

# Overview and Scrutiny

## Annual Report 2015/16

## **Foreword**

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

**Councillor Charles Wright**  
**Chair, Overview and Scrutiny Committee**

## The Overview and Scrutiny Committee 2015/16



Cllr  
Charles Wright (Chair)



Cllr Pippa Connor  
(Vice Chair)



Cllr Eugene Ayisi



Cllr Kirsten Hearn



Cllr Adam Jogee

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### Co-opted Members of the Overview and Scrutiny Committee:

#### Church Representatives

- Yvonne Denny
- Chukwuemeka Ekeowa

#### School Governors

- Luke Collier
  - Kefale Taye
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# Scrutiny in Haringey

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## 1. What is scrutiny?

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

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

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

### **An effective scrutiny work programme should reflect a balance of activities**

- Holding the Executive to account
- Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies

- Performance management – identifying under-performing services, investigating and making recommendations for improvement
- External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public
- Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community

### **Key features of an effective work programme**

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

## **3. The structure of scrutiny in Haringey**

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

### **Overview & Scrutiny Committee and Scrutiny Panels**

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

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

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

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

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

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

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

## Summary of Achievements 2015/16

### **Corporate Priorities**

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

### **Positive and Beneficial Impact**

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

### **Wider Concerns / Practical Assistance**

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



- 4.3 Despite these positive developments issues remain, in some areas, in terms of prioritising, developing and maintaining an effective work programme.
  - 4.4 As a result, the Overview and Scrutiny Committee on 6 June 2016 agreed, that to make greatest and most constructive input, the careful selection and prioritisation of work is essential if scrutiny is to be successful, gain buy in from senior officers and Cabinet, retain credibility and achieve added value.
  - 4.5 Moving forwards, this will require using performance and financial information, on a regular basis, to help shape and inform the future scrutiny work programme.
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## The Work of Overview and Scrutiny in 2015/16

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### 5. Overview and Scrutiny Committee

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

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

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#### Overview

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

#### Cabinet Q&A

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

## **Project Work**

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

## **Finsbury Park Events**

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

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

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

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

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

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

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

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

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

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

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

### **Social Inclusion**

5.14 A Fair and Equal Borough is one of four cross-cutting themes within the Council's Corporate Plan and sets out the Council's aim to tackle "the underlying factors of poverty, discrimination and exclusion". Through the Q&A session with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, the Committee was made aware that the Fair and Equal Borough Delivery Plan was being reviewed.

5.15 In this context it was agreed the Overview and Scrutiny Committee could support this review through a series of evidence gathering sessions that would help develop a more localised definition of social inclusion and develop associated priorities for action. In January, the Committee agreed to address the following objectives as part of its review:

- To assess why certain areas and certain communities within the borough have not benefitted as much from London-wide improvements in outcomes;
- To assess whether disadvantaged communities within the borough see themselves as excluded and what do they feel are the key barriers to getting ahead?
- To identify what success may look like for disadvantaged communities;
- To identify what works in supporting disadvantaged communities and helps them to get on;
- To review existing plans to ensure that they are focussed on the right areas to tackle the issues these communities are facing?
- To assess what can be learnt from other boroughs facing similar issues?

5.16 In meeting these objectives it was agreed a case study approach would be adopted as this would provide an opportunity to explore how issues are playing out in some of the most disadvantaged parts of the borough. In discussion with officers and the Committee it was agreed with local councillors that the Campsbourne Estate (Hornsey) would be used to provide illustrative case study material to support the review. This area was selected for a number of reasons, including a recent Index of Multiple Deprivation analysis suggesting deprivation in this part of the borough has deteriorated, contrary to the borough-wide trend.

5.17 In the period February to April 2016, the Committee held a number of evidence gathering sessions. This included input from: other local authorities; Hornsey ward councillors; Homes for Haringey officers; local GPs; neighbourhood policing representatives; and a local primary school.

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

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

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

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## 6. Adults and Health Scrutiny Panel

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### Chair's Introduction

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

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

**Co-optee:** Ms H Kania

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### Adult Safeguarding

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

### Primary Care

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

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

### **Changes to Adult Care Services**

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

### **Better Care Fund**

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

### **Haringey Foot Care Services**

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

### **Cross Cutting Issues**

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

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

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

### **Cabinet Q & A**

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

### **Joint Scrutiny**

- 6.13 A summary of joint scrutiny work undertaken in relation to the North Middlesex University Hospital NHS Trust and the Barnet, Enfield and Haringey Mental Health NHS Trust is provided in section 10.
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## **7. Children and Young People Scrutiny Panel**

### **Chair's Introduction:**

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

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

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

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### **Panel Project on Youth Transition**

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

### **Disproportionality within the Youth Justice System**

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

### **Corporate Plan, Priority 1: Best Start in Life**

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

## **School Places**

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

## **Children's Safeguarding**

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

## **Current Developments in Adoption and Permanency**

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

### Chair's Introduction:

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

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

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

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### Cycling

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

### Community Safety in Parks

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

## **Haringey Safer Communities Partnership - Performance Statistics and Priorities**

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

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

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

### **Violence Against Women and Girls**

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

### **Team Noel Park Pilot**

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

### **Street Cleansing and Waste and Recycling Performance**

- 8.9 The Panel received regular updates on performance levels in respect of street cleansing and recycling.
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## 9. Housing and Regeneration Scrutiny Panel

### Chair's Introduction:

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

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

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

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

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

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

### **Cabinet Q & A**

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

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

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

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

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

## **Tottenham Regeneration Programme**

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

## **Haringey Housing Strategy**

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

## **Temporary accommodation**

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

## **Selective Licensing**

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

## **Panel Projects**

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

## **Community Infrastructure Levy (December 2015)**

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

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

## **Viability Assessments (April 2016)**

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

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

## **Other issues**

9.12 In addition to the above issues, the panel also scrutinised a number of issues at these meetings including:

- Measures to bring empty homes back into use;
  - The Preferred Partnership Agreement between the council and 6 local registered providers; and
  - The review of the Supported Housing Programme.
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## 10a. North Central London Joint Health OSC

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

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

### **Specialist Cancer and Cardiovascular Services - Update on Implementation of Reconfiguration**

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

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

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

### **Lower Urinary Tract Symptoms (LUTS) Clinic**

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

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

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

### **Stroke Pathways**

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



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

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

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

### **GPs in Care Homes**

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

### **Whittington Hospital - Development of Estates Strategy**

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

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## **10b. Barnet, Enfield and Haringey Sub Group**

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

### **Barnet, Enfield and Haringey Mental Health NHS Trust**

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

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

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

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

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

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

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

### **North Middlesex University Hospital NHS Trust**

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

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

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

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## 11. Budget Scrutiny

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

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

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

### **Suggest a topic for review**

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

### **Being a witness**

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

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

### **Asking questions**

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

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

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

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

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

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

## Further information

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