

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Monday, 29th November, 2021, 7.00 pm - George Meehan House  
294 High Road Wood Green N22 8JZ**

**To watch the meeting, click [Here](#)**

**Members:** Councillors Khaled Moyeed (Chair), Pippa Connor (Vice-Chair), Dana Carlin, Makbule Gunes and Matt White

**Co-optees/Non Voting Members:** Yvonne Denny (Co-opted Member - Church Representative (CofE)), Lourdes Keever (Co-opted Member - Church Representative (Catholic)), KanuPriya (Parent Governor representative) and Jakhu (Parent Governor representative)

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 14 below).

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

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

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

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

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

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

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

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

To approve the minutes of the meeting held on the 7 October 2021.

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 9 - 50)**

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

- Adults & Health – 9 September 2021
- Children & Young People – 23 September 2021
- Environment & Community Safety – 13 September 2021
- Housing & Regeneration – 13 September 2021

#### **8. JOINT WORKING WITH AND SUPPORT FOR THE VOLUNTARY AND COMMUNITY SECTOR (VCS) (PAGES 51 - 62)**

#### **9. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR CUSTOMER SERVICE, WELFARE AND THE PUBLIC REALM**

**10. COMPLAINTS ANNUAL REPORT (PAGES 63 - 76)**

**11. PERFORMANCE UPDATE - Q2 (PAGES 77 - 92)**

**12. SCRUTINY REVIEWS (PAGES 93 - 128)**

To approve the following Scrutiny Reviews:

1. Haringey Family of Schools
2. High Road West – To follow
3. Adult Social Care Commissioning – To follow

**13. WORK PROGRAMME UPDATE (PAGES 129 - 174)**

**14. NEW ITEMS OF URGENT BUSINESS**

As per item 3.

**15. FUTURE MEETINGS**

13<sup>th</sup> January 2022

20 January 2022

10 March 2022

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

Friday, 19 November 2021

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## **MINUTES OF MEETING Overview and Scrutiny Committee HELD ON Thursday, 7th October, 2021, 7.00 pm**

### **PRESENT:**

**Councillors: Khaled Moyeed (Chair), Pippa Connor (Vice-Chair), Dana Carlin, Makbule Gunes, Matt White, Yvonne Denny and Lourdes Keever**

### **ALSO ATTENDING:**

#### **5. FILMING AT MEETINGS**

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

#### **6. APOLOGIES FOR ABSENCE**

Apologies were received from Kanupriya Juhunjhunwala and Anita Jakhu

#### **7. URGENT BUSINESS**

None

#### **8. DECLARATIONS OF INTEREST**

None

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

None

#### **10. MINUTES**

The Clerk agreed to chase up outstanding actions. **(Action: Clerk).**

#### **RESOLVED**

That the minutes of the meeting on 6<sup>th</sup> July were agreed as a correct record

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

#### **RESOLVED**

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

- Adults & Health – 24<sup>th</sup> June & 28<sup>th</sup> June
- Children & Young People – 20<sup>th</sup> July
- Environment & Community Safety – 28<sup>th</sup> June
- Housing & Regeneration – 8<sup>th</sup> July

### 12. 2020-21 PROVISIONAL FINANCIAL OUTTURN

The Committee received a report which set out the Council's provisional financial outturn for 2020/21. The report was introduced by Frances Palopoli, Head of Corporate Financial Strategy & Monitoring as set out in the agenda pack at page 55 of the agenda pack. The Committee noted that the report summarised the financial implications for the Council arising from the previous year. Officers advised that the burden of Covid on the Council was broadly covered by the government. Other non-Covid pressures were offset by the draw down from the Council's budget contingency. The following arose during the discussion of the report:

- a. The Committee queried a seeming inconsistency in the report in regards to the Street Space budget with different figures offered of £270k and £5.1m. In response, officers advised that the capital budget for the overall Street Space scheme was £5.1m but the £270k related to a budget adjustment made in year in order to accelerate expenditure on the wider programme.
- b. The Committee queried the reasons why the earmarked reserves of the Council had increased from £84.5m in 2020 to £115m in 2021. In response, officers advised that the central government grant funding for Covid, including grant relief for Council Tax totalled C. £20m. This funding needs to be put on the balance sheet and paid out in the current year. The remaining £10.4m was aligned to the collection fund and the surplus generated in 2019/20, which was shown on the balance sheet for the current year.
- c. The Committee queried whether the level of reserves could be expected to drop in future years, officers advised that the un-earmarked reserves naturally fluctuated and there was no 'normal year'. However, it was reasonable to assume that there would be less draw down on reserves in future years.
- d. In relation to a question about London Councils evaluating the amount of money received from central government, officers advised that they were not aware of these discussions and could not comment.
- e. The Panel queried the use of RAG ratings on the savings tracker and in particular queried the use of a green RAG status if the saving was expected to slip in full. Officers agreed to look into whether the ratings were incorrect and come back to the Panel. The Panel asked for an updated table in the Q2 report. **(Action: Frances Palopoli).**
- f. The Committee raised concerns about underspend in the disability services grant and suggested that this should be prioritised. Officers responded that this area was acutely hit by Covid but that the grant had been carried over into the current year so it was expected that the Council would fully catch up on this.
- g. In relation to a question around the impact of Covid on Council Tax collection, officers advised that the impact would be felt on subsequent years as the government allowed local authorities to spread costs over three years. There was a £20m spend from reserves in this budget from last year's funds. The Council regularly reviewed its bad debt provisions and that increased

provisions had been set aside for resilience and bad debt provision in the wake of Covid-19.

## **RESOLVED**

The Overview and Scrutiny Committee:

- I. Noted that the figures in the 2020-21 Provisional Financial Outturn remain provisional until the conclusion of the statutory audit process which has been extended due to the on-going impact of the C19 pandemic.
- II. Noted that the C19 financial impact on the 2020-21 General Fund was offset by Government support.
- III. Noted that non-C19 related pressures forecast during the year were mitigated by year end.
- IV. Noted that the C19 pandemic was forecast to continue to impact on the Council's finances during 2021-22 and the assumptions made around mitigating these.
- V. Noted that statutory comments are included in the original report to Cabinet.

## **13. FINANCE UPDATE Q1**

The Committee received a report which set out the Quarter 1 budget monitoring position. The report was introduced by Frances Palopoli, Head of Corporate Financial Strategy & Monitoring as set out in the agenda pack at page 95 of the agenda pack. The Committee noted that the report set out that the current overspend was around £5m. Non-Covid areas of spend were showing overspends but it was early in the year and directors were looking at mitigating these areas of spend. The following arose during the discussion of the report:

- a. The Committee sought reassurance slippages in the Adults budget and confidence in the savings for this area. Officers advised that the overspend in Q1 was around £1m and that finance were doing detailed work with the Director on containing the overspend and the viability of savings. This work was being done across Council directorates.
- b. The Committee queried whether the Council's financial forecasting was robust enough, given overspend projections. In response, officers advised that Covid had a significant effect on forecasting. The Council had made the assumption that the government would mitigate the costs of Covid and that this had been the case for 2020/21. Officers suggested that in an organisation the size of Haringey there would always be unforeseen eventualities, but officers were confident that everything that could be done was being done. There was a contingency built in to the GF budget which allowed the Council to offset some of the budget pressures that would inevitably arise.

- c. The Committee commented that this time last year there was a circa £20m budget gap and queried what the current in-year position was. In response, officers advised that the current Covid-related pressure was forecast at £32.9m but that they were expecting that the government would offset this through additional grant funding as per the previous year.
- d. Concerns were raised about the overspend within the Dedicated Schools Grant and whether there was an action plan in place to deal with the overspend. In response, finance officers advised that they were working with the Directors to contain overspends. The DSG was a ringfenced grant which did not show in General Fund. Haringey, along with most local authorities had seen continued annual deficits in this area. The DfE was in negotiations with local authorities about their relevant individual positions and it was noted that as part of this process, authorities would be expected to draw up an action plan to address the budget pressures. Officers set out that the Council would continue to pressure the government to provide a realistic funding envelope.
- e. The Committee requested that a breakdown of slippages in Children's and adults be provided to the Committee in writing. **(Action: Frances Palopoli)**.
- f. In response to a question, officers advised that they were confident as they could be that the government would offset Covid related spend in the current year and that they would continue to review this. Officers advised that had taken all of the actions they reasonably could to mitigate pressures across all budget streams.

## RESOLVED

The Overview and Scrutiny Committee:

- I. Noted the financial forecasts provided at Quarter1 and the assumptions surrounding them.
- II. Noted that Directors are seeking actions to bring the current non-Covid 19 forecasts down.
- III. Noted that statutory comments are included in the original report to Cabinet.

## 14. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR FINANCE AND TRANSFORMATION

The Committee received a short verbal update from the Cabinet Member for Finance and Transformation, Cllr Diakides, followed by a question and answer session around his portfolio. The Cabinet Member set out that the two previous reports painted a picture of ongoing budget pressures and period of flux, due to a range of factors including Covid and Brexit. Last year's budget was balanced with receipt of government grants, despite some level of uncertainty. The Cabinet Member advised that the best way to ensure that the Council was able to balance the current year's budget was to have a contingency in place to mitigate budget pressures that arose.

The Cabinet Member highlighted two areas of concern for the current year's budget; slippages in the capital programme, and the impact of Covid, particularly in relation to undertaking large scale projects on site. The Committee was advised that the



manifesto commitments had resulted in significantly enlarged capital programme and that the authority had improved its rate of spending on the capital programme in Quarter 1 this year, compared to the equivalent period last year. The Cabinet Member highlighted that financial predictions and forecasting were improving in terms of their accuracy.

The following arose as part of the discussion of this agenda item:

- a. The Committee sought assurances around the impact of Covid and support to frontline services. The Cabinet Member advised that the Council was largely reliant on the government but that the authority would be seeking to safeguard services as much as possible. The MTFs gave the Cabinet Member hope that further cuts could be avoided but that given the level of uncertainty in the financial climate it was impossible to guarantee this.
- b. The Committee also sought assurances around what support measures were being offered to residents, particularly in light of the removal of the uplift to Universal Credit and the end of the furlough scheme. In response, the Cabinet Member advised that finance officers were meeting with Director's to develop growth proposals and focusing on new ways of working. The Cabinet Member also highlighted the Council Tax reduction scheme as an example of action being taken by the council to provide additional support to residents.
- c. The Committee sought clarification around how the authority was going to fund the Free School Meals expansion to cover all primary school children by 2022. In response, Cllr Diakides outlined that the financing mechanism and timescales for this were still being developed and referred the Committee to the Cabinet Member for Children. In response to a follow-up question, the Cabinet Member advised that there was a process in place for developing next year's budget which involved bids being submitted and costings being done. The individual budget allocations would then be assessed in the round.
- d. The Committee raised concerns with pressures in the schools budget and in particular pressures around providing Education, Health and Care Plans, stemming from the need for a lack of available teaching assistants to carry these out. In response, the Cabinet Member suggested that a case for funding would need to be made and that the Cabinet Member for Children would be able to provide more details on teaching assistants.
- e. The Committee raised concerns about the budget for the compulsory purchase of empty homes not being used. In response, the Cabinet Member advised that it was essential that the Council created a risk around purchasing empty homes and it was hoped that this risk was sufficient to ensure landlords brought them back into use. The budget for this was not sufficient to purchase all of the available empty homes.
- f. The Committee raised concerns about the process for the disposal of 141 Station Road and questioned the extent to which the correct financial and oversight processes were followed. In response, the Cabinet Member advised that the issue was being investigated and that he was unable to say much other than he would also be concerned if the investigation raised any procedural failings.

**RESOLVED**

Noted.

## 15. DIGITAL TOGETHER

The Committee received a cover report and presentation on the progress of Digital Together, a cross-council cost cutting savings programme. The presentation was introduced by Cllr Chandwani, the Cabinet Member for Customer Service, Welfare and the Public Realm. The following arose from the discussion of the presentation:

- a. The Panel noted that the cross-cutting savings programme included giving staff the opportunity to suggest areas of improvement or things that had been implemented in other authorities as a way of generating efficiency savings. The example of using new areas of technology to detect housing fraud cases was noted, by way of an example.
- b. It was noted that the programme had led to £260k savings this year and that these were all back office savings, so there was no impact on frontline services. The Cabinet Member highlighted the fact that the more savings that were made through Digital Together, the less savings would be needed from other areas of the Council.
- c. Officers advised that the starting point for the programme was that they received a range of savings proposals, with 150 identified initially and these were then assessed and particular consideration was given to whether the savings were being counted elsewhere in the MTFs. To date, 18 initial savings opportunities had been identified, which totalled £260k in savings. The programme was building and significant savings were anticipated as the momentum built.
- d. The Cabinet Member identified that she was seeking to ensure that Haringey was in-line with other authorities and that everything was being done to reduce wasted resources.
- e. The Committee raised concerns about possible impacts on residents and whether increasing digitisation of services would unduly impact some disadvantaged groups. In response, the Committee was advised that the programme was all about improving how the Council worked and that all the savings would come from back office functions, internally within the Council. The Committee was advised that this would not impact services to residents. The Cabinet Member emphasised the fact that Digital Together was not about closing down phone lines or shutting down customer service centres.
- f. In response to a question, the Committee was advised that the programme was limited to the Council at present and that schools would not be asked to contribute. It was hoped that schools may notice an improvement in terms of being able to contact the Council and getting to correct person more efficiently.
- g. The Committee sought clarification around the costs of the programme and how this related to the £260k savings to date. In response, the Committee was advised that there would be a one-off capital investment into the programme to support transformation savings. The programme would then make year on year savings to the Council's revenue budget. The capital and revenue budgets were two separate things. The savings target was £3m and the Cabinet Member highlighted that having achieved nearly 10% of that already, before the programme was fully up and running, should be considered a reasonable success.
- h. The Chair raised concerns around problems that some other local authorities had encountered with Northgate systems and projects being over-budget. In

response, officers advised that they were learning lessons from other authorities and where savings had not worked they would walk away. The Committee was advised that, to a degree, local authorities were at the mercy of a small number of large suppliers of services to local government.

**RESOLVED**

Noted

**16. BOROUGH PLAN 2019-23, PROGRESS UPDATE REFLECTING QUARTER 1 JUNE 2021**

The Committee received a performance report. The report was introduced by Claire McCarthy, Assistant Director Strategy and Communications as set out in the agenda pack at pages 189-200 of the agenda pack. The Committee was advised that the performance wheels would be updated on the website in the days following the meeting.

**RESOLVED**

That the Committee noted the high-level progress made against the delivery of the strategic priorities and targets in the Borough Plan as at the end of June 2021.

**17. WORK PROGRAMME UPDATE**

The Committee received a report which set out the updated work programme, as set out at pages 201-233 of the agenda pack.

The Committee noted that the Scrutiny Review on High Road West had been completed and that it would be coming back to OSC shortly.

The Committee agreed to alter the focus on the Scrutiny Review on Knife & Gun Crime to focus on Violence Against Women and Girls.

**RESOLVED**

- I. That the Committee noted the current work programmes for the main Committee and Scrutiny Panels at Appendix A of the report and agreed any amendments as appropriate
- II. That the Committee noted the proposed Scrutiny Review Projects and the submission timescales required in order to finish the reviews by the end of the municipal year.

**18. NEW ITEMS OF URGENT BUSINESS**

N/A

**19. FUTURE MEETINGS**

Noted as:

29<sup>th</sup> November 2021

13 January 2022

20<sup>th</sup> January 2022 (Budget Scrutiny).

10<sup>th</sup> March 2022

CHAIR: Councillor Khaled Moyeed

Signed by Chair .....

Date .....

**MINUTES OF THE MEETING OF THE ADULTS & HEALTH  
SCRUTINY PANEL HELD ON THURSDAY 9TH SEPTEMBER 2021,  
6.30-9.25pm**

**PRESENT:**

**Councillors: Pippa Connor (Chair), Gideon Bull, Mahir Demir and  
Sheila Peacock**

**12. 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'.

**13. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Nick da Costa and Helena Kania.

**14. ITEMS OF URGENT BUSINESS**

A report was tabled regarding the possible relocation of the Grace Organisation from the Whitehall & Tenterden Centre on Whitehall Street to the disused Council-owned building previously used as the Irish Cultural and Community Centre. This followed a site visit to the Irish Cultural and Community Centre site by the Panel on 7<sup>th</sup> September 2021.

This report was discussed under the Cabinet Member Questions item.

**15. 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.

Cllr Gideon Bull declared that he was currently employed by NHS England.

**16. DEPUTATIONS/PETITIONS/ PRESENTATIONS/ QUESTIONS**

None.

## 17. MINUTES

The minutes of the previous full Panel meeting and the notes of the additional special meeting were approved as an accurate record.

**RESOLVED – That the notes of the special meeting held on 24<sup>th</sup> June 2021 be approved as an accurate record.**

**RESOLVED – That the minutes of the meeting held on 28<sup>th</sup> June 2021 be approved as an accurate record.**

## 18. HARINGEY'S INTEGRATED DISCHARGE ARRANGEMENTS

### Hospital Discharge Arrangements

Paul Allen, Head of Integrated Commissioning (Integrated Care & Frailty) at NCL CCG and Haringey Council, introduced the report stressing that there was a multi-agency effort to discharge people from hospital to help them to recover in a safe and timely way, ideally to their own home. Paul Allen added some brief comments on key points in the report:

- There was a process called Discharge to Assess which involved discharging patients out-of-hospital to recover as much as possible and then assessing their long-term needs afterwards. The Covid-19 pandemic had both reinforced the importance of this approach and accelerated the plans for this model to be used.
- Another important area was the establishment of acute-based and multi-agency Integrated Discharge Teams (IDT) including at Whittington Hospital and North Middlesex University Hospital.
- Reporting requirements had changed following the suspension of statutory monitoring of delayed transfers of care in April 2020. Alternative measures on length of stay in hospital were now being used as set out in paragraph 3.8 of the report.
- The report had been written just before the recent government announcement to extend the funding for the additional costs of out-of-hospital placements beyond September.

Alison Kett, Director of Operations for Adult Services at Whittington Health NHS Trust, added that pressures on services the previous winter had been unprecedented. While this had plateaued since then, the Trust was anticipating the coming winter to be challenging with Covid patients in the hospital in addition to the existing caseload, but were now in a much better place to deal with this. From a community perspective, additional funds had been provided to support the prevention of hospital admissions, including through the Rapid Response service.

Nnenna Osuji, Chief Executive of the North Middlesex University Hospital NHS Trust, commended the intra-agency working that had developed during the pandemic and emphasised the importance of having the right discharge arrangements noting that this impacted all the way through to the emergency department. They chaired a joint A&E Delivery Board which looks at inflow, throughflow and outflow. She added that the funding announcement from the government had been welcome ahead of what was likely to be a difficult winter and recognised that a system-wide effort would be required to minimise admissions where possible, optimising patient time in hospital and maximising discharge.

Cllr Gideon Bull asked about the issue of delays in offloading patients from ambulances to A&E. Alison Kett acknowledged the pressures in this area and the knock-on effect on the rest of the system, noting that this was closely scrutinised. Nnenna Osuji added that the Trust aimed to offload 95% of ambulances within 15 minutes. Offload times that exceeded 30 minutes or 60 minutes were also closely monitored with the latter measure regarded as a significant breach. This was regionally and nationally monitored so there was an intense degree of scrutiny involved.

Cllr Bull asked about the assessments carried out on patients prior to discharge. Nnenna Osuji said that the Trust worked hard to ensure that discharge arrangements were safe for patients, both in terms of their clinical safety and also from a therapies point of view. This reflected the importance of working systematically and in partnership to address non-health related considerations and so the Trust was working closely with Connected Communities to pick up on the other aspects of people's quality of life. The Trust had also been piloting a ward at Chase Farm hospital which aimed to focus on these aspects of care before a patient leaves the hospital.

Cllr Peacock asked what measures were in place to ensure that the details of a patient's hospital stay were provided promptly to their GP. Kiran Sanger, Associate Director and Borough Lead for Haringey at Whittington Health NHS Trust, noted that recent changes had enabled the uploading of notes onto a digital system that could be accessed by patients and their GP. Nnenna Osuji also recognised the importance of digital innovations in this area including the OneLondon system which would enable information about a patient's health and care to be accessed by clinicians in different parts of the NHS. She added that, at the point of discharge, a letter is created which should reach the GP within 48 hours and that she would be happy to look into any individual cases raised by Panel Members where this had not happened. Rachel Lissauer, Director of Integration, Haringey Borough at NCL CCG, added that clinical interface meetings were held which were an opportunity for GPs to communicate directly with the senior clinicians and others.

Asked by Cllr Connor how further feedback was obtained by GPs and clinicians after discharge, Kiran Sanger said that Discharge Alerts could be raised if there were any particular issues raised following a discharge. This enabled patterns to be identified from a governance level. Nnenna Osuji added that active monitoring of existing commitments, such as letters to GPs within 48 hours, and dealing with any exceptions was a proactive step that was taken. Outcome measures looked at what had happened 28 days after discharge as well as at the hospital stay itself. There were also individual feedback mechanisms such as the complaints process. Alison Kett said that the benefits of an Integrated Care System across the NCL area included the standardisation of the Discharge Alert process. Beverley Tarka, Director of Adults & Health at Haringey Council, emphasised the integrated nature of the discharge team including the role of social workers and the reablement and rehabilitation teams which enabled integrated after-care for patients.

Cllr Bull highlighted the importance of discharge arrangements for people with severe mental health issues and suggested that this be considered at a future meeting. Cllr Connor confirmed that mental health was included in the Panel's current work plan.

### NHS Continuing Healthcare

Cllr Connor asked about the funding arrangements for NHS Continuing Healthcare (CHC) and how excess demand for this funding was managed. Marisa Rose, Director of Continuing Healthcare for NCL CCG, explained that there was a national framework for CHC which was administered at a local level with scrutiny from NHS England through benchmarking of how many people were assessed and how many qualified for funding. NCL CCG was currently in the middle of the pack for this benchmarking. In terms of the process, as people were identified for CHC a checklist was reviewed before they were progressed to a full assessment. CHC was assessed on needs rather than diagnosis.

Asked by Cllr Connor about the qualifications of the person carrying out the checklist stage and how advocates for the patients were included in this process, Alison Kett explained that Whittington Health provided assessors so there was separation between the clinical assessment and where the money sits. The assessors were experienced, trained, there was national guidance to meet and every assessment had to be quality checked so this provided consistency. The recommendation had to be based not just on the decision of the assessor but also had to be agreed in conjunction with the social worker and then the CCG would consider whether the evidence supported the recommendation. An appeal process was also available to individuals who were not satisfied with the recommendation. Marisa Rose said that if an advocate was identified by the individual or a medical professional then everything possible would be done to ensure that the advocate was included as part of the process. Cllr Connor said that not everyone would know how to request an advocate



and suggested that advice on this should be provided to patients and their families at the outset. **(ACTION)**

Asked by Cllr Mahir Demir how people know that this service exists, Marisa Rose said that information was readily available on the NHS website but that, as people go through a clinical process, the clinicians and social workers involved would outline the next stages. CHC was technically a funding mechanism to meet people's ongoing needs so that was no need to specifically promote this. Assessments now tended to be carried out in the community post-discharge rather than in hospital as used to be the case and this was generally more suitable.

Asked whether there was any analysis about which part of the borough people going through CHC assessments came from, Marisa Rose said that the number of people assessed for CHC was relatively small. Across Haringey, as of June 2021, 376 people were on CHC so as the numbers were relatively small this was not typically broken down by ward level. She said that she could check whether it would be possible to provide this information. **(ACTION)**

#### **19. DAY OPPORTUNITIES SCRUTINY REVIEW (MONITORING OF RECOMMENDATIONS)**

Cllr Connor noted that the report provided updates on the recommendations from the Panel's previous Scrutiny Review on Day Opportunities in Haringey.

Recommendation 1 related to Canning Crescent. Charlotte Pomery, AD for Commissioning, explained that Canning Crescent was previously a mental health clinic owned by Barnet, Enfield & Haringey Mental Health Trust (BEH-MHT) before the premises was purchased by the Council. It was being redeveloped with stakeholders as a new crisis café for people at risk of mental health crisis and a space for the relocated Clarendon Recovery College which was for people coming through mental illness. It was being delivered by BEH-MHT and the Council working with service users. A neighbourhood engagement event had recently been held.

Cllr Demir noted that the recommendation included a reference to the model adopted by Mosaic Clubhouse in Lambeth and said that this was a brilliant service, centred on service user involvement. Charlotte Pomery said that they had looked at best practice from various different models in responding to the recommendation made by the Panel. The model of the Clubhouse was a mixed model that responded to service user need, avoiding admission, supporting discharge and helping people to live in the community safely. Asked by Cllr Connor about co-production, Charlotte Pomery said that a group of service users were working with clinicians and practitioners to develop the model.

Cllr Peacock expressed concerns about the impact on people with mental health needs of the previous closure of mental health facilities at 684 High Road in Tottenham. Charlotte Pomery said that this underlined why such provisions were needed in local communities that are inclusive, accessible and provide meaningful occupations for people with mental health needs. Cllr Peacock highlighted the transport issues for people in Tottenham to get to these new services in Wood Green. Charlotte Pomery responded that the crisis café was an additional service in the borough which was centrally located and had good transport links. Cllr Lucia das Neves, Cabinet Member for Health, Social Care and Well-being, noted that one of the relocated services was originally located in the west of the borough and that it would be useful to review what other provision was available in other parts of the borough. The Council was fully committed to continuing this new service and partnering with BEH-MHT should help with sustainability of the funding and prevent the kind of closures that Cllr Peacock had referred to in the future. She added that the building in Canning Crescent would provide a therapeutic space for people with a good amount of space and interaction between different services.

Cllr Bull raised the importance of preventative measures on mental health. Charlotte Pomery agreed that access to good quality education, employment, housing, and many other factors were clearly relevant to maintaining good mental well-being and so wider preventative measures were fundamentally important. Beverley Tarka concurred with this and added that the Council had recently been successful in a bid to the Great Mental Health fund which would provide over £300k to support wider community mental health.

Recommendation 2 related to the three former day centres that were brought back into use. Cllr Bull welcomed the provision of new services at Waltheof Gardens and asked about current day care provision for older residents with physical frailty. Beverley Tarka said that Disability Action Haringey was now based at Winkfield Resource Centre supporting people with disabilities with purpose-built provision to support the development of independent living skills. Charlotte Pomery added that the Ageing Well partnership approach had developed a range of support options for older people. The Grace Organisation formed part of the provision in the east of the borough while the Haynes Centre provided specialist dementia care in the west of the borough. Cllr Peacock commended the facilities and activities provided for older people at Protheroe House and Lorenzo House in Tottenham. Asked by Cllr Connor how residents in the east of borough could access specialist dementia care, Charlotte Pomery said that part of the framework approach to day opportunities was to consider a centre of excellence in the east. Much of this work had been paused due to the pandemic but this was currently being revisited and so this could potentially be discussed at the Panel at a later date. **(ACTION)**

Recommendation 3 related to using the re-opened centres as part of a wider community offer. Charlotte Pomery informed the Panel that one of the posts being

recruited to at the Chad Gordon Autism Campus was an Activity Coordinator which involved brokering the use of the space at times when the centres were not being used for day opportunities. The campus had launched in August and the spaces were designed to be autism friendly so were an asset to be used by other groups that would benefit from this. Cllr das Neves agreed with the importance of maximising the use of new spaces and opening them up to the wider community.

On Recommendation 4, which focused on the capital allocation for the re-opened centres, Cllr Bull asked where responsibility lay within the Council for the maintenance of the buildings. Charlotte Pomery responded that the Adults team played a co-ordinating role with other parts of the Council. Regular maintenance of the buildings sat with Corporate Landlord while maintenance of the outside grounds was partly supported by the Adults team through the services users involved in therapeutic activities such as gardening for example, in partnership with the Parks team. Any significant capital work to improve the buildings would sit with Capital Works.

Recommendation 6 related to demonstrating social value. Cllr das Neves said that the Bridge Renewal Trust provided support to organisations in the Borough as how to do this and that it was a learning journey for many. The Council had done a lot of work to consider how best to enable organisations to show the impact that they have. Charlotte Pomery added that a matrix was used for the Local Area Coordinator model to measure social value and that a public health approach had been taken in building social value into commissioning with a focus on social isolation, local employment, health and wellbeing and impact on mental health. Cllr das Neves added that there had been a lot of discussion recently about how to engage service users and residents in the commissioning and monitoring of services and this connects to social value as it emphasises the point of view of the community rather than the Council.

On Recommendation 7, which was about the reduction of social isolation, Charlotte Pomery commented that this was an issue that had been exacerbated by the Covid pandemic. Many residents were still affected by anxiety about leaving their homes and the Council recognised the importance of addressing social isolation.

Recommendations 8 and 9 focused on transport links to access services and Charlotte Pomery agreed that the importance of this was recognised with measures such as the provision of transport services or buddying/mentoring systems to help people reach services. The importance of local provision, as discussed earlier in the meeting, was also recognised as a key part of addressing this. Asked about the comment in the report that the transport offer didn't tend to be advertised, Jeni Plummer, AD for Adult Social Care, clarified that this was because it would usually be offered directly on an individual basis and included in their care and support plan if required.

Cllr Connor noted that Recommendation 10 referred to the Haricare website which she said still contained some out-of-date information. Charlotte Pomery acknowledged the importance of information provision and said that, as noted in the report, the Department was moving more towards targeted information and campaigns such as through the new Ageing Well Guide. All directories rely on information being regularly updated and often the resources available to do this was limited. Cllr das Neves added that feedback from users and a content design approach was increasingly part of ensuring that the right information was delivered at the right time in the right format. Charlotte Pomery also highlighted the new NavNet initiative which involved frontline practitioners coming together to share information to improve navigation of services.

Cllr Connor expressed support for the Preparing for Adulthood Pathway Guide referred to under Recommendation 11 as an example of information being provided in the right way. Cllr das Neves informed the Panel that she was shortly due to talk to Cllr Zena Brabazon, Cabinet Member for Early Years, Children and Families, about transitions between services and the provision of the right information to people was a relevant part of this.

Asked by Cllr Peacock about the Dementia Care Navigators referred to under Recommendation 12, Charlotte Pomery said that a number of these Navigators were now in place to help support people with dementia through the system. The Ageing Well Guide also helped to supplement this advice with information about the services available to people in this area.

Recommendation 14 referred to the establishment of a secure online portal to enable service users and carers to access documents. Asked by Cllr Connor about the timescales for the new care management system referred to in the report, Beverley Tarka confirmed that there would be an approximately 18-24 month implementation period.

Cllr Connor noted that information about the payment of the London Living Wage referred to in Recommendation 15 would be provided in the Annual Report.

Cllr Connor highlighted the provision of dementia support in the east of the borough and the provision of mental health support in Northumberland Park as areas that could be monitored further by the Panel. **(ACTION)** Cllr das Neves suggested that it may be useful to look at a summary of the overall mental health offer at a future Panel meeting. **(ACTION)**

## **20. CABINET MEMBER QUESTIONS**

Cllr das Neves, Cabinet Member for Health, Social Care and Well-being, introduced this item with an update on some key issues:

- Mental wellbeing had been identified as a priority and some public health funding had recently been secured to support this, as had been discussed earlier in the meeting. World Suicide Prevention Day was taking place that week and partner agencies were hosting an event to promote this. Partnership working was needed so that services look at needs throughout the borough and bring together all the expertise and knowledge together.
- There had recently been an increase in demand for care services since the pandemic, including an increase in more complex needs and cases involving 'Long Covid'. The lack of stable funding and a strategic approach from the government was a challenge, particularly because of the need for investment in the workforce. The Council had committed to paying the London Living Wage to care staff and to ensuring that providers were doing the same.
- Co-production had been an important priority in recent years and a lot had been learned in how to work with service users, people with lived experience and the wider community, to build projects including through the work on Osborne Grove. There was more to do to develop this approach in terms of commissioning, governance and management of services.
- Violence Against Women and Girls (VAWG) was an important area and the Council was looking at ways to bring in more funds to resource this area, including through a bid to the Home Office on safety for women at night.
- Discussions had been taking place recently on food poverty, including support for the Haringey Food Network and other projects in the borough.
- There had been conversations about collaborative working, for example by coming together with mental health services and criminal justice to address substance misuse.
- The Council's ongoing pandemic response remained an important area of work including air quality monitoring for schools to reduce the transmission of Covid and different approaches to make the vaccine available in community settings.

Cllr das Neves and senior officers then responded to questions from the Panel:

- Cllr Connor explained that the Panel had visited the site of Irish Centre in Tottenham earlier in the week as part of the Panel's examination of proposals to relocate the Grace Organisation (a provider of day opportunity services) to part of the building. She noted that the building seemed to be in poor condition and asked about the source of the capital funding required for renovation work. Cllr das Neves confirmed that further details could be provided about this in writing. **(ACTION)** Cllr Peacock said that she had previously been vice-Chair of the Irish Centre and had been shocked to see the poor condition of the building and the wasted food found inside. Charlotte Pomery said that the building was currently a construction site and that investment was currently being made on the enhancement works to the building. The wasted food had been there when the building had been vacated and would be removed as part of the clearance works.

- Cllr Bull commented that the situation with the Irish Centre site was an example of a Council-owned community building that should have been passed back to the Council's property team when the community use ended and did not appear to have been looked after properly. Cllr das Neves said that the point had been heard loud and clear and would be fed back to relevant officers. **(ACTION)**
- Asked for an update on Osborne Grove, Cllr das Neves said that the design had been impressive and that wider public consultation would be taking place soon.
- Noting that it was Suicide Prevention Day that week, Cllr Connor asked about the progress of the Haringey suicide prevention group and the actions that the Panel had previously heard about in relation to suicide prevention in the construction industry. Cllr das Neves replied that she had attended a meeting of the suicide prevention group which was very active and brought together a range of public bodies, community groups and others from across the borough. Will Maimaris, Director for Public Health, added that following the Scrutiny Panel meeting about this, he and his team had spoken to representatives of the local construction industry and shared information about suicide prevention and mental health at work resources. Those organisations had a real interest in that and some of them already had well-being at work programmes. The focus had shifted during the emergency response to the pandemic but strong links had been made between the public health team and the local construction industry on things like Covid testing so there could be future opportunities to revisit suicide prevention. **(ACTION)**
- Asked by Cllr Demir what discussions she'd had with the CCG about holding private providers such as Centene to account, Cllr das Neves said that there was little satisfaction about how the Centene process had been carried out but it was not something that the Council controls. She added that there were worries about the slow creep of privatisation generally across the NHS as well as the current demands and pressures on the workforce.
- Cllr Demir asked about the implications of the Government's recent announcement to raise National Insurance rates on social care funding in Haringey. Cllr das Neves said that, from what had been announced by the Government, she didn't expect much change in social care before 2025/26 although she felt that real change and reform was needed in social care. Beverley Tarka added that there had not been a lot of clarity so far in the Government's announcement and that, while the headlines had been about the cost of paying for care and the cap, there was very little remaining for social care reform and bringing parity between social care and the NHS in terms of pay, training and development. The Government had said that a White Paper was expected in the Autumn, but this had been expected for many years. The Spending Review, also in the Autumn, could provide more detail.
- Cllr Connor asked about a national news story about the deaths of three people with learning disabilities in a private hospital in Norfolk and asked whether any

Haringey residents with learning disabilities were placed with private providers. Beverley Tarka said that it was very unfortunate that such failures continued to happen in the health and care system 10 years on from the incidents at Winterbourne View in Gloucestershire. In Haringey, some people with complex needs were placed outside of the borough in specialist provision. Active relationships were created by the Council with the provider to enable quality assurance of the provision. Asked by Cllr Connor whether the service users had all been placed with providers which had Good or Outstanding ratings from the CQC, Beverley Tarka pointed out that that people could be placed when the rating was Good or Outstanding but that rating could change over time. The Council's approach with a provider whose rating had declined was to support them to improve their performance. There had previously been occasions where the Council had needed to close provision in cases where this had not proved possible. Cllr das Neves and Beverley Tarka said that further information could be provided on the Establishment Concerns Procedure which illustrates the way that the Council works in this area. **(ACTION)**

- Asked by Cllr Connor about the immunisation of care staff against Covid-19, Beverley Tarka said that this would be a legal requirement from the Government so the Council had no control over this. By November 11<sup>th</sup> all care home staff would be required to have been double-jabbed. Coordinated, integrated work, with a risk management approach, was taking place across the NCL area to collect the evidence with daily calls to all of the care homes. In terms of the workforce, care providers were very concerned about the implications of the requirement, combined with the impact of Brexit, and there were concerns that some staff would walk away. Rigorous risk assessments had been carried out regarding other Council staff who needed to access care homes and it was felt that there was a robust risk management plan in place on this. External trade staff going into care homes had also been a consideration. Leaflets had been produced to remind trade staff about the importance of being vaccinated. In addition, letters were being provided to care staff who did decide to leave to make clear that the door was left open for them to return if they wished to do so.

### **21. WORK PROGRAMME UPDATE**

Cllr Connor reminded the Panel that evidence sessions would be taking place for the Review on Health and Care in Sheltered Housing on 29<sup>th</sup> September.

A site visit to see the localities work in north Tottenham was planned to take place prior to the next Panel meeting where there would be an agenda item on this issue.

### **22. DATES OF FUTURE MEETINGS**

- 15<sup>th</sup> November 2021

- 16<sup>th</sup> December 2021
- 3<sup>rd</sup> March 2022

CHAIR: Councillor Pippa Connor

Signed by Chair .....

Date .....



## **MINUTES OF MEETING CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 23RD SEPTEMBER, 2021**

### **PRESENT:**

**Councillors: Makbule Gunes (Chair), James Chiriyankandath, Sarah James and Tammy Palmer**

### **13. FILMING AT MEETINGS**

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

### **14. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dixon and Ms Jakhu and Ms Jhunjhunwala.

### **15. ITEMS OF URGENT BUSINESS**

None.

### **16. DECLARATIONS OF INTEREST**

None.

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

None.

### **18. MINUTES**

In respect of item 8 and the reference to the inclusion of refugee and migrant support within the terms of reference, Panel Members queried where responsibility for the support of adults lay. Ann Graham, Director of Children's Services, reported that her department was only in a position to report on support for children. Councillor Zena Brabazon, Cabinet Member for Early Years, Children and Families stated that she was happy to provide an update on support provided for Afghan refugees, including that provided for both children and adults. The Panel suggested that one option would be for this to be an item on a future joint meeting of the Children and Young People's and the Adults and Health panels.

### **AGREED:**

That the minutes of the meeting of 20 July 2021 be approved.

## 19. FINANCIAL MONITORING

Josephine Lyseight, Head of Finance (People), reported on the current budgetary position of the Children's Service. There was currently a projected overspend of £5.82 million. £3 million of this was related to Covid expenditure. The key areas where pressures were being felt were Safeguarding and Social Care, which had an overspend of £4.1 million, and Prevention and Early Help, which had an overspend of £1.5 million.

The pressures in Safeguarding and Social Care were due to the increased number of placements and placement complexity, resulting in higher unit costs of care and increased staffing and legal costs. The pressures in Early Help and Prevention were due to Special Educational Needs (SEN) transport and anticipated income pressures in Nursery and Children's centres.

Work was taking place with the Commissioning Service to mitigate the rising costs of placements, which reflected a national supply and demand issue. Action included developing relationships with new providers and working to increase the capacity of the brokerage service to secure and negotiate placements at the best possible price.

In respect of SEN transport, the pressures arose from an increase in demand of 10%. In response to this, routes had been re-procured and this had reduced costs by 10%. There was also new route mapping software and action was being undertaken to reduce the number of costly out-of-borough placements.

In respect of the savings that were approved as part of the Medium Term Financial Strategy (MTFS), all of these were currently forecast to be delivered. Mitigations would be put in place and replacement savings found in the event of this position changing.

As in Period 3, the Dedicated Schools Grant (DSG) budget was forecasting an in-year overspend of £6.58m. All of this originated from the High Needs Block (HNB) and the main reason for this remained the increasing number of Education, Health and Care Plans (EHCP). Approximately 25% of looked after children now had an EHCP. A DSG Management Plan was being produced with various stakeholders and would also be shared with the DfE. Whilst Council actions would mitigate the level of overspend, it would not still not be sufficient to bring annual spend within allocated budgets. This was due to the significant difference between government funding and demand for services within the HNB.

John O'Keefe, Head of Finance (Capital, Place and Regeneration) reported that the Capital Programme had been reviewed and re-profiled so that the funds were still available for works to be carried out in future years. The funding for primary school repairs and maintenance had not been re-profiled though as the work that this covered was highly reactive in nature. The funding for this had been kept in the current budget so that the Corporate Landlord function could respond to demands as and when they arose. Secondary School modernisation and enhancement programme had also not been re-profiled due to uncertainty regarding the works that needed to be done. Funds for this had been retained in the budget so Project Managers could deliver on schemes as they became available. £5.1 million had been re-profiled into

future years, leaving a revised budget of £41.3 million. It was currently anticipated that £37.1 million of this would be spent but it was possible that external factors, such as supply of labour and materials, could affect spending on the modernisation and enhancement programme for primary schools.

In answer to a question, Ms Lyseight reported that the overspend in the General Fund was forecast to be £5.8 million. The deficit to the DSG was separate to this and outside of the balance sheet.

Panel Members noted that the current overspend was not just due to Covid expenditure and requested confirmation that factors behind the overspend would not be recurring and that current funding levels were sustainable. Ms Lyseight reported that Covid had impacted on all Council services. Some interim funding had been provided by the government to cover the additional costs but this had not been enough. It was unclear whether the additional demands for on the service would continue. Assumptions had been made within the budget projections in the MTFS and requests for growth had been made to mitigate overspends though. The Council wanted the government to fully fund the additional spending that had been required. It was hoped that the forthcoming spending review would provide fairer funding to cover the impact of Covid.

Ms Graham commented that the service had a “needs led” budget. When requests for support were made, the service was under an obligation to respond positively to them. In addition, unit costs had increased year-on-year. The service was therefore not in a position to control many of its costs. Placements in secure residential units could be particularly expensive, with the Council paying £16,000 per week for some of these. Although there were only small numbers of these, any increase could lead to significant budget pressures. The number of young people in residential accommodation had increased from 28 in 2017 to 55 this year. The budget pressures therefore came from both the number of placements and the unit costs.

In answer to a question, Ms Graham reported residential care homes had previously often been small family businesses but the market had become increasingly dominated by big companies, including private equity. In response to the increased unit costs, the Council was trying to establish its own facilities and working with housing services and other north central London boroughs to achieve this. In addition, the DfE was considering providing capital funding. However, this was a long term strategy. She stated that the secure estate had reduced in size to enable more care to take place in the community. There had been an increase in extra familial harm and children were presenting with increasingly complex needs.

In answer to another question regarding trends or patterns in respect of young people requiring residential care, Ms Graham stated that there were now more older young people and many of these had been subject to harm in the community. In addition, stresses within families and economic pressures were also a factor.

Councillor Brabazon, Cabinet Member for Early Years, Children and Families, reported that the current administration had been of the view that budgets for Children’s and Adult’s Services should reflect the reality of the financial demands placed upon them. As a result of this, the Children’s Service had benefitted from a

cash injection of £7 million in 2019 and this had helped to stabilise the service. The service was required to put the needs of children first and ensure that they were safe and in the right setting. The market for residential care was now dominated by large private companies. She hoped that there would be an opportunity to discuss collaboration with other boroughs through London Councils. The number of children requiring residential care was relatively small and the most cost effective solution would be to develop an effective consortium with other boroughs. In the meantime, housing officers had been asked to identify suitable properties in the borough. An additional budgetary pressure had been caused by the government outsourcing the costs of secure accommodation from the Ministry of Justice to local authorities. Such placements could be extremely expensive and the Council had no control over the cost. In respect of the DSG, the Council's position was no different to other local authorities. This has been exacerbated by the additional need to now fund some young people with special needs up to the age of 25 without any additional government funding.

Ms Graham commented that the issues relating to the HNB were of a national nature. A lot of work had been undertaken by the Council with other local authorities as well as individually to make the case to government regarding it but there had not been a positive response to it so far, although it had been indicated that it may be addressed in the forthcoming Spending Review. A "Safety Valve" had been introduced by the government for some local authorities but Haringey was not a recipient. Its position was not an outlier and the deficit was not as large as many other local authorities. Ms Lyseight stated that the "Safety Valve" carried a number of conditions so would not necessarily be of benefit. The Council was considering what could be done to mitigate the overspend but it was recognised that it would not be possible to keep within the current budget. The Cabinet Member commented that the Society of Local Government Treasurers had also raised their concerns regarding the issue with the government.

The Panel noted that where savings proposals were marked as "amber", this indicated that it was considered that there might be an element of risk in the delivery of the proposed saving.

## **20. SUPPORT TO REFUGEE AFGHAN CHILDREN**

Charlotte Pomery, Assistant Director for Commissioning, reported on the assistance that was being provided for Afghan refugees by the Council and its partners. She reported that there were currently two schemes in operation:

- The Afghan Relocation and Assistance Programme, which was for households of individuals who had worked alongside British Forces; and
- The Afghan Citizens Resettlement Scheme, which was aimed at people most at risk from the new regime.

People on both schemes were given indefinite leave to remain and were also able to claim benefits as soon as they arrived. They also received the same package of support, which was funded by the Home Office. There were 12,000 refugees currently staying in bridging hotels and they were now all out of quarantine. Long term accommodation was now being sought. Haringey had pledged to take four families from each of the two schemes. There was a Haringey Welcome Advisory

Board of the Council and its partners, which aimed to coordinate support. There were currently no bridging hotels in Haringey and no refugees had yet been allocated to Haringey. The Council was working closely with the Home Office regarding the relocation process.

## **21. ANNUAL YOUTH JUSTICE PLAN 2021-2022**

Jackie Difolco, Assistant Director – Early Help, Prevention and SEND, reported on the Annual Youth Justice Plan for 2021/22. It was the duty of each local authority to develop such a plan and it had already been approved by the Haringey Youth Justice Partnership Board and submitted to the national Youth Justice Board (YJB).

The Panel noted that the Youth Offending Service was subject to inspection by Her Majesty's Inspectorate of Probation (HMIP). The most recent inspection had taken place in 2012 but the service had undergone a thematic inspection in May 2021 on the support and supervision provided for black and mixed heritage boys and young men. Haringey had been one of nine local authorities selected from across the country and one of three London boroughs. The inspection had taken place from the 17<sup>th</sup> to 21<sup>st</sup> May and involved interviews with staff, young people and partners as well as a review of cases. Findings from the inspection were expected to be published later in the year.

The plan covered what had happened in 2021 and what the service intended to do in 2022. In 2021, the cohort of young people who were supported by the service represented less than 1% of their local population. There had been 232 young people who had come into contact with the service, including 86 first time entrants and 10 who had received custodial sentences. The figures were lower than previous years but higher than the borough's family group of comparable authorities and neighbouring boroughs. There had been a 12% reduction in offending, which equated to 58 fewer offences.

Key priorities and outcomes were outlined in the Plan. Good progress had been achieved so far in respect of a number of priorities, although this may have been influenced by the ongoing impact of the Covid pandemic. There was a projected reduction of 6% in young people becoming first time entrants to the criminal justice system, equating to 81 young people. The reoffending rate had gone down to 24%, which was the lowest on record and below the target of 40%. There was also predicted to be a reduction of young in custody of 30% or 14 young people, compared with a target of 16 and 20 for the previous year.

The service was undertaking a more systemic approach to youth justice practice and adopting a "whole family" approach. A parents "Think Space" had been developed and they were currently looking at pathways within Family Support and Youth Services to provide a more joined up approach to family work and targeting the needs of siblings of young people who offended. Work was also taking place to develop a process for involving fathers or father figures of young people who offended. In addition, the service had been chosen for a pilot project that focused on its link with Alternative Provision and how young people could be supported better in getting back into mainstream education. The service was also represented on a newly formed education focus group looking at reducing exclusions of young people in Haringey.

In answer to a question, Ms Difulco reported that children and young people with SEND who were known to the Youth Offending Service were offered a range of interventions and assessments. Those with SEND who had not offended but were considered to be at risk were supported through targeted work by the Youth Service and Haringey Community Gold. In answer to another question, she stated that she would be happy to submit the report of the thematic inspection of the service to a future meeting of the Panel. In respect of disproportionality, the Partnership Board shared a range of data on trends and this included details of ethnicity. Robust action was already taking place to address the issue and this included highlighting diversity issues in youth court reports.

In answer to another question regarding unconscious bias training for magistrates, Ms Difulco agreed to check to see whether this had been provided. However, she could confirm that it had been provided for all staff in the Youth Offending Service and social workers in schools. In answer to a question regarding whether training could be extended to cover the impact of being a looked after child on offending, she agreed to consider this further and report back.

Panel Members commented that, whilst the report stated that black young people were over represented in the youth justice system, every other minority ethnic group was under represented. It was felt that socio-economic factors were a significant influence on offending levels and the drivers of disproportionality were more complex than they might appear to be.

**AGREED:**

1. That the report of the thematic inspection by Her Majesty's Inspectorate of Probation on the support and supervision provided for black and mixed heritage boys and young men by the Youth Offending Service be submitted to a future meeting of the Panel; and
2. That the Assistant Director (Early Help, Prevention and SEND) be requested to further information to the Panel on;
  - The provision of unconscious bias training for local magistrates; and
  - The extension of training for relevant professionals to cover the impact of being a looked after child on offending.

**22. MISSING CHILDREN**

Pauline Morris, Head of Service (SQIP), reported that safeguarding partners supported and had adopted the protocols relating to missing children, which had been reviewed earlier this year. Training on the updated protocol was taking place and included the actions supporting it. She outlined some of the achievements that had been made by the Council and its partners, which included:

- The development of a missing children app by Haringey Safeguarding Children's Partnership, which was a self-reporting tool and enabled young people to activate support from across the partnership and to request a return home interview;

- Widening the quarterly reporting from partners to provide analysis of key themes and issues in order to better understand child sexual and criminal exploitation; and
- Repurposing the Family Network meetings to provide opportunities for looked after children to develop their care plans and shape their contact arrangements safely.

She reported that there had been improvements in the following areas:

- Recording and compliance;
- Management of missing and high-risk cases, through the monthly Vulnerability, Violence and Exploitation Prevention Panel meetings;
- Monthly MACE meetings considered intelligence around the problem profiling victims, offenders, locations, and themes (VOLT); and
- The Virtual School lead for Haringey received daily data on missing children and is routinely invited to all missing strategies for looked after children.

Looked after children were most at risk from going missing. Children reported as missing were likely to be involved with “county lines” and local low level drug distribution. A disproportionate percentage of young people who were reported missing were from Black and Minority Ethnic communities. The number of looked after children reported missing remained highest amongst the 15 to 17 age group. Between April 2020 and March 2021, there were a total of 806 missing episodes reported, involving 190 children. The service were aware of the identities of the children who most frequently went missing and provided a range of support to them.

All children who went missing were offered a return home interview but not all took up the offer. Refusal was most common amongst older children. Amongst children living at home, either the parent or the child could refuse the offer. Return home interviews were only effective if follow up support was offered that addressed the reasons for them absconding. This may include a reassessment, initiating a team around the family, referral to a specialist service such as CAMHS or involvement of colleagues from the voluntary agencies. The needs and intervention plans of young people considered to be at highest risk were considered at the Edge of Care Panel. 56% of missing children were male and 44% female. The majority of children who went missing were absent for less than 24 hours.

In answer to a question, she stated that main reasons that young people returned after going missing was that they had accomplished the task that they had set out to do or that they had been won round by continued contact from the service. In answer to another question, she stated that some young people who went missing were known to the Youth Offending Service. In some cases, this was as a result of being stopped by the Police whilst missing and being found in possession of items that they should not have. As far as she was aware, no young people had gone missing from unregistered homes.

## **23. WORK PROGRAMME UPDATE**

The Panel noted that the final report of the review on schools was currently being drafted. A meeting between the Chair and officers in the Children and Young People’s Service was in the process of being arranged to discuss the possible scope and terms of reference for the proposed review by the Panel on child poverty. Work on such a review would need to be completed quickly in order to ensure that it could

be approved by the end of the current administration. The scheduling of items for the remaining meetings for the year, including the agenda for the next meeting of the Panel, would be finalised following discussion between the Chair and relevant officers.

**24. NEW ITEMS OF URGENT BUSINESS**

None.

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....



## **MINUTES OF MEETING Environment and Community Safety Scrutiny Panel HELD ON Monday, 13th September, 2021, 18:30**

### **PRESENT:**

**Councillors: Gideon Bull, Dana Carlin and Eldridge Culverwell**

**ALSO ATTENDING: Ian Sygrave**

### **89. 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'.

### **90. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs Ogiehor, Emery and Amin.

### **91. ITEMS OF URGENT BUSINESS**

None

### **92. DECLARATIONS OF INTEREST**

None

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

The Committee received a deputation from a group of residents in relation to Agenda Item 9, Briefing on the Changes to Waste Legislation, including the implications for both waste reduction and recycling in Haringey. The deputation also related to specific concerns about the Edmonton Incinerator proposals. The deputation party was made up of Sydney Charles, Helen Mayer and Carmel Cadden. The following points were put forward as part of the deputation:

Reduction and Recycling.

The new legislation would render Haringey's 2021 Reduction and Recycling submission to the GLA obsolete and the amount of residual waste for incineration would be drastically reduced going forward.

The deputation party put forward the following questions:

- How could the Council monitor and influence how North London Waste would advance its waste management and adapt to resulting reductions in residual waste.
- When would Haringey update its Reduction and Recycling Plan with its target of 38% recycling by 2022, which it now says it would not meet.
- Would Haringey apply for an exemption to continue co-mingling?
- How would Haringey use income from the Extended Producer Responsibility Scheme and 'new burdens' compensation?
- How did Haringey propose to facilitate the following:
  - more local and in-store collection including Deposit Return?
  - community drinks container collections?
  - practical advice around more waste separation?
  - food waste collection from all estates?
  - plastic film collection?
  - engaging residents?
  - engaging community organisations to help with implementation?

#### Edmonton Incinerator

It was suggested that there were already widespread concerns about overcapacity of the new Incinerator, due to major changes since its inception in 2015. The new legislation would reduce residual waste and increase over-capacity even more.

The Mayor's Office had already estimated a 950,000 tonne surplus for the London Region. Drinks containers would go on the Deposit Return route

Concerns were raised that there was not enough flexibility in the new design to adjust to reductions in residual waste - because the number of treatment streams had been reduced from 5 to 2. It was contended that NLWA planned to import waste if local supplies reduce.

There were other serious concerns including carbon emissions, ultra-fine particle pollution, and fewer circular economy jobs. As a result, it was felt that the current design was increasingly environmentally and financially unsustainable. However, there was an opportunity to review, adapt and future-proof the scheme going forwards.

The Deputation Party requested that:

1. The Panel addressed the above questions about Haringey Reduction and Recycling in relation to new legislation.
2. The Panel referred concerns about the incinerator to the main Scrutiny Panel, recommending that they instructed Haringey's North London Waste Authority representatives to call for it to adapt and future-proof the scheme in line with latest Defra and GLA remodelling.

The Chair thanked the deputation party for their presentation and advised that she would put the questions that were within the purview of the Council, rather than the

NLWA to officers for a written response and that the NLWA would be invited to a subsequent meeting of the panel to respond to the points around the incinerator. **(Action: Clerk).**

**94. MINUTES**

**RESOLVED**

That the minutes of the meeting on 28<sup>th</sup> June were agreed as a correct record.

**95. CABINET MEMBER Q&A - CABINET MEMBER FOR FOR CUSTOMER SERVICE, WELFARE AND THE PUBLIC REALM**

This agenda item was withdrawn as the Cabinet Member had to take a period of leave at short notice.

**96. WASTE, RECYCLING AND STREET CLEANSING PERFORMANCE**

The Committee received a written report which provided an update on the Council's Waste Recycling and Street Cleansing Performance. The report was included in the agenda pack at pages 11-30 and was introduced by Beth Waltzer, Interim Head of Waste. The following arose during the discussion of the report:

- a. The Committee sought assurances around whether officers were satisfied with the current standard of street cleansing. In response, officers advised that the council regularly monitored standards through the NI195 Performance measure and that Veolia were meeting their contracted targets. In relation to an anecdotal account of a street sweeper having to stop cleaning a particular location to cover shortages in other areas, officers advised that this would be an unusual occurrence and that street sweeping offer was made up of a mixture of dedicated beat sweepers and roving sweepers that covered multiple locations.
- b. The Panel commented that although criticism for cleanliness standards tended to be levied at Veolia, the Council, and the Councillors that sat on the Council, were responsible for large cuts to the budget for waste and street cleansing. A Panel member commented that more needed to be done to incentivise people to take more responsibility for the waste they produced, both in terms of positive incentives and negative reinforcement, such as FPNs. It was suggested that the Council needed to find ways of bringing back civic pride and that a campaign should be launched to this effect. The example of Canterbury Council was given and a communication campaign based around a message that 'this is your area' was put forward. In relation to comms messages around dumping, officers agreed to send Cllr Bull a copy of the Cleaner Haringey Strategy. **(Action: Beth Waltzer).**
- c. The Panel raised concerns about dumping and bin provision on Somerset Gardens. The Panel also noted concerns about estates that were managed by more than one provider, leading to a lack of accountability for waste management. In response, officers advised that they were aware of the problem and were working with HfH to enforce against third party owners such as housing associations. However, officers acknowledged that this was a

difficult process. Officers agreed to speak to the Area Manager and provide an update on Somerset Gardens and the next steps to improve this location. **(Action: Eubert Malcolm).**

- d. The Panel welcomed the roll-out of bins for flats above shops and advocated that they would like to see this done more quickly. Officers acknowledged that they would love to be able to roll this out even quicker but cautioned that there was a lot of work involved in understanding what was required along with undertaking an impact assessment and consulting with key stakeholders, such as Veolia, Highways, businesses and the residents themselves. Officers assured Members that they would roll this about as quickly as was practicable.
- e. The Panel set out that they would like to see a widening of the shutter gallery project to improve the look and feel of local businesses. Officers advised that they were working closely with colleagues in Regen on this project and would feed back to Regen colleagues about the request to widened it out to more locations, including Broad Lane.
- f. The Panel queried the reasons behind a drop in the recycling rate to 31.8%. Officers advised that a significant reason for this was around legislative changes on no longer being able to recycle certain materials that had already been recycled. The Panel was also advised that the introduction of chargeable garden waste had been a contributing factor.
- g. The Panel questioned whether any analysis had been done of the relationship between the per capita number of businesses in a borough and the amount of flytipping/recycling that took place. In response, officers advised that they were not aware of any specific benchmarking on this for different boroughs. Following further questions around fly-tipping and dumped bags of clothes, officers advised that they would circulate a breakdown of the make-up of fly tips in the borough. **(Action: Beth Waltzer).**
- h. In relation to what checks were done to ensure that wheelie bins were being put back in the correct place, officers advised that this formed part of the contract monitoring that was undertaken. There were two contract monitoring officers who monitored all of the relevant performance measures.
- i. In relation to garden waste, officers advised that the NLWA undertook a waste compilation study previously and that another study would likely be undertaken in due course. Officers set out that the fly-tipping breakdown would also show dumped garden waste.
- j. The Panel commented that there seemed to be increasing numbers of bins left on the pavement in and around the Ladders, which was not so prevalent 12 months ago. The Panel questioned whether this was perhaps related to new teams being in place which were not familiar with the location or whether there were additional time pressures on the crews. In response, officers acknowledged that there were a lot of new staff, partly as a result of the national shortage of drivers and that this had led to a number of agency staff being used who were less familiar with the routes
- k. Officers advised that the new Veolia Waste Manager for the west of the borough was Jennifer Barrett.
- l. The Panel raised concerns about blocked drains following the heavy flooding earlier in the summer and that there had been a number of complaints about basement levels flooding, especially in and around Stroud Green. In response, officers advised that they were aware of blocked gully's due to detritus and that there was a programme in place to unblock them. However, they were not

aware of the flooding issue and requested that members email them with further details.

- m. Members requested that drains in areas that experienced flooding be prioritised going forwards.
- n. The Chair noted that in Staffordshire Veolia had successfully rolled out the separate collection of paper and card recycling which had saved the authority a significant amount money due a reduction in those waste streams being contaminated by broken glass. Officers advised that this could potentially be a different proposition to implement in an inner-London Borough than a more rural English county. Officers acknowledged that this would be something that they would look at as part of a range of possible measures to improve recycling when they undertook the service review.

## **RESOLVED**

That Members noted the contents of the report.

## **97. BRIEFING ON CHANGES TO WASTE LEGISLATION**

The Committee received a written report which provided an update on changes to waste legislation, namely; the Extended Producer Responsibility Consultation (EPR) 2021, the Deposit Return Scheme (DRS) 2021 and the Household and Business Consistency in Recycling Consultation 2021. The report was introduced by Beth Waltzer, Interim Head of Waste as set out at pages 31-46 of the agenda pack. The following arose during the discussion of the report:

- a. The Panel noted that the Veolia contract was due for renewal in 2025 and that these legislative changes were due to come into force in 2023. The Panel suggested that the authority needed to factor these into the contract specification work and sought assurances around what was being done to prepare for this. In response, officers advised that a broad analysis was being undertaken to assess these changes and that discussions were taking place with partners and the NLWA on this. Officers commented that Veolia had shown significant flexibility with previous changes to the contract, such as those around the vehicle specifications and it was hoped that this would continue in the future. In addition, it was suggested that Veolia were a large company specialising in waste management and that they would be having their own discussions at a senior level on how to respond to these legislative changes.
- b. In regards to a follow-up question around separating out paper and cardboard recycling, officers advised that the process of looking at what was required in the new contract was being looked at, but that the specifications needed to be looked at as a whole. For example, any separation of dry recycling would require vehicles with additional compartments and would need consideration of transportation to a greater number of waste centres and the logistics/costs involved.
- c. In response to comments from the Panel, officers acknowledged that this wasn't the first time that the government had mooted changes to waste collection and that the Council's would have to keep an eye on how the process unfolded.
- d. In response to a concerns about the shortage of drivers and newspaper reports of supermarkets paying huge wage increases to secure LGV drivers, officers

acknowledged that this was a problem but that Haringey had not been as badly affected as some other authorities. Officers were working with Veolia to address this issue but, as it was a national issue, it was suggested that it may get worse before it got better.

## **RESOLVED**

The report was noted.

### **98. IMPLEMENTATION OF RECOMMENDATIONS FROM THE REVIEW INTO BLUE BADGES AND SUPPORTING BETTER ACCESS TO PARKING FOR DISABLED PEOPLE**

The Panel received a report which provided an update on implementation of the recommendations of the Scrutiny review on Blue Badges and Supporting Better Access to Parking for Disabled People agreed by Cabinet in October 2020. The report was introduced by Ann Cunningham, Head of Highways and Parking as set out in the agenda pack at pages 51-98. The following arose as part of the discussion of the report:

- a. In response to a question about whether there was a database of redundant disabled parking bays, officers advised that the new Parking Management IT System included the functionality for this. Officers commented that this was an area that had the potential to create objections from residents and that it was important to keep the information up to date. Officers cautioned that the reallocation of bays was done in batches because there was a cost associated with issuing the notices and that reallocating the bays, therefore, could take a bit of time.
- b. The Panel welcomed the introduction of companion badges questioned what more could be done to advertise the presence of the companion badge scheme to residents. In response, officers set out that virtual permits had been introduced to prevent Blue Badge theft. Their introduction had seen an increase in their usage and seemed to be popular with residents. Officers commented that the permits were currently only valid for the home CPZ, but following feedback from residents, the Parking Service were expanding these to be valid borough wide.
- c. Officers advised that Panel that going forwards the companion badges would be called disabled parking permits and a key area of focus would be around trying to prevent parking on yellow lines.
- d. In response to a specific case, a member of the Panel urged officers to ensure that they were liaising with TfL about the use of companion badges and their issuing parking tickets to residents with companion badges on TfL managed roads. Officers acknowledged this point and assured members that they liaised with TfL on this.
- e. The Chair commented that she had not received any casework in relation to Blue Badges in some time and that was clearly a reflection that the service was working well.

**RESOLVED**

The contents of the report were noted.

**99. UPDATE ON PARKING TRANSFORMATION PROGRAMME.**

The Panel received a written report which provided an update on the Parking Transformation Programme. The report was introduced by Ann Cunningham and Tim Gunn, Parking Compliance Manager, as set out in the agenda pack at pages 103 to 120. The following arose as part of the discussion of the report:

- a. The Panel noted previous concerns from residents who found the parking pages of the website difficult to navigate and sought assurances that the new Parking Management IT System had improved this. Officers advised that they were confident that it had as residents could now get their permits instantly, but that it would be best to wait for the system to bed in in order to ascertain whether there were any issues.
- b. The Panel noted a general rising trend of the number of PCNs issued from April to August but questioned a drop in the number for August. In response, officers advised that there was a lag between PCNs being issued and the fine being paid. The drop was likely a reflection of a backlog of PCN's being processed through the Civica system up until the switchover on 6<sup>th</sup> April, the rising numbers reflected those PCN's transitioning through the system and then a decrease as it evened out.
- c. In response to a question on how the pricing for permits was set and whether benchmarking was undertaken, officers advised that benchmarking was undertaken whenever significant increases were made such as the diesel surcharge. Officers advised that, when looking at changing the cost, officers would ensure that they were satisfied that the pricing structure was appropriate for Haringey and was also in line with neighbouring authorities.
- d. In response to a question on CPZs, officers advised that in principle they would be happy to scale back the timings of a CPZ if that was what the majority of residents wanted, however they were not aware of any instances of residents requesting this. Officers set out that they would need to examine any future requests in the round and that there may be circumstances where this was inappropriate, such as if the street was in the centre of a busy CPZ and removing restrictions would result in it being clogged up with overspill from neighbouring streets.
- e. The Panel welcomed the introduction of cashless parking and suggested that other locations such as shopping thoroughfares would benefit. The Panel urged officers to liaise with the relevant Cabinet Member to deliver further rollout.
- f. The Panel requested an update on the abandoned vehicles contract for estates. In response, officers advised that the Parking Service were liaising with HfH about helping them manage their own parking arrangements on estates. HfH were beginning the process of rolling out controls under the Traffic Management Act, including abandoned vehicles and parking restrictions.
- g. In relation to recent cases of residents trying to get round having a valid parking permit by covering their vehicles with a protective cover, officers advised that they had previously received legal advice that CEO's could lift the covers to check. Officers set out that this was only undertaken by staff above a certain level.

- h. In response to comments about illegal crossovers and the fines being very small, officers acknowledged that the relevant powers were 41 years old and that the fines were now not commensurate with the costs of installing an illegal crossover. The Panel was advised that the DfT were being lobbied by local government bodies to look into overhauling the relevant sections of the Highways Act 1980.
- i. In relation to concerns about people giving false addresses to the DVLA and the fact that the DVLA did not ask for proof of address when registering a vehicle, officers advised that London Councils might be the most appropriate forum to raise this issue.
- j. In response to concerns about specific cases of residents cars being blocked on estates, the Panel noted that this would be an issue to be picked up with HfH.
- k. The panel questioned whether PCNs issued for vehicle usage in a schools streets area was monitored. The Panel also sought assurances around whether the fines were issued for vehicles that entered the area in error and subsequently turned around. In response, officers advised that they were looking to improve the design of signage for Schools Streets schemes to make it more visible, in advance of eight schemes going live this month. The Panel was advised that the legal requirement was for one sign to indicate the start of the scheme, however Haringey installed two along with two advanced warning signs.
- l. The Panel suggested that an officer should drive the route of each scheme to check the signage.
- m. In relation to a query around whether the infrastructure was in place to support increased numbers of electric bikes and car sharing schemes, officers advised that this was being undertaken Transport Planning colleagues.

## **RESOLVED**

That the Environment and Community Safety Scrutiny Panel noted the content of the report.

### **100. WORK PROGRAMME UPDATE**

The Chair set out that she would like the Panel to focus its Scrutiny Review work on Low Traffic Neighbourhoods and that the review should focus on how and where they worked well and what lessons could be learned from schemes elsewhere. In particular the Chair noted concerns about the general lack of engagement and consultation that was undertaken with Liveable Crouch End.

The Panel were supportive of this as a topic and general approach. The Panel would circulate round further comments via email when the scoping document was circulated.

## **RESOLVED**

That the work plan for the Panel was noted.

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



N/A

**102. DATES OF FUTURE MEETINGS**

11<sup>th</sup> November 2021

14<sup>th</sup> December 2021

3<sup>rd</sup> March 2022

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE HOUSING AND REGENERATION SCRUTINY PANEL HELD ON MONDAY 13<sup>TH</sup> SEPTEMBER 2021, 6.30pm - 10.05pm**

### **PRESENT:**

**Councillors: Matt White (Chair), Dawn Barnes, Bob Hare, Charles Adje, Emine Ibrahim and Noah Tucker**

#### **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 from the meeting room were received from Cllr Kirsten Hearn, though she was joining the meeting via video link and would participate fully in the meeting.

#### **3. URGENT BUSINESS**

None.

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

None.

#### **5. MINUTES**

The Panel discussed the minutes of the previous meeting and approved them as an accurate record.

Cllr Adje requested an update on an action from the item on the HfH Repairs Service where there had been a recommendation to amend the wording on the use of sub-contractors to reflect in-sourcing as the default option. Judith Page, Executive Director of Property at HfH, confirmed that this recommendation had been accepted.

Cllr Ibrahim requested an update on High Road West following the recent outcome of the ballot of Love Lane residents and, in particular, the length of the period of time within which residents could vote. David Joyce, Director of Housing, Regeneration and

Planning, said that the voting window was three weeks which was in line with the GLA guidance. Sarah Lovell, Head of Area Regeneration added that the Landlord Offer had been sent to residents two weeks before the beginning of the voting period.

Consultation over the detail of the Landlord Offer had been taking place with residents since the beginning of the year. Cllr Ibrahim requested that the GLA guidance be provided to the Panel including clarification on whether the two week specification was the minimum or maximum period required. **(ACTION)**

Cllr Hare requested an update on the progress of the Employment Land Study that had been referred to under the Local Plan item. David Joyce agreed to provide a written answer on this. **(ACTION)**

**RESOLVED – That the minutes of the meeting held on 8<sup>th</sup> July 2021 be approved as an accurate record.**

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

A number of questions had been received from Mr Jack Grant. These questions would be referred to Council officers for a written response in due course. **(ACTION)**

Two deputation requests had also been received by the Panel, both of which related to Item 10 on the agenda about the monitoring of the recommendations of the Wards Corner Scrutiny Review from 2019.

The first deputation was introduced by Marta Hinstroza, who had been a trader at the Wards Corner market since 2006. Also present was Lita Kaguawajigashi, a trader at the Wards Corner market since 2003.

Marta Hinstroza told the Panel that she was speaking on behalf of traders who wished to have a direct say in the running of the market. She had gained refugee status in the UK in 2002 following death threats that she had received in Colombia relating to issues that she had been working on as a human rights lawyer. In 2017 she helped to set up a community organisation, Community Centre Pueblito Paisa CIC, with a focus on arts, culture, advice and counselling. The vision of the traders that she represented was for a market where all were welcome and included social and cultural activities. She had initially been supportive of the proposals in the Community Plan and had been involved in its development and fundraising. Unfortunately, towards the end of 2017, internal relations between traders in the market broke down. She had since been excluded from the development of the Community Plan and she had grave misgivings about those involved with the Community Plan. She alleged that she had been subjected to a whispering campaign and described as a terrorist. In response to a question from Cllr Adje about this, she explained that there were differences in political views in the market.

Marta Hinestroza said that she and other traders did not want to see a situation where a small group of people ran the market and excluded others. Haringey Council therefore needed to step up as the democratically accountable public body to ensure fair treatment of the traders.

Cllr Tucker said that his understanding was that the Council appeared to be backing the West Green Road/Seven Sisters Market Trust to take control of the lease of the market and asked for her view on this body. Marta Hinestroza said that she was not in agreement with this organisation as many traders had been excluded and not provided with proper information about what was happening. Her request to be part of the Trust had been declined despite her previous involvement in the development of the Community Plan. In response to a question from Cllr Tucker, she confirmed that a letter from 17 traders had been sent to the Council asking the Council to take a role in running the market.

Asked by Cllr Ibrahim whether they saw the role of the Council as being an honest broker as an accountable outside body, Lita Kaguawajigashi agreed with this and said that they had felt ostracised and excluded. Marta Hinestroza said if the Council wanted to take responsibility then this was the moment to have that role with the community. She added that there was no guarantee that things would get better for traders and they did not know how much they could be charged if a private company came in.

Cllr Barnes asked whether an independent body such as a charitable trust could be set up to represent the traders and help to run the market. Marta Hinestroza said that while the traders should have a voice, the management should be controlled by the Council to oversee the shared interests in the market. Cllr Hare suggested that the Council could perhaps better achieve these objectives by helping to set up a charitable body and assisting with the governance arrangements. Marta Hinestroza commented that she wished the community be united with mutual understanding but, as this was not the case, the leadership of the Council was needed.

The second deputation was introduced by Myfanwy Taylor, a local resident from West Green ward, an active member of the Wards Corner Community Coalition, an academic expert in the community value of markets and a trustee of the West Green Road and Seven Sisters Development Trust. Also present was Nicholas Amayo, a trader at the market for the past 12 years and the deputy chair of the Seven Sisters Market Tenants Association.

At the outset, Myfanwy Taylor noted that it was sad to hear some of what had been said in the previous deputation, but recognised their contribution to the Community Plan and campaign and expressed the hope that the community divisions could be healed. She noted that it had been just over a month since Grainger had withdrawn from Wards Corner, citing viability problems with the scheme. She said that it was now

urgent to deliver on the Community Plan and so she was encouraged by the Council's decision to show support for the Community Plan.

Myfanwy Taylor said that the Community Plan proposed the sensitive and sustainable restoration of the Wards Corner building to deliver a new and improved space for the indoor market alongside new affordable retail, office and community space. All existing traders would be included in the market with rents maintained at existing levels. The Community Plan had originally been proposed by a group of market traders in 2007 and had been revised several times since then following community meetings, workshops and events. The Community Plan had obtained planning permission in 2014 and again in 2019.

Myfanwy Taylor said that 28 out of 38 market traders had recently signed a statement in support of the Community Plan. Following a successful application to the Architectural Heritage Fund for a Project Viability Grant this summer, reports were being prepared to put the Community Plan on a more conventional design pathway. Meetings would be organised with traders and the community to inform those reports. Studies commissioned by the West Green Road/Seven Sisters Market Trust had demonstrated the financial viability of the Community Plan which would be a £13m development funded by £6m of identified grant funding, £6m of ethical investment and a £1m community share issue. Conversations were underway with potential funders and investors and specialist advice had been sought to inform the community share offer. Work was beginning to develop the Wards Corner Community Benefit Society (CBS) which would be a democratic organisation, owned by its members to deliver the Community Plan and manage the building for the benefit of the community on a one-member one-vote basis. This would be open to all traders and community members with everyone invited to participate in workshops to shape the CBS in the coming months. The role of the Trust would be to reinvest the surplus from the Community Plan in other projects but not to deliver the Community Plan itself.

Asked by Cllr Adje about the ethical investment funding, Myfanwy Taylor said that informal discussions had taken place with two ethical investment banks but the lack of sightline to the lease from TfL remained a barrier. Asked by Cllr Adje about the status of the Trust, Myfanwy Taylor said that it was currently listed as a not-for-profit company limited by guarantee but the aim was to register it as a charity.

Asked by Cllr Ibrahim for further details about the ethical investment banks and the potential role of the Council as an ethical investor, Myfanwy Taylor said that discussions with the two banks were at an early stage and that the Trust would of course be willing to explore any funding opportunities from the Council or the GLA. Only £6m of grant funding had been identified which was why support from an ethical investment bank was required.

Asked by Cllr Barnes how they proposed to engage with market traders who do not support the Community Plan proposals, Myfanwy Taylor said that the Trust engages directly with all traders and would continue to do so. Nicholas Amayo added that the divisions in the community was unfortunate but that they were open to reconciliation and that the goal was a Seven Sisters market with a bright future.

In response to a question from Cllr Barnes about the idea of the Council managing the market, Myfanwy Taylor said that the role of the Council was important to advance the Community Plan and to support the development of good relations between all stakeholders. However, the ambition of the traders had long been to self-manage the market.

Cllr Tucker suggested that what was being proposed was a complicated arrangement involving unnamed grant funders and investment banks that need a return on their money. He then raised the proposed one-member, one-vote management structure of the CBS, asking who would be able to vote under these arrangements and why this would be preferable to management from the Council which was a publicly accountable body with expertise, financial wherewithal and a direct relationship with local residents. Myfanwy Taylor responded that the CBS had not yet been set up and that establishing the membership criteria would be discussed through the forthcoming workshops. The CBS was intended to benefit the local community so there would be few restrictions on membership and would include market traders and local residents. She added that the return of investment required by the investment banks had been factored into the financial model commissioned by the Trust. The CBS would be owned, run and managed by the local community, would draw on professional advice and would work productively with the Council.

Asked by Cllr Hare whether there was a possible language barrier between the two groups of traders, Myfanwy Taylor said that, wherever possible, materials were translated into Spanish though this was a work in progress and resources were limited. In response to a query from Cllr Hare about rent paid by traders, Myfanwy Taylor said that rents in the new market space would be kept at existing levels and that any surplus generated by the scheme would be reinvested in the market rather than being taken out by private shareholders.

Cllr Ibrahim commented that a key point from the previous deputation was that public assets are best held in public control. She also asked how the CBS would engage with the wider community, including those who were not aware of the CBS or found it difficult to attend meetings. Myfanwy Taylor said that the original public meetings and workshops that informed the Community Plan had been initiated by market traders themselves and had been a successful approach. It would be necessary to build the CBS in a way that was democratic and inclusive but there was a lot of work to do. She felt that the community should be offered the chance to carry out the plan themselves

noting that the Council had proceeded with the Grainger plan for the past 15 years. The Council would still have a key role to play in the Community Plan however.

## **7. WARDS CORNER SCRUTINY REVIEW (MONITORING OF RECOMMENDATIONS)**

The Chair noted that the report provided updates on the four recommendations from the previous Scrutiny Review on Wards Corner that had been accepted or partially accepted by the Cabinet.

Cllr Adje suggested that the August 2021 updates in the report should be noted by the Panel but no further action was required on the recommendations as they no longer applied. He also noted that there was a minor error on page 40 of the agenda pack with a reference to 'October 2021' which was intended to read 'October 2020'. However, the points heard from the deputations could be taken forward for further consideration. Cllr Ibrahim observed that some of the recommendations had been overridden by recent developments, including references to Grainger and market facilitators which did not apply to the current circumstances. She suggested that the Panel should consider carrying out a short update Scrutiny Review into Wards Corner in light of recent developments.

Cllr Tucker welcomed the opportunity for the Panel to look further into these issues but expressed concerns about the time parameters as TfL would be looking to move forward quickly to reach a consensus on the future of the market. Cllr Barnes observed that recommendations and actions could potentially be made quite quickly on communications issues and the relationship with market traders.

Cllr Ibrahim expressed concerns about making recommendations at the meeting without the opportunity to discuss and consider the issues in more detail. This could potentially be done properly over the course of a series of meetings held over a period of a couple of weeks. Cllr Hare suggested that recommendations could be made on some broad-brush aims and require that a report is received on the basis of this from the Cabinet Member. Cllr Ibrahim took the view that scrutiny recommendations should be specific and that this could not be achieved at the current meeting.

Cllr Ruth Gordon, Cabinet Member for House Building, Place-Making and Development, said that the Council's position was to support the Trust and the Community Plan which already had planning permission. Joint statements had been issued with TfL and the Council was making sure that the Community Plan was being driven forward. She said that it was an extraordinarily exciting project and the Council's aims were fully in line with the Community Plan. There were clearly divisions within the community in the market and so the Council should be aiming to heal those divisions. There had also been divisions between the traders and Grainger over the past 15 years and now there was an opportunity to move forward.



The Panel then proposed to take forward the issues raised on Wards Corner via a short Scrutiny Review. Ayshe Simsek, Democratic Services & Scrutiny Manager reminded the Panel of the existing pressures on the Work Programme and the need to seek approval for this change to the Work Programme from the Overview & Scrutiny Committee.

**RESOLVED – That the Panel note the updates to the progress of the recommendations.**

**RESOLVED – That the Panel add a Scrutiny Review on Wards Corner to the Work Programme. This Review would be held via special meetings in a short time-limited way given the existing pressures on the Work Programme.**

## **8. HFH REPAIR CONTRACTS**

Judith Page, Executive Director of Property at HfH, introduced the report on this item. She commented that the most repairs and maintenance work was delivered through the in-house Haringey Repairs Service (HRS) but subcontractor use had increased in recent years as could be seen from the graph in the report. Analysis was taking place on how to reduce this, though the use of specialist sub-contractors would still be required for some types of repairs. A major area of outsourcing related to gas services, the first break in the contract for which was in 2022. A review was being undertaken on whether to bring these services in-house at that time.

Cllr John Bevan, Cabinet Member for Planning, Licensing and Housing Services, added that the delivery of facilities management services for the Council's buildings had been transferred from Amey contractors to the HRS. In addition, the HRS had previously been configured to deal with average levels of demand with subcontractors brought in at times of peak demand. There was now a project to reassess the workload to try to ensure that the HRS could deal with more peaks in demand. Cllr Bevan added that his commitment was to bring services in-house except in the case of specialist services where this would not be cost effective.

Cllr Tucker welcomed the review on gas services and asked for clarification on the figure in paragraph 1.4 of the report that 16% of jobs were being delivered by subcontractors. Judith Page said that this figure applied to responsive repairs and not planned works. Asked by Cllr Tucker about the Council's construction programme and planned works and Council's ability to carry this out in-house instead of using contractors. David Joyce said that this was not part of the current plan as this type of work required a particular level of experience and expertise and it would take some time to build that capacity in-house. Cllr Tucker suggested that the administration started looking into how this could be achieved, given that the Council was aiming to deliver thousands of new homes in the coming years and did not need to make a profit unlike private contractors. Cllr Adje asked if outline dates for this could be provided

but David Joyce said that this was not part of the current plans so no timescales could be provided but he could set out in writing why the Department did not currently consider this approach to be in the interests of the Council. **(ACTION)**

Asked by Cllr Hare about the timescales for the review of the gas contract, Judith Page said that the break in the contract would be in October 2022 so the review was taking place this year as around 9 months would be required to bring the services in-house.

## 9. ST ANN'S DEVELOPMENT

The Panel agreed to defer this agenda item to the next meeting due to lack of time.

## 10. BROADWATER FARM

### Consultation of residents in the Stapleford block

Cllr Ruth Gordon, Cabinet Member for House Building, Place-Making and Development, introduced the report noting that this item was due to be considered by the Cabinet at their meeting the following day. The report set out the S105 consultation that had recently been undertaken with residents over whether they wanted refurbishment or demolition of homes in the Stapleford North block of the Broadwater Farm Estate. Responses had been received from all 21 of the households eligible to participate in the consultation. The majority of the responses favoured demolition rather than refurbishment so that recommendation would be going to Cabinet for consideration.

Cllr White commented that there had been only two options provided to residents and there was no option for temporary rehousing during refurbishment which risked conflating the issue of dealing with the disruption with the issue of the long-term future of the block. Cllr Gordon observed that an extensive response on this had been provided by the Director and that this issue would be the subject of a deputation at the Cabinet meeting the following day. David Joyce added that the recent exercise was a S105 consultation and not a ballot so residents could answer in any way they wanted and not necessarily in a yes/no way on the two options. The team also spoke to the residents directly as part of the consultation. The next stage would be to ballot residents and that would be a yes/no choice.

Cllr Ibrahim said that previously one of the challenges with having a binary ballot on the Northolt and Tangmere blocks was related to immediate health and safety concerns and so the GLA accepted that a ballot was not required. She noted that the Cabinet Member had previously expressed strong views about having a ballot on demolition and asked why it was different in this case. Cllr Gordon said that it had been a consultation not a ballot. The ballot would be on whether the scheme should

go ahead. David Sherrington, Director of Broadwater Farm at HfH, confirmed that the GLA exemption on the Northolt and Tangmere blocks did not apply to Stapleford North. David Joyce confirmed that the whole estate would be balloted on this. Cllr Barnes noted that, with regards to the recent Love Lane ballot, there had been allegations that there had a campaign for a Yes vote rather than a neutral approach and asked whether lessons had been learned on this ahead of any ballot on Broadwater Farm. Cllr Gordon said that it was a different set of circumstances on Broadwater Farm as the proposal redevelopment was for 100% Council homes so there was less controversy. Cllr Gordon said it was clear that the Love Lane ballot was carried out in line with Council protocols and the GLA guidance.

### Update on repair and maintenance issues

Cllr John Bevan, Cabinet Member for Planning, Licensing and Housing Services, introduced this report and accepted that there were issues with the repair service on Broadwater Farm. A number of actions were listed in the report and these would be reviewed next March to see if they had produced the required improvements.

Cllr White said that much of the feedback from the ward Councillors that represent the Broadwater Farm area was about repairs being reported but not being actioned or the repair work being done to a poor standard. Judith Page, Executive Director of Property at HfH, said that the majority of capital investment had been internal on things like the heating system and new kitchens/bathrooms so a lot of the current issues on Broadwater Farm related to the communal areas. The capital investment for communal areas had been delayed and it was acknowledged that the way that communal repairs was managed needed to change and be more proactive. A lot of repairs were carried out but did not always have the desired impact or were not done to a sufficiently high standard. To address this, block surveys were carried out at the beginning of August, identifying 330 outstanding repairs, with 93 completed so far since then. She added that quite a lot of repairs reported by Members were found not to have previously been reported.

Asked by Cllr Tucker for more detail about the repairs that had been completed, Judith Page said that the 93 completed repairs were spread fairly evenly across the blocks and had been mainly plastering and electric works. From the block surveys, Debden block was found to be the by far the worst with 64 repairs required. Asked by Cllr Tucker who had conducted the surveys, Judith Page said that this had been completed by four interns over the summer. A surveying resource was being recruited but they hadn't wanted to wait for this before carrying out the surveys that were needed. These had been paid interns and, while they were not surveyors, they had been fully trained before carrying out the surveys and some quality audits had been carried out by the Repairs Manager after the surveys had been done to check that what they had picked up was correct.

Cllr Ibrahim welcomed the internal works that had been done but said that she had visited the estate a month or two previously and had found the Debden block to have been in a shocking condition in the communal areas. She asked why the improvement work had not yet been done despite previous commitments. Cllr Bevan said that, as a previous member of Homes for Haringey board, he had supported a holistic approach being pursued. He agreed that the communal areas were in a poor condition but said that when the blocks were refurbished the holistic approach would apply and everything would be done, including the communal areas. This would be programmed in as soon as possible. In response to a question from Cllr Ibrahim, Judith Page confirmed that funding was in place to carry out the communal works.

Cllr Barnes expressed concerns about the length of time taken to complete repairs and speculated that some residents might not report communal repairs because they lacked confidence that anything would be done about it. She asked whether there were satisfaction check with residents after work had been completed and spot checks carried out to verify the quality of the repairs. Judith Page responded that there were published timescales for all of the repairs in three categories – emergencies (within 24 hours), routine (within 20 working days) and planned (within 60 working days). Statistics on overdue repairs were reported as part of the key performance indicators. A resident satisfaction survey was carried out by text message after all repairs and the satisfaction rate was currently in the high 80s (in terms of percentage). There was a target to carry out post-work inspections on 10% of repairs but this target had been suspended during the pandemic with fewer inspections carried out. These were in the process of being restarted. Cllr Barnes requested that statistics on repair timescales be provided to the Panel. **(ACTION)**

Cllr Hare reported that there had been helpful written correspondence on the repairs issue from the local ward councillor, Cllr Seema Chandwani, and proposed that the Panel look into these matters further, perhaps through a short Scrutiny Review. Cllr White said that the correspondence from Cllr Chandwani queried how the repairs money had been spent but did not feel that this had been addressed in the report. Cllr Ibrahim proposed a site visit from the Panel to the Broadwater Farm estate and to then for the Panel to produce an action plan with recommendations. **(ACTION)**

**RESOLVED – That the Panel add a short Scrutiny Review on Broadwater Farm repairs and maintenance to the Work Programme. This Review would involve a site visit and one meeting to discuss and agree on recommendations.**

## **11. WORK PROGRAMME UPDATE**

Due to time constraints, it was agreed that any suggested changes to the work programme could be provided to the Chair by email.

## **12. DATES OF FUTURE MEETINGS**

- 4<sup>th</sup> November 2021
- 9<sup>th</sup> December 2021
- 28<sup>th</sup> February 2022

CHAIR: Councillor Matt White

Signed by Chair .....

Date .....

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**Report for:** Overview & Scrutiny Committee, 29<sup>th</sup> November 2021

**Title:** Joint working with and support for the Voluntary and Community Sector (VCS)

**Report authorised by:** Charlotte Pomery, Assistant Director for Commissioning and Geoffrey Ocen, Chief Executive – Bridge Renewal Trust

**Lead Officer:** Poppy Thomas, Voluntary and Community Sector Coordinator  
poppy.thomas@haringey.gov.uk  
07790982264

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

1.1 The Overview and Scrutiny Committee requested a paper providing an update on how the Council works with the Voluntary and Community Sector for its 29th November meeting.

1.2 Key points raised by Committee members were:

- How the Council works with the local voluntary/community sector, is strengthening their capacity and working with them to attract external investment in the borough;
- How the Council is involving and supporting voluntary organisations to bid for services.

### **2. Recommendations**

2.1 For the Overview & Scrutiny Committee to note the slides prepared to update the Committee on the Council's joint working with and support for the Voluntary and Community Sector.

### **3. Background information**

3.1 The Council has commissioned the Bridge Renewal Trust to deliver a Voluntary Sector Strategic Partner service since 2016. The contract has provision for extension if required up to the end of 2022. The main aim of the Strategic Partner service (Community Impact Haringey) is to work alongside the Council to ensure the local Voluntary and Community Sector (VCS) is stronger, able to attract more external funding and best placed to support communities and meet the needs of all residents. The service provides support to the local voluntary sector, including capacity building support, volunteering development, support with funding bids and with building partnerships, providing communications to the sector and delivering events and networking opportunities.

3.2 The Council's Voluntary Sector Support team was created in summer 2020. Since then, the team has worked jointly with Bridge Renewal Trust colleagues to:

- Grow the voluntary and community sector support that's available, responding to the needs of the sector and providing additional capacity building support, volunteering development, resources and guidance
- Develop partnership working between voluntary organisations and Council teams – strengthening links between voluntary sector organisations, and between sector organisations and statutory services

3.3 The presentation to the Committee presents some highlights of the Strategic Partner and the joint team's work over the past year, including with:

- Funding and direct support
- Workshops and training
- Events and meetings
- Networks and relationships
- Resources.

3.4 The presentation to the Committee also presents examples of the Council's joint work with the Voluntary and Community Sector to attract external investment and to involve and support voluntary organisations to bid for services.

#### 4. Use of Appendices

4.1 Presentation slides: **Overview & Scrutiny Committee:** Joint working with and support for the Voluntary and Community Sector (VCS).



# Overview & Scrutiny Committee:

## Joint working with & support for the Voluntary & Community Sector (VCS)

## Joint working with & support for the Voluntary & Community Sector (VCS)

To provide an update & discussion on:

- How the Council works with the local voluntary/community sector, is strengthening their capacity and working with them to attract external investment in the borough;
- Involving and supporting voluntary organisations to bid for services.



# Support for the local VCS



- Council has commissioned Bridge Renewal Trust to deliver Voluntary Sector Strategic Partner service since 2016. Provision for extension to end of 2022
- The Council's Voluntary Sector Support team was created in summer 2020. Since then, the team has worked jointly with Bridge colleagues to:
  - Grow the VCS support that's available, responding to the needs of the sector and providing additional capacity building support, volunteering development, resources and guidance
  - Develop partnership working between voluntary organisations and Council teams – strengthening links between voluntary sector organisations, and between sector organisations and statutory services
- We are developing the Community Framework which builds better insight into our communities, strong co-production and a new VCS Strategy together



# VCS Strategic Partner & joint team highlights



## Funding & direct support

- £2,761,688 external funding to projects serving Haringey during 2020 – 21, and over £15m since 2016
- Developing Community Chest with CCG colleagues to distribute NHS Inequalities funding to grassroots groups
- Council VCS team directly worked on £161,600+ successful funding bids
- Haringey Giving: support with applications & allocation of Together We Can & Digital Divide funding

## Workshops & training

- Bid writing training for small groups
- 5 workshops with National Lottery Community Fund
- Funder workshop with Trust for London
- 'Returning to community buildings' session with Council Public Health and Health & Safety teams
- Planned training on using Public Health data and accessing commissioning opportunities

## Events & meetings

- Monthly themed VCS Forums, responsive to relevant issues for the sector, developing links within sector and between sector & Council
- 'Volunteer Week' volunteer recognition event
- Annual Community Expo
- Ongoing monthly meetings between Council & local mutual aid groups
  - Community Enablement Group during height of pandemic



# VCS Strategic Partner & joint team highlights



## Networks & relationships

- Food Network
- LGBTQI+ Network
- Support VCS to navigate Council & statutory services
- Overview of Council-VCS relationships
- 'VCS Hear & Share' Yammer page for Council
- Latin American Network
- Planned Women's VCS Network
- Building relationships with funders, including Lloyd's Foundation
- Planned VCS-Council networking at Bridge Expo
- Linking groups working in related thematic/geographic areas

## Resources

- Bridge weekly 'Community Impact' news bulletin continues, featuring 100+ funding opportunities annually, training, events, news, and resources
- Continuous development of Bridge webpages, including resources page with section on sector's role in addressing racism
- Improving access to community buildings, including mapping available community space with Haringey Community Centres Network, linking in groups looking for space
- Council cohort of ~30 community buildings managed by Strategic Property. Council's Community Model Lease offers 40% rent discount on community market rent. Joint work to manage relationships, ensure effective use of buildings, review of Community Model Lease offer



bridge  
renewal trust

COVID-19 VCS Support

Haringey  
LONDON

- £100k Council funding for 6-month rent break for community groups renting Council buildings
- £500k Council funded COVID-19 VCS Support grants package:
  - 50 Haringey-based organisations received funding – all eligible applicants
  - Focused on core infrastructure costs in response to sector feedback on need for this to ensure sustainability – COVID-19 project funding was available from other sources but did not cover core costs/compensate for loss of income
  - Split into two £250k pots - Pot 1: VCS Hardship (Operating Costs) Fund and Pot 2: VCS Hardship (Critical Support for those of Additional Value)
  - Combined with work with teams administering Small Business Grants Fund, Retail, Hospitality & Leisure Grants Fund and Discretionary Grant Fund to ensure eligible VCS groups also accessed this funding, maximising available support



## Working with VCS to attract external investment



- The Bridge Renewal Trust as strategic partner has led several successful external funding bids
- Colleagues across the Council support with applications & project delivery
- Examples include:
  - MyEnds 'Home Cooked' youth violence reduction programme - £750,000
  - Thriving Communities social prescribing activities programme - £50,000
  - £367,265 for Haringey projects within NHS Charities bid across NCL
- Council distributed £525k of central government Covid Winter & Hardship grants to the local VCS:
  - Used to build legacy position for VCS, e.g. Community Protects, Community Newsroom
- Council worked with local groups to submit Faith New Deal & Changing Places central government funding bids



# Involving and supporting voluntary organisations to bid for services



- Cross-cutting strategies to encourage VCS to partner/bid for a range of services across the Council: enabled by Procurement Strategy and Community Wealth Building policies
  - Ensuring procurement processes are accessible to local VCS through market engagement, encouragement for bids from local VCS organisations, including partnerships & consortia
- Ensuring involvement of VCS as key partners in co-production work with health (NCL CCG) and other partners, both strategic and tactical discussions
- Work with NCL CCG to develop approach to working with VCS as joint partners in delivery of shared objectives
- Practical work across Council to co-produce services with local VCS & enable VCS access to Council procurement processes:
  - Developing Community Chest with CCG colleagues to distribute funds including NHS Inequalities funding to grassroots groups – intention to develop & roll out this model as a mechanism to distribute other funding sources
  - Joint team planning VCS session on commissioning process, in partnership with NHS colleagues
  - VCS team enabled Food Network groups to access Holiday Activities & Food funding
  - Work to develop networks includes support to leverage external funding for joint activity
  - Council VCS team working internally with Council teams to build relationships & support funding distribution: e.g. Carbon Management – Community Carbon Fund
  - Red Card gambling addiction support project: supported to secure CCG funding for training for local GPs



- Haringey's VCS is incredibly diverse, ranging from small grassroots community groups to local branches of national charities
- The Council is enormously appreciative of the amazing work carried out daily in our communities by the VCS, both during the pandemic & beyond, and is committed to working together with the sector towards our shared priorities
- The VCS has incredible reach into communities, building early intervention and prevention opportunities
- Haringey's VCS is participating in wide range of partnerships with all statutory partners, and demonstrates particular strength in working with the NHS
- COVID-19 pandemic has had what is likely to be a long-standing impact on the VCS nationally, regionally and locally
- The Council is now co-producing a new VCS Strategy with the sector to set out a joint approach for the Council & sector to work together. This will cover a range of areas, including an approach to resourcing the sector including financial resourcing, use of community assets and support in kind.

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**Report for:** Overview and Scrutiny Panel

**Title:** Combined Complaints, Member Enquiries, Freedom of Information Request and Ombudsman Annual Report 2020 - 2021

**Report authorised by:** Andy Briggs, AD Corporate and Customer Services

**Lead Officer:** Mick Tighe, Customer Experience Manager

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

1.1 This report summarises Member Enquiries, complaints, Ombudsman caseload and FOI activity alongside performance from the 1 April 2020 to 31 March 2021.

**2. Recommendations**

It is requested that Overview and Scrutiny note the contents of the report.

**3. Reasons for decision .**

The Annual Feedback Report is required to be considered by Committee every year

**4. Alternative options considered**

N/A

**Introduction**

This report summarises Member Enquiries, complaints, Ombudsman caseload and FOI activity alongside performance from the 1 April 2020 to 31 March 2021.

To provide some context to the report, it is estimated that we have nearly 1 million interactions with or enquiries from residents and businesses throughout Haringey council in any given year. Below provides a breakdown on how many customer interactions were had across some of the services where our residents interact with us the most.

**Revenues & Benefits**

- 128, 679 incoming documents for Council Tax in the financial year Apr 2020 to March 2021.
- 13, 649 Business Rates customer interactions

**Customer Services & Libraries**

- 24, 899 customers served in the face-to-face contact
- 327, 120 telephone calls answered
- 192,557 processing correspondence this was either online or email enquiries

**E&N**

- 34, 287 Our Haringey customer interactions for Parks, Waste Enforcement and Highways
- 471 Clinical waste service requests

## Adults

- 94, 691 calls handled
- 4, 007 referrals
- 2, 321 assessments completed
- 1, 471 re-enablement completed

Therefore, the number of complaints and concerns received accounts for less than <1% of our customer interactions.

## 5. Complaints

- Haringey Council welcomes feedback and complaints and has set challenging targets to respond to 95% of Stage 1 complaints within 10 working days and 80% of Independent Reviews (second stage complaints) within 25 working days.
- The Corporate Feedback Team administers complaints at the first stage as well as administering and investigating Independent Reviews. The team sits under the Customers, Transformation and Resources directorate.
- Most complaints are received electronically through email or via an online form. In order to encourage channel-shift, hard copy paper forms have been removed from public access points and the direct email/postal address for the complaints team is not publicised. However, we are able to provide paper forms if the customer is unable to make a complaint through other means.
- Our aim is to continue to drive the use of the e-form online as it is the preferred method to receive complaints which allows the request to be directed to the appropriate place to enable a timelier response.

e.

Method	17/18	18/19	19/20	20/21
Email	60%	58%	58%	40%
Online form	30%	35%	38%	58%
Letter	6%	4%	3%	1%
Phone Call	3%	3%	1%	1%

- The table below shows there has been a very slight decrease in the number of stage one corporate complaints and it is pleasing to see a 4% increase in the amount responded to within target compared to last year.

	Volume and % Replied to on time 2017/18	Volume and % Replied to on time 2018/19	Volume and % Replied to on time 2019/20	Volume and % Replied to on time 2021/20
Stage 1 Complaints	1,396 85%	1,516 87%	1326 83%	1319 87%
Children's Social Care Complaints	21 71%	31 68%	17 53%	50 26%
Adults Social Care Complaints	56 96%	72 93%	72 89%	72 75%

- Children's Social Care complaint volumes increased in 2020/2021 by 194% compared to those received in 2019/20 with those responded to within target decreasing by 49%. Adults Social Care received the same number of complaints as the previous year with a decrease in performance in responding on time compared with the same period of 14%.
- Where it is accepted that the authority is at fault in some way, the complaint is "upheld". 34% of first stage complaints were upheld in 2020/21 compared with 43% of first stage complaints 2019/20.
- The table below shows the upheld rate of corporate complaints across the different service areas. The majority of upheld complaints were for the two council services that received the most complaints, those being Corporate and Customer Services and Environment and

Neighbourhoods and relate to non-collection of rubbish, poor standard of service, lack of timely response, communication and staff behaviour.

- j. There were 99 complaints made around staff behaviour with 27 of these complaints being found to be upheld. This is a reduction of 42% in the total amount of complaints received of this nature and a reduction of 27% of those upheld compared to 2019/2020. Key themes across the services were poor attitude and being rude or unhelpful on the telephone or in a face to face setting.

Service Area	% of Complaints Upheld
Corporate and Customer Services	61%
Environment and Neighbourhoods	29%
Children's Services – Early Help and Prevention	3%
All other Services	7%

- k. The following table shows the five service areas that received the most complaints in 2020/21. As expected, they are also the service areas that interact most with residents.

Service Area	No. of Complaints	% of Total Complaints Received
Contact Centre	342	26%
Commissioning & Client (including on street waste)	207	16%
E and N Operations	193	15%
Revenues	122	9%
Community Safety & Enforcement	111	8%

- l. The following table shows the top five reasons why people submit complaints. 2020/21 data shows a shift from 2019/20. Poor standard of service remains the top reason for complaints and has increased by 7% when compared to last year's data. It is pleasing to observe that inadequate / inaccurate communication has decreased by 25% on last year's figures but failure to provide a service has risen by 14% from 2019/20.

Complaint Reason	%
Poor standard of service	34%
Dissatisfaction with Policy or Decision	22%
Failure to Provide a Service	22%
Inadequate or Inaccurate Communication	12%
Employee Behaviour	6%

### Independent Reviews (Stage 2 Complaints)

- m. The Corporate Feedback Team reviews Stage One complaints for both the Council and Homes for Haringey. The following table shows a decrease in volumes for 2020/2021 whilst still performing above the target of 80%.

	2017/18	2018/19	2019/20	2020/21
Volume	280	358	282	230
% responded to on-time (Target 80%)	87%	92%	88%	87%

- n. All first stage responses give the complainant details on how to escalate their complaint if they remain dissatisfied, a total of 17% took their complaints to the next stage. Of the 230

investigated, a total of 34% were upheld or partially upheld. This is an increase of 5% on the previous year. The following table below breaks this information down across Service Areas.

Service Area	No of IRs	% of Total IRs received	No. upheld / partly upheld	% of total upheld / partly upheld cases
Homes for Haringey	112	48.70%	45	40%
Environment & Neighbourhoods	48	20.87%	12	25%
Corporate and Customer Services	39	16.96%	11	28%
Children's Services - Early Help & Prevention	9	3.91%	3	33%
Planning, Building Standards and Sustainability	6	2.61%	2	33%
Children's Services – Safeguarding and Social Care	4	1.74%	3	75%
Adult Social Services	4	1.74%	1	25%
Commissioning	3	1.30%	1	33%
Capital Projects and Property	2	0.87%	1	50%
Regeneration and Economic Development	1	0.43%	0	0%
Children's Services – Schools and Learning	1	0.43%	0	0%
Housing	1	0.43%	0	0%
<b>Total</b>	<b>230</b>	<b>100%</b>	<b>79</b>	

### Complaints Next Steps

- o. A Customer Experience Manager joined the Corporate Feedback Team in August 2021 and will be managing the team and providing advice on good complaints handling across the Council
- p. Invites to all staff were sent in August of this year to attend one of five “Back to Basics” complaints handling training sessions held in August and September. The sessions were attended by a total of 172 people and feedback was excellent. Similar sessions are planned in November of this year for those staff that were unable to attend. Training centred on the importance of the timeliness and quality of responses, learning from upheld representations, root cause analysis and the role of the Ombudsman.
- q. The work to upgrade the Respond IT system to the latest version to support with logging and managing cases will remain in focus this year. The upgrade will include an automation feature thereby creating capacity in the team to undertake quality checking on stage one complaints.
- r. The Corporate Feedback Team will be taking on a more involved role in promoting learning from complaints. It will also introduce improved reporting to make learning more available and digestible for service management and will hold more regular meetings with service managers to discuss complaints. “Complaints Inductions” for new managers will also be introduced.
- s. We will provide further commentary in the Quarterly Reports to senior management to indicate where issues exist in specific teams and to identify trends.
- t. Twice monthly surgeries with HRS staff within Homes for Haringey were introduced in October this year whereby CFT officers can link in to prompt and remind repairs management for details pertaining to stage two complaints and Ombudsman investigations thereby ensuring responses are issued in a more timely manner.

### Compliments

We record compliments from residents whether it be by email, letter, online or via a manager. We received 149 compliments between 1 April 2020 and March 2021 and the table below provides a breakdown of the service areas complimented. It is pleasing to see a substantial

increase in numbers in this area when comparing the number of compliments received in 2019/2020; a total of 80.

Service Area	No. of Compliments
Corporate and Customer Services	65
Adult Social Services	27
Environment and Neighbourhoods	24
Children's Services Early Help and Prevention	12
Children's Services Safeguarding and Social Care	5
Planning, Building Standards and Sustainability	4
Children's Services Schools and Learning	4
Strategy, Communications and Delivery	3
Digital Services	3
Commissioning	2
Total	149

## 6. Member Enquiries

- a. In 2020/2021 a total of 2532 enquiries were received from Members including enquiries on behalf of customers and residents from Haringey Councillors (77%) and Members of Parliament (23%). This is an increase of 3% from 2019/2020.
- b. The target is to respond to 95% of Member Enquiries within the 10 working days. In 2020/21 the response rate was 87% a decrease of 1% on the previous reporting period.
- c. The following table shows the comparative performance data across the last three years
- d. We continue to explore automation options that will offer Members an easy way to log and track their ME casework.

	Number	% Replied to on-time
2020/21	2,532	87%
2019/20	2,460	88%
2018/19	2,778	92%

- e. The following table shows the breakdown of Member Enquiries received across service areas for 2020/21.

Service Area	No. of ME's 2020/21	% of Total ME's
Environment & Neighbourhoods	1179	47%
Corporate & Customer services	480	19%
Planning, Building Standards & Sustainability	280	11%
Adult Social Services	101	4%
Commissioning	88	3%
Regeneration & Economic Development	68	3%
Capital Projects and Property	65	3%
Children's Services – School's and Learning	63	2%
Children's Services – Early Help and Prevention	51	2%
Children's Services – Safeguarding and Social Care	42	2%

Housing	34	1%
Strategy, Communication and Delivery	26	1%
Legal and Governance	17	1%
Public Health	14	<1%
Finance	11	<1%
Digital Services	6	<1%
HR and OD	5	<1%
E and N – Direct Services	2	<1%

- f. The following table breaks this information down further for the top 3 service areas.

<b>Environment &amp; Neighbourhoods</b>	<b>47%</b>
Operations (includes Parking and Roads)	41%
Community Safety & Enforcement (includes ASB, Enforcement, Noise and Licensing)	29%
Commissioning & Client (includes Parks, Missed Collections, Street Cleaning)	28%
Organisational Resilience	1%
Procurement	1%

<b>Corporate &amp; Customer Services</b>	<b>19%</b>
Finance Operations (includes small business Covid grants)	30%
Revenues	26%
Benefits	23%
Contact Centre	15%
Corporate Feedback Team	5%
Library Services	1%

<b>Planning, Building Standards &amp; Sustainability</b>	<b>11%</b>
Development Management and Planning Enforcement	50%
Planning Policy & Transport Planning	36%
Carbon Management	8%
Building Control	6%
Business Development & Technical Support	<1%

Below gives a breakdown of issues raised in the enquiries

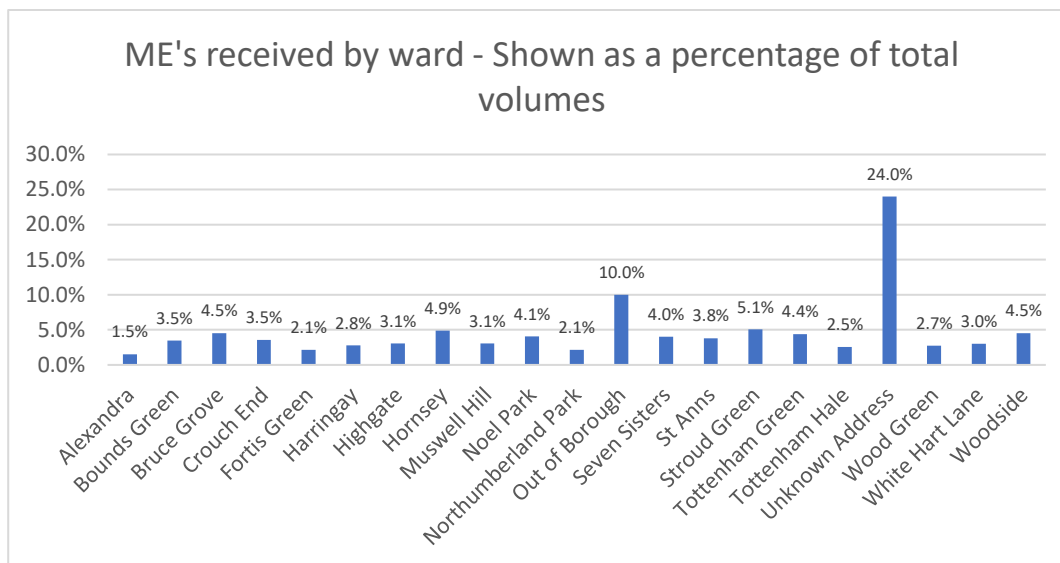
<b>Nature of Enquiry</b>	
Information Request	59%
Service Request	15%
Covid-19 Information	7%
Dissatisfaction with Policy and Procedure	7%
Poor Standard of Service	6%
Failure to Provide a Service	4%
Inadequate or Inaccurate Communications	2%

- g. A total of 75% of Member Enquiries were requests for information or Service Requests.
- h. Haringey Council has been taking continued steps to encourage residents to self-serve via apps or through the website as this is the most efficient way to report such matters due to the



integration with operating systems managed by both Homes for Haringey and Veolia (our external Waste Management contractor) rather than raise them via their Councillors.

The below graph shows the collective total in percentage of the 2532 Member Enquiries received by ward. The high percentage of ME's showing as unknown address is where we did not have an address to log on the enquiry therefore, we could not allocate this to a ward.



**Member Enquiries Next Steps**

- i. Going forward our aim is to continue to work with the Councillors and MPs to improve the Service Requests and Member Enquiries process to allow us to issue a timely response.

**Freedom of Information (FOI)**

- j. The Freedom of Information (FOI) Act was introduced in 2005 with its purpose being to make authorities and public bodies more open and transparent with the information they hold.
- k. The FOI Act and the Environmental Information Regulations (EIR) are very similar and are dealt with through the same process. The figures given below are for both FOI and EIR requests.
- l. Public Authorities should respond to FOI / EIR requests within 20 working days from the date the request was received.
- m. All requests must be received in writing and Haringey has a dedicated online form and email address for this.
- n. In line with best practice, Haringey has been proactively publishing more data and information online and has a disclosure log, which shows all requests received and responses issued. In addition, a full performance report is published online.
- o. Between April 2020 and March 2021 Haringey responded to a total of 1094 requests, a decrease from the previous year. 82% of responses were sent within 20 days. The following table shows the performance across the past 5 years.

Year	No. of requests	% on time
2020-2021	1094	82%
2019-2020	1384	86%
2018-2019	1434	82%
2017-2018	1352	83%
2016-2017	1471	87%

- p. There are cases where information was not provided to the requestor either because it was not held or there was a cost attached to it.

Information not Provided	Total	% of Total requests
Information not held	109	10%
Information not given due to cost	20	2%

- q. In addition to these requests there were a further 152 cases (14%) where an exemption was applied. Both the FOI and EIR Acts contain exemptions that allow Public Authorities to withhold information in certain cases.

FOI - Exemption Applied	Total	% of Total Exemptions
Section 40 – Personal Information	48	32%
Section 31 – Law Enforcement	38	25%
Section 43 – Commercial Interests	12	8%
Section 42 - Legal Professional Privilege	4	3%
Section 21 - Info accessible by some other means	5	3%
Section 41 – Confidential Information	3	2%
Section 22 - Intended for future publication	3	2%
Section 36 - Effective Conduct of Public Affairs	2	1%
Section 24 – Safeguarding of National Security	1	<1%
EIR - Exemption Applied	Total	% of Total Exemptions
Regulation 12 (4) b) – Manifestly Unreasonable	31	20%
Regulation 12 (4) (a) – Information not held	2	1%
Regulation 12 (4) (d) – Material in the course of completion	2	1%
Regulation 12 (4) (e) – Communications between Government departments	1	<1%

- r. The highest number of requests was received by Environment and Neighbourhoods Service who dealt with 352 cases, 32% of all received, and they responded to 90% on-time.

Service	No of Requests	% of Total Requests
Environment & Neighbourhoods	352	32
Corporate & Customer Services	137	13
Commissioning	101	9
Planning, Building Standards & Sustainability	100	9
Children's Services - Safeguarding & Social Care	60	5
Human Resources & Organisational Development	41	4
Children's Services - Schools & Learning	41	4
Children's Services - Early Help & Prevention	37	3
Finance	37	3
Legal and Governance	30	3
Public Health	29	3
Digital Services	28	3
Adult Social Services	24	2
Strategy, Communications and Delivery	22	2
Housing	22	2

Capital Projects and Property	21	2
Regeneration and Economic Development	10	1
Programme Delivery – CPMO	1	<1

**7. Internal Reviews**

- a. If a customer is unhappy with the way their FOI/EIR request was handled, they can ask for an Internal Review.
- b. A total of 26 reviews were conducted in 2020/2021, 2% of the 1094 requests received. 34% of the reviews were upheld. 85% of Internal Reviews were responded to in time

Decision	Total	% of Total Reviews
Not upheld	15	58%
Partly upheld	2	8%
Upheld	9	34%

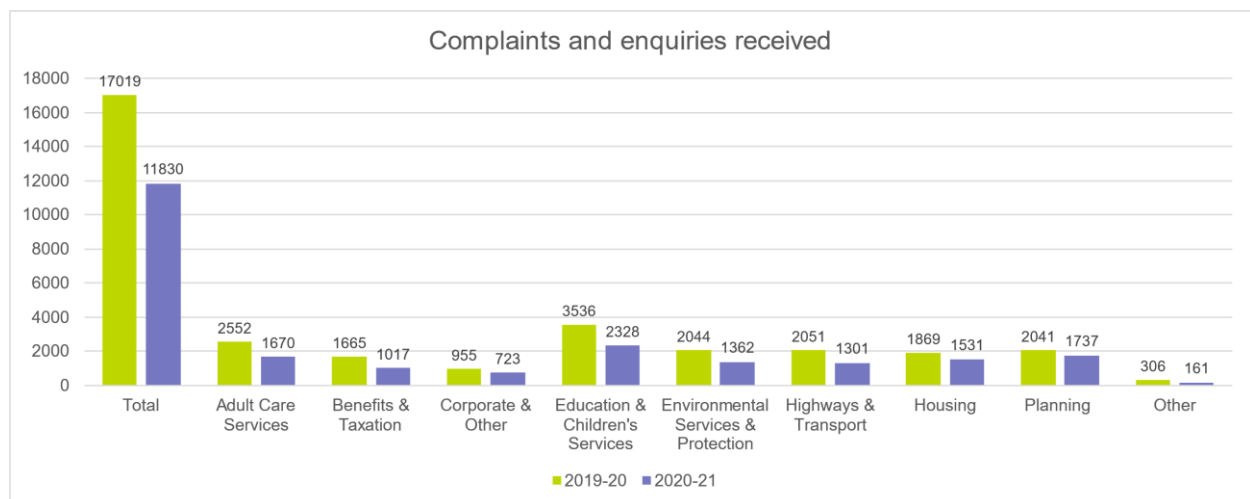
**Information Commissioner**

- c. If, following an internal review, a customer remains dissatisfied with the response they can approach the office of the Information Commissioner (ICO) to ask them to review the decision.
- d. During 2020/2021 a total of 4 formal enquiries were received from the ICO. In all these cases the Commissioner found in our favour, with no action required from us.

**8. Local Government Ombudsman Performance and Findings**

**Summary**

- a. Every year the Local Government Ombudsman writes to all Local Authorities with details of the complaints that their office has received including information about the number of complaints and enquiries received, the decisions made, and compliance with recommendations during the period.
- b. There is further information on the Ombudsman’s website, which provides a comparison with other Local Authorities. Some key statistics are shown below:
  - The Ombudsman registered a total of 11,830 in complaints and enquiries in 2020/21 compared to 17,019 in 2019/20



- They carried out 3144 detailed investigations in 2020/21 compared to 4217 in 2019/20

- The below graph explains the breakdown of the received service areas and percentage upheld for all councils.

Service Name	Volume of detailed cases	Percentage upheld
Education & Children's Services	800	77%
Adult Care Services	801	72%
Housing	330	71%
Environment & Public Protection	307	58%
Benefits and Tax	220	70%
Highways & Transport	190	58%
Planning & Development	436	45%
Corporate & Other	60	62%
<b>Total</b>	<b>3144</b>	

- Of those detailed investigations they upheld 67%, an increase from 58% in 2019/20
  - The Ombudsman made 1726 recommendations to put things right on upheld cases for 2020/21
  - Haringey had a slight decrease in cases referred to the Ombudsman in 2020/21 – 164 compared to 166 in 2019/2020. The Ombudsman investigated 36 of these and upheld 27 of them, showing an upheld percentage of 75%. This compares to an average of 72% in similar councils. Cases investigated in 2019/2020 were 41 with 33 (80%) showing as upheld. There may be fewer cases recorded for 2020/2021 due to Covid and the Ombudsman taking the stance to pause work between March 2020 and June 2020, therefore the reduction in volumes should be considered lightly.
9. The Ombudsman issued one Public Interest Report against Haringey Council in 2020/21. The investigation found the council failed to make a suitable plan when it was approached by a family whose landlord had started legal proceedings to evict them and failed to follow the Code of Guidance, which sets out the actions required in these circumstances.
10. The Ombudsman stated that they "...found evidence that some of your officers were unaware of current law, or your own procedures or had chosen to disregard them. As a result, the family were placed into Bed and Breakfast accommodation for a prolonged period. This situation would be challenging for anybody but the specifics of the family and vulnerabilities of some of the children made it significantly more difficult for them all. To remedy the injustice caused to the family we recommended the Council make a payment for the distress they had been caused and make an ongoing payment for each week they remained in Bed and Breakfast accommodation. We also recommended it review a sample of other cases to identify if similar issues had occurred and, if so, to offer an appropriate remedy for any injustice caused, and to conduct refresher training on homelessness legislation for staff. I am pleased to note you provided timely evidence of compliance with all the recommendations made and I was able to confirm my satisfaction with the actions taken".
- The Ombudsman was able to confirm satisfaction with our compliance with their recommendations in 95% of cases during the year.
  - This year we have progressed the work with the Monitoring Officer regarding providing a report detailing investigations that found fault and we have a draft proposal which is currently being finalised. This remains a priority.
  - To raise the profile of Ombudsman cases we propose to send a monthly report to the AD's and Directors and to commence copying in ADs to correspondence to officers to provide oversight. Additionally, we will be copying in Directors to the first enquiry from the Ombudsman.

### Ombudsman Statistics

- d. The following table shows the number of enquiries the ombudsman received in 2020/21 and the outcome. Categories of “advice given”, “incomplete/invalid”, and “referred back for local resolution” are all cases that did not involve the Ombudsman investigating the complaint. This equated to 51 cases and 41% of the total received.
- e. Cases that are closed after initial enquiries do involve some investigation and input from the Council.
- f. The upheld and not upheld cases are the cases that proceeded to a full investigation. Of the cases we dealt with, 27 were upheld representing 22% across all enquiries regarding Haringey received by the Ombudsman.

Outcomes 2020/21	Number
Advice given	13
Incomplete / invalid	9
Not Upheld	9
Upheld	27
Referred to local resolution	29
Closed after initial enquiry	36
<b>Total</b>	<b>123</b>

- g. Of the cases investigated, the Ombudsman upheld 27. These 27 cases have been broken down below: These cases have all been remedied.

Adult's Social Services	
Decision / Findings	Remedy
Financial assessment and appropriateness of room provided in care home.	Apology and payment for the negative impact the service failure had on customer.
Failure to respond to a request for a Care Act assessment. Retrospectively converted a sensory impairment assessment into a Care Act assessment.	Apology to acknowledge the distress and inconvenience caused and carry out a new Care Act assessment.
Delay in assessing needs and in provision of assistance	Apology and payment to recognise frustration caused and the impact on mental wellbeing. Review the case, including how it monitored progress and establish any learning and implement any identified improvements

Revenues and Benefits	
Decision / Findings	Remedy
Delay in inspecting a converted property resulting in an incorrect Council Tax bill	Apology.
Delay in the handling of Housing Benefit payments for the tenancy of a property where customer resided before moving to a care home resulting in an overpayment.	Apology and payment in recognition of the impact service failure had on the customer.
Incorrect suspension of Housing Benefit which caused resident to fall into rent arrears.	Apology and payment in recognition of failings.
Incorrectly taking recovery action regarding a Housing Benefit overpayment.	Reissue overpayment notification advising customer of right of appeal
Non-Compliance in above case. The Council delayed acknowledging the customer's appeal and continued to collect money from his employer when it should not have done.	Apology and deductions taken to be refunded. Review of policy and procedure.

Incorrectly demanded money in November 2019 for a Housing Benefit overpayment that had already been paid.	Apology
Council incorrectly taking recovery action regarding a Housing Benefit overpayment	Re-issue the overpayment notification to customer and advising him of his appeal right, which it did not do previously
Council failed to credit payments that the customer made under a payment agreement towards her arrears and current year's liability.	None – no significant injustice called.

<b>Education and Children's Services</b>	
<b>Decision / Findings</b>	<b>Remedy</b>
Customer complained about how the Council dealt with a child protection referral concerning his family.	Apology, a payment in recognition of time and trouble caused by faults in the handling of his complaint.
Delay in completing recommendations from a previous Ombudsman investigation and recurrent fault in failing to ensure special educational provision in an EHC plan	Apology, a payment and a request that service improvements are made.
Council wrongly refused to provide customer with an Education Health and Care Plan and then failed to provide appropriate support for her to appeal this decision	Payment to reflect distress, frustration, and uncertainty she experienced. Provide training and reminders to relevant staff on the statutory timeframes for EHC assessments and plan development; particularly, the timeframes to be met when carrying out assessments ordered by tribunals
Council's decision to change the pick-up point for customer's child's school transport. There was also fault in how the Council considered her requests for reconsideration	Review the way applications and appeals are considered. Apology and compensation payment.
Correct procedure not followed during arrangement for a Child Protection Conference	None
School transport provided by the Council was late for a week	Apology

<b>Highways</b>	
<b>Decision / Findings</b>	<b>Remedy</b>
Incorrectly pursued for a debt incurred from a traffic contravention that had already been paid	Apology. Payment to reflect time and trouble in making complaint and distress. Review system checks
Incorrect advice given about the availability of a parking permit	Apology and payment
Council failed to suspend enforcement action and make other attempts to contact customer when its correspondence about a penalty charge notice (PCN) was returned	None. PCN cancelled during Ombudsman investigation.

<b>Housing</b>	
<b>Decision / Findings</b>	<b>Remedy</b>
Failure to make a suitable plan when it was approached by a family whose landlord had started legal proceedings to evict them	Apology. Review a sample of other cases to identify if similar issues had occurred and, if so, to offer an appropriate remedy for any injustice caused.
The Council delayed in providing suitable temporary accommodation for a customer following its decision that her existing temporary accommodation was unsuitable. The Council also failed to ensure repairs to the property were carried out.	Apology and a payment to acknowledge the customer lived in an unsuitable property and with disrepair for longer than necessary. Consider the steps it can take to ensure the Council meets its statutory duty to provide suitable temporary accommodation.

	Review its process for dealing with repairs in private rented temporary accommodation.
The Council did not provide suitable interim accommodation for a family that were evicted from their home and delayed providing storage for their belongings.	Payment for avoidable distress caused by the raised expectation the Council would pay the customer's arrears and the uncertainty about whether the interim accommodation provided by the Council was suitable for her family. Review its case management systems to ensure it is clearly recorded whether an individual is eligible for support under the Homeless Reduction Act 2017. Remind staff of their duties to assess the suitability of interim accommodation for everyone in the household. Review its procedure for record keeping to ensure details are kept of its decision making.
Delay and failure to resolve an ant infestation in a temporary accommodation property. where she lives with your young children.	Apology and a payment in recognition of the distress and frustration caused.
Failure to correctly assess a child's medical needs when assessing the family's housing priority	Apology
Delay in dealing with a housing application, including deciding the number of bedrooms the family was eligible for.	Backdate customer's band A priority award and a payment for the distress and inconvenience caused by the Council's faults. Remind staff in the housing department that the Council is required to respond to an applicant's review request, in writing, within 56 days.

#### Development Management

Decision / Findings	Remedy
Unsatisfactory handling of neighbour objections to a planning proposal	None

#### Corporate and Customer Services

Decision / Findings	Remedy
Failure to use the statutory complaints procedure to investigate a complaint.	Apology, payment in recognition of the time and trouble Issue a reminder to staff dealing with complaints of the circumstances when the statutory complaint procedure should be used for Children's Services complaints.

h. The table below shows Haringey's performance against our neighbouring boroughs

Authority Name	Invalid or Incomplete	Advice Given	Referred Back for Local Resolution	Closed after Initial Enquiries	Not Upheld	Upheld	Total	Uphold Rate (%)	Average uphold rate (%) of similar authorities
London Borough of Barnet	4	1	54	40	11	26	136	70%	72%
London Borough of Camden	6	11	25	19	3	18	82	86%	72%
London Borough of Enfield	7	9	31	35	3	17	102	85%	72%
London Borough of Hackney	10	5	33	22	2	18	90	90%	72%
London Borough of Haringey	9	13	29	36	9	27	123	75%	72%
London Borough of Islington	7	13	19	15	5	12	71	71%	72%

## Conclusion

The Local Government and Social Care Ombudsman, Michael King, expressed concern to all Local Authorities in their Annual Letters, stating...

*“I am increasingly concerned about the evidence I see of the erosion of effective complaint functions in local authorities. While no doubt the result of considerable and prolonged budget and demand pressures, the Covid-19 pandemic appears to have amplified the problems and my concerns. With much greater frequency, we find poor local complaint handling practices when investigating substantive service issues and see evidence of reductions in the overall capacity, status and visibility of local redress systems”.*

The Complaints and Feedback Team will be working hard in 2021/2022 to ensure that all services are implementing learning highlighted in complaints that are upheld by the Ombudsman.

A new mailbox has been set up, solely for the use of the Ombudsman to send correspondence to us. This will make requests for documentation and correspondence to assist in their investigations and decisions that require action more visible to our team and produce timelier responses.

In compliance with recent Ombudsman advice, we will be changing the way the final paragraphs in all complaint responses read. Whilst continuing to offer clear advice on how to contact the Ombudsman, we will be inviting customers to contact us to clarify and discuss complaint outcomes if they so wish.

## 11. Contribution to strategic outcomes

**“Your Council”** Outcome 17: A council that engages effectively with its residents and businesses and Outcome 18: Residents get the right information and advice first time and find it easy to interact digitally

## 12. Use of Appendices

None

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

Information was taken from Respond, the Corporate Feedback Teams’s software provision and the Local Government and Social Care Ombudsman’s website



**Report for:** Overview and Scrutiny Committee: 29 November 2021

**Title:** Borough Plan 2019-23, Progress Update reflecting period to Quarter 2 September 2021

**Report authorised by:** Claire McCarthy, Assistant Director Strategy and Communications

**Lead Officer:** Margaret Gallagher, Performance & Business Intelligence Manager  
[margaret.gallagher@haringey.gov.uk](mailto:margaret.gallagher@haringey.gov.uk)

**Ward(s) affected:** All

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

## 1. Background

- 1.1. When the Corporate Plan (predecessor to the Borough Plan) was first established, the Council introduced an approach to performance management, which allowed residents and others to easily track the Council's performance against five core areas of the Plan and hold it to account. This approach has been applied to the priorities in the Borough Plan.
- 1.2. The 2019 – 2023 Borough Plan saw the conclusion of its second year in March 2021, a year on from the beginning of the Covid-19 pandemic which had a profound effect on some of the outcomes and progress in achieving those as the council adjusted its resources in responding to the pandemic. This had an impact on the delivery of some of the borough plan priorities, outcomes and meant some indicators lost some of their relevance or targets were no longer able to be met. For example, the Housing priority indicator of numbers of households in temporary accommodation was affected by the government's Everyone In programme, which required councils to find emergency accommodation for people seen rough sleeping. There was a significant change in the patterns of crime in the borough particularly during the first lockdown.
- 1.3. As things are gradually moving back to some form of normality, we have reviewed and updated some of the 'Outcomes' and 'Objectives' in the Borough Plan and our Performance Indicators have been reviewed to better reflect and monitor the work that we are delivering. Whilst the high-level outcomes have not been removed, we have added in more priorities to reflect our response to the impact of the pandemic and other growing challenges, such as climate change. Some areas introduced new performance metrics, and some kept things broadly the same.
- 1.4. The Priority wheel updates and progress against key indicators are designed to show progress against high level outcomes overtime based on aspirational targets which were set at the start of the Borough Plan period and on which the Red Amber Green (RAG) statuses are based, where progress is depicted visually on the published wheels.

- 1.5. The Overview and Scrutiny Committee and Panels use the updates as part of their role in scrutinising and supporting performance improvement and to inform the Overview and Scrutiny work programme. Scrutiny Panels have an opportunity to review performance using the latest data as published in the Priority dashboards.
- 1.6. The timely publication of the priority dashboards on the Council's website has created greater transparency about the Council's performance, enabling accountability directly to residents. This is an important way of working with communities to make the borough an even better place to live.
- 1.7. As part of the Borough Plan, there is an existing performance framework to track progress against the objectives and targets set out in the delivery plans. Outcome measures and key performance indicators have been agreed for each Priority. The agreed indicators form the basis of a monitoring framework for the Borough Plan (i.e., the performance outcome wheels) and are the primary means of measuring progress in delivering the Borough priorities over the remaining period (final year) of the Borough Plan.
- 1.8. Progress reporting against the outcomes and measures set out in the framework started from a baseline, as of April 2019. The principles of the performance framework have been adopted in reporting on the measures set out in the Borough Plan. This means a continued role for the Overview and Scrutiny Committee to use the updates as part of their role in scrutinising and supporting performance improvement and in agreeing their work programmes. It also ensures the continuation of a transparent approach with the public in publishing data on progress and impact.
- 1.9. As well as continuing to provide updates on the exiting Borough Plan outcomes, we will be focusing our energy on developing a full new Borough Plan to be adopted in 2022/23 with an associated performance framework focused on measuring impact, and what is happening in our communities. Our aim is to develop a framework that is rooted in co-production and dialogue with residents in terms of what they value.

## **2. Recommendations**

- 2.1 Overview and Scrutiny Committee is asked to note the high-level progress made against the delivery of the strategic priorities and targets in the Borough Plan as at the end of September 2021.

## **3. Evidence based performance management**

- 3.1. Public organisations need reliable, accurate and timely information with which to manage services, keep residents well informed and account for spend and performance. Good quality data is an essential ingredient for effective utilisation of resources. Effective organisations measure their performance against priorities and targets to determine how well they are performing and to identify opportunities for improvement and whether activities and approaches are

achieving the expected and desired outcomes. Therefore, the data used to report on performance must be fit for the purpose, representing the Authority's activity in an accurate and timely manner.

The Borough Plan and performance framework seek to address inequalities and focus on what people need to thrive. Data and insight, based on demographic and demand pressures, inform service strategies and improvement plans which may include building resilience, enabling earlier intervention, and targeting to reach households before they reach crisis point.

The State of the Borough profile is the Council's key document in this regard: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough> and provides a comprehensive overview of Haringey in relation to a number of key themes including demographics, employment and skills, children and young people, vulnerable adults and health, place, crime and safety and housing. The most recent version, available on Haringey's website, is regularly refreshed with the latest available data.

#### 4. Performance Overview

4.1. Overall, this eighth update of the 2019-2023 Borough Plan dashboards illustrates progress against the strategic objectives set out in the Borough Plan as of September 2021 reflecting the position at the end of Quarter 2 2021.

4.2. There are 5 priorities in the Borough Plan:

**Housing:** a safe, stable, and affordable home for everyone, whatever their circumstances

**People:** our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential

**Place:** a place with strong, resilient, and connected communities where people can lead active and healthy lives in an environment that is safe, clean, and green

**Economy:** a growing economy which provides opportunities for all our residents and supports our businesses to thrive

**Your Council:** the way the council works

#### 4.3 Housing

4.3.1 Outcome 1 New Homes - **Number of new council homes provided: planning consents, starts on site and completions:** The overall RAG rating for the programme is green amber, mainly driven by over 50% of schemes reporting challenges and/or slippage in delivering against originally programmed milestones. However, the Housing Delivery Team has worked hard to mitigate issues and minimise delays, meaning the forecast continues to indicate that before the end of March 2022 we will achieve our target of having physically started work on a range of sites across the borough that will collectively deliver 1000 new Council Rented homes.

- 4.3.2 The major challenges to the Council Housing Delivery programme remain the impact of both Covid and Brexit. The latter has had an impact on onsite construction activity, including delays to some workforces returning from Europe. Construction costs are also increasing, with some supply chains seeing disruption. Inevitably these factors have the potential for ongoing and further impact on our programme. However, the Housing Delivery Team continue to provide robust challenge to ensure value for money is achieved. As such, the vast majority of schemes remain within their budgetary approval limits. In addition to the above planning consents and Starts on Site, there have been 25 completions of new Council Rented homes.
- 4.3.3 Outcome 1 A safe, stable, and affordable home- **new homes**: In the 2020/21 monitoring year the Council recorded 1,496 net (1,545 gross) additional homes in the borough. This was versus a target of 1502 homes. The Council's annual housing target increased to 1592 homes from the 2021/22 monitoring year following the publication of the London Plan 2021.
- 4.3.4 As at 30/8/2021 there were 10,240 units with planning permission and 3,954 starts on site. Whilst the borough fell slightly short of the new homes target this year this is considered a strong performance having regard to setbacks in the building industry from Covid related shutdowns and supply issues as a result of Brexit and labour shortages. This may mean that the Council is now above the 75% delivery over three years target set by central Government (Housing Delivery Test) and as such may not have the presumption in favour development applied. The strong pipeline of supply should also ensure the target is within reach in coming years.
- 4.3.5 Outcome 2, Reduce Homelessness – **Number of people who are rough sleeping**. The single night figure continues to steadily fall, and as of September was 7, the second lowest ever recorded. This sustained reduction is partly due to the agreed extension of hotel provision for non-UK Nationals for the winter period, and the additional investment secured from the Rough Sleeping Initiative for the 2021/22 year. The new homes at Ermine Road opened in quarter 2 providing high quality settled accommodation for more than 40 individuals who had previous experience of rough sleeping. The new homes at Ermine Road opened in quarter 2 providing high quality, settled accommodation for more than 40 individuals who had previous experience of rough sleeping.

#### 4.4 People

- 4.4.1 Outcome 5 Happy Childhood- **Quality of social work practice**: There are four metrics that we use as proxies to measure quality of practice including caseloads, repeat referrals to social care, the percentage of children on a child protection plan for more than 2 years and re-registrations for children on a plan. These metrics together give us a picture of how effective social work practice is. If social work practice is good and partners understand the thresholds in relation to safeguarding, this will contribute to a reduction in children being referred multiple times to social care.
- 4.4.2 Three of the four metrics are on target and therefore rated green with only the re-registrations on a child protection plan above levels of our statistical

neighbours at 25% at the end of September. Overall, an amber/ green rating has been applied to the quality of practice indicator which shows continued positive performance in this area and therefore reflects our ambition to improve towards an Ofsted rating of Good.

- 4.4.3 Outcome 6 Pathway to success- **Youth Justice**- The metric that is associated with this outcome is First Time entrants (FTE) to the Youth Justice System. Latest data covering the period between January 2020 and December 2020 shows a rate of 267 per 100,000 young people in Haringey or 66 young people entering the youth Justice system. We also know that caseloads are lower than they have been in the past. Reasons for the decrease include increased use of diversion across the Youth justice system but the reduction is predominantly related to the pandemic and ensuing lockdown. More recent local data suggests the trend on arrests and FTE will continue to reduce over 2021 but over the longer term, we may see an increase particularly as we start to work through the backlog of cases that are pending court.
- 4.4.4 This means that latest available data shows us to be on target to reduce FTEs from a baseline set at the start of the Borough Plan period and with the 48% reduction over the last 3 years, we can confidently say that the direction of travel is positive whereby Haringey's FTE number is ranked 21<sup>st</sup> in London having been the highest (31<sup>st</sup>) and among our family group Haringey is 4<sup>th</sup> comparatively compared to 11<sup>th</sup> previously. In addition, other related metrics tracked show a positive direction of travel in reduction of serious youth violence both in the last 12 months (19% reduction) and over the longer term (a 3-year period to October '21) where there has been a reduction of 36%.
- 4.4.5 Outcome 7 Healthy & Fulfilling lives -Some of the indicators we reported under this outcome were aligned to those we had to report on as part of the Better Care Fund monitoring but some e.g., delayed transfers of care have become obsolete and are no longer recorded.
- 4.4.6 The Health & Well-Being Board is about to submit Haringey's joint CCG/Council led Better Care Fund Plan (BCF) 2021/22, its investments and metrics and their targets. The BCF Plan is a national programme that supports local systems to successfully deliver the integration of adult health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers. It has a particular focus of supporting multi-morbidity and ageing well. In Haringey, our £31m joint investment spans early help and prevention to mitigate future need, funding for community health and adult social care – the 'right care at the right time' as people become frailer, including those with dementia or nearing end of life - and out-of-hospital services to facilitate hospital discharge and recovery as far as possible in the community.
- 4.4.7 The BCF Plan includes 5 metrics to assess the extent to which the Plan is successfully delivering on its ambitions. Three of these national measures are associated with hospital utilisation and the other two to adult social care. Two of the new hospital measures relate to the proportion of Haringey residents who stay 14 and 21 days or more, respectively, in hospital before discharge. As a result of additional national and local investment in out-of-hospital solutions, we know that the number of people (both all ages and 65+) who stayed 21+ days in hospital decreased by 23% and 35%, respectively, between 2019/20 and

2020/21, far greater than the reduction in emergency admissions (both 15%). This means patients, particularly those with complex needs, were discharged more quickly during the pandemic, although a greater proportion needed care and support. We want to continue this record in 2021/22 and beyond.

- 4.4.8 The two adult social care measures are those utilised within the national Adult Social Care Outcomes Framework (ASCOF), namely:
- The proportion of people aged 65+ who were admitted to hospital who needed short-term social care support to help them recover (called 'reablement') and who were at home 91 days after discharge; and
  - The number of people aged 65+ who were admitted to long-term Council-funded residential/nursing care homes.
- 4.4.9 Longer-term, the latter figure continued to reduce as a greater number of ASC clients with complex needs were increasingly supported at home, which is what most people want. There were 103 admissions in 2020/21, the lowest figure recorded; however, this was due to the impact of the pandemic and its waves, and our expectations are that the corresponding number of admissions will increase slightly in 2021/22 (target: 114). The corresponding reablement target is 80% for 2021/22, and this will be based on Q4 2021/22 performance.
- 4.4.10 A new "free from harm outcome" has been introduced in the refreshed approach and includes three new safeguarding indicators including one around "making safeguarding personal" which will track the proportion of clients asked about their desired outcome. This indicator is already monitored and reported via our Safeguarding Adults Board along with safeguarding trends, abuse types and locations as well as deep dives into any areas of concern to better understand any issues highlighted by the data.
- 4.4.11 Outcome 8- Strong Communities- Alongside the rate of volunteering, the results from which come from a community life survey, we look at our wider approach to early help and to strengthening our communities by promoting and collaborating with the range of voluntary organisations and partners that operate in the borough whilst helping families and residents become more self-sufficient, avoid crisis, and get the right help at the right time.
- 4.4.12 Early Intervention, Prevention & Dementia is a programme of work that aims to support people to remain as independent as possible for as long as possible. The programme is made up of four workstreams to ensure delivery, these are information & communication, community navigation & social prescribing, Community asset approach to commissioning, and Dementia. Examples of projects within this programme are set out below.
- 4.4.13 Thrive Haringey is a fantastic new programme, funded by the Arts Council England on behalf of the National Academy of Social Prescribers (NASP) being delivered in partnership with the Bridge Renewal Trust, along with core partners Jacksons Lane, Public Voice and Tottenham Hotspur Foundation.
- 4.4.14 Thrive Haringey will support Social Prescribers by developing neighbourhood-based activities for residents across the Arts & Culture, Sport & Physical Activities, Advice & Food and Environmental and Health & Care sectors. The

programme will utilise NavNet as the key platform to enable Social Prescribers to connect residents with lots of exciting new activities.

- 4.4.15 NavNet is a grassroots project developed in Haringey for social prescribing officers across the borough. Currently on WhatsApp, NavNet has 120 members with an average of 10 daily posts, where practitioners share tips, information & advice and can ask colleagues for specific pieces of information.
- 4.4.16 Haringey Council has in place several earlier intervention and prevention programmes such as Connected Communities and Local Area Co-ordinators who provide advice and guidance to assist residents in navigating the complex landscape of service provision amongst the council and our partners. Haringey was recently recognized for this approach and the Connected Communities way of working as a finalist in the IRRV performance awards under the category of “Excellence in Social Inclusion”-more detail can be found at this link <https://irrv.net/awards/finalists/page.php?wid=5&waid=15&iid=506> .
- 4.4.17 We have developed a framework which attempts to examine the social value of working in this more preventative way with our communities by providing the right help at the right time. This has been developed as part of our 'Stronger in Communities' approach which takes a strengths-based approach adopted across the Council to enhance our relationships with residents and communities. The social value framework involves tracking the issues that residents present with and need assistance, advice, or guidance for and then account for the beneficial impacts of this intervention by attributing a £ social value to this work. The aim is to ensure that this and other insight is used to inform change and service redesign work such as how we support residents to tackle problem debt and ultimately to improve the experience of residents using our services.
- 4.4.18 Through our Social Return on Investment analysis, we estimate that this approach delivered over £5m of social value in 2020/2021. In 20/21 this included strong performances in areas grouped under strengthening our community and advancing our employment support offer. We continue to track social value of recorded interactions with our Connected Communities team and partners who we work with e.g., Citizens Advice Bureau.
- 4.4.19 Quarter two data alone for 20/21 shows a combined social value of almost £2.5 million with the largest social values attributed to supporting residents in that quarter with:
- council tax queries c£800k (to claim CT reduction, payments, reducing arrears and related issues)
  - strengthening communities c£600k (e.g., accessing the internet, reducing anxiety, introducing resident to voluntary and community sector, helping residents to increase their confidence and live more independently, joining community groups or feeling better connected with the community) and
  - children, early years, or parenting support c450k (e.g., applying for free childcare hours, accessing child health services/ children’s centre)

classes, registering a child at school, accessing other forms of childcare or increasing income as a result of accessing childcare.

4.4.20 Outcome 4 Stronger Communities- **Domestic abuse (DA)- Violence with Injury:**

Data from the Metropolitan Police showed that in 2020/21 795 incidents of domestic abuse were recorded in Haringey, an annual equivalent of 343 per 100,000 of the 16+ population. Quarter 2 figures, whilst still on an increasing trend are showing a slight decrease from last quarter with 432 domestic abuse incidents recorded in Haringey equivalent to a rate of 373 per 100,000 population. This is higher than the London rate of 328 and is now just below our 2018/19 baseline target of 375 incidents per 100,000 population, as such progress against this outcome has been rated amber green although we recognise that whilst achieving a reduction against the baseline, there is always more that can be done to tackle domestic abuse and violence with injury.

4.4.21 Work to secure a BAME domestic abuse service and a mental health domestic abuse service, to support the existing DA services available in the borough has started. The VAWG Team are also scoping a mapping of all existing DA/VAWG training in the council and how this can be delivered across departments jointly. As well as the strategy and work being done to address violence against women and girls, Children's services are bidding for some funding to implement a model of practice (Norwegian model) that will aim to protect children in families where domestic abuse is an issue. The project would involve carrying out risk assessments on referrals to CYPS involving DA, a programme of 12 weeks therapy for couples and group therapy.

4.5 **Place**

4.5.1 Outcome 10 A cleaner, accessible, and attractive place- **Violence with injury (non-domestic related) and robbery (personal property):** In the 12 months to October 2021 there was a decrease of 12% in VWI offences albeit the number of incidents (2352) remains above the target and 2018/19 baseline (2044). Haringey also saw a fall of 42% in robberies during the same period (1296 incidents down from the 18/19 baseline of 1728 but slightly upon the previous year 1176 incidents. This position compares favourably to the London-wide trend and our comparator neighbours. As footfall continues to increase, focus will be given to areas where violence and robbery may re-emerge, especially in the East of the borough with hotspots around Tottenham Hale, Seven Sisters, and Tottenham High Road historically noted.

4.5.2 The Council continue to work with the Metropolitan police and other partners to make the borough a safer place, taking actions such as: extensive and ongoing police operations, including dedicated robbery team deployed around Wood Green High Road, Hale Village, Tottenham Hale, Seven Sisters Market to respond to robberies. This has contributed to reducing robberies in these key locations, a number of suspects being arrested, and robbery incidents have continued to remain low.

4.5.3 Ongoing partnership working also continues, such as weekly contact with Borough Commander, Police SNT's, to contribute to reductions especially around the hotspot locations. The Police and council are working jointly to



develop pro-active responses around our traditional hotspot areas to manage any increases as they emerge. Based on the low numbers seen in the past year, but cautious of potential rises in line with increasing footfall, this indicator is rated as green amber for the year.

4.5.4 Outcome 10: On the road to **delivering a net Zero Carbon Borough by 2041**.

This is a new outcome within the Place priority that foregrounds Haringey's efforts to address the climate crisis. We declared a Climate Emergency in 2019 and we have now taken steps to seize the opportunity of temporarily reduced carbon emissions during Covid-19 to accelerate our work to improve air quality, particularly around schools. Climate change disproportionately affects those least able to bear it and with the least responsibility for causing it. Addressing climate change is therefore about delivering a fairer and more equal society. We have published a Climate Change Action Plan and this Borough Plan now reflects our ambitions. We will:

- a) Work to reduce the operative carbon footprint of the Council to net zero by 2027.
- b) Reduce emissions from domestic buildings.
- c) Reduce emissions in non-domestic buildings and reduce business related carbon emissions.
- d) Reduce emissions from road transport by growing public and active travel options and infrastructure.
- e) Develop plans to connect more homes to low carbon heat sources and more renewable energy locally
- f) To actively liaise with and support stakeholder organisations to reduce carbon emissions and promote further reduction

4.5.5 In order to meet these goals a suite of new performance indicators have been put in place. These are:

- Reduction in Carbon Emissions from the borough as reported by London Emissions data (LEGGI)
- To improve the energy performance of the borough's housing
- Develop the Outline Business Case for Decentralised Energy Networks in Tottenham Hale, Wood Green, and North Tottenham
- Increase the number of School Streets in Haringey
- All public schools in the borough to have Active Travel Plans in place.
- To increase the number of solar PV arrays on the public buildings in the borough.
- Develop a Community Carbon Fund to kick start community lead carbon reduction and renewable generation projects.

For a current assessment of performance on these new indicators please see Appendix 1.

- 4.5.6 Outcome 10 A cleaner, accessible, and attractive place- **Number of people killed or injured on Haringey's roads (KSI)**: Haringey continues to invest available funding in a series of schemes, targeted at casualty hotspots, and initiatives to reduce collision levels within the borough. This has had a positive effect on tackling road safety in the borough in 2019 and indicates further improvement to meeting our target of 0 people killed or seriously injured (KSI) on Haringey's roads by 2041.
- 4.5.7 From September 2016 onwards, the police have used a new method of assessing injuries, figures for serious and slight injuries are not directly comparable with previous figures. This resulted in a significant increase in absolute numbers of people killed or seriously injured in years 2016 and 2017. We now believe, 2 years on, that the reporting system is reliable enough to assess KSI trends.
- 4.5.8 The Covid 19 virus will have had an impact on collision trends across Haringey in 2020 and 2021 as fewer people travelled on the roads, especially during periods when lockdown was imposed. As we came in and out of lockdown, although the number of people travelling on Haringey roads may have decreased, number of journeys undertaken by car may have increased during some periods as people stayed away from public transport for social distancing reasons. We await data for 2020 and 2021 to fully assess the impact that Covid 19 has had on collision numbers across Haringey. This indicator however should maintain its red status to highlight the 2041 ambition for zero KSIs on Haringey roads.
- 4.5.9 Outcome 12: a clean, accessible, and attractive place: **Percentage of residents satisfied or very satisfied with street cleaning**. This is an annual measure which shows that in 2021, 73% of residents were satisfied or very satisfied with street cleansing but litter concerns have increased and fly tips is a rising concern. During quarter 2 some close analysis of the way that Fixed Penalty Notices (FPNs) are issued was carried out, along with details of fine collection rates, analysis of the locations where most FPNs are issued, and areas where the collections process could be made more efficient. In 2021, 1,772 FPNs were issued in the year up to September, generating over £121,000 in income.
- 4.5.10 The majority of FPNs are issued in the Harringay and Noel Park wards, and more broadly on the east side of the borough, with general littering, fly tipping and littering of cigarette ends being the most common offences. Littering fines are usually issued on the spot by Haringey staff, while fines for fly tipping are commonly issued following an investigation. The Performance and Business Intelligence team has committed to providing analysis every six weeks: this data will be taken forward by the operational teams and used to improve services across the borough and will be available to senior managers and members.

## 4.6 Economy

- 4.6.1 Outcome 13 A growing economy – **commitment to developing more specific measures** Due to Covid-19, the council made the decision to suspend the consultation on the Economic Development Strategy and the Council focused on and published the Good Economy Recovery Plan (GERP), with the High Streets Recovery Action Plan (HSRAP) and the Employment and Skills

Recovery Action Plan (ESRAP) to respond to pandemic and set priorities for next 12-18 months. The recovery plans priorities are:

- Re-open and support our high streets and town centres.
- Support businesses through recovery and into renewal.
- Support residents into work and training.
- Secure social and economic value through investment in our neighbourhoods and communities.

The High Streets Recovery Action Plan details how the Council will support Haringey's high streets and town centres to recover, as well as to identify and explore renewal opportunities to come back better, with a greener focus and better utilise digital technologies.

- 4.6.2 In Q2, examples of recovery programme delivery include a pilot project across Tottenham that engaged with over 700 businesses to help them reduce costs, helping them identify £115k of potential savings. To support and promote local business, a Haringey Business Directory was set up, and a second phase to develop the platform with an online and shopping option is underway.
- 4.6.3 The Good Economy Recovery Plan includes work in developing social enterprises in Haringey – to encourage and support residents to develop and set up social enterprises. To better understand the needs of local social enterprise and how best to support them, 12 workshops have been organised with 55 entrepreneurs enrolled onto the programme.
- 4.6.4 Outcome 13 A growing economy- **Percentage of the council's expenditure on goods and services spent on Haringey businesses**. Whilst Covid-19 had some initial negative impacts on implementing some of the Council's local procurement initiatives, initial Covid response regarding procurement was to focus on local expenditure and local employment opportunities. Other initiatives have taken place or are underway, such as all new contracts over £50k include London Living Wage as a contractual requirement. And the London Construction Partnership has been working closely with the Regeneration and Economic Development team to support local employment opportunities in construction sector.
- 4.6.5 A review of procurement reforms will take place, focusing on social, economic, and environmental considerations in procurements and meeting national targets and policies, with the aim of supporting and enhancing the local economy
- Council commercial expenditure in Q2 was c£135m, which is £5.5m down from Q1.
  - Local expenditure slipped back to 23.5% (£31.6m) in Q2 from to 25% (£35.8m) in Q1.
  - Expenditure with neighbouring boroughs is up 2% to 22% £29.6m in Q2 from 20% (£28.6m) in Q1
  - The remainder of London expenditure is 21.5% (£29m), similar to Q1
  - Expenditure outside London remained at 33% (£45m) but reduced in value by £2m from Q1.

Whilst the impact of Covid continues, it will be challenging to move closer to our target of 30%; however, the volume of expenditure year to date (£67.4m) with local suppliers is up £6m compared to the same period last year.

- 4.6.6 Outcome 14 Supported into work - ***Haringey residents supported into employment.*** Haringey's Employment and Skills Recovery Action Plan details how the Council will support all residents in a difficult economic and employment environment, with some residents requiring rapid interventions, focussed on job searches or short courses to help move quickly back into work. Others need a more gradual approach, with support to overcome multiple barriers to work.
- 4.6.7 In Q2, Haringey Works registered 218 residents and helped 123 residents with job starts, 24 additional job starts took place in July and August in s106 construction sites. Haringey Works held a Job Event with employers interviewing potential clients for live opportunities with 22 residents securing or lined up for opportunities. Haringey Works also ran information sessions with employers, two with Greggs, helping around 20 residents with job opportunities and one with an employer with HGV driver vacancies. ESF funds via Central London Forward have been secured (Oct 21) for additional employment support in borough for those furthest from the job market. The programme included funding for 10 paid 6-month work placements at London Living Wage.
- 4.6.8 In Q2 work has been underway under the Live Well Sub-Group to develop employment pathways for residents with Special Educational Needs or Disabilities. Funding has been secured for a new LD/SEND employment support post based in the Autism Hub and additional employment support for Care Leavers with delivery expected to commence in the next quarter. Work is underway on the employment growth sectors with officers working with North Middx, Whittington and the Council's Commissioning team to promote Health and Social Care career pathways culminating in a H&SC jobs fair being held in partnership with CONEL with live job vacancies. To help residents develop employability skills in the tech sector, Intro to Technology skills training was offered with Ada College (Haringey Higher Level Skills) we are currently awaiting an evaluation of this provision. Construction is also a key growth sector in Haringey, and we have commissioned research to help understand construction job opportunities in the borough created through the Council's spend and planning powers, to inform local planning of skills provision.

#### 4.7 Your Council

- 4.7.1 Outcome 18 Residents get the right information and advice first time and find it easy to interact digitally-***Customer feedback on ease of access to information.*** The Net Easy Score indicator uses the industry standard 'Net Easy' scoring system to measure the ease with which customers can get the information and help they need when contacting Haringey Council. Using the

agreed methodology to calculate the score, the number of people who said that it was difficult (either fairly, very, or extremely) to get the help they wanted is subtracted from the number who said that it was easy (either very or extremely); for Quarter 2, 71% subtracted from 19% gives us a score of -52%. We continue to learn from the feedback we receive and use the information to improve the offer to our residents but as performance has not improved from the baseline in 2019/20, this indicator remains on red status.

4.7.2 Although performance on the above metric remains off track, progress is being made towards achieving the wider outcome of residents getting the right information first time, helping them to interact with us digitally. Some of the milestones that have been achieved this year include:

- Development of the Digital Strategy (Aug 2021)
- New online parking permits process went live (Completed Aug 2021)
- Self-serve technology introduced in Marcus Garvey and Wood Green Libraries/CSC (Sep 2021)
- Telsolutions went live in April 2021- using Digital Transformation resources (April 2021)
- Recruitment of benefit maximisation officers to support residents struggling in debt (April 2021)
- Pilot debt delivery service (July 2021), phase 2 approved (Sept/Oct 2021)
- Implementation of benefits calculator on webpage (July 2021)
- Feedback training sessions for Managers and Responding officers (Sept 2021)

4.7.3 Outcome 19 Positive workforce- **Percentage of top 5% earners who are from black and minority ethnic groups** The September 2021 Haringey employment profile shows that 28.4% of senior managers are from a BAME background, an increase of 2 percentage points since the previous reporting period at the end of June 2021. It should be noted that the cohort of top 5% of earners is subject to fluctuation as people move in and out of senior roles (given the 5% threshold) and the number of BAME senior managers are both relatively small numbers (c105 staff and roughly 30 BAME) so percentage change can be volatile and unreliable in assessing progress against this outcome. Despite this volatility, this indicator remains on green status, according to the original borough plan target to improve from a baseline of 17.2%.

4.7.4 On this same outcome we are also making progress on the **percentage of workforce that are under age 40** against our target to increase from a baseline of 26.2%. Although the average age of our employees as of September 2021 remains 47 years, and the number of staff aged under 40 (662 or 26.2%) remains at a similar level to that reported at the end of Quarter one the numbers are up from those reported at the end of March 2021 (626 staff). The target set in the Borough Plan was to increase the proportion of staff under age 40 from a baseline of 26.2%.

4.7.5 The council is committed to ensuring its staff base is diverse in thought, background and experience and is reflective of Haringey’s communities. One of the things that the council is doing is reviewing its approach to recruitment and retention to include utilisation of apprenticeships, with a particular focus on improving the diversity of the workforce age profile. Moving forward as we get more sophisticated with our monitoring; we would like to be able to measure the Ethnicity pay gap (perhaps to replace % of BAME senior managers) and the average age of new starters.

**5. Contribution to strategic outcomes**

5.1. Effective performance monitoring of the Council and partners’ progress towards achieving the outcomes in the Borough Plan is fundamental to understanding impact.

**6. Use of Appendices**

Appendix I: Outcome 10: On the road to delivering a net Zero Carbon Borough by 2041, Q2 2021/22 Performance

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

Appendix I: Outcome 10: On the road to delivering a net Zero Carbon Borough by 2041, Q2 2021/22 Performance

	<b>Measurement</b>	<b>Q2 Performance</b>	<b>Target by 2024</b>	<b>RAG Status</b>
<b>To improve the energy performance of</b>	<b>The % of homes within the borough that have an Energy</b>	<b>11% of lodged EPC’s are A’s or B’s. (June 2021)</b>	<b>14%</b>	<b>Amber</b>

the boroughs housing	Performance Certificate (EPC) rating of A or B			
Develop the Outline Business Case for DENs in Tottenham Hale, Wood Green, and North Tottenham	3 business cases adopted by the Council and external funding secured to support these developments.	OBC for North Tottenham approved, OBC's for Wood Green and Tottenham Hale due Dec 2021.	All three OBC completed. FBC's being finalised for all 3 sites.	Green
Increase the number of School Streets in Haringey	30 by 2024	17	30	Green
All public schools in the borough to have Active Travel Plans in place.	Number of Schools with TfL STARS Gold status	44	47	Green
To increase the number of solar PV arrays on the public buildings in the borough.	Number of PV arrays on Council corporate buildings and schools	22	28	Amber
Develop a Community Carbon Fund to kick start community lead carbon reduction and renewable generation projects.	Fund set up by end of 2021, and first grants issued by early 2022.	Fund launched in 31st Oct 2021.	To launch fund and have given out £230k of funding to community groups.	Green

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**Report for:** Overview and Scrutiny Committee – 29 November 2021

**Item number:** 12

**Title:** Scrutiny Review – Haringey Family of Schools

**Report authorised by:** Cllr Gunes, 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 14 January 2020 agreed to set up a review project to look at the schools structure within 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 1.4 of the report.

**7. Contribution to strategic outcomes**

- 7.1 This review relates to the People priority of the Borough Plan - where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.

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

**Finance and Procurement**

- 8.1 To follow

**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 – Haringey Family of Schools

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

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# Scrutiny Review: Haringey Family of Schools

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

2021/22

<b>Panel Membership</b>	Cllr Makbule Gunes (Chair)
	Cllr James Chiriyankandath
	Cllr Josh Dixon
	Cllr Emine Ibrahim
	Cllr Sarah James
	Cllr Tammy Palmer
	Cllr Daniel Stone
	Anita Jakhu (Co-opted member)
	Kanupriya Jhunhunwala (Co-opted member)
	Yvonne Denny (Co-opted member)
	Lourdes Keever (Co-opted member)

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 0208 489 2921

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4. Arrangements in Haringey	13.
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## CHAIR'S FOREWORD

There are now a far greater variety of schools than previously, with a number of new types being established in recent years. The resulting fragmentation presents challenges for local authorities, which include ensuring that all schools are providing a good standard of education and planning and co-ordinating the provision of school places. Schools are also now subject to varying degrees of local democratic control and the capacity of local authorities to influence them has been diminished.

In addition, demand for primary school places has reduced and there is currently a significant surplus of reception places in Haringey. This has serious budgetary implications for many primary schools due to the way in which schools are funded. The drop in demand for places will feed through to secondary schools in due course. Demand for school places is subject to fluctuation though and there will also be a need for sufficient places to be available to accommodate future any increases in demand for places.

Our review report looks at how the Council could respond most effectively and strategically to these issues and makes a number of recommendations. I would like to thank all of the those who contributed to the review by giving evidence and informed the work of the Panel.



Cllr Makbule Gunes  
Chair

## KEY FINDINGS AND RECOMMENDATIONS:

### ***The Schools Landscape***

#### ***Our Key Findings:***

- ▶ There are clear, significant and permanent changes that occur when schools become academies. These are not always fully explained to school governors who may therefore be unaware of the long-term implications of their decisions.
- ▶ Schools that are part of MATs may not feel that they are part of a local community of schools or have any responsibility towards their local authority or area. In Haringey, there is a lack of involvement by MATs with the Council, HEP and other schools and challenges in engaging with them. The Panel was unsuccessful in its two attempts to engage with representatives from MATs within the borough to receive their perspective so that it could be considered in the review.
- ▶ The key means by which local authorities can help schools avoid feeling the need to convert to academies or being required to do so is by supporting them effectively to improve performance. Schools that value the support of the local authority are less likely to want to convert.

### ***Arrangements in Haringey***

#### ***Our Key Findings:***

- ▶ Partnership bodies, such as HEP, provide “soft power” and are an excellent way of encouraging schools to remain part of the family of local schools. They can also help prevent forced academisations. HEP has been a powerful initiative that has allowed schools to buy into local school support services. It has also been successful in promoting collaboration between schools and dialogue, although this does not necessarily guarantee influence.
- ▶ There is a nevertheless a lack of involvement and/or influence between HEP and schools in MATS and it struggles to engage with them. St Thomas More, Greig City Academy and Dukes Academy are among the schools that are not involved.
- ▶ The Panel is aware of matters of concern relating to exclusions from schools run by MATs. A “deep dive” is currently being undertaken by the Council on school exclusions and this will involve at least one academy trust. It is important that this review is wide ranging and involves consultation with referral units, alternative provision, schools and young people who have been through the exclusions process. It also needs to be established whether there are disproportionate rates of exclusion in some schools or types of school. Clarity also needs to be provided for school governing bodies on the role of the local authority in the exclusions process.

#### ***Our Recommendation:***

1. That the “deep dive” on school exclusions currently being undertaken by the Council is:



- Wide ranging and involves consultation with referral units, alternative provision, schools and young people who have been through the exclusions process;
- Contains clear recommendations and an action plan;
- Establishes whether there are disproportionate rates of exclusion in some schools or types of school; and
- Considers and clarifies the role(s) undertaken by the local authority in the exclusions process (*paragraph 3.18*).

### **Evidence from Other Boroughs**

#### **Our Key Findings:**

- ▶ The Panel noted the differences in the arrangements of Tower Hamlets and Hackney, many of which were due their individual circumstances and history. There are also many similarities though, particularly in the strong focus on school improvement and collaboration.
- ▶ The Panel felt that there were no clear benefits to Haringey that could be foreseen for Haringey promoting federations. Informal ways of collaboration between schools could provide most of the same benefits.

### **School Admissions**

#### **Our Key Findings:**

- ▶ It can be hard to change the perception of schools that parents have, which is often outdated. Positive engagement needs to take place to raise the profile of less popular schools.
- ▶ The Council may have limited scope to co-ordinate a strategic response to the reduction in demand for school places as it can only directly influence a minority of schools. There was already only limited scope in respect of voluntary aided schools but the emergence of new types of school has exacerbated the situation. The only way that the Council will be able to exert influence is through negotiation and voluntary engagement and there are limits to this due to the lack of a close relationship with MATs.
- ▶ The Panel noted that at least one school that is part of a MAT has attempted to expand even when there are surplus school places. It may therefore be the case that not all schools will be receptive to engagement by the Council. Schools may well find themselves competing for pupils, with less popular schools becoming unsustainable. This will make it difficult to maintain a balanced range of school provision across the borough.

#### **Our Recommendations:**

2. That work be undertaken to better understand how outdated or inaccurate perceptions regarding the quality of education in individual schools can better be addressed (*5.7*).

3. That positive engagement is arranged by the Council to raise the profile of less popular schools in the borough (5.7).

## **Church Schools**

### ***Our Key Findings:***

- ▶ The changes to schools that academisation entails are profound and further lessen the scope for a coordinated response to the reduction in school rolls. These particularly threaten the viability of church schools as they are amongst those schools suffering from the largest drops in demand for places.
- ▶ It is important that school governing bodies of church schools understand fully what becoming an academy will entail and its long-term implications. The Council should work with Diocesan authorities to ensure that all school governing bodies are given clear and impartial guidance or are signposted to sources of independent advice.
- ▶ Evidence was received that the relationship between Diocesan authorities and the Council is now less close it was and that regular meetings between the Diocese and senior Council officers are no longer taking place. It was nevertheless encouraged to hear that the Diocesan authorities were interested in hearing the ideas of the local authority on the downturn in demand for places. The Panel is therefore of the view that it is essential that further efforts are made to engage with the Diocesan authorities and re-establish close relationships.

### ***Our Recommendations:***

4. That the Council work with the diocesan authorities to ensure that school governing bodies are given clear and impartial guidance on the implications of academisation or are signposted to sources of independent advice (6.13).
5. That action take place to re-establish close relationships between the Council and the diocesan authorities and collaborate closely with them in addressing the downturn in demand for school places (6.14).

## **Schools Finance**

### ***Our Key Findings:***

- ▶ Finance is a major influence on curriculum development. Schools might know what they need to do to improve but unable to do it as they do not have sufficient money. School improvement plans should therefore be designed so that they are affordable to schools.
- ▶ There is currently no analysis of the cost effectiveness of schools and work should be undertaken to develop a suitable offer of this for schools. Schools can increase their income through a range of fund-raising activities but their ability to do this and effectiveness at it are unequal. Schools therefore have varying amounts of per capita funding available. Any assessment of the cost effectiveness of schools therefore needs to take into account the totality of the funding available to them.

- ▶ There would be merit in developing consortia of schools to buy in services as this could enable economies of scale to be achieved. This should be looked at through the Schools Forum and consideration given to how schools can be supported in developing them.

***Our Recommendations:***

6. That an offer be developed for schools of an analysis of their cost effectiveness and that this is based on the totality of their income, including that from fund-raising activities and other additional sources (7.16).
7. That a report on the development of consortia of schools to buy in services be submitted to the Schools Forum and consideration given to how schools could be supported in developing them. (7.18).

## 1. Background

1.1 The review was set up to:

- Seek to identify the different categories of school that there are within Haringey and their characteristics, as well as the diversity of curriculum and ethos offered by individual schools;
- 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
- Look at practice in other local authority areas and what appears to have been most effective.

1.2 The review would then go on to consider how the Council might best respond strategically to the significant surplus in school reception places in Haringey. These have serious budgetary implications for schools due to the way in which they are funded. Demand for school places fluctuates and there will also be a need for sufficient places to be available to accommodate any future increases in demand. The ability of the Council to respond depends on the influence that it has over schools and this has been affected by the change in status of a number of them.

1.3 As part of this, the review considered:

- The role the Council has in working with schools to effectively manage the reductions in school rolls;
- How a balanced range of school provision across the borough might best be maintained; and
- What could be done to mitigate financial pressures on schools and ensure that any adverse effects on schools are minimised.

1.4 The terms of reference of the review were as follows:

“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.”

1.5 The Panel received evidence from the following:

- Eveleen Riordan, Assistant Director of Schools and Learning;
- James Page, Chief Executive of Haringey Education Partnership;
- Brian Smith, Interim Schools Finance Manager;
- Josephine Lyseight, Head of Finance (People);
- Carlo Kodsi, Head of School Admissions, Education and School Organisation;
- Nick Shasha, School Place Planning Lead;
- Inigo Woolf, Chief Executive, London Diocesan Board for Schools;
- Nigel Spears, Assistant Director of Education, Catholic Diocese of Westminster;
- Professor Anne West, London School of Economics;
- David Wolfe, Matrix Chambers;
- Tracy Smith, Executive Director, Tower Hamlet Education Partnership;
- Abrilli Phillip, Director of Education and Learning; and
- Marian Lavelle, Head of Admissions and Benefits, Hackney Council.

1.6 The review began just before the Covid-19 pandemic and its progress was delayed by lockdown. In addition, most of the evidence gathering had to be undertaken virtually, using MS Teams. Specific efforts were made to engage with Multi Academy Trusts (MATs) on two occasions but unfortunately it was not possible to obtain evidence directly from them.

1.7 The membership of the Panel was as follows:

2020/21:

Councillors: Erdal Dogan (Chair), Dana Carlin, James Chiriyankandath, Josh Dixon, Tammy Palmer, Anne Stennett and Elin Weston

Co-opted Members: Yvonne Denny and Lourdes Keever (Church representatives) Anita Jakhu and KanuPriya Jhunjhunwala (Parent Governor representatives)

2021/22:

Councillors: Makbule Gunes (Chair), James Chiriyankandath, Emine Ibrahim, Sarah James, Tammy Palmer and Daniel Stone

Co-opted Members: Lourdes Keever (Church representative) and KanuPriya Jhunjhunwala (Parent Governor representative)

## 2. The Schools Landscape

### *Types of School*

- 2.1 Most local authority areas now contain a range of different types of state school. They can be put into two overall categories:
- Maintained schools, which are funded by the local authority;
  - Schools that are not maintained by the local authority but funded directly by the Secretary of State for Education, such as academies and free schools.
- 2.2 There are now four types of local authority maintained school;
- Community Schools;
  - Voluntary Aided Schools – often with a ‘faith designation’;
  - Voluntary Controlled Schools – also often with a ‘faith designation’; and
  - Foundation Schools.

### *Legal Status*

- 2.3 The Panel received evidence from David Wolfe from Matrix Chambers and Professor Anne West from the London School of Economics about the characteristics of the different types of school that now exist and the implications of these.
- 2.4 Maintained schools are overseen by local authorities and constituted as free-standing legal entities. They have “stakeholder” governing bodies, which make all the key decisions, such as the budget, appointment of head teacher and ethos of the school. Such schools operate according to standard statutory education law, including the National Curriculum. In Community and Voluntary Controlled schools, the local authority sets the admissions policy. For Voluntary Aided and Foundation Schools, it is the church or the foundation that sets it.
- 2.5 Academies are independent and not classified as maintained schools. Most statutory education law, including the National Curriculum, does not apply to them, although provisions regarding Special Educational Needs (SEN) do. Academies operate under a contract with the Secretary of State (SoS) and are administered through Regional Schools Commissioners (RSCs). They are funded and controlled by the SoS through a Funding Agreement, which imposes some of the same rules as those for maintained schools, such as the Admissions Code. The local authority has no direct role but schools can still buy services in from them and from local education partnerships.
- 2.6 Some academies are newly created schools, either from before 2010 or later as ‘free schools’. Other schools converted to academy status voluntarily or were forced to convert following poor Ofsted inspections. Some schools volunteered in anticipation of obliged to convert due to performance issues.
- 2.7 Whilst some academies still have stand-alone governing bodies that make all the decisions, not many of these remain. Most academies are now local sites for Multi Academy Trusts (MATs) (‘federations’, ‘chains’) and have no separate legal identity. The governing body, if there is one, is appointed by the MAT and can

only decide on what it delegates to them. The parent body is the legal entity and individual schools have no separate identity of their own.

- 2.8 Mr. Wolfe used Thomas More School, which is now part of the Cardinal Hume Academies Trust, as an example. Although there is a local governing body, it can only make decisions that are delegated to it by the Academies Trust. The powers of governing bodies from individual schools within MATs are not comparable to governing bodies of maintained schools. Whilst schools might not appear to be different when they become part of an academy trust, the reality is that they change significantly.
- 2.9 It is the responsibility of the SoS to resolve any performance issues with individual schools. In such circumstances, the SoS can seek to broker a deal with another organisation but there is no specific role for the local authority or local people. Although academies were created with aim of setting them free from local authority control, local people and school governors have less jurisdiction in such schools and especially those within MATs.

### *Funding*

- 2.10 Academies have access to additional sources of funding but it is not possible to determine how much MATs provide for individual schools. It is also not possible to find out how MATs spend their money. Some information has emerged but this has often been from “whistle blowers”. MATs cannot make a profit from their main budget but can make money from companies associated with their trustees. Regulation has been tightened up but there is still a lack of information on how money is used.
- 2.11 Mr. Wolfe reported that an edition of “Panorama” had focused on alleged misuse of funding by the Bright Tribe Trust, who had awarded contracts to companies associated with trustees. There had been an issue with the way in which money had been spent and some schools had not received funding intended for them. Individual schools are often unaware of funding arrangements.
- 2.12 There have been periods when exclusions from academies were higher than those for maintained schools. Maintained schools can be forced to accommodate pupils that have been excluded from other schools but this does not apply to academies.

### *Checks and Balances*

- 2.13 Academies have more autonomy and some do not feel that they are part of a local community of schools or have any responsibility towards the local authority or area. As they are no longer as accountable to the local authority, there are fewer checks and balances on them.
- 2.14 Central government does not have the resources to provide the necessary financial oversight. Whilst there are RSCs, they cover very large areas and have nothing like the same oversight as local authorities. RSCs are civil servants and do not have the same accountabilities as local authorities and school governors.

They act on behalf of the Secretary of State and do not have a direct relationship with local authorities, although some engage with them.

- 2.15 Professor West stated that 77% of secondary schools had converted to academies and a lower percentage of primary schools. There is still a hard core of schools that are not intending to convert though. Whilst maintained schools that are failing can be forced to convert to an academy, failing academies cannot be converted back into maintained schools. Performance data shows that there is no significant difference between academies and maintained schools and conversions have failed to deliver better academic results.

*Relationships*

- 2.16 Mr. Wolfe commented that, although role of the local authority is diminished when schools became part of MATs, it is nevertheless important to maintain good relationships. Sometimes this can work well but it depends on the willingness of academies to engage. This does not mean that they should not be subject to challenge though. The main impact on children and families from schools becoming academies comes when things go wrong. In particular, exclusions, SEN and admissions can have an impact and cause problems for some families.
- 2.17 Local authorities can help schools avoid feeling the need to convert or being required to do so by supporting them effectively to improve performance. Schools that value the support of the local authority are less likely to want to convert.



### 3. Arrangements in Haringey

#### *Role of Council*

- 3.1 The Panel heard that the Council undertakes still a wide range of educational duties, including statutory ones:
- It ensures that there are sufficient school places for children and is responsible for school place planning;
  - It is responsible for children who are not on school rolls. This includes ensuring that any home schooled children are being educated appropriately;
  - Education Welfare is a key responsibility. Education Welfare Officers speak regularly to schools and families where there are attendance concerns;
  - There is a virtual school for looked after children that seeks to improve their performance as they are less likely to achieve high levels of attainment than other children;
  - There is a Schools Finance Service to support schools. The Council is also responsible for the school's capital programme and acts as landlord, which allows schools to resolve any urgent maintenance issues quickly; and
  - It works closely with schools on safeguarding matters and in respect of social care.

#### *School Improvement*

- 3.2 The Panel heard that Haringey Education Partnership (HEP) is now responsible for facilitating school improvement within the borough's schools. It does not have statutory powers in respect of intervention though as it is the local authority that still holds these. HEP aspires to be the "glue in the system" that holds Haringey schools together, mitigating the impact of fragmentation. Whilst HEP has no specific view on the merits of schools becoming academies, it wishes to avoid them being forced into it due to performance issues.
- 3.3 The development of HEP stems from 2016 and the publication of the government's education White Paper, which outlined its plans for all schools to either become academies or be in the process of converting to academy status by 2020. Funding for school improvement in the Education Services Grant was subsequently slashed, amounting to a £795k cut in Haringey. Whilst there was no great appetite for academisation amongst Haringey schools, they welcomed some of the policy direction and especially having greater independence.
- 3.4 Local authorities responded to the government's new policy in three overall ways:
- Promoting Multi-Academy Trusts (MATs) and withdrawing from school improvement e.g. Bexley;
  - Commissioning a partnership with a private provider e.g. Barnet; or
  - Developing local alliances or education partnerships.
- 3.5 Haringey responded by creating HEP, which is a schools owned and led improvement partnership. Partnerships such as HEP have flourished and seek to combine the best elements of local authorities and MATs. They are used by a range of local authorities, including Camden, Sheffield, Liverpool and Birmingham.

- 3.6 Partnerships have helped maintain some collective responsibility for education quality and pupil outcomes. They have also kept schools connected, drawing on their collective strengths and tackling shared issues. They are accountable to the schools that own them, with financial consequences for their performance.
- 3.7 HEP was established in September 2018. Although it works in close partnership with the Council, it is independent. Its prime purpose is to improve outcomes through driving school improvement. HEP supports a range of schools in Haringey and is now also providing services to 15 Enfield schools. 96% of its schools are now rated as good or outstanding by OFSTED.
- 3.8 HEP is a single tier membership organisation. The Panel heard that it has no interest in expanding into other services or growth for its own sake. HEP aspires to build strong relationships with schools and is regularly in contact with them through Improvement Partners, Continuing Professional Development (CPD), meetings, briefings, events, networks and conferences. Regular feedback is sought from schools to ensure that it is working well for them and providing good value for money. 9 out of 10 schools have said that they would recommend its services.
- 3.9 The core membership package includes:
- Challenge and support, with access to dedicated improvement partners, Headteacher hotline, governor support and advice;
  - Data analysis, with an annual school profile and additional analysis tailored to individual schools;
  - Curriculum and pedagogy support;
  - An extensive Continuing Professional Development (CPD) programme;
  - Strategic projects, such as Black Caribbean and BAME achievement, parental engagement and remote learning;
  - SEND support, including a SENCO network, policy updates, training, peer review and support, pupil and parent voice;
  - Assistance with safeguarding, including Designated Safeguarding Lead networks, annual audit, policy updates, training and qualifications;
  - Collaboration, including school improvement networks and peer review, heads and senior leader forums, post-16 network;
  - Assistance with compliance, including SACRE, moderation and monitoring, website compliance checks;
  - Briefings including weekly Headteacher and governor briefings; and
  - Keeping schools connected to the latest research, policy and innovations.
- 3.10 All HEP's Improvement Partners are currently or recently been successful Headteachers. Some have also been lead OFSTED inspectors or Department for Education advisers.
- 3.11 CPD for schools is extensive and aims to be responsive to the priorities of schools. It includes curriculum, pedagogy, subject networks and strategic priorities as part of the membership package. Work is taking place with North East London Teaching School Hub to develop a full suite of national professional qualifications with the aim of making Haringey the most attractive place to teach and lead in schools. The aim of is to try and attract the best teachers to come and develop their careers in Haringey.

- 3.12 Improving Black Caribbean and BAME Achievement is one of HEP's top priorities. This was developed in response to a performance analysis of Haringey that revealed significant under performance by young people from these communities, with gaps in 2016 being the highest in the country. A strategy, pledge and a suite of resources has all been developed and free training and BAME reviews are offered to schools.
- 3.13 HEP promotes collaboration between schools, including through six Networked Learning Communities, which are geographical groupings of approximately 15 schools which are school improvement focussed. £10k per annum is invested in each network. Recent areas of work have included transition and BAME achievement.
- 3.14 HEP recognises that there is pressure on school budgets and aims to provide value for money. Membership and traded costs have therefore remained unchanged from HEP's inception. Core membership costs £19 per pupil, capped at £12.5k for the largest schools. Core membership subscriptions provide approximately one third of HEP's income, with the remainder coming from additional traded services and funding for school improvement passported by the Council. The funding that HEP receives from the Council is from that specifically earmarked for schools from the DfE and none comes from the General Fund. It is hoped that falling school rolls will not impact on HEP's income but some schools may no longer be able to pay as much. Efforts are being made to ensure that HEP is sustainable and this includes its expansion into Enfield.
- 3.15 The Panel are of the view that HEP has been a powerful initiative and has enabled schools to buy into local school support services. It has also been successful in promoting collaboration between schools and dialogue, although this does not guarantee influence. Partnership bodies such as HEP provide soft power and are an excellent way of getting schools to rely on the local authorities and remain part of the family of local schools. An effective school improvement function can also play an important role preventing forced academisations of schools due to performance issues.
- 3.16 A majority of schools in Haringey are members of HEP. The Panel noted that schools that are part of MATs tend not to belong though. There is little influence or involvement with MATs and HEP struggles to engage with them. St Thomas More, Greig City Academy and Dukes Academy are among schools that are not involved. The Panel was unsuccessful in its two attempts to engage with representatives from MATs within the borough to receive their perspective so that it could be considered in the review.
- 3.17 The Panel was not reassured by the evidence it received regarding the relationship between the Council and HEP with MATs in the borough. It is also aware of matters of concern relating to exclusions from schools run by MATs. It noted that a "deep dive" is currently being undertaken by the Council on school exclusions and that this will include at least one academy trust. All schools invited to participate have agreed to assist and an action plan will be drafted as a result of this process.

- 3.18 The Panel feels that it is important that the review on exclusions is wide ranging and involves consultation with referral units, alternative provision, schools and young people who have been through the exclusions process. It also needs to be established whether there are disproportionate rates of exclusion in some schools or types of school. In addition, clarity needs to be provided for school governing bodies on the role of the local authority in the exclusions process.

***Recommendation:***

That the “deep dive” on school exclusions currently being undertaken by the Council is:

- Wide ranging and involves consultation with referral units, alternative provision, schools and young people who have been through the exclusions process;
- Establishes whether there are disproportionate rates of exclusion in some schools or types of school; and
- Clarifies the role(s) undertaken by the local authority in the exclusions process.

## 4. Evidence from Other Boroughs

- 4.1 The Panel received evidence regarding how other local authorities are aiming to ensure that all schools were providing a good standard of education and minimise the impact of fragmentation.

### *Tower Hamlets*

- 4.2 Evidence was sought from Tower Hamlets Education Partnership (THEP) as they were used as a case study by the Local Government Association in research on action by local authorities to support local school improvement. Of particular relevance was the explicit desire expressed by THEP to avoid fragmentation and retain the “family of schools” within Tower Hamlets.
- 4.3 The Panel noted that, like Haringey, there had been no great appetite in Tower Hamlets for schools to convert to academies following the publication of the government White Paper in 2016. There had been a long tradition of collaborative working between schools and the Council. The borough had been bottom of the education performance tables but worked its way up. This had been achieved through effective partnership working. THEP was set up as a charity and separate from the Council. Although it was independent, the Council had a key role and a strong relationship with THEP.
- 4.4 THEP was set up by schools and works very closely with the local authority. Some educational partnerships were business focused but THEP’s prime focus is education. 97 schools in the borough currently belong to it. Only 6 do not belong and these are part of MATs. THEP works with three schools that are part of MATs despite them not formally being members. The school improvement role that is undertaken involves monitoring and risk assessment of schools. THEP also provides professional learning opportunities and a range of other services.
- 4.5 Whilst the schools structure had become more fragmented in the borough, it was probably less so than elsewhere and THEP had helped bring schools together. An important factor was the fact that many of those who had contributed significantly to the large improvement of schools in the borough are now involved in THEP. The local authority still undertakes its statutory roles, including pupil place planning. There are falling school rolls within the borough and three schools will be closing in response to this.
- 4.6 There is a cycle of improvement. A comprehensive risk assessment is undertaken on every school and this looks at a wide range of matters. Suitable interventions are identified and an action plan developed. There is also a comprehensive learning offer for schools. The quality of support that is provided by THEP is regarded as high and all of those who work directly with schools to provide support have previously been Headteachers. Collaboration is promoted, including peer review as it is felt that schools can learn much from each other. They have tried to make their offer comprehensive and attractive to schools.

### *Hackney*

- 4.7 Ms Lavelle reported on the work that Hackney Council has undertaken to build good relationships with schools. Hackney does not have an arm's length education partnership organisation, such as HEP or THEP. It has its own school improvement team that trades with schools and academies and can monitor all of them.
- 4.8 The good relationships that Hackney has with schools are due to several factors. A very high percentage of Hackney pupils – around 40% - had previously gone out of borough for their education. Some schools in Hackney had been closed by the Council and this had been a difficult process. However, neighbouring Tower Hamlets had surplus places at the time and this had ensured that there were sufficient places for all Hackney children.
- 4.9 Hackney had re-built its capacity by developing the Hackney family of schools. They had done this through the setting up of academies. It had ensured continuing influence on the academies that were set up by requiring there to be a Member of the local authority on each academy board. All academies also needed to have similar admissions arrangements. Schools had previously all had their own arrangements for banding. Agreement was sought from all schools for testing for bands. All schools currently participated in in-year access arrangements and the fair access protocol. The Council traded with all schools, including academies.
- 4.10 It is predominantly secondary schools that are academies. It is not a factor in parental preferences when choosing schools. Some schools have been closed in the past due to poor performance but standards in schools and especially secondary schools have improved markedly in recent years.
- 4.11 The Panel noted that a conscious decision was taken by Hackney to establish academies as this was the only way that new schools could be opened at the time that they were created. Through this process, it had been possible to create three new schools in quick succession. Some other schools had decided to convert to academies following this. Only one primary school had so far converted though. All other schools were either community schools or voluntary aided, including some that were part of federations. She felt that schools were not converting as they did not think that there was anything to be gained from doing so.
- 4.12 The Panel noted the differences in the arrangements of Tower Hamlets and Hackney, many of which are due to their individual circumstances and history. There are also many similarities though, particularly in the strong focus on school improvement and collaboration.

### *Lambeth*

- 4.13 The Panel looked closely at whether encouraging maintained schools to form federations might be of benefit. These seek to mirror the structure of MATs, with one overriding governing body covering several schools. This can have several benefits, including providing the opportunity for sharing services and achieving economies of scale. Evidence regarding how such arrangements had worked in Lambeth was received.

- 4.14 The had been no formal policy or strategy in Lambeth to promote federations but, in particular circumstances and where there were clear benefits for schools, they had facilitated and/or brokered arrangements between school governing bodies. The number of federations in Lambeth has grown over a long period of time, with the first ones having been established in the mid to late 00s.
- 4.15 All had started with a “soft” federation, where schools retained their own governing bodies and often moving to consultation on “hard” federation over time. This tended to happen organically. In some cases, a federation had supported a school with the supported school later opting to join the federation following a period of “soft” partnership.
- 4.16 Whilst arrangements have often been brokered by the Council, it is very much for the individual schools and governing bodies to agree arrangements between themselves. There must be mutual understanding and trust between all parties, so it is a negotiated rather than a forced arrangement. Non-statutory partnership agreements are signed by governing body Chairs and Headteachers of partner schools for “soft” partnerships.
- 4.17 Lambeth has identified distinct benefits in respect of staff flexibility, retention and career progression as well as improved leadership capacity. Arrangements include a regular review of the non-statutory arrangements to ensure they are still benefiting all parties.
- 4.18 Officers from Lambeth commented that they had found that schools always learn from each other and that it is never all one way. In Lambeth, such partnerships have usually been established to enable a strong school or schools to support a weaker one or to boost leadership capacity. It was only now that they were discussing federations with schools in other contexts, such as falling rolls.
- 4.19 “Hard” federations of two or three schools seemed to work best in Lambeth. In larger federations, the legal requirements for the federation governing body constitution make it large and unwieldy, with scope for blurred accountability. It is not possible to replicate a MAT structure, with a small, focussed executive board, under the current federation regulations and this is unlikely to change.
- 4.20 The Panel noted that the use of federations in Lambeth was generally as a means of strong schools supporting weaker ones and felt that there were comparatively few schools in Haringey that needed such support. Pooling resources could nevertheless provide a degree of agility and possibly be of assistance in coming to terms with loss of income.
- 4.21 Mr. Page stated that HEP did not have a view on whether might be of benefit to schools in Haringey. His personal view though was that it would not make much difference. Any savings arising from the creation of federations were likely to be small. It could also create a complex and difficult set of relationships. In addition, schools already undertook a lot of work collaboratively.
- 4.22 Ms Riordan commented that there were already some examples of what could be termed as “soft” or informal federations in Haringey and a lot of school-to-school support already existed without the need for formal federation. There were

also Networked Learning Communities (NLC). In addition, some schools shared business managers.

- 4.23 Panel Members felt that there were no clear benefits to Haringey that could be foreseen for Haringey promoting federations. Informal ways of working could provide most of the same benefits.



## 5. School Admissions

### *Place Planning*

- 5.1 The Panel heard that the local authority has a statutory duty to provide school places for all school aged children resident in the borough. There is also a requirement to produce an annual school place planning report. The report is intended to be accurate for up to 4 years ahead. Planning is undertaken for 10 years though, based on the projected birth rate.
- 5.2 Demand for primary and secondary school places fluctuates and place planning analysis is undertaken constantly to match supply of places with current and projected demand. Just as it is necessary to ensure that there are sufficient places, there is a need to ensure that there are not too many places either. School funding is based on pupil numbers and schools face difficult financial challenges if they have too many places as their rolls will not be full.
- 5.3 Local authorities also have a duty of care to ensure children can receive a good education and access the full curriculum. Schools with a declining roll will find it difficult to provide this because of financial pressures from reduced funding. There needs to be around 25 pupils in each class just to cover teaching costs.
- 5.4 Academies have the option of changing admission criteria and, in the case of MATs, it is the Trust that decides. The intake to some academies is different from that of other schools. Some Trusts prioritise applications from children attending “feeder” schools. The only way that local authorities can exert influence is through negotiation and voluntary engagement. The Panel heard that Hackney Council have worked particularly well with academies to ensure that schools have a balanced intake. Admission criteria can often be complex though and some academies just adopt the same ones as maintained schools.

### *Downward Trajectory*

- 5.5 Demand for reception places has been on a downward trajectory since 2017 and projections suggest that it will not recover before 2025. The population in London has also gone down by the equivalent of an average sized borough since the start of the Covid pandemic. All boroughs are therefore looking at surplus capacity. Some boroughs are considering the closure of some schools but there are no current plans to do this in Haringey. Other ways to rationalise school rolls and numbers are instead being looked at, including reducing the number of forms of entry.
- 5.6 Additional capacity has been required for secondary schools in recent years and this has been provided through bulge classes, secured through collaboration with schools. The lower cohorts in primary schools will feed through to secondary schools in due course though. Some schools will fill up regardless of the smaller numbers of children seeking places because of their popularity. In these cases, furthest distance offered will just be bigger.
- 5.7 The Panel commented that it can be hard to change the perception of schools that parents have, which is often outdated. These may come from Ofsted reports

or be anecdotal and can take time to change. Although the Panel notes that the Council needs to ensure that no single school is promoted over another one, it nevertheless feels that positive engagement needs to take place to raise the profile of less popular schools. It also feels that there is also a need to better understand how perceptions regarding schools could be influenced.

**Recommendations:**

- That work be undertaken to better understand how outdated or inaccurate perceptions regarding the quality of education in individual schools can better be addressed; and
- That positive engagement is arranged by the Council to raise the profile of less popular schools in the borough.

*Planned Admission Numbers*

- 5.8 Despite the statutory duty to provide school places for all school aged children, local authorities only have the authority to propose an amendment to the planned admission number (PAN) for community and voluntary controlled schools. This is an open and transparent process that allows people to object if they wish. Local authorities are unable to influence reductions in PAN for voluntary aided schools, free schools, foundation schools or academies. The process in respect of academies is opaque and generally involves a private conversation between the MAT and the RSC. Responsibility is therefore fragmented and this poses significant difficulties when school rolls are falling.
- 5.9 The School Admissions Code states that community and voluntary aided schools can object to the Schools Adjudicator if the PAN set for them is lower than they wish and it is therefore necessary to ensure that there is an evidence base behind any proposed reduction. Schools that reduce their PAN can increase it again. Where schools amalgamate, it needs to be borne in mind that demand for places can go up again and sites therefore need to be maintained for educational use.
- 5.10 57% (32) of all Haringey primary schools with a reception intake are community/voluntary controlled. 4 from 12 secondary schools (33%) are community schools.

Percentage of schools and pupils which Haringey can propose adjusting PAN

	<b>Primary (56)</b>	<b>Secondary (12)</b>
<b>Percentage of schools community/VC</b>	57% (32 schools)	33% (4 schools)
<b>Percentage of pupils attending community/VC</b>	63% (5,534 pupils)	34% (4,380 pupils)

- 5.11 This shows the limited role that Haringey has in being able to influence schools in proposing a reduction to their PAN. Several additional obstacles can also impact on the Council's ability to adjust PAN. These include:
- Maintaining a desirable balance between different varieties of school in each of the borough's 5 planning areas:
  - The inability to lower PAN at one form entry schools: and
  - The need to get buy-in from the headteacher, school governors, parents, teachers and local community to agree to any reduction.

- 5.12 Despite these limitations, the Panel noted that Haringey made or assisted in the following temporary or permanent reductions in PAN across 4 of the 5 planning areas between 2016 and 2020.

PA	School	Planned Admission Number					Notes
		2016	2017	2018	2019	2020	
2	St Mary's CofE	90	60	60	60	60	From Sept 17, PAN set to 2FE
2	St Peter in C.	60	60	60	30	30	Request Adjudicator to stay at 1FE for 2020
3	Stamford Hill	30	30	30	30	n/a	Proposed to close in Sept 2020
3	Tiverton	60	60	30	30	60	Amalg. with Stamford Hill in Sept 2020
4	Welbourne	90	90	90	90	60	Permanent reduction in PAN by 1FE from Sept 2020
4	Earlham	60	30	60	60	60	Temporary reduction in PAN in Sept. 2017
5	Trinity P.A.	60	60	60	90	60	Proposal to increase PAN unsuccessful

- 5.13 In addition to reducing PAN at some community schools, the Council has also assisted some faith schools in making temporary reductions to their PAN. There has been regular dialogue with both the Catholic and the Church of England Dioceses' about the necessity to act to preserve the sustainability of schools. In some circumstances, amalgamations may be necessary, especially if two form entry schools in close proximity to one another are struggling to fill their places.

#### *Amalgamations*

- 5.14 Discussions have taken place regarding the potential amalgamations of two Catholic schools with the headteacher, governors and the Diocese to enhance their sustainability and the local offer. Other Church schools have been identified as potential candidates for a temporary reduction in PAN from two to one FE. Data suggests that some of these schools have been consistently carrying a surplus of 20 or more vacancies.
- 5.15 Where schools are amalgamated, the Council wishes to maintain any vacant sites for educational purposes. They do not wish to be put in a position where there is a need to identify new sites due to an upturn in demand for school places. There are likely to be some redundancies and posts will be ring fenced if there was a need for such a process. Teachers can move between Haringey schools without the need for redundancy though. Decisions are the responsibility of headteachers and school governing bodies and the local authority has little power.
- 5.16 The Panel heard that the Council provided a robust evidence base to the DfE and Trinity Primary Academy against a proposed permanent expansion from 2 form entry (FE) to 3FE. This was because there were already a high number of surplus places locally and there was concern that the additional places could threaten the viability of other local schools. The DfE advised that Trinity will remain at 2FE for the foreseeable future.
- 5.17 The Panel noted that demand for places at faith schools is decreasing at twice the rate as for other schools. There has been engagement with diocesan authorities but have not always concurred with the Council's view. Where redundancies are necessary in faith schools, the local authority are responsible for meeting the cost.

- 5.18 The Panel is of the view that Council has limited scope to co-ordinate any strategic response to the reduction in demand for school places as it can only directly influence a minority of schools. There had already been only limited scope in respect of voluntary aided schools but the emergence of new types of school has exacerbated the situation. The only way that the Council can exert influence is through negotiation and voluntary engagement and there may be limits to this due to the lack of a close relationship with MATs. In addition, the at least one school has attempted to expand even when there are surplus school places. It may therefore be the case that not all schools will be receptive to engagement.
- 5.19 Schools are likely to find themselves competing for pupils, with less popular schools becoming unsustainable. This will make it difficult to maintain a balanced range of school provision across the borough.

## 6. Church Schools

- 6.1 The Panel received evidence from representatives of both the London Diocesan Board, who are responsible for Church of England schools in the borough, and the Diocese of Westminster, who are responsible for Catholic schools.

### *London Diocesan Board*

- 6.2 Mr. Woolf reported that the London Diocesan Board are responsible for a number of schools in Haringey. Their schools in the west of the borough are normally full but this is not currently the case. Schools in the east of the borough are generally less full. The Diocese is trying to keep all its schools open despite the drop in demand for places as it is thought that it is likely that demand will recover.
- 6.3 Entry to their schools is not just restricted to those from the Church of England and consideration is only given to religious affiliation if schools are oversubscribed. The Diocese works closely with the Council and regard themselves as being an integral part of Haringey schools. Some schools have expanded in recent years but are now finding it necessary to reduce the number of forms. Individual schools are left to determine for themselves how they achieve school improvement and how this is done is not dictated by the Diocese.

### *Diocese of Westminster*

- 6.4 Mr. Spears stated that the Diocese of Westminster is a strategic partner of the Council in the provision of school places. They do not seek to dominate schools but offer a diversity of choice so that a wide range of schools are available. When schools are oversubscribed, Catholic children are prioritised. When schools are undersubscribed, all children are both welcomed and celebrated. In the past, families with a Catholic heritage would actively seek Catholic schools. Parents now seek schools that are good or outstanding and schools that do not achieve this are less attractive.
- 6.5 The perception that Catholic schools were just for the white middle classes was wrong as schools are very diverse and this applies to both pupils and staff. Support for schools is shared between the Diocese, the local authority and government. Schools either work with local authorities or bring in external support for school improvement. It was not something that the Diocese tries to do as they do not have the capacity to micro-manage.

### *Demand for School Places*

- 6.6 The relationship with the Council is normally very positive. In respect of the downturn in demand for school places, the issue for the Diocese concerns the management of land. Mr. Spears felt that local authorities have choices in respect of provision and access to funds. If demand for school places increases again, they can re-invest in school places. The church has finite quantities of land and could lose resources permanently if schools close. A pilot project is taking place to explore the possibility of using school buildings in flexible ways. This will enable expansion to take place when demand for places increases again. The setting up of federations of schools is also being looked at as another

option. Some schools have already joined together, which provides the opportunity to manage budgets more effectively.

- 6.7 Mr. Spears stated that the Diocese is also interested in hearing the ideas of the local authority in respect of the downturn in demand for places. There had previously been regular meetings between the Diocese with directors at the local authority but these are no longer happening.
- 6.8 The Diocese has looked at school rolls from a slightly different perspective and focused on who was going to schools as well as overall numbers. Although there are now fewer Catholic families, they are prepared to travel further to access Catholic education. Everyone had struggled with the introduction of new schools that were not part of the local plan. New providers had appeared and they had been able to provide new buildings as well. This was taking place whilst some Dioceses were struggling financially. They had been excluded from the free schools programme and unable to invest in long standing schools. Demand for school places went in cycles and there needed to be a new strategy, with built in flexibility.

#### *Academisation*

- 6.9 Mr. Spears stated that academisation involved groups coming together to support each other. It was necessary for schools to be of a certain size to become academies. It did not affect their relationship with the Church. Federations of academies that are supported by the Diocese replicate the academy chain model and the largest of these has 11 schools. He acknowledged that there was a lot of resistance to the academy process. There was felt to be a loss of identity and schools become accountable to another organisation. However, there were Catholic secondary schools that had become academies in Haringey and many people would not have noticed much difference.
- 6.10 Mr. Woolf reported that there were Church of England academies in the borough. A deliberate decision had been taken not to refer to them as academies though. The changes were structural and did not entail any change in the way that education was delivered in schools.
- 6.11 Mr. Spears reported that Catholic schools had their own admission criteria. Whilst priest's statements were not allowed to be used, religion and church attendance were considered as part of the application of admission criteria when schools were oversubscribed. Most relationships that the Diocese had been at officer level, where there were similar interests. They now sought to empower schools where before their role had been to negotiate with local authorities regarding capital funding. Other ways to engage with the community now needed to be found to compensate for the reduced closeness of the relationship with the local authority.
- 6.12 The Panel noted that pressure had been put on some Catholic schools in Haringey to convert to academies by the Diocese of Westminster. This had been exacerbated by a reduction in demand for places at Catholic schools in the borough. Academisation had been presented as being the only solution to falling rolls. Governors in voluntary aided schools nevertheless have significant powers. Schools cannot be forced to become academies, although they can be

pressurised. The impact of converting is not normally explained fully to governors, especially the changes in the composition of governing bodies and loss of powers.

- 6.13 The changes to schools that academisation entails may have been understated by the Diocesan authorities but they are significant in terms of accountability and transparency. They also further lessen the scope for there to be a coordinated response to the reduction in school rolls, which particularly threaten the viability of church schools as they are amongst those suffering from the biggest drops in demand for places. The Panel is of the view that the Council should work with the Diocese to ensure that school governing bodies are given clear and impartial guidance on the implications of academisation.

***Recommendation:***

That the Council work with the diocesan authorities to ensure that school governing bodies are given clear and impartial guidance on the implications of academisation or are signposted to sources of independent advice.

- 6.14 The Panel was concerned to hear the evidence of Mr. Spears that the relationship with the Council was now less close and that regular meetings between the Diocese and senior Council officers were not taking place. It was nevertheless encouraging to hear that the Diocesan authorities are interested in hearing the ideas of the local authority regarding the downturn in demand for places. It is therefore of the view that it is essential that further efforts are made to engage with the Diocesan authorities and re-establish close relationships.

***Recommendation:***

That action take place to re-establish close relationships between the Council and the diocesan authorities and collaborate closely with them in addressing the downturn in demand for school places

## 7. Schools Finance

7.1 Schools finance is complex and critical to successful and inclusive schools. Whilst schools seek value for money in every area of their work, it is currently a challenging financial landscape for them.

7.2 The Panel heard that the Council's Schools Finance team undertakes both statutory and non-statutory functions. The statutory role involves the distribution of government funding and provision of information regarding this to schools. The non-statutory role involves providing help to schools, especially those in financial difficulties. There were 12 of these last year and 13 applications were made for assistance. The increase in schools in financial difficulties is due to the impact of Covid and, in particular, the reduced income arising from this.

### *Dedicated Schools Grant*

7.3 The Dedicated Schools Grant (DSG) is a ring-fenced government grant that supports local authorities' schools budgets. The DSG comprises four blocks:

- Schools;
- Early years;
- High needs; and
- Central schools services.

7.4 The Schools, Early Years and High Needs blocks are fully passported to education settings. The Central Block is retained by the Council for statutory central services. Statements are sent to schools well in advance of the start of the financial year and these details of indicative and final amounts of funding.

7.5 Mr. Smith reported that a fall in admissions could mean that schools found themselves with a staffing structure that their finances are not able to support and a loss of economies of scale. Schools have also recently lost a number of sources of income generation, such as breakfast and after school clubs and lettings, due to the impact of Covid. In addition, some schools have needed to hire agency teachers to cover teachers who were self-isolating. At the same time, financial overheads have not gone down.

7.6 Schools are allocated an amount in their base funding to cover provision for Special Educational Needs and Disability (SEND) but this does not always meet the actual cost. It is the responsibility of schools to cover the first £6,000 of provision. The increase in the number of children with Education, Health and Care (EHC) plans has exacerbated the issue. Grant funding has also not kept pace with inflation.

7.7 The Schools Finance team provides support and training to schools. A report is prepared when schools find themselves in financial difficulties. Guidance, challenge and support are provided for schools granted a licensed deficit. In such circumstances, schools can receive cash flow advances. There is a restructure and scrutiny panel that considers such matters and reports are also made to the Schools Forum. The Council has a particular role in scrutinising restructuring applications that would result in redundancies as the local authority is responsible



for meeting the cost of these, although they are not responsible for any costs arising from pension responsibilities.

- 7.8 Mr. Smith reported that his service has recently been restructured and there is now a post of Schools Finance Manager to provide some additional support to schools and school governors. In addition, a traded service is in the process of being developed that will supplement assistance currently provided. The View My Financial Insights (VMFI) tool provides schools with a means of benchmarking their financial performance. The Education and Skills Funding Agency (ESFA) can also provide free one-to-one support for schools. Good feedback has been obtained on this and it has generated some new ideas. In addition, there is also Integrated Curriculum and Financial Planning (ICFP), which is a management process that helps schools plan the best curriculum for their pupils with the funding at their disposal. In respect of SEND, schools can access “top up” funding through an EHC plan if necessary.
- 7.9 If the number of SEND pupils at an individual school is disproportionately high, it is more challenging to cope with the financial demands. Schools are getting better at identifying SEND children and this has resulted in an increase in their numbers. There has also been a change in the statutory environment and funding is required for young people with EHC plans up to the age of 25. However, government funding had not changed to reflect these changes. The cumulative effect of this has been an overspend in the High Needs Block.
- 7.10 The Schools Forum meets five times per year and includes representatives from all educational settings in the borough. Its formal role is to determine the Dedicated Schools Grant (DSG) allocation to schools. The allocation in the Schools Block is to be increased in the forthcoming year after a decrease of 1.2% in the previous two years. The Central Block is decreasing by 2.5% per year. Funding for the High Needs Block has increased by 8% but demand has grown by 11%. The last outturn report on the DSG showed approximately 100% had been spent. There is a deficit of £6.8 million in the High Needs Block but £10.1 million of this has been accrued in previous years.

#### *High Needs Block*

- 7.11 The issues with the High Needs Block are national ones and a response has been made by the Council through London Councils. A proposed government White Paper on the issue has been twice put back. The current SEND review by the Council will take into account the funding issues. Early indications are that next years settlement will provide an allowance for the High Needs Block that is well above inflation but this was unlikely to be sufficient. Ms. Lyseight reported that the ESFA was currently looking at the issues relating to the DSG. The Council was also developing a DSG management plan and there was a clear need to address to deficit.
- 7.12 Schools with a disproportionate number of children with EHC plans can find themselves financially challenged. In such circumstances, there is a SEND contingency fund that they can apply for. Schools can qualify for this if their expenditure is 40% above notional spend. If it is 60% above, they may qualify for up to £3,000 per pupil.

- 7.13 Quarterly feedback is received from schools on their finances and it is possible to identify emerging issues. Schools now experiencing difficulties include a number that are considered to be particularly well managed due to the impact of loss of income and falling rolls. There is a time delay in funding which can provide schools with the opportunity to adjust their staffing structure before income drops. The government has supported schools with funding to cover additional expenditure but no provision has been made for the loss of income due to Covid. Conversely, there are some schools where balances have increased. Some have reduced overheads whilst others have not been able to go ahead with planned capital expenditure. Schools have shown an overall balance of £3 million.
- 7.14 Panel Members commented that finance is a major influence on curriculum development. Schools might know what they need to do to improve but are unable to do it as they do not have sufficient money. School improvement plans therefore need to be designed so that they are affordable to schools. There is also currently no benchmarking on the actual levels of funding that schools have coming in and of per pupil expenditure. Schools can raise additional funds through fundraising, lettings and donations and some are better able to do this than others. Ms. Lyseight stated that the main focus was on income as this is within the area of Council control. The only way that the Council is made aware of the effect of income raising activities by schools is through them presenting healthy balances. Consideration could be given to what could be done to promote a more level playing field, such as sharing of expertise and knowledge.
- 7.15 The Panel has noted that there is currently no analysis of the cost effectiveness of schools and is of the view that work should be undertaken by the Council to develop a suitable offer of this for schools. Any assessment of cost effectiveness should consider all of the funding that is available to them.

***Recommendation:***

That an offer be developed for schools of an analysis of their cost effectiveness and that this is based on the totality of their income, including that from fundraising activities and other additional sources.

- 7.16 Panel Members also commented that some schools have disproportionately high percentages of pupils with Special Needs and Disability (SEND). Information on why they are concentrated in some schools would provide greater clarity and felt that collaboration between schools could help support them. One way of assisting schools in ensuring they had the resources to address such needs would be for them to establish consortia. Ms Lyseight felt that developing consortia was an excellent idea as this could produce economies of scale. Mr. Smith commented that federated schools could in a better position to share resources. For example, they could have a shared Headteacher and/or Finance Manager and other back-office functions. It would also facilitate collaboration and the sharing of ideas.

- 7.17 The Panel is of the view that there would be merit in developing consortia of schools to buy in services as this could enable economies of scale to be achieved. It recommends that this be looked at through the Schools Forum and consideration given to how schools could be supported in developing them.

***Recommendation:***

That a report on the development of consortia of schools to buy in services be submitted to the Schools Forum and consideration given to how schools could be supported in developing them.

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**Report for:** Overview and Scrutiny Committee – 29 November 2021

**Title:** Overview and Scrutiny Committee and Scrutiny Panel Work Programme

**Report authorised by:** Ayshe Simsek, Democratic Services and Scrutiny Manager

**Lead Officer:** Dominic O'Brien, Principal Scrutiny Support Officer  
Tel: 020 8489 5896, E-mail: [dominic.obrien@haringey.gov.uk](mailto:dominic.obrien@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 updates the Committee on the work plans for 2021-22 for the Committee and its Panels.

**2. Recommendations**

2.1 To note the current work programmes for the main Committee and Scrutiny Panels at Appendix A and agree any amendments, as appropriate; and

2.2 To agree the Committee and Panels' proposed Scrutiny Review Projects set out at Appendix B, C, D and E and the submission timescales required in order to finish the reviews by the end of the municipal year.

**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 The Committee approved the draft workplans for 2021-22 for the Committee and its Panels. Further work has been undertaken and their latest iterations are attached as **Appendix A**.

4.2 The Q&A session with the Cabinet Member for Customer Service, Welfare and the Public Realm, which was due to be considered at this meeting, has been deferred until the meeting on 23 November.

4.3 Local elections are due to take place in 2022 so it is very important that all outstanding work is completed before the end of the year. In particular, all reviews should be finalised in good time so they can be approved by the Committee. It is therefore advised that all evidence gathering activities as part of reviews be completed before the end of the calendar year. If a review is not finished before

the end of the administration, it may be difficult to carry it over to the new administration due to the loss of continuity. An earlier deadline will need to be factored into work plans if Members wish their review reports considered by Cabinet before the end of the administration.

#### *Review on Violence Against Women and Girls*

- 4.4 The decision was taken at the previous meeting to amend the terms of reference for the Gun and Knife Crime Review to focus exclusively on violence against women and girls (VAWG) with the other areas on gun and knife crime to be scrutinised further at a later date. An initial evidence session with the Director for Public Health and the Strategic Lead and Commissioner for VAWG took place in October 2021 and an amended terms of reference is provided as an appendix to this report.

#### *Gambling Inquiry Day*

- 4.5 The Committee has previously indicated its intention to hold a scrutiny inquiry day to review the effectiveness of the local approach to understand and tackle gambling harms. The scrutiny officer has recently had initial conversations about the evidence likely to be required with the licensing team and the public health team. The inquiry day is scheduled to take place in early 2022 after the budget scrutiny process has been completed.

#### *Forward Plan*

- 4.6 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.

- 4.7 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>

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

- 4.9 The Budget Scrutiny process will begin in December and is co-ordinated by the Vice Chair of the Overview and Scrutiny Committee. Following on from the useful practice followed last year, the scrutiny panels will be provided a briefing session on the background to the MTFS proposals relating to their areas ahead of the actual Panel meetings. The purpose is to provide a re-cap/overview of the budget, agreed savings, capital programme etc. as well as the overall draft budget. Amongst other things, it will enable any queries to be responded to by the time each formal Panel meeting takes place. Only the finance and performance officers are required for the briefings – not service officers. Finance and Performance officers will attend to clarify and explain any details to inform and aid the formal Panel meetings scrutinising the budget in December. Scrutiny Support officers are arranging the briefing sessions in December. The formal Panel meetings and O&S committee on the 13<sup>th</sup> of January will be compiling recommendations on the budget, for approval at O&S committee on the 20<sup>th</sup> of January 2022.

**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.

Appendix B: Overview & Scrutiny Committee - Violence Against Women and Girls Review terms of reference.

Appendix C: Environment & Community Scrutiny Panel – Low Traffic Neighbourhoods Review terms of reference.

Appendix D: Housing & Regeneration Scrutiny Panel – Wards Corner Review terms of reference.

Appendix E Children and Young People’s Scrutiny Panel – Child Poverty Review

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

N/A



**Overview and Scrutiny Committee**

**Work Plan 2021-22**

<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 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
High Road West Regeneration Site	Completion of review previously undertaken by the Housing and Regeneration Scrutiny Panel	Complete
Violence against women and girls.	<p>The refocused terms of reference for this Review is attached</p> <p>The first evidence sessions for this Review took place in September 2021.</p>	

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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>8 June 2021</b>	Cabinet Member Questions: Leader	Leader and Chief Executive
	Performance update; To monitor performance against priority targets	Performance Manager
	Terms of Reference	Principal Scrutiny Officer
	Overview and Scrutiny Work Plan	Principal Scrutiny Officer
	Impact of Covid	Head of Policy and Cabinet Support
<b>6 July 2021</b>	Cabinet Member Questions - Cabinet Member for House Building, Place-Making and Development	Cabinet Member and officers
	Haringey Good Economy and High Streets Action Recovery Plan	Assistant Director for Regeneration and Economic Development

	Gambling Policy	Licensing Team Leader
	Scrutiny reviews 2021/22; scopes, terms of reference and project plans	Panel Chairs
<b>7 October 2021</b>	Cabinet Member Questions; Cabinet Member for Finance and Transformation	Cabinet Member and officers
	2020/21 Provisional Outturn report	Director of Finance
	Performance update – Q1; To monitor performance against priority targets	Performance Manager
	Digital Together	Director of Customers, Transformation and Resources
<b>29 November 2021</b>	Cabinet Member Questions - Customer Service, Welfare and the Public Realm	Cabinet Member and officers
	Performance update – Q2; To monitor performance against priority targets	Performance Manager
	Working with the Voluntary and Community Sector	Director of Customers, Transformation and Resources

	Complaints Annual Report	Head of Customer Experience & Operations
	Cabinet Member Questions; Cabinet Member for Employment, Skills and Corporate Services	Cabinet Member and officers
	Enabling Priority Budget Scrutiny; To undertake scrutiny of the “enabling” priority	Director of Customers, Transformation and Resources
<b>13 January 2022</b>	Universal Credit	Director of Customers, Transformation and Resources
	Consultation, Engagement and Co-production	Head of Policy and Cabinet Support
	Fairness Commission	Head of Policy and Cabinet Support
	Finance Quarter 2	Director of Finance Deputy Chair (in the Chair)

	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)	
	Treasury Management Statement	Assistant Director of Finance
<b>20 January 2022 (Budget)</b>	Scrutiny review reports	Scrutiny review reports
	Review of Scrutiny Panel terms of reference and remits	Principal Scrutiny Officer
<b>10 March 2022</b>	Health Inequalities	

TBA:

- Fire Safety in High Rise Blocks
- Brexit

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## Adults and Health Scrutiny Panel

### Work Plan 2021 - 22

<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	Status
Adult Social Care commissioning	<p>This scrutiny review was established to examine the process behind commissioning decision-making including the overall strategic approach to commissioning, how decisions are tracked and measured, what key performance indicators are used, how return on investment is calculated and what criteria are used for tendering decisions.</p> <p>The final evidence sessions were held in March/April 2021 and the final report is expected to be published shortly.</p>	In progress
Sheltered Housing	<p>The aim of this scrutiny project is to review the current arrangements for the provision of sheltered housing in Haringey including the care and support provided to residents living in sheltered housing.</p> <p>Evidence sessions began in September 2021. Site visits to sheltered housing schemes are planned in November 2021.</p>	In progress

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	Agenda Items
<b>2021-22</b>	
<b>24 June 2021</b> (Additional briefing meeting)	<ul style="list-style-type: none"> <li>• Transfer of GP contracts from AT Medics to Operose Health</li> </ul>
<b>28 June 2021</b>	<ul style="list-style-type: none"> <li>• CQC Overview</li> <li>• Living Through Lockdown report (Joint Partnerships Boards) – response to recommendations</li> <li>• Public health response to Covid-19 pandemic</li> </ul>
<b>9 September 2021</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Adults &amp; Health</li> <li>• Day Opportunities Scrutiny Review – Follow up</li> <li>• Hospital Discharge Arrangements &amp; Continuing Health Care</li> </ul>
<b>15 November 2021</b>	<ul style="list-style-type: none"> <li>• Haringey Safeguarding Adults Board – Annual Report 2020/21</li> <li>• Locality Working</li> </ul>



	<ul style="list-style-type: none"> <li>• Adult Carers' Strategy 2020-2023</li> </ul>
<b>16 December 2021 (Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> </ul>
<b>3 March 2022</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Adults &amp; Health</li> <li>• CQC Overview</li> <li>• Update – Integrated Care Systems</li> </ul>

Possible items to be allocated to Panel meetings:

- Impact of NCL CCG merger
- New community mental health model
- Supporting older people post-pandemic
- IAPT waiting times
- Council house adaptations

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## Children and Young People’s Scrutiny Panel

### Work Plan 2021 - 22

<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 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
Schools	<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 as well as the diversity of curriculum and ethos offered by individual schools;</li> </ul>	In progress

	<ul style="list-style-type: none"> <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 consider:</p> <ul style="list-style-type: none"> <li>• The role the Council has in working with schools to effectively manage the reductions in school rolls;</li> <li>• How a balanced range of school provision across the borough might best be maintained; and</li> <li>• What could be done to mitigate financial pressures on schools and ensure that any adverse effects on schools are minimised</li> </ul>	
Child Poverty	Scope and terms of reference to be determined.	

<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>	
<b>Date</b>	<b>Potential Items</b>
2021-22	

<p><b>20 July 2021</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 the forthcoming year</li> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Covid; Impact on children and young people</li> <li>• Youth Services</li> </ul>
<p><b>23 September 2021</b></p>	<ul style="list-style-type: none"> <li>• Financial Monitoring</li> <li>• Annual Youth Justice Plan</li> <li>• Missing Children</li> <li>• Support to Refugee Afghan Children</li> </ul>
<p><b>18 November 2021</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Children’s Social Care; Annual Report</li> <li>• Whittington Health Estates and Services Reconfiguration – Implementation</li> <li>• SEND Inspection</li> </ul>

<p><b>4 January 2022 (Budget Meeting)</b></p>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> <li>• Haringey Children’s Safeguarding Partnership – Annual Report</li> <li>• Youth Justice Thematic Inspection Report Findings</li> </ul>
<p><b>7 March 2022</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Cabinet Member for Children, Education and Families</li> <li>• Engagement with Young People</li> <li>• SEND Inspection &amp; Strategy</li> <li>• Mental Health and Well-Being</li> </ul>

TBA  
SEND Transport  
Kinship Care

**Environment and Community Safety Scrutiny Panel - Work Plan 2020-22**

▪ **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
Low Traffic Neighbourhoods	Examining the Council’s plans to implement Low Traffic Neighbourhoods and examining What lessons can be learned from other local authorities who have successfully implemented similar schemes? The Panel were concerned about the communication and consultation process undertaken as part of the previous pilot scheme as part of Liveable Crouch End.	

Date of meeting	Potential Items
3 <sup>rd</sup> September 2020	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member</li> <li>• Covid-19 Recovery update</li> </ul>

	<ul style="list-style-type: none"> <li>• Update on Youth at Risk Strategy</li> <li>• Gangs, Knife Crime &amp; Hotspot locations. (MOPAC Performance update?). <ul style="list-style-type: none"> <li>▪ Transport hubs as hotspot locations for crime, especially Finsbury Park, Turnpike Lane, Seven Sisters and surrounding areas, particularly drug-dealing, knife crime.</li> <li>▪ Update on the Ducketts Common stakeholder Strategic Group</li> </ul> </li> <li>• Work Programme: To agree items for the work plan for the Panel for this year.</li> <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> November 2020	<ul style="list-style-type: none"> <li>• Cabinet Member Questions; Climate Change and Sustainability</li> <li>• Improving Air Quality &amp; reducing pollution</li> <li>• Street Trees &amp; Update on Queens Wood</li> <li>• Update on Single Use Plastics Policy</li> <li>• Recycling Rate</li> <li>• Update on Parks and Green Spaces Strategy</li> <li>• Parks Performance</li> <li>• Membership and Terms of Reference</li> <li>• Appointment of non-voting co-optee</li> </ul>



	<ul style="list-style-type: none"> <li>• Work Plan</li> </ul>
<p><b>Budget Scrutiny</b></p> <p>10<sup>th</sup> December 2020</p>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Police Priorities in Haringey &amp; Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership.</li> <li>• Update on Haringey &amp; Enfield BCU integration.</li> <li>• Additional Police numbers in Haringey</li> <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>
<p>4<sup>th</sup> March 2021</p>	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Cabinet Member for Transformation and Public Realm Investment. To question the Cabinet Member on current issues and plans arising for her portfolio.</li> <li>• Waste, recycling and street cleansing data</li> <li>• Update on Fly Tipping Strategy</li> <li>• Planned and Reactive Highways maintenance Performance</li> <li>• Work Plan update</li> </ul>

28 <sup>th</sup> June 2021	<ul style="list-style-type: none"> <li>• Membership &amp; Terms of Reference.</li> <li>• Appointment of Non-Voting Co-opted Member.</li> <li>• Work Programme</li> <li>• Cabinet Member Q&amp;A – Cabinet Member Questions; Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council</li> <li>• Strategic Transport update: <ul style="list-style-type: none"> <li>▪ TfL funding (post Covid)</li> <li>▪ Reducing Congestion (Better west to east transport links)</li> </ul> </li> <li>• Liveable Neighbourhoods</li> </ul>
9 <sup>th</sup> September 2021	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Cabinet Member for for Customer Service, Welfare and the Public Realm.</li> <li>• Waste, recycling and street cleansing data.</li> <li>• Briefing on the changes to Waste Legislation</li> <li>• 12 month update on the recommendations from the Review into Blue Badges and Supporting Better Access to Parking for Disabled People. Inc update on implementation of designated disabled bays.</li> <li>• Update on Parking Transformation Programme (inc. the new permit system).</li> </ul>
11 <sup>th</sup> November 2021	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Leader of the Council (N.B. questions which related to the Leader’s portfolio which the Panel has responsibility for i.e. Community Safety and Serious Youth violence).</li> <li>• Police Priorities in Haringey &amp; Community Safety Partnership Update; To invite comments from the Panel on current performance issues and priorities for the borough’s Community Safety Partnership.</li> </ul>

	<ul style="list-style-type: none"> <li>• North London Waste Authority –Edmonton Incinerator &amp; context within the wider Waste Strategy</li> <li>• Crime &amp; ASB Hotspots.</li> <li>• Work Plan</li> </ul>
14 <sup>th</sup> December 2021 (Budget Scrutiny)	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Q&amp;A – Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council.</li> <li>• Low Traffic Neighbourhoods including introduction of small schemes</li> <li>• Tree Strategy update – (Queen’s Wood, Parkland Walk [lessons learnt], staffing resources within Trees team, removal of street trees, funding for new trees)</li> </ul>
3 <sup>rd</sup> March 2021	<ul style="list-style-type: none"> <li>• Update on CPZ coverage, Visitor permits and use of permits by staff</li> <li>• Update on Fly-tipping strategy</li> <li>• Overview of Traffic Management including enforcement of 20mph speed limit (Improving traffic flow, Reduction in HGVs and preventing rat running)</li> <li>• Cabinet Member Questions; Cabinet Member for for Customer Service, Welfare and the Public Realm</li> </ul>

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## Housing and Regeneration Scrutiny Panel

### Work Plan 2021 - 22

<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	Status
Broadwater Farm	<p>A short scrutiny review was proposed at the Panel’s meeting in Sep 2021 to make recommendations to Cabinet on repair and maintenance issues on the Broadwater Farm estate. It was proposed that this would involve a one-day evidence gathering session, including a site visit to the estate.</p> <p>A site visit was conducted on 21<sup>st</sup> October. The Panel is in the process of drafting the recommendations.</p>	Started
Wards Corner	<p>A short scrutiny review was proposed at the Panel’s meeting in Sep 2021 to make recommendations to Cabinet on the future of the Wards Corner market. It was proposed that this would involve a two-days of evidence gathering, including a site visit to the market.</p>	TBC
The Future of Housing Management in Haringey	<p>A report to Cabinet in July 2021 recommended the approval of a consultation process with tenants and leaseholders on a proposal to bring Homes for Haringey back in-house. This Review will be comparing different models of housing management in local government to make recommendations for the future approach in Haringey.</p>	TBC

Sheltered Housing – Care and Support (Adults & Health Scrutiny Panel)	<p>To review the current arrangements for the provision of sheltered housing in Haringey including the care and support provided to residents living in sheltered housing. This Review is being conducted by the Adults &amp; Health Scrutiny Panel but members of the Housing &amp; Regeneration Scrutiny Panel may wish to provide some input given the overlap with its remit.</p> <p>Evidence sessions started in September 2021 – led by the Adults Panel.</p>	Started
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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.	
Date	Agenda Items
<b>2021-22</b>	
<b>8 July 2021</b>	<ul style="list-style-type: none"> <li>• Update - High Road West</li> <li>• Update - Wards Corner</li> <li>• Update - Broadwater Farm</li> <li>• Update - HfH repairs service</li> <li>• Update - New Local Plan</li> <li>• Work Planning; To discuss items for the work plan for the Panel for 2021/22</li> </ul>
<b>13 September 2021</b>	<ul style="list-style-type: none"> <li>• Wards Corner Scrutiny Review – Follow up</li> <li>• Update – Broadwater Farm (Stapleford consultation)</li> <li>• Update – Broadwater Farm (Maintenance issues)</li> <li>• Update – HfH Repair Contracts</li> </ul>

<b>4 November 2021</b>	<ul style="list-style-type: none"> <li>• Update – St Ann’s Development</li> <li>• Climate Change – contribution to reducing carbon emissions from Cabinet Member portfolios</li> <li>• Love Lane estate ballot</li> </ul>
<b>9 December 2021 (Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Budget scrutiny</li> </ul>
<b>28 February 2022</b>	<ul style="list-style-type: none"> <li>• Noel Park Scrutiny Review – Follow up</li> </ul>

Possible items to be allocated to Panel meetings:

- Procurement in the Housing sector (including the London Construction Programme)
- Financing of housing developments
- Monitoring of progress - Accommodation Strategy
- Practice of separating social tenants from other private residents in the same housing developments
- Sheltered housing (Joint meeting with Adults & Health Scrutiny Panel)
- Creation of Residents Forums (one each to represent different tenures)
- Haringey Covid-19 Development Intelligence Group
- Fire safety in HfH estates
- Policy on demolition of existing council housing in order to build new properties through the housing delivery programme
- Tottenham Hale District Centre Framework
- Converted Properties cleaning service charge
- Decent Homes Plus
- Housing support services provided by local community organisations

- Empty homes
- Asset Management Strategy
- Funding models relating to the General Fund and the Housing Revenue Account
- Homelessness



## Overview & Scrutiny Committee

### Violence Against Women & Girls – Draft Scope and Terms of Reference (2021/22)

<b>Rationale</b>	<p>A key outcome of the Council’s Borough Plan 2019-23 is that levels of violence against women and girls will be significantly reduced.</p> <p>The Council’s Violence Against Women and Girls (VAWG) Strategy for 2016-2026 sets out the Council’s vision to make Haringey one of the safest boroughs in London for women and girls in which no form of abuse is tolerated. The strategy sets out four key priorities:</p> <ul style="list-style-type: none"><li>• Developing a Coordinated Community Response</li><li>• Prevention</li><li>• Support for victims/survivors</li><li>• Holding perpetrators accountable</li></ul> <p>The Council’s VAWG Strategy states that violence against women and girls includes violence that is targeted at women or girls because of their gender or affects women and girls disproportionately. Examples of VAWG given include:</p> <ul style="list-style-type: none"><li>• Sexual violence, abuse and exploitation</li><li>• Sexual harassment and bullying</li><li>• Stalking</li><li>• Trafficking</li><li>• Domestic violence and abuse</li><li>• Coercive and controlling behaviour</li><li>• Female genital mutilation</li><li>• Forced marriage</li><li>• Crimes committed in the name of ‘honour’ (so-called ‘honour’ based violence)</li></ul> <p>The Overview &amp; Scrutiny Committee and Adults &amp; Health Scrutiny Panel have monitored this issue in recent years. In June 2020, the Overview &amp; Scrutiny Committee was informed that reports of domestic abuse had increased by 30-35% following</p>
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	<p>the lockdown measures imposed by the Government in March 2020. In November 2020, the Adults &amp; Health Scrutiny Panel received an overview from the VAWG team of changes made to the delivery of VAWG services since the implementation of lockdown measures. The Panel heard about increased communication about VAWG services and the work that the Council had carried out with partners and service providers to identify and support residents who needed help but was concerned to hear about delays to court proceedings and shortage of refuge spaces. Recent high profile incidents of violence against women and girls have further highlighted the importance of the issue of VAWG.</p> <p>The Overview &amp; Scrutiny Committee’s review will examine the progress of the Council 10-year VAWG strategy, the resources available to support it and consider the scale of the VAWG issue in the borough. The Committee will also seek to understand the scale of underreporting of VAWG incidents and the level of confidence that women and girls in the borough have in reporting incidents of VAWG to the authorities. In addition to domestic abuse, this should also include other prevalent issues such as street harassment and issues that may be specific to certain communities such as FGM and forced marriage.</p> <p>The Panel will seek to consider evidence from a broad range of witnesses and to develop recommendations to Cabinet on possible improvements to VAWG prevention in the borough.</p>
<p><b>Scrutiny Membership</b></p>	<p>The Members of the Adults and Health Scrutiny Panel that will carry out this review are:</p> <p>Councillors: Khaled Moyeed (Chair), Dana Carlin, Pippa Connor, Makbule Gunes &amp; Matt White.</p> <p>Co-opted members: Yvonne Denny, Lourdes Keever, Jhunjhunwala KanuPriya, &amp; Anita Jakhu.</p>
<p><b>Terms of reference</b></p>	<p>The aims of this project are:</p> <p>To review the current arrangements for the prevention of violence against women and girls in Haringey including:</p> <ul style="list-style-type: none"> <li>• The Council’s 10-year VAWG strategy, the resources available to support it and the involvement of partner organisations, including those in the voluntary and community sector.</li> <li>• The scale of VAWG in the borough, and the level of confidence of women and girls have in reporting incidents of VAWG to the authorities.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Council’s approach to communicating information about available services to women and girls who have experienced or are at risk of violence/abuse.</li> <li>• How the Council is housing those who have been subjected to domestic abuse.</li> <li>• How the Council is making physical spaces in the borough, such as parks, streets and housing estates, safer for women and girls.</li> </ul>
<b>Links to the Borough Plan</b>	<p>Priority 2: People. “Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential”</p> <p>Outcome 8 (d) Levels of violence against women and girls will be significantly reduced; and, Outcome 5 (c) Children and young people will be physically and mentally healthy and well.</p>
<b>Evidence Sources/Witnesses</b>	<p>A broad selection of interested parties will be invited to take part in the review and to submit evidence, including voluntary and community groups, Police, Schools and Council officers. The Committee will also consider how best to engage with providers of VAWG services and voluntary/community groups, including possible site visits and a roundtable discussion.</p>
<b>Equalities Implications</b>	<p>The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not.</p> <p>The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.</p> <p>The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. This should include considering and clearly stating: How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to service and fair representation of all groups within Haringey; Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.</p>

<b>Timescale</b>	<p>Draft scoping document submitted to Overview &amp; Scrutiny Committee – <b>29th November 2021</b></p> <p>Evidence gathering sessions – <b>November 2021 to December 2021</b></p> <p>Analyse findings / develop recommendations – <b>January 2021</b></p> <p>Report published – <b>January 2021</b></p>
<b>Reporting arrangements</b>	<p>The Director of Adults &amp; Health will coordinate a response to Cabinet to the recommendations of the Committee’s final report.</p>
<b>Constraints/Barriers/Risks</b>	<p>The timescales are particularly constrained as there are local elections scheduled for May 2022. The last Cabinet meeting of the municipal year is scheduled to take place on 8<sup>th</sup> March 2022 and so the Committee’s recommendations would need to be provided in good time to allow the Cabinet to provide a response.</p>
<b>Officer Support</b>	<p>Lead officer: Dominic O’Brien, Principal Scrutiny Officer, 020 8489 5896, <a href="mailto:Dominic.Obrien@haringey.gov.uk">Dominic.Obrien@haringey.gov.uk</a></p>

## Environment & Community Safety Scrutiny Panel

### Review on Low Traffic Neighbourhoods (2021/2022); Scope and Terms of Reference

Review Topic	Review / Project Title
<p><b>Rationale</b></p>	<p>Following significant local and national media interest in the rollout of Low Traffic Neighbourhood Schemes across London and in other cities in the UK, the Panel are keen to look in detail at what is happening in other boroughs around their role out of LTNs. Key areas of interest include:</p> <ul style="list-style-type: none"> <li>• What has been the key to the successful implementation of schemes?</li> <li>• Where there has been issues and things that have not worked, what could Haringey learn from these?</li> <li>• How have other Council's managed the consultation and engagement process? Has the consultation and engagement process been well received by residents?</li> </ul> <p>Although different to an LTN, the high profile roll-out of Liveable Crouch End in 2019, generated a lot of strong public feeling from the community and a lot of both positive and negative feedback to the Council and to individual councillors. The Panel has previously received reports from officers on this scheme and a key area of concern was around a perceived lack of consultation and engagement with residents, particularly those who lived and worked in the immediate vicinity of the scheme (rather than those within the confines of the schemes).</p> <p>Haringey is in the process of developing three of these schemes in Bounds Green, Bruce Grove / West Green and St Ann's. Haringey was awarded £860,000 to deliver these three LTNs under tranche two of the Mayor of London's Street spaces Fund. An initial £195k has been allocated for community engagement and design. The Panel would like to examine how these schemes can be supported at this early stage of their development in order to ensure that we learn lessons from elsewhere and an initial set of recommendations can be used to help scope the early implementation of those schemes.</p>
	<p>To make recommendations to the Council's Cabinet on what lessons can be learned about implementing Low Traffic Neighbourhoods from other boroughs, particularly in light of the fact that many are further along</p>

<b>Objectives/Desired outcomes</b>	with the implementation of these schemes. Given the strength of feeling around this topic by many residents it is important that Haringey gets this right.
<b>Terms of Reference (Purpose of the Review/ Objectives)</b>	To consider and make recommendations to the Council's Cabinet on what lessons can be learned from other local authorities, along with areas of best practice in regard to implementing Low Traffic Neighbourhoods.
<b>Scrutiny Membership</b>	The Environment & Community Safety Scrutiny Panel:  Cllr Carlin (Chair), Cllr Culverwell, Cllr Emery, Cllr Ogiehor, Cllr Amin, Cllr Bull, Cllr Tabois, Ian Sygrave (Chair of the Ladders Community Safety Partnership)
<b>Links to the Borough Plan</b>	<p><b>Priority 2: People</b></p> <p>Outcome 7: All adults are able to live healthy &amp; fulfilling lives, with dignity, staying active, safe and connected in their communities</p> <p>a) Healthy life expectancy will increase across the borough, improving outcomes for all communities.</p> <p><b>Priority 3: Place</b></p> <p>Outcome 9: A healthier, active and greener place.</p> <p>b) Increase the levels of physical activity across the borough</p> <p>c) Improve air quality, especially around schools</p> <p>d) Reduce CO2 by 40% before 2020 and begin the journey to reduce to zero by 2050</p> <p>Outcome 10: A cleaner, accessible and attractive place</p> <p>a) Provide safer and accessible roads, pavements and other public spaces for everyone, especially vulnerable users.</p>

<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>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>Witnesses</b>	<ul style="list-style-type: none"> <li>• Rob Krzyszowski – AD for Planning, Building Standards and Sustainability.</li> <li>• Mark Stevens – AD Direct Services</li> <li>• Bryce Tudball - Head of Policy, Transport &amp; Infrastructure Planning</li> <li>• Maurice Richards – Transport Planning Team Manager</li> <li>• Ann Cunningham, Head of Highways &amp; Parking</li> <li>• Simi Shah, Group Engineer, Traffic &amp; Parking</li> <li>• Officers from other local authorities including Ealing</li> </ul>
<b>Equalities Implications</b>	<p>Air Pollution and other environmental impacts from vehicular traffic disproportionately effect those from a lower socio-economic background, who conversely tend to have lower rates of vehicle ownership (especially in London).</p> <p>A spatial analysis of London’s new LTNs<sup>1</sup> has shown that across London people in deprived areas were much more likely to live in a new LTN than people in less deprived areas and that at a micro-level LTN residents were demographically similar to neighbours in immediately adjacent areas.</p>

<sup>1</sup> <https://osf.io/preprints/socarxiv/q87fu/>

<b>Date for completion</b>	<ul style="list-style-type: none"> <li>• OSC 18<sup>th</sup> January</li> <li>• Cabinet March 2021</li> </ul>
<b>Reporting arrangements</b>	The Assistant Director for Planning, Building Standards and Sustainability and the Assistant Director for Direct Services will co-ordinate a response to the recommendations.
<b>Publicity</b>	The review will be publicised through the scrutiny website and by the Councillors on the Panel. The outcomes of the review will be similarly published once complete.
<b>Constraints / Barriers / Risks</b>	<p>Constraints: Timescales - Short timescales for pulling together a report will impact the scope and breadth of this review. It will also increase the risks associated with speaking to key contributors in the given timeframe as people may not be available.</p> <p>Risks: This is potentially a very broad subject area – the Panel will need to be very specific about its areas of focus 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.</p>
<b>Officer Support</b>	Lead Officer; Philip, Scrutiny Officer, 0208 489 2957 <a href="mailto:philip.slawther2@haringey.gov.uk">philip.slawther2@haringey.gov.uk</a>



## Housing and Regeneration Scrutiny Panel

### Short Review on Wards Corner (2021/2022); Scope and Terms of Reference

Review Topic	Review / Project Title
<b>Rationale</b>	<p>The Wards Corner Development, near Seven Sisters underground station in Tottenham Green ward, was intended to deliver 196 new homes and commercial space. The scheme led by Grainger PLC was enabled through a Development Agreement with the Council signed in 2007 and a separate Development Agreement with London Underground Limited (LUL) / TfL for lands in public ownership.</p> <p>Amongst the most significant elements of the scheme was a new market to replace the existing Seven Sisters Market (SSM). The businesses affected by the scheme were to be offered a temporary space to use in Apex Gardens while the redevelopment of the Wards Corner site went ahead. The temporary market was intended to operate until a new market space was built in the redeveloped Wards Corner. The SSM site is owned by LUL and managed by TfL.</p> <p>The council is not party to the lease arrangements between TfL and the SSM traders.</p> <p>There was a proposal to relocate the existing market to a temporary space at Apex Gardens. Many businesses in the market were concerned about the disruption that this would cause and were also concerned that they would be unable to afford higher levels of rent. A number of local campaign groups, businesses and many local residents were opposed to the development proposals for years.</p> <p>Over the course of this long process, traders and local residents were concerned about the deteriorating condition of the market and the former landlord; Market Asset Management (MAM)'s alleged failure to manage the site properly.</p> <p>In 2018/19 a Scrutiny Review into Wards Corner was held by the Housing and Regeneration Panel and in 2019/20 by the Overview and Scrutiny Committee (OSC). They made a series of recommendations covering</p>

areas such as the Seven Sisters Market Steering Group, Market Facilitator role, future options for the site, evictions, maintenance and the Section 106 Agreement.

In March 2020, SSM closed due the main power supply being disconnected as it was deemed unsafe, this was immediately followed by the introduction of Government Covid-19 restrictions requiring all non-essential retail premises to close. The SSM did not reopen when Covid-19 restrictions were lifted in June 2020 as TfL identified serious Health & Safety issues and the risks were too high to safely reopen the market hall.

TfL took over control of SSM from Market Asset Management in July 2020.

On 7th April 2021, Grainger issued a notification to SSM traders indicating that they were unable to instruct the works to open the Apex Gardens temporary SSM. The reason Grainger cited was viability challenges being encountered with the main Wards Corner development scheme.

On 12th April 2021, TfL wrote to SSM traders advising that they were accelerating a review of options for a temporary SSM and assessing the work required to restore the market hall and wider buildings.

On 5th August 2021, Grainger made a public statement and wrote to the council confirming that, due to viability issues they are not progressing with the Wards Corner development scheme including the Apex House temporary SSM.

On 6th August 2021, TfL and the council made a joint public statement ([Click here](#)) in response to Grainger's statement confirming their agreement to work collaboratively alongside traders to explore the vision of delivering a new community-led development and work as quickly as possible to identify appropriate short- and long-term solutions for SSM.

Following Grainger's notification that the Wards Corner development scheme had viability challenges, the council commissioned an independent viability review, which has concluded that the scheme is not viable under the terms of the Development Agreement with Grainger. The council is now working with Grainger to ensure an orderly exit from the Development Agreement which has been in place since 2007 and exploring overall options for the Wards Corner site. The council are engaging with TfL and the GLA throughout this process.

	<p>TfL, the landlord for the SSM, is reviewing the short and long-term solutions for market and for this purpose, are engaging and consulting with the market traders and community groups. TfL is due to publish its proposals for the site in Spring 2022. The current and immediate responsibility for SSM sits with TfL and this continues to be the case.</p> <p>With the Original Grainger scheme not proceeding, there are now a number of different possible options for taking this site forward. The N15/West Green Road Seven Sisters Development Trust, with the support of some the traders and community representatives have promoted an alternative Community Plan for the site. They are seeking to set up a Community Benefit Society to manage the future market. However, some of the other traders and interested groups are concerned with this proposal and would like to see the council take a leading role in the future of the site. It is worth noting that the site put forward in the Community Plan is not the same as the Grainger site, it is a smaller portion of the overall site, focussing on the TfL owned properties, the largest of which is the site of the former Wards development store and more recently the home of SSM</p> <p>At the Housing and Regeneration Scrutiny Panel meeting on 13<sup>th</sup> September, the Panel received an update on the recommendations from the 2019 Scrutiny Review and also received two deputations from some of the market traders and from the West Green Road Seven Sisters Development Trust. In light of the information put to the Panel at this meeting, it agreed to do a short, focused follow-up piece of work on Wards Corner, in particular, the future of the market site. The purpose of the review is to better understand; the position of the key stakeholders on the future of the market, the various options being put forward, the role the Council can play, and what the next steps for the market are.</p>
<p><b>Objectives/Desired outcomes</b></p>	<p>To make recommendations to the Council's Cabinet in relation to the proposals put forward for the site from a range of stakeholders and how the council can continue to work with interested groups to achieve the best outcome for the community.</p>
<p><b>Terms of Reference (Purpose of the Review/ Objectives)</b></p>	<p>The Scrutiny Panel is seeking to have a better understanding of the position of the key stakeholders on the Wards Corner site, in particular, the future of the SSM, the various options being considered and put forward for the market, the role the Council can play in order to achieve the best outcome for the community, and</p>

	<p>comment on possible next steps for the Seven Sisters market, including those which are being taken forward by TFL, as landlord of the market.</p> <p>To make recommendations to the Council’s Cabinet in relation to the proposals put forward for the site from a range of stakeholders and how the council can continue to work with interested groups to achieve the best outcome for the community.</p>
<p><b>Scrutiny Membership</b></p>	<p>The Housing and Regeneration Scrutiny Panel:</p> <p>Cllr White (Chair), Cllr Ibrahim, Cllr Adje, Cllr Hearn, Cllr Tucker, Cllr Hare &amp; Cllr Barnes</p>
<p><b>Links to the Borough Plan</b></p>	<p><b>Priority 4: Economy</b></p> <p>Outcome 13: A growing economy and thriving local businesses, supported by a community wealth building approach.</p> <p>a) Maximise the benefits of council, other public sector funding and private investment for the local area.</p> <p>Outcome 16: Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green.</p> <p>a) Deliver new homes and jobs for the benefit of our communities within Tottenham and Wood Green. d) Bring the physical and social infrastructure that growing communities need.</p>
<p><b>Evidence Sources</b></p>	<p>These will include:</p> <ul style="list-style-type: none"> <li>• Guidance, research and policy documents;</li> <li>• Interviews with market traders, TfL, key officers, and community organisations;</li> <li>• Information and data from TfL.</li> </ul>

<p><b>Methodology/Approach</b></p>	<p>A variety of methods will be used to gather evidence from the witnesses above, including:</p> <ul style="list-style-type: none"> <li>• Desk top research;</li> <li>• Evidence gathering sessions with witnesses; and</li> <li>• Visits</li> </ul>
<p><b>Witnesses</b></p>	<ul style="list-style-type: none"> <li>• Market Traders</li> <li>• Community Plan advocates, include the N15/West Green Road/Seven Sisters Development Trust</li> <li>• Sarah Jared Transport for London (as the Landlord).</li> <li>• Peter O'Brien – AD for Regeneration &amp; Economic Development</li> <li>• Toussainte Reba, Head of Area Regeneration, South Tottenham</li> </ul>
<p><b>Equalities Implications</b></p>	<p>The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not.</p> <p>The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.</p> <p>The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. This should include considering and clearly stating: How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to service and fair representation of all groups within Haringey; Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised. The Panel should ensure that equalities comments are based on evidence, when possible.</p>

<b>Date for completion</b>	Cabinet - March 2021
<b>Reporting arrangements</b>	The Director of Housing, Regeneration & Planning will coordinate a response to Cabinet to the recommendations of the panel's final report.
<b>Publicity</b>	The review will be publicised through the scrutiny website. The outcomes of the review will be similarly published once complete.
<b>Constraints / Barriers / Risks</b>	We aim to complete the draft report before the spring 2022. However, In order to achieve this, we need to keep the review short, specific and time focused. A failure to do so will undermine the timescales for this report and risk the report not being completed by the end of the municipal year. In that context, it is likely that the membership of the panel will change following elections in May 2022 and the evidence gathering process could conceivably start all over again.
<b>Officer Support</b>	Lead Officer; Philip, Scrutiny Officer, 0208 489 2957 <a href="mailto:philip.slawther2@haringey.gov.uk">philip.slawther2@haringey.gov.uk</a>

**Children and Young People’s Scrutiny Panel**

**Review on Child Poverty (2021/2022); Scope and Terms of Reference**

<b>Review Topic</b>	<b>Review / Project Title</b>
<b>Rationale</b>	<p>The percentage of children living in poverty has increased in recent years, both nationally and within Haringey. The current Borough Plan 2019-23 has a number of priorities that address the issue, both directly and indirectly. Children and young people are a particular priority, with a number of outcomes focussed upon their specific needs. There are also a number of other priority areas within the Plan that have a considerable impact on child poverty, including:</p> <ul style="list-style-type: none"> <li>• Housing;</li> <li>• A safe, green and clean environment; and</li> <li>• A local economy that provides good training and job opportunities.</li> </ul> <p>Since the Borough Plan was agreed, the Covid pandemic has taken place and this has had a severe impact on children and young people. The Plan is due to be refreshed in 2022.</p> <p>The review will seek to identify the current levels of child poverty within the borough and how these have developed since the start of the current Borough Plan. In addition, it will also consider interventions that may be the most effective in responding to the current challenges presented by child poverty and how these may be incorporated strategically within the updated Borough Plan to develop a coordinated approach to the issue.</p>
<b>Scrutiny Membership</b>	<p>Councillors Makbule Gunes (Chair), James Chiriyankandath, Josh Dixon, Emine Ibrahim, Tammy Palmer and Daniel Stone</p> <p>Co-optees/Non Voting Members: Anita Jakhu and Kanupriya Jhunjhunwala (Parent governor representatives), Yvonne Denny and Lourdes Keever (Church representatives)</p>

<b>Terms of Reference (Purpose of the Review/ Objectives)</b>	To consider and make recommendations to Cabinet on Interventions that may have the potential to be the most effective in addressing child poverty and how these may be incorporated strategically within the updated Borough Plan.
<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>• Jean Taylor – Head of Policy</li> <li>• Margaret Gallagher – Performance Manager</li> <li>• Other London boroughs</li> <li>• Relevant national/regional organisations</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> </ul>



	<ul style="list-style-type: none"> <li>• Visits</li> </ul>
<b>Equalities Implications</b>	<p>Child poverty disproportionately affects children and young people;</p> <ul style="list-style-type: none"> <li>• from Black and Minority Ethnic communities;</li> <li>• with disabilities; and</li> <li>• from lone parent families, who are predominantly led by women.</li> </ul>
<b>Timescale</b>	<p>The Panel will aim to complete its evidence gathering by the end of this calendar year with a view to the final report being submitted to the Overview and Scrutiny Committee on 10 March 2022.</p>
<b>Reporting arrangements</b>	<p>The Assistant Director for Strategy, Policy and Communications will co-ordinate a response to the recommendations.</p>
<b>Publicity</b>	<p>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.</p>
<b>Constraints/Barriers/Risks</b>	<p>Risks: Not being able to undertake all the necessary evidence gathering work by the Panel before the beginning of the pre-election period.</p>
<b>Officer Support</b>	<p>Lead Officer; Robert Mack, Scrutiny Policy Officer, 0208 489 2921 <a href="mailto:rob.mack@haringey.gov.uk">rob.mack@haringey.gov.uk</a></p> <p>Service Contact; Jean Taylor, Head of Policy</p>

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