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THE CABINET

Wednesday, 18th October, 2017 at 8.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader of the Council), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts & Culture), Alev Cazimoglu (Cabinet Member for Health & Social Care), Krystle Fonyonga (Cabinet Member for Community Safety & Public Health), Dino Lemonides (Cabinet Member for Finance & Efficiency), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenen (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration & Business Development)

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Dinah Barry (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Vicki Pite (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

Members of the public and representatives of the press are entitled to attend meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

Cabinet are advised that any recommendations included within the reports being considered by Cabinet as part of this agenda, that are for noting only, will not be subject to the Council's call-in procedures. Such recommendations are not deemed to be decisions of the Cabinet, but matters of information for the Executive.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members of the Cabinet are invited to identify any disclosable pecuniary, other pecuniary or non pecuniary interests relevant to items on the agenda.

DECISION ITEMS

3. URGENT ITEMS

The Chair will consider the admission of any reports (listed on the agenda but circulated late) which have not been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012.

Note: The above requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

4. DEPUTATIONS

To note, that no requests for deputations have been received for presentation to this Cabinet meeting.

5. ITEMS TO BE REFERRED TO THE COUNCIL

To agree that the following report be referred to full Council:

1. Report No.62 – Enfield Safeguarding Adults Board Annual Report 2016/17 (for information and noting only)

6. ENFIELD SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2016/17 (Pages 1 - 52)

A report from the Executive Director of Health, Housing and Adult Social Care is attached. (Non key)

(Report No.62)
(8.20 – 8.25 pm)

7. **REVENUE MONITORING REPORT 2017/18: AUGUST 2017** (Pages 53 - 68)

A report from the Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4545)**

(Report No.63)

(8.25 – 8.30 pm)

8. **ENFIELD'S LOCAL IMPLEMENTATION PLAN (LIP) SPENDING PROPOSALS FOR 2018/19** (Pages 69 - 82)

A report from the Executive Director of Regeneration and Environment is attached. **(Key decision – reference number 4557)**

(Report No.64)

(8.30 – 8.35 pm)

9. **QUARTERLY CORPORATE PERFORMANCE REPORT** (Pages 83 - 100)

A report from the Chief Executive is attached. **(Key decision – reference number 4520)**

(Report No.65)

(8.35 – 8.40 pm)

10. **GOVERNANCE OF ENFIELD'S TRADING COMPANIES** (Pages 101 - 116)

A report from the Executive Director of Finance, Resources and Customer Services is attached. (Non key)

(Report No.66)

(8.40 – 8.45 pm)

11. **PREVENTION AND EARLY INTERVENTION CONTRACT AWARDS**

A report from the Executive Director of Health, Housing and Adult Social Care **will be circulated as soon as possible**. (Report No.70, agenda part two also refers). **(Key decision – reference number 4555)**

(Report No.67)

(8.45 – 8.50 pm)

TO FOLLOW

12. **RECOMMENDATION TO AWARD A CONTRACT FOR CARE AND SUPPORT SERVICES AT ALCAZAR COURT AND EXTRA CARE SCHEME AND SKINNERS COURT EXTRA CARE SCHEME**

A report from the Executive Director of Health, Housing and Adult Social Care **will be circulated as soon as possible**. (Report No.71, agenda part two also refers). **(Key decision – reference number 4462)**

(Report No.68)

(8.50 – 8.55 pm)

TO FOLLOW

13. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

To note that there are no items to be considered at this meeting.

14. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 117 - 120)

Attached for information is a provisional list of items scheduled for future Cabinet meetings.

15. MINUTES (Pages 121 - 132)

To confirm the minutes of the previous meeting of the Cabinet held on 13 September 2017.

INFORMATION ITEMS

16. BROOMFIELD HOUSE

To receive, a verbal update regarding Broomfield House.

(9.05 – 9.10 pm)

17. ENFIELD STRATEGIC PARTNERSHIP UPDATE

To note that there are no written updates to be received.

18. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 15 November 2017 at 8.15pm.

CONFIDENTIAL ITEMS

19. EXCLUSION OF THE PRESS AND PUBLIC

To consider passing a resolution under Section 100(A) of the Local Government Act 1972 excluding the press and public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006)
(Members are asked to refer to the part 2 agenda)

MUNICIPAL YEAR 2017/2018 REPORT NO. 62

MEETING TITLE AND DATE:
Cabinet – 18 October
2017

REPORT OF: Ray James
 Executive Director of
 Health, Housing and Adult
 Social Care

Agenda – Part: 1	Item: 6
Subject: Safeguarding Adults Board	
Annual Report 2016-17	
Wards: All	
Non Key	

Contact officer and telephone number:
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1. EXECUTIVE SUMMARY

- 1.1 The Safeguarding Adults Board Annual Report 2016-2017 presents the work completed during the second year of statutory responsibility for safeguarding as defined by the Care Act 2014. This was a year in which a new Chair of the board was appointed and in which the board showed a strong commitment to continued partnership working, ensuring that safeguarding is integral to issues such as suicide prevention and modern slavery. The board focussed on how we can collectively prevent abuse from happening, while assuring when harm does occur we support recovery and resilience through the 'Making Safeguarding Personal' agenda.
- 1.2 The Safeguarding Adults Board is a partnership of statutory and non-statutory organisations which seeks to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area. The Safeguarding Adults Strategy 2015-2018 sets out the priorities of partners across Enfield, what we intend to achieve and the actions we will take to get there. This document was developed through consultation with local people, service users, carers and organisations.
- 1.3 The Annual Reports presents the key accomplishments of the Safeguarding Adults Board, both in their strategic and assurance role for safeguarding in Enfield, but also the actions across the partnership which prevent abuse and ensure a robust response when harm does occur. The annual report aims to set out a summary of Board activities and its effectiveness in assessing and driving forward safeguarding practice which keeps adults at risk safe.

2. RECOMMENDATIONS

- 2.1 To note the progress being made in protecting vulnerable adults in the Borough as set out in the annual report of the Safeguarding Adults Board. It is recommended that this report is referred to Full Council for information.

3. BACKGROUND

- 3.1 The Safeguarding Adults Board meets quarterly and has a number of responsibilities as set out by the Care Act 2014 and statutory guidance. Our annual report sets out how we have met these aims and the significant accomplishments over 2016-2017.
- 3.2 Across the partnership many organisations completed specific pieces of work which will improve the effectiveness of the safeguarding response. We hosted the North Central London Challenge and learning event for five neighbouring safeguarding adult boards. We worked to improve the response to Domestic Violence by including coercive control in training, as well as our partners in health having Domestic Violence Advocates on some hospital sites. Raising awareness is a continued theme and the board commissioned a film on signs of abuse and making safeguarding personal, targeted awareness in response to data and created a factsheet on how technology can be used to help keep people safe. The Board also held a campaign in which we raised awareness through information boards across the borough, in newsletter and posts in public and council buildings.
- 3.3 The Safeguarding Adults Board has a strong assurance role and in holding partners to account. We took part in a North Central London Challenge and Learning event following partner self-assessments. Every year adult social care has external assurance of case practice and we are establishing more diverse ways of how to include service user feedback in this process. Our Quality Checkers are a pivotal part of this, and have completed a number of projects including completion of a piece of work on the experience of Lesbian, Gay, Bisexual and Transgendered individuals in care homes. This work was done in conjunction with the Service Users, Carers and Patient Group and resulted in the completion of a toolkit for care providers.
- 3.4 The Board now has a statutory duty to report on all Safeguarding Adult Reviews (previously known as Serious Case Reviews). During this year four reviews were progressed and it is expected that they will be completed in 2018. Three additional reviews were referred to the Safeguarding Adults Board, who made the decision not to commission, one was related to a single agency and not about how agencies worked together. One did not meet the criteria for a review and the third had already been investigated by an independent investigator.
- 3.5 One safeguarding adults review was concluded and key learning points identified were detailed in a report which can be found under the safeguarding adults board section on the Enfield Council website.
- 3.6 Looking forward we have set ourselves some clear tasks to accomplish, which have been set out by requirements in the Care Act 2014, and our three year action plan:

- Focus on prevention and reaching residents in Enfield so everyone can recognise and report abuse
 - Identify more effective ways to work together to achieve the best outcomes for adults at risk
 - Assure the safety of the provider market with targeted activities that focus on quality and safety
 - Write a joint strategy for modern slavery in Enfield with the Safeguarding Children's Board
 - Strengthened work between the Multi-Agency Safeguarding Hub and the Hate Crime Forum
 - Continue to raise awareness and support for organisations to understand when to report as a concern and when to call the police in emergencies
- 3.7 Every partner on the Board has a strong commitment to safeguarding adults and activities take place within each organisation to contribute towards enabling people to keep themselves safe and respond when harm does occur. Our statement from partners, which includes their planned actions over the coming year, can be found in the final section of the annual report.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Care Act places a duty on Safeguarding Adults Boards to publish an annual report. Further guidance goes on to state that the SAB must publish a report on:
- what it has done during that year to achieve its objective,
 - what it has done during that year to implement its strategy,
 - what each member has done during that year to implement the strategy,
 - the findings of the reviews arranged by it under section 44 (safeguarding adults reviews) which have concluded in that year (whether or not they began in that year),
 - the reviews arranged by it under that section which are ongoing at the end of that year (whether or not they began in that year),
 - what it has done during that year to implement the findings of reviews arranged by it under that section, and
 - where it decides during that year not to implement a finding of a review arranged by it under that section, the reasons for its decision.

The statutory requirement for an annual report negates any alternative options.

5. REASONS FOR RECOMMENDATIONS

The report is being presented to Cabinet to bring to attention the progress which has been made to support and enable adults at risk to be safe from harm, abuse and neglect.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

The Care and Support Statutory Guidance sets out guidance for members on the assistance they may provide to support the Board in its work. As a result of this for 2016-2017 the Board established an allocated budget for the administration and implementation of the Boards work plan. The budget allocated for the Board was £58,500 and was made up of all partner contributions. The contribution from the Local Authority was made up of £43,000 from the Better Care Fund.

The Boards budget was managed by the London Borough of Enfield Strategic Safeguarding Adults Service.

6.2 Legal Implications

Section 43 of the Care Act 2014 imposes a duty on each local authority to establish a Safeguarding Adults Board (SAB) for its area. Schedule 2 of the Care Act 2014 sets out various requirements for SABs, including at paragraph 4 the duty to publish an annual report. Paragraph 4 prescribes the subjects which must be covered in an annual report and the people and bodies to whom the SAB must send copies.

The parts of the Care Act 2014 concerning SABs have been in force since 1 April 2015.

The proposals set out in this report comply with the above legislation.

6.3 Property Implications

None identified.

7. KEY RISKS

Mitigation of risks in relation to vulnerable adults is demonstrated in the Board's annual report. The Board is required to work effectively within partner resources while ensuring it can meet the changing needs and trends emerging in relation to the harm and abuse of adults in its area. Taking into account changes by the Care Act, the Board seeks assurances from partners through quality assurance mechanisms that they are able to keep people safe and manage risks. This is evidenced, by one example, via partner self-assessments and the North Central London Challenge and Learning event.

The Board is continually looking at options to enhance efficiency and joint working that minimises duplication while provide quality and safe services to adults at risk. Needing to deliver in times of austerity, the Board will work in partnership with its statutory partners, namely the Police and Clinical Commissioning Group, alongside existing partnership Boards, to maximise its impact. The Board will continue to work closely with the Safeguarding Children Board and other partnerships to effectively keep people safe.

The community and those whom use services have inputted strongly into the development of the Board strategy action plan, which sets out the work program on an annual basis. The Boards action plan is reviewed at each quarterly meeting and highlights progress against each action.

Co-production and challenge on safeguarding adults is crucial and a clear requirement in the Care Act. This risk has been mitigated by the Service User, Carer and Patient sub group of the Safeguarding Adults Board. In addition, London Borough of Enfield are working on alternative digital and face to face options for adults or their representatives to provide feedback.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Board is strongly committed to tackling inequalities, with an emphasis in improving the wellbeing of those at risk of abuse or whom have experienced harm. The Board undertakes this through a range of activities with communities on improving the identification and reporting of abuse, as well as preventative activities as set out in the Boards Prevention Framework 2015-2018.

Accessibility is a key part of ensuring service users, carers and local people understand what abuse is and how to report concerns. The Board has undertaken significant work on addressing these alongside the Service User, Carer and Patient sub-group of the Board, with robust plans during the coming year on diversifying communication methods. This has been set out in the Boards Communication Plan for 2015-2016.

8.2 Growth and Sustainability

The Board's work has not directly impacted on the Council's priority of growth and sustainability.

8.3 Strong Communities

The Safeguarding Adults Board has strong leadership through an independent chair. In addition, partners on the Board are of appropriate

seniority and commitment to promote the vision that 'safeguarding is everyone's business.' The work of the Boards is responsive to the needs of local people and those who use services; this is achieved through a range of activities, including consultations, events, sub-groups of the Board and quality assurance activities.

Above all, the Boards work in partnership to improve safety of people in Enfield, linking to issues such as hate crime, domestic abuse, and female genital mutilation in partnership with other Boards, such as Safeguarding Children's Board and Safer and Stronger Communities Board.

9. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of the Safeguarding Adults Board Annual Report. Safeguarding forms part of the Councils programme of retrospective equalities impact assessments (EQIA) and this was completed in June 2016. The retrospective EQIA collates equalities monitoring of service users, and consider how the service impacts on disadvantaged, vulnerable and protected characteristic groups in the community.

Equalities in relation to the performance data for safeguarding are considered at each Safeguarding Adults Board meeting and as part of the Quality, Safety and Performance sub-group. The themes and trends emerging from data help direct the actions of the Board. Equalities Impact assessments will be completed for each of the project streams as appropriate.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The Safeguarding Adults Board Strategy Action Plan 2015-2018 was developed through strong consultation, including with those whom use services, carers and via Enfield Healthwatch. The performance of the Board is assessed against this action plan and the annual report reflects the achievements and areas which require further work.

11. PUBLIC HEALTH IMPLICATIONS

Safeguarding of adults at risk is recognised as a significant public health issue; preventing abuse and promoting choice will increase wellbeing within these populations. Safeguarding interventions are focused on recovery and resilience from abuse, which has the potential to further improve wellbeing of adults at risk.

Prevention of abuse has focused not solely on individuals, but also on working with services and organisations to provide assurances that care is safe and of significant quality.

The Board is also reviewing the data we collect so that outcomes for service users from safeguarding link to the wellbeing principles, allowing the Board to address the areas of wellbeing most important to adults whom may be at risk of abuse.

Background Papers

None.

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ENFIELD SAFEGUARDING ADULTS BOARD

ANNUAL REPORT 2016/17





WORKING IN PARTNERSHIP WITH LOCAL PEOPLE AND



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1. INTRODUCTION FROM THE CHAIR

I am very pleased to be able to introduce the Enfield Safeguarding Adults Board's (SAB) Annual Report for 2016-2017. I was delighted to have been appointed in December 2016 to take on the role of Independent Chair. I bring professional experience and personal commitment to safeguarding adults, having worked as director of adult social care and remain a registered social worker. I believe passionately in the power of partnerships and took the opportunity to meet with all SAB partners. It is evident that there is a strong commitment and drive to cohesively make Enfield a safer place for adults at risk of abuse and neglect. I would particularly like to recognise the work that Marian Harrington has done in the last three years to place the Board in its excellent position to meet the challenges ahead.

This year 2016/17 has been a productive and successful year for adult safeguarding in Enfield, with a continued drive by the partnership to assure that the experience of adults once in contact with services is one of quality and that helps them to be safe. Embedding the new Care Act requirements especially to Make Safeguarding Personal for everyone has been a key target and success.

The positive feedback from quality assurance activities on practice, joined a successful conference on Making Safeguarding Personal and the development of a safeguarding film, exemplifies a partnership committed to keep adults central to all actions taken.

The Board has been keen to influence and work together with a wide range of partners, such as Public Health and the Community Safety Unit, ensuring safeguarding is integral to issues such as suicide prevention and modern slavery. Our aims are not only to provide a robust response when abuse does occur, but ensure that where we can we prevent abuse from happening in the first place. We also want to build on our links with the Safeguarding Children Board to develop a more integrated Think Family Approach and reach out to frontline workers. We want all those who live and work in Enfield to be able to recognise what abuse is and where they can report it, feeling confident that they will be listened to and their concerns taken seriously.

The number of safeguarding concerns raised in Enfield continues to be significant and I am determined that we continue to work with adults and their carers, so their views and wishes influence the work we undertake.

As a Board we recognise that there is a changing landscape with statutory partners, such as health and the police who will be experiencing transformation in their organisational structure, but will continue to provide support and leadership so that safeguarding remains a local priority and with sufficient resources. Facilitating a more joined up approach across North Central London will be a focus, in recognition of the challenges for partners working across boundaries.

Finally another thank you as the SAB Board manager Georgina Diba is after 8 years moving to an important transformation post in Enfield. The Board has been very appreciative of her drive and passion to ensure a high performance by all partners and the challenge and support to all working strategically to protect adults from abuse. We wish her well.

Christabel Shawcross
Independent Chair
Enfield Safeguarding Adults Board

2. ABOUT SAFEGUARDING IN ENFIELD

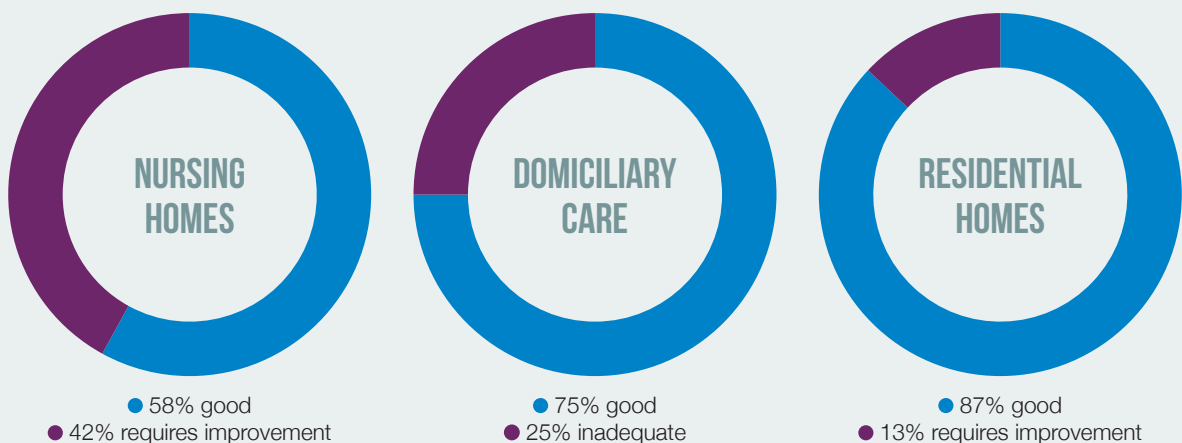
Enfield is one of the northern London boroughs and has some unique demographics which influence how we safeguard adults at risk. The health of local people, as set out in the Joint Strategic Needs Assessments, illustrates an area with contrasting levels of deprivation and affluence.

With the introduction of a Multi-Agency Safeguarding Hub (MASH) in April 2015, our single point of contact to report abuse, we are seeing a significant number of contacts with referrals for adults who have care and support needs. Of these, there were 1,144 number of safeguarding concerns raised to the local authority; more allegations of abuse and neglect are progressing under safeguarding than in previous years.

- **1,147 Applications for Deprivation of Liberty Safeguard**
- **1,144 Safeguarding Concerns Raised**

Enfield has a relatively high proportion of older people living in the Borough, where 12.8% of residents. Around 40,900 people, are aged 65 or over. This figure is the 11th highest in London. Concerns reported to us about adults over the age of 65 years accounted for 49% of all safeguarding raised to the Local Authority. Enfield is also distinguished in having 160 social care providers catering to our residents. This includes nursing, residential and domiciliary care organisations. The Care Quality Commission *State of Care Report, 2015-2016*, notes concern that adult social care sustainability is approaching a tipping point. As such the Board is challenged with the task of collaborating as a partnership to keep adults at risk using services safe from abuse and neglect

Care Quality Commission (CQC) Adult Social Care Ratings for Enfield



Care Quality Commission, March 2017

There are 27,624 residents in Enfield providing at least one hour of unpaid care a week. In addition, 6,194 people of Enfield's population is providing 50 hours or more of unpaid care per week. Concerns where carers are harming or at risk of harming the person they care for continues to be an area the Board wants to make a difference. In the last year, we joined up with the Enfield Carers Centre to raise awareness. We also included an example of a caring role where abuse has occurred in a new safeguarding film. More on this film in section 5.

Importantly safeguarding is about the recovery and resilience of adults at risk of abuse and neglect, enabling their concept of wellbeing to be realised. Through safeguarding practice, we supported 549 adults at risk to have their outcome met or partially met. Outcomes met or partially met: 97%.

Further data relating to safeguarding activity can be found in section 13.



3. YEAR IN SUMMARY

The Safeguarding Adults Board are presenting their Annual Report for 2016-2017. This report sets out what the Board has set out to accomplish over the last year, what it has achieved, and looking forward how we will continue to work together and in partnership with those who use services to enable recovery, resilience and restoration from abuse and neglect.

One year after becoming statutory under the Care Act 2014, the Enfield Safeguarding Adults Board is continuing to demonstrate a desire to improve the wellbeing and safety of those in the borough to be free from abuse and neglect. The Board can evidence it has a strategy and at each Board meeting a review of actions undertaken as part of its business plan. **Making Safeguarding Personal** has been a driver in Enfield for many years, and this year we saw a conference that looked deeper into how methods, such as family group conferencing, can be adapted for use in safeguarding to keep adults experiencing abuse central to all actions taken.

We had several accomplishments this year as a Board. These included assuring that our publicity and communication is fit for purpose, with a **Keep Safe Week** held jointly with safeguarding children and a modern slavery conference. We targeted information, such as on financial abuse and hate crime, to improve reporting in these areas. The Board undertook to assure itself of how individual organisations safeguard, hosting a **North Central London Challenge and Learning** event. Moving forward, the Board will strive for excellence through an audit of its governance and function, using service user and carer oversight for external scrutiny. More information about what we have accomplished can be found in section 5.

The Board aims to influence and contribute to local and national conversations on safeguarding. Locally, the Board welcomes dialogue on issues such as suicide prevention, domestic abuse and learning from our statutory **safeguarding adult reviews**. We are held to account at Board meetings and must demonstrate that any learning has been put in place. Nationally, we took learning from safeguarding adults reviews presented by NHS England and this year we will audit the sustainability of changes we make in response to individual cases. We know that there is more we can do to learn from other areas and await the outcome of a report commissioned by the Association of Directors of Adult Social Services, which draws together reviews nationally. In Enfield, we contribute to national initiatives such as peer reviews, drawing together a revised self-assessment tool for Boards, and sharing our work with other authorities and networks.

Looking forward we have set ourselves some clear priorities for 2017-2018. These priorities have been identified through organisations in Enfield, reviewing themes and trends from data we collect, and from those who use services, carers and patients.

- Focus on prevention and reaching residents in Enfield so everyone can recognise and report abuse
- Identifying more effective ways to work together to achieve the best outcomes for adults at risk
- Assuring the safety of the provider market with targeted activities that focus on quality and safety

The well-established nature of the Enfield Board enables us to reach out and work beyond our boundaries in collaboration with other Boards; learning and sharing ideas which can deliver opportunities for adults at risk in Enfield to live a life free from abuse and where their dignity is respected.

4. ROLE OF THE BOARD

WHO WE ARE

The Safeguarding Adults Board is the partnership of organisations who are responsible for helping adults at risk in Enfield to be supported to live lives free from abuse and neglect. It is about more than being safe and is about a person's wellbeing and their wishes in deciding on any action.

We want to ensure that when abuse occurs an individual is supported to achieve the best outcome for themselves, and importantly we want to work together to prevent abuse from happening in the first place. This report explains how we have done this in the last year and our plans for the future.

OUR AIMS

We set out our aims over a three-year period, from 2015 to 2018, in the Enfield Safeguarding Adults Strategy. We are clear that during this time we intend to work together to ensure that adults who may be at risk are:

- Safe and able to protect themselves from abuse and neglect;
- Treated fairly and with dignity and respect;
- Protected when they need to be;
- And able to easily get the support, protection and services that they need.

We have an action plan that we review annually and in consultation, ensuring those who use services, carers and local people's views directly influence the work we do.

WHAT WE DO

Partners who form the Safeguarding Adults Board meet quarterly and help to co-ordinate activities and give assurance that systems are working together and in the best way to prevent and respond to the abuse of adults.

The Care Act 2014 and the statutory guidance alongside this, sets out what the Board needs to do. The three core duties are to have a plan each year and sets out how this will be achieved; to publish its annual report; and to conduct reviews in certain cases to identify lessons to be learnt.

RESOURCES AND FUNDING FOR THE BOARD

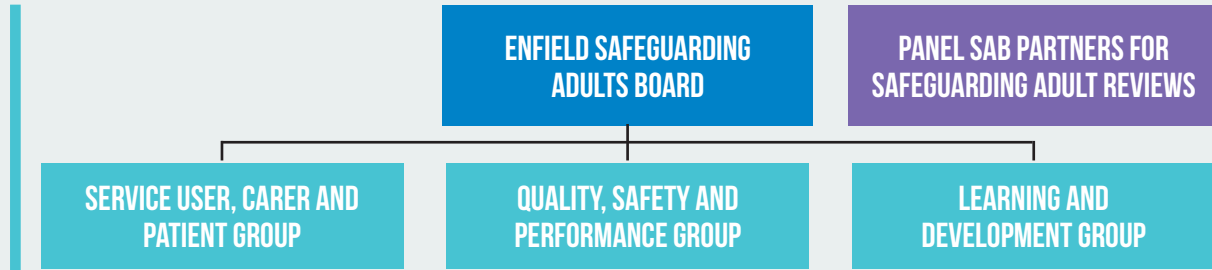
The Board needs both resources and funding to carry out its work. All partners have been able to contribute to the activities which take place, such as giving up staff time to take part in actions, identify leads to attend Board meeting, co-chair groups, and support Safeguarding Adult Reviews. Many partners also take part in events, such as Keep Safe Week where North Middlesex University Hospital held awareness raising stalls with information over three days.

During 2016/2017 the Board had a total budget of £58,500 which some partners contributed to. We overspent on this budget due to many Safeguarding Adult Reviews, which required an independent author. The funds were managed by Enfield Council on behalf of the Board to an agreed plan.

We are looking for ways to manage the budget next year and particularly around the spending we have on the Safeguarding Adult Reviews.

GROUPS WHICH SUPPORT BOARD WORK

The Board has several groups which help to complete activities and give the Board additional assurance around how partners work together to keep adults safe. In this section, we set out these groups and what they have done in the last year.



SERVICE USER, CARER AND PATIENT GROUP

There are those in the community, alongside organisations who support adults with care and support needs, who are particularly passionate and dedicated to making Enfield a safe place to live. The Service User, Carer and Patient sub-group of the Board is just that. The group has been running since 2010 and currently meets every two months to provide oversight and challenge to the work undertaken by partners in Enfield to keep people safe. Importantly they have also demonstrated their ability to drive forward and complete projects which are improving outcomes for adults.

In the last year the group has contributed to two significant developments:

- The design and creation of two safeguarding films, which will make understanding the types of abuse and what happens when abuse does occur, more accessible to all communities in Enfield.
- Supported the completion of a piece of work on the experience of Lesbian, Gay, Bisexual and Transgendered individuals in care homes. This work was done in conjunction with the Quality Checkers and resulted in the completion of a toolkit for care providers.

In addition to these key areas, the group continued to give their feedback on how we communicate across Enfield to raise awareness, contributed to discussions on domestic violence and the links with housing, and supported one another to raise issues of safety and wellbeing that have the potential to affect us all.

"the group can help to get different parts of the borough to work together to keep people safe"

"it has been helpful to run cases through the group when there have been safeguarding issues"

"deaf people can be frightened to say when they are worried. This group has been helpful to share information with deaf people"



QUALITY, SAFETY AND PERFORMANCE GROUP

The Board wants to know that services are enhancing the quality of life and wellbeing for adults with care and support needs in its area, alongside keeping people safe. Activities related to this are done by a group that focuses on quality, safety and how we measure this in organisation’s performance.

Over the last year, the group has challenged and shared learning from safeguarding practice through audits and reviewing data we collect. We also helped drive forward a Challenge and Learning event for North Central London Safeguarding Adults Boards. Each organisation on the Board was asked to complete a self-assessment and there is now an action plan being monitored. Importantly, the event helped identify areas where we can share practice and develop projects in partnership with other local Boards.

The group has a very clear focus in the coming year which includes:

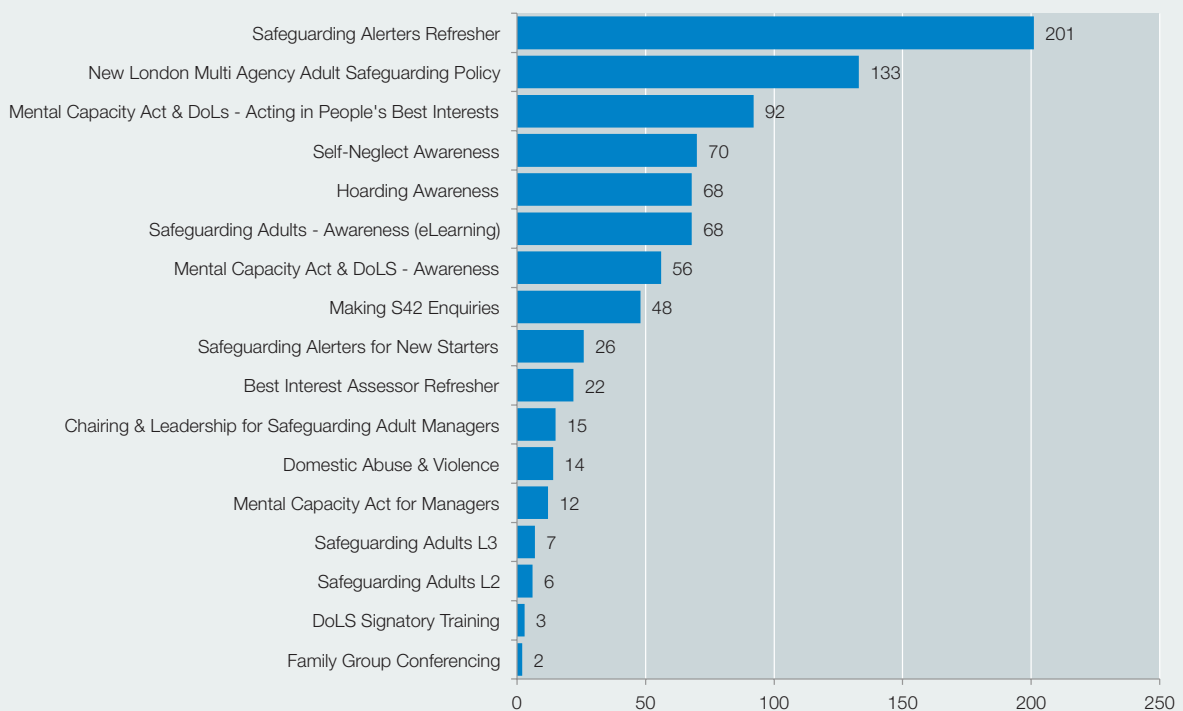
- Developing a way to audit the Board so we can make sure it is effective and efficient
- Review from a system approach how we work together to prevent and detect concerns in our care homes and domiciliary care providers
- Consider how safety for adults can be improved by focusing on holding to account those at risk of abusing

LEARNING AND DEVELOPMENT GROUP

We believe that individuals working with adults should have the right knowledge, skills and confidence to recognise and respond effectively to adult abuse. To help achieve this a joint group with the Safeguarding Children Board is in place to collectively oversee and create the right learning opportunities for safeguarding in Enfield.

For adults, learning and training opportunities are delivered by the Safeguarding Adults Board through Enfield Council’s Corporate Learning and Development Service. In the last year, the following courses were available and a total of **843** people from across the partnership attended. All training was face-to-face apart from an e-learning awareness course.

Total numbers completed on Safeguarding Training 2016-17



In addition, there were several events linked to the Safeguarding Adults Board. This included a conference on **Modern Slavery** during our Keep Safe Week. In partnership with the Safeguarding Children Board we brought together experts in the field to help seventy-two practitioners, managers and councillors from across Enfield to recognise what modern slavery is, the links to internal trafficking and gangs, as well as the support available and how this links to adult and children safeguarding. As an outcome of this we will:

- Identify single point of contacts in the local authority to champion responses to modern slavery
- Write a joint strategy for modern slavery in Enfield with the Safeguarding Children Board
- Provide more learning opportunities in the future for the partnership

Comment from a participant noted it was useful

"being informed about what makes a person more vulnerable to exploitation, and learning how to highlight this and take action".

A second event we held as part of Keep Safe Week was on **Making Safeguarding Personal**. Building on the recognition of Enfield working to gold standard in March 2015, we held a conference to further embed innovative and person centred ways of working. Workshops focused on types of enquiries which can be used, mental capacity and domestic violence, and working with perpetrators. Participants were positive about the conference and it is helping focus our direction in the future. Ongoing training will be offered on self-neglect and working from a person-centred perspective to safeguard in these cases.

Comment from participant moving forward that we will

"concentrate more on enquiries rather than investigation and change the language. What does the service user want – not whether it happened or not".

Partners on the Board also promote learning and development in several ways. These include:

- Targeted presentations to community and voluntary sector groups, and some of their service users, to ensure all communities have access to safeguarding. We have found this year that those being referred under safeguarding are more representative of the Enfield population
- Safeguarding awareness sessions to Parent Champions

Based on the training we deliver and feedback from those who attended, we have considered what we need to offer in the coming year. Additional training will be provided on:

- Working with those who have caused harm (perpetrators)
- Building resilience and recovery for adults
- Family Group Conferencing



5. WHAT WE HAVE ACCOMPLISHED

The Safeguarding Adults Board has an action plan that it reviews at each quarterly meeting. Together the Board monitors its progress and decides what is needed to move activities along. During 2016/17 our accomplishments included:

- **Hosting North Central London Challenge and Learning event for five neighbouring Safeguarding Adults Boards.** This has led to a more joined up approach with several areas where there will be collaboration across North Central London.
- **Targeted awareness sessions taking place because we felt not everyone was represented in the safeguarding adults data; this has included presentations to Enfield Saheli Women's group and Enfield Racial Equality Council.** Our data this year now shows a closer representation to the communities and it means more adults from Black and Minority Ethnic communities are getting access to safeguarding.
- **We targeted information on financial abuse** and this has helped us to start writing procedures for preventing financial abuse.
- **Our training on domestic abuse is inclusive of coercive control and some courses are now in collaboration with safeguarding children.** We are doing this so that more staff have suite of options to offer to victims to enable their safety.
- **Partners in Hospitals, such as Royal Free London which covers the Chase Farm site, have evidenced extensive work on domestic abuse, female genital mutilation, honour based violence and trafficking.** Not only are Independent Domestic Violence Advocates on hospital sites, but there is focused training, awareness activities and conferences on these areas.
- **Developed dehydration cards to assist staff and family members visiting care homes to understand what dehydration is, how to recognise this and what to do.** These cards are going out and our quality checkers will go back into care homes to assess the difference they have made.
- **We created a factsheet on how technology can be used to help people keep safe.** We did this because several service users, carers and local people asked us to do this as part of our annual consultation: "more use of community alarm" as well as information on "alarms and small hidden camera that people can place".

PREVENTION AND QUALITY ASSURANCE

We promised to report on actions from our Strategy action plan, Prevention Strategy 2015-2018 and Quality Assurance Framework 2015-2018. In addition to the points above, we have set out some more activities below and what we are still working on:

We have:

- Scoped locally how we work with perpetrators and are now developing a plan and seeking funding to implement a local perpetrator programme. We want to hold perpetrators to account and break the cycle of abuse.
- Reviewed information presented at each Board related to safeguarding concerns raised and provided challenge and support to ensure this is accurate and gives us a full picture. Thus, we have performance set out in Section 9 of this report.
- Action plans from Safeguarding Adult Reviews which are monitored at the Board so we can evidence that we listened, took the learning, and made changes to help prevent abuse and improve our work together.
- Expanded our focus to include issues such as suicide prevention and how the Board can support this work.
- Held partners on the Board to account at meetings by having each organisation present how they meet the dignity in care standards and effectively safeguard.

We still need to:

- Receive a review by the Police on safeguarding cases referred to them to understand how adults at risk have access to the justice system.
- Work with young carers so that they can recognise adult abuse and have the support to come forward.
- Improve our coordination with community safety officers on the street and their engagement with supported living accommodation.





COMMUNICATION AND AWARENESS

We believe everyone can recognise abuse and raise a concern. Our role is to support awareness and communication so all communities can help to make the Borough a safer place to live, work and visit.

You asked us to:

- “do more publicity about adult abuse”
- “widespread advertising of contact details of the telephone numbers to report suspicion of adult abuse”
- “a confidential helpline”

The Board has met all actions set out in its Communication Plan:

- Targeted work with adult social care on hate crime and we can now demonstrate there have been 13 reports identified relating to hate crime in this year compared to zero reports in the previous year.
- Held a Keep Safe Week during February 2017 joint with safeguarding children, which targeted information at service users, carers, patients, public and staff.
- Held a safeguarding campaign in which we raised awareness through information boards across the Borough, in newsletters, and posters in public and Council buildings.
- In conjunction with the Service User, Carer and Patient sub-group of the Board the Council developed a film on the types of abuse and what happens when you do report abuse or neglect.

Films can be accessed here: <http://www.enfield.gov.uk/safeguardingadults>

We want to make sure reporting abuse is accessible. In 2010 we set up the Enfield Adult Abuse Line, a single point of contact available 24/7 to report abuse ☎ 020 8379 5212.

We are seeing not only professionals using this number, but self-referrals, and reports by family, friends and neighbours.

6. THE DIFFERENCE TO ADULTS AT RISK OF ABUSE

CASE STUDY A

A woman with learning disabilities living in a care home had an altercation with her mother during a visit. Staff at the care home raised this as safeguarding to the Multi-Agency Safeguarding Hub, who contacted the local authority who placed her in Enfield. A mental capacity assessment was undertaken by her social worker who found she was unable to contribute to the safeguarding process. As a result, a best interest decision was made working together with the local authority who placed her in the Enfield area, and a safeguarding enquiry took place which balanced risk with choice; specifically, this considered how to enable this woman to continue her relationship with her mother but in a way that did not result in physical or emotional harm.

Following the enquiry, the Court of Protection has been approached to ensure safe contact between mother and daughter, respecting their right to family life while minimising the risk of abuse.

CASE STUDY B

An elderly man was referred to the Multi-Agency Safeguarding Hub as there were concerns about self-neglect and the disrepair and clutter in his home environment. Although there were risks involved in living in the home environment, the Adult was very clear he wished to remain living at home and had capacity to make this decision. The MASH Team had to work with partners to minimise these risks and importantly took the time to build a rapport with him. The allocated Social Worker spent time with the Adult, identified small steps towards managing the cleaning and repairs of his home, and sought his views and consent in deciding actions.

Because of the work done in the MASH the Adult agreed to have a blitz clean and his heating and hot water is being repaired. Importantly, there was strong link with the London Fire Brigade and appropriate equipment is in place to minimise the risk of fire. The Adult has agreed to ongoing support from Adult Social Care to focus on his continued wellbeing.

Following the abuse of patients with learning disabilities at Winterbourne View, there has been a national priority to reduce the use of in patient Assessment and Treatment Units, to reduce length of stays for in patients and to develop the right support locally so that people can receive high quality health and social care services in their local communities. This is a key priority for Enfield and at mid-February 2017, there were 5 people receiving inpatient assessment and treatment with a further 4 people receiving a secure forensic service, commissioned by NHS England. These are the lowest numbers in the North Central London Sector. The service is committed to supporting people to live in community living options through robust integrated health and social care support. As a result, 79% of people with learning disabilities in Enfield live in 'settled accommodation' (in their own property or with family). Again, this figure is amongst the highest in London.

7. WORKING WITH CARE AND SUPPORT PROVIDERS

The Board is aware of the number of safeguarding concerns being raised in relation to care and support providers, particularly residential homes, nursing homes and domiciliary care providers. There are several ways the Board works to improve this area and have oversight over the quality of local care and support services.

SAFEGUARDING INFORMATION PANEL

The Safeguarding Information Panel (SIP) is a partnership of organisations (including Care Quality Commission, Police, Clinical Commissioning Group, Immigration Enforcement Agency and Adult Social Care) who share information and early warning signs. This is done so that we can together to identify concerns relating to poor care and safety and work to prevent this through targeted actions. The Panel focuses resources so that we can reduce duplication and importantly keep people who use services safer from abuse and neglect.

Examples of the work we did over the last year:

- Initiated the provider concerns process ten times where safety and quality were in such a poor state that we needed to help keep service users safe
- Had our quality checkers visit ten providers to collect feedback from those who use services
- Our nurse assessor went out on targeted visits to eleven providers to look at areas such as medication and pressure care. We use this as indication of the provider's ability to create a safe environment
- Completed out of hour spot checks unannounced to twenty locations, to see care during nights and weekends
- Asked colleagues in immigration enforcement to conduct checks with four providers, helping to assure those working have the correct documents and clearances
- Three occupational therapy visits focused on safe moving and handling and equipment
- Detailed visits by contract monitoring to eighteen providers.

"The Care Quality Commission (CQC) meets with Enfield Safeguarding Information Panel (SIP) every six weeks. The main purpose of these meetings is to share information about services we have concerns about. Information from these meetings proves very useful to inspectors on an on-going basis. It has helped inform our approach to planning inspections and enabled us to take action when significant concerns are present."

CQC Representative on the Safeguarding Information Panel

Going forward the SIP is looking at additional approaches to integrated quality monitoring which will help triangulate the work being done by partners.

PROVIDER CONCERNS PROCESS

The Provider Concerns Process is led by Enfield Councils Strategic Safeguarding Adults Service but is only possible with the strong support of organisations such as the Care Quality Commission, Enfield Clinical Commissioning Group and many others. A provider concern is triggered when there is an indication that a service has an area or number of areas working below the standard expected and there is a risk to the health and well-being of residents. The provider concerns process can be instigated to both prevent abuse from occurring and improve standards of care, or where abuse has occurred and actions must be taken to protect residents.

The aims of the provider concerns process are to:

- Ensure the safety, dignity and care to those who use the service of the provider;
- Ensure that the customer is at the heart of the process;
- Share information appropriately to enable effective partnership working;
- Facilitate interventions where appropriate to gain assurances that the quality of care is improved;
- Take robust action in instances where a crime has been committed or to protect the wellbeing of those who use services.

"the work undertaken is strong evidence of agencies co-operating and collaborating to improve outcomes for those who use services"

Provider Concerns Chair

Working together means recognising that no single agency can alone respond or improve the quality of care within a provider. Each organisation has its own remit, focus and skills, which together, has the potential to contribute to creating the best possible outcomes within a care provision.

During 2016/17 we worked with 17 providers under our provider concerns process. We found that nursing homes disproportionately came under this process as compared to domiciliary care or residential care homes. Engagement with those who use their services, their families and representatives, is essential and runs through the work we do.

CASE EXAMPLE

Through an internal audit of their services a manager identified concerns about how medication was being provided to individuals, as well as how senior staff check on the quality of care. The manager reported this to Enfield Council and the provider concerns process started. By working together and looking at all parts of the service and how it functions, an improvement plan was developed by the Provider to make the service better. Managers and staff were given the space and time to make these changes. An external auditor was brought in to check that medication was improved and suggested what needs to be in place in the future. The Strategic Safeguarding Adults Service in the Council wrote to all those who used the service for feedback and received positive comments. This identified that the support staff were caring, but the systems and processes needed to be improved. Through the work of the Provider and its staff, these improved significantly and following a Care Quality Commission inspection were rated 'good.'

"I found the process extremely helpful and supportive. The process worked with the team to identify high risk areas, and develop a robust risk assessment to improve standards. Our service was able to obtain commissioned training within short timescale, and high level management support and understanding as a result of the provider concerns process."

Manager of the Care Provider

8. QUALITY ASSURANCE

The Strategic Safeguarding Adults Service in the Council complete practice audits every three months. There are several areas we focus on but how we keep the adult at risk central to decision making and how we support them to achieve their outcomes is always a key area. We also have an external audit every year to give an independent view of our practice.

Our internal audits so far have found:

- Most cases have demonstrated excellent practice, where over 90% of adults in the cases viewed had their outcomes identified at the beginning of the process
- In over three quarters of cases we support the adult to have their outcomes fully met
- We also found that at the end of the safeguarding process people felt safer
- Range of partners now undertaking enquiries, including Health, Providers and the Police.

What we want to focus on going forward:

- That cases do not drift and reasons for delays are recorded
- That for cases which did not progress under safeguarding we still consider how to promote well-being and provide the right information and advice
- That outcomes are reviewed in the middle of the process where possible, as what a person may want can change over time
- About two thirds of people have mental capacity assessments recorded as separate documents and we want to see this number increase.

Our audits make a difference to practice by identifying what areas we need to focus on improving; We share this information with managers and front line staff so together we can find ways to change practice, recording or templates to support the actions we take.

We undertook an additional review of our single point of contact to report abuse, the **Multi-Agency Safeguarding Hub**, in July 2016 this was undertaken by an independent person. The review found in summary:

- The MASH would benefit from renewed and refocused senior strategic interventions, with overview from the Safeguarding Adults Board
- No recommendations about practice; the MASH offered an expert and Care Act compliant triage, information gathering and initial enquiry service to adults at risk
- Recording was of a high standard
- There was significant workload pressure on staff and supervisors trying to maintain excellence with an increasing number of referrals
- Improvements in data collection and management
- Improvements in partnership overall but some work with acute hospitals and mental health partners still needed.



Following several recommendations, the following has been put in place for the service:

- Skill base of staff identified for mental health referrals, with training available and process in place for when we refer on cases
- Identified the support the service needed to manage the concerns coming in
- Training was given to teams which support the MASH
- A clear pathway in place for when we need to escalate concerns within the Police
- Started a review of the resources needed for the service to effectively deliver
- Helped all members of the service access partner system where required
- Have in progress a way to manage issues coming into the MASH which do not indicate abuse or neglect but are about adults who may need additional support or interventions.

Finally during October 2016, the Local Authority commissioned an external audit of 25 cases which progressed under safeguarding, as this independent challenge is welcomed. The auditor will be presenting these findings to adult social care, who will report to the Board on this in the coming year.

QUALITY CHECKER PROJECT

The Quality Checker project recruits, trains and supports a team of service user and carer volunteers to engage with social care clients, to gather meaningful feedback on the quality of the services they receive support from.

Many projects were completed over the year and include:

A. REVIEW OF THE ADULT ABUSE LINE

The Quality Checker volunteers made mystery shopping calls to the dedicated LBE Adult Abuse line. This was done to test the call handler's knowledge and skill in managing allegations of abuse received from members of the public. The calls made covered a wide and varied range of types of abuse and key elements of the call handler's responses were recorded. The findings of all calls were used to develop a comprehensive report highlighting good practices noted and recommendations for improvements as appropriate. The report was shared and welcomed by the Managers of the service. All recommendations for improvement were accepted and implemented. This has directly improved the following;

- Safeguarding information appropriately being escalated to the Multi-Agency Safeguarding Hub
- Improved customer experience for people raising concerns
- Adult Abuse line handlers have refreshed skills to manage incoming calls
- Independent audit of Adult Abuse Line recorded and improvements monitored.

B. IMPROVING HYDRATION IN CARE HOMES PROJECT

The Quality Checker project worked in partnership with a multi-disciplinary working group to support good practices that will improve hydration in care homes. The Quality Checker project volunteers conducted visits to twenty care homes and gathered feedback from residents and staff; this included how they support residents to remain hydrated and offer residents choice and control about their preferred foods and drinks. A report was developed to demonstrate the findings of the visits and from this a 'Hydration Toolkit' was designed to be distributed to all care homes in the borough. A hydration card is wallet sized and offers key information to identify and prevent dehydration. The project has made the following improvements:

- Report developed to highlight practices used to support hydration in care homes and good practices shared
- Hydration toolkit developed to ensure providers have accessible information for all staff to prevent dehydration
- Monitoring in place to measure the impact made by distributing the Hydration Toolkit information.

C. THE QUALITY CHECKER PROJECT AND HEALTHWATCH WORKING IN PARTNERSHIP

The Quality Checker Project and Healthwatch are working cohesively to ensure they can maximise the benefits of each projects resources. Co-produced training, awareness raising and volunteer recruitment events are arranged jointly and appropriate information is shared to support the work of both projects. This helps to ensure the service user and carer voice is heard at strategic forums. In addition, the CEO of Healthwatch is the Independent Chair for the Quality Checkers specialist Dignity in Care Panel, helping to make sure the panel operates effectively and reviews of the Council's services are independently scrutinised. Healthwatch and the Quality Checker project will be conducting peer reviews/audits of each other's organisations processes and ways of working. This will further support service development improvement in line with the dignity standards they work to uphold.

9. SAFEGUARDING ADULT REVIEWS

Section 44 of the Care Act 2014 states that a Safeguarding Adults Review (SAR) must be arranged by the Safeguarding Adults Board when an adult in its area dies because of abuse or neglect whether known or suspected, and when there is concern that partner agencies could have worked more effectively to protect the adult. A SAR must also be arranged if an adult has not died but it is known or suspected that the adult has experienced serious abuse or neglect. It may be useful to note that Safeguarding Adult Reviews were previously known as Serious Case Reviews.

The Safeguarding Adults Board had one SAR which concluded during the financial year. This case is set out in more detail below and the learning identified.

In addition to the concluded review, there has also been the following:

- One review was agreed in January 2016 and is a thematic review of domestic abuse and safeguarding. The thematic review started in March 2016 and is being presented in November 2017 to the Safeguarding Adults Board.
- One review was agreed in January 2016 in response to a serious sexual assault. The review is still in progress but actions have already been taken with the provider and several Local Authorities, Clinical Commissioning Groups and other partners to embed changes from immediate lessons learnt.
- One review was agreed in September 2016 in response to how partners provided care and treatment to a man with learning disabilities. This review is in progress and is expected to be reported on in 2017/2018.
- One review was agreed in January 2017 following a fatal fire. This review is in progress and is expected to be reported on in 2017/2018.



There were three additional cases brought to the Safeguarding Adults Board to see if a review should be started. In one case an independent person had already undertaken an enquiry and found lessons to be learnt, so the Panel asked for the recommendations and how they have been put in place to be shared for their overview. In a second case a referral was received which only had identified failings by a single agency and was not about how agencies worked together; this case would continue under a single safeguarding enquiry to assist in coming to a resolution. A third case, regarding a provider, did not meet the criteria for a review but the Board recognised that further investigation would be helpful and requested the Clinical Commissioning Group undertake this.

CONCLUDED SAFEGUARDING ADULT REVIEW

FOLLOWING DEATH OF 'MS K' AN ADULT AT RISK

A multi-agency partnership review was agreed to consider the organisational learning for the agencies involved with Ms K following her death and to undertake this learning on a collaborative basis. Ms K was unknown to any services prior to her death and the reason for this review was to reflect on how as a partnership we could work together to hold person alleged to have caused harm to account once an adult at risk dies.

Five organisations came together and wrote out a chronology on their involvement with Ms K from the day she died and the actions they took together when there were concerns about neglect having contributed to her death. A roundtable event was held and collectively partners agreed what alternative outcomes they wished to achieve and what as single agencies or as a partnership we can do to accomplish these outcomes.

The key learning points are set out below:

- All partners can be empowered to report to the Police where a crime is believed to have been committed.
- Where concerns about abuse or neglect exist the death certificate should be thoughtfully considered before completion. This learning was shared with the General Medical Council as it has national relevance.
- Any partner can escalate concerns to senior managers where they feel an organisation has not taken all actions necessary once a concern is reported.
- Timely sharing of information in safeguarding is key to assessing risk and can assist partners, such as Police or Coroner, to take action against persons alleged to have caused harm.
- Importance of equipping staff with the knowledge to undertake safeguarding in complex cases which may involve a crime. Whether as the referrer, co-ordinator of safeguarding or for Police Officers whom undertake investigations.
- Everyone, including members of the public, need to know how to report concerns about adults at risk.

The Safeguarding Adults Review report is a published document which can be found on the safeguarding adult board pages on www.enfield.gov.uk. The action plan is monitored via the Safeguarding Adults Board.

10. LEARNING DISABILITIES MORTALITY REVIEWS

The Integrated Learning Disabilities Service (ILDS) has traditionally reviewed all deaths of adults with learning disabilities in Enfield. This work has been led by our End of Life Steering Group with oversight from the ILDS Governance Meeting. The Steering Group has developed some excellent end of life planning workbooks for both people with learning disabilities and their carers. The Steering Group has also undertaken some innovative work with care providers on supporting staff with loss and bereavement.

In 206/17 there were 8 deaths of people with learning disabilities. Of this number 4 had end of life plans and died at home as set out in their plan. The remaining 4 people died in hospital without end of life plans in place. The Steering Group produces an end of life report, with the report for 2016/17 being available shortly.

In June 2015, NHS England, the Healthcare Quality Improvement Partnership (HQIP) and the University of Bristol announced the world's first national programme to review and ultimately reduce, premature deaths of people with learning disabilities. This project will be the first comprehensive, national review set up to understand why people with learning disabilities typically die much earlier than average, and to inform a strategy to reduce this inequality.

As from the 1st April 2017, all NHS and Local authority bodies are required to notify and review all deaths of children (4-17) and adults (18+) in their area. A local process in Enfield has been established which builds on our previous best practice in mortality reviews. Learning from the reviews will be collated nationally and locally, with local learning being reported to the SAB, the Local Authority and Clinical Commissioning Group in the Annual End of Life Report. Review training is being provided by NHS England and the ILDS will have 10 trained review staff from across the service. Information on the programme is available at www.bristol.ac.uk/sps/leder/easy-read-information



11. WHAT WE WILL DO NEXT YEAR

The Safeguarding Adults Board have a business plan for each year, which sets out what actions we will take. This can be found in section 11.

While we have a three-year strategy from 2015-2018, we review the specific actions on an annual basis to ensure they remain relevant to any national changes, local themes emerging and importantly from feedback from those who use services, carers and local people. During the review this year the feedback and suggestions provided were:

- To seek assurance that local colleges / universities are supporting adults with care and support needs to report if they have been abused.
- With an increase in reports being recorded as hate crime, for strengthened work between the Multi-Agency Safeguarding Hub and Hate Crime Forum.
- Use the new safeguarding film in training.
- Continue to drive forward publicity and communication for safeguarding, so that everyone in Enfield knows how to recognise and report adult abuse.
- Additional action to be taken to address high reports of concern within care providers.
- Continued focus on raising awareness and for organisations to understand when to report as a concern and when to call Police in emergencies.

In addition to these suggestions we look at the performance information to help identify where we should focus our work. We found this year that there continues to be a high proportion of abuse in care providers and considered this against Care Quality Commission information. As a result, our Quality, Performance and Safety sub group of the Board will do a focused piece of work on what as a partnership we can do to assure ourselves of the safety in the provider market.

We found that some types of abuse are now being recognised more readily than before. This includes hate crime for example, so we will look at individual cases raised to reflect on our response in these cases and identify any organisational learning. Our data presented was also inconsistent and much effort was taken to ensure it presented an accurate reflection of the practice; as a result there will be specific assurance taken in the coming year on consistency of practice and recording across the Local Authority and Mental Health Trust.

Through joint work with the Safeguarding Children Board, Safer Strong Communities Board and partners such as Public Health, the Board is considering a wider scope of issues. This includes modern slavery, preventing suicides and domestic abuse work with perpetrators. We will continue in the coming year to strengthen this joint work and develop a memorandum of understanding, so that we work together in the most efficient way.

12. ACTION PLAN

2017-2018

Objectives set out by the Safeguarding Adults Board are set out below. The actions to achieve these and responsible individuals can be found on the full documents reported at each quarterly Board meeting. These can be accessed on the Safeguarding Adults Board pages at www.enfield.gov.uk

KEY PRIORITY 1: EMPOWERMENT

OUTCOMES	INDICATORS	LEAD/SUB-GROUP
Guidance available to support staff to deal with specific safeguarding issues.	The SAB is assured that guidance is available for staff which reflects the wide spectrum of types of abuse which can be experienced.	Quality, Safety and Performance
Continued improvement in data which identified that adults at risk have appropriate access to advocacy.	Board has assurance that individuals experiencing safeguarding have access to the appropriate advocacy service. Project within London Borough of Enfield Health, Housing and Adult Social Care on advocacy development.	LBE HHASC Service Development
Supporting young carers to understand safeguarding and how to report.	Known young carers are engaged and gaps in services to enable them to report abuse are identified.	LBE HHASC Service Development
Partners working to the ethos of Making Safeguarding Personal.	The SAB is assured partners have active plans to embed Making Safeguarding Personal which take into account regional 'temperature checks' and best practice.	SAB Partners

KEY PRIORITY 2: PROTECTION

OUTCOMES	INDICATORS	LEAD/SUB-GROUP
Adults at risk are supported by the partnership to report abuse and neglect to the extent that they want.	Feedback from adults at risk through face to face interviews or online mechanisms used to give assurance to the SAB.	LBE HHASC Strategic Safeguarding
People at risk of abusing have access to support to prevent abuse or reduce risk of repeat abuse.	The SAB will aim to enable protection of adults at risk through addressing perpetrators of abuse in a clearer and more consistent approach.	LBE HHASC Strategic Safeguarding Adults

KEY PRIORITY 3: PREVENTION

OUTCOMES	INDICATORS	LEAD/SUB-GROUP
Quality and safety in care providers addressed through multi-agency efforts to reduce safeguarding provider concerns.	The SAB is assured that partnership response with providers provides early identification and reduces need for safeguarding interventions.	Quality, Performance and Safety sub-group
Board meeting have partnership data which helps to find themes and trends to enable the Board to take action.	All partners contribute validated data to the Board for quarterly meetings.	SAB Partners Quality, Safety and Performance sub-group
Communities as a whole play their part in identifying abuse and we can evidence calls being made to report it by local people and service users.	The SAB reviews the effectiveness of the communication through performance and data trends and considers new ways to communicate to raise awareness.	Service User, Carer and Patient sub-group

KEY PRIORITY 4: PARTNERSHIP

OUTCOMES	INDICATORS	LEAD/SUB-GROUP
Evidence of service user, carer and patient engagement in Board and partner organisations development.	SAB is assured that adults at risk have a voice in how services are developed and both the Board and partners can evidence this in self-assessments.	Quality, Safety and Performance sub-group Service User, Carer and Patient sub-group
Colleges are confident in raising concerns and we can see this being done through data.	Colleges are able to access appropriate safeguarding training so that they can support adults to raise concerns appropriately.	Learning and Development sub-group
Continued progress with number of hate crimes being recorded under safeguarding.	The Multi-Agency Safeguarding Hub and Hate Crime Forum to strengthen links so that cases referred under safeguarding can be supported by the forum.	(HASC) MASH and Community Safety Unit

KEY PRIORITY 5: ACCOUNTABILITY

OUTCOMES	INDICATORS	LEAD/SUB-GROUP
Board has evidence of how it has been audited against statutory requirements and action plans in place to address gaps.	The SAB will be assured that there are adequate quality assurance processes in place for organisations.	Quality, Safety and Performance sub-group
Learning outcomes from Safeguarding Adults Reviews are sustained within organisations.	The SAB is assured that learning identified in statutory Safeguarding Adults Reviews are followed through, that actions are complete with evidence provided, and that these are sustained.	SAB Officer
We can evidence the number of cases which went to prosecution and access to the justice system for adults at risk.	Board will assure itself via Police colleagues that the decision to proceed under safeguarding and leading to prosecution is transparent.	Enfield Police
Language of professionals to be simplified so that there is an improved access to services (as recommended by Making Safeguarding Personal).	Partners on Board to identify service users to be able to 'mystery shop' their services to audit language.	All SAB Partners

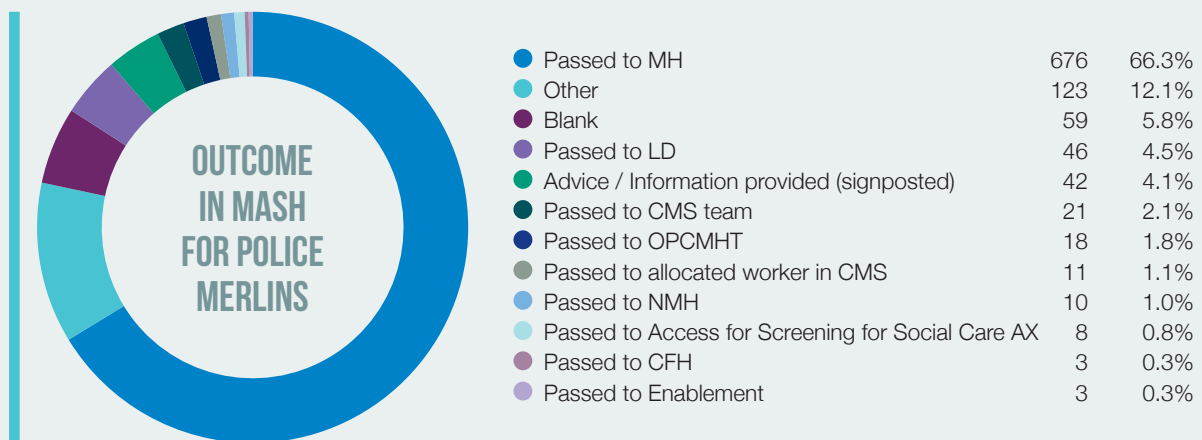
KEY PRIORITY 6: PROPORTIONALITY

OUTCOMES	INDICATORS	LEAD/SUB-GROUP
People at risk of abusing others access support to prevent abuse or reduce repeat victimisation.	Board will facilitate a pathway programme in place for people at risk of harming others.	LBE HHASC Strategic Safeguarding
Feedback from adults at risk confirm that they feel safe and have a positive experience of care and support.	The SAB will seek assurances that safeguarding interventions are appropriate and we embed learning direct from those who have been harmed.	LBE HASC Safeguarding with support BEH MHT for mental health cases under safeguarding

13. PERFORMANCE REPORT 2016-2017

POLICE MERLINS

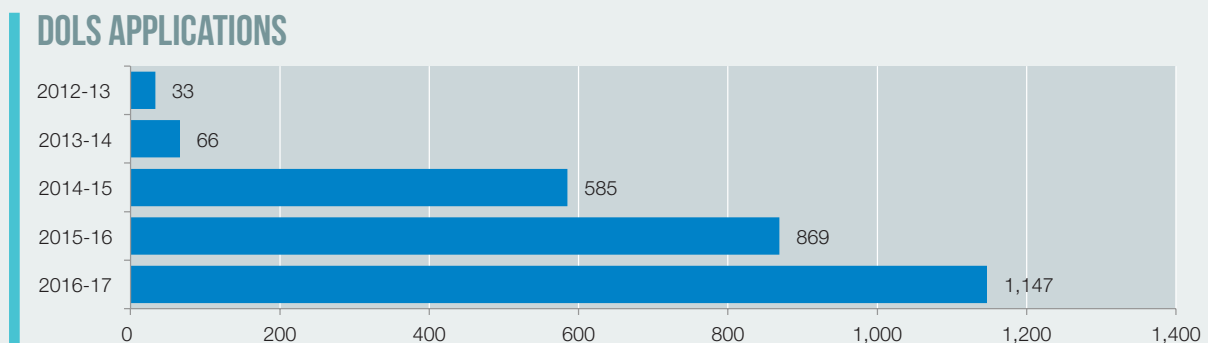
There were 1,020 Police Merlins recorded with MASH during 2016-17 (1,602 in 2015-16). Of these, approximately two thirds (66.3%) are passed to mental health, which is a rise on last year (56.3%).



A Merlin is not always safeguarding; The Merlin Database is the recording system the Metropolitan Police utilise to record missing people, and children and adults coming to police notice. This system is used to record contact and what, if any action has taken place. Officers and police staff are trained to identify vulnerability through the use of the MPS Vulnerability Assessment Framework.

DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS)

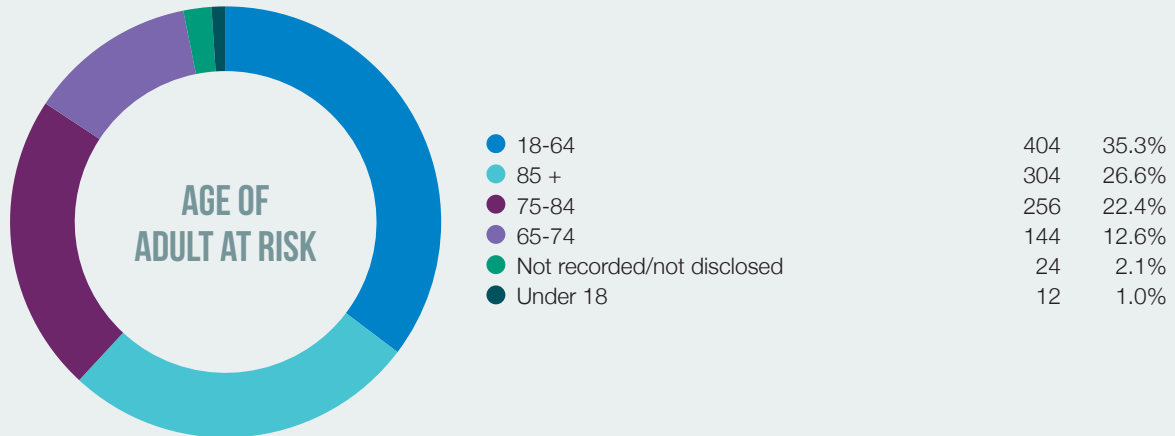
According to our Covalent system, there were 1,147 DoLS cases in 2016-17, of which 1,061 (92.5%) have been completed. This reflects a growing trend in DoLS cases as can be seen below.



SAFEGUARDING CASES

There were 1,144 total safeguarding concerns raised to Council: a slight fall on 2015-16 (1,244). Of these:

- **652** were female
- **12** were under 18 years of age, although 304 were aged 85+
- **281** safeguarding cases did not meet Section 42 criteria
- **78** cases required further information gathering
- **2** cases were passed to mental health colleagues
- **771** cases met the section 42 criteria

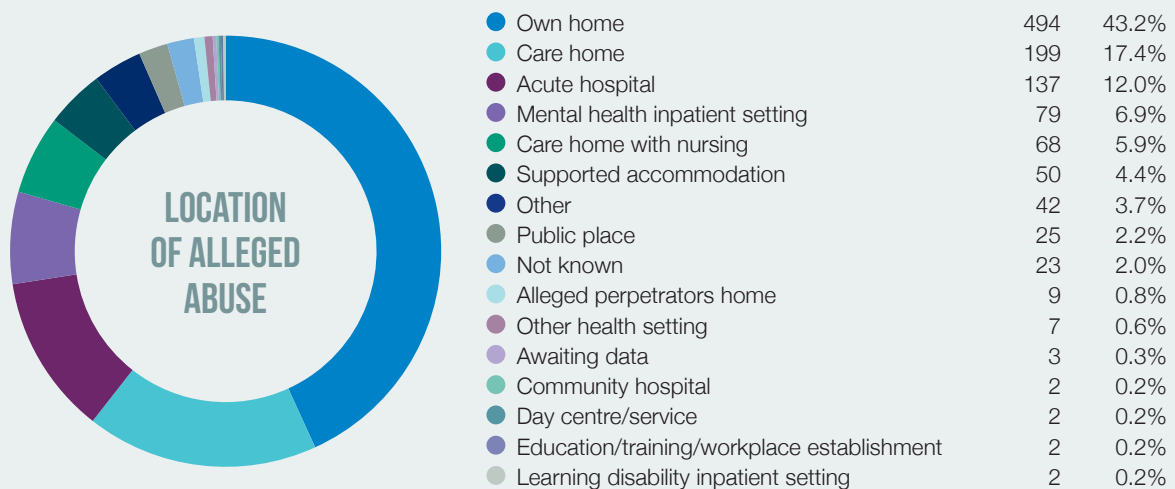


There are a significant number of groups and persons who have raised concerns, with the three organisations or persons who raised the most safeguarding concerns being:

- Hospitals: **259**
- Residential care homes: **116**
- Social care staff: **100**

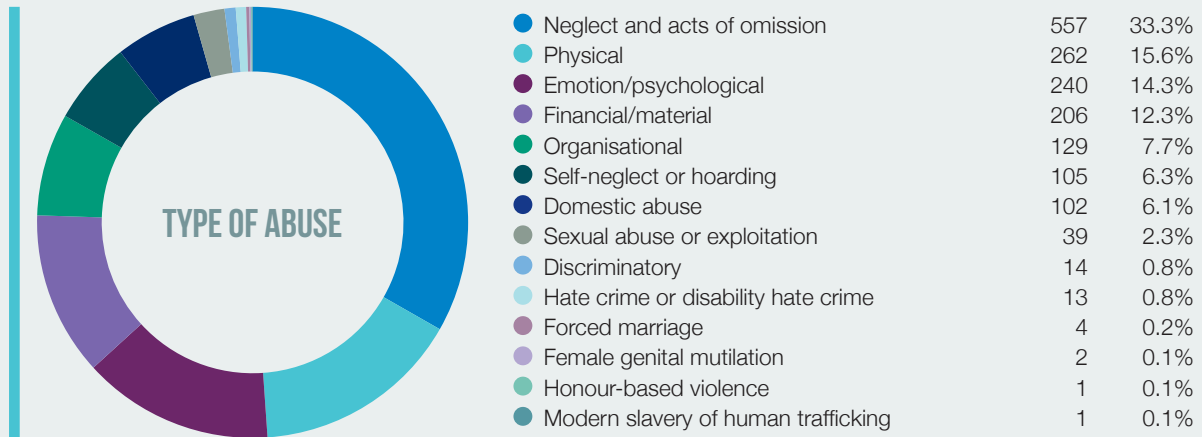
LOCATION OF ALLEGED ABUSE

The most common location for the alleged abuse to occur is in the home (494). This is more than the next three highest categories combined – care homes (267), acute hospital (137) and mental health inpatient setting (79) and also represents an increased proportion of cases when compared to last year (43% this year against 37% in 2015-16).



TYPE OF ABUSE

Neglect and acts of omission is by far the most common form of alleged abuse (557 allegations), more than double the next category (Physical abuse – 262). In fact, over 75% of all allegations relate to just four categories (Neglect and acts of omission; Physical; Emotion/psychological and Financial/material).



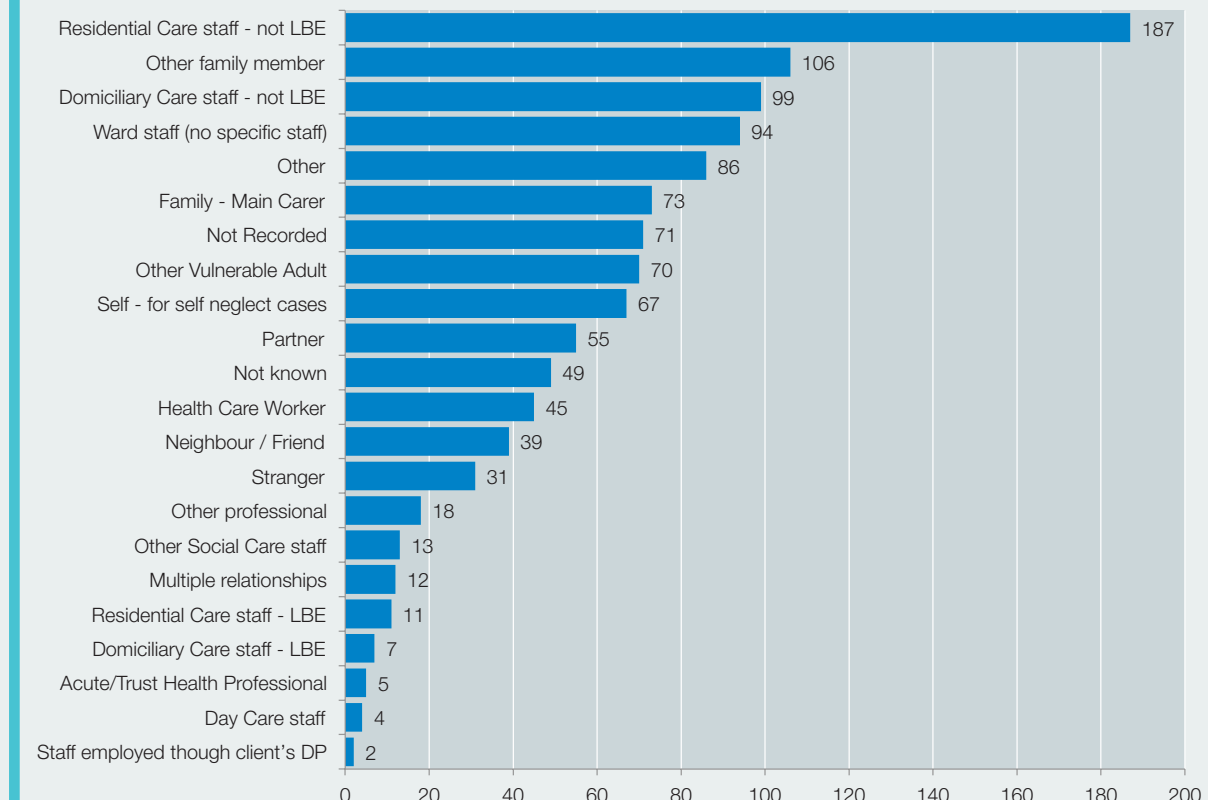
*There can be more than one form of abuse so numbers do not add up to all 1,144 cases.

RELATIONSHIP TO ADULT AT RISK

When looking at the alleged perpetrator and their relationship to the vulnerable adult, there are a wide number of possible relationships. The three most common, which together represent over one in three of all alleged perpetrators, are:

- Residential Care staff – not LBE: **187 cases**
- Domiciliary Care staff – not LBE: **106 cases**
- Other family member (not main carer): **106 cases**

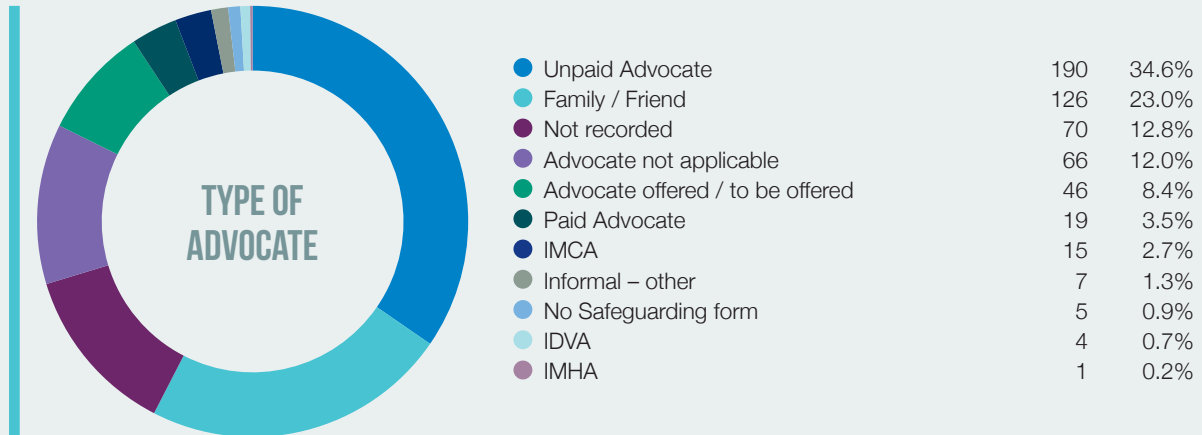
RELATIONSHIP TO ADULT AT RISK



OUTCOMES FOR S42 CRITERIA MET AND COMPLETE CASES: 549 RECORDS

Of the 1,144 safeguarding concerns raised, 549 have both met the S42 criteria and been completed. These cases are analysed below.

Of these 549 cases, 190 (34.6%) had an unpaid advocate and a further 123 (23%), Family/Friend was the advocate. Together with those cases where the type of advocate was not recorded (12.8%) or not applicable (12%), these represent over 80% of all the types of advocate.



OUTCOME FOR PATCH

The three most common outcomes for the PATCH (Person Alleged To have Caused Harm) are:

- Continued monitoring: **161 cases**
- No further action: **127 cases**
- Not known: **82 cases**

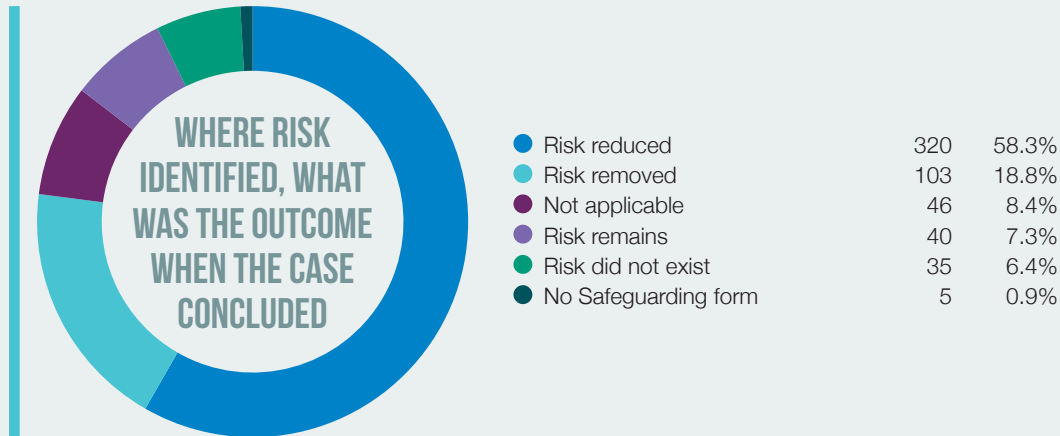
Together these represent over two thirds (67.3%) of all outcomes for the alleged perpetrator.



RISK OUTCOMES

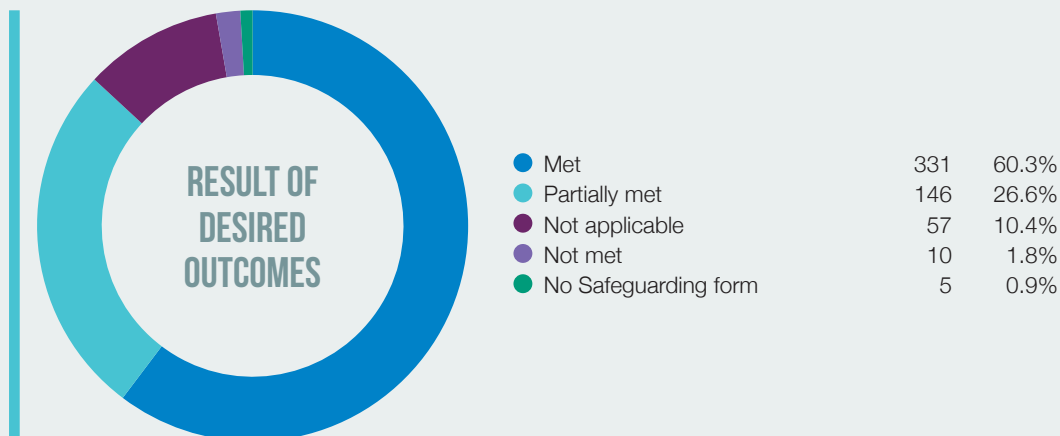
When looking at where a risk was identified, what was the outcome when the case concluded; it is clear that we are successfully reducing risk.

Where applicable, and where a risk existed, over 9 in 10 cases (90.4%) saw the risk reduced (68.4%) or removed (22%).



EVALUATION BY ADULT AT RISK — WERE THE DESIRED OUTCOMES MET?

Where applicable, 97% of adults at risk said their desired outcomes had been met (67.3%) or partially met (29.7%), which is an extremely positive result.



14. PARTNER STATEMENTS

BARNET, ENFIELD AND HARINGEY MENTAL HEALTH NHS TRUST

OVERVIEW 2016-17

Barnet, Enfield and Haringey Mental Health NHS Trust remains committed to safeguarding all our service users, their families and carers. Our Safeguarding Strategy and associated three year work plan reflects our commitment and drive to ensure effective safeguarding is a shared responsibility both at a local level and with partner agencies. We strive to continually improve systems and processes; and to develop a clear strategic approach to safeguarding across all our services. Our commitment to safeguarding is reflected at Executive Board Level and the Executive Director of Nursing, Quality and Governance is Chair of our Integrated Safeguarding Committee.



The London Multi-Agency Safeguarding Adults Policy and Procedure has been substantially revised and was launched in February 2016. It has been adopted across London and our Trust Safeguarding Adults at Risk Policy has been updated in line with the procedures, ensuring the Care Act 2014 principles and Making Safeguarding Personal (MSP) approach is reflected. We have worked hard to raise awareness of safeguarding, particularly in regard to new categories of abuse such as self-neglect, hoarding and modern slavery.

The London Multi-Agency Safeguarding Adults Policy and Procedure has been substantially revised and was launched in February 2016. It has been adopted across London and our Trust Safeguarding Adults at Risk Policy has been updated in line with the procedures, ensuring the Care Act 2014 principles and Making Safeguarding Personal (MSP) approach is reflected. We have worked hard to raise awareness of safeguarding, particularly in regard to new categories of abuse such as self-neglect, hoarding and modern slavery.

SAFEGUARDING ADULTS WORK UNDERTAKEN AND KEY ACHIEVEMENTS IN 2016-17

- We have been successful in securing funding from NHS England to pilot a domestic abuse project which aims to demonstrate the need for Independent Domestic Violence Advisors in mental health settings.
- Domestic Violence and abuse training is provided for all staff at Corporate Induction and this is reflected in our referrals to domestic abuse agencies which continue to rise.
- We have improved oversight of data relating to safeguarding activity across the Trust enabling greater oversight and shared learning.
- We have updated and refreshed our safeguarding patient information leaflet using an easy read format.
- We have developed a supportive safeguarding information packs for staff.
- We have worked closely with the patient safety team and patient experience to ensure a triangulated approach to safeguarding.
- We have raised the profile of PREVENT across the organisation and Healthwrap3 training is included for all staff at their Corporate Induction.
- We have worked closely with the local Channel Panels to ensure information regarding concerns relating to potential radicalisation are shared effectively.
- We have mapped our level 3 safeguarding adult training requirement against the Intercollegiate Document for Safeguarding Adults 2016 and offered to all mental health teams.
- Level 1 and 2 safeguarding adult training of 85% or above consistently achieved.
- Effective partnership working across the three boroughs of Barnet, Enfield and Haringey has continued.

KEY CHALLENGES

The difficulties of collecting accurate meaningful data are recognised and we continue to work with partner agencies to overcome these challenges.

STATEMENT WRITTEN BY:

Ruth Vines, Head of Safeguarding on behalf of Mary Sexton, Executive Director of Nursing, Quality and Governance

ENFIELD CARERS CENTRE

ECC supports all carers, wherever they are on their caring journey. We provide a safe, confidential space for carers to help them deal with whatever they're going through. We also offer a holistic range of services such as: peer support groups, counselling, training and information workshops, carers social and leisure breaks.

Family and unpaid carers provide a vital role that is often unrecognised and unappreciated. It was recently estimated that carers save the UK economy over £132billion (Carers UK Valuing Carers Report 2016). Enfield Carers Centre (ECC) believes that carers have a right to enjoy a life outside caring and be well supported while they care for their loved one(s). We also understand that carers don't necessarily choose their caring role and sometimes caring responsibilities bring with them unwanted emotions and unexpected stress that can negatively impact on a carer's life. We recognise that carers can sometimes be victims of difficult and challenging behaviour from their loved one and conversely, sadly pushed to the end of their tether when insufficient support is available to them or their cared for person.

ACHIEVEMENTS DURING 2016-17

- Active member of Enfield Safeguarding Board
- Reviewed and updated ECC Safeguarding Policy
- Circulation of Carers Keep Safe Guide
- Carer-specific event during Keep Safe Week in February 2017
- Completion of self-assessment of safeguarding
- Attendance at North Central London Challenge and Learning Event
- All Staff attended a safeguarding training session
- Raised safeguarding concerns as appropriate/brought to our attention by or on behalf of carers

ACTIVITIES PLANNED DURING 2017-18

- Embedding of carer related safeguarding training videos onto ECC website
- Refresher safeguarding training for all ECC staff
- Ongoing commitment to continue raising awareness of safeguarding issues among carers
- Carers' Safeguarding Event during Keep Safe Week 2018

STATEMENT WRITTEN BY:

Pamela Burke, Chief Executive, Enfield Carers Centre

ENFIELD BOROUGH POLICE

Enfield Borough Police is committed to making Enfield a safer place to live, work and visit. As a statutory partner on the Enfield Safeguarding Adults Board we continue to work together with partners, communities and local people to prevent harm, abuse and neglect to those at risk. We continue to work in partnership with organisations to prevent offences that target the most vulnerable such as artifice burglary and financial crime.

Senior Police continue to attend the Safeguarding Adult Board on a regular basis and co-chair the Quality, Safety and Performance sub-group. We look forward to continuing this partnership and contributing effectively to ensure that organisations are safeguarding effectively.

ACHIEVEMENTS OVER 2016/17

Enfield Borough Police remain proud to be a partner on the Multi-Agency Safeguarding Hub where we continue to develop our processes to gain greater focus and research into reported adult safeguarding matters. Ethical and proportionate information sharing ensures a partnership led approach to problem-solving, maximising adult safety and the prevention of crime and abuse.

- Focus continues for our front line staff to identify and record safeguarding matters on the MPS Merlin system which is the primary notification channel to strategic partners of risk identified.
- Enhanced ties between police safeguarding units and other crime units such as the Gangs and the Major Crime Unit has been developed.
- Safeguarding training continues to be mandatory for all officers to assist with the identification of safeguarding matters and recording procedures.
- Where cases have been referred for consideration as Safeguarding Adults Reviews, Enfield Police have supported and contributed openly and transparently with all such enquiries in the objective of ensuring best practise identified and areas of development recognised and improved.

ACTIVITIES PLANNED FOR 2017/18

Enfield Borough Police will continue to have safeguarding as a priority across all of the policing activities that we undertake. This be led by Detective Superintendent Tony Kelly who has recently joined Enfield Police and comes with an extensive background of Safeguarding and Public Protection.

- Police will participate at DI and DS level in awareness training on the Mental Capacity Act and Safeguarding with the Local Authority.
- We will continue to develop and contribute to the Multi Agency Safeguarding Hub, with the aim being to capture as many safeguarding adult concerns and referring to appropriate services as possible.
- We will strive to engage with all communities across the Borough to build trust and confidence in the services provided, whilst highlighting the importance of victim care and crime prevention.

STATEMENT WRITTEN BY:

Alison Cole, Detective Chief Inspector, Enfield Police

HEALTH, HOUSING AND ADULT SOCIAL CARE, ENFIELD COUNCIL

Every community has a part to play in recognising and reporting adult abuse. Enfield Council as lead for adult safeguarding is working in partnership to help secure freedom from abuse and neglect for those in the Borough. In collaboration with service users, carer, residents and our partner organisations, we want to stop abuse from happening in the first place.

Enfield Council has lead under the Care Act 2014 for making enquiries or causing others to do so when it believes an adult is experiencing, or at risk of, abuse or neglect. This means that when we are aware of a concern we make contact with the person being abused to establish together what action should be take and by who. Our audits have confirmed that we have sound safeguarding practice, with points of learning to ensure we never remain complacent. “Despite pressure in adult social care with an increasing number of concerns progressing under safeguarding, I can see front line staff and managers continuing to strive for excellence. They are a testament to a profession who want to enable people to achieve the best possible outcomes and wellbeing.” Head of Safeguarding Adults and Quality.

In addition to managing single concerns about individuals, we take the lead on Provider Concerns. This is a process to manage serious safety and care issues in organisations through an enabling approach, while holding providers to account to improve. During the year we worked with seventeen providers and with the support from partners feel confident we are helping those who use services to be safe from abuse and neglect.

First and foremost we aim to work in co-production with those who use services and carers. We demonstrated this through our commitments and ongoing support to the Quality Checker project. Through the dedicated service user and carer volunteers we facilitated checks on services and helped to monitor the changes were put in place.

Some of our accomplishments this year included:

- Joint work with the Clinical Commissioning Group to launch the Deprivation of Liberty Safeguards and Mental Capacity Act Policy with care providers
- Leading the Making Safeguarding Personal conference so that we can continue to provide a person centred approach with innovative approaches to enquiries
- A commitment to Safeguarding Adult Reviews and embedding the learning, which we evidence to the Board
- Improved data collection which focuses on wellbeing, meeting outcomes and whether the person feels safer as a result.

We believe strongly in integration, not only as it can create a more efficient partnership, but above all it is about improving the care and support services an adult at risk experiences. Our focus going forward is on the recovery and resilience of adults at risk of or experiencing abuse and the partnership approach to enable this.

STATEMENT WRITTEN BY:

Bindi Nagra, Assistant Director, Health, Housing and Adult Social Care

HEALTHWATCH ENFIELD

Healthwatch Enfield was established in 2013 to act as the statutory, independent consumer champion for health and social care services in the borough to:

- provide information and signposting to help the local population to navigate the complex systems of health and social care
- develop a local evidence base of public opinion on health and social care
- seek opportunities for local voices of seldom heard communities to be heard at strategic fora and seek improvements to service delivery.

Our role is to amplify the voice of local people on issues that affect those who use health and care services. We actively seek views from all sections of local communities and try to ensure that our priorities take account of the issues raised with us. We believe that patients and local residents:

- should be a key aspect of any approach to quality
- should be listened to and heard
- need information and increased awareness of safeguarding issues.

We are pleased to see that Safeguarding Adults Board have been placed on a statutory footing and that Healthwatch is a member of the Board; this allows us to provide challenge and inject the issues raised by local people into how safeguarding is developed.

Healthwatch Enfield directly contributed to the development of the Safeguarding Adult Board's three-year strategy 2015-2018 as well as the 2017/18 SAB Action Plan. We welcomed the focus on advocacy and asked for additional clarity on performance indicators.

OUR CONTRIBUTION TO SAFEGUARDING 2016/2017

In terms of safeguarding, Healthwatch has:

- supported the work of the Safeguarding Adults Board, to ensure that the patient's/ local people's voice is central to service planning and any case reviews
- had representation on the SAB's Quality Performance and Safety (QPS) group
- ensured that our Board, staff and volunteers are trained to understand and follow up any safeguarding concerns identified by us or raised with us in our work locally
- supported awareness-raising about safeguarding issues amongst our community partners and communities as part of other engagement activities.

A Healthwatch representative also attended the North Central London Challenge and Learning event for Safeguarding Adults Boards. This enabled us to provide positive support for the voice of patients and local peoples to be raised amongst senior members across partner organisations.

Going forward, Healthwatch Enfield intends to continue to support the Board and contribute towards this important area of protecting some of the most vulnerable people from abuse and harm.

STATEMENT WRITTEN BY:

Parin Bahl, Volunteer

LONDON FIRE BRIGADE – ENFIELD BOROUGH

We believe that all residents have the right to be treated fairly, with dignity and respect, and to feel safe from abuse. Through our strong commitment to safeguarding and a keen desire to work in partnership, the London Fire Brigade is acting to ensure abuse and neglect are identified and reported, while preventing harm and minimising the risk.

Our primary aim is to reduce the risk of harm from fire to those most vulnerable within the community. We do this not only be home fire safety visits, but working with partners on the Safeguarding Adults Board to identify those at highest risk and provide the advice and support to improve safety.

Our safeguarding responsibilities include regular attendance at the Safeguarding Adults Board, to provide support and challenge to the partnership so that we can be assured we are effectively responding to the abuse and neglect of adults at risk. The Borough Commander for the Enfield Borough LFB currently sits on the Board, as well as having lead officers contribute to the sub-groups which enable the Board to carry out its duties. We have maintained an active participation in the Safeguarding Adults Board and are proud to be part of a strong partnership that collaborates to improve outcomes for those most vulnerable.

KEY ACHIEVEMENTS 2016-2017

- Attending safeguarding meetings to contribute to the safety planning with partners and adults at risk
- Completing home fire safety visits for those undergoing a section 42 enquiry, so that we can work together to find ways to minimise the risk of fire
- Exceeding our home fire safety assessment target, so that we know that more people in the community have fire safety advice and working fire alarms
- Presenting at the Quality, Safety and Performance sub group of the Board, to help highlight and develop the partnership approach

THE DIFFERENCE WE HAVE MADE TO AN ADULT AT RISK

The London Fire Brigade worked with an gentleman who was bed bound but smoked, placing him at risk of fire. Fire retardant bedding was provided and when this was not being appropriately used and safeguarding partners were in touch, the LFB did another home visit. Additional guidance was provided to the client and new fire retardant bedding, alongside several recommendations to the partnership to help safeguard this client. This included for example a fire suppression system and balancing the rights of the individual with this need to prevent harm.

PRIORITIES 2017-2018

We will continue to prioritise the fire prevention and safety across all areas of Enfield. This includes awareness to local partners and organisations on the risk of fire due to hoarding and the partnership response needed to work with adults in this area. We have a strong commitment to Making Safeguarding Personal, and will continue to provide an individualised response in safeguarding cases to enable adults to achieve their outcomes.

STATEMENT WRITTEN BY:

Steve West, Borough Commander for Enfield

NHS ENFIELD CLINICAL COMMISSIONING GROUP

INTRODUCTION: WHAT TYPE OF BODY IS NHS ENFIELD CCG?

NHS Enfield CCG is a clinically-led statutory NHS body which is responsible for planning and commissioning health care services for the Enfield area.

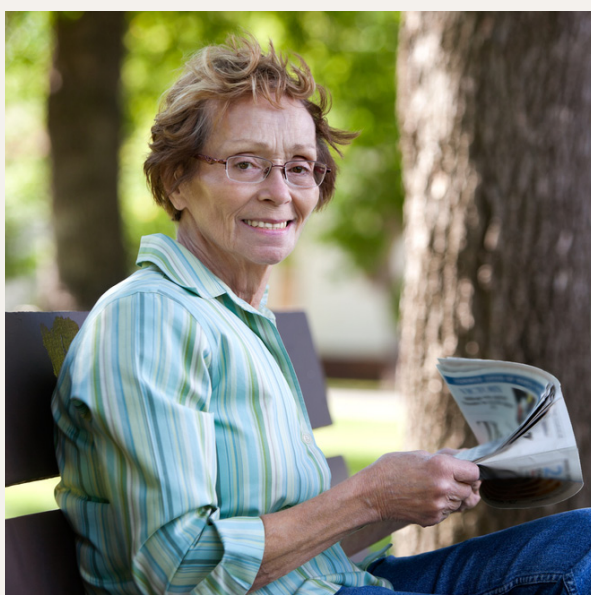
NHS Enfield CCG is supported by NHSE England London region which has three roles in relation to the CCG. The first is assurance: NHS England has a responsibility to assure themselves that the CCG is fit for purpose, and is improving health outcomes. Secondly, NHS England supports the development of the CCG. Finally, NHS England is a direct and supporting commissioner, responsible for specialised services and primary care.

NHS Enfield CCG has key responsibilities towards safeguarding which are set out in the NHS Safeguarding Assurance and Accountability Framework (2015) to ensure that the services they commission have safeguarding systems and processes in place to safeguard and promote the welfare of adults and to protect those at risk from abuse.

HOW HAS NHS ENFIELD FULFILLED ITS SAFEGUARDING RESPONSIBILITIES THIS YEAR?

Safeguarding adults has remained a very high priority for both commissioners and providers of NHS services during 2016/17. NHS Enfield (the CCG) operates within the NHS Standard Contract. The wording in the Contract regarding safeguarding arrangements was strengthened in 2015/16. Specific requirements were included to comply with relevant law and updated guidance, along with clearer provisions on staff training and audit. The CCG has worked to develop and review Provider contracts with the CCG so that they include all necessary safeguarding elements as per the NHS Standard Contract section 32. Work has also been completed to update the policies for safe recruitment and on managing allegations against people who work with the adult public following the Myles Bradbury case in Cambridge University Hospitals.

The CCG's safeguarding leads are up to date with their safeguarding training and have access to appropriate supervision. They provide supervision for named safeguarding staff in provider organisations. Safeguarding adults' training forms part of the mandatory training programme for all staff employed by the CCG. Additionally, the CCG has established a GP Forum on safeguarding which has helped to implement recommendations from Domestic Homicide reviews and safeguarding adults' reviews.



A Primary Care Safeguarding Conference was held in 2016 in order to engage GPs and Primary Care Staff to enable them to embed their knowledge in safeguarding matters. We are delighted to say we have a Named GP for safeguarding Adults who is working in the MASH and providing advice and clinical guidance in order to facilitate adult safeguarding referrals. We have a Nurse assessor in our Nursing Homes who is able to investigate provider concerns quickly and ensure that the Nursing Homes are safe for us to commission.

The CCG has developed a Mental Capacity Act and Deprivations of Liberty Policy jointly with Enfield Local Authority for all Nursing homes in Enfield.

The safeguarding team at the CCG has endeavoured to ensure that the CCG and the health economy learns from Safeguarding Adults Reviews (SARs) and Domestic Homicide Reviews. The CCG has engaged in a SAR and 5 Domestic Homicide Reviews over the past year; The Named GP for Adults at risk completed an Independent Management Report for primary care services provided in Enfield. The CCG Adult Safeguarding Lead has acted as Safeguarding Adult Review and Domestic Homicide Review panel members. This representation has enabled the CCG to support the Board in its statutory duties and help the CCG to address the challenge of enabling SAR learning to be embedded across the health economy.

The CCG has received regular monitoring reports from providers on adult safeguarding within their services including evidence of training compliance.

WHAT PLANS DOES ENFIELD CCG HAVE TO IMPROVE SAFEGUARDING PRACTICE FURTHER?

- The CCG has engaged a clinical expert from Buckinghamshire New University to work with the Safeguarding team both in the CCG and with the Local Authority in developing a pressure ulcer protocol. This will be rolled out in collaboration with the Nursing Homes in Enfield.
- A conference to enhance safeguarding knowledge amongst stakeholders is planned for July 2017.
- We will continue to use the GP Forum to discuss safeguarding updates and to prioritise the dissemination of learning from SARs and DHRs.
- We will establish the use of the Pressure Ulcer Policy in Nursing Homes.
- We are developing the learning from disability deaths review protocols in the CCG and staff will access appropriate training in order to be able to comment authoritatively on reviews in line with the new LeDer Statutory Responsibilities.

STATEMENT WRITTEN BY:

Julie Dalphinis, Adult Safeguarding Lead, NHS Enfield Clinical Commissioning Group

ONE-TO-ONE (ENFIELD)

One-to-One (Enfield) is very committed to protecting our members' physical and psychological well-being and safeguarding them from all forms of abuse. We recognise that safeguarding is a responsibility for everyone, and therefore seek to ensure that safeguarding is a priority throughout the organisation.

We have a project to raise awareness and understanding of Hate Crime, and hold regular workshops for staff, carers and people with learning difficulties. We have launched a DVD and booklets to raise awareness on Hate Crime so people can recognise and report it.

To ensure our members are safeguarded against any abuse, we work with the Integrated Learning Disabilities Team.

One-to-One (Enfield) has a positive relationship between members, staff, volunteers and other partner organisations that encourages people to be open about concerns and helps people to learn from each other. There are continuous training and development opportunities for staff and volunteers.

STATEMENT WRITTEN BY:

Nusrath Jaku, Volunteer Co-ordinator

THE ROYAL FREE NHS FOUNDATION TRUST

The Royal Free NHS Foundation Trust (RFL) has continued to build on the strong foundations of safeguarding that were already in place. Our safeguarding strategy sets out how we plan to drive forward our safeguarding activities and our reputation over the next 3 years. It acknowledges the requirements to ensure there is board level focus on the needs of patient safety and that safeguarding is an integral part of the governance framework.

In August 2016, NHS Improvement accredited the RFL to lead groups or chains of NHS providers, to be a Vanguard Trust, one of four acute trusts chosen in the UK. Discussions are currently in progress between the RFL and North Middlesex University Hospital NHS Trust (NMUH) to identify how the two organisations can work together for the benefit of their patients and the local communities.

SAFEGUARDING ADULTS WORK UNDERTAKEN AND KEY ACHIEVEMENTS IN 2015/16

We have consolidated our team with the appointment of two Adult Safeguarding Advisors and the successful applicants have now started their roles, one in Barnet and Chase Farm and one in the Royal Free Hampstead.

We developed an electronic flagging system for the nursing handover sheet at each site to increase awareness. These symbols will remain on the system if patients are re-admitted again. The symbols for someone coming into the organisation with a Learning Disability, DoLS or a Safeguarding Concern will look like this.



Referral rates have increased from April 2016 and March 2017 by another 9% for 2016 – 2017:

- **470** Safeguarding alerts raised at the Royal Free Hospital
- **483** Alerts for Barnet Hospital and Chase Farm Hospital (increase of 25 %)

We believe the increase in referrals can be attributed to the permanent appointment of the Barnet and Chase Farm Adult Safeguarding Advisor.

We have also increased the number of DoLS applications across all sites in the past year.

There were **168** applications across the trust in 2015/ 2016, this has increased by 58% to 265 for 2016/2017.

In terms of training, our figures are consistently in the 80% range for delivering MCA/DoLS and Safeguarding adults. We have developed a level 3 training schedule to comply with the “Safeguarding Adults: Roles and Competence for health care staff – Intercollegiate Document” which is expected in 2017.

We held a very successful conference called ‘Tackling Domestic Abuse’ which was attended by 153 candidates many from our local partners organisations.

The Royal Free London NHS Foundation Trust initially signed up to be a pilot site for The Learning Disability Mortality review programme.



Our two liaison nurses are reviewers for the programme and are members of the Pan London Steering Group.

We have published a newsletter from the integrated safeguarding team, this will be available every six months and we use it to introduce the team, educate and promote on any key themes and to update on local and national developments in safeguarding.

We have supported Enfield with a Domestic Homicide Review and continue to be active partners in the Board and Sub Groups.

KEY CHALLENGES AND PRIORITY FOR 2017/18

- Deliver the PREVENT agenda across the Trust
- Develop and deliver safeguarding adult supervision
- Develop a supervision policy
- Develop a Restraint policy
- Develop and deliver level 3 safeguarding adult training

STATEMENT WRITTEN BY:

Dee Blaikie, Adult Safeguarding Lead

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**Strategic Safeguarding Adults Service
Health, Housing and Adult Social Care**

July 2017



MUNICIPAL YEAR 2017/2018 REPORT NO. 63**MEETING TITLE AND DATE:**

Cabinet
18th October 2017

Agenda – Part: 1	Item: No 7
Subject: Revenue Monitoring Report 2017/18: August 2017	
Wards: ALL	
Key Decision No: 4545	

REPORT OF:

Executive Director of Finance,
 Resources & Customer Services

Contact officer and telephone number:

Stephen Fitzgerald, 0208 379 5910

E mail: Stephen.fitzgerald@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of August 2017. The report forecasts an outturn position of £5.6m overspend for 2017/18. This represents an adverse movement in reported forecast of £0.5m as compared to the position reported on in July.

2. RECOMMENDATIONS

Cabinet is recommended to note:

- 2.1 The £5.6m overspend revenue outturn projection.
- 2.2 That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.
- 2.3 The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A.

3. BACKGROUND

- 3.1. The Council's revenue expenditure against budget is monitored by regular monitoring reports to the Executive Management Team and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.2. The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.
 - Comparisons between expenditure to date, current budgets and profiles.
 - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
 - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
 - Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.
- 3.3. This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, variations in this report are limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4. A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a "dashboard" style summary. It is designed to capture the key messages across the Council's main financial areas, namely:
1. Income and expenditure;
 2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
 3. Cash flow forecasting and management.

Table 1: Summary performance overview

Area of review	Key highlights	Risk Rating		
		May	July	Aug
Income and Expenditure position	<ul style="list-style-type: none"> Year-end variances of £5.6m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures. 	Amber	Amber	Amber
	<ul style="list-style-type: none"> Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. 	Green	Green	Green
	<ul style="list-style-type: none"> The HRA is projecting a £0.178m overspend at year-end outturn against budget. 	Green	Green	Green
Balance Sheet	<ul style="list-style-type: none"> The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return. 	Green	Green	Green
	<ul style="list-style-type: none"> The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2017/18. 	Green	Green	Green
Cash flow	<ul style="list-style-type: none"> The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due. 	Green	Green	Green
	<ul style="list-style-type: none"> Interest receipts forecast for the year are on target with budget. 	Green	Green	Green

4.0 August 2017 Monitoring – General Fund

- 4.1 Each of the departments has generated a list of the variances which are contributing to the projected outturn figures. Cabinet Members and Executive Directors are expected to manage their budgets in year and contain any forecast overspends by implementing offsetting savings measures. All Executive Directors reporting overspends are working on mitigating actions for the current year and where pressures are ongoing these are also being worked up as part of the MTFP.
- 4.2 Below is a summary of the projected outturn variances broken down between departments:

Table 2: Forecast Projected Departmental Outturn Variances

August 2017	Net Controllable Budget						
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	August Variation	July Variation	Change in Variation
Department	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executive	4,016	5,168	9,184	9,149	(35)	(6)	(29)
Regeneration & Environment	23,678	(2,649)	21,029	20,161	(868)	(745)	(123)
Finance, Resources & Customer Services	45,923	(1,146)	44,777	45,398	621	637	(16)
Health, Housing and Adult Social Care	72,133	2,590	74,723	75,817	1,094	762	332
Education and Children's Services	40,670	327	40,997	44,307	3,310	2,951	359
Total Department Budgets	186,420	4,290	190,710	194,832	4,122	3,599	523
Contribution from reserves	0	0	0	0	0	0	0
Corporate Items	47,673	(3,962)	43,711	43,211	(500)	(500)	0
Corporate Items: Enfield 2017	(5,668)	(328)	(5,996)	(3,996)	2,000	2,000	0
Government Funding	(114,256)	0	(114,256)	(114,256)	0	0	0
Council Tax Requirement	114,169	0	114,169	119,791	5,622	5,099	523

- 4.3 Further management actions have been identified that will improve the departmental position and aim to reduce the variance to zero.
- 4.4 If there is still a variance at the year-end it will need to be met from a contribution from the council's general balances, though it is intended to keep this as low as possible and which will be replenished in subsequent years.

5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & MITIGATING ACTIONS

5.1. Chief Executive's Department (Appendix A1)

This department is reporting a favorable of £0.04m variance to budget for August, details of which are provided in Appendix A1.

5.2. Regeneration & Environment (Appendix A2)

The department is forecasting a favorable variance of £0.868m; explanations for variances over £50k are detailed in Appendix A2.

5.3. Finance, Resources & Customer Services (Appendix A3)

FRCS are forecasting an overspend position of £0.621m in 2017/18, details of which are provided in Appendix A3.

5.4. Health, Housing & Adult Social Care (Appendix A4)

The Adult Social Care position has improved but is still forecast to be an £0.7m overspend with key assumptions within the forecast based on projected activity and year to year trends. The monitor includes assumptions regarding the additional Social Care funding allocated by Central Government in the Spring budget pending agreement with the Clinical Commissioning Group and sign off at the Health & Well Being Board. It has notionally been applied to a mix of increased demand and price pressures, ensuring stability in the market and reducing pressure on the NHS through supporting more people to be discharged from

hospital when they are ready. Included within the forecasted overspend are savings from previous years within Care Purchasing, £2.7m and Transport £234k which are assessed as unachievable in current market conditions. Each of the Adult Social Care services have developed and are implementing recovery plans in order to mitigate the forecast overspend. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.

The Housing General Fund budget is forecasting an overspend of £0.4m. This is as a result of delays in the decommissioning of Housing Related Support schemes that were planned as part of the Medium Term Financial Strategy.

5.5. Children's Services (Appendix A5)

The department is forecasting a £3.3m overspend, which represents an adverse movement in forecast outturn of £0.4m from the July position with details provided in Appendix A5. This is predominantly due to savings planned in the Medium Term Financial Strategy now being forecast as unachievable.

5.6. Corporate Items (Including Contingency & Contingent Items) General Fund

The Council maintains a general contingency of £1.0m which is currently unallocated and the forecast reflects that £0.5m across contingency and treasury management budgets will be available to offset the departmental overspends.

The £2.0m represents savings still to be achieved across departments via the Councils challenging transformation programme.

5.7. Schools Budgets (Appendix A6)

These variations do not form part of the General Fund position but are reported for information in Appendix A6.

6. HOUSING REVENUE ACCOUNT (HRA) – Nil Variance

6.1 The HRA projection for August shows an overspend of £178k.

Block security (£65k) and overtime costs for Neighbourhood Managers/Officers and Caretakers (£28k) has resulted in an overspend of £93k.

The planned budgets have been re-allocated to reflect increased costs in health and safety works following the Grenfell Tower tragedy. The responsive repairs budget is currently forecasting an underspend but changes to responsive priorities could mean that this is reduced; close monitoring of this budget is being completed. The overall overspend in the repairs budget is £67k.

A reduction of £18k in garage rental income due to an increase in the void rate, estimates 55% compared to an actual void rate of 61%.

Since the tragic events at Grenfell Tower fire safety checks/works on all residential high rise blocks has taken place. The estimated costs to the HRA in 17-18 are £1.3m.

7. ACHIEVEMENT OF SAVINGS

- 7.1 The 2017/18 Budget Report included new savings and the achievement of increased income totaling £13.4m to be made in 2017/18. A new risk based approach has been implemented to improve the in year monitoring of savings, where the delivery of each saving is given a risk rating from one to ten.

8. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

9. REASONS FOR RECOMMENDATIONS

To ensure that Members are aware of the projected budgetary position, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.

10. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES & CUSTOMER SERVICES AND OTHER DEPARTMENTS

10.1 Financial Implications

As the Section 151 Officer, the Executive Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is a key part of this review process. If required, measures will be put in place to address any risks identified through the monitoring process and to contain expenditure within approved budgets. There is further work to be done to ensure a budget can be set within available resources.

10.2 Legal Implications

The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

10.3 Property Implications

Not applicable in this report.

11. KEY RISKS

There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan:-

- Achievement of challenging savings targets.
- Brexit and the state of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.
- Impact of the fall in the pound on inflation and pay
- Demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the audit of various Grant Claims.
- Movement in interest rates.

Risks associated with specific Services are mentioned elsewhere in this report.

12. IMPACT ON COUNCIL PRIORITIES

12.1 Fairness for All – The recommendations in the report fully accord with this Council priority.

12.2 Growth and Sustainability – The recommendations in the report fully accord with this Council priority.

12.3 Strong Communities – The recommendations in the report fully accord with this Council priority.

13. QUALITIES IMPACT IMPLICATIONS

The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

14. PERFORMANCE MANAGEMENT IMPLICATIONS

The report considers the financial impact of changes arising from reduced funding. The projections and future pressures on the budget are viewed with due consideration of financial management and the most efficient use of resources.

15. HEALTH AND SAFETY IMPLICATIONS

Not applicable in this report.

16. HR IMPLICATIONS

Not applicable in this report.

17. PUBLIC HEALTH IMPLICATIONS

Not applicable in this report.

Appendix A1

Chief Executive	Budget Variation August 2017 (£'000)
The department is currently projecting a saving of £200k achieved by controls imposed on discretionary spend.	(200)
Legal Services - Overspend within this service area is due to staffing cost pressures (£43k) together with an income target for land charges (£146k) that is no longer achievable.	189
The department is forecasting other minor variances totalling 25k	(25)
Chief Executive Total	(35)

Appendix A2

Regeneration and Environment	Budget Variation July 2017 (£'000)
Director Of Operational Services: £75k favourable variance; this is due to a vacant post (Director of Operational Services).	(75)
Morson Road Depot: £110k Adverse Variance; this is mainly due to the additional cost of security guards. The additional security guards will be reduced back to its normal levels as at Sep 2017; as the automated security measures are fully operational now.	110
Street Lighting: £50k adverse variance; due to the estimated cost of festive lighting.	50
Parking: £505k favourable variance; this is mainly due to the efficiencies achieved in the Parking Contract £225 (£300k Full Year Effect) + temporary increase in receipts from Parking measures introduced to control the flow of traffic across the Borough, plus other minor efficiencies.	(505)
Traffic & Transportation: £70k favourable variance; this is due to additional salary recharges to capital schemes, plus increased income from Temporary Traffic Orders.	(70)
Client and Strategy: £101k favourable variance; this is mainly due to income overachievements from Parks Assets and BIFFA contract efficiencies.	(101)
Cemeteries Operations: £113k favourable variance; Cemeteries early overachievement of income for 2018/19.	(113)
Commercial Waste Services: £175k favourable variance; this is due to early overachievement of additional income generated from a successful marketing of the commercial waste services.	(175)
Neighbourhood Regeneration Services: £200k favourable variance; this is mainly due to underspend in the revenue cost of consultancy, advertising and publications plus salary recharges to capital projects (MW and Ponders End Project and other schemes).	(200)
Parks Traveller Incursions: £300k adverse variance; this is a budget pressure due to the Parks traveller incursion costs.	300
Plus Other Minor Variances: Minor variances under £50k - adding up to £89k.	(89)
Regeneration and Environment Total:	(868)

Appendix A3

Finance, Resources & Customer Services	Budget Variation July 2017 (£'000)
<p>Property Services</p> <p>Facilities Management (-£214k) There is a shortfall in the rental income for Marsh House, delays in the renting out of space within the Civic Centre and further rental shortfalls across other Council properties. These are offset by underspends in salaries and a rates rebate to be received due to a revaluation of the Civic Centre resulting in an overall saving within Facilities Management. Further revaluations are expected but the outcome of which can't yet be determined.</p> <p>Strategic Property Services (+£1,041k) This is predominantly due to the increased delays in achieving the anticipated Bund income for 2017/18.</p>	827
Other Items - most notably Former Employees cost centre with an underspend of £80k.	(205)
Use of reserves and other control measures	0
Finance, Resources & Customer Services Total	621
Mitigating actions being taken to reduce overspend position - FRCS	
Further revaluation of rates values is underway and outcome will be reported in future monitors.	

Appendix A4

Health, Housing and Adult Social Care	August £000's
Adult Social Care	
The monitor includes £5.7m of additional Social Care funding from Central Government allocated to Enfield announced in the Spring Budget. There are unrealised savings from previous years within Care Purchasing, £2.7m and Transport £234k which adds to the pressure within the Service. Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.	
Strategy & Resources - These Services include, transport, grants to voluntary originations, Safe Guarding and Service Development.	0
Mental Health - The service is currently projecting an overspend for the year on care packages.	82
Learning Disabilities - The service continues to project an overspend position as a result of managing demand led services. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics and Ordinary Residence clients. Not included in the monitor are additional risks of £1m for Ordinary Residence.	123
Older People and Physical Disabilities (the Customer Pathway) - The service is projecting care purchasing overspends due to demand led services, especially within residential. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics. Additional Better Care Fund of £4.6m is applied to this Service	460
Client income at Bridgewood House.	0
Public Health Grant The Departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2017/18 is now £17.2m, this reflects a reduction in grant of £436k, and increased allocation to other Corporate Public Health services. There is also additional reductions of the grant of £886k planned over the next three years. There is a risk that demand led sexual health services could result in additional pressures.	0
Other control measures-	
Adult Social Care & Public Health	665

Housing-General Fund	August £000's
Homelessness and Temporary Accommodation. - There is on-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. This however, area of spend remains volatile and the underlying pressure due to the increased volume of homelessness still remains.	(868)
Housing Related Support. - There are savings in 2017/18 of £2.0m to be achieved from Housing Related Support. The forecast overspend is as a result of delayed decommissioning and recommissioning of Housing Related Support Contracts. It is anticipated that the full year effects of these savings will be achieved for 2018/19. Part of this variance is offset by a forecast underspend in homelessness and temporary accommodation. Work continues in the decommissioning/recommissioning preventative housing related support services in order to mitigate the current forecast pressure.	1,297
Housing-General Fund	429

Mitigating actions being taken to reduce overspend position - HHASC	
Reviewing personal budgets	
Recommissioning the VCS to provide more integrated & outcome focused early intervention support	
Decommissioning/recommissioning preventative housing related support services	
Delivering an LATC to deliver commercially viable (what were in-house run) services	
Implementation of new supported living framework for LD services with improved quality framework and vfm (with same being developed for MH services)	
Development of new Positive Behaviour Support model in LD services to deliver improved outcomes and reduced support costs	
Development of strategic commissioning and procurement of residential/nursing services across the NCL area to reduce costs	
Ongoing review programme to target high cost placements to deliver against outcomes in different ways/reduce personal budgets)	
Development of a Personal Assistant market to provide more responsive, personalised support for people at home and improved vfm	
Further integration of services including establishment of integrated locality teams to prevent hospitalisation	
Further expansion of the enablement service to reduce the number of people both in community and from hospital needing ongoing support	

Children's Services	Budget Variation Aug 2017 (£'000)
Catering - the Catering Service is projected to be on budget. The service has incurred additional salary costs of £230k due to pay award and overhead increases and Corporate Finance have confirmed that additional funding will only be provided for the London Living Allowance element of this increase. The service has offset these additional costs by reductions in labour, food and R&M costs.	0
SEN Transport is currently anticipating an overspend of approximately £1.5m this year. Number of Clients: 747 (July-747)	1,500
Traded Services: £230k of the additional £500k traded service income target for 17/18 is projected not to be achieved due to contraction of school budgets.	230
No Recourse to Public Funds (NRPF): In 2016-17 there was an overspend of over £1m. Based on information currently available this budget is projecting an overspend of £426k, having received a growth in the 2017-18 budget of £560k. The work of an anti-fraud officer as well as an immigration officer are expected to contain the overspend within this area which will be closely monitored over the course of the year. Number of Families (supported financially): 92. New-0. Left-0. (July-92)	426
Adoption/SG Allowances: This area has seen a special guardianship budget growth of £60k in 2017-18 but is projecting an overspend of £546k. Allowances carried forward from previous years account for £252k of overspend with the remainder primarily due to the new SGO cases. The projection reflects the new allowance rates that apply. This budget area presents a high risk of overspending further. Number of Clients Adoption: 72. New-0. Left-0. (July- 72) Number of Clients SGO: 168. New-4. Left-1. (July-165)	546
Leaving Care - Client Costs The Leaving Care client costs budget is projecting an overspend of £453k which is a similar level to 2016-17. The LAC service are continuing to review the most expensive support packages and exploring alternative or new options for service provision for these clients where possible. There are potentially further pressures on this budget with changes in the Children's & Social Work Act introducing increased expectations requiring all Leaving Care clients up to 25 years old being funded in future. Number of Clients: 239. New-0. Left-0. (July-239)	452
Youth & Family Support Service - A reported overspend of £50k which is mostly driven by emergency sheltered accommodation for young people. Number of clients: 34. New referrals: 7. Closed cases: 8. In supported accommodation: 11. In foster placement: 1. Remained at home: 23.	50
Other minor variations	106
Children's Services Total	3,310

Mitigating actions being taken to reduce overspend position - Children's Services	
<u>Families with No Recourse to Public Funds:</u>	
· Enhanced assessment processes involving fraud and legal officers at an early stage.	
· More consistent application of policies and procedures	
· Better monitoring/performance management.	
· Liaise with Home Office for new resource to speed up decision-making processes.	
· Review of cohort to ensure eligibility.	
· Social worker now located in Housing Services to ensure a corporate response.	
· Better use of website to clarify expected service.	
<u>Looked After Children's (LAC) Placements:</u>	
· Resolute focus on helping families to care for their children.	
· Reshaping the offer for targeted and preventative interventions.	
· Best value through regional commissioning arrangements.	
· Opportunities for invest to save initiatives.	
· Develop services through DfE and DCLG grants.	
<u>Reduction in Number in Care:</u>	
· Further improvements in support to family in order to prevent family breakdown aimed at increasing family resilience to further reduce family breakdown.	
· The DfE funding that was just for one year has been well managed and will allow for the maintenance of this service until March 2017. This will allow more resource to be focussed on preventing family breakdown.	
· Troubled Families funding is being well targeted at the most needy families in a timely manner to reduce risk of family breakdown.	
· Reduction in UASC being accommodated. The London UASC protocol has been renegotiated and there is now a national UASC protocol and both aim for a fairer distribution of UASC. As a result no UASC arriving in Enfield will stay for more than a few weeks before being transferred to national scheme and Enfield will no longer take permanent responsibility for new arrivals in the next few months.	
· Where it is in their best interests, families are being supported to move from the borough and have a fresh start in other areas of the country. 9 families, including 24 children, have moved this year giving a potential saving of at least £0.5million per annum.	
· Consistent decision making about admissions to care.	
· Review of the accommodation service for 16/17 year olds to ensure fewer of these young people enter care by increasing family mediation services.	
<u>Reduction in the cost of care provision/increased efficiency in system:</u>	
· Improved, faster, foster carer recruitment process to increasing the quality and quantity of in house foster carers available to reduce the use of more expensive agency placements. Ernst and Young estimate that agency foster care costs £100 per week more than in house even when all hidden costs of in house are accounted for.	
· Reviewing our foster care allowances to ensure we remain competitive	
· More assessments of foster carers being undertaken by independent assessors to speed up process.	
· Restructuring of the fostering service to reduce management costs.	
· Better use of joint funding for placements with health via the complex issues panel.	
· Commissioned research into the increase in referrals.	
<u>Home School Travel Assistance for Eligible Children and Young People (SEN Transport) :</u>	
A major cross-departmental project led by Children's Services is underway to review all policies and processes related to travel assistance. Savings will be delivered as a result of the following actions:	
· Review of council travel assistance policy so that it is fully compliant with new SEND legislation and less likely to be challenged.	
· Improved consultation and engagement with parents.	
· New online access to information and application process.	
· Regular review of eligibility and mode of appropriate travel assistance.	
· Establishment of new Travel Brokerage Service for parents that offers different modes of travel assistance and no automatic assumption of directly provided transport.	
· New routing software to ensure more efficient use of resources.	
· Ensuring the most efficient, effective and economical option is used.	
· Better monitoring and improved IT system that allows individual financial tracking for each child.	
· New procurement exercise underway for external transport providers.	
· Review of terms and conditions and training for Drivers and Personal Assistants.	
· Closer working with schools to identify children capable of developing independent travel.	
· New approaches to Council provided transport e.g. communal pickup/drop off points, walking buses.	

Schools Budget (Dedicated Schools Grant)	Budget Variation Aug 2017 (£'000)
Behaviour Support Service - projecting an underspend due to staff vacancies in primary and secondary provision. A recruitment drive is underway.	(123)
Assistant Director Education - underspend reflects shortened contract for consultants	(65)
Enfield Special Schools - place funding for 30 additional places at West Lea School wef Sept 2017	175
Exceptional Needs Funding - transitional support fund allocated to schools with highest losses resulting from new methodology (£400k) and estimated termly increases for additional EHCPs (£400k)	800
Mainstream Tuition - projected forecast is based on current students plus a 10% contingency for new or changed placements. Changes this month included 10 leavers, 9 starters and 3 increased placement costs	41
OLA Special Schools - The projected forecast is based on current students plus 10% contingency for new or changed placements. Changes this month include 10 leavers, 9 starters and 3 increased placement costs	498
Independent Day At this early stage of the cycle, the projected forecast is based on current students plus 10% contingency for new or changed placements. Changes this month reflects 16 new starters, 17 rate increases and 5 pupils receiving additional 1:1 support	2,482
Independent Residential. At this early stage of the cycle, the projected forecast is based on current complex care students plus a 10% contingency to allow for new or changed placements and for confirmation of health and social care contributions. Changes this month reflect 1 starter and 1 leaver	37
Parent Support Service - a reduction in DSG funding is the main reason for the projected overspend which cannot be contained in advance of a restructure of the Parent Support Service.	60
Children with Learning Disabilities - projected to be on budget. £30k to be used to fund Early Years Key Worker responsibilities in respect of pre-school children with SEND that are carried out through Cheviots including supporting families with CwD to complete on line school applications for DLA and integration support into pre-school settings.	0
Total Variation – Schools Budget	3,905

Schools Budget Risks	
There continues to be a significant ongoing pressure in the Schools Budget in relation to SEN. The process for monitoring the costs of pupils in outborough provision is being refined to ensure that projections are as accurate as possible and that the contributions from Health are agreed and confirmed. There are plans to expand Enfield special schools and increase other in borough provision for which plans are still being finalised and costed. The termly increase in costs of additional Education, Health and Care Plans for pupils in mainstream schools has been estimated and will be adjusted as actual costs are assessed.	

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MUNICIPAL YEAR 2017/2018 REPORT NO. 64**MEETING TITLE AND DATE:**

Cabinet 18 October 2017

REPORT OF:Executive Director – Regeneration
and Environment

Contact officer and telephone number:

David Taylor – 020 8379 3576

E mail - david.b.taylor@enfield.gov.uk**Agenda – Part: 1****Item: 8****Subject: Enfield's Local Implementation
Plan (LIP) Spending Proposals for
2018/19****Wards: ALL****Key Decision No: KD 4557****1. EXECUTIVE SUMMARY**

- 1.1 The Report outlines Enfield's proposals for spending the anticipated £4.1 million 2018/19 grant funding to be provided by Transport for London (TfL) to help implement the Mayor's Transport Strategy. The expenditure proposals have to be submitted by 20 October 2017 for approval by TfL.

2. RECOMMENDATIONS

To approve:

- 2.1 The expenditure proposals for 2018/19 outlined in Appendix 1 for submission to Transport for London and for these proposals to be implemented, subject to the completion of all necessary statutory procedures.
- 2.3 Delegation of authority to the Cabinet Member for Environment to make any changes necessary to the programme should there be any change to the allocation from TfL or for any other operational reason.

3. BACKGROUND

- 3.1 All London boroughs are required to submit the Local Implementation Plans (LIP) to Transport for London (TfL) setting out how they would help deliver the Mayor's Transport Strategy. The Council's second LIP was approved by the Mayor of London in 2012.
- 3.2 Boroughs make Annual Spending Submissions (ASS) which set out how they intend to utilise LIP funding under various programme areas to support the delivery of the MTS. This report sets out Enfield's proposals for the 2018/19 Annual Spending Submissions (ASS).
- 3.3 A two-year transitional arrangement has been put in place whilst the Mayor develops a revised MTS, taking into account TfL's Business Plan for 2017/18 and beyond,
- 3.4 TfL have now published guidance to boroughs' on preparing their next Local Implementation Plan (LIP3) which will take effect in 2019/20. There is a funding allocation proposed to support the development of Enfield's LIP3 and the related local transport plan.

4. ENFIELD'S LOCAL IMPLEMENTATION PLAN (LIP) FUNDING ALLOCATION FOR 2018/19

- 4.1 Enfield has been allocated LIP funding under two programmes:
 - **Corridors, Neighbourhood and Supporting Measures** – holistic or area-based interventions, including bus priority and accessibility, cycling, walking, safety measures, 20 mph zones and limits, freight, regeneration, environment, accessibility and controlled parking zones. The programmes also include expenditure on cycle parking, cycle training, reduction of street clutter, electric vehicle charging points, school and workplace travel plans, behavioural change, education, training and publicity.
 - **Principal Road Maintenance** – bridge strengthening and assessment, and principal road renewal.
- 4.2 Funding allocations for the Corridors, Neighbourhoods & Supporting Measures programmes are derived using needs-based formulae applied across all London boroughs. Allocations for the Principal Road Maintenance Programme are derived using a system of engineering assessment of maintenance needs applied across all London boroughs. There has been a recalculation of the formula which has led to a drop in Enfield's total funding of £45k (just over 1%) as set out in 4.4.
- 4.3 The majority of the funding in the **Corridors, Neighbourhoods & Supporting Measures** programmes is allocated to schemes and projects which directly contribute to the delivery of the Cycle Enfield programme, via the implementation of physical improvements, including the ongoing delivery of a

number of Quietways / Quietway Links, Quieter Neighbourhoods, and the provision of supporting measures, including cycle training and maintenance classes. This funding is in line with the Mini Holland bid proposal and secures additional external funds in excess of the £30m of dedicated TfL funding for Mini Holland in order to deliver Cycle Enfield. The other significant call on funding is for road safety initiatives and measures to promote active travel to school.

- 4.4 The table below sets out the Council's overall allocations for each programme of investment for 2017/18 and 2018/19:

Programme	2017/18	2018/19
Corridors, Neighbourhoods & Supporting Measures	£3,072,000	£3,027,000
Principal Road Maintenance	£1,086,000	£1,086,000
Total	£4,158,000	£4,113,000

- 4.5 The tables in Appendix 1 provide more detail about the specific expenditure proposals for each of the programmes of investment.
- 4.6 It should be noted that in order to make savings to the overall LIP budget and focus on delivering MTS outcomes the Local Transport Fund, which is a £100k discretionary funding allocation for each borough, is not continuing in 2018/19.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Constraints on proposals

- 5.1.1 The Local Implementation Plan (LIP) is a statutory document arising from the GLA Act 1999. Each borough's LIP covers proposals to implement the Transport Strategy of the Mayor of London (MTS), locally within the area of each borough. Therefore, the submissions for 2018/19 proposed in this report are essentially constrained within two determinants:

- Firstly, the submission is constrained by TfL's Local Implementation Plan (LIP) Annual Spending Submission Guidance for 2018/19.
- Secondly, to meet the adequacy test required for Mayoral approval (GLA Act section 146(3.b)), each LIP sets out the proposals for implementing the Mayor's Transport Strategy. For 2018/19, this adequacy of Enfield's proposals, from the perspective of the Mayor's Transport Strategy (MTS 2), is secured by following the "Guidance on Developing the Second Local Implementation Plans – May 2010" issued by TfL and by virtue of the fact that Enfield's LIP has now been approved by the Mayor of London.

- 5.1.2 The proposals contained in this Report satisfy these two constraints and were informed by the consultation process detailed below.

5.2 Consultation

- 5.2.1 The priorities contained in Enfield's current LIP (approved in 2012) emerged following a structured process of consultation which included workshops with councillors and engagement with transport user groups. This programme addresses these priorities, as well as those in the Mayor's Transport Strategy, and has been subject to internal consultation prior to approval being sought from the Council's Cabinet.
- 5.2.2 The programme includes a number of ongoing schemes and projects which have been developed in consultation with key partners. For new proposals, where applicable, individual schemes and projects will be subject to consultation.
- 5.2.3 Improved public health is a key priority for both the Council and the Mayor and several of the spending proposals have been developed in conjunction with the Public Health Team to promote active travel via the greater use of walking and cycling.
- 5.2.4 Travel to and from school is an important issue in the Borough, both in terms of congestion, road safety, and health. Several of the elements of the proposed programme will be delivered in partnership with local schools.
- 5.2.5 This Report has been subject to internal consultation which includes seeking comments on the impacts of the proposed programmes on the Council's priorities.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The recommendations are seeking the necessary approvals that will enable Enfield's Local Implementation Plan (LIP) funding proposals for 2018/19 to be submitted to Transport for London. This submission of the proposals to TfL is essential in order to obtain release of the allocated funds ready for expenditure in the Financial Year 2018/19.

7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

7.1 Financial Implications

- 7.1.1 The Local Implementation Plan (LIP) Proposed Funding Allocations for 2018/19 (Appendix 1) are as follows:

Corridors, Neighbourhoods & Supporting Measures: £3,027,000
Maintenance Principal Roads: £1,086,000

- 7.1.2 Expenditure (once approved by Transport for London) will be fully funded by means of direct grant from TfL. The funding arrangements are governed through the TfL Borough Portal and no costs fall on the Council. The release of funds by TfL is based on a process that records the progress of works against

approved spending profiles. TfL makes payments against certified claims as soon as costs are incurred, ensuring the Council benefits from prompt reimbursement.

- 7.1.3 LIP financial assistance is provided by TfL under Section 159 of the GLA Act 1999. The funding is provided to support local transport improvements that accord with the Mayor's Transport Strategy Goals and Outcomes.
- 7.1.4 Use of the funding for purposes other than those for which it is provided may result in TfL requiring repayment of any funding already provided and/or withholding provision of further funding. TfL also retains the right to carry out random or specific audits in respect of the financial assistance provided.
- 7.1.5 Under current arrangements, delegated authority is given to boroughs to move funds within transport areas or, subject to limits between areas, subject to approval by TfL. Underspends occurring during a financial year are normally returned to TfL and there is no presumption given that funding not required in a particular year can be carried forward.

7.2 Legal Implications

- 7.2.1 The Mayor's Transport Strategy (MTS2) provides the framework for the development of Local Implementation Plans (LIPs) by London boroughs; it also provides the basis for the assessment of grant applications.
- 7.2.2 Under the Greater London Authority Act 1999 (GLA Act) Section 145, each London borough council shall prepare a Local Implementation Plan (LIP) containing its proposals for implementing the MTS2. The Mayor's LIP Guidance and Transport Strategy Implementation Targets provide the framework for common content and pace of delivery within which each LIP has been prepared. The targets arise from provisions in the GLA Act Section 41(9).
- 7.2.3 Under the GLA Act, the Mayor is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL are charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the MTS2.
- 7.2.4 The generic matters to which TfL will have regard in allocating financial assistance and the generic conditions that will apply to any such assistance are:
- Under Section 159 the GLA Act, financial assistance provided by TfL must be for a purpose which in TfL's opinion is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.
 - In order to ensure this purpose is met, TfL may have regard to the following matters when exercising its functions under Section 159:

Any financial assistance previously given
The use made by the authority of such assistance

- Conditions - Section 159 (6) of the GLA Act also allows TfL to impose conditions on any financial assistance it provides and in specified circumstances to require repayment. Other more detailed conditions may be imposed that relate to particular projects.

7.2.5 The recommendations contained in this Report are within the Council's powers and duties.

7.3 Property Implications

There are no identifiable property implications arising directly from the LIP proposals, however, as individual schemes progress, there may be an opportunity for specific input in respect of the Council's land and property portfolio.

8. KEY RISKS

8.1 Risks have been identified:

- 8.1.1 Strategic – Continuing with the previously agreed programme would impact on the delivery of Cycle Enfield which is a medium-term objective of the Council.
- 8.1.2 People – There is likely to be an impact on several staff due to changes in the programmes and schemes being funded. Agreeing this programme will allow engagement with staff about what changes are required.
- 8.1.3 Financial – The failure to agree a revised programme will impact on the ability of the Council to deliver schemes which in turn means funding could be lost, or costs transferred into next financial year, and / or not utilised effectively.
- 8.1.4 Reputational – By not delivering against Mayoral priorities or failing to effectively utilise TfL funding, future funding opportunities could be restricted including for the emerging Healthy Streets programme.

9. IMPACT ON COUNCIL PRIORITIES

9.1 Fairness for All

These proposals will specifically contribute to improving access to the transport network and with it access to employment, housing and services. Key projects include:

- Implementation of Cycle Enfield schemes including Quietways, Quieter Neighbourhoods and corridor improvements.
- Ongoing programme to make all bus stops in Enfield accessible.
- Provision of Bikeability nationally accredited cycle training to adults and children.

9.2 Growth and Sustainability

These proposals will support growth and encourage sustainability via both the Cycle Enfield Quietways, Quieter Neighbourhoods and corridor improvements, as well as the programme of supporting measures which includes cycle training and maintenance classes, cycle parking and support for schools. The funding for schools will support the preparation and implementation of plans and schemes which should increase the use of sustainable transport.

9.3 Strong Communities

Of particular relevance to the theme of strong communities is the engagement work which takes place as part of the road safety physical measures and related education programmes, as well as the work which takes place in schools including the provision of support for them to develop School Travel Plans which involves engaging with the wider school community to prepare and implement change.

10. EQUALITIES IMPACT IMPLICATIONS

- 10.1 Boroughs have a duty under current race, disability and gender legislation to carry out an EQIA of their LIP. This should identify whether or not (and to what extent) a LIP has an impact (positive or negative) on a particular equality target group, or whether any adverse impacts identified have been appropriately mitigated. The Disability Discrimination Act 2005 specifically requires local authorities to promote equality for disabled people, and to have regard to the needs of disabled people, both in developing and implementing plans. The general duty under the new Equality Act 2010 also requires authorities to assess the impact of relevant proposals on all disadvantaged groups, and the proposed consultation around transport issues will inform this work.
- 10.2 In developing the workstreams in Enfield's approved LIP, an Equality Impact Assessment had been undertaken to ensure that the proposals presented do not discriminate against equality groups and that equality is promoted whenever possible.
- 10.3 The proposals within this report are directly derived from the Local Implementation Plan which has already been approved by TfL. That approved LIP was subjected to a comprehensive EQIA (Chapter 1 & Appendix 1 of Enfield's approved LIP) which concluded that the programme areas do not discriminate against equality groups.
- 10.4 In addition, for the 2018/19 programmes a top-level assessment has been undertaken to consider the possible equality impacts of the programme areas and proposed changes:

Programme Protected Characteristic	Access	Air Quality	Cycling and Walking	Road Safety	School Travel
<i>Disability</i>	Positive: Step free bus stops	Neutral	Positive: Targeted provision	Neutral	Neutral
<i>Gender</i>	Neutral	Neutral	Neutral	Neutral	Neutral
<i>Age</i>	Positive: Step free bus stops.	Positive: Reduces COPD triggers.	Positive: Over 50s focused activities.	Neutral	Neutral
<i>Race</i>	Neutral	Neutral	Neutral	Neutral	Neutral
<i>Religion & Belief</i>	Neutral	Neutral	Neutral	Neutral	Neutral
<i>Sexual Orientation</i>	Neutral	Neutral	Neutral	Neutral	Neutral
<i>Gender Reassignment</i>	Neutral	Neutral	Neutral	Neutral	Neutral
<i>Pregnancy & Maternity</i>	Positive: Step free bus stops.	Neutral	Neutral	Neutral	Neutral
<i>Marriage & Civil Partnership</i>	Neutral	Neutral	Neutral	Neutral	Neutral

10.5 The Scheme Development programme area relates to preparing new policies, programmes and schemes. Equality and diversity will be considered at the earliest opportunity and through the development process with any impacts assessed prior to implementation.

10.6 Overall the proposed Local Implementation Plan work programme for 2018/19 should deliver benefits for some groups with protected characteristics. No specific negative impacts have been identified. Despite this individual projects and schemes should still consider equality and diversity impacts when being designed and developed.

11. PERFORMANCE MANAGEMENT IMPLICATIONS

11.1 Work undertaken within the Neighbourhoods, Corridors and Supporting Measures funding stream contributes directly towards the attainment of four of the five core Statutory Performance Indicators defined by the Mayor and are required by the Mayor, of all London boroughs to pursue:

Increased share of non-car modes including cycling and walking levels

- Bus reliability improvements
- Road casualty reductions
- Reduced CO₂ emissions from ground-based transport

- 11.2 Work undertaken within the Maintenance funding stream (roads & bridges) contributes directly towards the attainment of one of the five core Statutory Performance Indicators defined by the Mayor and are required by the Mayor, of all London boroughs to pursue - Highway Asset Condition Improvement.

12. HEALTH AND SAFETY IMPLICATIONS

Where relevant, schemes will also be subject to independent Safety Audits to ensure that they do not have an adverse effect on road safety. In addition, many of the schemes also fall within the scope of the Construction, Design and Management Regulations to ensure that schemes are built safely.

13. HR IMPLICATIONS

There are no identifiable HR implications arising from these proposals.

14. PUBLIC HEALTH IMPLICATIONS

Transport is a major determinant of health with a number of public health and medical bodies recommending a modal shift towards active transport (walking and cycling). Health benefits include integrating physical activity into everyday life which has the potential to reduce long-term conditions (LTCs) by 20 – 40% depending on the condition. LTCs cost the NHS 70% of its budget. Other benefits will include access to services and social support, reduction of community segregation and noise. A modal shift would also impact positively on air quality, itself estimated by King's College to be associated with up to 15% of deaths in Enfield (Understanding the Health Impacts of Air Pollution in London) (July 2015).

Background Papers

None.

Appendix 1 – Local Implementation Plan (LIP) Funding Allocations and Expenditure Proposals for 2018/19

Programme / Scheme	Description	2017/18 £000's	2018/19 Proposed £000's
Overall Programme	Corridors & Neighbourhoods and Supporting Measures Combined	3,071	3,027
Accessibility		100	100
Bus Stop Accessibility	Currently 85% of Enfield's bus stops are classed as accessible so this funding will continue supporting the design and delivery of accessibility schemes.	50	50
Reducing Signage Clutter	This is an ongoing programme of work which identifies and reduces signage clutter as part of a programme of renewal and rationalisation. Removing clutter improves the streetscape and reduces maintenance costs.	50	50
Air Quality		75	75
Mayor's Air Quality Fund Anti-Idling Project	Match funding for Mayor's Air Quality Fund project to raise awareness and change behaviour through monthly action days. This funding supports on-street activities and Enfield's participation in this multi-borough project.	15	15
Delivering Air Quality Improvements	Support for initiatives which improve air quality in the Borough including through monitoring and focused activities as well as delivery of local projects and schemes. Last year the funding supported air quality monitoring, delivery of the statutory Air Quality Action Plan and responses to the emerging ULEZ.	45	45
Air Quality Monitoring	Support for 3 static air quality monitoring stations and mobile monitoring.	15	15
Cycling & Walking		2,421	2,364
Cycle Enfield Major Schemes	Funding to support delivery of A105 route. NOTE: Change in allocation relates to the focusing of LIP funding on Quietways and Quieter neighbourhoods.	180	0
Cycle Enfield Quietways	Programme of Quietway schemes. NOTE: Increase in funding reflects the focusing of LIP on Quietways and Quieter	850	930

Programme / Scheme	Description	2017/18 £000's	2018/19 Proposed £000's
	Neighbourhoods.		
Cycle Enfield Quieter Neighbourhoods	Delivery of Quieter Neighbourhoods. NOTE: Increase in funding reflects the focusing of LIP on Quietways and Quieter Neighbourhoods.	750	930
Cycle Enfield Supporting Measures	Programme of supporting measures made up of: <ul style="list-style-type: none"> • Additional satellite bike parking mini-hub - £45k • 10 community bike markets - £30k • Marketing and promotion of Cycle Enfield and active travel activities – £30k • Additional secondary school activities - £10k • Cycle Enfield attendance at festivals and community events - £15k • Cycling events for specific target groups, e.g. over 50s - £10k. 	140	140
Cycle Parking	Ongoing programme of cycle parking implementation to complement Cycle Enfield. This covers the design and installation of 20 cycle hangars (120 spaces) and 70 Sheffield stands or equivalent. NOTE: Change in allocation reflects actual costs for current year and proposed programme for 2018/19.	90	60
Cycle Training	Provision of Bikeability nationally accredited cycle training to adults and children with the targets for 2017/18 being up to: Adults - 480 Children – 3,600	200	200
Cycling Promotion	Promotion and marketing activities to highlight ongoing cycling support activities (as distinct from Cycle Enfield specific activities). This includes both print advertising, the use of social media and engagement events.	30	30
Cycling Support Activities	Delivery of projects and programmes to support people to cycle: 137 Dr Bike sessions for 3,200 bikes - £44k 10 Cycle maintenance classes for 60 trainees – £6k 12 Guided rides for 130 riders - £4k	54	54
Ponders End High Street	Contingency to allow post-implementation works to complement Ponders End Major	100	0

Programme / Scheme	Description	2017/18 £000's	2018/19 Proposed £000's
	Scheme. This has not been included in the main programme budget. NOTE: Change in allocation is because scheme is due for completion in 2017/18.		
Rights of Way Improvements	Design and implementation of improvements to Enfield's rights of way network. Likely schemes include signing the Pymmes Brook Trail and new rights of way.	10	10
Safer Freight	Implementing the Enfield Safer Freight & Fleet Action Plan including promotion of the Freight Operator Recognition Scheme, delivery of Exchanging Places events and CPC Safe Urban Driver Training. NOTE: Change in allocation reflects actual funding requirement based on previous performance.	17	10
Road Safety		225	225
Road Safety Schemes	Schemes and projects identified through Technical and Economic analysis to be delivered as part of a rolling programme. Schemes delivered in 2016/17 included anti-skid surfacing, new pedestrian crossings and signs and lines.	150	150
Road Safety Engagement	Support to identify priority areas of work and undertake complementary engagement to raise public awareness of road safety issues.	25	25
Junction Protection	Design and delivery of schemes to maintain junction safety. In 2016/17, along with complementary funding, over 35 schemes were delivered at nearly 90 junctions.	50	50
Scheme Development		100	150
Programme, Project and Scheme Development	Support for the development of programmes, projects and schemes including where new priorities are identified which meet MTS outcomes but are not currently funded. Areas of interest include Healthy Streets and controlled parking zones. NOTE: Increased allocation reflects the need for additional funding to support the preparation of LIP3.	100	150

Programme / Scheme	Description	2017/18 £000's	2018/19 Proposed £000's
Safe and Sustainable School Travel		150	113
Safe and Sustainable School Travel	Funding for the development and delivery of a focused programme of activities and interventions at schools identified as being high priority. The detailed programme is to be developed but will include school travel planning, in school road safety activities and the identification of physical measures to support modal shift and reduce the highway impact of schools on local areas.	60	60
Supporting STP Delivery	Support for schools to prepare, submit and monitor travel plans which encourage sustainable travel. This discharges a statutory duty and relates to the remainder of the 2016/17 academic year. NOTE: Change in allocation is because the third-party support is being tapered off in favour of bringing delivery in-house.	53	16
Cycle Grants for Schools	Programme of small grants (less than £1k) to schools with accredited School Travel Plans, to help them improve cycling provision and encourage uptake by pupils and staff.	17	17
School Travel Measures	Allocation to cover the cost of designing and delivering a small number of physical measures around schools to encourage walking and cycling.	20	20

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MUNICIPAL YEAR 2017/2018 REPORT NO. **65**

MEETING TITLE AND DATE:

Cabinet – 18th October 2017

REPORT OF:

Chief Executive

Agenda – Part: 1

Item: 9

Subject: Quarterly Corporate Performance Report

Wards: All

Key Decision No: 4520

Contact officer and telephone number:

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1. EXECUTIVE SUMMARY

1.1 Cabinet has been receiving regular monitoring reports on the Corporate Performance Scorecard since September 2012.

1.2 In the current difficult financial circumstances, there is value in demonstrating that, in many areas, Council performance in delivering key priorities is being maintained and/or improved. It is also important that the Council understands and effectively addresses underperformance.

1.3 This is the latest quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the latest available performance at the end of the first quarter of 2017/18 and compares it to the Council's performance for the same period in 2016/17.

2. RECOMMENDATIONS

2.1 That Cabinet notes, for information only, the progress being made towards achieving the identified key priorities for Enfield.

3. BACKGROUND

3.1 In the continuing challenging local government financial environment, it is important that the Council continues to monitor its performance to ensure that the level and quality of service and value for money is maintained and where possible improved. It is also essential to understand and take appropriate action in areas where performance is deteriorating. This may include

delivering alternative interventions to address underperformance, or making a case to central government and other public bodies if the situation is beyond the control of the Council.

- 3.2 Following the abolition of the National Indicator Set in 2010, the Corporate Performance Scorecard was developed containing performance measures that demonstrate progress towards achieving the Council's aims and key priorities. The measures are grouped under the Council's three strategic aims, Freedom for All, Growth and Sustainability and Strong Communities. A number of financial health measures are also included. The scorecard is reviewed annually and targets are set based on local demand and available resources.
- 3.3 Performance is reported quarterly to the Executive Management Board and Cabinet. Following the Cabinet meeting the performance tables are published on the Council's website.

4. PERFORMANCE

- 4.1 Appendix 1 shows the latest available performance at the end of the first quarter of 2017/18 and compares it to the Council's performance for the same period in 2016/17. Where appropriate, explanatory comments are provided in the column next to the performance information.

4.2 Financial Indicators

This section provides an overview of the Council's financial health. The first three indicators give the income and expenditure position, the next two provide an update on the Council's balance sheet and the final two indicators show the cash flow position.

4.3 Priority Indicators

The scorecard groups performance indicators under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities.

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber where the target has been narrowly missed; and red where performance is significantly below the target set for the year.

7 of the indicators being reported do not have targets. This is because some indicators do not have targets set (e.g. Domestic Violence) or Q1 data is not yet available.

71 performance indicators are being reported, of which 64 have targets. Of these, 39 (61.00%) are at green; 17 (26.50%) are at amber; and 8 (12.50%) are at red.

The notes cover a number of areas and may include explanation of how the indicators are calculated, commentary on progress towards achieving the targets, trends over time and national comparisons.

The recent target setting process conducted across the Council has aimed to ensure that

As part of the Enfield 2017 programme, a number of key areas in the Council have been restructured. Staffing changes and the introduction of new IT systems have resulted in a temporary drop in performance in some services. Action is being taken to bring performance back on target.

For a few indicators, questions have been raised as to whether the processes for collecting and reporting data are capturing all the activity covered by the indicators. The Data and Management Information Reporting Hub and Performance Analysis Team are working closely with departments to review and, where necessary, amend procedures.

5. ALTERNATIVE OPTIONS CONSIDERED

Not to report regularly on the Council's performance. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by Council services.

6. REASONS FOR RECOMMENDATIONS

To update Cabinet on the progress made against all key priority performance indicators for the Council.

7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

7.1 Financial Implications

The cost of producing the quarterly reports will be met from existing resources.

7.2 Legal Implications

There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

7.3 Property Implications

None

8. KEY RISKS

Robust performance management helps identify areas of risk in service delivery and ensure that Council resources are used effectively and that the Council's good reputation is maintained.

9. IMPACT ON COUNCIL PRIORITIES

a. Fairness for All

The scorecard includes indicators that measure the Council's progress in reducing inequalities across the Borough.

b. Growth and Sustainability

The scorecard includes indicators that aim to support business growth, increase numbers of people in employment, protect and sustain Enfield's environment and support Enfield's voluntary and community sector.

c. Strong Communities

The scorecard includes indicators that assess how the Council's actions are contributing to strengthening communities, improving communications, reducing crime and improving health.

10. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

11. PERFORMANCE MANAGEMENT IMPLICATIONS

Robust performance management provides the Council with accurate data and ensures that service delivery is meeting local needs and priorities.

12. PUBLIC HEALTH IMPLICATIONS








The scorecard includes a number of health and wellbeing indicators that aim to address the key health inequalities in Enfield.

Background Papers

None.

CMB Review - Financial Indicators 2017/18 (protect)



Area of Review	Key Highlights	Risk Rating - July'17
Income & Expenditure Position - Year end forecast variances	Year-end variances of £5.1m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures.	
Income & Expenditure Position - Budget Profiling	Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year.	
Income & Expenditure Position - HRA	The HRA is projecting a nil variance at year-end outturn against budget.	
Balance Sheet - Cash Investment	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	
Balance Sheet - General Fund balances year end projections	The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2017/18.	
Cash Flow - Cash balances and Cashflow Forecast	The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.	
Cash Flow - Interest Receipts Forecasts	Interest receipts forecast for the year are on target with budget.	

Key to Status		2016/17 (end June 16) – Number of Indicators		2017/18 (end June 17) – Number of Indicators	
	Alert		11		8
	Warning		13		17
	OK		33		39

(a) Housing and Homelessness

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Number of households living in temporary accommodation	3189 	3275 	3277 	3292 	3292 	3086	Target is performance in the same period last year in order to highlight trend in this area. Ongoing work in this area includes strategic working group established to look at ways to understand and tackle increasing pressures in this area. Development of a forecasting model to predict future demand and impact on costs.
Private Sector Housing: Empty Homes Brought Back into Use	61 	5 	9 	14 	14 	15	Target of 5 per month. April achieved 5, May 4, and June 5. Currently 1 under target. Plans are in place to bring back on target.
Overall satisfaction with repairs service provided by Council Homes	93% 	98% 	98% 	98% 	98% 	92%	Percentages displayed in months represent cumulative year to date (YTD): 818 out of 837 (97.73%) surveys returned in respect of works orders issued (period April 2017 to June 2017 inc) indicated their satisfaction with the responsive repair service. Monthly Snapshot for June: 96.93%
Contractor monitoring by Council Homes of responsive repairs completed by agreed target date – (YTD)	94.43% 	94.03% 	94.17% 	94.74% 	94.74% 	96.00%	Data outturns are inclusive of all term contractor repairs that were raised in April 2017 (and completed by the end of June 2017). A total of 3,208 responsive repairs were completed in time from a total of 3,386 repairs completed. This still remains below target.
Rent collected by Council Homes as a proportion of rent due (excluding rent arrears)	100.29% 	103.29% 	101.85% 	101.75% 	101.75% 	100.20%	Cumulative YTD: A total of £15,658,902 of income was collected against a total of £15,389,714 in charges.
Number of children in B&B accommodation	47	Measured Quarterly					Quarter 4 is the latest published data available: 2015/16: Q2 – 52; Q3 – 62; Q4 – 89; 2016/17: Q1 – 90; Q2 – 102; Q3 – 135; Q4 – 47 A significant amount of action has been taken to move families with children living in shared accommodation.
Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review	19 	Measured Quarterly				0	Q4 is the latest published data available (target set as zero) 2015/16: Q2 – 16; Q3 – 41; Q4 – 42; 2016/17 Q1 – 51; Q2 – 61; Q3 – 70 Q4 – 19

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Number of Household with dependent children and / or pregnant woman with no other dependents – In Bed and Breakfast	29	Measured Quarterly					Quarter 4 is the latest data available as at End of July. H/holds with dependent children and/or pregnant woman (no other dependents): 2015/16: Q2 – 31; Q3 – 41; Q4 – 58; 2016/17 Q1 – 61; Q2 – 69; Q3 – 83; Q4 – 29

(b) Adult Social Care

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Number of clients reviewed in the year (of clients receiving any long term service)	68.8% 	5.4% 	14.2% 	21.0% 	21.0% 	20.0%	Position at June 2017: Number of clients receiving a review: 771 Number of clients reviewed in the year (of clients receiving any long term service): 3680
Percentage of current clients with LTS receiving a Direct Payment	60.86% 	60.73% 	60.64% 	59.74% 	59.74% 	63.00%	Position at June 2017 Current clients receiving a Direct Payment: 1598 Clients with LTS or receiving Carer's Specific services: 2675
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100% 	100% 	100% 	100% 	100% 	99.5%	Position at June 2017 Current clients with LTS receiving Self Directed Support (Direct Payment & Personal Budget) – 2675 Current clients with LTS receiving Self Directed Support (DP & PB) – 2675
Delayed transfers of care (days)	7773 	503 	899 	1472 	1472 	2060	1670 delayed days as at June 2016. Target for 2017/18: Below 7,696 days
Delayed Transfer of Care – Days Delayed (SOCIAL CARE Delays)	2,139	102 	189 	360 	360 	519	Delays attributable to Social Care for April–June'17: 360 Reasons for delay in 2017/18 (days): Public Funding – 126; Awaiting Nursing Home Placement – 74; Awaiting Res Care Placement – 67; Care Package Own Home – 38; Comp of Assessment – 24; Community Equipment/Adaptations – 19; Disputes – 12
Timeliness of social care assessment (all adults)	97.4% 	98.7% 	93.2% 	93.4% 	93.4% 	90.0%	Position at June 2017 Number where time from first contact to completion of assessment is less than or equal to four weeks – 426 Total assessments completed in year – 456

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)	39.92% 	1.61% 	7.30% 	9.86% 	9.86% 	12.00%	Due to issues with Carefirst forms, there has been a delay in loading some reviews onto the system. This is being rectified and July performance is on target.
Number of adult learning disabled clients receiving LTS in paid employment	66 	63 	63 	62 	62 	70	Target increased to 70 in 2017-18 (60 last year)
No. of adults receiving secondary mental health services in settled accommodation (percentage)	78.8% 	79.6% 	78.3% 	78.7% 	78.7% 	80.0%	Total adults receiving secondary mental health services in settled accommodation – 813; Total adults who have received secondary mental health services at this point of the financial year – 1033 (78.7%)
No of Adults receiving secondary mental health services in employment	5.3% 	5.5% 	5.3% 	5.8% 	5.8% 	5.5%	Total number of adults who have received secondary mental health services in paid employment (i.e. those recorded as 'employed') at the time of their most recent assessment/formal review: 60 Total adults who have received secondary mental health services at this point of the financial year: 1033 (5.81%)
New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65	612.4 	38.8 	86.8 	125.7 	125.7 	128.5	Position at June 2017 55 residential admissions – April to June 2017. (70 in same period in 2016/17) Population 65+ = 43,772
New Admissions to Residential and Nursing Care 18-64 (per 100,000 population).	7.38 	0.98 	0.98 	0.98 	0.98 	1.46	0.98 represents 2 admissions to the end of June (2 clients for Nursing/0 in Residential). 18-64 population: 205,066

(c) Safeguarding Children

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Children looked after (CLA) per 10000 population age under 18	39.6	39.7	40.9	41.9	41.9	60	Overall numbers of Children looked after remain consistent over the past 12 months averaging at 345/month. 12-17 is the largest Cohort of children starting to be looked after. 349 CLA as at the end of June. 30 Children with a disability. Current under 18 population figure from the DfE is 83,200. 20 Children entered care in June.
The number of Looked after children who were adopted or where an Special Guardianship Order (SGO) was granted during the year as a percentage of the number of children Looked after who had been Looked after for 6 months or more	19%	Measured Quarterly			0%	2.75%	Since April 2017, there have been no Adoptions and no Special Guardianship Orders granted out of a cohort of 231 (figures sourced from LCS). This is an incremental target: Q1 = 2.75%, Q2 = 5.5%, Q3 = 8.25% and Q4 = 11%.
Child Protection Plans lasting 2 years or more	.3%	.0%	.0%	.0%	.0%	5.0%	A positive performance, of the 306 children whose CP Plan ended within the last year, none had been on a Plan for more than 2 years at the point the plan ended. Good performance is low (0-10%).
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time – in the past two years	9.1%	8.4%	8.7%	7.8%	7.8%	8.0%	This indicator counts children who had a previous child protection plan in the past two years. Of the 319 children who became subject to a Child Protection plan during the past 12 months, 50 (15.7%) had previously been on a Child Protection plan and 25 had been on a previous Child protection plan in the past two years.
No of children on the CP Plan per 10000 children	26.8	28	27.1	26.9	26.9	43	224 children with a CP plan as at the end of June 2017 divided by the child population of Enfield; 83,200 x 10000. No Comparator data available for May 2016 The current rate compares to 26.7 (219) as at June 2016

(f) Sport and Culture







Arts & Culture

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
		Measured Quarterly					
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	138,184 	Measured Quarterly			29,325 	30,000	TOTAL = 29325 Dugdale Centre = 5396, Forty Hall = 3995, Millfield Arts Centre = 19802, Salisbury House = 132
Number of Arts activities for Children and Young people	11,350 	Measured Quarterly			2,333 	2,300	TOTAL = 2333 Dugdale Centre = 85, Forty Hall = 1115, Millfield Arts Centre = 1122 Salisbury House = 11
Engagement in the Arts (People taking part in all arts at local level)	339,547 	Measured Quarterly			79,780 	77,500	TOTAL = 79,780 Dugdale Centre = 18,318, Forty Hall = 28,485, Millfield Arts Centre = 30,412, Salisbury House = 2,565















Libraries

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
		Measured Quarterly					
Enfield Town – Library Visits	315327 	Measured Quarterly			78586 	75000	78,586 in Quarter 1 (April to June 2017) 86,434 visits in the same period in 2016/17
Edmonton Green – Library Visits	159316 	Measured Quarterly			NA		17/18 no target for Q1 and Q2 due to closure – 70,000 for Q3 and 85,000 for Q4.
Palmers Green – Library Visits	95785 	Measured Quarterly			34088 	23000	34,088 in Quarter 1 (April to June 2017) 28,251 visits in the same period in 2016/17
Ordnance Unity Centre – Library Visits	188692 	Measured Quarterly			46093 	44000	46,093 in Quarter 1 (April to June 2017) 50,971 visits in the same period in 2016/17

Sport & Leisure

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Sports Development Sessions – Young People Attendances	77,186 	Measured Quarterly			8,510 	9,000	Numbers slightly below target due to a decrease in participants on our free program at Southbury LC. The session is targeting those hard to reach young people at risk of antisocial behaviour. Working with Met Police and Spurs to ensure numbers grow back to the scale we had previously.
Sports Development Sessions – Adult Attendances	39,538 	Measured Quarterly			11,436 	9,884	
Leisure Centre – Young People attendances	877,278 	Measured Quarterly			241,840 	221,512	

(g) Income Collection, Debt Recovery and Benefit Processing

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Recovery of council properties fraudulently obtained, sublet or abandoned	69 	Measured Quarterly			22 	15	Achieving recoveries are significantly dependent on a close working relationship between the Counter Fraud and Neighbourhoods team.
% of Council Tax collected (in year collection) Combined	95.88% 	11.56% 	20.40% 	29.06% 	29.06% 	29.02%	End of June 2017 collection rate 29.06% (£42,364,864 collected / £145,763,399 net debit)
% of Business Rates collected (in year collection)	98.83% 	9.28% 	22.08% 	30.84% 	30.84% 	26.77%	End of June 2017 collection rate 30.84% (£37,223,723 collected / £120,699,572 Total Property Charge)
% of Housing Benefit Overpayments recovered.	74.00% 	Measured Quarterly			80.61% 	75.00%	80.61% represents £1,883,178 recovered of £2,336,132 overpayments identified





















Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Processing New claims – Housing Benefit (average calendar days – cumulative)	22.57 	27.49 	25.87 	24.74 	24.74 	23	01.04.17 – 30.06.17: 1736 new claims/ 42,954 days – average 24.74 days. This increase in claims is being monitored. We are confident we can pull this back over the next few months as new claims will be prioritised.
Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	5.5 	6.14 	4.85 	4.69 	4.69 	7	01.04.17 – 30.06.17: 36,651 change of circumstances, 171,914 days (average 4.69 days)

(2) Growth & Sustainability



(a) Employment & Worklessness









Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
% of 16–17 year olds not in education, employment or training (NEET) or not known (NK) (new Sept 2016)	11.26% 	8.3% 	8.7% 	9.1% 	9.1% 	7%	Enfield NEET 2017: 1.9% – London 2.2% – England: 3.1% Enfield Not Knowns 2017: 7.2% – London: 2.8% – England: 3.2% 90.6% Participation (88% in same period last year) These figures will start to rise over the coming months as the schools and colleges go back and the service starts to engage with the new Cohort to establish and support new destinations.
Employment rate in Enfield – working age Population	70.4% 	Measured Quarterly			70.1% 	73%	Covers the period April 2016 – March 2017 for those aged 16–64. Employment rate for London over the same period is 73.8%. Source: Nomis – Official Labour Market Statistics The unemployment rate for Enfield is 6.3% compared to 5.7% for London over the same period.
Young Offenders' access to suitable accommodation	88.9% 	80.0% 	100.0% 	89.0% 	89.0% 	95.0%	Of the cohort of 18 young offenders, two young people were deemed to be in unsuitable accommodation at the end of June 2017 due to their incarceration.

(b) Planning

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Percentage of all valid planning applications that are registered within 5 working days of receipt	83.70% 	92.63% 	95.51% 	95.79% 	94.68% 	85.00%	1,317 of 1,391 valid applications registered during Q1 were within the 5 day target.
2 year rolling performance of major applications determined in 13 weeks	72.62% 	76.25% 	76.83% 	77.22% 	77.22% 	75.00%	61 of the 79 major planning applications determined within the last 24 months were processed within 13 weeks.
Processing of planning applications: Major applications processed within 13 weeks	84.85% 	100.00% 	100.00% 	100.00% 	100.00% 	85.00%	9 of the 9 major planning applications determined during Q1 were processed within 13 weeks. London Average 2016/17 – 83%
Processing of planning applications: Minor applications processed within 8 weeks	82.16% 	91.23% 	79.27% 	89.55% 	85.92% 	80.00%	177 of the 206 minor planning applications determined during Q1 were processed within 8 weeks. London Average 2016/17 – 79%
Processing of planning applications: Other applications processed within 8 weeks	84.22% 	89.62% 	91.41% 	89.23% 	90.23% 	85.00%	360 of the 399 minor planning applications determined during Q1 were processed within 8 weeks. 2016/17 Avg for London Boroughs – 84%






(c) Waste, Recycling & Cleanliness


























Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Residual waste per household	600.57kg/hhd 					580.00kg/hhd	Q4 Data verified and recorded. 2016/17: 600.6 kg per household 2015/16: 636.1 kg per household 2014/15: 616.7 kg per household
Percentage of household waste sent for reuse, recycling and composting	37.15% 					40.00%	2016/2017: 37.2% (43,852 tonnes recycled; 118,036 tonnes collected) Quarter 4: 33.5% (9,310.63 tonnes recycled; 27,837.69 tonnes collected)











Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Percentage of inspected land that has an unacceptable level of litter (3 surveys per annum)	2.83% 				1.17% 	4.00%	Barrowell Green RRC continues to perform at contractual target of 65% further initiatives and approaches will be required to increase from this point. This has supported the reduction of residual waste by approx. 5,000 tonnes and helped save the Council £400k per year. Indicator based on three surveys per annum: Survey 1 (July 2017) – 1.17% (300 inspections – 3.5 with unacceptable levels of litter) (Target – below 4%)
Percentage of inspected land that has an unacceptable level of detritus (3 surveys per annum)	6.98% 				3.33% 	6.00%	Indicator based on three surveys per annum: Survey 1 (July 2017) – 3.33% (300 inspections – 10 with unacceptable levels of detritus) (Target – below 6%)
Percentage of inspected land that has an unacceptable level of graffiti (3 surveys per annum)	0.00% 				0.00% 	2.00%	Indicator based on three surveys per annum: Survey 1 (July 2017) – 0% (300 inspections – 0 with unacceptable levels of graffiti) (Target – below 2%)
Percentage of inspected land that has an unacceptable level of fly-posting (3 surveys per annum)	0.17% 				0.00% 	1.00%	Indicator based on three surveys per annum: Survey 1 (July 2017) – 0% (300 inspections – 0 with unacceptable levels of fly posting) (Target – below 1%)

(3) Strong Communities

(a) Crime Rates

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Burglary	2,486 	188 	385 	541 	541 	552	Performance Indicators for the Mayors Crime and Policing Plan are to be agreed (regionally). These will better reflect outcomes. The measures of crime over a period of time are included for consistency in the interim The overall burglary figure includes burglary of domestic households commercial premises and businesses and domestic buildings such as sheds and garages. Currently household burglary in Enfield is at its lowest level in several years.

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Criminal Damage	2,169 	173 	381 	568 	568 	540	The partnership continues to implement alley gate schemes to reduce opportunities for rear entry burglary offending across the borough and other intensive initiatives are ongoing for seasonal increases over the winter months. Focused work continues on housing areas by the estates crime group and these areas are showing improvements.
Robbery	875 	140 	210 	287 	287 	200	The target represents the actual number of offences in the same period last year. Thefts from motor vehicle offences in Enfield have seen a significant long-term reduction over the past 5 years, with a -31.1% reduction since 2011/12. 12-month rolling data (which is monitored by MPS) shows Enfield to have a -2.35% decrease compared to +8.0% across London (to 31st of March).
Theft from Motor Vehicle	2,076 	197 	418 	594 	594 	476	Thefts from motor vehicle offences in Enfield have seen a significant long-term reduction over the past 5 years, with a -31.1% reduction since 2011/12. 12-month rolling data (which is monitored by MPS) shows Enfield to have a -2.35% decrease compared to +8.0% across London (to 31st of March).
Theft/Taking of Motor Vehicle	897 	102 	183 	291 	291 	183	Thefts of motor vehicles in Enfield have declined by -17.6% since 2011/12 12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +41.4% compared to +26.1% across London (to 31st of March).
Theft from the Person	565 	63 	110 	170 	170 	129	Theft from the person offences are composed largely of pick-pocket type offences and snatch thefts (predominantly where mobile phones are snatched from victims in the street). 12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +17.4% compared to a +12.0% increase across London (to 31st of March).

Indicator	2016/17	Apr 2017	May 2017	Jun 2017	2017/18	Current Target	Latest Note
Violence with Injury	2,390 	209 	448 	649 	649 	629	Reported numbers of Violence with Injury have increased across both Enfield and London in the long term. This includes violent offences which may be associated with street gangs in addition to violence which takes place in the home. Enfield has experienced an increase of +3.6% in the past 12-months, compared to +2.4% across London (to 31st of March). Knife Crime decreased by -3.4% in Enfield which is less than the +23.9% increase across London (to 31st of March). This was the 4th largest decrease across London from the previous 12 months. In the same period, Gun Crime has increased +41.9% across London (to 31st of March) and a similar % increase in Enfield although numbers are low. In addition, Serious Youth Violence increased by +20.0% in Enfield. Approximately 1 in 3 violence with injury offences are domestic related. Nationally it is estimated that as much as 50% of all violence goes unreported to the police particularly that which is domestic or familial, or that which occurs as part of the night time economy. A considerable amount of violence that is not reported to police is dealt with by the London Ambulance Service and Accident & Emergency Departments. Locally we have worked to obtain this data in order to improve our knowledge on geographic locations of violence so that resources can be better coordinated and continue to work to tackle both domestic and gang related violence
Total Offences (MOPAC 7)	11,458 	1,072 	2,135 	3,100 	3,100 	2,709	MOPAC 7 Indicators are currently under review. Awaiting publication of new indicators from the Mayor's Office

(b) Other Corporate Indicators

Indicator	2016/17	2017/18			2017/18	Current Target	Latest Note
		Apr 2017	May 2017	Jun 2017			
Average Sick Days – Council Staff (rolling 4 quarters)	9.74 	Measured Quarterly			9.09 	8.50	Data represents sickness absence for the period from 01.07.2016 to 30.06.17.
Average Sick Days: SHORT TERM ABSENCE – Council Staff (rolling 4 quarters)	3.43 	Measured Quarterly			3.20 	3.00	HR and managers are continuing to manage both long term and persistent short term sickness absence. Additional interventions have been put in place to manage sickness absence
Average Sick Days: LONG TERM ABSENCE – Council Staff (rolling 4 quarters)	6.31 	Measured Quarterly			5.89 	5.50	
Internal Audit Programme – % of reviews completed to draft report stage	95.6% 	Measured Quarterly				95%	Internal Audit has an annual target to deliver 95% of the audit plan to draft report stage by 31 March. The outcome will be reported at the end of the year (quarter 4). Regular reports on progress through the year will be provided to Monitoring Officers and the Audit & Risk Management Committee (Christine Webster 26.7.17).
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours	99.23% 	Measured Quarterly			46.8% 	95%	Q1 performance is 46.8% (37 of 79 within 2hrs). This is significantly outside of the target. A review of information is taking place following a discrepancy in the recording of data.
Council Overall: Invoices Paid within 30 days	94.39% 	96.51% 	95.68% 	95.85% 	96.04% 	95%	22,306 invoices of 23,225 paid inside target as at end of Quarter 1
Corporate Health and Safety Audits (including Corporate Fire Audits)	142 	16 	33 	46 	46 	45	
Schools Health and Safety Audit Programme progress	41 	0 	3 	6 	6 	6	

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MUNICIPAL YEAR 2017/2018 REPORT NO. 66**MEETING TITLE AND DATE:**

Cabinet – 18 October 2017

REPORT OF:Executive Director of
Finance, Resources and
Customer Services

Agenda – Part: 1

Item: 10

**Subject: Governance of Enfield's Trading
Companies****Non Key**

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1. EXECUTIVE SUMMARY

Enfield currently has several wholly owned companies and one joint venture company, either currently trading, recently incorporated or in design. Given the recent growth and activity with the Council's companies, it is now opportune that the current structures and governance arrangements are reviewed.

This report updates on the findings of a review of the Council's companies at both an entity and group level, and makes recommendations on setting up an Oversight Board (referred to as the Shareholder Board) to ensure best use of resources from the Council as shareholder, and exercise the appropriate control and influence over the companies in order that the Council is satisfied that the companies are contributing to its wider objectives and managing risk. At the same time, the Council needs to allow the companies to operate commercially with the appropriate freedoms and flexibilities intended.

2. RECOMMENDATIONS**To agree:**

- 2.1 To set up a sub committee of Cabinet to be referred to as the Shareholder Board which will take on oversight responsibilities for all of the Council's companies
- 2.2 that an early action of the sub-committee (Shareholder Board) will be to review governance arrangements of the companies and report back on recommendations to improve consistency and approach.
- 2.3 The Terms of Reference (ToR) set out in appendix 1
- 2.4 To note that an annual report from each company will be submitted to Cabinet in the September cycle of meetings.

3. BACKGROUND

3.1 Enfield currently has several wholly owned companies and one joint venture company, either currently trading, recently incorporated or in design.

3.2 The companies are:

- Housing Gateway Limited (HGL)
- Enfield Innovations Limited (EIL)
- Lea Valley Heat Network Limited (LVHN) trading as Energetik
- Independence and Wellbeing Enfield Limited (IWE)
- Enfotec Limited

Enfield Council is also a partner in Enfield Norse Limited (ENL) a joint venture company with the Norse Group, which is wholly owned by Norfolk County Council

3.3 Given the recent growth and activity with the Council's companies, it is now opportune that the current structures and governance arrangements are reviewed. The current governance arrangements were put in place to enable each company to be mobilised and begin trading. Now that each company is in a different stage of its lifecycle (in some cases approaching maturity), new governance arrangements may be needed that are better suited to the Council's and companies' current and future needs. The review of governance arrangements will also ensure the best use of resources from the Council as shareholder, exercise the appropriate control and influence over the companies in order that the Council is satisfied the companies are contributing to its wider objectives and managing risk, whilst at the same time allowing the companies to operate commercially with the appropriate freedoms and flexibilities intended.

3.4 To progress this, the Executive Director of Finance, Resources and Customer Services commissioned Grant Thornton to review the current mechanisms that the Council has in place to have oversight and control of the entities and to make recommendations on the way forward to meet the requirements in 3.3 above.

3.5 The review findings at a Group level were:

- The Council did not have an overarching specific 'Corporate Board' or governance structure to provide strategic direction to its entities. Currently this is only in place at an individual entity board level.

- Cabinet Members are appointed to the company boards as directors and, in this capacity, have a fiduciary interest to act in the interests of the company.
- Currently there is no formal mechanism for the operational aspects of the companies to be considered in the strategic context of the shareholder / Cabinet.
- Operationally the companies are managed and monitored locally by the department they relate to, and in future this would benefit from a more formalised, structured and strategic approach.
- There is a disconnect between the individual entities (the Council and the companies) and lack of shared objectives and oversight

3.6 At an entity level the review found:

- As entities grow there should be the consideration of the appointment of external MDs to drive the company performance and growth
- As the entities mature they should consider reducing the frequency of board meetings to six weekly or bi monthly to focus on delivery
- A gateway review process should be considered at key stages for each entity, to ensure that it aligns with the aspirations, and the ongoing purpose and strategic fit of the Council
- Annual reports for all entities should be reported to Cabinet and then to Full Council to allow for scrutiny and transparency
- Each entity board should have performance and finance reports as standard
- KPIs should be regularly reported and reviewed
- Financial reports should be agreed for each entity.
- A more collective approach to risk and risk management would benefit all entities

Proposal - Shareholder Board

3.7 Given the recent growth and activity with the Council's companies, it is now opportune that the current structures and governance arrangements are reviewed. It is therefore proposed that the Council puts in place a Shareholder Board to have over sight of the companies and to ensure the companies are contributing to the Council's wider objectives.

3.8 As a formal Sub-Committee of Cabinet, the Board would be formed of Cabinet Members, complemented with Non-Executive Directors (NED's) and officers in attendance to advise the Board.

- 3.9 The Board would meet quarterly, with the option to meet more frequently, and report directly into Cabinet. Cabinet will remain the ultimate decision making body on strategic issues that materially affect the Companies.
- 3.10 The Board will report to Cabinet on the group activity and Cabinet would delegate key responsibilities to the Board through the Terms of Reference (ToR).
- 3.11 The Board's key responsibilities would include:
1. Receiving reports from each company in an agreed format setting out company information including strategic direction, financial performance, activity and performance indicators, achievements, risks and issues
 2. Acting on behalf of the Council's Cabinet by requiring the directors of each company to exercise their voting rights as directors in line with the scheme of delegation, shareholder consent matters, or equivalent.
 3. Providing companies with clear direction and support in its role as sole shareholder
 4. Supporting and advising the development of each company in relation to matters such as the disposal / dissolution of companies) and e.g. the varying of Articles of Association, change of ownership, structure and share rights (or as may be further set out in a scheme of delegation/consent matters).
 5. Co-ordinating business support requirements for each company
 6. Evaluating effectiveness of board governance structure, processes and recommend changes as required
 7. Reviewing business plans and strategies of the entities to ensure compliance with the Council's strategic direction
 8. Overseeing compliance to ensure that taxation, legal and financial interests of the Council are considered and protected, such as overseeing alteration of authorised or issued share capital, or classification thereof, allotment of share capital or securities, granting options or rights to subscribe to the issuing of share capital.
 9. Ensuring that the risks taken on by each company are managed appropriately and are at a suitable level for the Council to bear as shareholder (or, where the case, as guarantor, or the like)
 10. Delivering reports to Cabinet, making recommendations to Cabinet and advising Cabinet of any issues relating to the companies
- 3.12 The functions that would remain with Cabinet would be in broad terms:

1. Approval of any material alteration to a company's business plan, for example acquiring a new business or closing one down, where it is not ancillary to the core business
 2. Acquiring shares in any company or interest, including limited liability partnership or limited partnership, entering into a joint venture or profit sharing
 3. Approving significant further investment above an agreed value or percentage of the business
- 3.13 The draft Board terms of reference are set out in appendix 1
- 3.14 The Board would be responsible for appointing the Chairs of each of the company entities.
- 3.15 The Chair and Managing Director of each entity would report to the Board at a strategic level on an agreed template.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Continue with the current oversight at entity level only and no formal Group view of the Council's companies. This option does not fit well with the current stage of development of each of the companies, and lacks oversight and strategic alignment with the Council at a group level and between the entities
- 4.2 Shareholder oversight could be exercised through a standing item at Cabinet meetings on a quarterly basis. This would provide group governance and is scalable as the companies grow in size and nature. However, the meeting is much wider than just the shareholder matters and would not allow the level of detailed review and time (estimated 3 hours) required for this item. Further it would not allow the involvement of NED's who provide invaluable insight and expertise.

5. REASONS FOR RECOMMENDATIONS

- 5.1 LBE has a number of wholly owned companies either in design, recently incorporated or currently trading. Given the speed at which the existing companies are scaling their operations and the new ones in development, it is important that a governance framework is put in place at the group level that can support this, and future growth.
- 5.2 The review concluded that the governance arrangements that are in place at an entity level are effective, however group level governance arrangements need to be put in place now.
- 5.3 The report proposes a new group governance structure that will provide the Council with the appropriate control and influence over its entities for them to contribute to the Council's objectives and manage the risks, whilst at the same time affording the companies the appropriate freedoms and flexibilities to operate as intended.

- 5.4 This new structure will provide an overarching single reporting structure for the Council to manage its entities and receive formal reporting between the companies (subsidiaries) and the Council (parent company)
- 5.5 This proposed structure will be more sustainable in the long term and reflect best practice.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

The Council's companies either already are or are becoming businesses of a significant size, offering alternative ways to support the Council's aspirations and continue to provide services in a climate where there are severe financial constraints.

The proposed governance arrangements have been designed to reflect the significance of these companies and allow appropriate discussion and decision-making to ensure that the objectives of all parties are met.

The costs of the new structure will be minimal and will be managed within existing resources, with any decision-making adhering to financial regulations.

6.2 Legal Implications

The Council has general competence powers in s1 Localism Act 2011 which empowers the Council to undertake the actions recommended in this report. In order to give effect to the recommendations, each of the companies concerned will have to pass decisions of their own Boards agreeing to receive reports from the Shareholder Board and to comply with decisions of the Shareholder Board. The current schemes of delegations for each of the companies that may exist should be reviewed in order to ensure consistency with the Stakeholder Board's terms of reference. For example, Energetik has a detailed scheme of delegation detailing which decisions are Council decisions and which are Energetik Board decisions.

The Shareholder Board as a subcommittee of Cabinet will be subject to the public access requirements of section 100A of the Local Government Act 1972, save where matters fall within section 100A (4) of that Act.

7. KEY RISKS

Setting up the oversight board will ensure that the risks taken on by each company are managed appropriately and are at a suitable level

for the Council to bear as shareholder. Currently there is no formal oversight of this combined risk

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Council's companies support the long-term future of the Council and delivery of core services to all residents and businesses in the borough

8.2 Growth and Sustainability

The companies support the long-term sustainability of the Council through investment, service provision and income generation.

8.3 Strong Communities

The companies provide core services, and income to Enfield's communities now and in the future.

9. PERFORMANCE MANAGEMENT IMPLICATIONS

The recommendations in this report will put in place a formal and robust reporting process between the companies and the Council to ensure they are supporting the Council's aims and objectives.

10. PUBLIC HEALTH IMPLICATIONS

The Council's companies contribute to the health and well-being of Enfield's residents through improved quality and supply of rented accommodation, low carbon heat and improved air quality, and services to the vulnerable and elderly.

Background Papers

None

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Shareholder Board Terms of Reference

Background

The Council has 100% shareholding in a number of companies and needs to put in place a Shareholder Board to provide a more sustainable approach to governance. This will allow the Council to manage the companies as a group, ensuring it provides strategic direction, monitors performance and provides each entity with the commercial freedom to maximise their chances of success.

Role

The role of the Shareholder Board will be to exercise governance of the companies on behalf of the Council's Cabinet. Cabinet will remain the ultimate decision making body on material issues affecting the strategic direction of each company.

Responsibilities

The Shareholder Board will have the following responsibilities:

- Receive reports from each company in an agreed format setting out company information including strategic direction, financial performance, activity and performance indicators, achievements, risks and issues
- Act on behalf of the Council's Cabinet by requiring the directors of each company to exercise their voting rights as directors in line with the scheme of delegation, shareholder consent matters, or equivalent.
- Provide companies with clear direction and support in its role as sole shareholder
- Support and advise the development of each company in relation to matters such as the disposal / dissolution of companies) and for example the varying of Articles of Association, change of ownership, structure and share rights (or as may be further set out in a scheme of delegation/consent matters).
- Co-ordinate business support requirements for each company
- Evaluate effectiveness of board governance structure, processes and recommend changes as required
- Review business plans and strategies of the entities to ensure compliance with the Council's strategic direction
- Oversee compliance to ensure that taxation, legal and financial interests of the Council are considered and protected, such as overseeing alteration of authorised or issued share capital, or classification thereof, allotment of share capital or securities, granting options or rights to subscribe to the issuing of share capital.
- Ensure that the risks taken on by each company are managed appropriately and are at a suitable level for the Council to bear as shareholder (or, where the case, as guarantor, or the like)

- Deliver reports to Cabinet, make recommendations to Cabinet and advise Cabinet of any issues relating to the companies

Elected Membership and Voting

The Shareholder Board will consist of five Cabinet Members, to be elected annually by the Cabinet. The Board will be supported as required, for example, by a Finance officer, a Legal Services officer and a Property Services officer from the Council. At least one Director from each company will be required to attend the meetings. The Directors will attend to present information and to seek advice and will not have any voting rights.

NEDs

One NED from each company will attend meetings of the Board when matters concerning that company are discussed and/or voted on at the Board and may provide advice but not vote.

Frequency of Meetings and other Governance

The Board will meet at least four times a year.

Agendas and papers for meetings will be circulated five working days prior to each meeting.

Minutes and action points from each meeting will be recorded and circulated within ten working days after the meeting date. These documents will be reviewed at the beginning of each meeting.

Conflicts of Interest

No member of the Board may take part in or vote on a decision affecting a company of which they are a director.

Quorum

The quorum will be 3.

Resources

A Council Officer is to be assigned to support the Board meetings

Reporting

The Shareholder Board will report to Cabinet following each of the Shareholder Board's meetings.

Cabinet's Responsibility

This will be made clear in the revised schemes of delegation but will include matters such as:

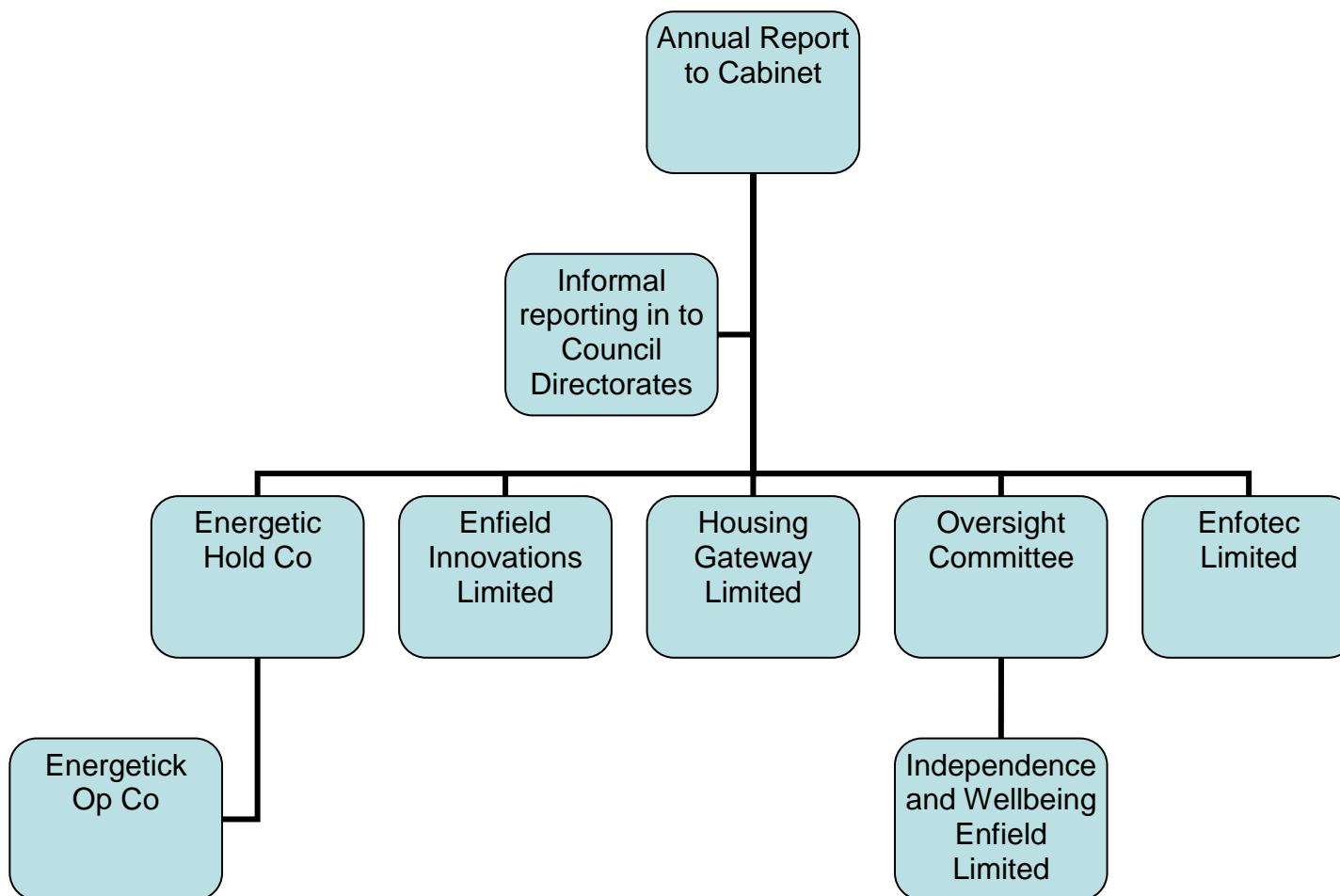
- Approval of any material alteration of the scope of a company, commencing a new business or closing down an existing business, which is not ancillary or otherwise incidental to individual Business Plans and/or Articles.
- Acquiring shares in any other company or other similar interest in another entity including a limited liability partnership or limited partnership, entering into joint ventures or partnerships or profit sharing.
- Approving significant further investment (above a value to be determined by the Council) in companies within the group.

Review Period

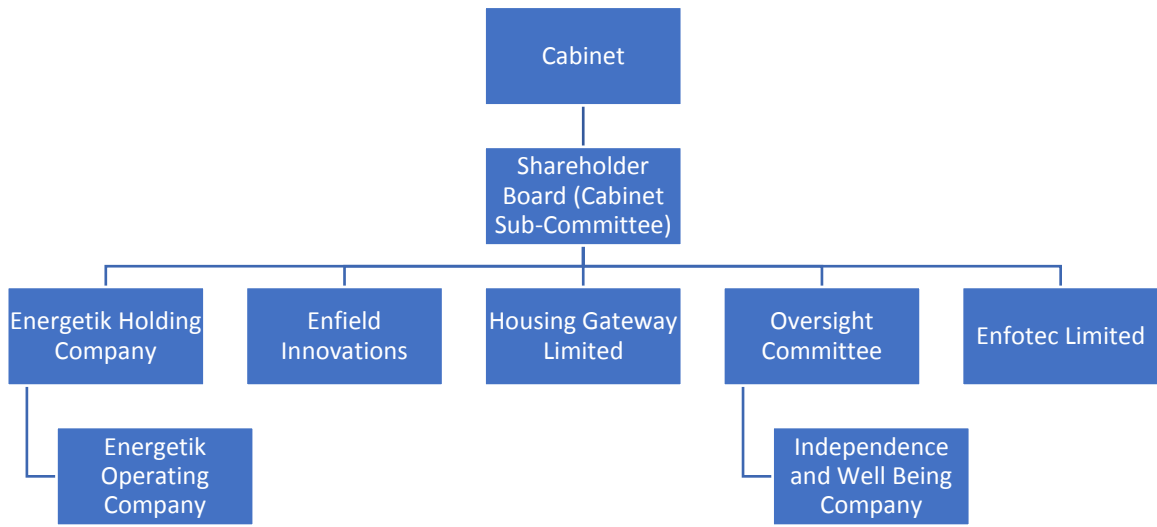
The Shareholder Board will review its operation and terms of reference on an annual basis.

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CURRENT COMPANY REPORTING STRUCTURE



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THE CABINET

List of Items for Future Cabinet Meetings (NOTE: The items listed below are subject to change.)

MUNICIPAL YEAR 2017/2018

NOVEMBER 2017

- 1. September 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of September 2017. **(Key decision – reference number 4546)**
- 2. Adult Social Care Community Services Charging Policy 2017/18** James Rolfe

This will consider, following consultation, a proposal to amend the current charging policy. **(Key decision – reference number 4559)**
- 3. Public Spaces Protection Orders** Gary Barnes

To consider whether to introduce Public Spaces Protection Orders to control anti-social behaviours. **(Key decision – reference number 4568)**
- 4. Investment Property Asset Management** James Rolfe

This will seek approval to the establishment of an investment property asset management fund. **(Key decision – reference number 4356)**
- 5. Emergency Support Scheme** James Rolfe

This will propose to end the emergency support scheme for 4 December 2017. **(Key decision – reference number 4579)**
- 6. London Borough of Enfield/Housing Gateway Limited Collaboration – Purchase of Out of Borough Housing Portfolio** James Rolfe

This will recommend that Housing Gateway purchases a viable property portfolio. **(Key decision – reference number 4592)**
- 7. Genotin Road Car Park** James Rolfe/Gary Barnes

This will outline the future strategy for Genotin Road car park. **(Key decision – reference number 4567)**

DECEMBER 2017

1. **Quarterly Corporate Performance Report** Ian Davis
 This will present the latest quarterly corporate performance report. **(Key decision – reference number 4521)**

2. **October 2017 Revenue Monitoring Report** James Rolfe
 This will report on the projected variance to the 2017/18 Revenue Budget as at the end of October 2017. **(Key decision – reference number 4547)**

3. **Meridian Water: Programme Update Contract Close** Gary Barnes
 Cabinet approval is required following the procurement of a Master Developer for the Meridian Water Project. Since the selection of the preferred bidder in May 2016, there have been detailed clarification and negotiations to finalise the Master Developer Framework Agreement which have now reached a stage at which approval will be required from the Cabinet prior to entering into the contract. It will also provide a commercial and financial update outlining progress and changes to the project since the last report in October 2015. **(Key decision – reference number 4469)**

4. **Electric Quarter – Land Disposal** Gary Barnes
 This will seek authority to dispose of an area of land with the Electric Quarter Scheme Boundary. **(Key decision – reference number 4560)**

5. **Bury Street West - Development** James Rolfe/Gary Barnes
 This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**

6. **Child and Adolescent Mental Health Services Scrutiny Work stream Report**
 This will consider the above Scrutiny work stream report. (Non key)

7. **Southgate Sites – Disposal – Tranche 9** James Rolfe
 This will seek approval to the disposal of three sites in Southgate. **(Key decision – reference number 4581)**

8. **Red Lion Homes – Disposal of HRA Assets** Gary Barnes
 This will set out proposals for the disposal of HRA assets to support the Council sponsored Registered Provider, Red Lion Homes, in its provision of affordable rented housing. **(Key decision – reference number 4591)**

9. **Update Strategy and Approach to Delivering Pupil Places** Tony Theodoulou

This will present an updated strategy for providing school places. **(Key decision – reference number 4594)**

JANUARY 2018

1. **November 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of November 2017. **(Key decision – reference number 4548)**

2. **Redevelopment of the Arnos Pool and Bowes Library Site** James Rolfe

This will seek approval to extend the sport and leisure facilities at the site, whilst also ensuring that library provision is included within the future provision. **(Key decision – reference number 4492)**

3. **Claverings Industrial Estate** James Rolfe

(Key decision – reference number 4381)

4. **Enfield 2017 Scrutiny Work Stream Report**

This will consider the above Scrutiny work stream report. (Non key)

5. **Council Tax Support Scheme 2018/19** James Rolfe

This will seek approval of the Council tax support scheme for 2018/19. **(Key decision – reference number 4588)**

6. **Edmonton Futures Housing Zone – Progress Report** Gary Barnes

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**

FEBRUARY 2018

1. **December 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of December 2017. **(Key decision – reference number 4549)**

2. **Housing Revenue Account – Budget 2018/19 Rent Setting and Service Charges** James Rolfe/Ray James

This will outline, for recommendation to full Council, the Housing Revenue Account – Budget 2018/19 Rent Setting and Service Charges. **(Key decision – reference number 4586)**

MARCH 2018

1. **Heritage Strategy** Gary Barnes

This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**

2. **January 2018 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of January 2018. **(Key decision – reference number 4550)**

NEW MUNICIPAL YEAR 2018/2019

1. **Broomfield House** Gary Barnes

The report will refer to the Broomfield Conservation Management Plan and Options Appraisal and will set out options for the next steps. **(Key decision – reference number 4419)**

CABINET - 13.9.2017

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 13 SEPTEMBER 2017**

COUNCILLORS**PRESENT**

Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts and Culture), Alev Cazimoglu (Cabinet Member for Health and Social Care), Krystle Fonyonga (Cabinet Member for Community Safety and Public Health), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development)

Associate Cabinet Members (Non-Executive and Non-Voting): Vicki Pite (Enfield North) and George Savva (Enfield South East)

ABSENT

Doug Taylor (Leader of the Council) and Dino Lemonides (Cabinet Member for Finance and Efficiency) and Dinah Barry (Associate Cabinet Member)

OFFICERS:

Ian Davis (Chief Executive), Tony Theodoulou (Executive Director of Children's Services), James Rolfe (Executive Director of Finance, Resources and Customer Services), Jayne Middleton-Albooye (Head of Legal Services), Ineta Miskinyte (Learning Disabilities Manager, Health, Housing and Adult Social Care), Nicky Fiedler (Assistant Director - Public Realm, Environment), Peter George (Assistant Director, Regeneration and Planning) and Bindi Nagra (Assistant Director Health, Housing and Adult Social Care) Penelope Williams (Secretary)

Also Attending:

Councillor Derek Levy (Chair of the Overview and Scrutiny Committee), Councillor Erin Celebi

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Doug Taylor (Leader of the Council), Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) and Councillor Dinah Barry (Associate Cabinet Member).

In the absence of Councillor Taylor, Councillor Achilleas Georgiou (Deputy Leader) chaired the meeting.

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2

DECLARATIONS OF INTEREST

NOTED, that there were no declarations of interest in respect of any items on the agenda.

3

URGENT ITEMS

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

4

DEPUTATIONS

NOTED, that no requests for deputations had been received for presentation to this Cabinet meeting.

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED, that the following report be referred to full Council:

1. Report No.49 – Scrutiny Annual Work Programme 2017/18

6

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

6.1 Scrutiny Annual Work Programme 2017/18

Councillor Achilleas Georgiou (Deputy Leader) invited Councillor Derek Levy (Chair of the Overview and Scrutiny Committee) to present the report setting out the scrutiny annual work programme and work streams for 2017/18 (No.49).

NOTED

1. That the number of Overview and Scrutiny Committee meetings this year had been increased from 4 to 9 to enable more issues to be considered in greater depth. More would be added to the schedule if necessary.
2. This year more joint meetings would be organised to focus on particular issues. A joint meeting had been held earlier in the summer on the issue of knife crime and another was planned for health.

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3. The view of Councillor Levy that, because of the additional demands on scrutiny and the pressure on current officers to carry out more administrative tasks, an extra scrutiny officer was needed to add to the scrutiny research capacity of the Governance and Scrutiny Team. Councillor Anderson supported the view that an adequate research resource was important to ensure good outputs.
4. The changes to work stream memberships.
5. The view of Councillor Levy that scrutiny chairs should take greater responsibility for ensuring that other members were involved, for carrying out research' and for ensuring that the work streams moved forward.
6. More pre-decision scrutiny was planned. A session had already been held on the new Housing Allocations Policy. As well as some one day scrutiny events where one issue could be investigated in depth, over a whole day.

Alternative Options Considered: NOTED, that no other options had been considered as the Overview and Scrutiny Committee was required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

RECOMMENDED TO COUNCIL to approve the proposed work programme and work streams for 2017/18 subject to the comments made at Cabinet, as set out above.

Reasons for recommendations: To comply with the requirements of the Council's Constitution, as the work programme had to be formally adopted by Council. In addition, scrutiny was essential to good governance, and enabled the voice and concerns of residents and communities to be heard, and provided positive challenge and accountability.

(Non key)

6.2 Housing Repairs Scrutiny Work stream

Councillor Achilleas Georgiou (Deputy Leader) invited Councillor Derek Levy (Chair of the Overview and Scrutiny Committee to present the report (No.50) to the Cabinet.

Councillor Levy presented the report on behalf of Councillor Katherine Chibah who had led the review.

NOTED

1. That the Housing Repairs Scrutiny work stream was set up following reports to the Overview and Scrutiny Committee detailing concerns with the performance of the Housing Repairs service.

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2. A significant amount of work had been carried out. It was found that the quality of work carried out by repairs and maintenance contractors was not always as good as it could have been, nor was the quality control exercised by council officers.
3. Councillor Oykenner, Cabinet Member for Housing and Housing Regeneration, welcomed the report and acknowledged the good work that the scrutiny workstream had achieved together with housing colleagues. Historically the repairs service had not been good, but things were improving, and he was committed to supporting the report's recommendations. He had undertaken to look at other authorities to see how improvements could be made, including considering the pros and cons of bringing the voids and repairs and maintenance service back in house.
4. The Cabinet Member and Executive Director's response to the recommendations set out in Appendix A.
5. The thanks of Cabinet to all members of the workstream and the officers involved for an excellent piece of work.

DECISION

The Cabinet agreed to note the following recommendations as set out in Appendix A to the report, which had been agreed by the Cabinet Member and Executive Director:

- The Council run a campaign using estate based communication such as Housing News to provide details to tenants of their estate managers. This information was also to be provided to Ward Councillors for use in their Ward Surgeries (paragraphs 7.5-7.7 of the report referred).
- Clear communication protocols and procedures between the Council, contractor and tenant should form part of the action plans with each contractor (paragraphs 7.4 and 7.8 of the report referred).
- The Council consider phasing contracts in future to avoid all contracts starting at the same time (paragraphs 8.1 to 8.3 of the report referred).
- The Council undertake a detailed risk analysis/feasibility study looking at the pros and cons of bringing the voids and the whole Repairs and Maintenance Service in-house including reviewing what other local authorities had done, what had worked and what had improved (paragraphs 6.1-6.7 and 8.4 to 8.10 of the report referred).
- The Council run a communication campaign advising residents what to do and what to avoid in contributing to condensation problems (paragraphs 9.2 to 9.4 of the report referred).

Alternative Options Considered: None.

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Reasons for recommendations: To improve further the Housing Repairs Service and to seek a long term solution on the delivery of voids.

(Non key)

6.3 Call-in: Meridian Water Station Update and Budget (Decision Taken by Cabinet on 26 July 2017, publication of decision list No.16/17-18 issued on 28 July 2017)

NOTED

1. For information, that at its meeting on 14 August 2017, the Overview and Scrutiny Committee had considered a call-in of the above Cabinet decision and, had agreed to confirm the original Cabinet decision.
2. That reserved matters planning permission for the Meridian Water Station had been approved at Planning Committee on 12 September 2017.

7

REVENUE MONITORING REPORT 2017/18: JULY 2017

James Rolfe, the Executive Director of Finance, Resources and Customer Services, introduced his report (No.51) setting out the Council's revenue budget monitoring position based on information to the end of July 2017.

NOTED

1. The latest outturn forecast projects an overspend of £5.1m pounds.
2. The report detailed the actions being taken by the departments to reduce the overspend and take other mitigating actions.
3. Table 2 on page 28 of the report provides supporting information.
4. The Schools' budget (dedicated schools grant) set out in Appendix A6 was also predicted to overspend due to the competing pressures of increased pupil numbers, increased costs and reductions in Central Government grants. Schools are taking actions to mitigate the costs, but it was a challenging situation for them.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to note:

1. The £5.1m overspend revenue outturn projection.
2. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.

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3. The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A to the report.

Reasons for recommendations: To ensure that Members were aware of the projected budgetary position, including all major budget pressures and underspends which had contributed to the present monthly position that were likely to affect the final outturn.

(Key decision – reference number 4544)

8

LOCAL HERITAGE REVIEW

Councillor Yasemin Brett (Cabinet Member for Community, Arts and Culture) introduced the report of the Executive Director of Regeneration and Environment (No.52) seeking approval of the Local Heritage List.

NOTED

1. The Cabinet Member's thanks to officers, Christine White and Samuel Abelman, as well as the Enfield Society, the 50 community volunteers who had helped carry out the review with the support of Urban Vision Enterprises CIC.
2. Councillor Brett's praise of the process whereby all had worked together to identify the key assets, a creative exercise that had provided a good learning opportunity.
3. Extensive consultation with the local community had also taken place and the final list she felt represented the aspirations of the community.
4. The acknowledgement that this list was only a snapshot, that the whole process was dynamic, a never ending work in progress, which would be formally reviewed every two years to reflect any changing opinions.

Alternative Options Considered: NOTED, that an alternative option would be not to update the existing Local List. The existing list dates from 1974 and is now out of date in terms of national planning policy and the recasting of the local planning policy through the Local Plan, Historic England (formerly English Heritage) guidance and changes in the physical fabric of the area since the previous review. The 1974 document did not provide up-to-date information to support Development Management decisions, including appeals.

DECISION: The Cabinet agreed to approve the Local Heritage List.

Reasons for recommendations: National Planning Policy Guidance (paragraph 041) identified that "Local Lists incorporated into Local Plans can be a positive way for the local planning authority to identify non-designated heritage assets against consistent criteria so as to improve the predictability of the potential for sustainable development". Policy 6.5.2 of Enfield's

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Development Management Document set out a requirement that development should conserve and enhance historic assets, therefore the up-to-date list would support decision making.

(Key decision – reference number 4321)

9

SECTION 75 AGREEMENT: APPROVAL OF REVISIONS FOR 2017/18

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director of Health, Housing and Adult Social Care (No.53) seeking to renew the Section 75 (pooled funding) Agreement for 2017/18.

NOTED

1. That the report outlined the proposed contributions for 2017/18 and sought approval of these to allow the revised Section 75 Agreement to be finalised to ensure appropriate governance arrangements were in place.
2. This was an agreement between the Council and the Enfield Clinical Commissioning Group pooling budgets to help ensure joined up health and social care services.
3. This year the agreement has been streamlined and improvements made to help ensure better provision of services for local residents. Twelve contracts had been merged into one.
4. The terms and conditions remain as previously agreed. Paperwork and bureaucracy will be reduced.
5. The agreement was for one year at a time, but there would be an option to extend.

Alternative Options Considered: NOTED that, including the Better Care Fund, there were currently twelve separate pooled funds under the Section 75 agreement. Continuation of maintaining these schedules separately had been considered and consensus reached that having a single pooled fund, a single and common governance process with all terms and conditions to continue as previously agreed was the most efficient and appropriate option. NHS England guidance required the pooling of the Better Care Fund to be via a Section 75 Agreement.

DECISION: The Cabinet

1. Agreed to approve the proposed contributions to the Section 75 Agreement for 2017/18.
2. Agreed to approve the creation of a single pooled Better Care Fund to include all pooled funds previously contained under separate S75

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schedules with those terms and conditions to continue as previously agreed.

3. Agreed to delegate formal sign off of the Section 75 Agreement on Enfield Council's behalf by the Executive Director of Health, Housing and Adult Social Care following formal approval from the Enfield Clinical Commissioning Group for a period of one year with the option to extend the contract period by a further period of up to one year at a time.
4. Noted that the final Better Care Fund (BCF) guidance had been issued by the Department of Health in early July 2017 which had prevented a submission of the BCF spending plan to the Health and Wellbeing Board on the 12 July 2017. The BCF spending plan and the report had now been sent to the Health and Wellbeing Board members for consideration.
5. Noted that the Enfield Clinical Commissioning Group Governing Body would be considering the same authorisation to enter into the agreement on 20 September 2017.

Reasons for recommendations: NOTED, the following reasons as set out in section 5 of the report:

- The pooled funds within the existing Section 75 Agreement required amendment to reflect contract value uplifts and staff pay awards.
- Creating a single pooled fund rather than 12 separate pooled funds did not change the terms and conditions attached to the spending plan for each area of spend and was a more efficient option.
- Both Enfield Council and Enfield Clinical Commissioning Group had endorsed the amendments (subject to final approval through Cabinet and the ECCG governing body) to the Section 75 Agreement, and the recommendation to re-issue and re-sign the document.
- The revised Section 75 Agreement would further consolidate and improve collaborative working between Enfield Council and Enfield Clinical Commissioning Group, providing stability to existing local services and supporting the transformation and integration of health, social care and children's services.

(Key decision – reference number 4488)

10

EDMONTON CEMETERY EXTENSION (REVISED APPROACH)

Councillor Daniel Anderson (Cabinet Member for Environment) introduced the report of the Executive Director of Regeneration and Environment (No.54) seeking authority to amend the scope of the Cabinet decision made on 19 October 2016 through Report No.102 (KD 4234) to extend Edmonton Cemetery.

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NOTED

1. The proposed revised approach to the Edmonton Cemetery Extension as detailed in the report.
2. Councillor Anderson's explanation that this was a change to the original proposals which would enable the greater expansion of Edmonton Cemetery and the replacement of the poorly used tennis courts on the A10 with new courts in a better location at Firs Farm. It would also bring in an extra £500,000 for investment in tennis across the borough. The change followed a suggestion from the Friends of Firs Farm and was a good example of the Council listening to residents and responding to local wishes.
3. The revised proposals were welcomed by Councillor Fonyonga, Cabinet Member for Community Safety and Public Health and Councillor Yasemin Brett, Cabinet Member for Community Arts and Culture.
4. Councillor Brett welcomed them as she felt it would be easier for relatives to visit graves closer to where they lived and for residents to play tennis in a less polluted environment. As Animal Champion, she asked if it would be possible to set aside a part of the new cemetery for pets. Nicky Fiedler, Assistant Director Commercial Regeneration and Environment, agreed to take this away to find out whether it would be possible.
5. Councillor Savva was concerned to make sure that the new courts would be visible to ensure the safety of those playing.
6. Councillor Celebi was concerned that there would be fewer tennis courts than at present and wanted to ensure that the new courts would not infringe on the existing football pitches. She was assured that this would not be so and that the cemetery would be open to all faiths.

Alternative Options Considered: NOTED, that aside from the alternative options considered in Report No.102 (KD 4234), officers had considered continuing with the original scope approved by Cabinet in October 2016. However, the revised scope of the project was being pursued because it provided the best outcomes for the Cemetery Service, tennis provision within the Borough, and meets the aspirations of the local community.

DECISION: The Cabinet

1. Agreed to approve plans to move the four tennis courts, that would have been upgraded through the Edmonton Cemetery Expansion Programme, from the land adjacent to Edmonton Cemetery to Firs Farm subject to planning permission.

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2. Agreed that the land on which the four tennis courts currently stands become part of the wider Edmonton Cemetery Expansion Programme, increasing the number of burial plots to 2137 and increasing investment in tennis provision to £500k.
3. Recognised that approval of the revised scope would result in a delay of up to three months to the completion of the Edmonton Cemetery Expansion Programme.

Reasons for recommendations: The revised scope met all of the objectives agreed in Report No.102 (KD 4234), while allowing for an increase in burial space that would meet demand for a further five years, over and above the original scope agreed by Cabinet, allowed for greater investment in tennis, and met the Friends of Firs Farm's aspirations of delivering new facilities at the playing fields.

(Key decision – reference number 4558)

11

CABINET AGENDA PLANNING - FUTURE ITEMS

NOTED, the provisional list of items scheduled for future Cabinet meetings.

12

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 26 July 2017 be confirmed and signed by the Chair as a correct record.

13

ENFIELD STRATEGIC PARTNERSHIP UPDATE

NOTED, that there were no written updates to be received at this meeting.

14

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 18 October 2017 at 8.15pm.

15

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the item listed on part two of the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

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16

MERIDIAN WATER: PROGRESS UPDATE

Peter George, Assistant Director Planning, Regeneration and Sustainability, gave members of the Cabinet a verbal update on the Meridian Water Scheme:

NOTED

- This was the first of a series of regular updates that would be provided at each Cabinet meeting.
- Negotiations with the Council's preferred Meridian Water bidder had been taking place for some time and were now at an advanced stage. The Council was preparing its final position. Contractual terms were due to be concluded in the next few weeks.
- Construction on the first sites had begun. Remediation works at Willoughby Lane were going well and were due to be completed in December 2017, and the process of relocating the old pressure station would get underway during 2018.
- Officers were working closely with Network Rail which was already on site building the third railway track on schedule for completion in March 2019. The enhanced station had been approved and was due for completion in May 2019.
- A bid had been submitted to the GLA Good Growth Fund to help set up a new fashion hub which could deliver 300 new jobs. It was anticipated that manufacturing would include niche items with high mark-ups. Councillor Levy suggested looking at the work of the successful Fashion Enterprise in Haringey.
- A bid to Government was also being progressed to obtain funds to cover new roads and the fourth railway track.

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