

# **Overview and Scrutiny**

# **Annual Report 2018/19**

## **Foreword**

The Overview and Scrutiny Committee is proud to have worked alongside the community to formulate and begin to deliver on a two year work programme and we are grateful for all your support and input.

Oversight and questioning of the decisions we make as an authority is a key aspect of our work in Scrutiny. We have sought this year to also increase the role of pre-scrutiny, which means engaging with decisions early so that members can inform our policy making, using their expertise and that of their communities. For me, inclusive decision making, that has taken account of a wide range of issues, makes for better decision-making.

Formulating our programme of work and reporting back on what has been done with each and every item the community suggested to us has been an important bedrock of transparency, accountability and engagement for the Committee. Residents can see what happened to the things they told us they wanted us to review on our web page, and those who wanted to, have received email updates too.

In this last year, we have discussed many of the issues our community tells us are barriers and concerns: housing and regeneration, customer services, fairness, our budget, the environment, parks and rubbish, and provision for special educational needs, to name a few things. It will always be difficult to decide what to cover, but undoubtedly, we must focus on where we can make the most impact and affect change for our residents.

Our role as critical friends of the executive continues to be all important, especially as local government continues to face the challenge of less and less funds from central government, but increasing local demand for our intervention. In engaging with our community, and being open about how we make our decisions, we can at least face our challenges in partnership with the Haringey community.

**Councillor Lucia das Neves**  
**Chair, Overview and Scrutiny Committee**

## Haringey's Overview and Scrutiny Committee 2018/19



Cllr Lucia das Neves (Chair)



Cllr Pippa Connor  
(Vice Chair)



Cllr Mahir Demir



Cllr Ruth Gordon



Cllr Adam Jogee

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

#### Church Representative

- Yvonne Denny

#### Parent Governor Representatives

- Mark Chapman
- Luci Davin

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# Scrutiny in Haringey

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## 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

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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 These are able to scrutinise the decisions or actions taken by the Council or partner organisations or, indeed, consider any matter that affects people living in the borough. Effective overview and scrutiny should:
  - Provide constructive “critical friend” challenge;
  - Amplify the voices and concerns of the public;
  - Be led by independent people who take responsibility for their role; and
  - Drive improvement in public services.
- 1.3 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.
- 1.4 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; and
  - Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community.
- 1.5 It should also;

- Reflect local needs and priorities;
  - Prioritise issues that have most impact or benefit to residents;
  - Involve local stakeholders; and
  - Is flexible enough to respond to new or urgent issues.
- 1.6 Scrutiny is a flexible process and can be 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; and
  - Progress reports on implementing previous scrutiny recommendations.
- 1.7 In addition, in-depth scrutiny reviews 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 wide range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering outcomes.
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## **2. The structure of scrutiny in Haringey**

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- 2.1 In Haringey there is one over-arching Overview and Scrutiny Committee. This 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. The Overview and Scrutiny Committee is responsible for developing an overall scrutiny work programme, including the work done by the four standing panels.

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

- 2.2 The Overview and Scrutiny Committee is made up of five councillors who are not members of the Council's Cabinet. Membership of Overview & Scrutiny Committee is proportional to the overall political makeup of the Council. The scrutiny panels are made up of between 3 and 7 councillors who are also 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.
- 2.3 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.

- 2.4 A number of scrutiny functions are discharged by both the Overview and Scrutiny Committee and the individual panels. These include: Questioning 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.
- 2.5 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.
- 2.6 A list of service areas covered by the Overview and Scrutiny Committee and scrutiny panels during 2018/19 is provided at Appendix 1.

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## The Work of Overview and Scrutiny in 2018/19

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### 3. Developing a Work Plan for 2018-20

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- 3.1 At its first meeting of the year, the Overview and Scrutiny Committee decided to develop a two-year work plan for the Committee and its panels, to allow the committee to have a longer view of issues to address. It was particularly keen to ensure that the views of residents and stakeholders were taken into account in the development of this. An online survey was therefore set up and circulated amongst local community organisations and contacts. In addition, a “Scrutiny Café” event was also arranged.
- 3.2 The survey went live on 20 August and ran until 14 September. 191 responses were received. Suggestions within this for potential areas to be looked at in detail were combined with those from the Committee and its panels and discussed at the Scrutiny Café. This took place on 13 September and attracted over 50 people, including a large number of people from voluntary sector and community organisations. This was by far the largest level of participation scrutiny in Haringey has had in recent times.
- 3.3 The issues raised by both of these processes as well as feedback from relevant Cabinet Members and officers were considered by the Overview and Scrutiny Committee and each of its panels. Work plans were developed for each scrutiny body and approved by the Overview and Scrutiny Committee. Progress reports of the response by overview and scrutiny to the issues raised as well and action arising has been shared with all of those who attended the Scrutiny Café.
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### 4. Overview and Scrutiny Committee

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

**Co-optees:** Mark Chapman, Luci Davin and Yvonne Denny

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#### Overview

- 4.1 There were fourteen meetings of the Overview and Scrutiny Committee in 2018/19. This included one call-in and four evidence sessions as part of the reviews that the

Committee was undertaking as well as budget scrutiny. 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 Question and Answer session with the Leader of the Council and the Chief Executive on their priorities for the year ahead.

- 4.2 Cabinet members from were invited to share their plans and thinking for their respective areas and answered questions on progress of their work areas. The Cabinet briefs covered in the year were:
- The Leader;
  - Finance;
  - Civic Services;
  - Insourcing and Corporate Services; and
  - Communities and Equality.

### **Fire Safety in High Rise Blocks**

- 4.3 In March, the Committee published an interim report as part of its review on Fire Safety in High Rise Blocks. The review was set up in the aftermath of the Grenfell Tower fire and began under the last Council administration. Many local authorities have high rise blocks and there was serious concern that many of the issues that led to the tragedy might not be unique to Grenfell Tower.
- 4.4 The Committee was pleased by the level of response that was made to the fire in Haringey, particularly by Homes for Haringey. The review nevertheless performed the important function of examining closely the response to the fire as well as looking how other local authorities had responded for the purpose of learning. It identified a number of areas where it felt that additional action was necessary or improvements required. The review was also able to contribute to the development of the response to Grenfell as it went along and the Committee found Homes for Haringey and other parties keen to take on board its feedback.

### **Local Business, Employment and Growth**

- 4.5 Growth and small business was selected by the Committee as an area for in-depth review. In order to assist the Committee in finalising the scope of this, an overview was received on the action this is undertaken by the Council and its partners to promote local business, employment and growth. This covered Haringey's economy, how economic development was delivered and relationships with business. The Committee emphasised the role of place making in economic development and the need to build places that worked for everyone. It felt that how the Council thought about its places should be a key consideration when developing the borough's new economic strategy.
- 4.6 In the light of this overview, the Committee agreed to focus its in-depth review in respect of business support on procurement and the local supply chain. This was felt to be an area where the Council was well placed to make a difference to local businesses. The first meeting of the review took place on 9 April. It will be conclude its work during 2019/20.

## **Borough Plan**

- 4.7 The Committee received an outline of the new Borough Plan 2019-23, which had been developed with local partners. It heard that the three key purposes of the Borough Plan were to direct Council resources, galvanise ownership of outcomes and objectives with partners and communicate the Council's priorities to residents.
- 4.8 It also noted the five new priorities within the Plan. These were Housing, People, Place, Economy and Your Council. It heard that the next steps were the development of a "Plan on a Page" and the development of the delivery plans for each year, which would include links to the MTFS and savings. The Chair encouraged Panel Chairs to bring the discussion on the development of the Plan into individual panels.
- 4.9 The Committee provided some very specific feedback on the section of the Plan relating to communication, engagement and consultation that was incorporated in the final draft and that will influence specific action plans relating to these areas.

## **Ombudsman Annual Report 2017/2018 and Complaints and Member Inquiries Annual Report.**

- 4.10 The Committee received a report on complaints, including response times. Reassurance was sought that the Council was learning from them, particularly in light of the rising number that were upheld. Officers acknowledged the need to get better at learning from complaints across the organisation and stated they were working to develop learning points from each case on the Council's Respond system.
- 4.11 It was also noted that the Council had failed to meet its target in responding to complaints and sought assurances that the target would be met in the current year. Officers advised that the current year to date score was around 90% and the target would not be met this year. This was a challenging performance area and the number of staff had been reduced. Officers welcomed the opportunity to have a discussion about how the service could meet the target of 95% and how the service could respond better to enquiries first time. Officers shared their plans for improvements and elicited input from the Committee.

## **Front Office, Back Office (FOBO) Transformation Process**

- 4.12 At its meeting on 30 April 2019, the Committee considered the Council's FOBO process, which aims to rationalise how the Council communicates with the public, service users and local businesses. Whilst the prime objective was to improve the way that the Council worked, there was nevertheless the potential to make significant savings, particularly through the better use of IT. The intention was to create the capacity to increase the number of direct interactions with service users and particularly those who were vulnerable or had difficulty dealing with IT.
- 4.13 The Committee requested that a further report be made to the Committee in July and that this include details of how staff were informing the process, support

provided to those who wished to remain, clarity on the number of staff required to cover workloads and arrangements for providing assistance in accessing services for people whose first language is not English. They also agreed to visit the Council's Contact Centre.

### **Broadwater Farm Blocks Call-In**

- 4.14 The Committee considered a Call-In regarding the proposed demolition of the Tangmere and Northolt blocks. The view of those who had initiated the Call-In was that there should have been a GLA compliant ballot before demolition of the blocks. The Committee noted the Council's position that an exemption from a GLA complaint ballot could be granted in cases where there were health and safety concerns. It was satisfied that consultation had been rigorous and thorough.
- 4.15 The Committee referred the issue back to Cabinet for greater clarification over issues that were highlighted by residents as areas of concern, such as the governance of the Discretion Panel and leaseholder rights. In addition, it felt strongly the master plan should entail a fully participative process. Cabinet accepted the recommendations around strengthening residents' rights through greater governance around the Discretion Panel and agreed to a participative process.

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## **5. Adults and Health Scrutiny Panel**

### **Chair's Introduction**

*“Every year throws up new challenges in addition to the longstanding areas of concern. As a Scrutiny panel, we listen to the public's concerns, incorporating them into our panel meetings - one of the main issues was related to mental health provision within our community, as a result of which we now have an information sheet to better educate Councillors about the different Council services so they can inform residents who approach them for help; recommendations on suicide prevention are being taken to the Haringey Construction Partnership to embed suicide prevention strategies within the building industry, and we are learning from other care providers across London, to improve our community mental health services in Haringey.*

*The recent closures of our day care centres is another major area of concern; this year is the start of a year-long review into Adult Social Care, so our panel fed in recommendations that focus on what the Service Users and their relatives actually want from any future day opportunities provision.*

*These recommendations reflect the crucial role of community centres in providing support and care for those who need it: respite for carers, allowing those in work to keep their jobs and keep the family home going; transport for those with high levels of need; access to care assessments and reviews, and the provision of information at the appropriate time.*

*There is a clear need for specialist Day Opportunity Centres; this panel will champion the message that the council must provide the best possible quality of life through expert care providing support for those who need it.”*

**Cllr Pippa Connor, Chair**

**Councillors:** Pippa Connor (Chair), Nick da Costa, Eldridge Culverwell, Mike Hakata, Felicia Opoku, Sheila Peacock and Yvonne Say.

**Co-optee:** Helena Kania

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### **Overview:**

- 5.1 There were five formal meetings of the Adults and Health Scrutiny Panel in 2018/19, one of which was dedicated to scrutiny of the budget proposals for Priority 2. These meetings involved Q&A sessions with the Cabinet Member for Adults & Health and discussions with senior Adults & Health officers and a range of external witnesses on key issues of concern. In addition, there were a number of site visits and oral evidence sessions held by the Panel to gather evidence in support of a Scrutiny Review on Day Opportunities in Haringey.

### **Key issues of concern**

- 5.2 The Panel scrutinised several topics throughout the year at its formal meetings. The Panel heard from the Independent Chair of Haringey’s Safeguarding Adults Board, who presented the Board’s annual report for 2017/18, and the Panel made a number of recommendations on the Board’s future work. The Panel held discussions at its meetings with officers about Local Area Co-ordinators, which is a pilot scheme aiming to improve health and wellbeing by building local community connections, to follow up on progress made towards recommendations of a previous Scrutiny Review on Physical Activity for Older People and with the CCG about plans to improve primary care services in the borough.
- 5.3 The Panel has taken a particular interest in mental health this year hearing from officers and the Chair of the Independent Haringey Suicide Prevention Group at a session on suicide prevention and at another meeting received an overview of mental health services in Haringey at which the Panel heard from senior representatives of the CCG, the Council, the Police and Barnet, Enfield & Haringey Mental Health Trust. Recommendations from the meeting on suicide prevention have been fed into the Haringey Construction Partnership to improve suicide prevention in the building industry. An information sheet about the various mental health initiatives in the Borough has been circulated to all Members of the Council to improve their awareness and enable them to better inform local residents.

### **Day Opportunities**

- 5.4 The Panel undertook a detailed piece of work into Day Opportunities in the Borough following the closure of a number of day centres in 2016 and 2017. This involved a substantial number of site visits to day centres in Haringey and in neighbouring boroughs, meeting with service users, carers and staff. Panel members also met with several carers' forums and an external facilitator assisted the Panel in carrying out one-to-one interviews with service users to ensure that their voice was heard about the services that they receive. The Panel expects to publish its report on the Day Opportunities Scrutiny Review early in 2019/20.

### **Financial Scrutiny**

- 5.5 As part of the Council's formal budget scrutiny process the Panel examined proposals for the 2019/20 budget and the Medium Term Financial Strategy in January 2019 with recommendations subsequently made to Cabinet.

### **Cabinet Member Q&A**

- 5.6 The Panel held an Adults & Health Cabinet Member Q&A session with Cllr Peray Ahmet in September 2018 and, following a change in the Cabinet Member, with Cllr Sarah James in January 2019. Topics covered included the future of Osborne Grove Nursing Home, care assessments and the Adult & Social Care Review.

### **Joint Scrutiny**

- 5.7 The Panel held a joint meeting with the Children & Young People's scrutiny panel about the transitions project which aims to help prepare young people with Special Educational Needs and Disabilities for adult life. Both Panels will continue to monitor progress on this issue.

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## **6. Children and Young People Scrutiny Panel**

### **Chair's Introduction**

*"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 Mahir Demir, Chair**

**Councillors:** Mahir Demir (Chair), Josh Dixon, Tammy Palmer, James Chiriyankandath, Julie Davies and Khaled Moyeed

**Co-optees (Voting):** Ms Y. Denny (Church of England representative), Mr M. Chapman (Parent Governor) and Ms L. Davin (Parent Governor)

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## **Review on Special Needs and Disability**

- 6.1 The Panel undertook a review that looked in detail on the effectiveness of the care pathway for SEMH and autistic children, where blockages occur and how outcomes might be improved. It received evidence for the Children and Young People's Service, NHS partners, parents and carers, schools and the Council's Commissioning Service. It will be finalising this work in the next Municipal Year, including agreeing recommendations.

## **Haringey Local Safeguarding Children's Board (LSCBB): The Transition to New Safeguarding Partnership Arrangements**

- 6.2 The Panel considered the new arrangements for the LSCB were being implemented on the basis of the new Working Together to Safeguard Children 2018 guidance. The new guidance incorporated recommendations from the 2016 Alan Wood Review which had concluded that there were deficiencies in the LSCB system. The new arrangements will involve three statutory safeguarding partners – the CCG, the Borough Commander and the local authority. The statutory partners are required to set out their local arrangements by 29th September 2019 so a lot of transition work was taking place in order to achieve this.

## **Joint Targeted Area Inspection Action Plan**

- 6.3 The Panel kept a watching brief on progress with the implementation of the Action Plan in respect of the Joint Targeted Area Inspection (JTAI) that took place in December 2017. This looked at the response of statutory safeguarding partners to children aged 7 to 15 who had been neglected. The inspectors had provided a non-judgment inspection finding, highlighting areas where improvements could be made. The plan had led to improvements in areas such as the Multi Agency Safeguarding Hub (MASH) and in training for partners.

## **School Exclusions**

- 6.4 A report was received by the Panel on the review of exclusions that had been undertaken by the Council's Corporate Delivery Unit. This had begun in the autumn and the final report of this was due shortly. Findings had so far shown that the rate of exclusions in Haringey was increasing and was above that of neighbouring boroughs. Disproportionate numbers of children and young people with Special Educational Needs and Disabilities (SEND) and from Black and Minority Ethnic (BAME) communities were being excluded. The Council had a statutory duty to ensure that children and young people who had been excluded received an education. A review of alternative provision would take place once the review on exclusions had been completed. The Panel noted that the number of fixed term exclusions was now going down. However, it took time for relevant data to filter through.

## **Educational Attainment and Performance**

- 6.5 A detailed report on educational attainment and performance data for children taking tests and exams within Haringey schools in 2018 was received by the Panel. This focussed on a number of areas, including performance for different groups, including ethnicity and children with SEND, and sought to identify any under achieving groups.

## **Ofsted Inspection - Action Plan**

- 6.6 The Panel considered an overview of the actions that would be taken in response to the recent OFSTED inspection. There would be an annual engagement meeting with OFSTED to consider progress with the action plan. A self-evaluation process would be used to help inform this. The Council's self-evaluation had been found by OFSTED to be consistent with its own findings. Improvement would need to be multi-factorial. Consistency needed to be achieved in social work practice and this required staff to stay for a long time and for social workers to be well trained. There needed to be a reduced turnover in staff as there was a higher number of agency staff than she would like.

## **Scrutiny of the Draft Medium Term Financial Strategy (MTFS)**

- 6.7 The Panel looked in detail at proposals within the MTFS plan affecting services for children and young people and commented that the proposals appeared to be realistic and achievable.

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## **7. 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. 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 Adam Jogee, Chair**

**Councillors:** Adam Jogee (Chair), Barbara Blake, Scott Emery, Julie Ogiehor, Reg Rice and Matt White

**Co-optee:** Ian Sygrave (Haringey Association of Neighbourhood Watches)

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## **Update on the recommendations from reviews on Fear of Crime, Cycling and Parks**

- 7.1 The Panel received updates on the implementation of recommendations from previous Scrutiny Reviews into Fear of Crime, Cycling and Parks. The panel noted that the vast majority of these recommendations had been agreed and the Panel would continue to monitor this going forward.

### **Disabled Parking Services and Blue Badges**

- 7.2 The Panel received an update from the Cabinet Member for Environment around disabled parking services and are undertaking a piece of in-depth work looking at the barriers faced by disabled people in getting and using a blue badge. The review will also examine issues with accessing parking services and where could improvements be made.

### **Parks and Green Flags**

- 7.3 The Panel have received a number of updates from the Cabinet Member and officers around the Council's response to the inspections carried by Keep Britain Tidy of the Council's Green Flag parks. The Panel received an update on the new systems and staff that have been put in place in response to these inspections. The Panel have agreed to work with Cabinet Member and undertake some detailed scrutiny to examine future options for parks transformation.

### **Police Priorities in Haringey**

- 7.4 The Panel received a presentation on performance against MOPAC performance indicators, as well a presentation from the Police Service on their priorities for tackling crime in the Borough. The Panel noted that there had been an overall reduction in the number of Stop and Searches in the Borough. The Panel also noted that lethal barrelled firearm discharges in Haringey increased by 15%. This rate of increase was however below the London average over the same period.

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

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

### **Reducing the Criminalisation of Children**

- 7.6 The Panel received a report which set out series of measures being undertaken in partnership with a range of stakeholder organisations, to reduce the criminalisation of Young People in the borough. The Panel noted a 17% reduction of first time entrants into to the Criminal Justice System from the previous year.

### **Youth at Risk Strategy, Community Safety Performance Update and the Gangs Matrix**

- 7.7 The Panel received an update on performance as well the Metropolitan Police Gangs Matrix, an update on a number of incidents of serious youth violence in

Haringey, work to build community capacity space for young people and funding streams to address serious youth violence. The Panel also received an update on a variety of projects being progressed as part of the Youth at Risk Strategy.

## **Air Quality**

- 7.8 The Panel received an update on air quality as well as a copy of the draft Air-Quality Action Plan which outlines proposed actions to improve air quality in Haringey for 2018-2022.

## **Green Waste Charges, Fly-Tipping Strategy and Bulky Waste Collection**

- 7.9 The Panel received an update on the implementation of charges for replacement bins and garden waste collection as well as extended charges for bulky collections. The Panel also received an update on the Fly Tipping Strategy, which sets out a targeted approach to 'hot spot' locations and focuses on three strands:
- Education, communication and early intervention;
  - Prevention of recurrence;
  - Targeted enforcement

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## **8. Housing and Regeneration Scrutiny Panel**

*“Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.” Nolan Principle of Public Life.*

*It has been a great privilege to serve as Chair of the Housing and Regeneration Scrutiny Panel. Over the course of the year the panel was able to raise questions of cabinet members and officers and topics under discussion included housing strategy; temporary accommodation, CIL, landowner forums; Broadwater Farm, area action plans and scrutiny of the priorities within the Panel’s remit of the Council budget and Medium Term Financial Strategy.*

*The Panel’s work programme reflected a broad range of areas of concern raised by residents in the scrutiny survey carried out at the beginning of the Council year, at the Scrutiny Café event and in correspondence to the Panel. As such, we undertook a major scrutiny review of the Development at Seven Sisters in relation to the market at Wards Corner. The Panel is grateful for the participation of stakeholders, residents, officers, traders and other expert witnesses in helping to review this topic, the work for which is still underway.*

*I would like to thank panel members and scrutiny officers for their support and hard work over a year which has confirmed my commitment to the positive role scrutiny plays in Local Government.”*

**Cllr Ruth Gordon (Chair)**

**Councillors:** Ruth Gordon (Chair), Dawn Barnes, Isidoros Diakides, Bob Hare, Yvonne Say, Daniel Stone and Sarah Williams

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## **Overview**

- 8.1 There were six formal meetings of the Housing and Regeneration Scrutiny Panel in 2018/19, one of which was dedicated to scrutiny of the budget proposals for Priorities 4 & 5. These meetings involved Q&A sessions with the Cabinet Member for Housing & Estate Renewal and the Cabinet Member for Strategic Regeneration and discussions with senior Housing & Regeneration officers and external witnesses on key issues of concern. In addition, there was a site visit to Seven Sisters Market and oral evidence sessions held by the Panel to gather evidence in support of a Scrutiny Review on the Wards Corner redevelopment site.

## **Key issues of concern**

- 8.2 The Panel scrutinised several topics throughout the year at its formal meetings. These included discussions with officers and Cabinet Members on the Housing Strategy, temporary accommodation, the Community Infrastructure Levy (CIL), the Broadwater Farm Estate, progress towards recommendations made in a previous Scrutiny Review on social housing, the Tottenham and Wood Green Area Action Plans (AAPs) and ensuring transparency of the Tottenham and Wood Green landowner forums.
- 8.3 The Panel took up concerns from local campaigners about possible underestimates arising from the child yield calculator used by the Council to assess the infrastructure needs for new developments such as schools, play areas and youth centres, based on the number of children expected to live there. Following correspondence between the Chair of the Panel and the Leader of the Council, the way that the calculations are made are now expected to be revised. The Panel will continue to monitor progress on this issue. The Panel also received deputations from the Temporary Accommodation Group at the Love Lane estate, the traders at Peacock Industrial Estate and the traders from Seven Sisters Market.

## **Wards Corner**

- 8.4 The Panel undertook a detailed piece of work into the proposed redevelopment of the Wards Corner site in the Seven Sisters area of the Borough. The site, which currently includes an indoor market, a number of other retail units and residential properties, is subject to a Compulsory Purchase Order (CPO) that was approved by the Secretary of State for Communities and Local Government in January 2019.
- 8.5 The Panel carried out a site visit of the Seven Sisters market at the outset of the Scrutiny Review and then conducted an extensive programme of oral evidence sessions that heard from market traders, local residents, the developer, the market manager, Council officers and representatives of the alternative 'Community Plan' scheme. The Panel expects to publish its report on the Wards Corner Scrutiny Review early in 2019/20.

## **Financial Scrutiny**

- 8.6 As part of the Council's formal budget scrutiny process the Panel examined proposals for the 2019/20 budget and the Medium Term Financial Strategy in December 2018 with recommendations subsequently made to Cabinet.

#### **Cabinet Member Q&A**

- 8.7 The Panel held two Q&A sessions with Cllr Emine Ibrahim, Cabinet Member for Housing & Estate Renewal. Topics covered included Temporary Accommodation, the decant of residents from the Tangmere block on the Broadwater Farm Estate and the Wholly Owned Company for Housing Development.
- 8.8 Another two Cabinet Member Q&A sessions were held with Cllr Charles Adje, Cabinet Member for Strategic Regeneration. Topics covered included the Wood Green Area Action Plan, the sub-regional economic partnerships that the Council is involved with, the Tottenham and Wood Green landowner forums and the High Road West and Wards Corner redevelopment schemes.

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## 9. North Central London Joint Health OSC

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### **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 Lucia das Neves. 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:

#### **Estates Strategy**

- 9.2 Consideration was given to the estates strategy for north central London. The Committee queried the quantity of the surplus made from asset sales that realised more than their book valuation and noted that trusts were able to spend this money as part of their general budget. Concern was expressed that one-off capital receipts from disposals were being used for meeting the current costs of health services which they felt that this was not prudent.

#### **Joint Working Between North Middlesex and Royal Free Hospitals**

- 9.3 The Committee considered outline proposals to develop the strategic partnership between the North Middlesex and Royal Free hospitals. The Royal Free was performing well and the North Middlesex hoped to learn from their best practice. Clinical practice groups had been formed which included staff from both organisations and there had been improvements in performance flowing from this. The Committee were of the view that the case for change had not currently been demonstrated, given the evidence before them. They asked to see a further report on the case for change as soon as it was ready.

#### **Whittington LUTS Clinic**

- 9.4 The Committee 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. It welcomed the progress being made in adult LUTS cases but noted the disagreements around the approach to be taken to child patients. It highlighted that the JHOSC was not in a position to recommend a course of treatment and asked that liaison with NHS England and NHS Improvement continue in order to find a solution beneficial to the patients involved.

## **North London Partners Mental Health Programme**

- 9.5 Consideration was given to a report from North London Partners that highlighted the significant unmet need for mental health services in the North Central London (NCL) area as well as the links that existed between mental illness and other forms of ill-health. Officers were aiming for a model of care which was based around primary care in the community. They did not want hospitals to be seen as a 'home from home' for people with mental health conditions; they wanted them to receive the acute treatment they needed and then be able to return home. They wanted to see greater mental health awareness in primary care so that they could help individuals with mental health conditions and alleviate them in the way that they alleviated people's physical health conditions.
- 9.6 Members wanted to see more mention of the voluntary and community sector in the documents. They felt that NCL partners could achieve more by working with them. Members repeated their requests for more data. They wanted to see information on out of area placements, their costs and where the individuals being placed out of area came from and went to. They also asked for statistics on suicide.

## **Adult Orthopaedic Services Review**

- 9.7 Consideration was given to a review of Adult Orthopaedic Services review in north central London. There were 11 sites which provided orthopaedic services at the moment. The review aimed to consolidate and improve services to patients. The review was at Stage 1 of the process so far so no definitive proposals were yet being made. Health officers had heard from colleagues from Manchester and from South-West London and wanted to learn from their experiences.

## **London Ambulance Service (LAS) Report on Hospital Handover Times**

- 9.8 The Committee had expressed concerns over handover times when it had previously discussed the issue. It heard that the LAS had been working with hospitals to tackle delays in being able to transfer patients, and had had a number of successes – notably at Barnet General and at the North Middlesex. The most serious call-outs were being dealt with within national target times but there were longer waits than the targets for lower priority. This was in part due to staff shortages. It was difficult to recruit enough skilled staff to meet service demand, and there was a limited capacity of training places to grow the service.

## **Update and Discussion to Plan for Moorfields Consultation**

- 9.9 The Committee looked at plans for a consultation on the development of a new site for Moorfields' Eye Hospital. The current premises and the proposed new St Pancras site were both in the area of the JHOSC. Camden CCG would lead on it on behalf of Islington CCG. The Committee noted that, because of the wide dispersal of patients, a range of local authorities could be said to have a need to be consulted on the measures. It might be best to consult with the local JHOSCs for the areas that had the largest number of patients using the facility.

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## 10. Budget Scrutiny

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- 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.
- 10.2 The Committee received a report which set out how budget proposals detailed in the draft 5 year Medium Term Financial Strategy (MTFS) for 2019/20-2023/24 had been reached by the Overview and Scrutiny Committee and the Scrutiny Review Panels. The Committee was asked to consider and agree recommendations contained within the report so that these could be considered by Cabinet on 12th February 2019.
- 10.3 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 2018 Cabinet. 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 January to consider proposals relating to Priority X (Enabling). 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 28 January, along with proposed recommendations from each Panel.
- 10.5 Key recommendations from scrutiny included:
- That further details be provided of the proposed budget reductions arising from the rationalisation of the management of Children's Centres and the capital proposal in respect of Fortismere School, including the amount of funding that would be required next year (Priority 1);

- Charging for Managed Account (Priority 2); The Committee requested that the Cabinet reconsider charges for Appointeeship clients and the suitability of making savings in this area.
- Transfer of High Cost Day Opportunities (Priority 2); That consideration be given to the risk of savings not being delivered to the amount and/or timescale projected. This was due to concerns that some service users and their carers/families may be deterred from returning to services in Borough because of a perception that this was being carried out as part of a budget reduction process with lower cost services.
- That Cabinet reconsider the proposed saving in relation to flexible police resources (Priority 3); In particular, consideration should be given to whether this would have a disproportionate impact on the east of the borough, which had a higher number of victims of crime.
- That consideration be given to further reducing consultancy costs and that senior managers should always examine whether functions can be carried out another way rather than through consultants (Priority 5).

10.6 The final recommendations from the Overview and Scrutiny Committee, were considered by Cabinet at its 12 February meeting. The response from Cabinet to all recommendations can be found via the link below:

<http://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=8735&Ver=4>

## **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 written questions 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.
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**Appendix 1**

**Overview & Scrutiny Remits and Membership 2018/19**

Scrutiny Body	Areas of Responsibility	Cabinet Links
<p style="text-align: center;"><b>Overview &amp; Scrutiny Committee</b></p> <p style="text-align: center;">Cllrs Das Neves (Chair), Connor (Vice Chair), Demir, Gordon, Jogee</p> <p style="text-align: center;">The Committee shall also comprise statutory education representatives, who shall have voting rights solely on education matters</p>	<p>Communications; Corporate policy and strategy; Council performance; External partnerships; Strategic transport; Growth and inward investment; Corporate governance; London Plan and NPPF Consultation; S106/CIL Policy</p>	<p>Cllr Ejiofor Leader of the Council</p>
	<p>Culture Customer Services; Customer Transformation Programme; Enforcement; Fairness Commission; Landlord Licensing; Licensing Policy and Delivery; Libraries; Leisure and leisure centres; Northumberland Park Resident Engagement</p>	<p>Cllr Brabazon Cabinet Member for Civic Services</p>
	<p>Council budget and MTFS;</p>	<p>Cllr Berryman</p>

Scrutiny Body	Areas of Responsibility	Cabinet Links
	Capital Strategy; Commercial Partnerships; Council Tax Reform Agenda; Procurement	Cabinet Member for Finance
	Community buildings; Equalities; Voluntary sector	Cllr Mark Blake Cabinet Member for Communities, Safety and Engagement
	Corporate programmes; Shared Digital; Shared Service Centre; Council HR & staff wellbeing; Corporate property & commercial portfolio; Insourcing policy and delivery	Cllr Noah Tucker Cabinet Member for Corporate Services and Insourcing
	Accommodation Strategy.	Cllr Adje Cabinet Member for Strategic Regeneration
<p align="center"><b>Adults &amp; Health Scrutiny Panel</b></p> <p align="center">Cllrs Connor (Chair),</p>	Adult Social Care; Public Health; Health devolution pilots; Mental health and well-being Working with CCG and NHS; Safeguarding adults; Adults with disabilities and additional needs	Cllr Ahmet Cabinet Member for Adults and Health
	Tackling unemployment and worklessness; Adult learning and skills	Cllr Adje Cabinet Member for Strategic Regeneration
<p align="center"><b>Children &amp; Young People Scrutiny Panel</b></p> <p align="center">Cllrs Demir (Chair), plus the statutory education representatives of OSC</p>	Schools and education; Safeguarding children; Child and Adolescent Mental Health; Early years and child care; Adoption and fostering; Looked-after children and care leavers; Children with disabilities and additional needs; Children to adult social care transition;	Cllr Weston, Cabinet Member for Children and Families

Scrutiny Body	Areas of Responsibility	Cabinet Links
	Post 16 education	
	Youth services; Combatting youth offending and re-offending	Cllr Mark Blake Cabinet Member for Communities, Safety and Engagement

<p data-bbox="286 453 568 560"><b>Environment &amp; Community Safety Scrutiny Panel</b></p> <p data-bbox="293 608 562 639">Cllrs Jogee (Chair)</p>	<p data-bbox="719 296 1245 603">Air Quality; Carbon Management and Zero 50; Recycling, waste and street cleaning; Highways; Parking; Parks and open spaces; Sustainability; Transport Strategy Action Plan</p>	<p data-bbox="1559 411 2029 480">Cllr Hearn Cabinet Member for Environment</p>
	<p data-bbox="719 612 1211 794">Community safety; Engagement with the Police; Prevent programme; Tackling anti-social behaviour; Violence Against Women and Girls</p>	<p data-bbox="1503 651 2085 756">Cllr Mark Blake Cabinet Member for Communities, Safety and Engagement</p>
<p data-bbox="241 1043 613 1112"><b>Housing &amp; Regeneration Scrutiny Panel</b></p> <p data-bbox="293 1160 562 1192">Cllr Gordon (Chair)</p>	<p data-bbox="719 809 1379 1303">Broadwater Farm Resident Engagement; Planning policy; Planning applications &amp; development management; Building Regulations; Hackett Review; Health and Safety issues related to housing stock; Homelessness and rough sleeping; Housing Investment Programme; Housing strategy and development ; Partnerships with Homes for Haringey &amp; social landlords</p>	<p data-bbox="1514 1007 2074 1112">Cllr Ibrahim Cabinet Member for Housing and Estate Renewal</p>
	<p data-bbox="719 1319 1106 1425">Tottenham AAP; Town Centre Management; Wood Green AAP</p>	<p data-bbox="1581 1319 2007 1425">Cllr Adje Cabinet Member for Strategic Regeneration</p>

If there is any overlap between the business of the Panels, it is the responsibility of the OSC to resolve the issue.  
Areas which are not covered by the 4 standing Scrutiny Panels shall be the responsibility of the main OSC.

## Further information

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### Overview and Scrutiny Committee

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### Adults and Health Scrutiny Panel

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### Environment and Community Safety Scrutiny Panel

Philip Slawther: 020 8489 2957 [philip.slawther2@haringey.gov.uk](mailto:philip.slawther2@haringey.gov.uk)

### Housing and Regeneration Scrutiny Panel

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### For general information or enquiries:

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