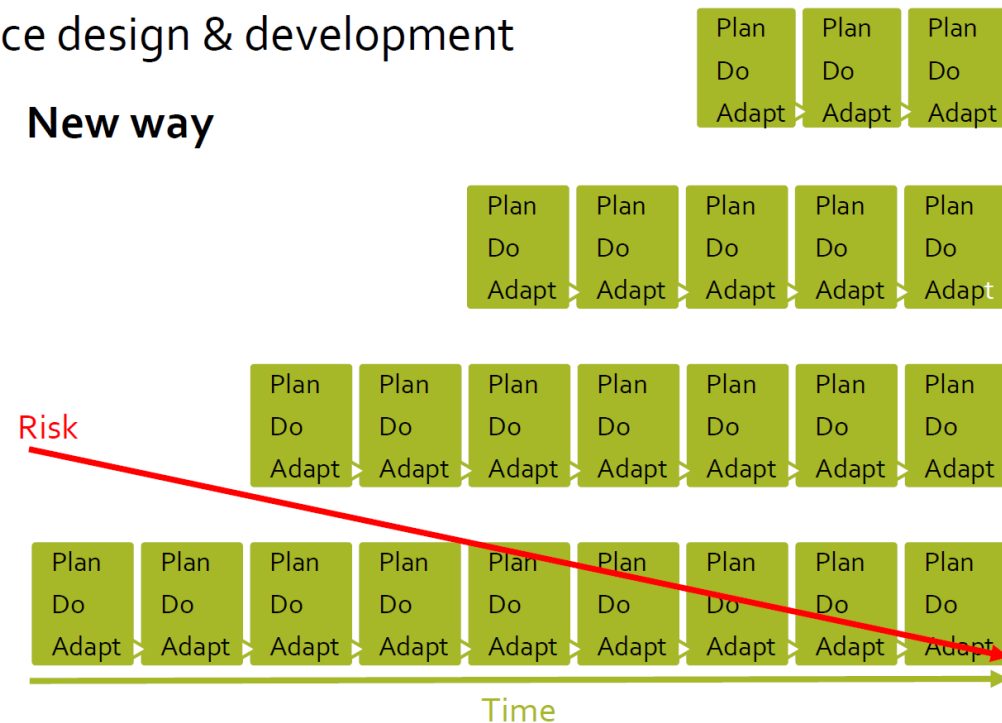
## Appendix 2: Agile approach

### A new way of doing projects and service design & development

#### Old way



#### New way



- The image on the left is commonly known as '**waterfall**' which is often the default way to approach a project. However, it often fails. This is due to the planning being done and fixed up front, making it difficult to adapt to change.
- The image on the right is more of an **Agile** approach which delivers smaller chunks of a whole project in a time-boxed, sprint approach. This means that teams are able to quickly adapt to changing requirements and feedback from stakeholders, reducing risk and speeding up value through faster delivery.

## Appendix 3: Roadmap – what will be delivered and when

### FOBO Stage 1

Front Office Back Office Both Front & Office External Comms

|                                                                   | Feb 19                                                      | Mar 19                                                                  | Apr 19                                                                                                           | May 19                                                                                             | Jun 19                                                                                                    | Jul 19                                                                                   | Aug 19                                                                                  | Sep 19                                                                | Oct 19                                                               | Nov 19                         |
|-------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------|
| <b>Revenues &amp; Benefits</b>                                    | Deliver printing efficiencies<br>Capture of email addresses | Document bundling<br>Process automation supplier on site                | Transfer of Agency staff to Meritec                                                                              | New Landlord Portal<br>Address match<br>Outbound communications agile sprint                       | Email to advise landlords<br>R&B process automation agile sprint                                          | Haringey people newsletter<br>Improvements to outbound communication<br>Haringey website | R&B process automation completion<br>E-billing<br>Improvements to inbound communication | Improved customer service scripts                                     |                                                                      | New document management system |
| <b>Feedback &amp; Information Governance and Business Support</b> |                                                             |                                                                         | Stop printing panel papers<br>Travel booking agile sprint                                                        | Emails to advise stakeholders<br>Stop printing various requests                                    | Automate clinical waste<br>Automate travel bookings                                                       | Change complaints definition<br>Change the complaints process<br>Haringey website        | Training for councillors                                                                | New complaints logging system                                         |                                                                      |                                |
| <b>HR &amp; Finance</b>                                           |                                                             |                                                                         | Purchase card agile sprint<br>New Disclosure and Barring (DBS) charging model<br>Vfire staff portal agile sprint | Advise targeted suppliers                                                                          | Purchase card pilot completed                                                                             | Foster carer overpayments agile sprint                                                   |                                                                                         | Improve debt mgt process<br>New HR mgt system<br>Upgrade staff portal | Centralised shopping trial completed<br>Transcribing service changes |                                |
| <b>Digital Customer</b>                                           | Queue call back                                             | Queue call back reporting<br>Digital platform requirements agile sprint | Citizen panel digital testers                                                                                    | New contact us online pages<br>Webchat pilot                                                       | Wrap up codes<br>Advise on website                                                                        | Home to school online measuring service<br>Haringey people                               | Telephony (IVR) rebuild<br>Online/email mgt<br>Decommission switchboard                 | Circuit posters                                                       |                                                                      |                                |
| <b>Housing &amp; Parking</b>                                      |                                                             |                                                                         |                                                                                                                  | Rent explanation letter<br>Update website                                                          | Update parking information online<br>Simplify online skips license                                        | Improve My Haringey home mobile Ap                                                       |                                                                                         |                                                                       | Improve application & payments for other permit licences             |                                |
| <b>People / shared practices / change</b>                         | FOBO intranet and Yammer page                               | Op Level Agreement for planning & CS<br>Change champions recruited      | Costed as is and to be structures                                                                                | Op Level Agreement for parking & CS<br>EQiAs for residents & workforce<br>Customer access strategy | New performance mgt framework in CS<br>Management layering saving<br>Op Level Agreement for revenues & CS | CSL soft skills training                                                                 | Op Level Agreement for benefits & CS                                                    | Op Level Agreement for housing & CS                                   | Op Level Agreement for other services & CS                           |                                |



## **Appendix 4: Culture and External Communications**

### **Culture review**

A culture review has been carried out at Haringey in order that the people side of the FOBO programme can be considered. The cultural impact of the changes made by the FOBO programme needs to be accepted by people working here, this means changing the way people work and embracing the change.

This will be done through a number of different ways; engaging with staff in a positive tone, telling them of the benefits of the changes and the launch of a change agents network. The cultural impact of the programme is key to its success and will concentrate on how we can bring our people with us on this journey.

### **External Communications**

The programme has captured the external engagements required so that our residents are fully informed and have a chance to influence the outcomes.

We are planning to recruit 'digital champions' so that we can test some of the changes to the website. Most notably where we are changing the website options moving people away from pdf forms and telephone lines to self-service options. The digital champions will help us assess the impact of those changes and advise if we need to modify these options.

The new interactive voice response (IVR) for people who telephone will be more intuitive and will guide people towards the website for a better experience on how to access our services. This frees up agents' time to concentrate on more complex queries that can't simply be solved via the website.

There are plans in place to communicate what we are doing through using Haringey People, and a library poster campaign for people who regularly use our services.

Where we are working with other agencies such as the police, schools and social services we'll be letting them know where we are making changes. This includes the reduction in printed materials for Child Protection Conference Reports for instance where we'll reduce the reliance on printed copies. These are often not used and must be securely disposed of – costing the council thousands of pounds a year.

**Report for:** Overview and Scrutiny Committee – 30 April 2019

**Title:** Overview and Scrutiny Committee and Scrutiny Panel Work Programme

**Report authorised by:** Ayshe Simsek, Acting Democratic Services and Scrutiny Manager

**Lead Officer:** Rob Mack, Principal Scrutiny Support Officer  
Tel: 020 8489 2921, E-mail: [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

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

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

**1. Describe the issue under consideration**

- 1.1 This report seeks approval of the work plans for 2018-20 for the Committee and its Panels.

**2. Recommendations**

- 2.1 To note the work programmes for the main Committee and Scrutiny Panels at Appendix A and agree any amendments, as appropriate.
- 2.2 To consider outline recommendations arising from the “Scrutiny Stocktake” regarding the development of working methods for Overview and Scrutiny.
- 2.3 To agree the draft scope and terms of reference (Appendix B) for the review by the Environment and Community Safety Scrutiny Panel on Supporting Better Access to Parking for Disabled People and Blue Badges (to follow).

**3. Reasons for decision**

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

**4. Background**

- 4.1 An updated copy of the work plan for the Overview and Scrutiny Committee is attached as Appendix “A”. The current work plans for all of the other scrutiny panels are also attached. Further development will take place with Chairs of plans for 2019/20 and the outcomes of these discussions will be reported to the first round of meetings. In order to ensure that there is sufficient time for officers to prepare reports for each of the first meeting of the new year, agendas for these will need to be finalised before the end of this year.
- 4.2 Scrutiny Chairs undertook a “Scrutiny Stocktake” on 15 April. The purpose of this was to consider how ways of working might be refreshed and capacity

developed further. The session was facilitated by Ann Reeder, who recently assisted with mentoring of Chairs. A full report on the outcomes of this and action proposed in response will be reported to the Committee at its meeting on 4 June.

- 4.3 The Environment and Community Safety Scrutiny Panel have agreed to consider the issue of access to parking for disabled people and blue badges. It is proposed to undertake this through a review. The scope and terms of reference for this are attached for approval.

#### *Forward Plan*

- 4.4 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.
- 4.5 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>

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

### **5. Contribution to strategic outcomes**

- 5.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the OSC's work.

### **6. Statutory Officers comments**

#### **Finance and Procurement**

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

#### **Legal**

- 6.2 There are no immediate legal implications arising from the report.
- 6.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.
- 6.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.

- 6.5 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**

- 6.6 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.
- 6.7 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.
- 6.8 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.

## **7. Use of Appendices**

Appendix A: Work Plans for the Committee and the scrutiny panels. The  
Appendix B: Review on Supporting Better Access to Parking for Disabled People and Blue Badges; Scope and Terms of Reference (to follow).

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

N/A

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## Appendix A

### Overview and Scrutiny Committee

#### Work Plan 2018-20

| <b>1. Scrutiny review projects;</b> These are 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. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels. |                                                                                                                                                                                                                                                                                      |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Comments                                                                                                                                                                                                                                                                             | Priority |
| Review on Fire Safety in High Rise Blocks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | This review was begun in 2017/18 and now needs to be completed. It has focussed on how the Council has satisfied itself that its buildings and high-rise buildings in the Borough are safe from fire and action identified and taken to date in response to the Grenfell Tower fire. | 1.       |
| Local Business, Employment and Growth                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Review to focus on procurement and the local supply chain. Scope and terms of reference to be approved by the Committee meeting on 25 March 2019.                                                                                                                                    | 2.       |
| Communicating with the Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Review to consider how to improve communication between residents and Council services                                                                                                                                                                                               | 3.       |
| Working with the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>Working together with local voluntary/community sector, strengthening their capacity and</li></ul>                                                                                                                                             | 4.       |

|                         |                                                                                                                                                                                                                                                                                                                                                                         |  |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| voluntary and community | working with them to attract external investment in the borough; <ul style="list-style-type: none"> <li>• Building on examples of good co-operation and joint working between Council services and volunteers, such as within parks, which could be replicated more widely;</li> <li>• Involving and supporting voluntary organisations to bid for services.</li> </ul> |  |
| Child Poverty           | <ul style="list-style-type: none"> <li>• Issues in schools highlight food poverty, poor housing and increasing mental health needs.</li> </ul>                                                                                                                                                                                                                          |  |
| Fairness Commission     | <ul style="list-style-type: none"> <li>• Possible outcomes</li> </ul>                                                                                                                                                                                                                                                                                                   |  |

| 2. <b>“One-off” Items;</b> These will be dealt with at scheduled meetings of the Committee. The following are suggestions for when particular items may be scheduled. |                                       |                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------|
| Date                                                                                                                                                                  | Potential Items                       | Lead Officer/Witnesses     |
| 4 June 2018                                                                                                                                                           | Terms of Reference                    | Scrutiny Support Officer   |
|                                                                                                                                                                       | Work Plan                             | Scrutiny Support Officer   |
| 23 July 2018                                                                                                                                                          | Leader’s Update on Council Priorities | Leader and Chief Executive |

|                         |                                                                                                          |                            |
|-------------------------|----------------------------------------------------------------------------------------------------------|----------------------------|
|                         | Q1 Performance report                                                                                    | Performance Manager        |
|                         | 2017/18 Provisional Outturn report                                                                       | Head of Finance Operations |
|                         | Overview and Scrutiny Committee and Scrutiny Panel Work Programme                                        | Scrutiny Support Officer   |
|                         | Review on Fire Safety in High Rise Blocks – Update                                                       | Scrutiny Support Officer   |
| <b>2 October 2018</b>   | Budget Monitoring – Q1                                                                                   | Chief Finance Officer      |
|                         | Review on Fire Safety in High Rise Blocks - Update                                                       | Scrutiny Support Officer   |
|                         | Overview and Scrutiny Committee and Scrutiny Panel Work Programme                                        | Scrutiny Support Officer   |
| <b>19 November 2018</b> | Budget Monitoring – Q2                                                                                   | Chief Finance Officer      |
|                         | Budget setting process; To set out the budget scrutiny process and context for the remainder of the year | Chief Finance Officer      |
|                         | Cabinet Member Questions;                                                                                | Cabinet Member - Finance   |

|                        |                                                                                                           |                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
|                        | 1. Finance<br>2. Corporate Services and Insourcing                                                        | Chief Finance Officer<br>Cabinet Member – Corporate Services and Insourcing |
|                        | Performance update – Q2; To monitor performance against priority targets                                  | Performance Manager                                                         |
|                        | Local Business, Employment and Growth                                                                     | Assistant Director, Economic Development and Growth                         |
|                        | Review on Fire Safety in High Rise Blocks                                                                 | Scrutiny Support Officer                                                    |
|                        | Work Plan                                                                                                 | Scrutiny Support Officer                                                    |
| <b>14 January 2019</b> | Priority X Budget Scrutiny (Deputy Chair in the Chair); To undertake scrutiny of the “enabling” priority. | Chief Finance Officer/Principal Accountant, Financial Planning              |
|                        | Brexit – Implications for Borough                                                                         | Head of Policy and Cabinet Support                                          |
|                        | Consultation and Engagement                                                                               | Assistant Director for Strategy and Communications                          |
|                        |                                                                                                           |                                                                             |

|                        |                                                                                                                                                                                             |                                                        |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
|                        | Cabinet Member Questions - Strategic Regeneration                                                                                                                                           | Cabinet Member for Strategic Regeneration and officers |
| <b>28 January 2019</b> | Budget Scrutiny; Panel feedback and recommendations. To consider panel's draft recommendations and agree input into Cabinet's final budget proposal discussions (Deputy Chair in the Chair) | Deputy Chair (in the Chair)                            |
|                        | Treasury Management Statement                                                                                                                                                               | Head of Pensions                                       |
|                        | Cabinet Member Questions - Civic Services                                                                                                                                                   | Cabinet Member for Civic Services and officers         |
| <b>25 March 2019</b>   | Borough Plan                                                                                                                                                                                | Head of Policy and Cabinet Support                     |
|                        | Cabinet Member Questions – Communities, Safety and Engagement (Voluntary Sector/Equalities issues)                                                                                          | Cabinet Member – Communities, Safety and Engagement    |
|                        | Budget Monitoring – Q3                                                                                                                                                                      | Chief Finance Officer                                  |
|                        | Performance update – Q3                                                                                                                                                                     | Performance Manager                                    |

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|                      |                                                            |                                                     |
|                      | Complaints Annual Report                                   | Assistant Director (Corporate Governance)           |
|                      | Review on Fire Safety in High Rise Blocks – Interim Report | Principal Scrutiny Support Officer                  |
| <b>29 April 2018</b> | Fairness Commission Update                                 | Assistant Director for Strategy and Communications  |
|                      | Scrutiny Function                                          | Principal Scrutiny Support Officer                  |
|                      | FOBO                                                       | Director of Customers, Transformation and Resources |
|                      | Member inquiries                                           | Director of Customers, Transformation and Resources |
|                      | Draft Scrutiny Review reports                              | Scrutiny Panel Chairs                               |
| <b>2019-20</b>       |                                                            |                                                     |

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| <b>4 June 2019</b> | Leader's Update on Council Priorities                             | Leader and Chief Executive                          |
|                    | Q1 Performance report                                             | Performance Manager                                 |
|                    | Cabinet Member Questions – Finance                                | Cabinet Member for Finance and Officers             |
|                    | 2017/18 Provisional Outturn report                                | Head of Finance Operations                          |
|                    | Scrutiny Function, Terms of Reference and Memberships             | Scrutiny Support Officer                            |
|                    | Overview and Scrutiny Committee and Scrutiny Panel Work Programme | Scrutiny Support Officer                            |
|                    | Libraries                                                         | Director of Customers, Transformation and Resources |
|                    | Fortismere                                                        | Director of Housing Regeneration and Planning       |
|                    | Universal Credit                                                  | Director of Customers, Transformation and Resources |

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|                       | Overview and Scrutiny Annual Report 2018-19                  | Scrutiny Support Officer                            |
| <b>22 July 2019</b>   | Cabinet Member Questions – Corporate Services and Insourcing | Cabinet Member - Corporate Services and Insourcing  |
|                       | Insourcing                                                   | Director of Customers, Transformation and Resources |
|                       | Consultation and Engagement                                  | Director of Customers, Transformation and Resources |
|                       | Complaints Annual Report                                     | Assistant Director (Corporate Governance)           |
| <b>1 October 2019</b> | Budget Monitoring – Q1                                       | Chief Finance Officer                               |
|                       | Cabinet Member Questions – Civic Services                    | Cabinet Member for Civic Services and officers      |
|                       | Housing Benefit Overpayments                                 | Director of Customers, Transformation and Resources |



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| <b>25 November 2019</b>                      | Performance Report – Q2                                                                                                                                                                     | Performance Manager                                                      |
|                                              | Cabinet Member Questions - Finance                                                                                                                                                          | Cabinet Member - Finance<br>Chief Finance Officer                        |
| <b>14 January 2020</b>                       | Priority X Budget Scrutiny (Deputy Chair in the Chair); To undertake scrutiny of the “enabling” priority.                                                                                   |                                                                          |
|                                              | Cabinet Member Questions – Communities, Safety and Engagement (Voluntary Sector/Equalities issues)                                                                                          | Cabinet Member for<br>Communities, Safety and<br>Engagement and officers |
| <b>23 January 2020<br/>(Budget Scrutiny)</b> | Budget Scrutiny; Panel feedback and recommendations. To consider panel’s draft recommendations and agree input into Cabinet’s final budget proposal discussions (Deputy Chair in the Chair) | Deputy Chair (in the Chair)                                              |
|                                              | Treasury Management Statement                                                                                                                                                               | Head of Pensions                                                         |
| <b>12 March 2020</b>                         | Race Equality                                                                                                                                                                               | Head of Policy and Cabinet<br>Support                                    |
|                                              |                                                                                                                                                                                             |                                                                          |

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|  | Cabinet Member Questions - Finance | Cabinet Member – Finance and officers             |
|  | Budget Monitoring – Q3             | Cabinet Member - Finance<br>Chief Finance Officer |
|  | Performance update – Q3            | Performance Manager                               |

TBA:

Social Value Rent

## Children and Young People's Scrutiny Panel

### Work Plan 2018 - 20

**1. Scrutiny review projects;** These are 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. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are "cross cutting" in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

| Project                   | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Priority |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Special Educational Needs | <ul style="list-style-type: none"> <li>SEND children are growing in numbers. They can often find difficulty in accessing services due to stretched Council budgets or lack of clarity on how parents can access services;</li> <li>Families can find it a struggle to obtain a formal diagnosis for their children, which is often a prerequisite in getting extra support at school and/or at home;</li> <li>Some groups of SEND children have an increased risk of exclusion from school and there can also be poor outcomes in the classroom, which can have a detrimental impact on families struggling to cope;</li> <li>Early intervention, including diagnosis, is key in order to put relevant support measures in place so that children with SEND can have fulfilling lives with good educational outcomes.</li> </ul> <p>The review will examine and review the role and the effectiveness of the current service children with Social, Emotional and Mental Health (SEMH) issues and autism receive. It will aim to establish;</p> <ul style="list-style-type: none"> <li>Looking in particular at their interaction with the Council and schools, what are the experiences of parents with SEMH and autistic children in trying to access support for their children?</li> <li>What are the waiting times for parents requesting an assessment, obtaining a diagnosis and</li> </ul> | 1.       |

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|                       | <p>receiving the extra support required?</p> <ul style="list-style-type: none"> <li>• What are the outcomes of children with SEMH and autism in relation to their diagnoses?</li> <li>• As local authorities move away from statements to Education Health and Care (EHC) plans, what are the challenges parents face in obtaining EHC plans? How many children currently have a statement or EHC plan and how many apply for it? What are the rejection rates of children trying to obtain an EHC plan and what are the reasons?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| Alternative Provision | <p>The review will look at Alternative Provision (AP) services provided to students who no longer attend mainstream education for reasons such as exclusion, behavioural issues, school refusal, short/long term illnesses as well as any other reasons. The main areas of focus will be:</p> <ul style="list-style-type: none"> <li>• What are the reasons why children in Haringey enter AP?</li> <li>• Once entering alternative provision, what are their outcomes and attainment levels when compared to mainstream schools?</li> <li>• How many children going through the AP route later enter the youth justice system?</li> <li>• How many children enter alternative provision as a result of SEND needs and how many have a statement or a EHCP plan?</li> <li>• The demographics of children entering AP including ethnicity, gender, areas of the borough where children in AP are drawn from and levels of children receiving free school meals prior to entering AP;</li> <li>• What are the challenges schools and local authorities face and what can we do better to meet the needs of children so as to avoid AP altogether?</li> <li>• Are the outcomes from AP providers uniform within Haringey?</li> <li>• How cost effective is AP.</li> </ul> |  |

2. **“One-off” Items; These** will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.

| Date                    | Potential Items                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>6 September 2018</b> | <ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Service Overview and Performance Update</li> <li>• Cabinet Member Questions; Children and Families and Communities (to cover areas within the Panel's terms of reference that are within their portfolios).</li> <li>• Work Planning; To agree items for the work plan for the Panel for this year.</li> </ul> |
| <b>8 November 2018</b>  | <ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families.</li> <li>• New Safeguarding Arrangements.</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.</li> <li>• Joint Targeted Area Action Plan – Update.</li> </ul>                                                        |
| <b>18 December 2018</b> | <ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Questions – Communities</li> </ul>                                                                                                                                                                                                                                                                 |

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| <b>4 February 2019</b> | <ul style="list-style-type: none"> <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> <li>• School Exclusions; To consider an overview of current action to address school exclusions and, in particular, the outcome of the detailed analysis of fixed term exclusions.</li> <li>• Chair of LSCB &amp; Annual Report.</li> <li>• Review on Support to Children from Refugee Families (N.B. including NRPF): Update on Implementation of Recommendations</li> </ul> |
| <b>19 March 2019</b>   | <ul style="list-style-type: none"> <li>• Transition (to be jointly considered with the Adults and Health Panel).</li> <li>• Cabinet Member Questions – Children and Families</li> <li>• Ofsted Inspection – Action Plan</li> <li>• Services to Schools</li> <li>• Review on Child Friendly Haringey: Update on Implementation of Recommendations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>2019 - 2020</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>13 June 2019</b>    | <ul style="list-style-type: none"> <li>• Terms of Reference</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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|                          | <ul style="list-style-type: none"> <li>• Work Planning; To agree items for the work plan for the Panel for year.</li> <li>• Cabinet Member Questions – Communities (Mop up any questions from Scrutiny Café)</li> <li>• Youth Services</li> <li>• Review on Restorative Justice: Update on Implementation of Recommendations</li> <li>• Apprenticeships</li> <li>• Review on SEND - Update</li> </ul>              |
| <b>19 September 2019</b> | <ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Chair of LSCB &amp; Annual Report/New Safeguarding Arrangements</li> <li>• OFSTED Action Plan – Progress</li> <li>• The Role of the LADO</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1</li> <li>• Alternative Provision</li> </ul> |
| <b>7 November 2019</b>   | <ul style="list-style-type: none"> <li>• Cabinet Member Questions – Communities</li> <li>• Childhood Obesity</li> </ul>                                                                                                                                                                                                                                                                                            |

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|                                              | <ul style="list-style-type: none"> <li>• Mental health services for teenagers and young people (CAMHS)</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>19 December 2019<br/>(Budget Meeting)</b> | Budget scrutiny                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>2 March 2020</b>                          | <ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Play and leisure</li> <li>• Unregistered schools</li> <li>• Home schooling and safeguarding</li> </ul>                                                                                                                                                                                                                                                          |

TBA:

Joint meeting on Transitions



## Adults and Health Scrutiny Panel - Draft Work Plan 2018-20

**1. Scrutiny review projects;** These are 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. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

| Project                 | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Care Home Commissioning | <ul style="list-style-type: none"> <li>• Interim report published March 2018.</li> <li>• Further evidence session held October 2018.</li> <li>• To be completed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Day Opportunities       | <ul style="list-style-type: none"> <li>• Review to run from November 2018 to March 2019. Report currently being prepared.</li> <li>• Draft objective of review: <ul style="list-style-type: none"> <li>○ To review Haringey’s Day Opportunities provision and what services are currently offered in order to learn from the past to improve care in the future for residents.</li> </ul> </li> <li>• Draft sub-headings: <ul style="list-style-type: none"> <li>○ Looking at services from a residents’ perspective, what has happened to service users and their carers since the day care closure?</li> <li>○ Has the move from day centre based care to community settings made overall financial savings?</li> <li>○ Where are our residents currently being cared for?</li> <li>○ What is the evidence from external witnesses?</li> </ul> </li> </ul> |

| 2. <b>“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. |                                                                                                                                                                                                                                                                      |
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| <b>Date</b>                                                                                                                                                       | <b>Potential Items</b>                                                                                                                                                                                                                                               |
| <b>4 September 2018</b>                                                                                                                                           | <ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Performance Update</li> <li>• Cabinet Member Questions; Adults and Health</li> <li>• Community Well-Being Framework</li> </ul>           |
| <b>4 October 2018</b>                                                                                                                                             | <ul style="list-style-type: none"> <li>• Care Homes Review – Evidence Session</li> </ul>                                                                                                                                                                             |
| <b>1 November 2018</b>                                                                                                                                            | <ul style="list-style-type: none"> <li>• Haringey Safeguarding Adults Board Annual Report 2017-18</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 2.</li> <li>• Suicide Prevention</li> </ul> |
| <b>13 December 2018</b>                                                                                                                                           | <ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>                                                                                                                                                                                                  |

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| <b>29 January 2019</b>  | <ul style="list-style-type: none"> <li>• Cabinet Member Questions; Adults and Health</li> <li>• Mental Health</li> </ul>                                                       |
| <b>4 March 2019</b>     | <ul style="list-style-type: none"> <li>• Physical Activity for Older People – update</li> <li>• Improving Primary Care in Haringey</li> </ul>                                  |
| <b>20 June 2019</b>     | <ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Budget monitoring</li> <li>• Osborne Grove update</li> <li>• Suicide Prevention update</li> </ul> |
| <b>5 September 2019</b> | <ul style="list-style-type: none"> <li>• Budget monitoring</li> <li>• Community well-being update</li> <li>• Canning Crescent update</li> </ul>                                |
| <b>14 November 2019</b> | <ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Budget monitoring</li> </ul>                                                                      |

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|                         | <ul style="list-style-type: none"> <li>• Adult safeguarding update</li> <li>• CQC update</li> </ul> |
| <b>12 December 2019</b> | <ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>                                 |
| <b>25 February 2020</b> | <ul style="list-style-type: none"> <li>• Budget monitoring</li> </ul>                               |

## Environment and Community Safety Scrutiny Panel - Work Plan 2018-19

| <p><b>1. Scrutiny review projects;</b> These are 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. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are “cross cutting” in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |
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| Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Priority |
| Supporting Better Access to Parking for Disabled People and Blue Badges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>The review will examine the barriers faced by disabled people in getting and using a blue badge. The review will also try to examine how they find accessing parking services and where could improvements be made to this service (that sit within the remit of the Council). In doing this it will consider:</p> <ul style="list-style-type: none"> <li>• What are residents’ experiences of accessing and using a Blue Badge;</li> <li>• How can the process of issuing Blue Badges and replacement Blue Badges be improved? What, if any, are the delays involved in the process? Is there scope for issuing temporary Blue Badges;</li> <li>• What do disability organisations say about our Blue Badge and disabled parking services? How accessible is our parking services interface;</li> <li>• How helpful is our written correspondence to residents around Blue Badges.</li> </ul> |          |
| Reducing the amount of plastic/developing a plastic free policy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Examining the Council’s recycling performance around plastic waste and seeing what more could be done to reduce the use of plastics. What could the Council do to lead by example in this area.</p> <ul style="list-style-type: none"> <li>• Examine the Council’s current position in relation to plastic waste and what other boroughs are doing around this issue. In order to do this, the Panel will look at the Council’s current recycling policy in relation to different types of plastic.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |          |

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|  | <ul style="list-style-type: none"> <li>• Examine how the Council could reduce plastic waste and increase its recycling performance, looking at innovative ideas from across the sector.</li> <li>• Examine how the Council could interact with the young people within our borough to positively change behaviour. What could be done to assist schools to reduce the amount of plastic waste? Is there scope for the Council to develop a plastic free pledge for schools to sign up to?</li> <li>• Examine the how the Council can develop a plastic-free policy and what other measures the Council could undertake to lead by example.</li> </ul> |  |
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| Date of meeting                 | Potential Items                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 13 <sup>th</sup> September 2018 | <ul style="list-style-type: none"> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel's terms of reference that are within that portfolio).</li> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Service Overview and Waste, recycling and street cleansing data.</li> <li>• Work Programme: To agree items for the work plan for the Panel for this year.</li> <li>• Review of Fear of Crime: Update on implementation of recommendations.</li> </ul> |

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|                                                          | <ul style="list-style-type: none"> <li>• Knife Crime and MOPAC performance Overview.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 16 <sup>th</sup> October 2018                            | <ul style="list-style-type: none"> <li>• Police Priorities in Haringey. Will include an update on Stop and Search and Lethal Firearm Discharges as requested by the Panel.</li> <li>• Financial Monitoring: To receive an update on the financial performance relating to Corporate Plan Priority 3.</li> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> <li>• Work Plan update – The Panel to agree its work plan for OSC to formally approve on 19<sup>th</sup> November.</li> </ul> |
| <b>Budget Scrutiny</b><br>18 <sup>th</sup> December 2018 | <ul style="list-style-type: none"> <li>• Budget Scrutiny.</li> <li>• Air Quality.</li> <li>• 18 month follow-up on the recommendations to the Scrutiny Review on Cycling.</li> <li>• Green flags.</li> <li>• Work Programme and scoping document for Scrutiny Review into plastic waste.</li> </ul>                                                                                                                                                                                                                                                                                                                                                  |
| 11 <sup>th</sup> March 2019                              | <ul style="list-style-type: none"> <li>• Green Flags in parks – An update on the red and amber ratings awarded in parks. Cllr Hearn to attend.</li> <li>• Update around the Gangs Matrix.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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|                            | <ul style="list-style-type: none"> <li>• Reducing Criminalisation of Children.</li> <li>• Cabinet Member Q&amp;A –Communities, Safety and Engagement (to cover areas within the Panel’s terms of reference that are within that portfolio).</li> </ul>                                                                                                                               |
| 8 <sup>th</sup> April 2019 | <ul style="list-style-type: none"> <li>• Green Waste charges, Fly-tipping strategy and bulky waste collection</li> <li>• Update on Parks Transformation</li> <li>• Parking issues - disabled bays and blue badges</li> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising from her portfolio.</li> </ul> |

### **2019-2020**

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| <b>11 June</b> | <ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Community Safety Strategy</li> <li>• Update on Youth at Risk Strategy.</li> <li>• Work Programme</li> </ul> |
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|                                                           | <ul style="list-style-type: none"> <li>• Cabinet Member Questions; Communities, Safety and Engagement (to cover areas within the Panel's terms of reference that are within that portfolio).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>3<sup>rd</sup> October</b>                             | <ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Environment: To question the Cabinet Member for Environment on current issues and plans arising for her portfolio.</li> <li>• Financial Monitoring: To receive an update on the Q1 financial performance relating to Corporate Plan Priority 3.</li> <li>• Veolia Performance - Waste, recycling and street cleansing data.</li> </ul>                                                                                                                                                                                                                                                                                                                                        |
| <b>5<sup>th</sup> November</b>                            | <ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A –Communities, Safety and Engagement (to cover areas within the Panel's terms of reference that are within that 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>• SNT Policing model and the impact of the merging of Haringey and Enfield SNTs.</li> <li>• VAWG</li> </ul> |
| <b>17<sup>th</sup> December<br/>(Budget<br/>Scrutiny)</b> | <ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| <b>2<sup>nd</sup> March</b> | <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>• Performance update – Q3</li> <li>• Budget Monitoring Q3</li> </ul> |
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## Supporting Better Access to Parking for Disabled People and Blue Badges; Scope and Terms of Reference

| Review Topic     | Review / Project Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>Rationale</b> | <p>The Panel are seeking to review the process of accessing parking services for disabled people and blue badge provision. At its April meeting, the Panel heard from members of the public, Councillors from the administration and the opposition and the Cabinet Member about parking services for disabled people and some of the barriers faced in accessing these services. For some residents having a Blue Badge, and the improved accessibility it affords, can be – and is - life changing. However, the Panel received anecdotal evidence, and through their own surgeries and casework, that the process of getting a blue badge could be long and bureaucratic. The Panel felt that there was a real need for a review of current processes and make recommendations on how these could be improved. One major issue was how to improve the process of getting a replacement Blue Badge and whether the Council could administer a ‘temporary Blue Badge’ to speed this process up. It should be noted at the outset, that the eligibility criteria for a Blue Badge is set by the Department for Transport and is not something the Council can change. Local authorities are, however, responsible for the day-to-day administration and enforcement of Blue Badge scheme.</p> <p>The review will examine the barriers faced by disabled people in getting and using a blue badge. The review will also try to examine how they find accessing parking services and where could improvements be made to this service (that sit within the remit of the Council). In doing this it will consider:</p> <ul style="list-style-type: none"> <li>• What are residents’ experiences of accessing and using a Blue Badge;</li> <li>• How can the process of issuing Blue Badges and replacement Blue Badges be improved? What, if any, are the delays involved in the process? Is there scope for issuing temporary Blue Badges;</li> <li>• What is the current process around issuing of companion Blue Badges and the barriers involved;</li> <li>• What do disability organisations say about our Blue Badge and disabled parking services? How accessible is our parking services interface;</li> <li>• Should the Council offer designated disabled parking bays;</li> </ul> |

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|                                                                       | <ul style="list-style-type: none"> <li>• How Haringey compares with other local authorities and what can be learned from their experiences;</li> <li>• Any gaps or opportunities that there might be;</li> <li>• How could improvements be made to the written correspondence received by residents in relation to disabled parking services and Blue Badges;</li> </ul> <p>It will seek to make recommendations to the Council's Cabinet on how improvements to the service might be achieved most effectively as well as contributing to the development of the Council's Parking Transformation Plan.</p> |
| <b>Scrutiny Membership</b>                                            | <p>Councillors Adam Jogee (Chair) Culverwell, Emery, Ogiehor, Rice, White and Barbara Blake.</p> <p>Co-cooptees: Ian Sygrave (Ladders Community Safety Partnership)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Terms of Reference<br/>(Purpose of the Review/<br/>Objectives)</b> | <p>What barriers exist in getting and using a Blue Badge. What are the experiences of disabled service users in accessing parking services, particularly Blue Badges and how and where improvements can be made.</p>                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Links to the Borough Plan</b>                                      | <p>Outcome 10: Provide safer and accessible public spaces for everyone, especially children, young people, and people with disabilities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Evidence Sources</b>                                               | <p>These will include:</p> <ul style="list-style-type: none"> <li>• Experience of residents.</li> <li>• Relevant data sources, including information on current Council processes and procedures.</li> <li>• Interviews with relevant key Council officers, partners and voluntary and community sector bodies;</li> <li>• Disability access groups such as Transport for All and Mobility access Transport Housing group</li> <li>• Research information;</li> <li>• Relevant guidance on best practice with the sector</li> </ul>                                                                          |
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| <b>Witnesses</b>               | <ul style="list-style-type: none"> <li>• Residents</li> <li>• The Cabinet Member for Environment</li> <li>• Members</li> <li>• David Murray – AD Environment and Neighbourhoods.</li> <li>• Ann Cunningham – Head of Operations</li> <li>• Disability access organisations.</li> <li>• Other local authorities – Hackney, Camden, Islington and Enfield.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Methodology/Approach</b>    | <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; and</li> <li>• Visits</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Equalities Implications</b> | <p>The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not.</p> <p>The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.</p> <p>The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering</p> |

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|                               | <p>and final reporting. 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 service 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.</p> <p>The Panel should ensure that equalities comments are based on evidence, when possible. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.</p> |
| <b>Timescale</b>              | The Panel will aim to complete its evidence gathering by the start of Summer 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Reporting arrangements</b> | The Interim Assistant Director of Environment and Neighbourhoods will co-ordinate a response to the recommendations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Publicity</b>              | The review 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Officer Support</b>        | Lead Officer; Philip Slawther, Principal Committee Coordinator, 0208 489 2957 <a href="mailto:philip.slawther2@haringey.gov.uk">philip.slawther2@haringey.gov.uk</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |