

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Tuesday, 14th January, 2020, 7.00 pm - Civic Centre, High Road,  
Wood Green, N22 8LE**

**Members:** Councillors Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Adam Jogee and Khaled Moyeed

**Co-optees/Non-Voting Members:** Mark Chapman (Parent Governor representative), Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Lourdes Keever (Diocese of Westminster)

Quorum: 3

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

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

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

### **3. URGENT BUSINESS**

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

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

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

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

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

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

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

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

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

To agree the minutes of the meeting on 25<sup>th</sup> November 2019 as a correct record.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 9 - 48)**

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

- Housing and Regeneration – 4<sup>th</sup> November
- Environment and Community Safety – 5<sup>th</sup> November
- Children and Young People's - 7<sup>th</sup> November
- Adults and Health – 14<sup>th</sup> November

#### **8. FAIRNESS COMMISSION (PAGES 49 - 50)**

#### **9. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR CORPORATE AND CIVIC SERVICES**

Verbal Update

#### **10. PRIORITY X BUDGET SCRUTINY (PAGES 51 - 126)**

- 11. FACILITIES MANAGEMENT TRANSITION (PAGES 127 - 136)**
- 12. SCRUTINY REVIEW ON SEND (PAGES 137 - 174)**
- 13. WORK PROGRAMME UPDATE (PAGES 175 - 216)**
- 14. NEW ITEMS OF URGENT BUSINESS**
- 15. FUTURE MEETINGS**

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Monday, 06 January 2020

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## **MINUTES OF MEETING OVERVIEW AND SCRUTINY COMMITTEE HELD ON MONDAY, 25TH NOVEMBER, 2019, 19:00**

### **PRESENT:**

**Councillors: Lucia das Neves (Chair), Pippa Connor (Vice-Chair), Erdal Dogan, Adam Jogee, Khaled Moyeed,**

**Also Present - Mark Chapman, Luci Davin, Lourdes Keever and Ruth Gordon**

### **ALSO ATTENDING:**

#### **6. 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.

#### **7. APOLOGIES FOR ABSENCE**

Apologies for lateness were received from Cllr Jogee.

Cllr Dogan advised the Chair that he had to leave the meeting at 19:30 due to a conflicting appointment.

#### **8. URGENT BUSINESS**

There were no items of urgent business.

#### **9. DECLARATIONS OF INTEREST**

In relation to Item 8, Councillor Moyeed declared an interest having represented the traders in his professional capacity as a solicitor. The Councillor agreed to not be present for Item 8, when the Scrutiny Review of Wards Corner would be under discussion.

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

None.

#### **11. SCRUTINY REVIEW INTO WARDS CORNER**

\* Clerks note - the Chair decided to vary the agenda to take the item on Wards Corner first. The minutes reflect the order in which items were discussed rather than the order on the published agenda. Cllr Moyeed left the room at this point in the meeting. \*

The Committee received a report which sought approval for the amendments made to the scrutiny review report as a result of the comments received from third parties and the Assistant Director responsible for the Planning Service. The Committee welcomed the amendments made to the report and commented that these reflected factual corrections rather than any changes to the recommendations or the report's focus.

## **RESOLVED**

- I. That the amendments outlined in track changes to the Wards Corner scrutiny review findings (which was attached as Appendix 1 to the report) be approved.
- II. That approval be given to publish the updated review report; and for Cabinet to consider and respond to the findings and recommendations.

## **12. MINUTES**

*\* Clerk's note – Cllr Moyeed returned to the meeting at this point. \**

## **RESOLVED**

That the minutes of the meeting of the 14<sup>th</sup> October be agreed as a correct record of the meeting.

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

### **RESOLVED**

That the minutes of the following Scrutiny Panels were agreed and any recommendations contained within were approved:

- Adults and Health – 5<sup>th</sup> September 2019
- Environment and Community Safety – 3<sup>rd</sup> October 2019
- Housing and Regeneration – 12<sup>th</sup> September 2019

## **14. COMBINED COMPLAINTS, MEMBER ENQUIRIES, FREEDOM OF INFORMATION REQUEST AND OMBUDSMAN ANNUAL REPORT 2018/2019**

The Committee received an annual report and analysis of complaints, Ombudsman cases, Member Enquiries and FOI requests for the 2018/19 municipal year. The report was introduced by Andy Briggs, AD Customer Services and Debbie Darling, Acting FIG & Business Support Manager as set out in the agenda pack at pages 123-136. The following was noted in discussion of the report:

- a. The Chair set out that the classification of reasons for a Member Enquiry of general information/service requests needed to be better explained and reflect the fact that many Member Enquiries were requesting a service because there

had been an initial failure the deal with a problem. In response, officers acknowledged these concerns and advised that management were planning to upgrade the Respond system and would give some further consideration on how to implement this. Action: **(Andy Briggs/Debbie Darling)**.

- b. The Committee noted that the Information Commissioner was pushing back on local authorities who did not meet the 90% response time target.
- c. The Committee also noted with concern the fact that Haringey had the highest number of upheld Ombudsman cases and one of the highest number of cases in total. In response, officers acknowledged this and advised that the establishment of a partnership reporting group would help the organisation to learn from complaints across the Council and that Corporate Board had agreed to its establishment at a meeting earlier in the week.
- d. The Committee sought assurances around what was being done with staff on the ground to ensure learning from Ombudsman cases and learning from Stage 1 complaints before they escalated to Stage 2. In response, officers advised that learning was captured and feedback across the Council through directors and that the FIG team offered onsite training with teams across the organisation. It was suggested that the partnership group would hopefully drive learning from complaints and provide an impetus at a senior level.
- e. In response to a follow-up question around whether there was sufficient capacity within the service to implement the learning from complaints, officers acknowledged that they were stretched at present but set out that in future they were aiming to have a much more proactive service offer and shift their focus towards learning from complaints. The Chair set out that the role of culture was important in all of this. As an organisation, the Council needed to make sure that it listened to its residents and their complaints.
- f. In response to concerns that Children's Services had the highest number of upheld cases by the Ombudsman, the Committee sought assurances about what review mechanisms were in place to improve performance. In response, officers advised that the service needed to get a good understanding of the context of the individual cases and understand the year on year performance to understand whether improvements were being made. The AD for Customer Services and Libraries agreed to feedback to the Committee an update on what was being done around review mechanisms, to ensure that under-performing services were being monitored and improvements were made. **(Andy Briggs/Debbie Darling)**.
- g. The Committee enquired about the structure of the partnership reporting group and whether it was cross-service. In response officers acknowledged that it would be made up of representatives across different Council services and would include relevant Heads of Service, and Assistant Directors where that was felt appropriate. Officers also advised that they were working on ensuring that service ambassadors and learning champions were central to the process.
- h. In response to concerns around the number of complaints around staff and what was done as a result, officers advised that these were investigated in the same way as any other complaint and that where fault was found cases were usually remedied with an apology and further training.

*\*Clerk's note – Cllr Dogan left the meeting at this point.\**

- i. The Committee raised concerns about proposals to remove paper forms and delete postal address details, in favour of an online compliant system as this would unduly affect older residents and those without internet access. In response, officers acknowledged this and advised that paper forms would still be available. The Committee drew officers attention to Paragraph 3.3 of the report where it was expressly stated that paper forms had been removed from public access points. Officers agreed to look into this and update the Committee. **(Action: Debbie Darling)**.
- j. The Committee requested a breakdown of complaints received ward by ward and that this also include information on trends. **(Action: Debbie Darling)**.
- k. In respect of the 1433 FOI requests outlined in the report, officers clarified that this represented the number of requests rather than the number of people who had submitted an FOI request, and that it was highly likely that a number of people made more than one FOI request.
- l. The Committee raised concerns that the 95% response target within 10 days for Member Enquiries had not been met in four years. The Committee commented that they were keen to understand the performance for those cases that did not meet the ten day target and how late those cases were. Officers agreed to send the Committee further details of the 8% of cases in 2018/19 that missed the target time and how many days each case took for a response. **(Andy Briggs/Debbie Darling)**.
- m. The Committee enquired whether there was a way to prioritise urgent Member Enquiries so that a response could be received much sooner. Officers advised that there were no plans to reduce the target, or to introduce a two tier system, at present. Haringey was one of very few London local authorities that had a 10 day target time. Officers were not aware of any other London authorities that had a lower target response time than this. Instead, officers suggested that they were working to upgrade and improve software and the Respond system used by the FIG team. Officers suggested that if a response was urgent then the relevant director of the service should be copied in.
- n. In response to a question, officers advised that the 10 day target was a maximum and that a number of responses were done before ten days. Officers also emphasised that there was a balance between the speed of response and the quality of that response. The Committee requested that future reports also include details of how many Member Enquiries were responded to before the ten day target time and that a breakdown of those cases and the number of days taken be provided. **(Action: Debbie Darling)**.
- o. In respect of Ombudsman cases and the fact that 69% of investigations were within benefits and tax, the Committee sought assurances about what was being done to link up with HfH around Universal Credit and ensuring that information was being shared. Officers acknowledged these concerns and advised that this would be covered as part of the wider impetus on learning from complaints.

## **RESOLVED**

The Committee noted the contents of the report and the proposed next steps.

## **15. IMPACT OF UNIVERSAL CREDIT ACROSS HOMES FOR HARINGEY**

The Committee received a report on the impact of Universal Credit on Council tenants in Haringey. The report was introduced by Tracey Downie, Interim Head of Income Management for Homes for Haringey as set out in the agenda pack at pages 137 to 141. The following was noted in discussion of the report:

- a. The Committee welcomed the report and noted with concern that the picture portrayed in the report was significantly worse than the Committee were led to believe during the previous discussion held on the subject in July. The Committee were advised that there were 1529 tenants in receipt of Universal Credit (out of a total of around 17,000) and that it had a significant impact on residents' income. Furthermore, research had indicated that residents in receipt of Universal Credit were twice as likely to be in rent arrears. Arrears tended to be worse for tenants that routinely moved in and out of work.
- b. The Committee raised concerns that some of the people who were worst impacted by Universal Credit did not have secure tenancies in social housing, but rather lived in private-rented accommodation or were housed in Temporary Accommodation.
- c. In response to a question, officers advised that the total debt owed to HfH from 1622 tenants on Universal Credit was £971,400. The Committee noted that there were around 20 new HfH residents that transitioned to Universal Credit a week.
- d. In response to a question around how arrears were monitored, the Committee was advised that HfH were able track arrears from the date of a tenant transitioning to Universal Credit to where they were now and that, residents routinely accrued rent arrears particularly during the transition period.
- e. In response to a request for further information around staffing resources available to support tenants on Universal Credit, the Committee noted that the whole income support team provided a level of support and that a number of engagement events took place for tenants on this. There were 2 welfare advisors within HfH that provided an array of support and considered whether there were additional benefits that the tenant was entitled to. There were 3 dedicated officers who dealt with Universal Credit, as well as other officers who worked on the bedroom tax and the benefit cap. In total, it was noted that there was a team of six or seven staff who provided dedicated support in one aspect or another.
- f. The Committee raised concerns with online applications and the equalities considerations inherent within this. In response, HfH acknowledged these concerns and set out that the online application process was a policy decision taken by the DWP which had created a real challenge in some cases. Particularly, as recipients were expected to maintain an online journal and provide responses to the DWP through that online journal. Support facilities were offered by HfH and through Haringey CAB but these services often had to be booked in advance.
- g. The Chair commented that, in light of the update received, the Committee needed to give further consideration to how the system worked, the increasing tendency towards arrears and how this could lead to a debt trap.
- h. The Committee also expressed concern about the knock-on effect created by increased financial stress, particularly around mental health and wellbeing and the impact on children's school work. The Committee requested that a further update be provided around support services and what signposting was available for mental health support, including local community organisations.

The Committee requested that this should also include some case studies on the impact of transitioning to Universal Credit for individual families. The Committee further requested figures for all of Haringey that also reflected private sector tenants rather than just HfH tenants. HfH advised that the DWP should be able to provide that information. **(Action: Tracey Downie/Phylis Fealty/Helen Hili).**

- i. The Chair expressed significant concern about the lack of a single point of contact or a lead officer on Universal Credit in the Council in light of this report.

## RESOLVED

That the Committee noted the contents of the report.

## 16. PERFORMANCE UPDATE

The Committee received a Borough Plan 2019-23 Priority Performance update, which was the second update relating to the new Borough Plan priorities, outcomes and indicators. The report reflected the latest data available as at September 2019. The report was introduced by Charlotte Pomery AD Commissioning as set out in the agenda pack at pages 143-150. The following was noted in discussion on the report:

- a. In response to a question, officers acknowledged the Committee's concerns around decreasing performance in relation to GCSE results and highlighted differential attainment starting earlier as key concern.
- b. The Committee sought further information around apprenticeships and how much money was generated through the apprenticeship levy. In response, officers agreed to give this some further consideration and circulate a briefing to OSC on the apprenticeship levy. **(Action: Charlotte Pomery).**
- c. The Committee requested further figures around the total number of rough sleepers in the Borough. Officers advised that there was a count due later that week and that the numbers would be circulated to the Committee shortly. **(Action: Charlotte Pomery).**
- d. The Committee considered the broader service offer around homelessness and suggested that more needed to be done to understand what was being offered, including supported accommodation, and to whom. The Committee suggested that this would be something for the Housing and Regeneration Panel to pick up. **(Action: Chair, Housing and Regen Panel).**
- e. The Committee sought further information around the Citizens Panel and its composition. Officers advised that the Policy team were leading on this as part of the implementation of the Borough Plan. The Chair requested that an update be provided at the March meeting as part of the consultation and engagement report. **(Action: Clerk).**
- f. The Committee sought further information in relation to the school exclusions data and questioned when it would be updated. Officers advised that there was a 12 month lag in the data which was national DFE data and it had been updated recently. The Chair advised that this was something for the Children's Panel to consider further. **(Action: Chair - Children's Panel).**
- g. The Committee set out that there should be some monitoring and tracking of performance data for schools where BAME children performed well. This item was referred to the Children's Panel to consider further. **(Action: Chair - Children's Panel).**

- h. In response to a query around how performance was being monitored on the Council's pledge to build 1000 new homes, officers advised that there was a strategic indicators on housing completions and that this was reported up to the relevant priority board.

## **RESOLVED**

That Overview and Scrutiny Committee:

- I. Noted the high-level progress made against the delivery of the strategic priorities and targets in the Borough Plan as at the end of September 2019, the second update on progress against specified outcomes in the Borough Plan 2019-2023; and
- II. Noted that measuring progress would continue with quarterly reporting to the Overview and Scrutiny Committee against the new measures via the new Priority Dashboards published on Haringey's website.

## **17. WORK PROGRAMME UPDATE**

The Scrutiny Review on Business Support had been paused in light of the Review on Wards Corner. The Committee noted that the final report for the review into Fire Safety was pencilled in to come back to the March Committee.

The Committee noted that the draft terms of reference for the review into High Road West would come back to the Committee in January to allow further comments from the panel Chair.

## **RESOLVED**

- I. The Committee noted the work programmes for the main Committee and Scrutiny Panels at Appendix A of the report and agreed any amendments as appropriate.
- II. The Committee agreed the draft scoping document and terms of reference for the Adults and Health Scrutiny Panel Review on Adult Social Care Commissioning, as set out in the second dispatch agenda pack.
- III. The Committee agreed the draft scoping document and terms of reference for the Housing and Regeneration Scrutiny Panel Review on the High Road West regeneration site as set out in the second dispatch agenda pack.

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

N/A

## **19. FUTURE MEETINGS**

The future meeting dates were noted as:

- 14 January 2020 (Priority X)
- 23 January 2020 (Budget Scrutiny)
- 12 March 2020

CHAIR: Councillor Lucia das Neves

Signed by Chair .....

Date .....



**MINUTES OF THE MEETING OF THE HOUSING AND  
REGENERATION SCRUTINY PANEL HELD ON MONDAY 4<sup>TH</sup>  
NOVEMBER 2019, 7.00 - 9.35pm**

**PRESENT:**

**Councillors: Khaled Moyeed (Chair), Dawn Barnes, Ruth Gordon,  
Bob Hare, Yvonne Say and Daniel Stone**

**23. 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'.

**24. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Sarah Williams.

**25. URGENT BUSINESS**

None.

**26. DECLARATIONS OF INTEREST**

None.

**27. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**28. MINUTES**

Referring to Item 16 of the minutes of the previous meeting, Cllr Gordon proposed that the topic of High Road West, which had been raised through the deputation, be taken on by the Panel as a full scrutiny review. Cllr Moyeed confirmed that this would go ahead and that the current intention is for the terms of reference will be submitted to the next meeting of the Overview & Scrutiny Committee on 25<sup>th</sup> November and that site visits to the Peacock industrial estate and the Love Lane Estate would take place within the next couple of weeks.

Referring to Item 18 of the minutes of the previous meeting, Cllr Hare said that comments made by Cllr Williams regarding the way that the content of planning applications are determined before being considered by the Planning Committee should be reflected in the minutes. The scrutiny officer said that the recording of the meeting could be checked and this detail added to the minutes. **(ACTION)**

Cllr Gordon referred to the response from an action point arising from the last meeting about the expected schedule for the redevelopment by Argent in Tottenham Hale. The response noted that there had been an archaeological find on the Welbourne site and that works have halted pending further investigations. Cllr Gordon asked what impact this delay is expected to have on the schedule for the redevelopment. Dan Hawthorn, Director for Housing, Regeneration & Planning, said that further details would be provided in writing. **(ACTION)**

**AGREED: That the Panel proceed with a scrutiny review on High Road West with terms of reference for the review to be submitted to the Overview & Scrutiny Committee on 25<sup>th</sup> November 2019.**

**AGREED: That, following a minor amend to Item 18 of the minutes of the meeting held on 12<sup>th</sup> September 2019, the minutes can be approved as an accurate record.**

## **29. UPDATE - REVIEW OF MANAGEMENT PROCESS FOR CIL**

Rob Krzyszowski, Head of Planning Policy, introduced the report on this item which had been deferred from the previous meeting of the Panel in September 2019 due to lack of time. An overview of the Community Infrastructure Levy (CIL) had been provided to a meeting of the Panel in January 2019 during which it was noted that a review of the management process of CIL was due to be carried out by a specialist consultancy in February 2019.

He said that the review was subsequently carried out by the independent planning consultancy Citiesmode in February and March 2019 which included workshops with senior Council officers and a review of policy and procedure documents. The final report was provided in May 2019 and the Council followed that up with an Action Plan. The report concluded that the Council has *“systems in place which align with the principal legislative and regulatory requirement”*, that *“there are elements of good practice in the Council’s approach”*, that the AD for Planning *“maintains a good oversight of the systems”*, but that *“there are a number of deficiencies that reduce the efficiency, effectiveness and resilience of the service”*.

In response to questions from the Panel, Rob Krzyszowski said:

- Asked about whether the Council had lost money as a consequence of not recording land charge data, he explained that the Council has a statutory role

to keep land charges information so that when properties are bought/sold, a land search can identify whether there are any outstanding payments relating the property. CIL on a development is a land charge so anyone buying the land would have this outstanding charge flagged to them. The CIL report found that the CIL wasn't always recorded directly onto the land charges so were not coming up in the searches, although it was always picked up later in the process. There was no financial loss to the Council as a consequence of this. The process has now been tightened up so the CIL is registered correctly and that this is picked up earlier through the searches.

- With regards to the RICS CIL index, CIL is indexed for inflation so that, in the time lag from when the CIL charge is set and the planning permission is granted, the value is retained. The BCIS index previously used had been problematic as it was not publicly available but the Government has recently replaced this with the RICS CIL index which is publicly available and will be simpler to use. Cllr Gordon asked about inflationary costs relating to the bus station in Tottenham Hale and Dan Hawthorn said that this is likely to be because the scheme is taking longer than originally anticipated rather than because of any miscalculation of inflation but that he would follow up with further detail on this. Cllr Gordon requested that this include details of full costings on what funds have been put into the Tottenham Hale redevelopment overall. **(ACTION)**
- On the back-up of CIL and S106 files, the previous process was to manually copy and paste the database to a separate folder which the CIL report found to be unacceptable. However, IT service colleagues have since confirmed that there is a full daily back-up across the Council so there is in fact a satisfactory back-up procedure for CIL and S106 files.
- Recruitment to a second and more senior S106 and CIL post is ongoing to complement the existing S106 and CIL post. The statutory requirements for S106 and CIL are growing which requires more capacity in the team to do that work. In terms of budgetary implications there should be a neutral cost as the Council can spend up to 5% of CIL receipts on administrative expenses/staff costs. While there had been some minor slippage in the timescale for recruitment to the new post this was not expected to have any significant impact.
- The main objectives of the report and the action plan are to meet the statutory requirements but also to be able to do more work on spending the strategic and neighbourhood CIL elements on the key outcomes of the Council and the community.
- On unspent S106 receipts and future CIL receipts, a summary of the money collected and spent/unspent is published each year in the Authority Monitoring Report (AMR). Additional detail will be published in future, due to new government requirements, through an Infrastructure Funding Statement and the first of these will be published in December 2020. Cllr Moyeed requested

that the link to the most up to date AMR report be circulated to the Panel.

**(ACTION)**

- Enforcement of S106 agreements, including non-financial monitoring, is part of the review including by ensuring that procedures and training is up to date.

Asked about the Planning review of the S106 agreement relating to the Wards Corner, Dan Hawthorn confirmed that this was close to being finished.

**30. SOCIO-ECONOMIC PROGRAMME - HIGH ROAD WEST REGENERATION SCHEME**

Dan Hawthorn, Director of Housing, Regeneration & Planning, introduced the report on this item which had been deferred from the previous meeting of the Panel in September 2019 due to lack of time. He said that, in the context of the wider development agreement between the Council and Lendlease for the High Road West scheme, there was a commitment from Lendlease to commit £10m to a programme of socio-economic interventions in the local area in acknowledgement of the disruptions and opportunities associated with the scheme. This programme is structured around five thematic headings set out in paragraph 2.9 of the report. However, as the development scheme is currently being reworked, the work on the socio-economic programme has been paused so a greater level of detail on how the £10m will be spent is not yet available.

In response to questions from the Panel, Dan Hawthorn said:

- That the use of the funding is expected to spread out over the life of the scheme at roughly £1m per year over 10 years.
- That as this work is paused the Council does not want to make assumptions about what the scheme will look like as the scheme could change.
- That as with any major development scheme there would typically be both significant S106/CIL contributions as well as direct investments in infrastructure and this additional £10m is part of the bidding approach from the developer as well as a recognition of the complex social and economic problems in Tottenham that would benefit from additional investment. It is important that this investment is spent in a way that aligns with the Council's priorities and vision for the area and Lendlease have been happy to accept this.
- The status of the scheme is that the development agreement between the Council and Lendlease has been formally agreed by Cabinet.
- That he was determined that the £10m from the programme shouldn't be used as part of the funding requirement for the extra Council homes on the site and that it should be kept for the purposes for which it was originally intended. That would be to mix the two things up and so the need for new Council homes should be met through the grant from the Mayor of London.

- That it is a fundamental principle of the Council's approach to the scheme is that it should be based on and constantly refined as a result of engagement with residents and the wider stakeholder community while being balanced with the Council's priorities as defined in the Borough Plan. This is a long-term commitment to recognise a range of different perspectives with the 'stakeholder community' including people who are resident in the area, people running businesses in the area and people who use services and businesses in the area.
- That it is reasonable to look at the scheme in the context of the Council's approach to business support and community wealth building and this will need to be an element of the work to ensure that the Council's priorities are reflected in the scheme.
- On how the membership High Road West Community Impact Group was selected he said that details about this would be provided to the Panel in writing. **(ACTION)**

Cllr Barnes commented that the Enabling Healthy Lives theme in paragraph 2.13 of the report refers to the STEM subjects (science, technology, engineering and mathematics) and entrepreneurship to build self-esteem but should also include cultural subjects. Dan Hawthorn said that he would take this point away to consider.

Cllr Stone said that the Physical Changes theme in paragraph 2.15 of the report refers to setting out the aspiration to ensuring that delivering better socio-economic outcomes is embedded into the to the physical design of the scheme. He commented that these outcomes should be part of the design anyway and questioned what additional benefits the socio-economic programme would bring. Dan Hawthorn said that theme included initiatives such as the refurbishment of the Grange but said that it was a helpful challenge to make sure that this theme is genuinely contributing something additional and that he would take this back to the team.

In response to a question about the low level of CIL (£15 per sq/m) that Lendlease would be required to pay, Rob Krzyszowski, Head of Planning Policy, said that a proposed increase in the CIL rate in the east of the Borough, from £15 per sq/m to £50 per sq/m, was reported to the Regulatory Committee on 15<sup>th</sup> October 2019. It would then be submitted to Cabinet on 12<sup>th</sup> November 2019. The proposal would also have to go out to consultation. Dan Hawthorn added that it is unlikely that the High Road West planning application would not be subject to the new CIL rate.

### 31. CABINET MEMBER QUESTIONS - HOUSING AND ESTATE RENEWAL

Cllr Emine Ibrahim, Cabinet Member for Housing & Estate Renewal, responded to questions from the Panel on issues relating to her portfolio:

- In response to a question from Cllr Hare about the ongoing problems with maintenance on social housing estates in Borough, Cllr Ibrahim said that she recognises the challenges. Up to last year only 75% of Haringey's social housing met the Decent Homes standard and the communal areas are also a huge challenge. There is a financial commitment to bring 95% of homes up to the decent homes standard by 2022 and also funding has been made available through the Housing Revenue Account (HRA) to go a step further to work towards Decent Homes Plus which covers the area from the kerb to the property so that communal areas are covered. Members should receive emails about major works that take place within their wards. Members who wish to receive more information about work in their ward can also write to Cllr Ibrahim as Cabinet Member. Cllr Hare requested a written briefing for all Panel Members from Cllr Ibrahim on Decent Homes Plus including details of the expected timescales. **(ACTION)** Cllr Gordon requested that Decent Homes Plus be added as an agenda item to a future Panel meeting. **(ACTION)** Cllr Ibrahim said that she was well aware of the challenges and historic perception about the issue of repairs and that the funds in the HRA must be used responsibly. Some cases come to the attention of Members because a resident has raised it directly with them but it was also important to be conscious of the cases that do not get directly raised with Members or that affect the most hard to reach residents. This includes residents for whom English is not their first language and local authorities do not have the same resources for translation services that they used to. Recently the Council retendered the floating support contracts for local community organisations with a focus on independent housing related advice including those that deliver services for communities identified as having a high level of need. Asked by Cllr Hare how these services are monitored for performance, Cllr Ibrahim said that this falls under the remit of Gill Taylor and a briefing on this could be requested for a future Panel meeting. **(ACTION)**
- On a request from Cllr Gordon for an update on the Broadwater Farm estate, Cllr Ibrahim said that all 90 secure tenants have now moved from Tangmere block and accepted alternative accommodation. With regards to the 24 leasehold properties, 12 properties have been acquired from Newlon Housing Trust, there are sales of 6 further properties expected to complete by November and negotiations are ongoing with the remaining 6 leaseholders. Of those 6 leaseholders, only 3 still live in the block. In Northolt block there were 83 secure tenants of which 54 have now moved. A further 9 have accepted an offer and are expected to move out in the next few weeks. The remaining secure tenants were being supported to bid for alternative properties as they become available. Of the 14 leaseholders there has been 1 completed sale, offers accepted on 3 others with 10

remaining. The decant of the blocks in Broadwater Farm have obviously had a negative impact on the availability of accommodation for others on the waiting list, most notably on the availability of 1-bedroom properties as most of the properties in Northolt block were 1-bedroom properties. With regards to longer-term plans for the Broadwater Farm estate, a report on this is expected to go to Cabinet in December on the procurement of the architects.

- Asked by Cllr Gordon about the delay to the work on the Red House site in Tottenham, Cllr Ibrahim said that the originally anticipated timeframe had been to have everything ready to go by the end of this year and this is still on target.
- Asked by Cllr Barnes about the inefficiencies that could arise through HfH customer services included cases raised with Members such as repeated problems for residents in registering their details, which end up wasting Member and officer time, Cllr Ibrahim said that she is happy to raise that concern and response by email in more detail. **(ACTION)**
- Asked by Cllr Moyeed about the high cost of temporary/emergency accommodation and whether savings could be made, Cllr Ibrahim said that this is a big challenge and that what temporary/emergency accommodation looks like has changed over the last 30 years. In the 1980s this meant homeless families being placed in B&B accommodation but in later years there had been examples of landlords charging a nightly rate and describing the accommodation provided as bed and breakfast although it was actually just a flat or house with breakfast items being delivered once a week. The experience of residents also varies depending on whether they are housed within the private sector or within publically owned temporary accommodation such as those on the Love Lane estate where are certain repair standards. The Council's participation in the Capital Letters scheme, a pan-London programme involving 13 boroughs, should help to improve the quality of temporary accommodation and also reduce costs. The scheme helps to reduce competition between boroughs for accommodation thereby preventing prices from being driven up. The Cabinet had also agreed about a year ago to set up a Community Benefit Society as an independent charity in which the Council is a minority shareholder. The Council will lease former Right to Buy properties that the Council is acquiring to the charity for seven years for them to be repaired and managed as temporary accommodation and then returned to the Council after which they can be used as Council housing.

## **32. HOUSING STRATEGY UPDATE**

Alan Benson, AD for Housing, presented the reports for both items 10 and 11 together as they were linked. He said that the Council's current Housing Strategy had been published in December 2016 and had been due to run until 2022.

However, there have since been changes in national housing policy, in regional policy from the Mayor of London including funding to build Council housing, and in local priorities as the Housing Strategy still refers to the Haringey Development Vehicle and does not include the housing targets that are included in the new Borough Plan. The Housing Strategy will therefore be rewritten with the top priority being the target to build 1,000 new Council homes and will also include homelessness, rough sleeping and the quality of the existing housing stock. There is a Members engagement process which takes place before publishing a draft of the new Housing Strategy, and this involves a Members steering group chaired by Cllr Ibrahim which has met three times already. The aim is currently to bring the draft Housing Strategy to Cabinet early in the New Year, which will then be published for consultation.

On the delivery of new Council homes, Alan Benson said that the report focuses on the Council's progress towards delivering its target of 1,000 new Council homes. Council housing hasn't been built on this scale in Haringey since the later 1970s/early 1980s when there were around 22,000 Council homes. There are now only 15,000 Council homes in Haringey as a result of the Right to Buy programme. However, the Mayor of London has recently allocated funding to enable the building of new Council homes across London. The new Haringey Cabinet agreed in 2018 to set up a Wholly Owned Company (WOC) to deliver new Council homes as this would enable borrowing outside of the government restrictions imposed on Housing Revenue Account (HRA) borrowing. However, later that year, the Government lifted the cap on HRA borrowing so the WOC route was rendered unnecessary.

Alan Benson continued by saying that the report covers the three main areas required for the delivery of Council housing which are land, funding and capacity within the Council's team. There are 60 sites that have been identified for development in the first stage and work on these is underway. Another group of sites will soon be identified and reported to Cabinet, probably in January. Significant funding of £62.8m has been provided to Haringey from the Mayor of London although this is not enough in itself to finance the building programme and so further funding will be required through HRA borrowing. There has been extensive staff recruitment to support the programme and there are now 18 people in the Housing delivery team. The Council is currently on track to deliver to its milestone target which is for 500 Council homes to have planning approval and for 350 Council homes to have started on site by May 2020.

In response to questions from the Panel, Alan Benson said:

- That most of the 60 sites are quite small, the smallest with only one unit on it but with 190 units on the largest but the majority are in the range of 20 to 50 units. There are some larger sites which are expected to be brought into the programme in future.



- That growing the team of staff in future makes sense as there is an assumption that after the first 1,000 Council homes are built the Council will want to continue building more in order to work towards recovering the 7,000 Council houses that were lost through Right to Buy.
- That with regards to the two sites on the Appendix 1 list showing zero for the estimated number of Council homes, on the Muswell Hill site this is because it is a historic scheme which is designated for shared ownership, and on the Bounds Green site this is because there has not yet been an calculation made of how many Council homes could be built on the site.
- Asked about Islington Council's presentation of its Council housing schemes in a clear way on their website, some boroughs are further ahead and Islington started their programme a few years ago although their target for building Council homes is lower than Haringey's. There are plans to improve this part of the Haringey website.
- With regards to the environmental standards of the new Council homes, the Council is aiming to ensure that they are all carbon neutral, have exemplary quality of design and that the mix of units will include family sized-homes and not just 1-bedroom flats.

In response to questions from the Panel, Rob Krzyszowski, Head of Planning Policy, said:

- That the draft London Plan has been going through its process for some time and was recently examined by the independent Planning Inspectorate. The recommendations are now public and is awaiting a response from the Mayor and then from the Secretary of State before approval by the London Assembly which would lead to the new London Plan being formally adopted. This is likely to happen sometime early or in the spring of next year.
- The draft London Plan specifies that Council's should set affordable housing tenure targets of a minimum of 30% low cost rented homes (which can include affordable rent and social rent), a minimum of 30% intermediate products (which can include London living rent and shared ownership) with the remaining 40% being left to the discretion of the individual Borough.
- Haringey Council's Local Plan would have to be in conformity with the London Plan and a consultation on the Local Plan will begin in the spring of next year which will include questions on the affordable housing target and affordable housing tenure. Evidence on need is required to justify any future affordable housing targets.
- That the Council's self-build register, which is required by law, had around 300 people who had indicated an interest in delivering self-build or custom-build properties. There are now criteria recently approved by Cabinet that have to be met to be on the register including a £144 administration fee as well as a financial resources test and a local connection test. This has reduced the number of people on the register from 300 to just 1. However,

the register is just an indicator of demand for self-build properties and, with 300 on the register, the planning service would have had to allocate enough land to meet the demand that could otherwise be prioritised for affordable housing. However, this doesn't prevent anyone from going ahead with self-build development on private land.

In response to questions from the Panel, Cllr Emine Ibrahim said:

- That Community Land Trusts are an innovative way of delivering affordable housing. Cllr Ibrahim said that she will always prioritise Council Housing at Council rents. She said that security of tenure is important as well as the rent levels and Council tenancies are the most secure form of tenure.
- That consultation is key and there has been some confusion about plans for the Crownwood site so there have been some issues with communications. She said that she is planning to meet with some of the tenants soon to help improve this.

**33. COUNCIL HOUSING TEAM CAPACITY BUILDING**

See item 32. The Housing Strategy item and the Council Housing Team capacity building item were taken together.

**34. DATES OF FUTURE MEETINGS**

- 16<sup>th</sup> Dec 2019
- 3<sup>rd</sup> Mar 2020

CHAIR: Councillor Khaled Moyeed

Signed by Chair .....

Date .....

## **MINUTES OF MEETING ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL HELD ON TUESDAY, 5TH NOVEMBER, 2019, 7.00 - 9.45 PM**

### **PRESENT:**

**Councillors: Adam Jogee (Chair), Peray Ahmet, Eldridge Culverwell, Julie Davies, Scott Emery, Julia Ogiehor and Sygrave**

### **ALSO ATTENDING:**

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

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

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

Apologies for absence were received from Cllr Barbara Blake.

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

There were no items of urgent business.

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

Cllr Culverwell declared an interest in relation to the deputation as well as agenda item 10 as he is the vice-chair of the Friends of Finsbury Park.

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

The Panel received a deputation on behalf of the Friends of Finsbury Park regarding the recent major events that took place in Finsbury Park during September and the resultant damage that had occurred. The lead depute was Clive Carter and the other members of the deputation party were Barbara Baughan and Martin Ball. Concerns were raised by the deputation party about the extent of the damage to the bandstand field, which was categorised as severe. It was suggested that the damage was not the kind which could be straightforwardly repaired and could cause long-term damage on the park.

Clive Carter advised the Panel that the Friends group represented residents across the three adjoining boroughs and not just Haringey. It was suggested that residents across the three Boroughs had enough of major events in Finsbury Park and that the

Council was exploiting a valued community utility for short term financial gain, generating significant ill will as a result. It was contended that the park was being ruined as a result of the damage caused. The deputation party set out that the noise levels were excessive during the recent major events, particularly in relation to bass frequencies, and that the music could be heard three kilometres away. It was suggested that the Council, in continuing to hold large scale major events, was ignoring the concerns of parks users and showing contempt for local residents.

In response to concerns raised about the events' adherence to licensing conditions, the deputation party were advised that any concerns around licensing conditions and adherence thereof, would have to be raised separately through the formal licensing process and were not within the purview of the Scrutiny Panel.

The Chair thanked the deputation party for their contribution.

## **6. MINUTES**

### **RESOLVED**

That the minutes of the meeting of 3<sup>rd</sup> October were agreed as a correct record.

## **7. COMMUNITY SAFETY PARTNERSHIP PRIORITIES AND CRIME PERFORMANCE OVERVIEW**

The Panel received a covering report and accompanying set of slides which provided an overview of Haringey's performance in relation to key crime performance statistics. The report and accompanying presentation were introduced by Sandeep Broca, Intelligence Analyst, as set out in the agenda pack at pages 9 to 21. The Borough Commander, Treena Fleming was also present to discuss the Community Safety Partnerships' priorities for the current year. The following key points from the presentation were noted:

- Overall recorded crime in Haringey had increased by 2.7% in the 12 months to October 2019, which was better than the London wide average increase of 8.3%. The main hotspots were located around Wood Green High Road and around the A10 corridor, from Bruce Grove to Seven Sisters. Wandsworth was the only London Borough to see a small reduction in overall crime in the 12 month period to October 2019.
- Overall sexual offences in Haringey decreased by 10.6% in the 12 months to October 2019, compared to a London wide average reduction of 2.1%.
- Non-domestic violence with injury offences had decreased in Haringey by 9.8%, compared to a London-wide increase of 0.8%.
- Personal robbery increased in Haringey, by 26%. Almost 2,200 offences a year took place. London wide offending had also worsened, experiencing an increase of 14%. North London in particular had seen large increases in robbery.

- The volume of overall knife injuries had reduced by 4.9% in Haringey, compared to an 11.7% London-wide reduction.
- Lethal barrelled firearm discharges in Haringey had decreased year on year by 18.4%. London had decreased by 15% over this same period. This was a notable improvement from mid-2018, during which significantly higher volumes of firearms discharges occurred. However, Haringey still had the second highest number of incidents in London. Firearm related incidents mostly occurred in the east of the borough, and showed some correlation with known gang linked areas. Offences also demonstrated some geographical clustering.

The Mayor's Police and Crime Plan (2017-2021) outlined key priorities: Sexual Violence; Domestic Abuse; Child Sexual Exploitation; Weapon-Based Crime; Hate Crime; Anti-Social Behaviour. In addition, Robbery and Non-Domestic Violence with Injury were agreed as local priorities.

The following was noted in discussion of this agenda item:

- a. The AD Stronger Communities provided an update to the Panel around the community conversation programme, which aimed to improve public confidence in the police and partners through adopting a proactive partnership approach to resident engagement. The Borough Commander emphasised the role of ward officers in getting out into the community and building up contacts and networks.
- b. In response to a question, the Panel was advised that knife crime was a subsidiary of a wider category of weapon based crimes, which was designated as a mandatory high harm crime for all London Boroughs. Knife crime, by contrast, was a local priority in Haringey.
- c. The Panel sought assurances around systems for anonymously reporting crime and requested an update on the safe haven scheme. In response, officers advised that Haringey Community Gold were undertaking work on the displacement of crime as well as a wider communications campaign for residents. The AD for Stronger Communities agreed to circulate a written briefing on the safe havens scheme to the Panel. **(Action: Eubert Malcolm).**
- d. The Borough Commander advised the Panel that in relation to youth engagement, the Police used teachable moments to involve youth engagement workers in the custody suite to talk to young people. The Borough Commander also advised that a new Inspector was due to join her staff who had significant experience and would be leading on ensuring that police officers adopted a trauma informed approach.
- e. The Committee set out that partners needed to adopt a targeted approach as well as a universal one and cautioned that young people should not be treated as a homogenous group. The Borough Commander acknowledged these concerns and advised that targeting the robbery issue would also tackle knife crime and serious youth violence due to the profile of those offenders.
- f. The Borough Commander emphasised the role of a whole systems approach which included targeted patrols in hotspot locations as well as sending schools officers out to local schools to engage young people and build up that community network. In addition, the police had established a robbery focus unit comprised of 1 Detective Sergeant and 12 police officers which was starting to

yield significant results in terms of crime detection rates. In relation to robbery, the Panel noted that there was a keen focus on ensuring immediacy of response as well as ensuring visible policing patrols were in the correct locations as well as also ensuring a whole systems approach and safeguarding concerns were met, due to the profile of suspects being 14-18 years old. The Borough Commander advised that she was hopeful that significant improvements would be seen in this area in the coming months.

- g. The Panel queried the way the data was presented and questioned why the slides showed the trend over total number of offences. In response, officers advised that this was the standardised format used, but it could be adapted to prioritise total number of offences for future presentations to the Panel if that was requested. The Panel agreed to pick this up outside of the meeting. **(Action Panel Members)**. The Panel also commented on the use of three shades of green and the lack of an explanation for yellow RAG status in the key. **(Action: Sandeep Broca)**.
- h. The Committee enquired about statistics on race and crime. In response officers acknowledged that there was a known disproportionality in relation to specific ethnic groups in the recorded crime statistics. In relation to hate crime, the Panel was advised that there was a national awareness raising week on hate crime and that work was being undertaken to encourage third party reporting as there was a known issue around under-reporting of hate crimes. The Panel requested that officers circulate the figure on hate crime as well as outlining what was being done to tackle the issue outside of the meeting and this would be brought back to a future meeting for brief discussion. **(Action: Sandeep Broca/Treena Fleming)**.
- i. The Panel sought clarification around whether misogyny could be included as a hate crime going forwards. In response the Borough Commander advised that this was not something the Metropolitan Police were currently doing corporately.

## RESOLVED

That the Panel noted the update in relation to Community Safety Partnership Priorities and the Crime Performance Overview.

## 8. UPDATE ON THE MERGING OF HARINGEY AND ENFIELD BCUS

The Panel received a verbal update from Treena Fleming, the Borough Commander on the merging of Haringey and Enfield Borough Command Units (BCUs). The following key points were noted:

- a. The Panel noted that the new Borough Commander had been in post since April and that, overall, the merger had gone well. It was reported that following an initial bedding in period, performance had stabilised and 80% of I grades were responded to within target times and 75% of S grades within the target time.
- b. The Borough Commander advised that her focus was on ensuring a high quality of service and on what the officers did when they arrived at the scene of crime rather than solely on how quickly they got there.
- c. Response teams were responsible for carrying out low-level investigations and there was a continuity of the investigating officer throughout the whole process.

- The Borough Commander advised that she was looking to upskill her officers to ensure that all of her officers were investigative.
- d. The Borough Commander welcomed the fact that sexual offences and child abuse had been assigned back to front line policing and that with the safeguarding teams in place, this allowed the police to offer a much more holistic service, with one point of contact and the ability to offer wrap around services to victims of those crimes. There police had also developed a much more joined-up risk assessment process.
  - e. The Panel were advised that the CID team was in place and that it was their responsibility to handle complex crime.
  - f. The merging of neighbourhood teams was going well and there were only a couple of vacancies, including those in the schools team. The Panel noted that there was significant best practice learning taking place in the neighbourhoods model and that the shift pattern for officers in neighbourhoods teams had been changed to ensure deployment between 4pm and midnight, as well as at key hotspot locations, in response to increased levels of criminal activity during those times.
  - g. Overall, the Borough Commander advised, the merged BCU offered a great deal of autonomy and flexibility in dealing with crime across both boroughs.

The following was noted in response to the discussion of this item:

- a. In response to a question around how many new police officers were scheduled to come to Haringey and Enfield, the Borough Commander advised that the government had announced around 1300 new officers for the Metropolitan and that she was currently seeing around 10-15 new recruits coming through a month, along with some direct entry detectives.
- b. In response to a question around how well the relationship worked between the police and the Council, the Borough Commander advised that there were good relationships being developed with individual colleagues and that overall the relationship worked well. The Borough Commander advised that Sandeep was co-located with the Police and that she held regular meetings with the Chief Executive. Furthermore, her five Superintendents worked closely with the relevant directors within the Council. Overall, it was emphasised that the relationship between the Council and police colleagues was one of a critical friend.
- c. In response to a question about the exact number of vacancies in the Neighbourhoods teams, the Borough Commander advised that under the Met's Borough Workforce Targets, they were supposed to have 46 officers and they currently had 45, so there was only 1 vacancy. However, it was noted that of those 45 police officers some of them could be on sick leave at any one time or assigned to restricted duties if they had been injured.
- d. In response to concerns raised about the effectiveness of ward panel meetings and the self-nominating process involved, the Borough Commander acknowledged that the panels were only as good as the people who were involved in them and suggested that the key aspect was to see what learning and areas of best practice could be gathered from the successful ward panels.
- e. In response to a question around the spread of officers across the two Boroughs, the Borough Commander advised that she didn't have the exact figures but set out that the performance figures suggested that it was an

equitable service across both Boroughs and that the spread of resources should be broadly equal.

- f. The Panel sought assurances around the abstraction of local SNT officers to cover large scale policing events such as recent Extinction Rebellion protests. In response, the Borough Commander that requests for central aid did happen and that to some extent this was out of her control, however where local officers were abstracted she would back fill those frontline positions and had recently implemented 12 hour shift patterns in order to help provide cover.

## RESOLVED

That the update was noted.

## 9. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR COMMUNITIES AND EQUALITIES.

The Panel received a verbal update from the Cabinet Member for Communities and Equalities on his portfolio area. The following was noted in discussion of this agenda item:

- a. The Panel noted that the Council had signed a three-year £1.5m grant agreement with MOPAC which provided the core funding for community safety work; such as violent offender management, gangs work and supporting victims of domestic violence. The Cabinet Member advised that Haringey Community Gold had been live for around six months and had funded 9 projects. The early outcomes were characterised as being overwhelmingly positive.
- b. In response to a question around what the Cabinet Member's political priorities for his portfolio were, he advised that one of his key areas was around ensuring that there were additional resources for youth engagement. The Cabinet Member also advised that he was working on securing the next bid for Haringey Community Gold. Furthermore, he was reviewing invest to save proposals around violence reduction with officers as well as work to review the community conversation agenda and how best to work closely with voluntary sector partners.
- c. The Panel sought reassurance around engagement and early intervention and requested further information in relation to how the money was being spent and the outcomes that were sought. In response, the Cabinet Member advised that there was a rigorous process of engagement and reporting back to the Mayor's Office on how the money was being spent as part of Haringey Community Gold, along with regular joint meetings with officers and partners. The Panel requested further information on the activities and outcomes being undertaken as part of Community Gold. **Action: (Cllr Blake/Eubert).**
- d. The Panel also sought assurances around Community Conversations and raised concerns about it being led by voluntary organisations who were seeking funding through the project, rather than individual local residents. The Panel requested that the Cabinet Member give some further thought to how these groups were selected and what the selection criteria was for choosing them. **(Action: Cllr Blake).** In response, Officers advised that that as part of the funding for Community Gold, the Council went out into the community and invited bids for funding, so this was to some extent a self-selection process.



Officers reassured the Panel that those groups selected had regular engagement with the GLA as part of the process.

- e. The Panel requested some further information around the action plan, and the individual actions contained therein, that sat underneath the Youth at Risk Strategy. In response, the Cabinet Member advised that there would be a Member Briefing session on serious youth violence and the Youth at Risk Strategy in January that would update Members in detail.

## RESOLVED

- i. That the update was noted.

### 10. UPDATE ON SLAMMIN' MAJOR EVENTS 2019 AND FINSBURY PARK RECTIFICATION WORKS

The Panel received an briefing paper on the Slammin' events 2019 that took place in Finsbury Park and the rectification works that had been undertaken following these events. Sarah Jones, Events and Partnerships Manager introduced the report as set out in the agenda pack at pages 23 to 26. The following was noted in discussion of the report:

- a. The Panel sought assurances around what could be done to restrict bass levels from future events. In response officers acknowledged that there was increase in complaints and that the noise had spread over a further distance than usual due to the prevailing weather conditions. Officers advised that specific conditions were set within the Licence and that there were currently three licences issued to promoters, with each one independent of each other and specific to the relevant licence holder. The conditions referred to in the deputation were for Live Nation events and that these were not transferable to the other premises licences.
- b. In response to concerns about the advertised complaints telephone number being difficult to get hold of and closing immediately after the event, officers acknowledged these concerns and advised that the volume of complaints was well above what was anticipated. The Panel noted that this was the fifth year of the event and it usually generated around 15 complaints, so one telephone line was usually suitable. However, 38 complaints were received in the afternoon this time, along with significant number of complaints to the Parks team in the days following the event. Officers agreed to reconsider how to best ensure the complaints line was organised for future events. **(Action: Sarah Jones)**.
- c. The Panel sought assurances around whether in light of the complaints generated, holding Major Events was in the Council's interests. In response, officers advised that the revenue generated was essential to the upkeep and maintenance of Finsbury Park, following significant budget reductions since 2010. Officers also advised that a lot of residents enjoyed the events and that they were seeking to ensure that there was a balance so that the number of events was kept relatively low whilst also providing a vital income stream.
- d. The Panel questioned whether the level of income being generated was enough to justify the events. In response, officers advised that the schedule of events for next year balanced the concerns of residents against ensuring enough revenue to support the park. It was anticipated that the revenue from next years' events would allow the Council to make some small infrastructure

- improvements to Finsbury Park. The Cabinet Member for Climate Change and Sustainability advised that, in her view, the events were justifiable in order to ensure the ongoing viability and upkeep of the park.
- e. The Panel queried whether the events could be held every second year instead. Officers advised that in the case of Wireless, that this was an annual event and that the organisers would likely go elsewhere if the Council only permitted them to have it every other year. This would create a significant budget pressure.
  - f. The Chair of the LCSP set out that the Council would need to find around £1m to fund the Park if it no longer permitted major events. It was also suggested that the Council seemed to have got a lot better at managing this process over the last five years and that Finsbury Park was immeasurably better than it was many years ago, partially as a result of the additional funding it received from these events.

### **RESOLVED**

That the Panel noted the update on Slammin' Major Events 2019 and Finsbury Park rectification works.

## **11. LIVEABLE STREETS**

The Panel received a verbal update on the Crouch End Liveable Neighbourhoods scheme from Peter Watson, Programme Manager Highway Major Events. The following was noted:

- The Project commenced last November and included significant consultation work and workshops with both residents and Members.
- The key aim was to engender modal shift away from cars towards using public transport. In order to do this vehicular traffic was restricted and a bus gate in operation on Priory Lane.
- As part of the justification for the trial scheme it was noted that 80% of the traffic going through Crouch End did not stop there and instead vehicles were using Crouch End as a commuting artery.
- Part of the purpose of the trial was to iron out any issues that arose around communications. The Panel were advised that following the two-week trial, around 3000 comments were received through the website. At the time of the meeting, officers had responded to 800.
- The Project Board, at its most recent meeting, had agreed to undertake additional communications work and officers would be going out to the public with a consultation exercise on the next stage of the scheme. Officers advised that there were no plans at present to install another bus gate in the second stage of the project.
- In response to a request for clarification on timescales for the communication exercise, officers advised that they were constrained by the recent announcement of a General Election and anticipated this being concluded by the end of January. In addition, there was also a pre-election period scheduled for 23<sup>rd</sup> March for the Mayoral election and it was noted that this would also determine when the second trial period could take place.

The following points were raised in discussion of this agenda item:

- a. The Panel sought assurances about whether any measurement of air quality was taken before and after the trial period to assess its impact. In response, officers advised that 26 sites were monitored across Crouch End over a twelve month period to develop a baseline from which to measure any improvements to air quality.
- b. In response to a question about the level of concerns raised by residents following the trial period and whether the Council was considering cancelling the project, officers acknowledged the concerns raised by residents and suggested that the scheme was always likely to cause some upset because of the impact on traffic flow. Officers also highlighted that Haringey was the only borough awarded funding who were able to complete the whole two week trial period. Both Newham and Tower Hamlets had to cancel similar schemes due to concerns over safety. Enfield and Waltham Forest undertook borough-wide closures, whereas Haringey's was targeted to a specific location.
- c. Officers advised that they would be examining all of the feedback to examine where improvements could be made and how some of the biggest concerns might be mitigated. Officers suggested that one of the key learning points was around residents feeling that they had not been properly engaged. Officers suggested that despite sending out thousands of leaflets, there were some concerns about the extent to which people read the communications literature. The Cabinet Member advised that she had circulated a 3 page list of all of the consultation work undertaken as part of this scheme to Members last week. Furthermore, officers had engaged with all of the local business owners face-to-face. Nevertheless, the Cabinet Member acknowledged that more needed to be done next time to ensure that residents were fully aware of what was happening and when.
- d. The Panel advocated that more consultation and engagement needed to be done about the closure of Middle Lane as a bus stop. The Panel also requested further information around the outcomes from the scheme as well as the impact on air pollution. Officers agreed to circulate a briefing on the Crouch End Liveable Neighbourhoods to the Panel outside of the meeting. **(Action: Ann Cunningham).**
- e. Cllr Emery enquired whether a Councillor from Muswell Hill Ward could be placed on the project board due to the impact the scheme had in Muswell Hill. The Cabinet Member advised that she was going to hold a meeting with ward Councillors from the neighbouring wards about the communications programme going forwards and how this would be communicated to residents. Concerns from Muswell Hill ward Councillors would be picked up at this meeting. **(Action: Cllr Hearn).**
- f. In response to a question around the costs of the two week trial, officers advised that the cost was £187k, with most of the cost being due to staffing costs.
- g. The Chair requested that officers circulate copies of the responses to any FOI requests that had been received in relation to the Crouch End Liveable Neighbourhoods. **(Action: Ann Cunningham).**
- h. The Cabinet Member advised Panel Members had four days left to respond with feedback on the two week trial period.
- i. The Chair requested that Team Noel Park be added to a future agenda meeting and that the Cabinet Member be invited to attend. **(Action: Clerk).**

**RESOLVED**

The Panel noted the update.

**12. WORK PROGRAMME UPDATE**

**RESOLVED**

That the Members noted the work programme update and approved any changes therein.

**13. NEW ITEMS OF URGENT BUSINESS**

N/A

**14. DATES OF FUTURE MEETINGS**

It was noted that the next meeting date was 17<sup>th</sup> December 2019.

CHAIR: Councillor Adam Jogee

Signed by Chair .....

Date .....

## **MINUTES OF MEETING CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 7TH NOVEMBER 2019**

### **PRESENT:**

**Councillors: Erdal Dogan (Chair), Dana Carlin, James Chiriyankandath, Julie Davies and Tammy Palmer**

**Co-opted Members: Mark Chapman and Luci Davin (Parent Governor representatives) and Yvonne Denny and Lourdes Keever (Church representatives)**

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

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

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

Apologies for absence were received from Councillors Dixon and Hakata.

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

None.

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

None.

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

None.

### **6. MINUTES**

The Panel noted that exam results data for June 2019 was still provisional at this stage. In respect of the review on Alternative Provision, this would not now be finalised and submitted to Cabinet until February next year.

### **AGREED:**

That the minutes of the meeting of 19 September 2019 be approved.

### **7. CABINET MEMBER QUESTIONS - COMMUNITIES**

Councillor Mark Blake outlined key developments within his portfolio:

- Funding that the Council had received from the Mayor's Young Londoners Fund had been used for Haringey Community Gold project and youth outreach work. Over 1,000 young people had been involved in a range of activities so far. Haringey Community Gold had also provided a significant part of the summer programme. In addition, training sessions and apprenticeships had also been offered;
- The Young People at Risk Executive Group had met on 19 September and would be meeting bi-monthly to provide strategic oversight of the strategy. It was chaired by the Director of Children's Services. A new delivery plan for the strategy would be developed in the new year;
- He had recently chaired a workshop on reducing the number of children that come into contact with the youth justice system that had been held with colleagues from the voluntary sector. Recommendations from the outcomes of this were currently being developed;
- There was a commitment to build a youth space for Wood Green as part of regeneration of the area. This would act as a hub for youth provision as well as providing a base for generic youth work. Some potential sites were being looked at and he was pressing regeneration colleagues for this to be progressed quickly;
- He had attended a meeting of the exploitation panel, which reviewed with high risk social care cases. He had been impressed with the work and commitment of staff. It was highly pressurised and challenging work and it was important that those who worked on the front line were listened to so that improvements could be made.

In answer to a question regarding the location of potential sites for the youth space in Wood Green, he stated that it was best that this was somewhere that was considered neutral territory in respect of "post code" issues. There was a wider culture of violence though, not all of which was linked to gangs. A lot of violent incidents were not reported to the Police.

In answer to a question regarding the use of schools for youth provision, he stated that he had been invited to speak at the Headteachers Forum. He was happy to develop a proposal jointly with the Cabinet Member for Children and Families to take this forward. He was mindful of the fact that many schools relied on the money that external lettings brought in but progress could still be made if only a few schools agreed to assist. The Panel noted that the latest bid to the Greater London Authority (GLA) included a commitment to work with two secondary schools and there were high hopes of a positive response.

He shared the concern of Panel Members regarding the safety of pupils returning home from school. The new Borough Commander had introduced changes to rosters though and these would provide a greater Police presence between 3:00 p.m. and 6:00 p.m., which was when many problems occurred. The Police would need to be involved in any discussion regarding the expansion of after school clubs. There was a significant issue with knifepoint robbery and addressing this was a major priority for the Police.

In answer to a question, he stated that he shared concerns about postcode issues. A visit was being arranged with the Leader to Bruce Grove youth centre and he was happy to discuss how the centre could be more inclusive to young people from other areas of the borough. He wished to develop mediation as a way of easing tensions.

There were no easy solutions though but it was a high priority for the Haringey Community Gold initiative.

In answer to another question, he stated that he would support the setting up of multiple youth hubs in Wood Green but there would need to be the resources for this to happen. In respect of the Street Rangers that were being used in Wood Green, this project had been approved under the previous administration and was funded by the Wood Green Business Partnership. He would prefer that the borough had more uniformed Police officers instead. He agreed to respond in writing to the Panel regarding the feedback that had been received on the interaction between the Street Rangers and young people.

Panel Members noted that some schools did not currently have safer schools Police officers, although recruitment was currently taking place. The Cabinet Member stated that he was not in a position to ensure that all schools were provided with one but could request that this happened.

In respect of violent youth crime, he was supportive of the work being undertaken by the Borough Commander to change Police rosters to that they were better able to respond to incidents. In addition, officers from the Violence Task Group were providing some local investigatory support. There were currently discussions at a strategic level regarding the use of stop and search. He was sceptical about its effectiveness but was happy to look at relevant data. There were concerns regarding its use on younger children and in respect of first contact as these could create hostility to the Police. Youth work was being expanded but this was being done from a low base due to severe cuts that had taken place previously in Haringey. Increasing engagement with children and young people was a particular priority. He felt that there was a need for earlier intervention and a greater focus on strengths when assessing young people, rather than risk. An independent advisory group was being set up and consideration could be given to inviting them to a future meeting of the Panel.

He felt that there was a need for more early intervention but the focus of activity was at the acute end of the scale as early intervention was not statutory. Multi agency working could always be improved. In particular, there could be better engagement by the Probation Service. Ann Graham, the Director of Children's Services commented that there had previously been funding for early intervention but this had now ceased. However, services could still respond to children who were considered to be in need.

**AGREED:**

That a briefing note be provided by the Cabinet Member for Communities to the Panel on the interaction of Wood Green Street Rangers with children and young people in the area.

**8. CHILD AND ADOLESCENT MENTAL HEALTH SERVICES (CAMHS) TRANSFORMATION UPDATE**

Charlotte Pomery, Assistant Director for Commissioning, reported that the Child and Adolescent Mental Health Services (CAMHS) transformation programme had been

developed following a review that had been undertaken in 2015. There were a number of risk factors, which included neglect and adverse childhood experiences. Access to services was being improved but there were disproportionate numbers of referrals between the east and west of the borough and from Black and Minority Ethnic (BAME) communities. The review had identified a lack of early intervention and key partners had been working together to address the issue.

She reported that £1 million in additional funding had been obtained through the successful Trailblazer bid. This would be used to develop early intervention services in non-stigmatising settings and, in particular, schools in order to improve access. Work was also being undertaken to reduce waiting times for services, with a 4 week target. In addition, a successful application had also been made for inclusion in the Schools Link programme. Work was also being done to develop a different strategic structure for CAMHS. This involved moving from the current tiered structure to the "I Thrive" model of service. Further developmental work was needed on services for children and young people with autism and a learning disability and also to address waiting times.

Panel Members welcomed the developments and commented that it was important that they were communicated to school governors. In answer to question, Ms Pomery stated that the Trailblazer programme had emerged out of a government Green Paper. It was envisaged that the pilot project would eventually lead to a wider roll out programme. The learning from the pilot in schools in the east of the borough would be used to develop services elsewhere. In respect of the transition process to adult services, work was being undertaken to improve the process. The issue had also been referred to in the NHS long term plan. The Panel noted that a special joint meeting of the Panel with the Adults and Health Panel on transition had taken place in March and a further one was planned.

In answer to a question regarding the low percentage of young people who sought help from services, Ms Pomery felt that this was due to a range of issues. These included lack of awareness of mental health issues, lack of knowledge of access routes into services and the stigma associated with mental health in some communities. The long waiting times for services that there had been until recently had also acted as a deterrent.

Concerns were raised that the involvement of Bruce Grove Youth Centre in the More than Mentors programme to improve transition from primary to secondary school could act as a deterrent for children from other post code areas. Ms Pomery agreed to look into this issue and report back.

She reported that it was known from the Alternative Provision review and anecdotally that mental health was a significant issue in schools and gaps in support had been identified. Impact and activity data would be collected as part of the evaluation of the Trailblazer project in order to measure its effectiveness. This could be shared with the Panel. The Schools Link programme was aimed at raising awareness of mental health issues and understanding pathways.

**AGREED:**



1. That the Assistant Director for Commissioning be requested to provide further detail on how any “post code” issues could potentially impact on the “More Than Mentors” initiative; and
2. That the evaluation of the Trailblazer scheme, including impact and delivery data, be shared with the Panel.

## **9. TACKLING CHILDHOOD OBESITY**

Linda Edward and Marlene D’Aguilar from the Council’s Public Health Service reported on current action to address childhood obesity. It was a complex issue and there were clear links to deprivation. Data from over a 10 year period showed that the percentage of children who were obese had plateaued. However, there were clear inequalities and children in the east of the borough were three times more likely to be obese than those from elsewhere.

The approach that was being adopted was based on prevention with a range of services and activities were being provided. It was recognised that no single service could deal with the issue on their own and a whole systems approach was being followed with the aim of ensuring that health was in all policies. There were a range of initiatives taking place:

- Haringey had been the first local authority to ban the advertising of products with high fat, sugar or salt as part of its corporate advertising policy;
- Cycle training was now offered to children from the age of nine and up to and including adults;
- There was a commitment to introducing School Streets across the borough. This had been introduced at Lordship Lane School and was to be extended to other schools in due course. It involved the reduction of access for cars during school drop off and pick up times, with the aim of encouraging walking and cycling;
- Health Impact Assessments were being considered as part of larger planning and regeneration developments within the borough;
- Schools and residents could apply for their road to become a Play Street, which closed streets off for a period of time. In addition, there had been a Weekend of Play, which involved 80 small community events in parks;
- A community hackathon took place in August and the views of young people about physical activities were sought as part of this. They emphasised the importance of activities that involved the whole family. They also reported that youth violence deterred many young people from participating in activities;
- During the school summer holidays, a wide range of activities had been offered for children and young people, including ones specifically aimed at girls;
- 131 local businesses had signed up to the healthy catering commitment to reduce fat, salt and sugar in hot food takeaways. In addition, the new London Plan had allowed a 400 metre barrier to be placed around schools. No further hot food takeaways would be given planning permission within this. In addition, it would now be compulsory for all existing hot food takeaways within these areas to sign up to the healthy catering commitment;
- The clinical obesity pathway had been significantly revised. In addition, the role of the school health service had also been revised in order to give a stronger role for school nurses;

- An infant feeding strategy was being developed;
- There were now a number of water and milk only schools within the borough. Some schools had also introduced 15 minutes of physical activity every day as part of the active mind initiative; and
- The Healthy Start initiative, which provided free fresh fruit, vegetables and milk to low income families, had been updated with the aim of increasing uptake.

Public Health would continue to work with stakeholders and partners and aim to align with the Mayor's ambition to end childhood obesity and, in particular, his ten ambitions for London.

Ms D'Aguiar reported that work was being undertaken with Islington to develop healthy school meal standards for schools. Haringey had a number of different school meals suppliers. A "Sugar Smart" event had been arranged in April to which suppliers had been invited. She agreed to see if it could be determined if there was a correlation between receiving free school meals and obesity. Panel Members commented that Islington had invested in developing kitchens in schools so that they were able to cook meals on site. It was also felt that "one-off" events were unlikely to make a long term difference.

Councillor Brabazon, the Cabinet Member for Children and Families, reported that nurseries and primary schools often produced high quality school meals, some using locally sourced and organic ingredients. It should therefore not be assumed that Haringey was starting from a low level. She felt that the Public Health approach was valuable. However, there was much to do and support was needed. She also highlighted the impact of housing. In particular, some families in temporary housing had limited access to cooking facilities and therefore had no choice but to eat processed or take away food. In such circumstances, a high quality school meal was particularly important.

Ms D'Aguiar stated that the importance of good housing was acknowledged and health and well-being was now being considered in all new housing developments. The reliance of many families in temporary accommodation on take away food made the provision of healthier hot food take aways even more important. In answer to a question, Ms Edward commented that many nurseries were involved in the London wide health early years initiative.

Panel Members commented that very few schools were within 400 metres of shops and would therefore be subject to the previously mentioned restrictions on hot food takeaways. It was felt that a more ambitious and joined up approach was required. Great encouragement needed to be given for walking and cycling. In particular, more cycle lanes needed to be provided so it was safer to cycle.

Ms D'Aguiar stated that Transport for London was promoting adopted a "healthy streets" approach to making streets more accessible. Public Health had provided training for a wide range of stakeholders regarding this, including Councillors. In addition, a walking and cycling strategy was in the process of being developed.

Ms Edward stated that there was regular contact with school governors to update them on progress with the healthy schools agenda. Consideration was being given to

undertaking work with schools regarding their catering contracts, which a number had outsourced. A report on the progress of this could be made to a future meeting of the Panel. She reported that a number of schools were participating in the sugar smart initiative and were therefore only providing water and milk. The Chair raised the issue of advertisements in high streets promoting offers for junk food, which he felt, required attention.

**AGREED:**

1. That the Panel be provided with further information by the Public Health Service on whether there is a link between receiving free school meals and obesity; and
2. That a report be made to a future meeting of the Panel on the outcome of work by the Public Health Service and schools in respect of their catering contracts.

**10. EDUCATIONAL ATTAINMENT AND PERFORMANCE**

James Page, Chief Executive of Haringey Education Partnership, reported on recent education attainment and performance statistics, as outlined in the report. He highlighted the following:

- In Early Years, there had been a considerable improvement in those pupils reaching the good level of development (GLD) standard from 50% in 2013 to 75% in 2019 and current performance was above the London and national average;
- In Key Stage (KS) 1, outcomes for the expected and greater depth standards were both above national averages in all subjects;
- For KS2 attainment, all subjects were in line with or above national averages at expected standard level. 66% of Haringey pupils achieved the expected standard in reading, writing and maths combined, which was above national but below the London average. Performance for reading within this had suffered a dip of 3.5% though. At greater depth standard, reading, writing and maths combined and writing separately were all above the London average;
- GCSE performance (KS4) had been strong. It was above the national average but below that for London. In respect of Progress 8 scores, these were higher than both the national and London averages;
- 'A' Level performance was also strong and the borough's results were 50th nationally. The number of young people taking vocational courses within the borough at post 16 level was very small though; and
- There was evidence that Turkish and Black Caribbean young people were not performing to the same levels as other groups.

Panel Members felt that the overall figures for the borough masked the impact of poverty by smoothing out considerable variations in performance between schools. Data on performance levels in different schools would be better able to highlight this. Children being tested in phonics were likely to find the tests very challenging if English was not their first language, especially if their mother tongue was not phonetically based.

Mr Page stated that there was a considerable amount of data available, including details of performance by individual schools as well as different groups within the

borough. Variance between schools was tracked. Disadvantage was a major factor influencing performance and schools who were able to buck the trend were of particular interest. However, some lack and minority ethnic (BAME) groups were performing less well than the disadvantaged group as a whole and there were a range of other factors that also influenced performance. Work was being undertaken to address BAME achievement and, in particular, black Caribbean children and young people. Having English as an additional language could be factor for some younger children but the underperformance of some groups was present at all stages. The levels of underperformance were also greater for these groups with English as an additional language than in comparable local authorities. He reported that there was currently a programme to train an expert cadre of EAL trainers.

Panel Members expressed disappointment that there was a lack of detail in the report on programmes to address the performance issues that the test and exam results had revealed. They requested that future reports provided evidence that programmes were in place to respond to the issues highlighted within the data as well as targets and outcomes arising from action being taken. This would provide reassurance to the Panel that progress was being made. It was noted that statistics for those pupils categorised as disadvantaged would have been affected by the reduction in entitlement for free school meals.

In answer to a question regarding the sharing of best practice, Mr Page stated that it would be possible to provide scatter plots showed the comparative performance of different schools. There was a considerable amount of peer to peer work undertaken to spread best practice, which included work through the networked learning communities, the schools partnership programme and peer to peer reviews.

**AGREED:**

That future reports on educational attainment and performance provide:

- Data on the comparative performance of schools within the borough; and
- Clear evidence that programmes are in place to respond to performance issues highlighted within the data, including targets and outcomes.

**11. WORK PROGRAMME UPDATE**

Panel Members felt that falling school rolls was a significant issue and could benefit from an in-depth review. It was noted that reduced rolls were already having a serious impact on some primary schools. The range of different types of schools within the borough and their respective status impacted on Council's ability to plan for school places. A review that addressed the range of different types of school within the borough could consider what would be the most effective response to the changes that had taken place. It was felt that falling school rolls should be included as part of a wider review on school structures.

**AGREED:**

That the Panel undertake an in-depth review on the range of school structures within the borough and its impact and that this include specific consideration of falling school rolls.

CHAIR: Councillor Erdal Dogan

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE ADULTS & HEALTH SCRUTINY PANEL HELD ON 14<sup>TH</sup> NOVEMBER 2019, 6.30-8.50pm**

### **PRESENT:**

**Councillors: Pippa Connor (Chair), Patrick Berryman, Mike Hakata,  
Felicia Opoku, Matt White and Helena Kania**

### **23. 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'.

### **24. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Nick da Costa.

### **25. ITEMS OF URGENT BUSINESS**

None.

### **26. DECLARATIONS OF INTEREST**

Cllr Pippa Connor declared an interest by virtue of her membership of the Royal College of Nursing.

Cllr Pippa Connor declared an interest by virtue of her sister working as a GP in Tottenham.

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

None.

### **28. MINUTES**

Cllr Connor noted that there was an outstanding action point from the previous meeting regarding a briefing for Members on prevention and early intervention which would be followed up.

The accuracy of the minutes from the previous meeting was then agreed.

**AGREED: That the minutes of the meeting held on 5<sup>th</sup> September 2019 be approved as an accurate record.**

## **29. ST ANN'S HOSPITAL UPDATE**

Andrew Wright, Director of Strategic Development at Barnet, Enfield and Haringey Mental Health NHS Trust and David Kovar, Managing Director – Haringey at Barnet, Enfield and Haringey Mental Health NHS Trust, gave a presentation to the Panel on the redevelopment of St Ann's Hospital and mental health beds.

The presentation included the following points:

- Construction on a new mental health inpatient building commenced in January and is on time and budget with the new building due to open in summer 2020. It will re-provide the three acute adult wards and the specialist eating disorders unit.
- The second phase involves improvements to the rest of the site which will start in autumn 2020 and be completed by late 2021.
- Images displayed from the slides showed the new pedestrian entranceway from St Ann's Road. One of the objectives of the new layout is to make the hospital clearer and easier for people to find their way around.
- Images were displayed of the interior of the building including a typical patient's bedroom which has en-suite facilities.
- The Trust is currently facing very significant demand pressures. There are currently 28 patients across Barnet, Enfield & Haringey who are in beds outside of these boroughs, though the average is typically about 20. The national target is to eliminate all out of area placements by 2021.
- Additional investment in Crisis Teams and Community Mental Health Teams to support people in their own homes is welcome but would not be enough on its own. The Trust is creating additional 10 beds at Edgware Hospital, which will replace 5 beds currently being used in East London, resulting in a net increase of 5 beds.
- The Trust believes that there is a need for an additional mental health ward in the area, with around 18 beds, in order to meet increasing demand.
- Figures for the Trust's current acute adult bed provision was given as follows:
  - Barnet – 41
  - Enfield – 51
  - Haringey – 50
  - Recovery House beds (one per Borough) – 30
  - Male psychiatric intensive care beds (across the whole Trust) - 14
- The solution to these challenges include partnership working across the whole system with primary care, acute hospitals and social care.

In response to questions from the Panel, Andrew Wright and David Kovar said:



- The Trust considers that the overall additional demand can be met through a combination of the net increase of 5 beds through the changes at Edgware Hospital, a new ward with 18 beds additional and further work to upstream interventions to reduce the need for beds. Dealing with delayed transfers of care could also help with this. These are cases where the patient is clinically well but where another factor, such as housing issues, prevents them from being discharged. These changes taken together would put the overall occupancy rate of the organisation as a whole at around 95%. The next stage of long-term planning would be to aim to reduce that to around 85%.
- The most important aspect of the design is having a modern environment designed specifically for mental health services users. This includes having single en-suite bedrooms, more open common space to enable socialising and a therapeutic environment, IT facilities. The building also meets the latest environmental standards. There is also a comprehensive programme of work planned to improve the model of care within the building.
- The reason that there are male psychiatric intensive care beds within the Trust are and not female ones is due to lack of demand. Camden and Islington NHS Foundation Trust has a female psychiatric ward on the St Pancras site which provides these services for the whole of the North Central London area. This would not be classified as an out of area placement.
- The mental health compact is an agreement between health and care providers in London to get organisations, including the police, to work together more effectively to support patients. The rationale is to try to prevent patients being held for too long in inappropriate locations such as in A&E or occasionally in a police cell and to ensure that they are admitted to a mental health ward as soon as possible where appropriate. However, this can further increase the pressure on mental health beds so the Trust has been actively increasing the staffing complement in the North Middlesex Hospital and improving the way that the mental health team works together with the A&E staff. However, the compact has not increased the number of patients, it just aims to get patients to the right place more quickly.
- On the funding that would be required for a new 18-bed ward, the NCL mental health board is preparing a business case for this. The capital cost is easier as it is a one-off cost but the ongoing revenue cost would be around £2.5m per year.
- A briefing would shortly be provided for the Joint Health Overview & Scrutiny Committee in response to the issues that had previously been raised there and the NCL response to the Long Term Plan will include a chapter which sets out much of this information in more detail.

### **30. HARINGEY SAFEGUARDING ADULTS BOARD - ANNUAL REPORT 2018/19**

Dr Adi Cooper, Independent Chair of the Haringey Safeguarding Adults Board, introduced the Board's annual report for 2018/19. The Board is required to produce

this report as a statutory duty. The report provides details of how the Board is delivering on its annual Strategic Plan and how it is improving safeguarding for adults in Haringey. It also includes information from partners who have varying roles and responsibilities.

Dr Cooper explained that the Board meets four times a year but that much of the work is carried out through a series of sub-groups. The Safeguarding Adults Reviews sub-group covers one of the largest areas of work and looks at referrals of cases that meet the statutory criteria and to oversee all Safeguarding Adults Reviews (SARs). This year there had been a referral from the Police which didn't meet the threshold for a SAR did require the sub-group to look at issues of homelessness and rough sleeping which became a work programme for the Board. There was also a referral which led to a new priority being identified for 2019/20 to review the transitional safeguarding in conjunction with Children's Services.

In terms of SARs, workshops had been held and progress monitored on the Robert SAR which took place a couple of years ago. The report on the Ms Taylor SAR was published in February 2019 which is the second SAR published in Haringey since the Care Act 2014 was implemented. That report is summarised in the annual report. A successful workshop had recently been held on disseminating and understanding the learning from this SAR.

The Quality Assurance sub-group provides a monitoring function for the Board looking at performance information, care services and policies and procedures. It also provides a function to hold partners to account. The sub-group also looks at the data on safeguarding adults and can escalate any issues that the Board needs to consider.

The Prevention and Learning sub-group's role is to promote awareness across the Borough through actions such as events, information stalls and leaflets on issues such as modern slavery, self-neglect, fire risks and domestic abuse. There is ongoing work on training and development with a focus last year on the charity and voluntary sector to build community awareness of safeguarding.

The report also includes a summary of the Safeguarding Improvement Plan, an NCL Challenge Event bringing partners across the area together to share learning, activity data, the priorities for 2019/20 and the Strategic Plan for 2018-21.

Overall the Board is pushing to move forward each year and improve in different areas and there is a really high level of commitment from partners. There are challenges with the churn of front line staff, changes in organisational structure and pressures of demand and lack of resources on services.

In response to questions from the Panel, Dr Cooper, Beverley Tarka, Director of Adults & Health and Charlotte Pomery, AD for Commissioning said:

- That the transition issue with young people was an area that the Board looked at for a number of reasons. This included a SAR in Enfield which involved a woman who was a former looked-after person from Haringey, but there are also a number of SAR cases across the country concerning young people. A recent publication called Mind the Gap from the organisation Research in Practice has highlighted the gap between safeguarding for younger children and adults but less well for adolescents in between the two systems. There is therefore a challenge for local Safeguarding Chairs to consider what should be done locally. The starting point for this is improved joint working for Adult Services and Children's Services.
- On safeguarding in care homes there is a link between poor quality care and abuse so promoting good quality care should be emphasised as a means of prevention. The Board has pushed for regular reports from commissioning colleagues on who is placed in care provision, what the quality of care is and how any problems can be managed so that care quality is monitored. Placements about the borough is a concern for the Board and the same scrutiny and monitoring needs to be in place. A wider proactive audit of out of borough placements had been carried out following the Panorama programme on Whorlton Hall. The Council does not make placements with uninspected care providers. Local inspections are carried out in between CQC inspections in response to a range of triggers.
- Progress against the priorities set out in Appendix 2 is monitored by the Board every couple of months. Mostly they are progressing but there are a couple of pieces of work that the Board was trying to do across the whole NCL area that haven't been progressed due to difficulties in getting all partners to work together. The Chair's approach to priorities has to be ambitious and stretch what the Board is trying to do which is positive but sometimes means that not every objective is achieved.
- The two multi-agency workshops previously mentioned had been about the Robert SAR. The first was on the learning from that review and the follow-up workshop was on inter-agency working. The workshop on the Ms Taylor SAR had focussed on the lessons including the recommendations of the SAR and developments since then. The full range of agencies represented on the Board had been present. There hasn't been a workshop on transitions yet but CAMHS would need to be there as their role is critical. The work on transitions has been delayed because the children's partnership arrangements have been undergoing significant change and the Haringey Children's Partnership had only just been launched in the last couple of weeks.
- The membership of the Quality Assurance sub-group is multi-agency but doesn't directly involve care workers or care providers. The data guides what the group focuses on. The increase of 12 cases of 'Care Home – Residential' as a location of abuse corresponded with a decrease of 11 cases of 'Care Home – Nursing' so this could just be a result of a coding issue. The increase

in the 'Other' category is a concern as it there are issues in determining whether this is due to data or reality. There has been some work going on nationally to develop a more consistent approach on how incidents are categorised. A significant decrease in Police referrals had resulted from work with the Police that improved triaging of safeguarding concerns.

- With regards to the fire safety measures set out at page 34 of the report, these issues are covered by CQC inspections.
- On why the Making Safeguarding Personal section on page 49 of the report stated that outcomes were recorded for only 68%, this was partly because people who are cognitively impaired and cannot articulate an outcomes are not being recorded so this is an area that requires further work to enable the wishes of individuals to be recorded.
- Newer areas of safeguarding such as modern slavery and self-neglect are areas that we are still learning to recognise, do not yet always have a clear picture of and still have relatively few referrals so we do not necessarily know the full extent.

Lauritz Hansen-Bay of the Older People's reference group suggested that neighbourhood watch groups should be provided with a safeguarding guide of what to look for as they are well placed as the largest community group in Haringey to widen the scope of safeguarding.

### **31. CQC UPDATE**

Sujesh Sundarraj, Commissioning and Safeguarding Officer, introduced the report which covered the quality assurance functions in the Council and the CCG and the joint work with the CQC. The Council has a risk register in place for providers and inspections are carried out with different variables used to risk assess including CQC reports, whistleblowing, complaints and feedback from professionals and families.

There are four providers high on the risk register currently as set out in paragraph 2.2 of the report. These all require intervention and the outcomes are recorded on the right hand side of the table which include measures such as improvement plans and increased monitoring visits.

The report also covers the 33-bedded Ernest Dene residential care home which had closed for a two-year period for refurbishment work. This impacted on five service users, who were then reviewed appropriately and supported to move to alternative accommodation.

A total of 13 CQC inspections had been carried out in the previous quarter (Jul-Nov 2019), 12 of which were rated 'good' and 1 rated 'requires improvement'. Out of the overall 22 locations in Haringey rated 'inadequate', 'requires improvement' or

uninspected, there are existing placements in 6 locations. Of the 16 others, there is one rated as 'inadequate' by the CQC but the service provided has now decided to close the business. As a percentage of commissioned services located in Haringey, 91% are rated good with 9% requiring improvement.

With regards to out of borough placements around 80% are in the NCL area. A lot of dialogue and information sharing takes place in the NCL quality sub-group which meets on a monthly basis.

In response to questions from the Panel, Sujesh Sundarraj, Beverley Tarka and Charlotte Pomery, said:

- That there are two residents at Osborne Grove and there is always ongoing work to improve the offer of care there regardless of whether it may close in the future. The 'requires improvement' rating has been in place for a long time since the last CQC inspection and staff have been working to improve the care provided.
- Regarding homecare services provided by another borough which do not have sufficiently high rating, these are monitored through the quality assurance process and social workers are also asked to carry out reviews.
- There are a total of 85 registered locations in Haringey which include homecare, nursing, residential supported living, etc. The placements in locations rated 'requires improvement' were pre-existing before that rating was imposed by the CQC. After this the care of the service users were reviewed.
- Asked why Peregrine House care home did not appear on the list of locations that 'requires improvement' this was because a new CQC rating of 'good' was in place following an inspection that took place earlier in the week.
- Arrangements for staffing and resources for quality assurance was constantly being reviewed and there is additional capacity through the joint work with the CCG. An additional staff role had recently been added to support quality assurance.

## **32. DOMESTIC VIOLENCE PERPETRATOR SERVICE**

Will Maimaris, Director of Public Health, provided an update on Haringey's domestic violence perpetrator scheme. He described domestic violence as endemic with three out of ten women suffering domestic violence in their lifetime. Haringey has one of the highest levels of domestic violence in London. Haringey Council has a Violence Against Women and Girls (VAWG) Strategy for 2016-2026 which has 4 key strategic priorities. The report focuses on prevention and intervention strategies which target domestic violence perpetrators. This is a new area with emerging evidence.

Haringey's programme in this area since 2016 is the Domestic Violence Intervention Project (DVIP) commissioned through the Richmond Fellowship which works closely with Children's Social Care. The programme has three core elements which are an expert risk assessment, a violence prevention programme for perpetrators and a

women's support service. The programme is currently oversubscribed with 64 referrals received in 2018/19 and 28 places commissioned. One limitation is that it is an English language programme but 60% of the men referred speak English as a second language so steps are being taken to identify community groups to train individuals as interpreters and mentors to perpetrators. The main concern with the programme is that the interventions could be taking place at an earlier stage to reduce harm. The programme also has links to other services such as the substance misuse service.

In response to questions from the Panel, Will Maimaris said:

- On whether the budget of £70,000 was too small, this was only a part of the overall VAWG strategy which has a budget of £700k overall. There is also a multi-agency MARAC where cases are discussed. However, it is important to recognise that this is an area where more investment is needed. Cllr Berryman asked for further information about how the domestic violence budget has changed over the last ten years and Will Maimaris said that he would send these details in writing. **(ACTION)**
- The service is stretched in terms of resources and there is a case for expansion but it is also embedded in Children's Social Care so there is other capacity there in support.
- Evidence is emerging but a literature review has been carried out which could be shared with the Panel. **(ACTION)** More approaches could be developed and tested in the local delivery if more funding was available.
- On whether the length of time for the interventions were sufficient to change quite entrenched behaviour, the evidence is not clear on this but there is also a question of ensuring appropriate follow up work from social care.
- On how abused men are supported, the services directly commissioned are for women and girls as the vast majority of victims are women and girls but there are some nationally provided programmes for men.

The Panel requested that a further update on this topic is provided in around 9 months time. **(ACTION)**

### **33. PERFORMANCE UPDATE - Q1 (2019/20)**

Charlotte Pomery presented the performance indicators for the People priority for Q1 of 2019/20. This includes three outcome measures on children & young people although parts of these cover some of the transition issues. In terms of Adults & Health the two areas of focus are outcome 7 on healthy and fulfilling lives and outcome 8 on strong communities. Will Maimaris said that one of the indicators, healthy life expectancy, is the years lived in good health and there is a significant gap of 15 years between the west and east of the borough which underpins all of the efforts that the Council is making on public health.

Charlotte Pomery said that the Green-Amber indicator on non-elective admissions to hospital and the Green indicator on delayed transfers of care reflects the partnership work carried out through the Better Care Fund. The indicator on the proportion of adult safeguarding cases with risks removed or reduced is also on track. The proportion of residents with a high happiness score had not recently been surveyed which is why it is grey in the report. Similarly data is not always regularly available for some of the Strong Communities indicators so some of these are grey as well. Overall, the relevant parts of the performance wheel are green, amber or grey.

Asked how happiness is measured, Charlotte Pomery said that this is typically done through a survey using the Royal Edinburgh score. Asked about enabling more people to walk and cycle, Will Maimaris said that a briefing note on active travelling had been provided for a previous scrutiny panel meeting which could be recirculated. **(ACTION)** There is also a Physical Activity Strategy for the Borough. Cllr Connor commented that though the physical activity indicator was green, Haringey was still well behind some other boroughs such as Islington. Charlotte Pomery said that quite ambitious targets had been set and that green indicators mean that the target is on track and not necessarily that everything is as good as it could be.

Asked about the healthy life expectancy figures which were showing as red, Will Maimaris said that there is a long time lag with the data which presents problems in tracking progress. The Haringey life expectancy has improved and overtaken the London average, though there are significant inequalities within the borough. Asked why the indicators life expectancy at birth is showing as red for men and green for women, Will Maimaris said that he would provide further details on this in writing. **(ACTION)**

**34. DATES OF FUTURE MEETINGS**

- 6<sup>th</sup> January 2020 (6:30pm)
- 25<sup>th</sup> February 2020 (6:30pm)

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....

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**Report for:** Overview and Scrutiny Committee: 14 January 2020

**Title:** Fairness Commission

**Report authorised by:** Jean Taylor – Head of Policy

**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. Update on progress

- 2.1 The Fairness Commission ran an initial engagement phase from November 2018 to April 2019.
- 2.2 This first phase of the Commission's work was concentrated on listening to the people of Haringey and gathering first-hand evidence around fairness and inequality. A summary of what the Commission heard was published online earlier this year.

- 2.3 Commissioners agreed to focus on the following key issues and formed working groups for each area:
- 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 safety, cohesion, integration and migration
- 2.4 The Commission ran further engagement from May 2019 to July 2019 to review evidence and testimony from a wide range of sources, including local groups and local, regional and national data and organisations.
- 2.5 From August 2019 to November 2019, the Commission was focused on exploring a broad range of options to address key issues and agreeing, as a group, what recommendations to make which would most helpfully address these.

### **3. Next steps**

- 3.1 The final report is in draft form and it is expected that Commissioners will meet at the end of January 2020 to formally agree it.
- 3.2 The launch of the report is expected to be on 20 February 2020, to coincide with the UN World Day of Social Justice.
- 3.3 The Council will provide a formal response, to be agreed at Cabinet, in March 2020. This response will identify the key individuals or service areas who will take on the responsibility of delivering the Commission's recommendations.
- 3.4 The Policy Team will have overall responsibility for monitoring the implementation of the Commission's recommendations.

### **4. Recommendations**

- 4.1 Overview and Scrutiny Committee is asked to:
- Note the Commission's progress.

**Use of Appendices: None**

**Report for:** Budget Scrutiny Panels

- Housing and Regeneration Scrutiny Panel, 16<sup>th</sup> December 2019
- Environment and Community Safety Scrutiny Panel, 17<sup>th</sup> December 2019
- Children and Young People Scrutiny Panel, 19<sup>th</sup> December 2019
- Adults and Health Scrutiny Panel, 6<sup>th</sup> January 2020
- Overview and Scrutiny Committee, 14th January 2020

**Item number:**

**Title:** Scrutiny of the 2020/21 Draft Budget / 5 Year Medium Term Financial Strategy (2020/21-2024/25)

**Report authorised by:** Jon Warlow, Director of Finance and Section 151 Officer

**Lead Officer:** Frances Palopoli, Head of Corporate Financial Strategy & Monitoring

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

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

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

1.1 To consider and comment on the Council's 2020/21 Draft Budget / 5-year Medium Term Financial Strategy (MTFS) 2020/21 – 2024/25 proposals relating to the Scrutiny Panels' remit.

### **2. Recommendations**

2.1 That the Panels consider and provide recommendations to Overview and Scrutiny Committee (OSC), on the 2020/21 Draft Budget/MTFS 2020/21-2024/25 and proposals relating to the Scrutiny Panel's remit.

### **3. Background information**

3.1 The Council's Overview and Scrutiny Procedure Rules (Constitution, Part 4, Section G) state: "The Overview and Scrutiny Committee shall undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol covering the Overview and Scrutiny Committee".

3.2 Also laid out in this section is that "the Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee. The Overview and Scrutiny Committee shall not be able to change the appointed Chair unless there is a vote of no confidence as outlined in Article 6.5 of the Constitution".

#### **4. Overview and Scrutiny Protocol**

- 4.1 The Overview and Scrutiny Protocol lays out the process of Budget Scrutiny and includes the following points:
- a. The budget shall be scrutinised by each Scrutiny Review Panel, in their respective areas. Their reports shall go to the OSC for approval. The areas of the budget which are not covered by the Scrutiny Review Panels shall be considered by the main OSC.
  - b. A lead OSC member from the largest opposition group shall be responsible for the co-ordination of the Budget Scrutiny process and recommendations made by respective Scrutiny Review Panels relating to the budget.
  - c. Overseen by the lead member referred to in paragraph 4.1.b, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the new Draft Budget/MTFS. Each Panel shall consider the proposals in this report, for their respective areas. The Scrutiny Review Panels may request that the Cabinet Member for Finance and/or Senior Officers attend these meetings to answer questions.
  - d. Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting in January containing their recommendations/proposal in respect of the budget for ratification by the OSC.
  - e. The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/proposals made by the OSC in relation to the budget.

#### **5. 2020/21 Draft Budget / 5 year Medium Term Financial Strategy (MTFS) 2020/21 – 2024/25**

- 5.1 The MTFS agreed by Council in February 2019 recognised a budget gap of £13.1m in 2020/21 that would need to be closed through further budget reductions. The proposed 2020/21 new budget reductions required to help close this gap of £5.5m in 2020/21 (rising to £10.4m by 2024/25) are now presented for scrutiny.
- 5.2 The reason that the required level of budget reduction for 2020/21 has reduced compared to the February forecast is partly due to the announcements in the Spending Round 2019 (SR19). This confirmed social care funding at 2019/20 levels for 2020/21 as well as circa £5m additional funding. This level of Government funding had not been assumed in the last MTFS presented to Cabinet in February 2019. The Live Budgeting approach also contributed, as the Cabinet meeting in July 2019 approved a package of Invest to Save proposals put forward by the Children's service. This contributed budget reductions of £1.3m to the 2020/21 gap.

- 5.3 Even with the budget reduction options set out in Appendix C being approved when the budget is finalised in February, the draft 2020/21 Budget presented to Cabinet on 10<sup>th</sup> December 2019 still has a gap of £0.6m. Work continues to identify options to bridge this before the final Budget/ MTFs is submitted to Cabinet and Council in February 2020.
- 5.4 Based on the draft 2020/21 Budget/MTFS 2020-2025, further budget reductions of £23.2m will need to be identified across the period 2021/22-2024-25 as highlighted in Appendix B.
- 5.5 This meeting is asked to consider the proposals relating to the services within its remit and to make draft recommendations to be referred to the Overview and Scrutiny Committee on 23rd January 2020 for discussion, prior to approval and referral to Cabinet for consideration in advance of the Full Council meeting on 24<sup>th</sup> February 2020. For reference the remit of each Scrutiny Panel is as follows:
- Housing & Economy Priorities - Housing and Regeneration Scrutiny Panel
  - Place Priority - Environment and Community Safety Scrutiny Panel
  - People (Children) Priority – Children and Young People Scrutiny Panel
  - People (Adults) Priority – Adult and Health Scrutiny Panel
  - Your Council Priority – Overview and Scrutiny Committee
- 5.6 As an aide memoire to assist with the scrutiny of budget proposals, possible key lines of enquiry are attached at **Appendix A**. This report is specifically concerned with Stage 1 (planning and setting the budget) as a key part of the overall annual financial scrutiny activity.
- 5.7 **Appendix B** provides a summary of the draft General Fund 2020/21 Budget / MTFs 2020/2025 by priority area.
- 5.8 **Appendix C** provides details of the new revenue and capital budget proposals. A summary is provided, followed by detailed information for each proposal. Any invest to save revenue proposal dependent on capital or flexible use of capital receipts for successful delivery has been clearly identified in the summary.
- 5.9 The then then Secretary of State for the Department for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms over how capital receipts can be used to finance expenditure. The direction allows for the following expenditure to be financed by utilising capital receipts:
- “Expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”*
- 6. Contribution to strategic outcomes**

6.1 The Budget Scrutiny process for 2020/21 will contribute to strategic outcomes relating to all Council priorities.

## **7. Statutory Officers comments**

### **Finance**

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

### **Legal**

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

7.3 In accordance with the Council's Constitution (Part 4, Section G), the Overview and Scrutiny Committee should undertake scrutiny of the Council's budget through a Budget Scrutiny process. The procedure by which this operates is detailed in the Protocol, which is outside the Council's constitution, covering the Overview and Scrutiny Committee.

### **Equality**

7.4 The draft Borough Plan sets out the Council's overarching commitment to tackling poverty and inequality and to working towards a fairer Borough.

7.5 The Council is also bound by the Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- 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.

7.6 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. Marriage and civil partnership status applies to the first part of the duty.

7.7 The Council has designed the proposals in this report with reference to the aims of the Borough Plan to reduce poverty and inequality. The Council is committed to protecting frontline services wherever we can and the budget proposals have focused as far as possible on delivering efficiencies or increasing income, rather than reduction in services.

7.8 As plans are developed further, each area will assess the equality impacts and potential mitigating actions in more detail. Final EQIAs will be published alongside decisions on specific proposals.

7.9 Any comments received will be taken into consideration and included in the Budget report presented to Cabinet on 11<sup>th</sup> February 2020.

## **8. Use of Appendices**

Appendix A – Key lines of enquiry for budget setting

Appendix B – 5-year Draft General Fund Budget (2020-21) / Medium Term  
Financial Strategy (2020/21 – 2024/25) - Cabinet 10<sup>th</sup>  
December 2019

Appendix C – 2020 (New) Budget Proposals

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

Background papers: 2020/21 Draft Budget / 5-year MTFS (2020/21 –  
2024/25) -Cabinet 10<sup>th</sup> December 2019

### **Financial Scrutiny: Understanding your Role in the Budget Process**

This document summarises issues and questions you should consider as part of your review of financial information. You might like to take it with you to your meetings and use it as an aide-memoir.

#### **Overall, is the MTFS and annual budget:**

- A financial representation of the council's policy framework/ priorities?
- Legal (your Section 151 Officer will specifically advise on this)?
- Affordable and prudent?

#### **Stage 1 – planning and setting the budget**

Always seek to scrutinise financial information at a strategic level and try to avoid too much detail at this stage. For example, it is better to ask whether the proposed budget is sufficient to fund the level of service planned for the year rather than asking why £x has been cut from a service budget.

Possible questions which Scrutiny members might consider –

- Are the MTFS, capital programme and revenue budget financial representations of what the council is trying to achieve?
- Does the MTFS and annual budget reflect the revenue effects of the proposed capital programme?
- How does the annual budget relate to the MTFS?
- What level of Council Tax is proposed? Is this acceptable in terms of national capping rules and local political acceptability?
- Is there sufficient money in “balances” kept aside for unforeseen needs?
- Are services providing value for money (VFM)? How is VFM measured and how does it relate to service quality and customer satisfaction?
- Have fees and charges been reviewed, both in terms of fee levels and potential demand?
- Does any proposed budget growth reflect the council's priorities?
- Does the budget contain anything that the council no longer needs to do?
- Do service budgets reflect and adequately resource individual service plans?
- Could the Council achieve similar outcomes more efficiently by doing things differently?

#### **Stage 2 – Monitoring the budget**

It is the role of “budget holders” to undertake detailed budget monitoring, and the Executive and individual Portfolio Holders will overview such detailed budget monitoring. Budget monitoring should never be carried out in isolation from service performance information. Scrutiny should assure itself that budget monitoring is being carried out but should avoid duplicating discussions and try to add value to the process. Possible questions which Scrutiny members might consider –



- What does the under/over spend mean in terms of service performance? What are the overall implications of not achieving performance targets?
- What is the forecast under/over spend at the year end?
- What plans have budget managers and/or the Portfolio Holder made to bring spending back on budget? Are these reasonable?
- Does the under/over spend signal a need for a more detailed study into the service area?

### **Stage 3 – Reviewing the budget**

At the end of the financial year you will receive an “outturn report”. Use this to look back and think about what lessons can be learned. Then try to apply these lessons to discussions about future budgets. Possible questions which Scrutiny members might consider –

- Did services achieve what they set out to achieve in terms of both performance and financial targets?
- What were public satisfaction levels and how do these compare with budgets and spending?
- Did the income and expenditure profile match the plan, and, if not, what conclusions can be drawn?
- What are the implications of over or under achievement for the MTFS?
- Have all planned savings been achieved, and is the impact on service performance as expected?
- Have all growth bids achieved the planned increases in service performance?
- If not, did anything unusual occur which would mitigate any conclusions drawn?
- How well did the first two scrutiny stages work, were they useful and how could they be improved?

## Appendix B – Haringey Draft General Fund and Medium Term Financial Plan

	2019/20 Budget	Movement	2020/21 (Draft) Budget	Movement	2021/22 Projected	Movement	2022/23 Projected	Movement	2023/24 Projected	Movement	2024/25 Projected
Priority Area	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	19,067	(816)	18,251	(709)	17,542	(136)	17,406	(136)	17,270	(136)	17,134
People - Children	59,293	(2,942)	56,351	(619)	55,732	(9)	55,723	400	56,123	300	56,423
People - Adults	83,535	(7,390)	76,145	(2,091)	74,054	(1,724)	72,329	3,174	75,503	3,102	78,605
Place	26,954	(2,505)	24,449	(2,061)	22,388	(1,053)	21,335	(64)	21,271	6	21,277
Economy	1,479	(390)	1,089	(120)	969	(130)	839	(120)	719	-	719
Your Council	37,811	(1,509)	36,302	(1,088)	35,214	(790)	34,424	(6)	34,418	-	34,418
Non-Service Revenue	18,530	11,070	29,600	10,144	39,744	10,785	50,529	9,540	60,069	6,266	66,335
Further Savings to be Identified	-	(612)	(612)	125	(487)	(1,209)	(1,696)	(6,946)	(8,642)	(3,766)	(12,409)
<b>Council Cash Limit</b>	<b>246,669</b>	<b>(5,094)</b>	<b>241,575</b>	<b>3,580</b>	<b>245,156</b>	<b>5,734</b>	<b>250,889</b>	<b>5,842</b>	<b>256,731</b>	<b>5,772</b>	<b>262,503</b>
Planned Contributions form Reserves	(5,487)	5,487	-	-	-	-	-	-	-	-	-
<b>Total General Fund Budget</b>	<b>241,182</b>	<b>393</b>	<b>241,575</b>	<b>3,580</b>	<b>245,156</b>	<b>5,734</b>	<b>250,889</b>	<b>5,842</b>	<b>256,731</b>	<b>5,772</b>	<b>262,503</b>
<b>Funding</b>											
Council Tax	(101,981)	(5,130)	(107,111)	(3,224)	(110,335)	(3,321)	(113,656)	(3,421)	(117,077)	(3,524)	(120,600)
Council Tax Surplus	(3,850)	1,700	(2,150)	-	(2,150)	-	(2,150)	-	(2,150)	-	(2,150)
RSG	0	(22,030)	(22,030)	(441)	(22,471)	(449)	(22,920)	(458)	(23,378)	(468)	(23,846)
Retained Business Rates	(33,484)	11,664	(21,820)	(1,339)	(23,158)	(418)	(23,576)	(416)	(23,992)	(480)	(24,472)
Top up Business Rates	(65,196)	7,525	(57,671)	(5,089)	(62,760)	(1,133)	(63,892)	(1,126)	(65,018)	(1,300)	(66,319)
NNDR Growth	(3,084)	2,684	(400)	400	-	-	-	-	-	-	-
<b>Total (Main Funding)</b>	<b>(207,595)</b>	<b>(3,586)</b>	<b>(211,181)</b>	<b>(9,692)</b>	<b>(220,873)</b>	<b>(5,321)</b>	<b>(226,194)</b>	<b>(5,421)</b>	<b>(231,615)</b>	<b>(5,772)</b>	<b>(237,387)</b>
New Homes Bonus	(2,540)	341	(2,199)	-	(2,199)	-	(2,199)	-	(2,199)	-	(2,199)
Public Health	(19,677)	(551)	(20,228)	(405)	(20,632)	(413)	(21,045)	(421)	(21,466)	-	(21,466)
Other core grants	(11,370)	3,403	(7,967)	6,517	(1,450)	-	(1,450)	-	(1,450)	-	(1,450)
<b>TOTAL (Core/Other External Grants)</b>	<b>(33,587)</b>	<b>3,193</b>	<b>(30,394)</b>	<b>6,112</b>	<b>(24,282)</b>	<b>(413)</b>	<b>(24,694)</b>	<b>(421)</b>	<b>(25,115)</b>	<b>-</b>	<b>(25,115)</b>

## MTFS Budget Reduction Proposals - Your Council

REF	Capital Scheme Ref/ Flexible use of Capital Receipts	Priority	Category	Title	Description	2020/21	2021/22	2022/23	2023/24	2024/25	Savings Total £'000	Capital Investment £'000
						£'000	£'000	£'000	£'000	£'000		
20/25-YC01		Your Council	Efficiency savings	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	The service will continue to reduce the amount of paper being used, stored and transported and this has lead to financial savings.	13	-	-	-	-	13	-
20/25-YC02	FUCR	Your Council	Increase in income	Income from joining the London Counter Fraud Hub	The London Counter Fraud Hub, managed by CIPFA, is a counter fraud service developed to supply data analytics, investigations and recoveries service for London local authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.	25	25	-	-	-	50	75
20/25-YC03		Your Council	Increase in income	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K.	The proposal is to increase the income target of providing legal services to Haringey Clinical Commissioning Group (CCG) by £30K. In December 2017, the Council's Legal Services entered into a Service Legal Agreement (SLA) with Haringey CCG to provide legal support with the CCG cases within the Haringey Learning Disability Partnership. These are cases relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. They include cases in the Transforming Care Programme.. Since the SLA, Haringey CCG has been referring cases to Legal Services and the feedback of the support has been positive. The arrangement has enabled the CCG to access the Council's in-house legal expertise which is more cost effective. The support and encouragement of Adult Social Care, Children Services, Commissioning and Public Health for the CCG to utilise our in-house provision is crucial. The proposal compliments the Borough Plan - Priority 2 - People The proposal is dependent on a slight increase in the level of new instructions from CCG to Legal Services.	30	-	-	-	-	30	-

20/25- YC04		Your Council	Efficiency savings	Finance Savings	The proposal seeks to make efficiency savings across the Finance function from a combination of: * Increased income - from providing services to external bodies and further revisions to recharging to non-GF heads * Reductions to the staff establishment enabled by the embedding of the Business Partner model * Longer term staff savings arising from the planned update or replacement of the Council's current finance system. These savings are not expected to be realised until 2022/23	340	-	200	-	-	<b>540</b>	-
20/25- YC05		Your Council	Efficiency savings	Alexandra Palace	The Alexandra Palace & Park Charitable Trust (APPCT) receives a revenue grant from the Council of £1,950k per annum as well as a capital grant of £470k per annum. The grants are given to the APPCT in furtherance of its charitable objectives. In recent years the grant has remained static at the levels set out above. Cabinet at its meeting in July 2019 agreed to pursue a reduction in the grant level with the APPCT. The APPCT is currently formulating its proposals to deliver the reduction.	195	-	100	-	-	<b>295</b>	-
20/25- YC06	652	Your Council	Service redesign	Libraries - Re-imagining our Libraries offer for a better future.	It is proposed that a new Library Strategy will shape the direction of the service for the next 5 years. The proposal includes exploring the full use of the buildings/space, creating community hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies, which can act as a key component to achieving our Borough Plan objectives.  Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation.  Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.	-	184	181	-	-	<b>365</b>	650
20/25- YC07	FUCR	Your Council	Service redesign	Extend FOBO approach to Wider Council	Extend FOBO model to all Council services based on analysis made in preparation for the current FOBO programme. The objective is to ensure all residents in need of support can receive it because those requiring straightforward advice and information can have easy access 24/7. An improved digital offer would ensure that the customer journey was straightforward and simple to navigate and automation of back-office processes would both speed up and improve the quality and accuracy of service to residents and reduce cost.	-	250	250	-	-	<b>500</b>	1,000
20/25- YC08	FUCR	Your Council	Efficiency savings	The proposal is to use Flexible Capital Receipts to fund ALL posts in the CPMO.	The proposal is to use Flexible Capital Receipts to fund some posts in the CPMO. The justification is that, while it is difficult to estimate the proportion of time that each 'delivery' staff member will spend on individual projects in a year, most will by definition be working on change projects for the majority of their time.	92	-	-	-	-	<b>92</b>	92

20/25- YC09		Your Council	Increase in income	Maximising income from filming and venue management	This proposal is in two parts. The first is to make Haringey more attractive to film companies by identifying vacant buildings for meanwhile use as production bases, and by making parking easier in order to generate income. The second is to consider employing staff, as an invest to save bid, to market the council's venues for events (currently uncosted).	6	6	3	-	-	15	-
20/25- YC10		Your Council	Increase in income	Additional sites for on street digital advertising	The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertsing, which are sympathetic to the surroundings and maximise the councils commercial returns. This is in the form of street advertising, out of home advertising, and libraries/customer services advertising.	110	52	50	-	-	212	-
20/25- YC11	FUCR	Your Council	Efficiency savings	Review of Corporate Centre	We are looking at ways to reconfigure the corporate centre in the light of the LGA Corporate Peer Review recommendations as set out in their final report published in February 2019. One aspect of this is the recommendation to bring together the teams with skills in policy and strategy, data analysis, and problem solving, which, the LGA peers argued, would in itself help to provide better support to the organisation. There are currently 5 senior posts leading these teams: Head of Policy and Cabinet Support at Head of Service level, and leads at PO7 and above in Policy, the Leader's office, the Corporate Delivery Unit (CDU), and Performance and Business Intelligence. The proposal is to reduce the number of senior posts to 4.	214	-	-	-	-	214	59
20/25- YC12	653	Your Council	Efficiency savings	Digital Services - Proposed Contribution	The proposal is for the Capitalisation of infrastructure staff who support the delivery of programmes/projects. This will either be via Capital receipts used to pay for staff who work on tranformative initiatives or Capital funds where staff produce a tangible asset in relation to the work undertaken.	345	-	-	-	-	345	400
<b>TOTAL - YOUR COUNCIL</b>						<b>1,370</b>	<b>517</b>	<b>784</b>	<b>0</b>	<b>0</b>	<b>2,671</b>	<b>2,276</b>



**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The saving has been established based on current and projected expenditure.  
 No additional investment is required to make this saving, but it is dependent on the service continuing using an electronic case management system and bundling software.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	5
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The changes has already taken place and the reduction in annual subscription negotiated and the number of files going into storage is reducing.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

This proposal will have no impact on the service and is not linked to the Borough Plan objectives and outcomes.

**Negative Impacts**

N/A



What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

The working practices are already established so there will be no impact on staff members.

**Negative Impacts**

N/A

How does this option ensure the Council is able to meet **statutory requirements**?

This proposal does not affect the discharge of the Council's statutory duty.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Computer system failure and the server can no longer access the information	H	L	Liaise with IT to regularly upgrade and future proof check system.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No

**Business Planning / MTFS Options  
2020/21 – 2024/25**

**20/25 - YC02**

<b>Title of Option:</b>	Income from joining the London Counter Fraud Hub		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Minesh Jani, Head of Audit and Risk Management
<b>Affected Service(s) and AD:</b>	Corporate Governance / Legal Services - Bernie Ryan	<b>Contact / Lead:</b>	Minesh Jani, Head of Audit and Risk Management

**Description of Option:**

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The London Counter Fraud Hub, managed by the Chartered Institute of Public Finance and Accountancy (CIPFA), is a counter fraud service developed to supply data analytics, investigations and recoveries service for London Local Authorities and the City of London Corporation. Unlike traditional data matching hubs, this project is an end-to-end service providing expert advice and operational support around sophisticated analytics. The overarching objective for the service is to increase fraud and corruption detection, and improve fraud prevention, share common risks across London, minimise losses and maximise recovery, so that fraud and corruption does not pay. Three data sources (Council Tax - Single Person Discount, Housing Tenancy and Non Domestic Rate records are entered into the analytics part of the Hub through a secure transfer. Using sophisticated technology, the Hub will analyse the data to identify frauds against the 32 London local authorities and the City of London Corporation.

This proposal delivers objectives set out in Priority 5 Your Council - The way the Council works of the Borough Plan; "We will be a Council that uses its resources in a sustainable way to priorities the needs of the most vulnerable residents".

It is anticipated the proactive counter fraud activities will contribute to generating additional income from Council Tax single person discount and Non Domestic rates.

There will be an increase in the work load of the Counter Fraud team and the proposals recognise the impact of this in the financial assessment below and in the net financial contribution anticipated from joining the Hub.

The initial tranche of £25k income is anticipated to arise from our activity using the National Fraud Initiative, which is less precise and will require considerable work to sift through the matching results. It is anticipated the next tranche of work using the Hub will also generate additional revenue.

### Financial Benefits Summary

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	- 25	- 25	-	-	-	- 50

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total Capital Costs</b>	-	75	-	-	-	75

**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The new net additional savings represents the net additional income realised by the Council, £50k. There are a number of assumptions: -

1. The London Counter Fraud Hub goes ahead. For the hub to be viable, a minimum of 26 local authorities have to join. At this stage, it is not known whether 26 local authorities will sign up.
2. Housing fraud resulting in recovery of properties is used to house homeless people thereby reducing cost in the use of temporary accommodation.
3. There will be an initial joining fee of £75k, and that this is capitalised (CIPFA suggest this is possible).
4. Where a fraud / error is identified, that at least 50% of the income due is collected as additional funds.
5. The savings identified at pilot authorities (Croydon, Islington, Camden and Ealing) will be realised at Haringey.
6. Procurement processes are complied with and the tender arrangements carried out by London Borough of Ealing are compliant. Full compliance is established.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3, on the basis this is a new venture for the authority (see comments above re assumptions), and yet the proposals should yield financial and non financial benefits.
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	31/03/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes, provided Cabinet approves the Council joining the Hub (this is needed as the cost of the proposal over 7 years, which is the length of the contract, and will be £705k) please see assumptions above. The timeline is also reliant on the matches being carried out by CIPFA.		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Discussions have already begun with Revenue Services (Council Tax and National Non Domestic Rates - NNDR) and with Homes For Haringey (Housing).

We are reliant on when a match is identified and available for investigations, though these should be available for the start of the 2021/22 financial year. Two additional Investigatory Officers will be appointed for one year to support the matches identified at the start of the project and allowance has been made for half a post in the Council Tax Team for on-going checks on potential fraudulent cases.

The success of implementation and the project will be in identifying a certain number of anomalies and fraud.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

This project will demonstrate the authority takes fraud seriously, and is looking to make sure its scarce resources is being used properly. The project will also generate additional revenue and regularise people who may be claiming SPD in error and may be entitled to Council Tax Reduction, based on their personal circumstances.

**Negative Impacts**

Members may view this project as a way of stopping residents entitlements for financial reasons. It is also anticipated ward members will receive increased enquiries about the work of the council in this area, and will be asked to refer such cases to the Corporate Fraud Team.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

The Chair of the Corporate Committee has been consulted around stopping fraud and is supportive of this type of work.

**Negative Impacts**

This project has been in development for a number of years and though the project's feasibility is understood, there are a number of challenges, which are inevitable for a project this size as well as being a new venture. The decision to join will have to be based on recognising the risks set out above to ensure manage reputational and financial risks.

How does this option ensure the Council is able to meet **statutory requirements**?

The work of the Counter Fraud Team is an important determinant of the Council's statutory duty to maintain an effective arrangement to fulfil the Accounts and Audit Regulations 2015 and S151 responsibilities under the Local Government Act.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
The project does not go ahead	H	M	None possible for Haringey Council
The project does not identify the fraud / errors	H	M	Secure appropriate resources and data analytics expert

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No





**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is not anticipated that further staffing is required as the service in 2018/19 charged CCG £58.7K for the legal time spend on their cases with the current level of staffing. The service considers that with a slight increase in the number of new instructions it is possible that an additional £30K per year can be achieved.

CCG Cases 18/19				
Month	Charge - Internal	Disbursement	To be invoiced	Invoice number
April	£738.75		£738.75	1801453681
May	£2,098.00	£400.00	£2,498.00	
June	£4,361.85	£0.00	£4,361.85	
July	£6,050.22	£715.00	£6,765.22	
August	£4,226.64	£36.70	£4,263.34	
September	£3,831.66	£0.00	£3,831.66	
October	£9,688.79	£385.00	£10,073.79	1801456939
November	£7,782.70	£0.00	£7,782.70	1801461516
December	£3,519.85	£385.00	£3,904.85	1801465149
January	£7,091.12	£0.00	£7,091.12	1801470437
February	£5,776.45	£0.00	£5,776.45	1801509501
March	£3,494.24	£1,506.00	£5,000.24	1801530749
<b>Total</b>	<b>£58,660.27</b>	<b>£3,427.70</b>	<b>£62,087.97</b>	

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out?  
(1 = not at all confident;  
5 = very confident)

3

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Yes, but the relationship and future work levels needs to be discussed with CCG in detail before any long term commitment to deliver the level of income.		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

As indicated above, there needs to be a discussion with Haringey CCG on the likely demand for legal services relating to incapacitated patient that requires an application to the Court of Protection to safeguard their welfare. Following such discussion, a plan and timeline of cases to be referred to Legal Services will be prepared to include the cost estimates and likely income. Legal Service must also ensure that it has the capacity with the current staffing compliment to undertake the work required.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

The proposal and arrangement with Haringey CCG has enabled cases within the Haringey Learning Disability Partnership to be dealt with in a more efficient and cost effective manner. This is mutually beneficial to Haringey Council and Haringey CCG.

**Negative Impacts**

In some instances, priority will need to be given to Haringey CCG's cases. This has been carefully managed to date with the support of Adult Services

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

See above

**Negative Impacts**

See above

How does this option ensure the Council is able to meet **statutory requirements**?

This proposal does not affect the discharge of the Council's statutory duty.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Work levels become too high for the staff levels to manage.	L	L	Hire temporary agency staff to cover.
The work levels do not materialise and the income target is not met.	L	M	Regular liaison meetings with CCG to review workload and see if Legal can assist with other cases.
Other internal client work is not done due to the diversion of resources to CCG.	L	L	Ensure fair balancing in the allocating resources.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No



**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The relevant details are provided above. Every effort will be made to avoid redundancies and consequently their associated and pension strain costs. If this is not possible the assumptions in this document are that these will be met corporately and therefore no cost has been built into the above figures.

The actual capital costs associated with the proposed finance system replacement/refresh have already been built into the Council's capital programme between 2020/21-2022/23 and have therefore been excluded on this form.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	The proposed savings will be delivered via a number of different means and the delivery confidence of each is different, particularly as the Year 3 are dependant on system and management culture changes. A composite rating of 4 overall has been applied
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**Indicative timescale for implementation**

	01/12/2019 (may not be required)		01/04/2020
Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	There are limited opportunities to implement the proposed savings before April 2020.		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

No additional resources are currently envisaged to be required to deliver the proposals.  
 The successful implementation of the staffing changes will be measured through customer feedback and on going delivery of key finance activities such as producing the Statement of Accounts according to legislation timelines; setting annual budgets and producing and maintaining an effective medium term financial strategy & capital strategy; effective in year financial management and control.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?  
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

The proposed capital investment in the Council's financial systems should both help these revenue savings be achieved and provide a better manager self-service platform for business as usual financial management

**Negative Impacts**

The reduction in resources (primarily in in Year 3) will need to be carefully managed to prevent it from having a negative impact on the quality of financial services to the Council, which would not be actionable

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

The proposed capital investment in the Council's financial systems should both help these revenue savings be achieved and provide a better manager self-service platform for business as usual financial management

**Negative Impacts**

Some of the proposed savings will impact on staff / FTE numbers. Clear, regular communication with the finance community will help mitigate any impact on staff morale and agreed HR restructuring policies will be followed.  
We will look to manage the impact of staff reductions on the rest of the organisation by clear communication, training on new system / processes and targeted support.

**How does this option ensure the Council is able to meet statutory requirements?**

The Director of Finance is confident that the 2020/21 savings can be made without impairing the sound financial administration of the Council. The level of confidence is somewhat lower regarding the Year 3 step-up in savings as they are dependent on a number of factors. This later year projection will be reviewed in the next two budget cycles to ensure that it can still be achieved without adversely impacting on the Council's financial management.



**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Non-achievement of commercial income	L	M	Proactive role in new housing delivery models
Non-delivery of financial system change	M	M	Corporate focus on the review/implementation

Has the EqIA Screening Tool been completed for this proposal?  <u>EqIA Screening Tool</u>	Screening Tool completed
Is a full EqIA required?	No



**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is not anticipated that there will be a capital investment requirement in order to deliver the savings. Income generation may be relevant to the savings proposal but the APPCT does have a trading arm, Alexandra Palace Trading Limited (APTL), which currently gift aids its profits to the APPCT. Further exploration of the scope of the APTL to provide gift aid to the APPCT may contribute to achieving the savings requirement.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out?  
(1 = not at all confident;  
5 = very confident)

It is difficult to provide a level of confidence at this stage as only a preliminary discussion has been held with the APPCT officers. Say score of 3.

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	discussions have started	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	N		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The proposal will be implemented by the officers of the APPCT. There are no additional resources required. The implementation will take place as of the 1st April 2020 and will be undertaken by officers of the APPCT. The performance measure for the Council will be the reduction in grant. The APPCT will devise its own performance indicators.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

Require feedback from APPCT,

**Negative Impacts**

Unknown at this point.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

Detailed response required from APPCT to assess the impact of the reduction.

**Negative Impacts**

Discussions are yet to be held with the APPCT to assess the impact of the reduction.

How does this option ensure the Council is able to meet **statutory requirements**?

It will be for the APPCT to assess the effect of the reduction on its ability to meet its objectives.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Reduction not made	M	M	Discussions with officers of the APPCT.

Has the EqIA Screening Tool been completed for this proposal?  <u>EqIA Screening Tool</u>	Yes
Is a full EqIA required?	Yes

**Business Planning / MTFS Options  
2020/21 – 2024/25**

**20/25 - YC06**

<b>Title of Option:</b>	Libraries - Re-imagining our Libraries offer for a better future.		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Andy Briggs - AD Customer & Corporate
<b>Affected Service(s) and AD:</b>	Library Services	<b>Contact / Lead:</b>	Judith Walker - Head of Libraries

Description of Option:  
 •What is the proposal in essence? What is its scope? What will change?  
 •What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)  
 •How does this option ensure the Council is still able to meet statutory requirements?  
 •How will the proposal deliver the benefits outlined?  
 [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and place libraries as a key enabler for wider council agendas including early help and prevention. With an expectation to reduce the net cost of the service by 15% (circa £400k).

The library service is run out of 9 static libraries and has a home library service. Two of the large libraries also include face to face Customer Service provision which was integrated into libraries in 2016. It has an annual net controllable budget in 18-19 of £3,189,840 employs 64.69 FTE staff. It has 25,451 active borrowers and a footfall of 1,406,369 from March 18 – February 19

Haringey Council are one of the few local authorities nationally that have not closed libraries, reduced opening hours or outsourced or supplemented its work force and core offer with volunteers. We have nine libraries open a total of 520 hours per week and average of 57.8 hours per library. Libraries are a statutory service, there is a manifesto commitment to retain 9 libraries. The driver for this proposal is to reduce the net cost of the service without compromising the statutory obligation of the Council.

A recent Libraries peer review identified opportunities to explore wider engagement with other council services such as Children's, Adults and economic development to recognise the physical and social value libraries could add.

The proposals align to the Borough Plan with respect to;

PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential.

PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities.

ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities

HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise.

The savings proposal includes exploring the full use of the buildings/space, and prioritising the functions that are required by communities today and in the future, rather than limiting thinking to the traditional view of libraries. The view is to create community hubs that will enable the locality-based approach to service delivery for other council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives.

Revenue can be generated by either applying an internal recharge for the use of spaces or utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. However, any space taken up by other departments limits the availability of space for external income generation.

Therefore careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential. Income can also be generated through partnership opportunities e.g. Police, rental workspace, event hire etc.

Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all of the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.

Please complete Sections 3 and, if applicable, 4 of the Financial Benefits Detail Tab

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<i>All savings shown on an incremental</i>	£000s	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	-	184	181	-	-	365

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Total Capital Costs</b>	300	350	-	-	-	650

**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and places libraries as a key enabler for wider council agendas including early help and prevention. With an expectation to reduce the net cost of the service by 15% (circa £400k) over a two year period.

The approach relies on improving the infrastructure of the libraries through the agreed capital investment to enable to take a more commercial approach where appropriate and therefore to generate greater income and reduce the net cost of the service without cutting services or staff at this time;

- \* Maximising the use of non-core library spaces that are currently underused or not used at all.
- \* Co-working spaces
- \* Room hire
- \* Fees and charges
- \* New opportunities (internal recharges, partnership opportunities, commercial opportunities, hosting events and working with book-sellers & publishers).

Delivery Confidence

**Delivery Confidence – Stage 1**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	3
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	01/03/2022
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No. Strategy will need to be developed as well as link to community assets work.		



**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

The savings will be identified during the development of the strategy with a view to implement the strategy during 2020/21. Additional resource will be required with an estimated cost of £230k to cover the cost of engagement and consultation and submitting funding bids to reduce the capital costs for adaptations where possible. Success will be measured through take up of spaces and income targets.

**2021/22**

Maximising the use of non-core library spaces that are currently underused or not used at all.

Three of the six branch libraries have upper floors that are inaccessible and as a result their use is limited. In the case of Stroud Green & Harringay Library for example, the first floor is not compliant with fire regulations and is not accessible, there is no lift or accessible WCs. As a result, the service is unable to use or let out the substantial amount of space on the first floor. The proposal will require capital investment to make spaces accessible and improve the facilities on offer at all to make them more attractive to use and increase income.

Coworking Spaces

It is proposed that we transform some of our under-utilised spaces in libraries to provide an in-house managed affordable coworking spaces service to generate an additional income of approx. £80k per annum. The income is calculated on a monthly fee of approx. £100pm for each work space. Research indicates that other existing providers fees range from £100pm to £350pm depending on location.

The spaces identified to date are –

- Alexandra Park Library – 8 workspaces
- Highgate Library – 10 workspaces
- Hornsey Library – 15 workspaces
- St Ann's Library – 10 workspaces
- Wood Green Library – 15 workspaces
- Stroud Green & Harringay Library - 8 workspaces

Coworking spaces offer an alternative option to the restrictive rents and leases of traditional office spaces and consist of people who work for a range of different companies, start-ups or for themselves. The spaces will be flexible and will offer office facilities for a few months or just one day a month to accommodate the different needs of users.

Case Study WIMBLETECH CIC

Since 2013, Wimbletech have worked with Libraries across London to maximise use of under-utilised space, creating an affordable spaces for hundreds of local start-ups. Through the process Wimbletech has established 10 pilots, 9 of which have been a success and are currently hosting 500+ Members who have helped deliver 600+ community events.

Wimbletech works closely with local Library Teams and also with National / International Library organisations to ensure that the programmes & activities that are delivered are in line with both local Library strategy and the wider Universal Library Offer.

Room Hire

Additional room hire income (minimum of £60k pa) will be achieved by reviewing our current room hire charges, increasing usage of library spaces and applying charges consistently across the Library Service. There is evidence that charges are not applied correctly across the Service and that spaces are not promoted within the local communities. The newly appointed Income Generation Coordinator will work with the Library Service Senior Managers and other council wide colleagues and key partners to secure additional use of spaces in line with the Borough Priorities and Community Asset Plans.

Fees & Charges

A benchmarking exercise of fees and charges will be completed to inform and make recommendations for revised fees and charges.

The review will include –

- All current fees and charges for services and activities provided by the Library Service
- Charges and arrangements for advertising spaces on screens to identify opportunities to promote the offer and increase take-up.
- All existing charges and arrangements for using Library spaces to ensure service level agreements and leases are in place and charges are appropriate and consistent throughout the Library Service.

New Opportunities

In addition, we will be exploring new opportunities to generate income for both 2021/22 and 2022/23 financial years, including -

- Introducing internal recharges for the use of library spaces where appropriate (or evidence added social value)
- Partnership opportunities with key partners such as the Police & CCG
- Commercial opportunities including coffee outlets
- Hosting festivals and marketplaces/craft shows in larger library spaces
- Working with book-sellers and publishers, including hosting author 'book launch events'.

**2022/23**

The proposal is to expand on the previous year's success and learning in increasing room hire and use of library spaces with the aim to ensure full utilisation of all spaces for the financial year 2022/23. This includes using spaces when Libraries are closed.

A review of the Library Service budget will be undertaken during 2021/22 for implementation April 2022 (approx. £100k pa)

The new opportunities for additional income identified during 2021/22 will be implemented by April 2022.

**Impact / non-financial benefits and disbenefits**

<p>What is the likely impact on customers and how will negative impacts be mitigated or managed? List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)</p>
<p><b>Positive Impacts</b></p> <p>There will be a clear vision for the service that communities, internal and external stakeholders have had the opportunity to influence with an improved library offer that is more targeted to the locality. There will be an improved Civic presence delivered through Library buildings.</p> <p>The proposals align to the Borough Plan with respect to</p> <p>PEOPLE – Libraries have activities and networks within local communities for social interaction, health &amp; well-being, learning and to nurture all residents to live well and achieve their full potential.</p> <p>PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities.</p> <p>ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities</p> <p>HOUSING - In times of multi occupancy accommodation &amp; overcrowding Libraries provide spaces for people to work, study reflect and socialise.</p>
<p><b>Negative Impacts</b></p> <p>Any changes to libraries can be perceived as an erosion of the library service despite this proposal being for a modernisation and expansion of the service. There may be a reduction in space for traditional library services.</p>

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

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**Positive Impacts**

Improved more targeted and developed library service and access to a wider service offer from partners and stakeholder groups as well as increased space with opportunities for community and business use. An internal stakeholder group with membership from Adults, Children, Regeneration is showing early indication that there is an appetite for this collaborative vision. Integrated services, future proofing our library services and maximising the use of the buildings. Achieving borough plan objectives.

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**Negative Impacts**

Potentially disruptive period during implementation. This will be mitigated through consultations and engagement with stakeholder groups. Potential link with other programmes such as Connected Communities unknown and unexplored.

How does this option ensure the Council is able to meet **statutory requirements**?

Operating model would have to ensure statutory requirements are met, which will be included in the Strategy.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Local opposition	H	H	ensure surveys and consultation cover all current and potential users/stakeholders and non users

Has the EqIA Screening Tool been completed for this proposal?	Yes
Is a full EqIA required?	Yes

**Business Planning / MTFS Options  
2020/21 – 2024/25**

**20/25 - YC07**

<b>Title of Option:</b>	Extend FOBO reform approach to all Council services		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Andy Briggs
<b>Affected Service(s) and AD:</b>	All	<b>Contact / Lead:</b>	Andy Briggs

**Description of Option:**

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The proposal is to implement the proven approach to process and technology improvements from the Front Officer Back Office (FOBO) programme to all Council services to fundamentally improve the experience of our customers. Those who require fast service 24/7 should be able to achieve it, creating the required time to serve those people in need of more personalised support. This will include:

- simplifying and automating internal and external customer contact processes (e.g. utilising the internally developed Haribot technology);
- simplifying communication with residents through thorough review of all written materials;
- deep re-design of webpages;
- and replacement of core systems where required.

Learning from successes already achieved, the FOBO Programme has demonstrated it will achieve savings and make improvements to customer and citizen experience by making effective changes to make processes within the council.

**Financial Benefits Summary**

<b>Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
<i>All savings shown on an incremental</i>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>New net additional savings</b>	-	250	250	-	-	500

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Capital Costs</b>	400	250	-	-	-	650

**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The FOBO programme has demonstrated it can achieve up to 30% savings in areas of customer service and the back office. The analysis suggests that there is are at least £1.5m of equivalent process activity in other council services (Adults, Children, Planning, Housing, etc), providing a realistic savings opportunity of c£0.5m.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	3
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/04/2021	Est. completion date for implementation DD/MM/YY	01/03/2023
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No. Significant resource constraints. Current round of FOBO needs to embed.		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Estimated 24 months from initiation to completion. Project team investment will be front loaded to consult and engage across the Council. Thereafter, a project team built from internal and limited external support will deliver and implement the programme.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

Improved customer experience and reduced demand. Improved intelligence for service providers due to better data capture.

**Negative Impacts**

The programme will have to assess and mitigate any negative impact on customers who are unable to interact digitally. The FOBO programme has shown how this can be successfully delivered.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

Reduced demand. Improved productivity. Better operational data. Improved use of resources.

**Negative Impacts**

Potentially disruptive to current modus operandi. Linkage and impact on Community First currently unknown and unexplored.

How does this option ensure the Council is able to meet **statutory requirements**?

Operating model would have to ensure statutory requirements are met. Initial feasibility study suggests that this is feasible.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Limited resources within other services to implement	H	M	Develop detailed implementation plan, and resource management to implement development in stages across the various services.

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u> Is a full EqIA required?	No



**Business Planning / MTFS Options  
2020/21 – 2024/25**

**20/25 - YC08**

<b>Title of Option:</b>	Partial capitalisation of CPMO		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Andrew Rostom
<b>Affected Service(s) and AD:</b>	CPMO	<b>Contact / Lead:</b>	Andrew Rostom

**Description of Option:**

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

**Summary:**

The proposal is to use Flexible Capital Receipts to fund some posts in the Corporate Programme Management Office (CPMO). The justification is that, while it is difficult to estimate the proportion of time that each 'delivery' staff member will spend on individual projects in a year, most will by definition be working on change projects for the majority of their time. If we exclude the Head of Service role, 50% of Corporate Programme Officer (& 1 x L/T sick), then the saving will be in the region of £92K.

**Risk:**

This is completely dependent on the availability and continued use of capital receipts to fund these costs. If for any reason there is either insufficient capital receipts to meet these costs or a change in policy around use (either internally or externally), then it will not be possible to deliver these cost reductions.

**Financial Benefits Summary**

<b>Savings</b> <i>All savings shown on an incremental</i>	<b>2020/21</b> <b>£000s</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>New net additional savings</b>	92	-	-	-	-	92

<b>Capital Implementation Costs</b>	<b>2020/21</b> <b>£000s</b>	<b>2021/22</b> <b>£000s</b>	<b>2022/23</b> <b>£000s</b>	<b>2023/24</b> <b>£000s</b>	<b>2024/25</b> <b>£000s</b>	<b>Total</b> <b>£000s</b>
<b>Total Capital Costs</b>	92	-	-	-	-	92

**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Savings determined by assuming all staff in CPMO (aside from Head of Service, 50% of CPMO Project officer and member on L/T sick leave) will have their costs paid through flexible use of capital receipts. Total capital receipts of £323k will be required for the team although the 'new' ask is £92k.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out?  
 (1 = not at all confident;  
 5 = very confident)

4

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY		Est. completion date for implementation DD/MM/YY	
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Could be implemented as soon as enabled to do so through the financial process.		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Could be implemented as soon as confirmed by Corporate Finance and enabled to do so through the financial process.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

n/a

**Negative Impacts**

n/a

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

n/a

**Negative Impacts**

n/a

How does this option ensure the Council is able to meet **statutory requirements**?

n/a

## Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
The main risk to flag here is that this is completely dependent on the availability and continued use of Capital receipts to fund these costs. If for any reason there is either insufficient capital receipts to meet these costs or a change in policy around use (either internally or externally), then it will not be possible to deliver these cost reductions	H	L	Confirmation required from Corporate Finance

Has the EqIA Screening Tool been completed for this proposal?	Yes
Is a full EqIA required?	n/a



**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

Haringey Parking Income (running April to end of March each year):

2017/2018 = £15,428 Actual income

2018/2019 = £20,181 Actual income

2019/2020 = £26,000 Projected income current financial year

2020/2021 = £31,995 Projected income with new Parking changes.

2021/2022 = £37,991 Projected income with new Parking changes and momentum in the film industry has built for Haringey as a film friendly borough.

Proposed parking changes to make Haringey more 'film friendly'

i) For parking and display bays (3 day lead in)

Shorter lead in times entice commercials to the borough who typically work with less than a week's notice.

The production suspended 10 bays on two runs = £465.10

Scenario: Short lead time bring in 7 additional commercials per annum = additional £3,255.70

ii) Parking waivers

Based on £27.40 per vehicle per day

This form of parking works for all productions but is highly beneficial to those working with an inflexible budget who can't afford to suspend parking.

Scenario: 100 purchased per year = additional £2,740.00

It is recommended that these changes are implemented with the new Parking IT system and be operational from April 2020.

By introducing film friendly policies such as the proposed parking changes, Haringey as a whole will benefit from a rise in income as more productions will choose Haringey locations as they would now be able to facilitate them.

Word of mouth amongst Location Managers in the industry will build quickly once these proposed parking changes are made, hence strong projection for the following year.

Below are measure which have also been suggested by the film industry which they believe would further encourage filming and further increase income in the borough. However, at this time officers do not believe the changes are possible for the reasons outlined.

iii) Single Yellow Line dispensation

£60.40 per vehicle per day

Facilitates filming without the need for suspensions as well as supporting filming in areas where there are no bays to suspend.

Scenario: 100 purchased per year = additional £6,040.00

Single yellow lines are installed for a reason. This is usually because it would be unsafe to allow parking during certain time of the day.

Permitting parking may result in obstructive parking and congestion.

iv) Extending enforcement hours

Extending enforcement hours will interest productions who require streets to be completely clear of parking, this could be a period shoot, a Christmas commercial or a car stunt.

Scenario: Period shoot with 2 days worth of filming, 30 bays to be suspended per filming day across 8 runs = additional £2,377.40.

However, production will require prep/strike on either side of the filming days (3 day prep, 1 day strike) 10 bays, one run = additional £1,240.60

Additional parking income based on above scenarios = £15,653.70

Many CPZ's in the borough only operate 2hrs a day (e.g. 10-noon) Monday to Friday. This means that suspensions cannot only be in place during these operational hours and so if a film crew wants to gain access at 8am they cannot.

While we have had some requests to extend operational times in some areas, any change would be subject to consultation and be resident led. Therefore item iii and iv have not been considered in financial evaluations at this time but may be considered in the future.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out?  
(1 = not at all confident;  
5 = very confident)

4

**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/03/2020	Est. completion date for implementation DD/MM/YY	from April 2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	No		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Changes from seven to three day advance notice for parking suspensions (in Pay by Phone bays) will be achieved through a more streamlined application and payment process which will be made possible through a new Parking IT system which will be online from April. There may be some time to develop the specific suspensions capability and improvements but a certain amount of 3 day suspensions will be possible within the existing team structure and operation.

The introduction of a virtual permission to park permit, which can be applied and paid for immediately online, will have a dramatic effect to encourage filming. In many occasions a film crew want to film at short notice but current suspension advance notice procedures do not allow this. The virtual permit will allow film crews to buy permits online and park immediately. This function will also be made possible by the new Parking IT system.

There is a proposal to have 100% borough CPZ coverage over the next 2/3 years and this is where our net additional savings taper off. It must always be noted that the proposal for 100% coverage, is subject to resident demand and consultation responses.

We are already at 70% and so this will not dramatically increase filming suspensions, as the remaining areas of the borough to be covered are mainly residential and so it is unlikely that we will introduce many Pay by Phone bays which are the ones of most use for short notice suspensions for filming.

A more significant reason our income is not that of Camden or Southwark is that many of our CPZ's (around half) are only 2hrs a day. As most film crews want access from first thing in the morning and then throughout the day, these CPZ's are of little use to them.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

Discussions with representatives from the industry have led us to believe that there is interest to increase filming activity in the borough but that certain parking operations make this more difficult than in some other boroughs. Increased filming will assist in raising the profile of the borough.

**Negative Impacts**

There may be occasions when increased filming and associated parking will result in complaints from local residents and businesses who pay for their parking permits but cannot park due to film crew vehicles. Any increase in parking in the borough means that more vehicles are parking and travelling into the borough. Therefore increasing pollution, congestion etc.



What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

Some businesses such as retail and food outlets will benefit from film crews working in the area.

**Negative Impacts**

Film crews taking up resident/business spaces.

How does this option ensure the Council is able to meet **statutory requirements**?

Keeping residents informed of council services and initiatives.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Resident complaints at a lack of advance	M	L	We are only proposing to reduce advance warning to 3
Resident/business complaints at film crews	M	M	We will monitor filming activity and complaints and can

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	n/a

**Business Planning / MTFs Options  
2020/21 – 2024/25**

**20/25 - YC10**

<b>Title of Option:</b>	Income from Outdoor Media - Strand 1 (Additional sites for on-street digital advertising and other advertising opportunities)		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Joanna Sumner
<b>Affected Service(s) and AD:</b>	Strategy and Communications	<b>Contact / Lead:</b>	Lesley Gordon

**Description of Option:**

- What is the proposal in essence? What is its scope? What will change?
  - What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
  - How does this option ensure the Council is still able to meet statutory requirements?
  - How will the proposal deliver the benefits outlined?
- [Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

The proposal is to generate an income from the advertising opportunities in the borough. While we have recently awarded contract for our digital on street advertising, we are now looking at other forms of advertising, which are sympathetic to the surroundings and maximise the councils commercial returns;

**1. Street Advertising**

We have a contract with Clear Channel for digital on street advertising that came into effect in April 2019. For the existing contract we earn £175k per year for 15 sites in the borough. £129k of this has been taken as a saving with the remaining £46k contributing to the cost of the Communications Service. We are in discussions with Clear Channel on increasing the number of sites, and they are actively looking at potential sites in Tottenham and in the West of the Borough. Five additional double sided sites would generate £58k, 10 sites £116k. The contract includes provision for us to use these sites for a fixed proportion of the time for Council publicity.

**2. Out of home advertising**

Making use of the assets available to us and the viewability and high footfall locations. The commercial manager has met with a number of providers to understand their offering for the borough, and believes that CP media would be a viable and sound option for the borough. Negotiating a 60% return of revenue for the council approx. £22k in year after deducting implementation and further development costs, with an increase year on year. Potential opportunities include; eight welcome to the borough signs, one roundabout, 40 potential landscape signs, 17 car parks, 130 lampposts banners.

**3. Libraries and Customer services advertising**

Our libraries are an important part of our community, our footfall is high and subsequently these locations have a fantastic reach with high visibility. These locations will be an excellent platform for our local SME's to have an out of home digital platform to promote to the community they serve. Sympathetic advertising on the entrance to our sites will generate an income, which will not only generate a return of revenue for the council - but also generate capital to invest in further screens in additional locations. We have explored a number of options, however, digital advertising screens will deliver the highest return for the council, and also give the communications and libraries service access to promote corporate messages. Potential of £70k savings after deducting costs for implementation and investment for further developments.

**Financial Benefits Summary**

<b>Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
<i>All savings shown on an incremental</i>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>New net additional savings</b>	<b>110</b>	<b>52</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>212</b>

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>

Total Capital Costs	-	-	-	-	-	-
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**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

1. The level of additional income is based on an existing contract. The amounts have been determined on a per site basis. Five additional double sided sites would generate **£58k**, 10 sites £116k. The contract includes provision for us to use these sites for a fixed proportion of the time for Council publicity.

2. CP Media have given a projection of returns based on the assets we hold. We would be looking at a conservative return of **£22k** in year one (this takes into account the cost of the infrastructure in Year 1), with an increase year on year. Additional projected income for Year 2 is **£52k**. It will be the responsibility of the Commercial Manager and the Head of Comms to monitor the contract returns.

3. Packages for display would be dependant on frequency and length of advertising. To ensure that we encourage our local Small and medium-sized enterprises (SMEs) to advertise a cost effective advertising package will be put in place. Working to the library opening times, which is on average of 8 hours a day. Below gives an idea on a proposed rate card and projected returns. 8 hours a day will generate 2,880 advertising slots. It is of the commercial managers opinion, to generate a good return, and making this an affordable out of home advertising platform for our local SME's, we should look at a rate card of £1 per 10 seconds. This has the potential of generating over £2,500 per day, and £360k per annum, but this is based on them being used to full capacity. Therefore a realistic income of **£70k** per annum. However, £40k has been allocated in 19/20 to Libraries therefore incremental income of **£30k** from 20/21 is achievable after deducting costs for implementation and further development for future savings.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	3
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	N/A
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	N		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

1. Current contract in place - negotiations will need to take place with Planning and planning approval will be needed for any new sites.
2. In order to optimise the return of revenue, approval was requested to agree to delivering via direct award through the ESPO framework as a priority.
3. Approval to purchase two screens at £10k - this is to be funded from existing Customer Services Transformation Capital budget.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?  
List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

There is an positive impact the we can also use the sites for council and partners communication. Which can contribute to residents feeling more informed.

**Negative Impacts**

Residents may object to advertising from external agencies in certain areas.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected? List both positive and negative impacts.
<b>Positive Impacts</b>
Provide more opportunities to promote their services.
<b>Negative Impacts</b>
N/A

How does this option ensure the Council is able to meet <b>statutory requirements</b> ?
Keeping residents informed of council services and initiatives.

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
No new sites are identified	M	L	None
No planning approval	H	L	Engage planning as early possible to identify sites

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

**Business Planning / MTFS Options  
2020/21 – 2024/25**

**20/25 - YC11**

<b>Title of Option:</b>	Review of Corporate Centre		
<b>Priority:</b>	Your Council - P5	<b>Responsible Officer:</b>	Joanna Sumner
<b>Affected Service(s) and AD:</b>	Strategy and Communications	<b>Contact / Lead:</b>	Joanna Sumner

**Description of Option:**

- What is the proposal in essence? What is its scope? What will change?
- What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- How does this option ensure the Council is still able to meet statutory requirements?
- How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

We are looking at ways to reconfigure the Corporate Centre in the light of the Local Government Association (LGA) Corporate Peer Review recommendations as set out in their final report published in February 2019. One aspect of this is the recommendation to bring together the teams with skills in policy and strategy, data analysis, and problem solving, which the LGA peers argued, would in itself help to provide better support to the organisation.

There are currently five senior posts leading these teams. The proposal is to reduce the number of senior posts to four. The proposal is also to change find efficiencies through releasing currently vacant posts and to change the way one of the two posts in the Communications team is funded, using flexible capital receipts to fund change-related communications, using a hub and spoke model of management so that the post-holder(s) have a home in the Communications team, but work alongside transformation programme managers and service leads.

**Financial Benefits Summary**

<b>Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
<i>All savings shown on an incremental</i>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>New net additional savings</b>	214	-	-	-	-	214

<b>Capital Implementation Costs</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Capital Costs (flexible capital receipts)</b>	59	-	-	-	-	59



**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

One post in Communications to be funded from transformation resources (flexible capital receipts) represents a saving to the revenue budget of £59k, which is the cost of one PO4 officer, including on-costs.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? <i>(1 = not at all confident; 5 = very confident)</i>	5
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	01/08/2019	Est. completion date for implementation DD/MM/YY	30/11/2019
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	Y		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Minor restructure, which involves deletion of vacant posts. For the post in communications, the proposal represents a change in the funding mechanism.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

This will require a reconfiguration of the corporate centre, which will, in line with the recommendations from the LGA Peer Review, ensure that the Council is fit to face the challenges and opportunities of the next few years.

**Negative Impacts**

Capacity will reduce. The service where capacity is to be reduced is actively involved in the implementation of savings elsewhere in the organisation so there could be an impact on the pace and quality of transformation across the organisation.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

As part of the minor restructure proposed there will be a clear re-statement of the purpose of these services to ensure that reduced resources are most effectively deployed on the organisation's priorities.

**Negative Impacts**

There will be reduced capacity, which may put pressure on remaining members of staff if there is no corresponding reduction in expectations and in workload.

How does this option ensure the Council is able to meet **statutory requirements**?

N/A

**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
Lack of capacity reduces ability to deliver transformation and performance improvement	M	M	ensure that remaining capacity is targeted in the most effective way, and at the organisation's highest priorities.
Dependency on continued use of FCR	H	L	Confirmation required from Corporate Finance

Has the EqIA Screening Tool been completed for this proposal?	Yes
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	NO



**Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- Is any additional investment required in order to deliver the proposal?
- If relevant, how will additional income be generated and how has the amounts been determined?

The savings will be realised through the use of Capital and Capital Receipts to fund certain parts of staff work where it is shown that the work produces tangible assets or is transformational for the Council.

**Delivery Confidence**

At this stage, how confident are you that this option could be delivered and benefits realised as set out? (1 = not at all confident; 5 = very confident)	4
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**Indicative timescale for implementation**

Est. start date for consultation DD/MM/YY	N/A	Est. completion date for implementation DD/MM/YY	01/04/2020
Is there an opportunity for implementation before April 2020? Y/N ; any constraints?	N		

**Implementation Details**

- How will the proposal be implemented? Are any additional resources required?
- Please provide a brief timeline of the implementation phase.
- How will a successful implementation be measured? Which performance indicators are most relevant?

Implementation will be carried out alongside the Finance Business Partner.  
 The proposal will be implemented alongside the new Digital Services restructure. The new structure will provide the resources that will work on capital projects and the means to evidence this work.  
 The timeline starts currently in October, but that means the recruitment begins at that date. The full structure and associated projects will not begin until April.  
 The implementation will be measured through project management style reports about tasks completed against the job functions and checked with the Finance Business Partner to ensure compliance with Capitalisation rules.

**Impact / non-financial benefits and disbenefits**

What is the likely impact on customers and how will negative impacts be mitigated or managed?  
 List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

**Positive Impacts**

To support the new aims of the Council to transform us to a Digital first authority.  
 To provide the necessary IT structure by the prudent allocation of capital resources as appropriate.

**Negative Impacts**

Discussion on funding streams can sometimes have an effect on staff.

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?  
List both positive and negative impacts.

**Positive Impacts**

The implementation of the IT function and the production and implementation of a digital strategy for Haringey is in line with the findings of the recent Peer Review and will be a positive impact for the Council.

**Negative Impacts**

None identified

**How does this option ensure the Council is able to meet statutory requirements?**

This proposal does not target specific statutory requirements however Infrastructure rebuilds provide resilience across the whole authority enabling it to perform it's overall statutory functions and transformation projects support the drive to greater efficiencies.



**Risks and Mitigation**

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

<b>Risk</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Mitigation</b>
The capitalisation of the work is not recognised	M	L	Digital Services will provide evidence as projects are worked on
That sufficient capital receipts are not forthcoming	M	L	Scaling down and re-prioritisation of projects

Has the EqIA Screening Tool been completed for this proposal?	Yes The posts mentioned in this MTFS proposal have been evaluated as part of the IT restructure.
<u>EqIA Screening Tool</u>	
Is a full EqIA required?	No

## Capital MTFS Schedule - Your Council

REF	Revenue Savings Reference	Directorate	Category	Description	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
699		Your Council	Borrowing	P6 - Approved Capital Programme Contingency	4,500	-	-	0	-	4,500
650		Your Council	Self-Financing	Communities first programme	700	700	-	-	-	1,400
651		Your Council	Borrowing	Libraries condition and accessibility works programme	1,230	-	-	-	-	1,230
652	20/25-YC06	Your Council	Borrowing	Libraries - Re-imagining our Libraries offer for a better future	650	-	-	-	-	650
653	20/25-YC12	Your Council	Self-Financing	Capital Support for IT Projects	850	850	850	850	850	4,250
<b>Total</b>					<b>7,930</b>	<b>1,550</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>12,030</b>

## Your Council

**Community First programme 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
650	Communities first programme	0	0	1,400	<b>1,400</b>

During 2019/20 a proof of concept for a new early intervention and prevention service was developed to test an emerging model that is aimed to provide cost avoidance and improved early intervention for our most vulnerable residents. The proposition is that Community First will identify and resolve the root causes of an individual's or household problems. The purpose of the service will be early intervention and resolution through a multi-disciplinary, multi-agency approach to problem solving to help the resident to become more self-sufficient and resilient. The service will tackle the multiple needs of the household in a joined-up way and at an early stage of the potential crisis point. Community First will work collaboratively with the NHS and community assets available within localities to deliver a true early intervention and prevention service aligned to common positive outcomes for the residents. This early intervention should reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes.

The exact sites for the delivery of the Community First programme will be identified in the next stage of work.

**Further remediation of library condition and accessibility issues 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
651	Libraries condition and accessibility works programme	1,230	0	0	<b>1,230</b>

A capital investment programme for libraries is underway with £1.3m allocated to enhance internal library spaces at Wood Green Library and 4 of the 6 branch libraries. When the capital was allocated Muswell Hill and Combes Croft were out of scope of the project due to the Tottenham High Road West scheme including a new Library and Learning Centre to replace Combes Croft and proposals to relocate Muswell Hill library. The Tottenham High Road West scheme has not started yet and relocation of Muswell Hill did not take place, so it is now necessary to include both these libraries in the capital programme to ensure that the condition of the library is comparable with the other branch libraries. In addition, at Muswell Hill there are significant accessibility issues as a core part of the library service - the children's library service - is located on the first floor with no lift and no accessible WCs. Works required include the provision of a new passenger lift in the listed building at Muswell Hill and at Coombes Croft the provision of new furniture and new internal arrangements including new glazed and acoustic screens. Three of the branch libraries - Alexandra Park, Stroud Green & Harringay and Highgate have upper floors that are currently under used, or in the case of Stroud Green and Harringay not used at all. This proposal is to remediate these condition and accessibility issues.

**Re-imagining of our libraries offer 2020/21 – 2024/25**

<b>Scheme Ref.</b>	<b>Scheme Description</b>	<b>Borrowing (£'000)</b>	<b>Other (£'000)</b>	<b>Self-Financing (£'000)</b>	<b>Total (£'000)</b>
652	Libraries - Re-imagining our Libraries offer for a better future	650		0	<b>650</b>

It is proposed that a new Library Strategy is developed that will shape and set the direction of the service for the next 5 years and allow for transparent communication of the vision. The intention is to explore ways of developing library services that are closely aligned to the Borough Plan and places libraries as a key enabler for wider Council agendas including early help and prevention.

Haringey Council are one of the few local authorities nationally that have not closed libraries, reduced opening hours or outsourced or supplemented its work force and core offer with volunteers. We have nine libraries open a total of 520 hours per week and average of 57.8 hours per library. A recent Libraries peer review identified opportunities to explore wider engagement with other council services such as Children's, Adults, economic growth to recognise the physical and social value libraries could add. The proposals align to the Borough Plan with respect to; PEOPLE – Libraries have activities and networks within local communities for social interaction, health & well-being, learning and to nurture all residents to live well and achieve their full potential. PLACE - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities. ECONOMY - Libraries provide safe, welcoming and accessible places providing a range of activities and resources to support and develop strong resilient connected communities; HOUSING - In times of multi occupancy accommodation & overcrowding Libraries provide spaces for people to work, study reflect and socialise. The view is to create community hubs that will enable the locality-based approach to service delivery for other Council departments and partner agencies. These community hubs can act as a key component to achieving our Borough Plan objectives. Revenue can be generated utilising the space in the libraries as part of the wider Community Asset vision to reduce costs elsewhere in the organisation. For example, the successful Connected Communities project is currently operating from Wood Green library and is set to expand to Marcus Garvey library and other libraries at no cost to the project. However, any space taken up by other departments limits the availability of space for external income generation. Therefore, careful mapping of activities across each site will need to be developed to ensure that the space in each building is being used to its full potential. Income can also be generated through partnership opportunities e.g. Police, rental workspace, event hire etc. Changes to how services are delivered will generate savings, for example developing a coordinated opening hours timetable across all the libraries, altering location for staff, coordinating joint services. Developing economy opportunities through job fairs, workspace, pop up events and volunteering opportunities.

**Capitalisation of infrastructure staff 2020/21 – 2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
653	Capital Support for IT Projects	0		4,250	<b>4,250</b>

This budget is for the cost of the staff who support the delivery of programmes/projects that deliver assets that deliver transformation and create savings. These costs will be added to each scheme and the investment will pay for the costs of these staff. These costs will be allocated to projects as part of the business case approval process and inform the calculation of savings.

**Approved Capital Programme Contingency 2021/22-2024/25**

Scheme Ref.	Scheme Description	Borrowing (£'000)	Other (£'000)	Self-Financing (£'000)	Total (£'000)
699	Approved Capital Programme Contingency	4,500			<b>4,500</b>

It is prudent, given the scale of the proposed capital programme that a contingency is budgeted for.

**Yearly Investments**

Your Council	2020/21 Budget (£'000)	2021/22 Budget (£'000)	2022/23 Budget (£'000)	2023/24 Budget (£'000)	2024/25 Budget (£'000)	Total (£'000)
Current Capital Budget	2,080	3,790	1,600	950	0	<b>8,420</b>
New Capital Bids	7,930	1,550	850	850	850	<b>12,030</b>
<b>Total</b>	<b>10,010</b>	<b>5,340</b>	<b>2,450</b>	<b>1,800</b>	<b>850</b>	<b>20,450</b>

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**Report for:** Overview and Scrutiny Committee, 14th January 2020

**Title:** Facilities Management Transition Update

**Report authorised by:** Andrew Meek, Head of Organisational Resilience

**Lead Officer:** Joe McBride, Transition Manager

**Ward(s) affected:** All

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

### **1. Insourcing Policy – Background:**

The publication of the council's Insourcing Policy at Cabinet in October 2019 built on previous commitments in the Haringey Labour Group Manifesto and Council's Borough Plan 2019-2023 to change the way we procure and commission services. The policy places a greater emphasis on how services are delivered and specifically on further developing in-house delivery as the default preferred option.

The Insourcing Policy also supports a range of other manifesto and Borough Plan commitments including our Community Wealth Building approach to economic development. It enhances our ability to keep wealth in the local community, keep public assets in public ownership, offer quality employment opportunities that are accessible to local residents, and create social wealth and enhance community activity.

The Insourcing Policy also has strong links to the following strands of work:

- Procurement Strategy
- Asset Management Plan
- Housing Strategy
- Community Buildings Strategy
- Workforce Strategy
- Economic Development Strategy

Our commitment to insourcing is grounded in the belief that it will allow us to significantly change the shape and size of the organisation. These changes will inevitably help the council to adapt its current infrastructure and organisational capacity over the medium to long term.

## 2. Facilities Management:

Facilities Management (FM) is the organisational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business. It encompasses:

- Repairs, planned maintenance, statutory testing, improvements and minor project works
- Security services, cleansing, mailroom, and other building support services.

In Haringey, the coverage of these services varies according to need, site by site, across the following portfolios of buildings:

- Corporate buildings, including offices and civic buildings
- Operational estates, including depots, mortuary, coroners court,
- Schools and children's centres and other educational/youth provision
- Adult services buildings such as day centres and care homes
- Commercial property, including industrial estates, shops and offices.

## 3. Amey Contract:

In November 2015 the Council let a contract to Amey Community Ltd, for Total Facilities Management (TFM) services. The contract was for a period of five years, with the option to extend for a further two years. Although the contract was due to expire at the end of October 2020, it included an option for the Council to terminate the contract, in whole or in part, by giving six months' notice to Amey.

The current model of provision is not delivering the required level of performance and the originally intended savings have not been delivered. Building User satisfaction with the service is low, and the Client team experience considerable problem driving performance through the contractual levers available. Key concerns included:

- Quality and timeliness of repairs and maintenance.
- Inaction when significant defects are identified in reports.
- Excessive costs for works, or unnecessarily expensive options being proposed for works.
- Works that are commissioned without due attention to quality or basic need.
- Undermanaged sub-contractors.
- Poor performance in relation to cleaning, with end-user complaints that cleaning standards are not enforced.
- Failure to deliver key deliverables required under the contract.

With a clear need for improvement it was concluded that bringing the service back in-house was in the overall interest of the council. Cabinet agreed in July 2019 that



the council would bring the facilities management function back in house to be delivered by a combination of the council and Homes for Haringey (HfH). Formal notice was subsequently provided to Amey in August 2019 to end the contract on 31<sup>st</sup> March 2020.

#### 4. FM Transition Update:

As the transfer of FM services is the council's first insource programme it is clear that the transition needs to be done well and that the experience for staff is positive and as seamless as possible. Delivering a high-quality in-house service from 1<sup>st</sup> April 2020 will ensure consistency for staff and build confidence that insourcing can work for Haringey.

The FM transition programme consists of a number of workstreams across a range of services that are essential to the functioning of both the council and HfH. An overview of the services is included below:

Soft FM (Haringey Council)	Hard FM (Homes for Haringey)
<ul style="list-style-type: none"> <li>• Room bookings / Staff ID</li> <li>• Concierge / handyman portering services</li> <li>• Mail services</li> <li>• Stationery provision</li> <li>• Cleansing services</li> <li>• Security</li> <li>• Building Support Officers (BSO's)</li> </ul>	<ul style="list-style-type: none"> <li>• Routine building inspection</li> <li>• Minor repairs and maintenance</li> <li>• Statutory compliance testing and remedial works</li> <li>• Planned preventative maintenance</li> <li>• Building condition-related works</li> </ul>

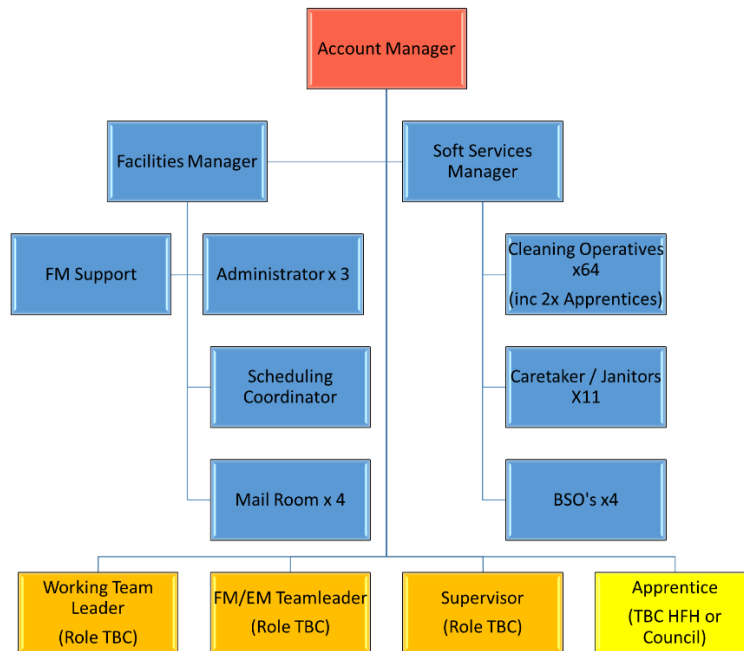
The coverage of these services varies according to need, site by site, across the estate but the functions above incorporate the broader FM service delivery that will be brought in-house next year.

#### 5. HR / TUPE:

Formal TUPE notification was issued to Amey staff on 4<sup>th</sup> November in a letter co-signed by the council and HfH. Amey has subsequently held consultation sessions with affected staff on 7<sup>th</sup> November with council consultation taking place with current Amey staff on December 18<sup>th</sup> ahead in advance of receiving fully Employee Liability Information (ELI) from Amey. Individual consultation meetings will take place with all transferring staff early in the new year.

A total of 106 Amey staff are entitled to TUPE transfer. Of the staff affected, 92 are currently scheduled to transfer to the council and 14 are scheduled to transfer to HfH. These numbers could be subject to minor changes following receipt of the full TUPE information in early January and after detailed consultation with both staff and trade unions. The transition team and relevant senior managers within the incoming services meet with the unions on a monthly basis to update on the project and to address any concerns.

Incoming council staff from 'Soft FM' services are listed below within the current Amey structure:



This structure will be amended to ensure best fit and cohesive integration with existing council services.

**6. Service Design:**

Cabinet decided in July 2019 that the Council should work with HfH and internal services to create a hybrid in-house model for facilities management services. The design of the future insourced FM is crucial to ensuring that the service runs effectively across both organisations.

A key element of the hybrid model selected however is the maintenance of a strong client function for managing and improving performance with internal and external providers. The client function, currently performed by the Corporate Landlord (CL) team, is critical to ensure effective monitoring of the overall FM service.

The diagram below shows the high-level operating model demonstrating where each service will be allocated within the council and HfH:



A further update on the final structure of each function within both organisations will be provided upon receipt of full Employee Liability Information (ELI), consultation has been completed, and transferring staff have been informed of their individual and team reporting lines.

## 7. Client Function:

The FM Commissioning Strategy identified the need for a strong client function with the skills and knowledge to take advantage of modern technology, and a relentless focus on service quality. This requires the transition from a transactional relationship between client and provider, to a strategic partnership approach where FM makes a broad contribution to the goals of the Council.

When FM was transferred to Amey in 2015 the CL function included management oversight of the service as well as day to day liaison and management of Amey. However, a range of factors have contributed to the CL team spending a disproportionate amount of their time on dealing with reactive and operational matters, notably:

- Difficulties with Amey, which have included a general need to “micro-manage” the provider. This has been hugely time consuming and the CL team have demonstrated great resilience and tenacity to make the best of a difficult commercial relationship
- Challenges associated with dealing with an ageing building estate
- A legacy over many years of limited investment in FM due to austerity
- Limited capacity within the CL team

The CL team has been instrumental in ensuring a functioning FM service during a difficult period. However, given the above drain on their time and limited flexibility from the supplier they have been limited in their ability to focus on the Strategic elements of the FM service.

Looking ahead, the bringing back of the service in-house and Homes for Haringey presents an opportunity for CL to redress the balance between day-to-day operational oversight and strategic management.

An ambitious Clienting function within a newly in-housed service would see the CL team playing a critical role in the strategic oversight and performance management of the wider FM service. A list of key future client functions, in liaison with service providers, could include:

1. Budgeting & Investment:
  - a) Identification of investment requirements (capital and operating)
  - b) Prioritisation of the investment based on relevant drivers
  - c) Alignment and negotiation with providers
2. Continuous Improvement:
  - a) Definition of policies and standards
  - b) Drive for Business continuity / readiness
  - c) Identification of potential areas for improvement and plans implementation
3. Performance monitoring and reporting to Senior Management:
  - a) Definition of performance drivers and KPIs
  - b) Liaising with service providers to ensure monitoring / control mechanisms are put in place to enable data collection
  - c) Regular meetings with service providers to discuss performance and identify areas of improvement / follow-up on improvement plans
  - d) Service analytics
  - e) Regular and ad-hoc reporting to relevant Boards
4. Auditing & Compliance:
  - a) Auditing methods and processes to ensure compliance
  - b) Master data re certificates and compliance documentation
5. Integration of the service:
  - a) Governance to gather individual views on parts of the service and compile into a one-service standpoint
  - b) Drive the service's vision and promote it to the service providers
6. Engagement with building related projects:
  - a) Provide support (requirements review to ensure that the project delivers according to the defined policies and standards)
8. **Computer Aided Facilities Management (CAFM) system:**

The implementation of a new property and CAFM system is a critical element of the overall FM insource. It is a key technical system that will underpin the service to allow us to better manage our property and compliance data.

The preferred software identified is the 'Technology Forge (TF), TF Cloud' software system and we aim to procure this software via the government run 'G Cloud Framework'. All estate management information – leases, licences, disposals, valuations and acquisitions etc. – will be managed via this new system resulting in the improvement of key business processes and staff roles and responsibilities that are clearly defined.

Teams from both Haringey and HfH are working together with a specialist consultant to develop a high-level set of requirements, procure the appropriate modules and user licenses, and to develop an appropriate implementation plan to be active and user-ready by 1<sup>st</sup> April 2020.

### **9. Service Improvement and Operational Readiness:**

Overall, there is a substantial opportunity to improve the FM service, and to use technology and investment to improve the estate. Significant capital investment in the Council's buildings provides opportunities in the following areas:

- Modernising buildings can reduce the carbon footprint of the Council, and reduce its energy bills.
- More modern infrastructure should be more reliable, and easier to manage. This in turn should lead to reduced life-cycle costs, and an improved building user experience.
- The use of modern digital systems to monitor infrastructure and systems should provide early warning of problems and therefore an ability to improve preventative maintenance regimes.
- Moving to non-proprietary systems, such as an open-protocol door access system can reduce dependence on individual suppliers, improving the Council's ability to manage its costs.

Realising these benefits requires a strategic approach to facilities management. It also requires a strong client function with the skills and knowledge to take advantage of modern technology, and a relentless focus on service quality. It means moving on from a transactional relationship between client and provide, to a strategic partnership approach where FM makes a broad contribution to the goals of the Council.

While the future and ongoing effectiveness of the FM service is essential to the overall insourcing agenda, the operational readiness of the service for 'day 1' is being planned for as a key priority to aid the smooth transition of the FM service.

A number of workstreams are in place to ensure that the service is both robust and effective as we transition to the hybrid model identified above on 1<sup>st</sup> April 2020:

- **HfH** – A project manager has been recruited to ensure the transition of hard FM services.
- **Health and Safety (H&S)** – Recruitment of a H&S specialist to ensure highest standards of safety within the transitioning services.
- **Cleaning** – Recruitment of a cleaning management specialist to provide technical assistance in defining the scope of the in-house cleaning service and to map out our needs in terms of equipment and consumables.
- **Procurement** – Review of all existing Amey sub-contracts to determine potential novation, absorption of current council and HfH contracts. An examination of existing frameworks will determine where new contracts can be established without the need for formal procurement. Where procurement is required it will be identified and tendered in sufficient time.
- **Stock Condition survey** – A review of all stock within the existing estate will be undertaken to ensure that we have an accurate inventory of assets and that we meet all compliance standards as appropriate.
- **Communications** – A communications plan is in place to ensure that all staff are notified of the incoming transfer, any existing Amey signage and key information is amended, and that uniforms and equipment are issued to Haringey / HfH design.

Light touch comms to staff pre-transition with more emphasis via Harinet and other channels mid-March.

- Updates via Team Brief (Manager's Cascade): 19<sup>th</sup> February / 18<sup>th</sup> March 2020
- In Haringey Staff Newsletter: 23<sup>rd</sup> January / 27<sup>th</sup> February. More detailed update and welcome to incoming staff on 26<sup>th</sup> March
- Focus on Insourcing and FM services in CE Weekly Update Monday 30<sup>th</sup> March.
- Key messaging to feature prominently on Harinet ahead of the transition.

External communications and corporate messaging will be considered in advance of the transition.

## 10. Key Milestones:

Milestone	Timescale
Notice to Amey	16/8/19
Service Design, Planning & Staff Engagement	Ongoing
Final TUPE list / details	30/11/19
Consultation with Amey staff	9/12/19
Payroll ready for service take-on	29/2/20
System tested and ready	29/2/20
FM Services go-live	31/3/20
Exit contract	31/3/20

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**Report for:** Overview and Scrutiny Committee – 14 January 2020

**Title:** Scrutiny Review on SEND

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

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

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

- 1.1 Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The Committee may:
- (a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
  - (b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
  - (c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.
- 1.2 In this context, the Overview and Scrutiny Committee on 17 July 2017 agreed to set up a review project to look at Child Friendly Haringey.

## 2. Cabinet Member Introduction

N/A

## 3. Recommendations

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

## 4. Reasons for decision

- 4.1 The Committee is requested to approve the report and the recommendations within it so that it may be submitted to Cabinet for response.

## 5. Alternative options considered

- 5.1 The Committee could decide not to agree the report and its recommendations, which would mean that it could not be referred to Cabinet for response.

**6. Background information**

- 6.1 The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.7 of the report.

**7. Contribution to strategic outcomes**

- 7.1 This review relates to Corporate Plan Priority 1 – “Enable every child and young person to have the best start in life, with high quality education”.

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

**Finance and Procurement**

- 8.1 The provision for the SEND support is primarily from the DSG High needs block. Haringey’s High Needs Block is currently reporting a c£3.5m pressure against current year allocations (£7.7m total including prior year reserve shortfalls)
- 8.2 The number of children requiring SEND support has consistently fallen in the past 10 years and is forecast to continue on that trend over the next 10 years. Actual spend has however risen over the period.
- 8.3 The report and its recommendations does not itself present additional financial risk. The implementation of these recommendations, if adopted, will be reviewed and any significant implications assessed.

**Legal**

- 8.4 Under Section 9F Local Government Act 2000 (“The Act”), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions. Overview and Scrutiny Committee also have the powers to make reports or recommendations to the executive or to the authority on matters which affect the authority’s area or the inhabitants of its area. Under Section 9FA of the Act, Overview and Scrutiny Committee has the power to appoint a sub-committee to assist with the discharge of its scrutiny functions. Such sub-committee may not discharge any functions other than those conferred on it.
- 8.5 Pursuant to the above provisions, Overview and Scrutiny Committee has establish Scrutiny Review Panels of which the Children and Young People’s Scrutiny Panel is one, to discharge on its behalf, defined scrutiny functions. On the request from Overview and Scrutiny Committee, Children and Young People’s Scrutiny Panel has undertaken a review on support for Children from Refugee families. In accordance with the Council’s Constitution, the Panel must

refer the outcome of its review to Overview and Scrutiny Committee for consideration and approval.

- 8.6 The remit of the Scrutiny Panel's review is defined in the terms of reference set out in the review report. The Scrutiny Panel should keep to the terms of reference and ensure that its findings and recommendations are based on good evidence, accord with good practice and are reasonable and rational

### **Equality**

- 8.7 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 8.8 The Panel has aimed to consider these duties within this review and, in particular;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services and fair representation of all groups within Haringey;
  - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

## **9. Use of Appendices**

Appendix A: Draft report of Scrutiny Review on SEND

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

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# Scrutiny Review: Special Education Needs

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

2019/20

Panel Membership	Cllr Erdal Dogan (Chair)
	Cllr Dana Carlin
	Cllr James Chiriyankandath
	Cllr Julie Davies
	Cllr Josh Dixon
	Cllr Mike Hakata
	Cllr Tammy Palmer
	Mark Chapman (Co-opted member)
	Lucin Davi (Co-opted member)
	Yvonne Denny (Co-opted member)
	Lourdes Keever (Co-opted member)

Support Officer: Robert Mack, Principal Scrutiny Support Officer

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

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3. Identification and Support for SEND	13.
4. Views of Parents and Carers	17.
5. Health and Well-Being	21.
6. Schools and Education	24.

## CHAIR'S FOREWORD

This review was set up in response to increasing levels of concern amongst parents and carers regarding support for children and young people with SEND. It is a large and complex area of policy though and we therefore focussed our attention primarily on Social, Emotional and Mental Health (SEMH) needs and autism in order to ensure a manageable scope.

We were concerned at the long delays for diagnosis and treatment. Action has been taken to address and mitigate these those, which is very welcome. However, the delays are likely to continue despite the progress made due to ongoing pressures within the NHS. There are also long delays in obtaining Education, Health and Care (EHC) plans and, whilst encouraging has also been made in reducing these, there is still a way to go and improvement needs to be maintained.

Our biggest area of concern was the increasing level of exclusions of children at SEN support stage, which can be exacerbated by delays in obtaining EHC Plans. Schools are finding it increasingly difficult to continue to accommodate pupils with SEN who have behavioural issues. This is due to the budgetary pressures that schools have been facing, which have led to reductions in the support available for pupils with SEN. Our schools are in danger of becoming less inclusive because of this. It is therefore imperative that action is taken swiftly to address these issues, particularly in view of the long term negative implications of being excluded from school. Good and local alternative provision is needed that meets the needs of schools. In addition, more early intervention has the potential to produce better outcomes and reduce long term costs. It is also very important that there is good and effective partnership working between the Council, schools and NHS services.

Much is demanded of parents and carers. There is a considerable burden of paperwork that is placed on them and they are increasingly having to battle to obtain the support that their children need. There is a welcome aspiration to engage and involve them in planning and developing services. However, the demands of looking after children with SEND are considerable which can make it very difficult for many to be actively involved. Flexible and imaginative ways of engaging parents and carers therefore need to be found.

Co-production with parents and carers and a collaborative approach should now be being followed in the design, planning and development and of services. There needs to be a shared understanding of what this means in practice and for it to be fully embedded. We would expect that the response to our recommendations to follow such principles to share these principles. .

The Panel would like to thank all of the people who came along and shared their views and experiences with them. We hope that our recommendations assist with making improvements.

Cllr Erdal Dogan  
Chair

## RECOMMENDATIONS:

### *EHC Plans*

1. That the reduction of waiting times for EHC Plans continues to be prioritised and that progress is closely monitored with regular reports provided in performance information provided to the Cabinet Member for Children and Families and to the Panel. *(Para 3.15)*
2. That an appropriate tracking system for EHC plans be developed to ensure that the families and carers can be kept up-to-date with progress. *(3.16)*
3. That a process be developed for a follow up audit of children who are turned down for an EHC Plan in order to confirm that support needs are being met and no additional interventions are required. *(3.17)*
4. That, in the event of an assessment by an educational psychologist not being undertaken within the time limit for an EHC Plan, any independent assessments by a duly qualified educational psychologist that are commissioned directly by schools be accepted by the Council and schools reimbursed for the cost. *(3.21)*

### *Parental Involvement*

5. That further work be undertaken by the SEND Service with parent and carer representatives and NHS partners to develop a shared understanding and vision of co-production and ensure that it is embedded fully in all relevant processes. *(4.7)*
6. That, as part of the development of a new parent carer forum for the borough, new and innovative ways of involvement and engagement with parents and carers of children with SEND be developed in consultation with organisations with specific experience and expertise in engagement of service users. *(4.16)*

### *SEND Transport*

7. That the Children and Young People's Service be requested to submit regular updates on progress with the implementation of improvements in SEND transport to the Panel. *(4.17)*

### *Therapies*

8. That a suitable "Invest to Save" proposal be developed to improve access to therapies for children and young people with send and, in particular, provide them in mainstream settings. *(5.12)*

### *Inclusion*

9. That the Council seeks to establish how it can best work with schools to address the current pressures facing them in supporting pupils with SEN in mainstream settings and, in addition, continues to hold them to account for effective inclusive practice. *(6.20)*



*Alternative Provision*

10. That the current review of AP be expedited without delay, with firm recommendations and a clear action plan that address the lack of suitable in-borough provision for children with SEMH, the future model for the PRU and the re-location of the Tuition Centre. (6.23)

*Transition*

11. That proposals be developed for expanding the enhanced transition arrangements for vulnerable children moving from primary to secondary school that have been piloted within the borough. (6.28)

*Special Schools*

12. That the Council undertakes specific work with special and mainstream schools within the borough to develop close and structured co-operation and, in particular, special schools that provide places for pupils with a diagnosis of autism. (6.36)

*Partnership Working*

13. That, as good partnership practice and to ensure that all relevant issues are considered, the views of all SEND partners be routinely sought when significant changes are proposed to support and provision for children and young people with SEND. (6.38)

*Work Placements*

14. That a strategy be developed between the Council and schools to improve opportunities for work experience placements for young people with SEND. (6.40)

## 1. Background

### *Introduction*

- 1.1 As part of its work plan for 2018/9, the Overview and Scrutiny Committee agreed to set up a review that focussed on the how the needs of children and young people with special educational needs and disability (SEND) were being met. The issue had become a matter of concern for a number of reasons:
- SEND children can often find difficulty in accessing services due to stretched Council budgets or lack of clarity on how parents can access services;
  - 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;
  - 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;
  - 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.
- 1.2 The Committee was mindful that SEND is a complex and wide ranging policy area. It was felt that the review was most likely to be effective if it focussed on a specific aspect of SEND. It therefore decided to look at the role and effectiveness of the current service children and young people with Social, Emotional and Mental Health (SEMH) issues and autism receive.
- 1.3 The review aimed to establish:
- What were the experiences of parents with SEMH and autistic children in trying to access support for their children?
  - What were the waiting times for parents requesting an assessment, obtaining a diagnosis and receiving the extra support required?
  - What were the outcomes of children with SEMH and autism in relation to their diagnoses?
  - What were the challenges parents faced in obtaining Education, Health and Care (EHC) plans?
  - How many children currently had a statement or EHC plan and how many applied for it? What were the rejection rates of children trying to obtain an EHC plan and what were the reasons?

### *Scope/Terms of Reference*

- 1.4 The terms of reference that were approved for the review were as follows:

“To consider and make recommendations to the Council’s Cabinet on the effectiveness of the care pathway for SEMH and autistic children, where blockages occur and how outcomes might be improved.”

### *Sources of Evidence:*

1.5 Sources of evidence were:

- Interviews with officers from the Council, partner organisations, schools and parent and carer groups;
- Research and policy documentation; and
- Performance information.

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

*Membership*

1.7 Although the review was commissioned in 2018/19, it completed its work on 2019/20. As a result of this, there were some small changes in the membership of the Panel.

1.8 The membership of the Panel was as follows:

2018/19:

Councillors: Mehir Demir (Chair), Josh Dixon, Tammy Palmer, Dana Carlin, James Chiriyankandath, Julie Davies and Khaled Moyeed  
Co-opted Members: Mark Chapman and Luci Davin (Parent Governor representatives), Yvonne Denny (Church representative)

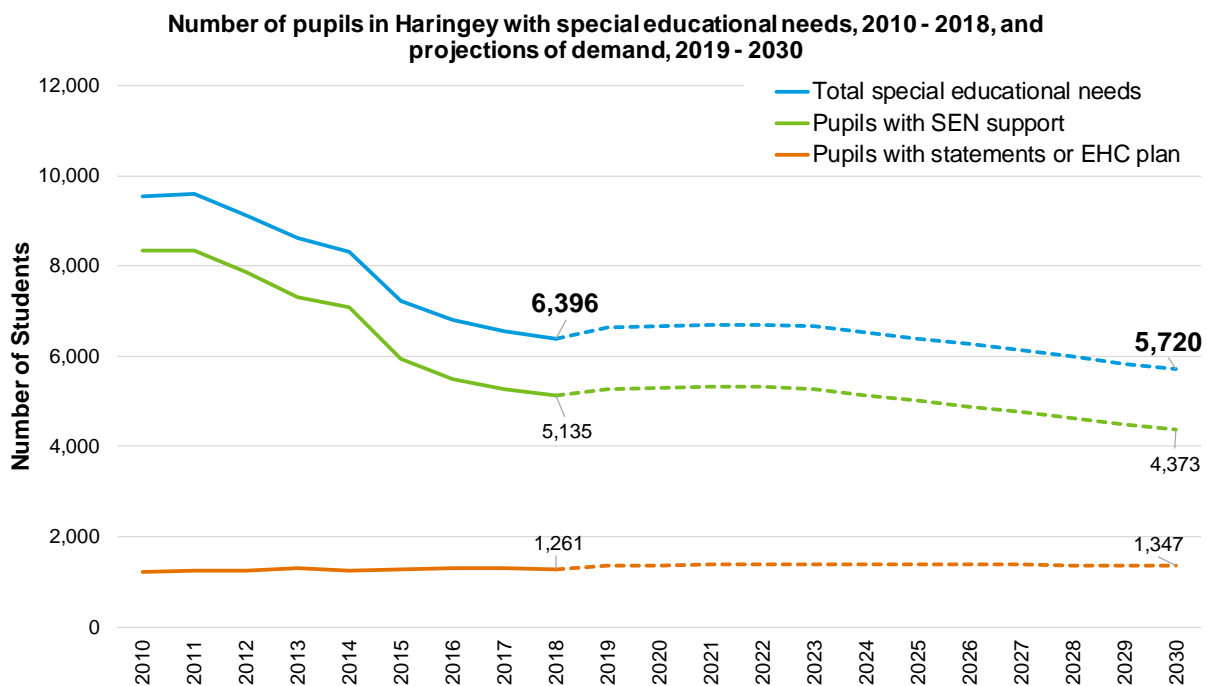
2019/20:

Councillors: Erdal Dogan (Chair), Josh Dixon, Tammy Palmer, Dana Carlin, James Chiriyankandath, Julie Davies and Khaled Moyeed  
Co-opted Members: Mark Chapman (Parent Governor representative), Luci Davin and Lourdes Keever (Parent Governor representative).

## 2. Introduction

### Statistics

- 2.1 In 2017, the Council’s Public Health Service had undertaken a needs assessment of children and adults which contained a range of relevant information regarding Special Educational Needs (SEN) and autism:
- The percentage of school age pupils with SEN in Haringey showed a downward trend but was higher than the London and England averages (16% compared to 14%);
  - Haringey had the fifth largest proportion of secondary school pupils in London with SEN and the third largest that had an EHC Plan. This compared with 19th for primary; and
  - The rate of those with autism was higher at 17 children per 1,000 pupils compared to a London average of 14 per 1,000.
- 2.2 There were 6,396 children with SEN in Haringey schools or 15% of students in January 2018. The rate across London ranges between 15% and 20%. There has been a decrease in the percentage of those with SEN in Haringey from 22% to 12% since 2010. There had previously an over identification, which was due to student mobility and English as a second language needs. If current trends continue, the projected total number of students with SEN in Haringey in 2030 will be 5,720.



**Note:** These projections rely on the following assumptions: Students with statements of EHC plans is modelled as a linear trend. SEN support is modelled as a logarithmic trend, except where that trend would suggest an increase in prevalence of SEN Support. Total pupils estimated at Haringey residents aged 5-17.

**Source:** Department for Education SEN figures (2018), GLA 2016 Housing led mid year population estimates

- 2.3 Schools are expected to provide support to pupils with SEN. If the level of support necessary is more than the school can provide, an EHC Plan can be applied for. There are 5,135 children at SEN support in Haringey schools (i.e. supported just

by schools), which is in line with national average. The majority of needs are language and behaviour. This number has also gone down in recent years and is projected to go down to 4,373 by 2030 should current trends continue.

- 2.4 The percentage of pupils with statements or EHC plans has remained steady over a number of years at just over 3% of Haringey students. The position in Haringey is contrary to the national trend where data published by the DfE shows that the number of children and young people with an EHC Plan rose from 240,000 to 320,000 between 2014-15 and 2017-18, an increase of 33%. In London, the trajectory has been almost identical, with an increase from 41,000 children and young people to 54,000, representing an increase of 31%.
- 2.5 There are approximately 40 referrals for EHC Plan assessments per month to the Council. Of these, approximately 78% are agreed to progress as an assessment. If not agreed, children are supported at SEN support in school. Some of these may come back for an assessment at a later stage.
- 2.6 56% of children with SEN in Haringey attend primary schools and 35% attend secondary schools. 8% attend special schools with the remaining students attending mainstream schools in the borough, which is significantly lower than the national percentage but not significantly different to the London average.

#### *Autism*

- 2.7 It is estimated that around 2,100 Haringey residents aged 14 and over have autism, including adults. Of these, 680 are estimated to be between 14-25. 204 children and young people with autism are attending primary and secondary local mainstream schools at SEN Support. In addition, 324 young people aged 14-25 have EHC Plans.

#### *Current Projects*

- 2.8 The Panel noted current that there were a range of projects being undertaken that aimed to develop local services and meet the needs of children and young people with SEN:
- A review of school exclusions and alternative provision (AP) by the Council's Corporate Development Unit;
  - The Clinical Commissioning Group (CCG) was undertaking a project to transform CAMHS (Child and Adolescent Mental Health Services) to reduce waiting times and increase access;
  - The Council's SEND service and the CCG were reviewing therapies for Speech and Language Services and Occupational Therapy;
  - The autism pathway was being jointly reviewed by the CCG, Whittington Health and the Tavistock;
  - Work was being done to improve EHC Plan quality and timeliness; and
  - Improving transitions was being looked at by the 'Moving On' co-production transitions group, Local Authority SEND team and Adult Services.
- 2.9 The Panel noted the areas relating to SEND in which Haringey appeared to be performing well:

- Children did better than the national average at school and 99% of mainstream and special schools were rated good or outstanding;
- The early years services were well established and achieved good outcomes;
- There was an effective SEND Information, Advice and Support Service for families and children. There was also a good local offer website;
- Advisory teacher services were well respected and also provided services to other boroughs;
- The educational psychology services were knowledgeable and schools wanted to buy in their services;
- Parents were engaged through a range of groups; and
- There were strong providers in the borough to support families.

2.10 Haringey children perform at least as well as SEND children in neighbouring boroughs at school. Better measures of improvement have been developed and it was hoped that these will provide more accurate data in the due course.

#### *Autism Needs Assessment*

2.11 The Panel noted the following progress that had been made in addressing issues raised in the autism needs assessment that was undertaken by the Council's Public Health service in 2017:

- Waiting times for diagnosis: Waiting times for diagnosis by consultant paediatricians are approximately 15 months at the Child Development Centre (CDC). The CCG and Whittington health were looking at waiting times to see how the Multi-Disciplinary Team required for the diagnosis could see children more quickly;
- Improving the education offer for people with high functioning autism: The Council and Heartlands Community School have opened a Free Special School called The Grove for children with high functioning autism;
- Waiting times for CAMHS services: The Council has been successful in a mental health Trailblazer bid to increase schools skills in identifying and managing children's mental health needs;
- Managing behaviour at home and at school for children with Autism: The CCG and education are working to develop a specialist service called 'positive behaviour services' to support children at home and school;
- Improving the post 16 education offer for all children, including those with Autism: The Council has opened a new post 16 setting called Riverside learning centre. There are also an increased number of places at Haringey 6th form Centre.

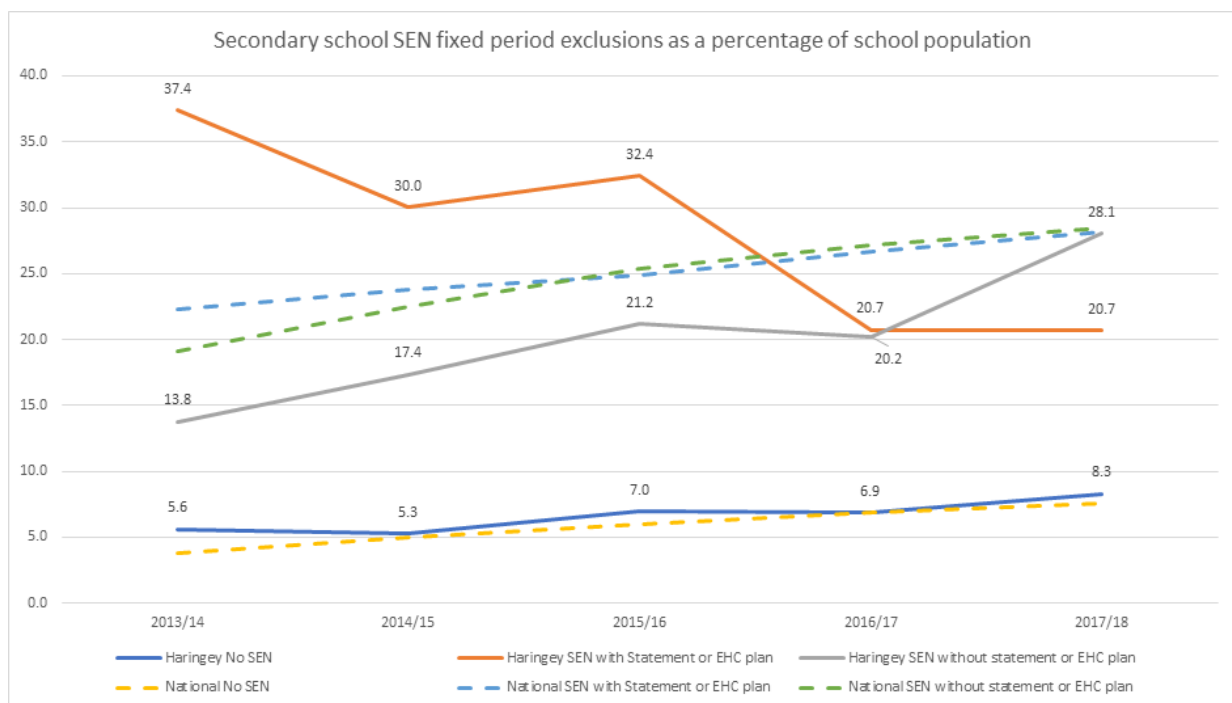
#### *School Exclusions*

2.12 Children with SEN can be at particular risk from exclusion and it is known from local and national reviews that this this can be as a consequence of their SEN. Exclusions are normally for a fixed period of time but can be permanent in certain circumstances. Schools are required to show how they will ensure that educational needs will be met when exclusions take place. Schools contact the SEN team for support from advisory teachers or for discussions around additional support if the child has an EHC Plan. A "team around the child" meeting can be

called or an emergency annual review arranged. This may lead to the child attending AP for a short time or a change in school. In some cases, a special school can be considered.

2.13 Permanent exclusions must be agreed by the school governing body as well as the Headteacher. The family can ask a SEN expert to be present at a meeting with the school in order to ensure that a child is not being excluded for issues related to their disability. If a permanent exclusion occurs, the local authority is responsible for ensuring that the child is accessing an AP education offer.

2.14 Statutory guidance on school exclusions published by the Department for Education in 2012 stated that Headteacher should, as far as possible, avoid excluding any pupil with a statement of special educational need. This was updated in 2017 to refer to EHC Plans rather than statements. Since the issuing of the above-mentioned guidance, the rate of fixed term exclusions (FTEs) has gone down significantly in Haringey for those with an EHC Plan. At the same time, FTEs for children and young people with SEN who do not have a statement or plan have increased significantly. This pattern does not appear to mirror the national position where the percentage of FTEs for children and young people with and without EHC Plans have both increased. The number of permanent exclusions within Haringey schools is extremely low and it is difficult to determine any specific patterns from figures for these.



2.15 The table below shows the number in the 2016-17 academic year broken down by primary SEN type (the pupil's main SEN category). It includes all those who are either receiving SEN support or have an EHC Plan. It shows the population of Haringey secondary school pupils as a comparison. The figure for FTE is the number of exclusions, not the number of pupils.



	Primary SEN type	Population secondary schools	% secondary population	Number of FTEs in 2016-17	% of FTEs 2016-17
No SEN	No SEN	11295	85%	855	72%
ASD	Autistic Spectrum Disorder	200	2%	17	1%
HI	Hearing Impairment	27	0%	1	0%
MLD	Moderate Learning Difficulty	405	3%	33	3%
MSI	Multisensory impairment	6	0%		0%
NSA	No Specialist assessment	55	0%	12	1%
OTH	Other	54	0%	2	0%
PD	Physical Disability	24	0%		0%
PMLD	Profound and multiple learning difficulty	2	0%		0%
SEMH	Social, emotional and mental health	480	4%	196	16%
SLCN	Speech, language and communication needs	300	2%	41	3%
SLD	Severe learning difficulty	6	0%		0%
SPLD	Specific Learning difficulties	418	3%	35	3%
VI	Visual Impairment	15	0%	1	0%

2.16 85% of Haringey secondary pupils have no SEN and 72% of FTEs in 2016-17 were for pupils who were not SEN. The main difference is for pupils with SEMH, of which 4% of secondary pupils were classified but contributed 16% of all FTEs in 2016-17. There was no evidence of a higher level of risk of exclusion for children and young people with autism.



### 3. Identification and Support for SEN

#### *Identification*

- 3.1 Children with SEN can be identified before they start school. Children with complex needs are identified from birth. Referrals are made to health visitors and the CDC, which has consultant paediatricians, therapists and specialist health visitors. The needs of children with developmental delays not apparent from birth can be identified through the healthy child programme, checks and referrals made to speech and language, occupational therapy, physiotherapy or the CDC.

#### *Referrals*

- 3.2 Referrals can be made to a range of local therapies, such as speech and language therapy (SLT), physiotherapy and Occupational Therapy (OT). Children can also be referred to the Integrated Additional Services panel (IAS), which is a multi-agency panel of health, education and social care representatives. The types of services that are allocated by the Panel include:
- “Portage” home intervention service;
  - Short respite breaks;
  - Educational psychology assessments;
  - Specialist nursery places; and
  - Support from the Area Inclusion Officers in nursery or nursery inclusion top ups, which provide additional money for nurseries to meet children’s needs.

#### *Meeting Needs at Nursery and Home*

- 3.3 Therapists and educational psychologists see children at nursery and at home. Nurseries are trained and supported to identify needs by the Area Special Educational Needs Coordinators (SENCOs) and therapists. Some nurseries have specialist Early Support places and there are 54 of these across 8 nurseries. Others can apply for inclusion top up and there are currently 99 children supported through this. Complex children can also be seen at home and community clinics by Portage Services and therapists. There is a home visiting service run by the SLT service for the most complex children and a range of specialist interventions for children with severe language needs. The interventions that take place help the service to identify children who need an EHC Plan to be ready for transfer to school in reception.
- 3.4 There are around 40 children with an EHC Plan initiated each year at pre-school. Pre-school referrals are not refused if children meet early support criteria and those referred are often known to need an EHC Plan as they have received a high top up from the inclusion budget. Those with inclusion top up to a moderate level may not need an EHC Plan at this stage.

#### *School Aged Children*

- 3.5 When children reach school age, their needs are expected to be met by schools. There is an active schools SENCo forum and training offer run by advisory teachers to support schools in identifying and meeting the needs of children with

SEND. Schools may screen children for difficulties and then refer them for therapies. Advisory teachers and clinical psychology service provide services following a diagnosis. Educational Psychology services are traded interventions so schools need to buy them in. 58 of 72 schools buy their Educational Psychology services from Haringey. Some academy chains have their own in-house provision. Assessment for an EHC Plan is not traded.

- 3.6 The most common primary needs among pupils in primary schools in Haringey are Speech, Language and Communications Needs (40%) and Moderate Learning Difficulty (15%). The most common primary needs among pupils in secondary schools are Social, Emotional and Mental Health (24%) and Specific (20%) and Moderate (20%) Learning Difficulty. The most common primary need among students in special schools is Autistic Spectrum Disorder (ASD) (51%).
- 3.7 On average 50 young people are accepted by CAMHS for a service per month due to emotional disorders expressed as either anxiety or depression or in their behaviour. Referrals to services may be due to language delay affecting curriculum access, behaviour, anxiety, difficulties with socialisation, poor progress in accessing the curriculum or physical access difficulties not otherwise covered. All services seek to meet needs within schools, although CAMHS also offers appointments at St Ann's Hospital.
- 3.8 Thresholds for an EHC Plan were set through a multi-agency working party in 2014, including parents, and then reviewed and lowered in 2018 following further consideration as they were considered to be too high. EHC Plan assessment is dependent on the educational impact of difficulties and not the diagnosis. Parents are informed whether there is agreement to progress to an EHC Plan assessment within 6 weeks in 96% of cases.
- 3.9 The number of children in Haringey with an EHC plan is 1,928, which represents 3.0% of the local population. This compares to a national average of 3.0-3.1%. Of these, 747 have autism and 179 have SEMH.
- 3.10 There are a small number of young people who are mental health in-patients. In such circumstances, an EHC Plan might be required due to the disruption in schooling. In addition, there are also around 250 children and young people who are home schooled and this includes 20 who have an EHC Plan.

#### *Waiting Times for EHC Plans*

- 3.11 The percentage of EHC plans finalised within 20 weeks in Haringey is variable, ranging from 45% to 63%. The target for issuing a plan is 20 weeks and is a statutory duty. Meeting the target is a challenge for all local authorities. The national average is 65%. The reasons for delays are:
- Increased volumes of assessments requested and the challenges this has presented to schools and partners; and
  - The time taken by Council staff to write the plans with families.
- 3.12 In order to address delays, the following has been done:

- Processes have been changed to increase the involvement of schools in writing some aspects of the plans with families;
- Capacity has been increased in therapies such as OT to support the assessment process;
- The structure of the service has been reviewed so that there were fewer handovers between staff and the process is smoother; and
- The size of the team has been increased to support the improved processes.

3.13 The key issue is felt to be how much over 20 weeks people were waiting. The average is currently 11 weeks. The Panel noted that thresholds in Haringey are slightly lower than elsewhere. It also noted that delays with plans resulted in two complaints against the Council being upheld by the Ombudsman in 2018-19.

3.14 Changes have recently been made to the way in which plans are put together and there are new staff involved in the process. The number of plans that are completed within the 20 weeks target has increased substantially and there are now fewer concerns regarding delays. Increases in staffing and increased funding for therapies and, in particular, occupational therapy have contributed to this. However, further work is required to increase access to clinical medical officers and improve the timeliness of annual reviews.

3.15 The Panel feels that it is important that the focus on reducing waiting times for EHD plans is maintained so that the recent progress continues. It therefore recommends that this continues to be prioritised and closely monitored and that regular updates on progress be provided to both the Cabinet Member for Children and Families and the Panel.

***Recommendation:***

**That the reduction of waiting times for EHC Plans continues to be prioritised and that progress is closely monitored with regular reports provided in performance information provided to the Cabinet Member for Children and Families and to the Panel.**

3.16 Parents now have greater confidence in the process but work also needs to be done to improve communication with them. Currently, they can contact EHC caseworkers if they wish to be updated on progress but the Panel is of the view that parents should routinely be kept informed on the stage within the process that plans have reached. A proactive approach such as this will help to improve communication with parents and provide reassurance that progress is being made with the development of plans. It therefore recommends that an appropriate tracking system for EHC plans be developed to ensure that the families and carers are up-to-date with the progress of their application.

***Recommendation:***

**That an appropriate tracking system for EHC plans be developed to ensure that the families and carers can be kept up-to-date with progress.**

- 3.17 The Panel noted that 78% of requests for EHC Plans are agreed. There is currently no specific audit or follow up on individual children where there is no agreement to progress to an EHC Plan to see if this was the right decision though. Evidence was received from schools that children who had been turned down for EHC Plans could begin to struggle. The Panel is of the view that a follow up audit of children who were turned down for an EHC Plan could be of benefit by providing a check to see if support needs were being met. Such an audit could facilitate interventions if necessary, including progression to an EHC Plan.

***Recommendation:***

**That a process be developed for a follow up audit of children who are turned down for an EHC Plan in order to confirm that support needs are being met and no additional interventions are required.**

*Educational Psychology*

- 3.18 Schools that the Panel received evidence from highlighted long waits for support from the educational psychology service. Mr Scotchbrook, the Headteacher of South Haringay School, stated that access and the variable quality were particular issues. His school had 13 children waiting to see an educational psychologist. The need for such support was critical in the case of six of these children. He felt that the Educational Psychology service did not have the capacity to deal with current demand. They currently only provided four days of support for schools in a year. The school had had tried to buy in extra support but this had been challenging to arrange. The lack of provision was causing delays in getting an EHC Plan. He also highlighted very long delays for appointments with the CDC and speech and language therapy.
- 3.19 Ms Robinson, the Headteacher of Woodside High School, reported that schools could pay for private educational psychology assessments in order to speed up an EHC Plan process but such assessments might not necessarily be accepted by the Council.
- 3.20 Paragraph 9.49 of the SEND Code of Practice states that advice and information must be sought as follows: *“psychological advice and information from an educational psychologist who should normally be employed or commissioned by the local authority.”* Whilst this states that the expectation is that the educational psychologist should be employed or commissioned by the local authority, it does not appear to preclude the use of ones commissioned by schools providing advice and information.
- 3.21 The Panel is concerned that schools are sometimes being placed in a position whereby they feel that they have no alternative but to pay for their own assessments. It was noted that the SEND Service is now almost fully staffed. In particular, there is now a full complement of educational psychologists, which should assist in reducing waiting times. It is nevertheless of the view that, in the event of an assessment by an educational psychologist not being undertaken within the relevant time limit, any independent assessments commissioned directly by schools should be accepted by the Council. In such circumstances, schools should be reimbursed for the cost of this.

***Recommendation:***

**That, in the event of an assessment by an educational psychologist not being undertaken within the time limit for an EHC Plan, any independent assessments by a duly qualified educational psychologist that are commissioned directly by schools be accepted by the Council and schools reimbursed for the cost.**

## 4. Views of Parents and Carers

### *Introduction*

- 4.1 The Panel listened to the views of a number of parents of children and young people with SEN regarding the support that they received. As part of this, the Panel heard from Haringey Involve, who were the official parent carer forum for the borough. Parent carer forums have been set up in most local authority areas of England, with help from the Department for Education, who provide a small grant to them and fund a team at “Contact” to support them. Their function is to work with professionals to help improve services.

### *Haringey Involve*

- 4.2 Haringey Involve reported that represented the voice of parents and carers of children and young people with SEND within the borough. The government had recognised that their voices were often not being heard and so had provided funding for local groups to be developed. There was also a National Network of Parent Carer Forums. Haringey Involve currently had approximately 100 members but not many of these were active. They acknowledged that not all parents or carers would necessarily be aware of their existence. They were not a support group but undertook consultations with parents and carers and influenced policy. Co-production is a key part of how the parent groups work. It is based on the principle that parents and carers should take a proactive role and participate in the planning, design and development of services.

### *sendPACT*

- 4.3 Evidence was also received from sendPACT, who are another local parent group. They felt that there was a tendency for decision makers to listen more to officers than parents and carers. Involving parents was beneficial and could help to make services more cost effective. Co-production involved parents and carers in a meaningful way and was not just a “box ticking” exercise. Parents and carers had been involved in the recent work that had taken place on transition to adult services but the new autism pathway had been developed by Haringey CCG without reference to them.
- 4.4 Haringey Involve stated that it was important that parents and carers were involved at all stages of work. There was a tendency to involve them in consultations but not decision making. They felt that there needed to be participation as well as involvement. Whilst the Panel’s work on autism and SEMH was welcome, she felt that there was also a particular need for support for children with ADHD to be looked at in detail.

### *Co-production*

- 4.5 The Panel noted that co-production project groups were currently looking at the following:
- EHC plan thresholds and template;



- Information, advice and support for transition;
- Direct Payments policy;
- Transitions policy and information on transitions; and
- Mental health providers.

4.6 There are also a number of areas where further co-production is planned including communication, overnight respite, travel and transport and therapies.

4.7 The Panel has noted the view of parents and carer representatives, both as part of the review and in other recent scrutiny exercises, that the current level of co-production is limited in scope. Co-production was introduced as part of the SEND reforms that were implemented in 2014, so it is a relatively new concept. Further work may therefore be required to develop a shared understanding of what it entails and to ensure that it is fully embedded in all processes within the SEND Service. This should be based on best practice from elsewhere.

***Recommendation:***

**That further work be undertaken by the SEND Service with parent and carer representatives and NHS partners to develop a shared understanding and vision of co-production and ensure that it is embedded fully in all relevant processes.**

*Support*

4.8 Parent and carer representatives commented on the support that children and young people received as follows:

- It could be a battle for parents and carers to obtain support and obtain an EHC Plan;
- They were required to deal with a high volume of paperwork, which could be very time consuming. In particular, EHC Plans have to be reviewed every year, which took up a lot of time and resources and could be stressful for parents;
- Support for children in mainstream schools needed to be sufficiently proficient for it to be successful. The quality of support was variable;
- Issues at school could be considered to be just behavioural rather than SEN. Inclusion was welcome but mainstream schools had to be able to meet the needs of children. Special schools could at least be relied upon to have a basic knowledge of conditions;
- Transport was a major issue. The number of buses had been reduced from eight to five. The form that was required to be completed by parents and carers had caused considerable stress to many parents;
- Out of school activities were very welcome but there was a lack of them in Haringey;
- Being a parent of a child or young person with SEN was very stressful. There was particular concern regarding what might happen to their child if they became unwell;
- Speech and language therapy (SLT) were very important but could be difficult to access;
- There was a need to consult with parents and carers of both high and low functioning children and young people with autism;

- It could be difficult for high functioning children with autism to access support. A lack of support in school could lead to them being stigmatised as having behavioural problems;
- Low functioning children and young people with autism often needed support on a 24/7 basis;
- It was important that investment was made in early intervention as this could save considerable amounts of money later on. For example, lack of support could increase the risk of children coming into contact with the criminal justice system when they became older, which had considerable cost implications;
- SendPACT had undertaken a survey on therapies. They had found that there was a shortfall in provision and what was provided was often not enough;
- Parent and carers had co-produced a pathway guide for young people entering adulthood to assist them in transitioning to adult services; and
- There were not many opportunities for respite.

4.9 The Panel also received evidence from Brian and Sue Leveson regarding their experiences of accessing support. Mr Leveson stated that support for children with SEMH was not joined up. For example, GPs and social services did not always follow up appointments with other NHS clinicians. However, Woodside High School had been very good at keeping in touch with them. Such support that was available was not flexible enough to address their needs satisfactorily.

4.10 Ms Leveson stated that procedures and regulations were often not followed through by services. In addition, some processes were difficult for parents to negotiate. For example, the process for obtaining a Blue Badge involved 10 different steps. They had found it time consuming and challenging despite being educated, having English as a first language and being experienced in dealing with services.

4.11 Mr Leveson felt that services needed to be joined up. This need not necessarily cost money. The statutory requirement to review EHC plans on an annual basis was challenging and could be a barrier for those whose first language was not English. In some cases, an EHC plan was not appropriate. Parents were often put in a position where they had to accept a large remit of responsibility. The local authority needed to take the lead role though. The needs of families with English as a second language needed to be addressed. Most feedback on services tended to come from parents and carers who were at the higher functioning end of the autism spectrum. Only a small percentage of parents and carers were involved in engagement.

4.12 The Panel noted that some parents were engaged with on-line and through social media. Engagement also took place during the day time as well as evenings. In addition, surveys were undertaken. Services stated that they were open to suggestion regarding other possible means of engagement.

#### *Parent Carer Forum*

4.13 The Panel subsequently heard that Haringey Involve had been de-commissioned as the parent carer forum for the borough. The forums fulfil a number of specific functions which other groups are unable to do. In the current absence of one for



Haringey, some functions have been taken on by the Council, such as writing the newsletter. Whilst there is active involvement from a number of parents, it is acknowledged that the range of those involved is not broad. In particular, there is a shortage of parents of children with EHC plans who are involved. Engagement takes place with families from refugee communities as well as those whose first language is not English but more still needs to be done to involve hard-to-reach groups. NHS partners have their own parent/carer participation groups.

- 4.14 Ms Monk-Meyer reported that engagement was now taking place with more parent and carers groups than previously. In addition, a parents committee was under development. The intention was that this would operate in a similar way to a school governing body. Whilst there was currently no official parent carer forum, work was taking place to address this.
- 4.15 The Panel welcomes the action being taken to re-establish an official parent carer forum. However, it is often very difficult for parents and carers of children with SEND to become involved, particularly those with children who need a higher level of support. This is evidenced by the comparatively low number of parents and carers that had been actively involved with Haringey Involve. This is not due to lack of interest but because caring for children and young people with SEND is extremely demanding and time consuming.
- 4.16 The Panel is of the view that new and innovative ways of involving parents and carers need to be explored in order to actively involve a larger number of parents and carers as well as broadening their range. Healthwatch plays an important role and has experience in supporting patient and public involvement in health services. It faces many of the same challenges in reaching people as parent and carer forums. Their experience and that of other organisations with a similar role in developing engagement and co-production, such as the National Development Team for Inclusion, should be utilised in order to develop an updated model for a parent carer forum for the borough. Support will also need to be provided for parents and carers in establishing a new forum.

***Recommendation:***

**That, as part of the development of a new parent carer forum for the borough, new and innovative ways of involvement and engagement with parents and carers of children with SEND be developed in consultation with organisations with specific experience and expertise in engagement of service users.**

- 4.17 The Panel noted the feedback from parents and carers on the complex and time consuming nature of the process for obtaining an EHC Plan. However, it is a statutory process and not something that the Council and its partners are in a position to simplify. Its detailed nature can also help to ensure that the needs of children are properly considered and continue to be so. It is nevertheless challenging for many parents, particularly those whose first language is not English. In such circumstances, advice and advocacy is particularly important. Every local authority has a legal duty to provide a SEND Information, Advice and Support Service to parents and areas of children with Special Educational Needs. In Haringey, this is provided by the Markfield Project. In addition, sendPACT also provides advocacy.

*Transport*

4.18 Although transport was not specifically considered as part of the review, the Panel is also aware of how much of a concern it is to parents and carers. It is therefore very pleased that action is currently being taken by the Council to address the issue. Recommendations of the review that was undertaken are now in the process of being implemented. The Panel will monitor progress with the improvements on a regular basis and hopes that it will deliver clear outcomes.

***Recommendation:***

**That the Children and Young People's Service be requested to submit regular updates on progress with the implementation of improvements in SEND transport to the Panel.**

## 5. Health and Well Being

- 5.1 NHS partners work very closely with the Council and have key roles in diagnosis and treatment. A number of NHS provider trusts are involved, including two separate ones for autism. Children aged 11 or under are dealt with by Whittington Health whilst older children and young people are cared for by the Tavistock and Portman Trust. There is a different pathway for SEMH.

### *Waiting Times for Diagnoses*

- 5.2 The diagnosis of autism diagnosis involves a multi-disciplinary assessment and information gathering, including significant input from schools. In the last two years, there has been increasing concern about waiting times. There has been a 72% increase in referrals since 2013. In 2017/18, there had been 300 referrals but the capacity of the service is only approximately half. The vast majority of referrals were appropriate (about 85-90%) and there has been no change in this percentage. There is no clear evidence on the reason for the increase but it is likely that increased awareness is a factor.
- 5.3 Efforts have been made to streamline services as more support has historically been provided in Haringey than elsewhere. A business case has been developed to take this forward. Efforts have been made to fast track the more clear-cut referrals relating to 0 – 5 year olds. 140 children have been seen in the last two years but there are still approximately 300 higher functioning children on the waiting list. The waiting time is currently 15 months. Services elsewhere tend to be more therapy led than in Haringey, which is doctor led. It is for this reason that a review of therapies had taken place. A parallel service for new referrals was beginning and it is hoped to reduce the waiting time by half. The rationale behind the changes was that most relevant under-fives are already known to therapy services.
- 5.4 The Panel noted that that there would still be a challenge with higher functioning over fives though. 70% of these have other co-morbidities. There is a very high threshold for CAMHS services and it is often necessary to rely on voluntary services to provide support. The Whittington endeavoured to make the best use of the resources that they have at their disposal.
- 5.5 Dr Canagaratnam reported that the Tavistock and Portman has been undertaking diagnoses of young people over eleven in Haringey for two years. It has a multi-disciplinary team that includes educational psychologists and therapists. They receive more referrals than they are able to see and their waiting list is between 15 and 18 months, which is fairly standard. Efforts are being made to increase efficiency in order to reduce this. The young people that are seen can also be suffering from depression and anxiety which can make it difficult to be certain if autism is also a factor. They normally report with recommendations to a range of agencies, including CAMHS and schools. There is a lack of provision for adults and, as a result, young people can face a “cliff edge” when they reach 18.
- 5.6 Whilst there had been a reduction in the waiting time under-fives, it is nevertheless still a year for over fives. This is consistent with the national picture. Where there

are concerns regarding social communication skills, action has been undertaken to mitigate the impact of delays by the following:

- Autism awareness training for professionals;
- “Cygnet” training to multi agency professional groups to enable staff to run parents groups for children with social communication needs; and
- Training on positive behaviour support to schools, social care, advisory teachers and educational psychologists.

5.7 The Panel noted that educational psychologists and CAMHS staff had already taken part in the training. A range of schools are interested in the positive behaviour training and it was hoped that they would be able to cascade it to staff who did not attend. Positive behaviour support enables plans to be put in place ahead of diagnosis.

5.8 Ms Guimarin reported that support is provided to families at home as well. She felt that there was a need for general autism training across the whole of the workforce for children and young people. It could often be difficult for identify children and young people who were autistic.

#### *Pathways*

5.9 Dr Sasikumar acknowledged that the pathway was confusing and time consuming to negotiate. All services were pressurised but tended to work in silos and she felt that it would be very helpful if each child or young person had a specific key worker. It is particularly difficult for parents whose first language was not English. SENCOs can play an important role and might be the best professional for parents to approach in the first instance. Schools are often best placed to provide a view as they see children and young people on a regular basis.

#### *Therapies Review*

5.10 Ms Monk-Meyer reported on the outcome of the review of therapies that had taken place. Their range had been looked at as well as how they were being used and waiting times. Some small improvements had been made to waiting times but these were still fairly long. Whilst some additional specialist provision had been provided, there was still a need for therapies to be mainstreamed.

5.11 Ms Anuforo reported that providers had been challenged to improve access to therapies and consideration was also being given to developing “Invest to Save” proposals. It was recognised that therapies made a difference. The challenge was how specialist provision could be incorporated into the mainstream. Specialist services needed to be maintained and universal access expanded.

5.12 The Panel recognises the clear benefit of therapies. In addition to those that they can bring to children and young people, they can also save money by reducing the need for further and more expensive interventions at a later stage. It would therefore support the development of a suitable “Invest to Save” proposal to improve access to therapies and, in particular, provide them in mainstream settings.

***Recommendation:***

**That a suitable “Invest to Save” proposal be developed to improve access to therapies for children and young people with SEND and, in particular, provide them in mainstream settings.**

## 6. Schools and Educational Issues

- 6.1 The support that children and young people receive at school was a particular focus of the review. Money is included for schools in their devolved budgets from the high needs block in order for them to meet SEND needs based on the deprivation index. In Haringey, schools are also provided with additional money to meet the needs at SEN support if they have high numbers of children with EHC Plans. There is £1.3 million available for this across the 72 schools within the borough.
- 6.2 The schools that we heard from described the increasing challenges that they were facing in providing support and accommodating pupils with SEN, which could lead, in some cases, to exclusions. School budgets were falling and they reported that they were less able to be flexible when faced with children and young people with behavioural issues.

### *Challenges*

- 6.3 Mr Scotchbrook, the Headteacher of South Haringay School, stated that the money that schools received as top-up funding for children with an EHC Plan was never enough. His school also had a number of children who had specific needs but did not currently have an EHC plan. It was getting increasingly difficult to address funding challenges.
- 6.4 His school currently had 72 pupils who had SEN. This included seven who had an EHC Plan, with two of these being on the autism spectrum. Early diagnosis was important and engagement with the child or young person's family. It was also important to involve teachers and others who had an understanding of the child's needs as well as any external specialists. Professional development for teachers was crucial and good inclusive practice.
- 6.5 There were two children at his school who had an ASD diagnosis and were higher functioning academically. This did not mean that their level of autism did not require support though. Three applications for an EHC Plan had been turned down. They were currently just meeting expectations for their age but it was likely that they would start to struggle academically in another years' time.
- 6.6 Ms Robinson reported that Woodside High had a specific inclusion team and extensive support provision for children and young people with SEMH and autism. This included a well-being room that provided a space for those who needed help and could be accessed by referral or dropping in. There was also on-site alternative provision called the Laurel for those children and young people who were at risk of exclusion.
- 6.7 This facility had been very successful since it had been introduced and had contributed to large reductions in fixed term exclusions. It had also been used by other nearby schools, including Heartlands High and Alexandra Park. It could be difficult to distinguish between behavioural matters and SEN needs. It was important that issues were identified. She was anxious that attendance at the

Laurel was not seen as a sanction. Children and young people were re-integrated back into the main part of the school on a phased basis.

- 6.8 The following support was also available:
- A counsellor for two days per week;
  - The Child and Adolescent Mental Health CHOICES Service, also for two days per week;
  - Mentoring; and
  - Mentivity, who worked with children and young people who were considered to be at risk of involvement in crime or gang activity.
- 6.9 Each child or young person with SEN has a key worker in the school and there was an open door policy for parents. The school had worked hard to improve communication with parents and particularly those whose first language was not English. The SEND team included a number of Turkish speaking staff. Funding for the SEND Team was a major issue and used up a significant percentage of the school's budget.
- 6.10 Ms Robinson stated that the intensive work that the school was currently undertaking to reduce exclusions was not sustainable. There was a gap in AP for children and young people with SEMH within the borough and some were having to travel elsewhere, which could be disastrous. Schools could find themselves in a difficult position if there were a lack of options to address the needs of children and young people, particularly if they were disruptive.
- 6.11 Mr Webster reported that the situation at Park View was very similar to that of Woodside High. It was sometimes necessary to exclude pupils to access the support that was required. Ms Cassidy stated that there were placements available in other schools within the borough through managed transfers and these did not cost schools. However, there was a fundamental gap in provision for children and young people with SEMH and schools were being forced into a position where they needed to be punitive. In particular, there was a lack of provision within the borough and a need for preventative work.
- 6.12 There were a significant number of children and young people who were undiagnosed. There was a need to get sufficient evidence to support a diagnosis but the threshold for this was very high. In terms of autism, they worked very closely with the Council's Language and Autism Support Team. In some cases, the school had paid for an independent assessment. Significant delays in diagnosis could lead to schools being put in a position where they had to exclude.
- 6.13 There had been significant investment in the SEND team at the school. However, it had been necessary to undertake cuts in staffing in the team and to restructure due to financial issues. There was still extensive provision though, including:
- Mentoring and support for autism;
  - Social communication groups;
  - A lunchtime club; and
  - A safe place that could be accessed if need be.
- 6.14 SEN pupils had key workers and had regular meetings with members of the team.



Parents were also invited to these meetings. In addition, the school had also developed a link with the Anna Freud Centre, who were a children's mental health charity. This was a three year programme and included how to deal with trauma. The school offered a full counselling service and this was available for parents as well.

- 6.15 There were heavy demands on staff and it could be very stressful. Such matters were not necessarily reflected in workloads for individual staff and part of the support from the Anna Freud Centre was aimed at staff. The number of staff responsible for SEND had been reduced from ten to six but the work was still there and he felt that they were being run into the ground.
- 6.16 The Panel noted that the recent review on exclusions had suggested that there is more to be done to support SEN in mainstream schools. There is currently a review being undertaken of AP and approaches to managing children needs who are at risk of exclusion. This is seeking to identify an appropriate model of provision for the borough and reduce exclusions.

#### *Inclusion*

- 6.17 The Panel is concerned that the current pressures facing our schools have reduced their ability to support pupils with SEND and capacity to be inclusive. Inclusive education brings clear benefits to children and young people with SEND through allowing them to be educated with their peers, facilitating better educational outcomes and preparing them for life after school.
- 6.18 The Headteachers of both Woodside High and Park View schools highlighted the fact that the work that undertaken with children and young people with SEN is not recognised within performance tables and has a negative impact on headline measures. There is was therefore no incentive for keeping challenging pupils in school. Austerity had hit the area hard and schools now had to provide many additional services. Schools were having to feed students and, in addition, a number had suffered significant trauma. There had been cuts to social care and there was a lack of continuity and a joined up approach. Current pupil cohorts can be challenging and it appeared that there had not been enough early intervention.
- 6.19 Ms Anuforo from the Council's Commissioning Service reported that schools can could support each other and Haringey Education Partnership can facilitate this process. She felt that an understanding needed to be developed of what schools required first though. There was no longer a Behaviour Support Team directly run by the Council to assist schools. There was a very diverse range of needs that needed to be addressed. There was a clear need for support to be available at an earlier stage but it was a complex issue to resolve.
- 6.20 The demands of school exam performance league tables and the pressure on resources that providing support entails provide an active disincentive for schools to be inclusive. The Panel feels that the Council should seek to establish the best ways in which schools can be assisted in mitigating these pressures. Whilst the Panel sympathises strongly with schools facing these challenges, it is of the view that schools should still be held to account for their inclusive practice. In the



meantime, the Council should continue to work with other local authorities to lobby the government for additional funding for schools to alleviate some of the pressure.

***Recommendation:***

**That the Council seeks to establish how it can best work with schools to address the current pressures facing them in supporting pupils with SEND in mainstream settings and, in addition, continues to hold them to account for effective inclusive practice.**

*Alternative Provision*

- 6.21 The Panel noted that, as part of the AP review, there is a specific strategic group looking at SEMH with the aim of reducing school exclusions. The purpose of the group is to look at what provision is available and whether it meets local needs. The feedback that was received from schools suggests that current AP is not meeting their needs and they are sometimes being forced to pay for expensive out-of-borough placements. It was stated that if better AP was available in-borough, it would be used instead.
- 6.22 It is therefore very important that the current review is finalised in a timely manner and that it contains clear recommendations to address these issues as well as an action plan for how they will be implemented.
- 6.23 The recommendations should also cover the future of the Tuition Centre and the Pupil Referral Unit (PRU), which is currently based at the Octagon Centre. The Panel is of the view that a more suitable location should be found for the Tuition Centre. In respect of the PRU, it notes the improved performance that was outlined in its OFSTED report of 2017 following TBAP Multi-Academy Trust. However, the Panel is also mindful of the TBAP's current financial difficulties and the intention of the Council to bring provision back in-house. The current contract with the TBAP has been extended for an additional year and will expire on 31 August 2020.

***Recommendation:***

**That the current review of AP be expedited without delay, with firm recommendations and a clear action plan that address the lack of suitable in-borough provision for children with SEMH, the future model for the PRU and the re-location of the Tuition Centre.**

*Trailblazer*

- 6.24 The Panel heard that it was crucial that CAMHS were able to share the support they provide with schools. Funding has been obtained for the Trailblazer pilot project, which aims to provide support in school for those with mild to moderate anxiety and depression. In addition, the Schools Link programme has been set up which aims to improve communication between schools and CAMHS services and improve understanding about mental health conditions and local services available.

6.25 The Trailblazer pilot will provide £1 million of funding and focus on school years 6, 7 and 8. The Panel noted that good results were already being achieved. There are still 2.5 years of the scheme to run. There are also other sources of support for pupils with SEMH, which include:

- The More Than Mentors scheme, which uses an Early Action approach aimed at preventing future mental health needs;
- Kooth, which is an on-line counselling service;
- Workshops for exam anxiety; and
- The Stepping Stones programme, which is a schools based, preventative intervention aimed at vulnerable pupils who might benefit from additional guidance and support during the transition from primary to secondary school and is being used at Gladesmore School.

6.26 It is hoped that these measures will help to reduce exclusion rates. Waiting times for CAMHS services are going down and the aim is to achieve times of no more than four weeks for all referrals. However, treatment only begins at the second or third appointment though. There is a shortage of psychiatrists, family therapists and Cognitive Behaviour Therapists, which the NHS is attempting to remedy by training more.

#### *Transition*

6.27 Children with SEN can find the transition from primary to secondary school challenging, especially when they have not been diagnosed. Secondary schools often visit feeder primary schools and gather relevant information from them. They can also hold taster days and compile profiles of need for those children who need support. It can nevertheless be difficult, especially for autistic children. Secondary schools are larger and can feel chaotic in comparison to primary school. Primary schools are also often able to provide a level of support that is not possible in a secondary school. Work by Haringey Education Partnership to improve the transition process for vulnerable children has been piloted at a number of schools, including Park View.

6.28 The Panel noted that enhanced transition arrangements, including primary outreach, had been shown to work well and the intention is to expand this. This involves particular focus on children who are considered vulnerable. The Panel welcomes the enhanced transition arrangements for vulnerable children that have been piloted and recommends that these be expanded in order to ensure that such children are able to make the transition successfully.

#### ***Recommendation:***

**That proposals be developed for expanding the enhanced transition arrangements for vulnerable children moving from primary to secondary school that have been piloted within the borough.**

#### *School Places*

6.29 The reviews of educational provision that have been taking place have occurred as a consequence of the Council's "Young People at Risk" strategy. There is also to be a specific review of SEND school places and this will take into account the

new special school provision for autism at the Grove School. The intention is to keep children in the borough if possible. The review of the sufficiency of SEND school places was previously planned and is not linked directly to the other reviews taking place.

- 6.30 Gaps in school provision for academically able children with autism have been identified and there are some gaps in provision for children with SEMH throughout the age range. The intention is to develop more robust planning and therefore to cover a longer period. A variety of provision is required as this is a complex group of pupils.

*The Grove*

- 6.31 Lucia Santi, the Head Teacher of the Grove School, reported that the new school had been opened by the Heartlands Community Trust in September 2018. There were currently four secondary classes and two primary classes as well as post 16 provision. It is planned that capacity will eventually be 104 and that the intake will build up to this over three years.
- 6.32 The intake is predominantly young people with complex autism but it will also include provision for a number of academically able young people with autism. It is intended that the school will become a hub for educational support to children and young people with autism and assist other schools. The school follows the National Curriculum but modified in line with the school's vision. It plans to have its own multi-disciplinary team to provide therapies. It will work closely with other schools and parents. It will be "all through" when it is full. The Panel also noted that Haringey Education Partnership employs a contractor to work with special schools as an "Improvement Partner".
- 6.33 The number of children and young people with autism attending the Grove is small in number compared to those who attend mainstream schools. Aspirations are to enable children and young people to have some success in their education and facilitate a return to the mainstream. The intention is for academically able young people to re-enter the mainstream for 16 plus education. She was not in favour of tokenistic inclusion though and did not see the re-integration of young people back into mainstream education as necessarily a measure of success.
- 6.34 All of the places at the Grove are intended for Haringey children. Places are only allocated to those from outside Haringey if it is not possible to fill them all from within the borough. There is place funding as well as top-up funding for children who attend the school. All of those who currently attend the school have come with an EHC Plan.
- 6.35 The Panel noted evidence from Council officers that there was not as yet any structured co-operation between special and mainstream schools. It also noted that neither of the secondary schools that we heard from had so far developed links with the Grove School. It welcomes the intention of the Grove to become a hub for educational support with autism and assist other schools. There should be clear benefits from collaboration.

6.36 It therefore recommends that the Council work closely with special schools to ensure that close and structured co-operation is developed between them and mainstream schools and particularly the Grove. The Panel notes that there are two other special schools within the borough that also cater for children and young people with autism - the Brook and Riverside School. These should also be included within work to develop co-operation and collaboration so that the range of expertise and experience that exists within the borough can best be shared.

***Recommendation:***

**That the Council undertakes specific work with special and mainstream schools within the borough to develop close and structured co-operation and, in particular, special schools that provide places for pupils with a diagnosis of autism.**

6.37 The Panel noted evidence from NHS officers that, whilst provision at the Grove is focussed primarily on education rather than health, it might nevertheless play a role in preventing the escalation of issues. Ms Collin reported that Islington also had a special school for autistic children and health commissioners had felt that it had helped. Whether it was beneficial depended to some extent on how separate provision was viewed by children and young people.

6.38 The Panel also noted that NHS partners had been aware of the setting up of the Grove but not directly involved. The Panel was surprised to hear this as it would appear to be good practice to seek the views of all relevant professionals and partners when such decisions are taken. It could be argued that the setting up of such a school is purely an educational matter. However, the Panel noted the view of NHS colleagues that it such provision could also have a wider impact than education, albeit beneficial. The Panel is of the view that it is important that a joined up approach is followed and an opinion should be sought from *all* relevant partners, particularly NHS colleagues, when proposals such as this are being considered.

***Recommendation:***

**That, as good partnership practice and to ensure that all relevant issues are considered, the views of all SEND partners be routinely sought when significant changes are proposed to support and provision for children and young people with SEND.**

*Work Experience*

6.39 We heard that schools try to find placements for work experience for young people with SEND. Ms Robinson reported that they often returned to their primary school for this, although working in a school was not something that they necessarily wanted to do. Young people needed to have aspirations beyond school. The school would provide support to young people in work placements and it was important that employers were aware of this.

6.40 The Panel noted the issues that young people with SEND can experience in finding work experience placements. It is important that they are given good opportunities and encouraged to broaden their horizons. It therefore recommends

that a strategy be developed with schools to improve opportunities for work experience placements for young people with SEND.

***Recommendation:***

**That a strategy be developed between the Council and schools to improve opportunities for work experience placements for young people with SEND.**

## **Appendix A**

### **Participants in the Review:**

Ngozi Anuforo, Head of Strategic Commissioning, Early Help and Culture

Dr Myooran Canagaratnam, Tavistock and Portman Hospital

Kathryn Collin, Head of Children's Commissioning, NHS Haringey Clinical Commissioning Group (CCG)

Gill Gibson, Assistant Director for Early Help and Prevention

Ruth Glover SEND lead from Open Door;

Michele Guimarin, Vulnerable Children Joint Commissioning Manger, Haringey Council and Haringey CCG

Lisa Ferguson and Kenton Doyle, Haringey Involve

Marta Garcia, sendPACT

Vikki Monk-Meyer, Head of Integrated Service SEN and Disabilities

Parents and carers of children and young people with SEND; Brian and Sue Leveson, Femi, Manuel and Alex

Charlotte Pomery, Assistant Director for Commissioning

Eveleen Riordan – Assistant Director, Schools and Learning

Gerry Robinson, Headteacher of Woodside High School

Ian Scotchbrook, Headteacher of South Haringay Primary School

Lucia Santi, Headteacher of the Grove School

Dr Divya Sasikumar, Whittington Hospital

Andrew Webster and Susan Cassidy, Park View School

**Report for:** Overview and Scrutiny Committee – 14 January 2020

**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 the remainder 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;

2.2 To approve the scope and terms of reference (Appendix B) for the review by the Children and Young People’s Scrutiny Panel on Schools

**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. The scope and terms of reference for the review of schools by the Children and Young People’s Scrutiny Panel is attached for approval by the Committee.

*Business Support Review*

4.2 Following the completion of the Committee’s review on Wards Corner, the review on Business Support – Procurement and the Local Supply Chain – has restarted. Some visits of small commercial organisations and companies are in the process of being arranged. It is also hoped to receive evidence from the Federation of Small Businesses. In addition, consideration is being given to meeting with some local “anchor institutions”. These are larger local



organisations – often public sector – who are significant purchasers of goods and services. They therefore have the potential to have a significant impact on community wealth generation.

*Work Plan for 2020 – 22*

- 4.3 Preliminary work has started with the development of the new work plan for Overview and Scrutiny for 2020 - 22. The intention is that development work will take place during February and March so that the Committee and its panels are able to begin work without delay after the start of the new Municipal Year. An online survey will take place during February which will ask respondents their views on what the priorities for Overview and Scrutiny should be and any specific issues that they feel should be looked in detail. Another Scrutiny Café event is also planned, with the provisional date set for Friday 20 March. The event will provide an opportunity to engage with a wide range of local stakeholders, including partners and voluntary and community organisations. In particular, their views will be sought on suggestions received through the Scrutiny Survey and how these might be developed.

*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.

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

N/A

## Overview and Scrutiny Committee

### 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
Wards Corner	The Committee to facilitate the finalisation of the review that was begun by the Housing and Regeneration Scrutiny Panel in 2018/19.	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 voluntary and community	<ul style="list-style-type: none"> <li>• Working together with local voluntary/community sector, strengthening their capacity and working with them to attract external investment in the borough;</li> <li>• Building on examples of good co-operation and joint working between Council services and</li> </ul>	4.

	volunteers, such as within parks, which could be replicated more widely; <ul style="list-style-type: none"> <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.		
<b>Date</b>	<b>Potential Items</b>	<b>Lead Officer/Witnesses</b>
<b>4 June 2018</b>	Terms of Reference	Scrutiny Support Officer
	Work Plan	Scrutiny Support Officer
<b>23 July 2018</b>	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; 1. Finance 2. Corporate Services and Insourcing	Cabinet Member - Finance Chief Finance Officer 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
	Complaints Annual Report	Assistant Director (Corporate

		Governance)
	Review on Fire Safety in High Rise Blocks – Interim Report	Principal Scrutiny Support Officer
<b>30 April 2019</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>		
<b>3 June 2019</b>	Leader's Update on Council Priorities	Leader and Chief Executive



	Q1 Performance report	Performance Manager
	Further Development of Overview and Scrutiny – Response to new Statutory Guidance on Overview and Scrutiny and Scrutiny Stocktake	Scrutiny Support Officer
	Terms of Reference and Memberships	Scrutiny Support Officer
	Overview and Scrutiny Committee and Scrutiny Panel Work Programme	Scrutiny Support Officer
	Overview and Scrutiny Annual Report 2018-19	Scrutiny Support Officer
<b>22 July 2019</b>	Cabinet Member Questions: Finance and Strategic Regeneration	Cabinet Member for Finance and Strategic Regeneration and officers
	2017/18 Provisional Outturn Report	Head of Finance Operations
	FOBO – Engagement and Communication	Director of Customers, Transformation and Resources
	Libraries	Director of Customers,

		Transformation and Resources
	Universal Credit	Director of Customers, Transformation and Resources
<b>15 October 2019</b>	Cabinet Member Questions – Local Investment and Economic Growth	Cabinet Member Local Investment and Economic Growth and officers
	Budget Monitoring – Q1	Chief Finance Officer
	Quarter One Performance Report – Quarter One	Performance Manager
	FOBO - Technological Issues/Successes so Far	Director of Customers, Transformation and Resources
	Scrutiny Review of Wards Corner – Final Report	Chair
<b>25 November 2019</b>	Performance	Performance Manager

	Complaints Annual Report. To include learning from complaints and LGO's annual review letter	Assistant Director (Corporate Governance)
	Universal Credit – Impact on Rent Arrears	Head of Income Management, Homes for Haringey
	Scrutiny Review of Wards Corner – Final Report	Chair
<b>14 January 2020</b>	Priority X Budget Scrutiny (Deputy Chair in the Chair); To undertake scrutiny of the “enabling” priority.	
	Cabinet Member Questions – Corporate and Civic Services	Cabinet Member – Corporate and Civic Services
	Fairness Commission – Progress Update	Assistant Director for Strategy and Communications
	Insourcing & Facilities Management	Head of Organisational Resilience
	Scrutiny Review on SEND	Chair of C&YP Panel

<b>23 January 2020 (Budget Scrutiny)</b>	Cabinet Member Questions – Finance and Strategic Regeneration (N.B. Finance Issues)	Cabinet Member for Finance and Regenerations and officers
	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
	Debt Recovery; Use of Bailiffs – Policy and Implementation	Director of Customers, Transformation and Resources
12 March 2020	Race Equality/Runnymede Trust Survey	Head of Policy and Cabinet Support
	Cabinet Member Questions – Communities and Equalities (Voluntary Sector/Equalities issues). To include Social Value Rent, Equalities Impact Assessments/Public Sector Equalities Duties	Cabinet Member for Communities and Equalities
	Budget Monitoring – Q3	Cabinet Member - Finance Chief Finance Officer

	Performance update – Q3	Performance Manager
	Consultation and Engagement	Assistant Director for Strategy and Communications
	Scrutiny Review on Fire Safety – Update on Implementation of Recommendations	Director of Housing, Regeneration and Planning

TBA:

1. Housing Benefit Overpayments

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**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
Care Home Commissioning	Report submitted to Overview & Scrutiny Committee – June 2019. Response from Cabinet provided – October 2019.
Day Opportunities	Report submitted to Overview & Scrutiny Committee – June 2019. Response from Cabinet provided – October 2019.
ASC Commissioning	Briefing session for Panel held on 18 <sup>th</sup> Nov. ToR approved by OSC on 25 <sup>th</sup> Nov. Evidence sessions to be held in Jan / Feb 2020.

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
<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>
<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 overview</li> <li>• Locality working in North Tottenham</li> <li>• Suicide Prevention update</li> </ul>
<b>5 September 2019</b>	<ul style="list-style-type: none"> <li>• Budget overview</li> <li>• Osborne Grove update</li> <li>• Prevention &amp; early intervention</li> </ul>
<b>14 November 2019</b>	<ul style="list-style-type: none"> <li>• Budget &amp; performance update</li> <li>• Haringey Safeguarding Adults Board (HSAB) 2018/19 annual report</li> <li>• CQC update</li> <li>• St Ann’s Hospital update</li> <li>• Violence Against Women &amp; Girls (VAWG) strategy</li> </ul>
<b>6 January 2020</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Joint funding – Council/CCG</li> </ul>
<b>25 February 2020</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions</li> <li>• Budget &amp; performance update</li> <li>• Canning Crescent update</li> <li>• Review of service improvement</li> </ul>

From March 2020: An expected follow-up item on locality working in North Tottenham

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## 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.

	<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>	
<p>Fragmentation of school structures</p>	<p>The review will consider the range of different types of school that there currently are within the borough. The resulting fragmentation presents challenges for local authorities. These include the planning and co-ordination of school places and ensuring that all schools are providing a good standard of education. In addition, schools are subject to varying degrees of local democratic control.</p> <p>The scope and terms of reference for the review have yet to be finalised but, amongst other issues, it could:</p> <ul style="list-style-type: none"> <li>• Seek to identify the range of schools that there are within Haringey and their respective status as well as the challenges that this presents for the Council;</li> <li>• Consider ways that might be available to the Council to co-ordinate and influence all schools within the borough and what might work most effectively; and</li> <li>• Look at practice in other local authority areas and what appears to have been most effective.</li> </ul>	
<p>Alternative Provision</p>	<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</li> </ul>	

	<p>children in AP are drawn from and levels of children receiving free school meals prior to entering AP;</p> <ul style="list-style-type: none"> <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>	
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<p>2. <b>“One-off” Items; These</b> will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.</p>	
Date	Potential Items
<p><b>6 September 2018</b></p>	<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>

<p><b>8 November 2018</b></p>	<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>
<p><b>18 December 2018</b></p>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Questions – Communities</li> </ul>
<p><b>4 February 2019</b></p>	<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>

<p><b>19 March 2019</b></p>	<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>
<p><b>2019 - 2020</b></p>	
<p><b>13 June 2019</b></p>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Work Planning; To agree items for the work plan for the Panel for year.</li> <li>• Cabinet Member Questions – Communities</li> <li>• Youth Services</li> <li>• Review on Restorative Justice: Update on Implementation of Recommendations</li> <li>• Apprenticeships</li> </ul>

<p><b>19 September 2019</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Alternative Provision</li> <li>• Financial Monitoring</li> <li>• Multi Agency Safeguarding Arrangements</li> <li>• The Role of the LADO</li> <li>• Independent Reviewing Officer (Annual Report)</li> <li>• OFSTED Action Plan – Progress</li> </ul>
<p><b>7 November 2019</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Communities</li> <li>• Childhood Obesity</li> <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> <li>• School improvement and action to address under performance by particular groups of students.</li> </ul>



<b>19 December 2019 (Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> <li>• Cabinet Member Questions – Children and Families</li> <li>• Support to Children from Refugee Families – Update on implementation of recommendations of scrutiny review</li> </ul>
<b>2 March 2020</b>	<ul style="list-style-type: none"> <li>• Play and leisure</li> <li>• Chair of LSCB &amp; Annual Report</li> <li>• Unregistered schools</li> <li>• Home schooling and safeguarding</li> </ul>

TBA:

1. Joint meeting on Transitions
2. Nurseries and the two and year old offer
3. Youth violence

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**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>		
Project	Comments	Priority
<p>Supporting Better Access to Parking for Disabled People and Blue Badges</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 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>	
<p>Reducing the amount of plastic/developing a plastic free policy.</p>	<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>	

Appendix 1

	<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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<b>Date of meeting</b>	<b>Potential Items</b>
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>

	<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>
<p><b>Budget Scrutiny</b></p> <p>18<sup>th</sup> December 2018</p>	<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>

Appendix 1

	<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**

11 June	<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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Appendix 1

	<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>
3 <sup>rd</sup> October	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A –Neighbourhoods: To question the Cabinet Member for Neighbourhoods on current issues and plans arising for her portfolio.</li> <li>• Veolia Performance - Waste and Street Cleansing update.</li> <li>• Parks update including vehicle access and locking gates at night.</li> <li>• Update on the Parking Transformation Plan.</li> <li>• Update on Parking reports going to Cabinet.</li> <li>• Work Programme.</li> </ul>
5 <sup>th</sup> November	<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 also include an update on statistics on hate crime.</li> <li>• Update on the merging of Haringey and Enfield Borough Command Units.</li> <li>• Liveable Streets</li> <li>• Update on Events in Finsbury Park – Adobe Festival &amp; damage to the bandstand field.</li> </ul>

Appendix 1

17 <sup>th</sup> December (Budget Scrutiny)	<ul style="list-style-type: none"><li>• Budget Scrutiny</li><li>• Cabinet Member Q&amp;A – Climate Change and Sustainability; To question the Cabinet Member for Climate Change and Sustainability on current issues and plans arising for her portfolio.</li><li>• Single use Plastics &amp; Toxic Herbicides</li><li>• Update on responses/feedback from Liveable Crouch End.</li></ul>
2 <sup>nd</sup> March	<ul style="list-style-type: none"><li>• Cabinet Member Q&amp;A –Neighbourhoods: To question the Cabinet Member for Neighbourhoods on current issues and plans arising for her portfolio.</li><li>• Waste, recycling and street cleansing data</li><li>• Team Noel Park</li><li>• Performance update – Q3</li><li>• Fusion Contract – Tottenham Green Leisure Centre</li><li>• Budget Monitoring Q3</li></ul>



## Housing and Regeneration 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.

Projects	Comments
Wards Corner	Report submitted to Overview & Scrutiny Committee - Oct 2019. Updated report submitted to Overview & Scrutiny Committee – Nov 2019.
High Road West	Currently underway. Site visits have taken place. Evidence sessions expected in early 2020.
CIL/S106	In reserve.
Wood Green Area Action Plan (AAP)	In reserve.

**2. “One off” Items;** These are dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.

Date	Items
<b>17 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;</li> </ul>

	<ul style="list-style-type: none"> <li>○ Housing and Estate Renewal; and</li> <li>○ Strategic Regeneration</li> </ul> <ul style="list-style-type: none"> <li>● Work Planning; To agree items for the work plan for the Panel for this year.</li> </ul>
<b>15 November 2018</b>	<ul style="list-style-type: none"> <li>● Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priorities 4 &amp; 5.</li> <li>● Cabinet Member Questions - Strategic Regeneration</li> <li>● Wood Green/Tottenham landowner forums</li> <li>● GLA Grant Allocation</li> </ul>
<b>17 December 2018</b>	<ul style="list-style-type: none"> <li>● Budget Scrutiny</li> </ul>
<b>15 January 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions – Housing and Estate Renewal</li> <li>● Additional scrutiny on capital budget</li> <li>● Community Infrastructure Levy (CIL) overview</li> </ul>
<b>21 February 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions - Strategic Regeneration</li> <li>● Wood Green/Tottenham landowner forums</li> </ul>
<b>14 March 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions - Housing and Estate Renewal</li> <li>● High Road West - update</li> <li>● Review on Social Housing: Update on Implementation of Recommendations</li> </ul>
<b>10 June 2019</b>	<ul style="list-style-type: none"> <li>● Cabinet Member Questions - Housing and Estate Renewal</li> <li>● Temporary Accommodation</li> <li>● Child yield calculator and segregation issues in planning</li> </ul>

<b>12 September 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Strategic Regeneration</li> <li>• Update - Review of management process for Community Infrastructure Levy (CIL) - DEFERRED</li> <li>• Update - Socio-economic programme linked to High Road West regeneration scheme - DEFERRED</li> <li>• Wood Green AAP</li> </ul>
<b>4 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Housing and Estate Renewal</li> <li>• Update - Review of management process for Community Infrastructure Levy (CIL)</li> <li>• Update - Socio-economic programme linked to High Road West regeneration scheme</li> <li>• Housing Strategy</li> <li>• Council Housing Team capacity building</li> </ul>
<b>16 December 2019</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> </ul>
<b>3 March 2020</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions - Planning</li> <li>• Broadwater Farm</li> <li>• Housing Associations</li> <li>• Local Plan</li> </ul>

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**Children and Young People’s Scrutiny Panel**

**Review on Schools (2019/2020); Scope and Terms of Reference**

<b>Review Topic</b>	<b>Review / Project Title</b>
<b>Rationale</b>	<p>There are now a range of different types of school within the borough. These include:</p> <ul style="list-style-type: none"><li>• Community schools;</li><li>• Foundation schools and voluntary schools;</li><li>• Academies;</li><li>• Free schools; and</li><li>• Faith schools.</li></ul> <p>The resulting fragmentation presents challenges for local authorities. These include ensuring that all schools are providing a good standard of education and the planning and co-ordination of school places. In addition, schools are subject to varying degrees of local democratic control.</p> <p>The review will:</p> <ul style="list-style-type: none"><li>• Seek to identify the different categories of school that there are within Haringey and their characteristics;</li><li>• Consider the ways that might be available to the Council to influence schools within the borough and, in particular, facilitate school improvement and co-ordination of school places most effectively; and</li><li>• Look at practice in other local authority areas and what appears to have been most effective.</li></ul> <p>The review will then focus on how the Council might best respond strategically to the significant surplus in school reception places that there is within Haringey. These have serious budgetary implications for many primary schools due to the way in which schools are funded. Demand for school places is subject to fluctuation and there will also be a need for sufficient places to be available to accommodate future any increases in demand for places. As part of this, the review will:</p>

	<ul style="list-style-type: none"> <li>• Consider the role the Council has in working with schools to manage the reductions in school rolls; and</li> <li>• Examine what could be done to mitigate financial pressures on schools and ensure that any adverse effects on schools are minimised</li> </ul>
<b>Scrutiny Membership</b>	<p>Councillors Erdal Dogan (Chair), Dana Carlin, James Chiriyankandath, Julie Davies, Josh Dixon, Mike Hakata and Tammy Palmer</p> <p>Co-optees/Non Voting Members: Mark Chapman (Parent governor representative), Luci Davin (Parent Governor representative), Yvonne Denny (Church representative) and Lourdes Keever (Church representative)</p>
<b>Terms of Reference (Purpose of the Review/ Objectives)</b>	To consider and make recommendations to Cabinet on how the Council might influence schools within the borough most effectively and, in particular, facilitate school improvement and co-ordination of school places.
<b>Links to the Borough Plan</b>	People - where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.
<b>Evidence Sources</b>	<p>These will include:</p> <ul style="list-style-type: none"> <li>• Relevant performance;</li> <li>• Guidance, research and policy documents;</li> <li>• Interviews with key officers, partners and community organisations; and</li> <li>• Information and data from other local authorities.</li> </ul>
<b>Witnesses</b>	<ul style="list-style-type: none"> <li>• Eveleen Riordan, Assistant Director of Schools and Learning</li> </ul>

	<ul style="list-style-type: none"> <li>• James Page, Chief Executive of Haringey Education Partnership</li> <li>• School governing bodies</li> <li>• Headteachers</li> <li>• Diocesan boards</li> <li>• Academy chains</li> <li>• Haringey Association of School Governors</li> <li>• Other local authorities</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>	The review will consider how work with schools impacts on disadvantaged groups within the borough.
<b>Timescale</b>	The Panel will aim to complete its evidence gathering by the end of this Municipal Year.
<b>Reporting arrangements</b>	The Director of Children’s Services 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>Constraints / Barriers / Risks</b>	Risks: Not being able to get key evidence providers to attend on the agreed dates of evidence gathering. Not being able obtain evidence from key informants e.g. local authorities
<b>Officer Support</b>	Lead Officer; Robert Mack, Scrutiny Policy Officer, 0208 489 2921 <a href="mailto:rob.mack@haringey.gov.uk">rob.mack@haringey.gov.uk</a>  Service Contact; Eveleen Riordan, Assistant Director of Schools and Learning