

Appendix A

Overview and Scrutiny

Annual Report 2016/17

Haringey's Overview and Scrutiny Committee 2016/17



Cllr
Charles Wright (Chair)



Cllr Pippa Connor
(Vice Chair)



Cllr Makbule Gunes



Cllr Kirsten Hearn



Cllr Emine Ibrahim

Co-opted Members of the Overview and Scrutiny Committee:

Church Representatives

- Yvonne Denny
- Chukwuemeka Ekeowa

Parent Governor Representatives

- Luci Davin
- Uzma Naseer

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Scrutiny in Haringey

1. What is scrutiny?

“**Scrutiny** is based on the principle that someone who makes a decision...should not be the only one to review or challenge it. **Overview** is founded on the belief that an open, inclusive, member-led approach to policy review...results in better policies in the long run.”

Jessica Crowe, former Executive Director, Centre for Public Scrutiny

- 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?

- 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 – 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

2.2 Depending on the topic, and planned outcomes, scrutiny work is carried out in a variety of ways, using various formats. In accordance with the [scrutiny protocol](#), areas of enquiry have been drawn from the following:

- Performance Reports
- One off reports on matters of national or local interest or concern
- Issues arising out of internal and external assessment
- Reports on strategies and policies under development
- Issues on which Cabinet or officers would like scrutiny views or support
- Progress reports on implementing previous scrutiny recommendations

2.3 In addition, in-depth scrutiny work, including task and finish projects, are an important aspect of Overview and Scrutiny and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes.

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 2016/17, is provided at **Appendix 1**.
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The Work of Overview and Scrutiny in 2016/17

4. Overview and Scrutiny Committee

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

Co-optees: Luci Davin, Yvonne Denny, Chukwuemeka Ekeowa and Uzma Naseer

Overview

- 4.1 There were eleven meetings of the Overview and Scrutiny Committee in 2016/17. In addition to the three meetings to consider call-in requests, and the two meetings to undertake budget scrutiny (set out below), the Committee undertook some inquiry work under its remit.
- 4.2 In addition to the issues set out below, the Committee continued to monitor the Council's performance as set out in the Corporate Plan Priority Dashboards, and held a Q&A session with the Leader of the Council and then Chief Executives on their priorities for the year ahead

Social Inclusion

- 4.3 In June 2016, the Committee published an interim report for our inquiry into social inclusion, where we focussed on the Campsbourne Estate in Hornsey Ward as a case study.
- 4.4 This work concluded with a joint session with the Housing and Regeneration Panel in February 2017, where we considered four policies: the Homelessness Strategy and Delivery Plan, the Tenancy Strategy, the Allocations Policy and the Intermediate Housing Policy. This was an opportunity for the Committee to apply its findings from the inquiry into social inclusion to policies being developed by Cabinet, and to consider the issues raised in consultation. The Committee made recommendations, which were taken into account in the finalisation of these policies.

Complaints

- 4.5 The Committee received an update in November 2016 on Complaints against the Council, including response times. The Committee were keen that the complaints process is better understood by Members, and encouraged officers to work with Members to ensure issues were directed at the most appropriate channel to enable Members to get best results for their residents. The Committee were also keen that the Council learned from the complaints it received to improve processes and services to Members, and looks forward to receiving an update on this point in the future.

Welfare Reform

- 4.6 The Committee noted in November 2016 how the Government's welfare reform programme was affecting residents, and the action being taken by the Council to mitigate the impact. Members appreciated the developed understanding of the impact, and the Committee will receive a further update in the future.

Customer Services

- 4.7 The Committee heard at its March 2017 meeting how the Council's Customer Service Transformation Programme was developing, which it had recognised as a key area in the budget-setting scrutiny for future savings and different delivery models. This gave the Committee opportunity to voice some concerns heard from residents on how changes to customer services were being received. The Committee sought a further update on this, to be delivered in 2017/18.

Corporate Parenting

- 4.8 Following the Jay Report into child sexual exploitation in Rotherham, the Committee has been particularly mindful of the need to ensure the Council's scrutiny function is alert to matters of child safety exploitation, and this programme of work has continued for a number of years. In 2016/17, the Committee heard from the Cabinet Member for Children and Families how the Council was undertaking its Corporate Parenting role, and how Scrutiny could better hold the Council to account in the fulfilment of that duty. The Committee also agreed that refresher training ought to be provided to all Members, and that the Committee receive a regular update on Corporate Parenting.

Hornsey Town-Hall Call In

- 4.9 The Committee considered two call-in requests for the Cabinet decision on the Preferred Bidder to Secure the future of Hornsey Town Hall at a special meeting on 8 November. The Committee heard from the two lead Members for the Call-ins, Councillors Engert and Ejiofor, and in a deputation from the Hornsey Town Hall Appreciation Society. Upon consideration of the issues raised the Committee agreed to refer the decision back to Cabinet, as the decision-maker, with 10 recommendations.
- 4.10 These recommendations sought to provide assurance to the public about access to the Hornsey Town Hall site, to seek to increase the level of affordable housing on the site, and to try and ensure the future oversight of the future use of the building to ensure commitments were observed.

4.11 Cabinet re-considered its decision at its meeting in November 2016, and responded generally positively to the Committee's recommendations.

Kerswell Close Call In

- 4.11 At a special meeting on 6 December, the Committee considered a call-in request for the Cabinet Decision on the Sale of Land at Kerswell Close to a developer of intermediate housing. Following consideration of the issues raised by Councillor

Tucker, who had led the Call-in request, the Committee decided to not refer the decision back to Cabinet, meaning it was implemented immediately.

Haringey Development Vehicle Call-In

- 4.12 The Committee heard two call-in requests at a special meeting in March 2017 pertaining to the Cabinet's decision to appoint Lendlease as the Preferred Bidder for the Haringey Development Vehicle. In addition to the introductions from the two Members that led the Call-in requests, Councillors Hare and McNamara, the Committee heard deputations from Defend Council Housing and the Haringey Leaseholders Association, and from the Unite and GMB unions.
- 4.13 Following consideration of the issues raised by the call-ins, the Committee agreed to refer the decision back to Cabinet, as the decision-taker, along with six recommendations. These included requests for commitments to Equalities Impact Assessment, for a guaranteed right to return for residents and leaseholders from sites that would go into the HDV immediately, and that there be exploration of past allegations of poor industrial relations and improved training provision in the future.
- 4.14 Cabinet re-considered its decision at a special meeting in March 2017, where the Cabinet responded positively to the Committee's recommendations.

5. Adults and Health Scrutiny Panel

Chair's Introduction

"During the year, a broad programme of work has been undertaken. The Panel scrutinised a range of public health, adult social care and safeguarding issues to support the delivery of strategic priorities.

The Panel also undertook an in-depth piece of work focusing on physical activity for older people. This project was set up because recent studies have shown many older people don't get enough exercise – despite the fact that keeping active can reduce risks of ill-health including dementia, cardio-vascular disease, diabetes and some forms of cancer, as well as reducing social isolation. Our recommendations included a range of proposals to get older people active including:

- *Greater co-ordination between health professionals, leisure providers, charities and volunteers to encourage more older people to take up physical activities;*
- *Further promotion of existing schemes aimed at older people, such as free access to leisure centres for over-65s; the Haringey Walks campaign, and the 'Better with Age' programme;*
- *Promoting ways to increase physical activity among older people living in council - run care homes and sheltered housing, such as regular dance classes.*

Underpinning the recommendations, and important in its own right, is the work being led by the Bridge Renewal Trust on "mapping" activities across the borough. We recognise both residents and front line workers need to be able to access this information in order to make choices that suit them.

I am pleased the response, [considered by Cabinet in June 2017](#), has been positive. These issues will be kept under close review during 2017/18.

As Chair, I would like to thank members, officers and stakeholders, and, not least, members of the public who made positive contributions to meetings throughout the year."

Cllr Pippa Connor, Chair

Councillors: Pippa Connor (Chair), Gina Adamou, Charles Adje, David Beacham, Patrick Berryman, Eddie Griffith and Peter Mitchell

Co-optee: Helena Kania

Overview

- 5.1 There were six formal meetings of the Adults and Health Scrutiny Panel in 2016/17. In addition, various evidence gathering sessions took place to assist in-depth project work on physical activity for older people and to better understand issues outlined in the work programme. For example, site visits to Ermine Road Day Centre and the Haynes Centre provided the Panel with greater insight into the transformation processes underway to develop and implement a new model of day opportunities.

Key issues of concern

- 5.2 Throughout the year the Panel focused their input on areas of concern, including: General Practice in Haringey; Addressing Community Wellbeing; Foot Care Services; Day Opportunities; The Home Care Market across Haringey; and Osbourne Grove Nursing Home. Key lines of enquiry, across the Panel's work programme, focused on the significant funding and demand challenges and the guiding principles for service transformation, including scrutiny of Haringey's target operating model.

Adult Safeguarding

- 5.3 As in previous years, the Panel considered a wide range of issues in relation to adult 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.
- 5.4 The Panel also met with Dr Adi Cooper, the Independent Chair of Haringey's Safeguarding Adults Board (SAB), to receive an update in Making Safeguarding Personal (MSP), a sector led initiative that aims to enhance choice, control and quality of life. As a result of work in this area, a number of important actions have been taken forward to ensure a greater sense of responsibility for adult safeguarding amongst all Councillors' and an improved system of reporting back to scrutiny which allows oversight of how MSP is working for the people it is place to protect.

Financial Scrutiny

- 5.5 The Panel also kept an overview of the financial performance of services managed by the Director of Adult Social Services and the Adults focussed services managed by the Director of Public Health and the Assistant Director of Commissioning. This was done by holding a special single issue meeting in November which allowed consideration of the Corporate Plan Priority 2 Budget position.
- 5.6 As part of the Council's formal budget scrutiny process, during December, the Panel also contributed to the development of the new medium term financial strategy (2017/18 – 2021/22) by providing recommendations on various savings proposals. Further information about Budget Scrutiny can be found in Section 10.

Cabinet Member Q & A

- 5.7 The year started and concluded with opportunities to question Cllr Jason Arthur, Cabinet Member for Finance and Health, on his portfolio. Cllr Arthur attended meetings throughout the year while the Q&A sessions in July and March provided opportunities to hold the Cabinet Member to account across his portfolio.

Joint Scrutiny

- 5.8 A summary of joint scrutiny work undertaken in relation to the North Middlesex University Hospital NHS Trust and the Barnet and Haringey Mental Health NHS trust is provided in Section 9.

6. Children and Young People Scrutiny Panel

Chair's Introduction

- 6.1 *"The Children and Young People's Scrutiny Panel covers, amongst other things, safeguarding and education improvement, 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 following were included within its work during the year."*

Cllr Kirsten Hearn, Chair

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

Co-optee: Ms Y. Denny (Church of England representative), Mr C. Ekeowa (Catholic Diocese representative), Ms L. Davin (Parent Governor) and Ms. U. Naseer (Parent Governor)

Review on Child Friendly Haringey

- 6.2 The Panel undertook a piece of in-depth work on how the Council could best incorporate the principles within the United Nations Convention on the Rights of the Child into strategic priorities and embed it within everything that the Council does.

Update on Recommendations from the OFSTED Single Inspection Framework Report on Services for Children in Need of Help and Protection, Children Looked After and Care Leavers and Review of the Effectiveness of the Local Safeguarding Children Board

- 6.3 At a special meeting, the Panel looked in detail at the progress that has been made in implementing the recommendations of the OFSTED inspections of 2014 and received reports on this from the Chair of the Haringey Local Safeguarding Children Board and the Director of Children's Services.

Scrutiny of the Draft Medium Term Financial Strategy (MTFS)

- 6.4 The Panel looked in detail at proposals within the MTFS plan affecting services for children and young people and made recommendations regarding the level of detail provided within the proposals and risk modelling.

Child obesity; 2016 Update

- 6.5 It was reported to the Panel that Haringey had adopted a "whole systems" approach to addressing child obesity and that this was focussed principally on sugar reduction and physical activity. A range of initiatives were taking place including work to encourage schools to increase the length of PE lessons to two hours and the "Daily Mile" programme.

Haringey Children's Centres - The Impact of Closures

- 6.6 The Panel received a report on action that had been taken to mitigate the effect of the reductions in the number of Children's Centres from 16 to 9. Despite this, the

number of children registered had increased slightly. The benchmark for children registered had been set at 65% of those eligible and this had been met

Haringey Youth Zone

- 6.7 The Cabinet Member for Communities reported to the Panel on proposals to develop a Haringey Youth Zone. This would bring in additional funding to develop youth provision in the borough. The Panel expressed concerns at the “one size fits all” model and felt that the process would have benefitted from earlier engagement.
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7. Environment and Community Safety Scrutiny Panel

Chair's Introduction

- 7.1 *“This Panel has a wide portfolio that includes the environment, crime, litter collections, refuse and recycling. The Panel has aimed to continue to focus on the issues that are most important to Haringey residents and, through this, help to 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 Makbule Gunes, Chair

Councillors: Makbule Gunes (Chair), Barbara Blake, Bob Hare, Clive Carter, Stephen Mann and Anne Stennett

Co-optee: Ian Sygrave, Haringey Association of Neighbourhood Watches

Fear of Crime

- 7.2 The Panel undertook a piece of in-depth work on addressing fear of crime. It made a number of recommendations including:
- There being a stronger focus on reducing fear of crime by the Community Safety Partnership;
 - That actions plans be adaptable to local conditions and concerns; and
 - That, where necessary, ward budgets be used to help fund accommodation costs for neighbourhood watches.

Haringey Safer Communities Partnership

- 7.3 The Panel received a report from the Police Service on the crime statistics for the Borough. The Panel noted that there had been increases in hate crime, knife enabled crime and serious youth violence. However, there had also been a large reduction on burglary.

Waste, Recycling and Street Cleansing Performance

- 7.4 The Panel received regular updates on performance levels in respect of waste, recycling and street cleansing performance.

Implementation of 20 mph Speed Limit

- 7.5 The Panel received a report on the progress that had been undertaken with the introduction of the 20 mph speed limit in residential roads. It noted that the scheme had gone live in February 2016 and that enforcement had taken place on roads where problems had occurred.

Prevent Strategy Update

- 7.6 The Panel received an update on progress with the Prevent initiative that had been set up to address violent extremism. This involved a wide range of work including providing support for schools and for parents, through training on internet usage and on-line safety.

Medium Term Financial Strategy 2017/18 - 2021/22

7.7 The Panel considered the proposals relating to Priority 3 within the Council's Medium Term Financial Strategy (MTFS) and made recommendations on a number of issues, including;

- Charging for bulky household waste and replacement wheelie bins;
- Rationalisation of parking visitor permits;
- The new parking operating model; and
- Relocation of parking/CCTV Processes and appeals

Haringey's Sustainable Transport Programme

7.8 The Panel received a report on the Council's Sustainable Transport Programme. The Panel felt that positive news, such as the installation of cycle hangars, needed to be promoted strongly. Although no car developments were increasing in number, housing estates were not making the same level of progress and there was still some way to go to bring about culture change.

8. Housing and Regeneration Scrutiny Panel

Chair's Introduction

"The residents of our borough have high expectations with respect to the delivery of council services. It is our duty to act as a "critical friend" to ensure these expectations are met.

With this in mind, it has been a busy year with Panel's work programme dominated by the Haringey Development Vehicle (HDV). During 2016/17 we established, and completed, projects on both governance and the design and operation of the HDV. At the same time, we have ensured other issues, including areas of concern, have been kept under review.

The manner in which the Panel has operated shows the positive contribution Overview and Scrutiny can make. I would like to thank members, officers and other stakeholders, who have contributed to our work."

Cllr Emine Ibrahim, Chair

Councillors: Emine Ibrahim (Chair), John Bevan, Gail Engert, Tim Gallagher, Martin Newton, Zena Brabazon and Stuart McNamara

Haringey Development Vehicle

- 8.1 On 10 November 2015, Cabinet approved the business case for establishing the HDV, a joint venture between the Council and a private partner to drive the development of housing and employment space, and wider regeneration, on Council-owned land.
- 8.2 In this context, at the start of the municipal year, the Panel agreed to look carefully at the governance arrangements for the HDV as it was agreed such arrangements would be critical to ensure the operation of the HDV is transparent and accountable and operates in the interest of the council and the residents it serves.
- 8.3 In developing its report on governance, the Panel held a number of evidence gathering sessions and received evidence from local stakeholders including council officers, community group representatives, other local authorities, Investment Partners in other joint ventures and expert independent opinion via the Chartered Institute of Housing.
- 8.4 In January 2017, the Panel made a number of recommendations, including that further scrutiny of the proposals for the establishment of the proposed HDV be undertaken before summer 2017. The recommendations on governance were considered by Cabinet on 14th February 2017.

[Recommendation on Governance with Cabinet Response \(14 February 2017\)](#)

- 8.5 At the same meeting, Cabinet agreed to proceed to the Preferred Bidder Stage with Lendlease as its preferred bidder, a decision that was "Called-In" and studied by OSC on 2nd March 2017. OSC referred this decision back to Cabinet, with recommendations. On 7th March 2017 Cabinet re-considered and confirmed its original decision, subject to further commitments in response to the Call-In.

- 8.6 During spring, following the interim report on governance and the Call-In, further scrutiny work was undertaken by the Panel, concerning the design and operation of the HDV. The Panel held six evidence gathering sessions, meeting stakeholders with a wide range of knowledge and experience. This included local witnesses, such as council officers and community group representatives, as well as external contributors.
- 8.7 A number of themes emerged from the investigation. These relate, primarily, to: the business case; audit and risk; the scale of the proposed HDV, officer capacity; and concerns about the financial modelling and timing of the decision.
- 8.8 These findings were used to develop a number of recommendations based on important principles, including: protecting the Council's financial position; anticipating and managing risk; protecting residents' rights, the provision of affordable housing; advancing equality; ongoing democratic control and accountability; and ensuring transparency and probity.
- 8.9 The final recommendations from this in-depth scrutiny investigation were considered by Cabinet at its 3rd July meeting. The response from Cabinet to all recommendations can be found via the link below:

[Scrutiny Recommendations with Cabinet Response \(3 July 2017\)](#)

Supported Housing Review – Older People

- 8.10 In addition to the HDV, the Panel hosted a scrutiny in-a-day event, focusing on older people, to assist evidence gathering for the Council's Supported People Review. Supported Housing is funded by two council departments, Housing and Social Care, and is a preventative provision designed to reduce homelessness and social exclusion and address social care needs. The work of scrutiny, focusing on older people, allowed input into the development of the Housing Support Transformation Framework and the principles that will guide the design and delivery of Haringey's refreshed housing support offer.
- 8.11 Findings from the review were considered in February and the Panel highlighted that much of the change recommended for supported housing was obvious and overdue, with much of the discussion focusing on improving working practices in supporting older people. The Panel was also keen that sheltered housing tenants should be actively involved in shaping any changes to their service. These issues will be kept under review during 2017/18

Monitoring

- 8.12 As well as performance monitoring, throughout the year the Panel kept an overview of the budget position for Priorities 4 and 5 of Haringey's Corporate Plan. In addition, and as part of the Council's formal budget scrutiny process, during December, the Panel contributed to the development of the new medium term financial strategy (2017/18 – 2021/22) by providing comment on various savings proposals. Further information about Budget Scrutiny can be found in Section 10.

Cabinet Member Q & A

- 8.13 Two Cabinet member portfolios sit within the remit of this panel and both attended during the year to respond to questions:

- 8.14 In addition to the HDV, a wide range of issues were discussed with the Cabinet Member for Housing Regeneration and Planning, including: The impact of the Housing and Planning Act; The level of planning applications being approved; The Council's infill house building scheme; The Housing Revenue Account; Housing Zone funding; Pressures within temporary accommodation; and the delivery of 250 new council homes within the administration (2014-2018).
- 8.15 Key issues discussed with the Cabinet Member for Economic Development, Social Inclusion and Sustainability included: The work that was taking place to establish a District Energy Network for North Tottenham; Regeneration in Wood Green, including the investment framework and Area Action Plan; The development of BIDs in partnership with local businesses; The importance of bringing new activities, cultural events and entertainment to Wood Green.

Other Issues

- 8.16 In addition to the issues above, the panel also scrutinised a number of issues at meetings, including: Viability assessments; Use of right-to-buy receipts; An update on additional, mandatory and selective licensing; Tottenham and Wood Green Regeneration Programmes, including consideration of lessons learnt; Updates on two previous scrutiny projects concerning Council Led Development and governance arrangements for the Community Infrastructure Levy; Supporting engagement and involvement in the local planning system.
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9a. North Central London Joint Health OSC

North Central London Joint Health Overview & Scrutiny Committee (JHOSC)

- 9.1 Haringey is a part of a joint health overview and scrutiny committee 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. Amongst the issues discussed this year at the JHOSC were the following:

North Central London Sustainability and Transformation Plan

- 9.2 The most significant issue for the Committee in the past year has been the Sustainability and Transformation Plan (STP) for North Central London, which it has examined in detail. This is a comprehensive plan that has been developed by health and social care partners in the area and which sets out how local services in the area will be transformed and become sustainable over the next five years. In particular, it aimed to address the potential shortfall in funding of £800 million if no action is taken. The Committee has considered both the plan and the process for developing it and made recommendations to health and social care partners on a range of issues including;

- Transparency, engagement and governance;
- Finance;
- Adults social care;
- Digital services;
- Mental health; and
- Estates

Whittington LUTS Clinic

- 9.3 The Committee has continued to work with patients from the Lower Urinary Tract Services (LUTS) clinic at Hornsey Clinic and as Whittington Health, who provide the service, to re-establish the service following its temporary closure in 2015. In addition, it also considered measures to ensure its continuation following the retirement of its consultant.

Whittington Estates Strategy

- 9.4 The Committee has looked in detail at plans by Whittington Health to rationalise and develop estates to ensure that all of its sites are fit for purpose and able to meet future needs. In particular, the Committee considered and made comments on engagement with the local community, transparency and the need to ensure that plans complement those within the STP.

London Ambulance Service (LAS) Report on Hospital Handover Times

- 9.5 The Committee considered ambulance handover times for north central London. Concern was expressed at long waits that some patients could experience in waiting for an ambulance and delays in transferring them to a hospital. There were also issues arising from ambulances from the East of England being diverted to hospitals in the area.

Review of Adult Immunisation and Screening Programmes

- 9.6 The Committee received a report on the adult immunisation and screening programmes in North-Central London in response to concerns at the low levels in the sub-region. The concerns were echoed by officers, who outlined actions that were being made to remedy this including measures to increase take up of diabetic eye screening, influenza vaccination and bowel and breast cancer screening.

Royal Free - Relationship with North Middlesex

- 9.7 The Committee considered the development of a partnership between the North Middlesex Hospital and the Royal Free Group. It noted the concerns that had been expressed by Enfield Councillors at the potential long term implications for the A & E service at the hospital and their wish that key performance indicators be provided for each of the individual sites within the Royal Free Group.

9b. Barnet, Enfield and Haringey Sub Group

- 9.8 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.
- 9.9 During the year one formal sub group meeting was held. In addition, representatives from the sub group and members from Haringey’s Adults and Health Scrutiny Panel attended briefings, meetings and seminars to better understand issues across both Trusts.

Barnet, Enfield and Haringey Mental Health NHS Trust

- 9.10 In May the sub group met to provide feedback on the Trust’s Draft Quality Account for 2016/17. [It was evident from the meeting on 5th May that priorities highlighted by the Trust](#) built upon those identified in previous years. Members were also pleased that previous comments from the sub group had been adopted and included. It was noted that the Development Action Plan, produced following a CQC inspection was reflected in the documents and by reducing agency costs from £1.2m to £700,000, it was acknowledged a greater continuity of staff now existed.
- 9.11 In addition to providing comments on the structure and content of the account itself, the sub group noted, with concern, the current financial deficit of £12m. Savings proposals include a further reduction in agency costs, rationalisation of estates, a review of procurement processes and a review of back-office functions in conjunction with the Mental Health Trust Alliance. Comments from the Lead Commissioner, Enfield CCG, highlighted an equally challenging financial position.
- 9.12 The sub group meeting also provided an opportunity to scrutinise specific funding relating to the redevelopment of the St Ann’s site, along with issues associated with Delayed Transfers of Care (DToC). The predominant reasons for DToC are access to housing and access to social care. With this in mind, it was agreed that the issue of DToC should be subject to discussion at the wider JHOSC, with figures provided for each borough.

North Middlesex University Hospital NHS Trust

- 9.13 Following an unannounced inspection by the CQC, the Chief Inspector of Hospitals published a report in 2016 concerning urgent and emergency care services at North Middlesex University Hospital, with services being rated as inadequate.
- 9.14 With this in mind, scrutiny members took a keen interest in these issues during 2016/17, especially in terms of A&E performance. Following an initial update at the Adults and Health Scrutiny Panel in July, and in order to gain a better understanding, members from Haringey were invited to attend, and take part in, two meetings hosted by Enfield Council. Various issues were considered in response to actions taken by the Trust. These are summarised in minutes from meetings held during 2016/17, available via the links below:
- [Haringey's Adults and Health Scrutiny Panel \(11 July 2016\)](#)
 - [Enfield's Health Scrutiny Standing Panel \(5 October 2016\)](#)
 - [Enfield's Health Scrutiny Standing Panel \(5 January 2017\)](#)
- 9.15 During the year representatives from Haringey also took part in workshops relating to the Trust's Quality Account. Scrutiny members agreed that the Trust's theme of "Consistency and Sustainability" was appropriate in order to underpin priorities for 2017/18. In addition, consideration was given to a range of issues including patient safety, clinical effectiveness, patient experience and staff experience.
- 9.16 The issues above will be kept under close review during 2017/18.
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10. Budget Scrutiny

- 10.1 Over the past year, the Overview and Scrutiny Committee undertook efforts to ensure effective financial scrutiny at each of the three stages – budget setting, expenditure monitoring, outturn reviewing. These efforts included training for Members, scrutiny of in-year expenditure and the positive response of Cabinet to scrutiny recommendations in the setting of the new Medium Term Financial Strategy (MTFS).
- 10.2 As part of the Council's governance arrangements for the development of the new MTFS, Overview and Scrutiny considered savings proposals that were presented to the December 2016 Cabinet.
- 10.3 Following consideration by Cabinet, all four Scrutiny Panels met in December to scrutinise the draft budget proposals that fell within their portfolio areas:
- Children and Young People Scrutiny Panel (Priority 1)
 - Adults and Health Scrutiny Panel (Priority 2)
 - Environment and Community Safety Scrutiny Panel (Priority 3)
 - Housing and Regeneration Scrutiny Panel (Priority 4 and Priority 5)
- 10.4 In addition, the Overview and Scrutiny Committee met on 17 January to consider proposals relating to Priority X (Enabling).
- 10.5 Cabinet Members, senior officers and finance leads were in attendance at each meeting to present proposals and to respond to questions from members. For some of the proposals, additional information was requested. This was considered by the Overview and Scrutiny Committee on 30 January, along with emerging recommendations from each Panel, ahead of final recommendations being agreed and referred to Cabinet.
- 10.6 Key recommendations from scrutiny included removal of the following savings proposals:
- Proposal 2.3 - Fees & Charges – Disability Related Expenditure – saving of £129k for 2017/18;
 - Proposal 2.3 - Fees & Charges – Transport Day Opportunity with a saving of £61k for 2017/18;
 - Proposal 3.10 - New Parking Operating Model - saving of £920k for 2018/19;
 - Proposal 6.6 - Reduce Opening Hours in our six branch libraries to 36 hours per week – saving £150k for 2017/18
- 10.7 The final recommendations from the Overview and Scrutiny Committee, were considered by Cabinet at its 14 February meeting. The response from Cabinet to all recommendations can be found via the link below:

[Scrutiny Recommendations with Cabinet Response \(14 February 2017\)](#)

11. How to get involved

11.1 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.

11.2 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

11.3 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

11.4 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.

11.5 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

11.6 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.

11.7 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.

11.8 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.

Appendix 1

Overview & Scrutiny Remits and Membership 2016/17

Scrutiny Body	Areas of Responsibility	Cabinet Links
Overview & Scrutiny Committee Cllr Charles Wright, Chair	Communications; Corporate policy and strategy; Council performance; External partnerships; Strategic transport; Growth and inward investment; Capital strategy	Cllr Claire Kober, Leader of the Council
	Libraries; Customer Services; Customer Transformation Programme; Culture	Cllr Bernice Vanier, Deputy Leader, and Cabinet Member for Customer Services and Culture
	Council finances and budget	Cllr Jason Arthur, Cabinet Member for Finance and Health
	Equalities; The voluntary sector; Community Strategy	Cllr Eugene Ayisi, Cabinet Member for Communities
	Corporate programme; Council IT shared services; Procurement & commercial partnerships; Corporate governance; Shared Service Centre; Council HR & staff wellbeing; Accommodation Strategy; Community buildings; Corporate property	Cllr Ali Demirci, Cabinet Member for Corporate Resources
	Growth strategy delivery; Social inclusion	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
Adults & Health Scrutiny Panel Cllr Pippa Connor, Chair	Public Health; Health devolution pilots; Safeguarding adults; Adults with disabilities and additional needs; Adult social care; Health and social care integration and commissioning; Working with CCG and NHS	Cllr Jason Arthur, Cabinet Member for Finance and Health
	Tackling unemployment and worklessness; Adult learning and skills	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
Children & Young People Scrutiny Panel	Schools and education; Safeguarding children; Early years and child care; Adoption and fostering; Looked-after children; Children with disabilities and additional needs; Children to adult social care transition	Cllr Elin Weston, Cabinet Member for Children and Families

Scrutiny Body	Areas of Responsibility	Cabinet Links
Cllr Kirsten Hearn, Chair	Post 16 education	Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability
	Youth services and youth offending	Cllr Eugene Ayisi, Cabinet Member for Communities
Environment & Community Safety Scrutiny Panel	Recycling, waste and street cleaning; Highways; Parking; Parks and open spaces; Leisure and leisure centres; Licensing (environmental and HMO); Enforcement (environmental and planning)	Cllr Peray Ahmet, Cabinet Member for Environment
	Cllr Makbule Gunes, Chair	Community safety; Engagement with the Police; Tackling antisocial behaviour; Violence Against Women and Girls
Housing & Regeneration Scrutiny Panel	Regeneration in Tottenham; Planning policy; Planning applications and development management; Building Control; Housing Investment Programme; Housing strategy and delivery; Partnerships with Homes for Haringey and social landlords	Cllr Alan Strickland, Cabinet Member for Housing, Regeneration and Planning
	Cllr Emine Ibrahim, Chair	Regeneration in Wood Green; Sustainability and carbon reduction

Further information

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