

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 13 March 2018 at 7.30 pm
Conference Room, Civic Centre, Silver
Street, Enfield, EN1 3XA

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Councillors : Derek Levy (Chair), Abdul Abdullahi, Guney Dogan, Nneka Keazor,
Michael Rye OBE and Edward Smith

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Enfield Youth Parliament Co-optees (2)
Support Officer – Claire Johnson (Governance & Scrutiny Manager)
Elaine Huckell (Governance & Scrutiny Officer)

AGENDA – PART 1

1. WELCOME & APOLOGIES

2. DECLARATIONS OF INTEREST

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

3. CHIEF EXECUTIVE STRATEGIC OVERVIEW (UP TO 60 MINUTES)

This is a discussion item.

4. ADOPTION REGIONALISATION UPDATE (UP TO 30 MINUTES) (Pages 1 - 2)

To receive a report from Anne Stoker, Assistant Director Children's Social Care

5. CHANGE AND CHALLENGE UPDATE (UP TO 30 MINUTES) (Pages 3 - 12)

To receive a report from Kate Kelly, Change & Challenge Manager.

6. WORK PROGRAMME 2017/18 (Pages 13 - 16)

To note the work programme for 2017/18.

7. DATES OF FUTURE MEETINGS

Provisional Call-In Dates:

- 29 March 2018
- 5 April 2018
- 19 April 2018

The date of the next business meeting is Wednesday 11th April 2018.

8. EXCLUSION OF PRESS & PUBLIC

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information)(Variation) Order 2006), as are listed on the agenda (Please note there is not a Part 2 agenda)

REPORT TO: OSC**DATE: 13th March 2018****REPORT TITLE: London Regionalisation Adoption Agency Business Case****REPORT AUTHOR/S:****Anne Stoker****Anne.stoker@enfield.gov.uk****PURPOSE OF REPORT:**

It is a national requirement that all local authorities join a regional adoption agency by 2020.

This report updates Overview and Scrutiny Committee with the progress in developing a London Regional Adoption Agency (LRAA).

SUMMARY:

Progress has been slow with the loss of project management in October 2017. The pace has picked up with London project leads now in place and the spoke project managers appointed.

A full business case is expected to be ready to be shared and agreed locally with Members by the end of 2018.

1. BACKGROUND

- The DfE require all local authorities to join a regional agency by 2020. In response, the Association of London Directors of Children's Services (ALDCS) submitted a London proposition, which was approved for development.
- Through the development of regional agencies, the DfE and ALDCS aspire to speed up matching, improve adoption support and achieve cost efficiencies. The London Regional Adoption Agency (LRAA) has been developed to meet the needs of London Boroughs. It would operate with governance through ALDCS and London Councils.
- Cabinet agreed on 16th November 2016, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis and business case and delegated authority to the Cabinet Member for Children's Services, Education and Protection, and the Executive Director of Children's Services to progress arrangements relating to the development and implementation of the LRAA model and negotiate with other RAA's as appropriate.

- A meeting took place in October 2017 with London DCS's and AD's to agree the overarching business case and funding was secured from the DfE to proceed. There is London wide project management in place, the local North London manager has been appointed starting on 7th March 2018 which will help inform the local business case.
- The proposed London model consists of a central hub and 4 spokes, each spoke broadly emulating the current regionalisation arrangements. Enfield is part of the North RAA alongside Camden, Islington, Barnet, Hackney and Haringey. Islington are the host authority for the spoke. The Assistant Directors from the North London group are meeting every 6 weeks to progress local arrangements to feed into the London Executive group.

2. ISSUES AND CHALLENGES

- The business case is still in development and it not clear what roles will be held in the Hub versus the spokes. The proposal from the North London RAA is that the ICT matters are managed locally with HR and legal held centrally. There are appointments (HR and legal specialists) being made centrally to progress this and clarify the best options.
- There is a lot to do to set out a clear detailed business case regarding legal changes, staffing implications and expected improved outcomes for children.

3. RECOMMENDATIONS

- Overview and Scrutiny Committee receive this brief update pending preparation of the full business case which will be tabled later in the year.

4. NEXT STEPS

April 2018 - December 2018:

- Continued planning and development, building on the current North London consortium arrangements so that it is integrated into the final practice model.
- Completion and confirmation of the business case to be signed off by L.A.



Youth and Family Support Service

REPORT TO: OSC

DATE: 13th March 2018

REPORT TITLE: Change & Challenge Troubled Families Programme

REPORT AUTHOR/S:

Kate Kelly

Kate.kelly@enfield.gov.uk

PURPOSE OF REPORT

This is an update on Enfield's Troubled Families Programme

1. BACKGROUND/INFORMATION

We are in the third year of Phase 2 of the Troubled Families Programme, which first launched in 2015. The key focus from the Ministry of Housing, Communities and Local Government (MHCLG) has been transformation of local services to secure sustainable, high quality services for families after the programme ends in 2020.

ISSUES AND CHALLENGES

Funding

Several services have been funded or commissioned through the troubled families grant in Enfield.

The Change & Challenge Unit

The Total Families team were set up within the Youth Offending Unit

3 managers are funded within the Single Point of Entry (SPOE)

2 Parenting Workers are funded within the Parent Support Unit

An independent Domestic Violence Advisor (IDVA) from Solace to provide domestic violence support to the Change and Challenge team

Outreach mentors from our Youth Services

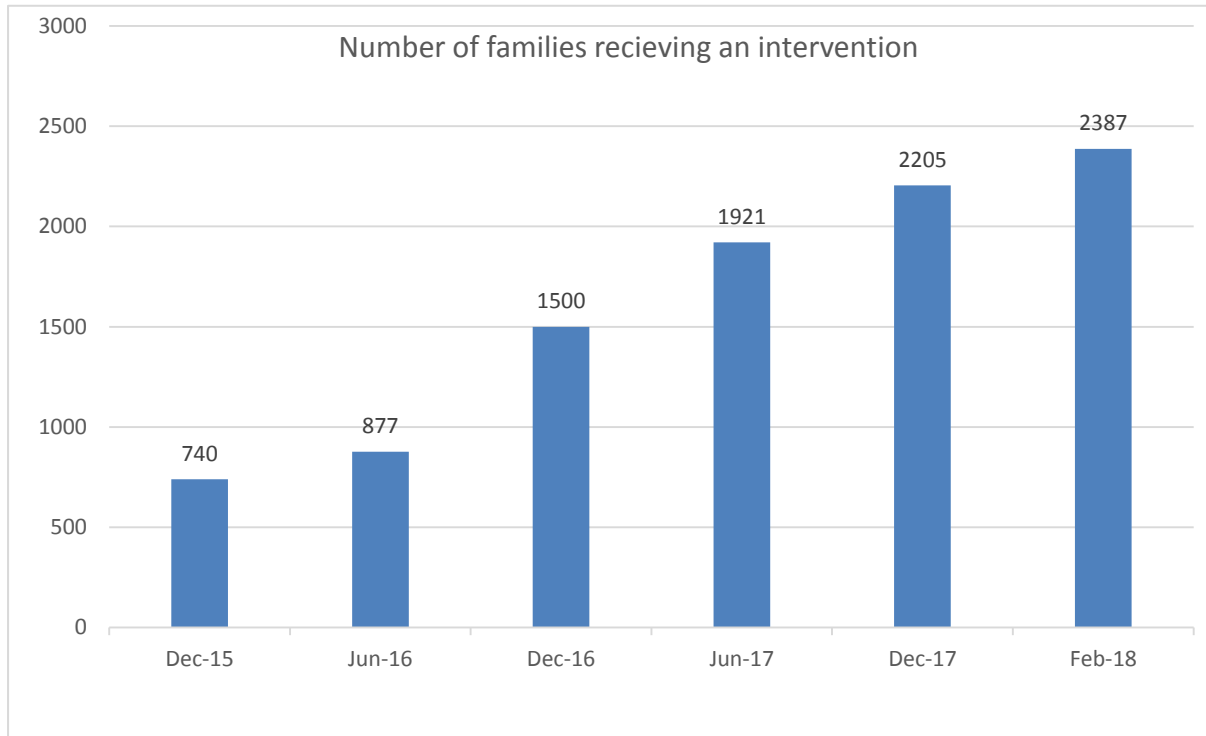
The Programme Funding primarily comes from 3 streams:

1. Attachment Fees

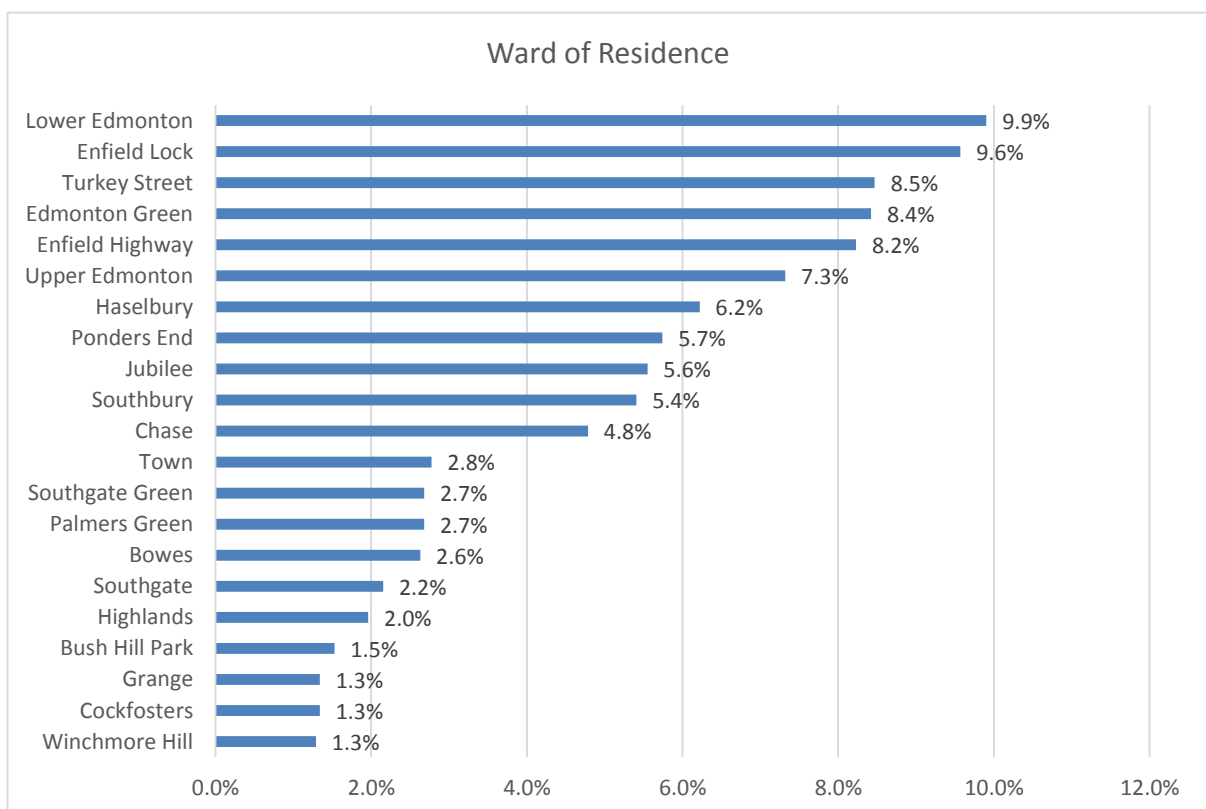
In Phase 2, we need to attach 2970 families to the programme and provide an intervention with a lead agency, assessment and action plan, with evidence of measurable outcomes.

The latest National Impact Survey (NIS) submission indicates that up to December 2017, there have been 2,205 families that have received an intervention which can be counted under the programme.

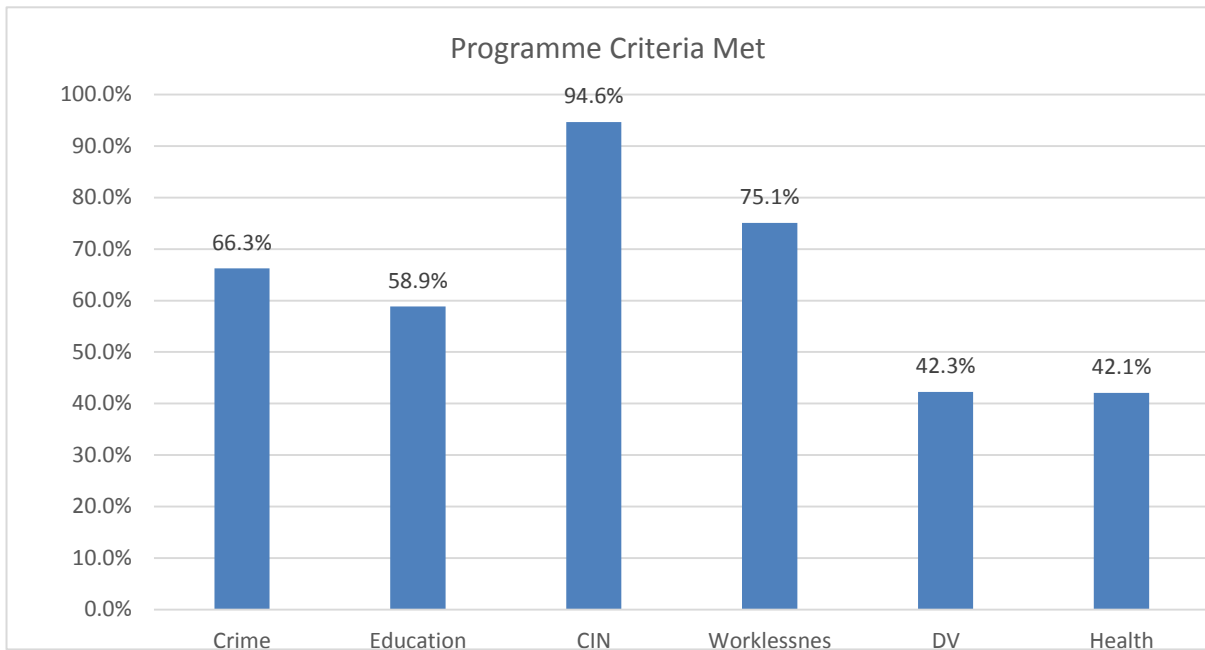
We have been set a target of attaching 2,230 families by the end of 2017/18, As of February 2018, this target has been met and exceeded.



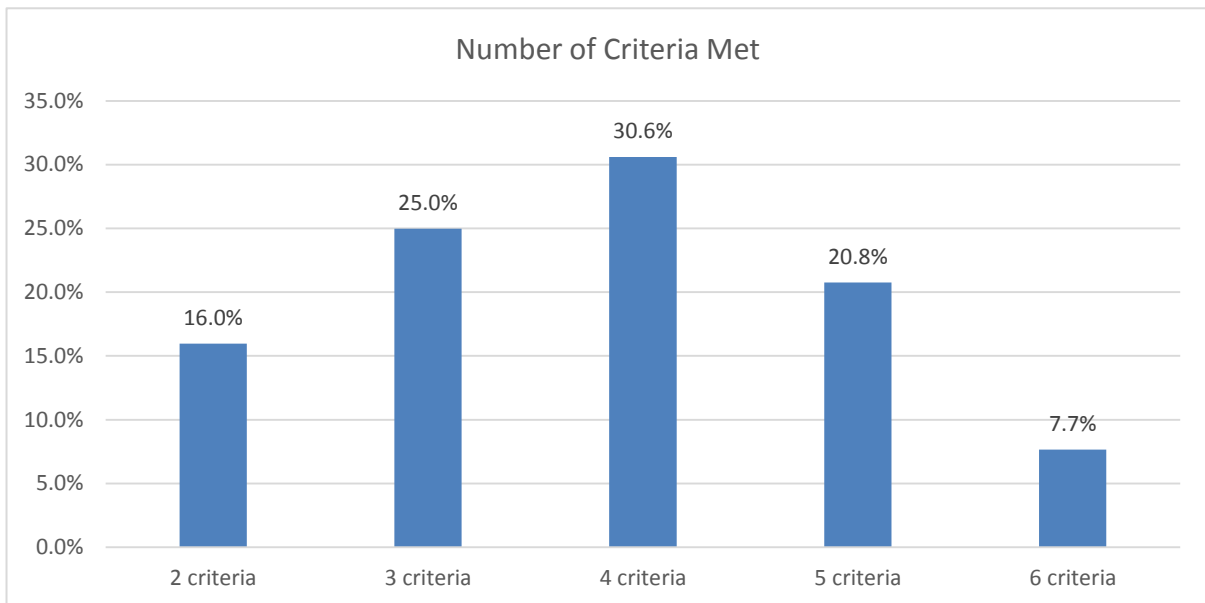
The graph below shows the wards of residence of the families that have received an intervention under the programme.



The graph below shows the criteria for the programme, and the criteria met by the 2,205 families supported, represented as percentages.



The graph below shows the number of families who have met the different number of criteria. The families that meet the greatest number of criteria, have the most complex needs.

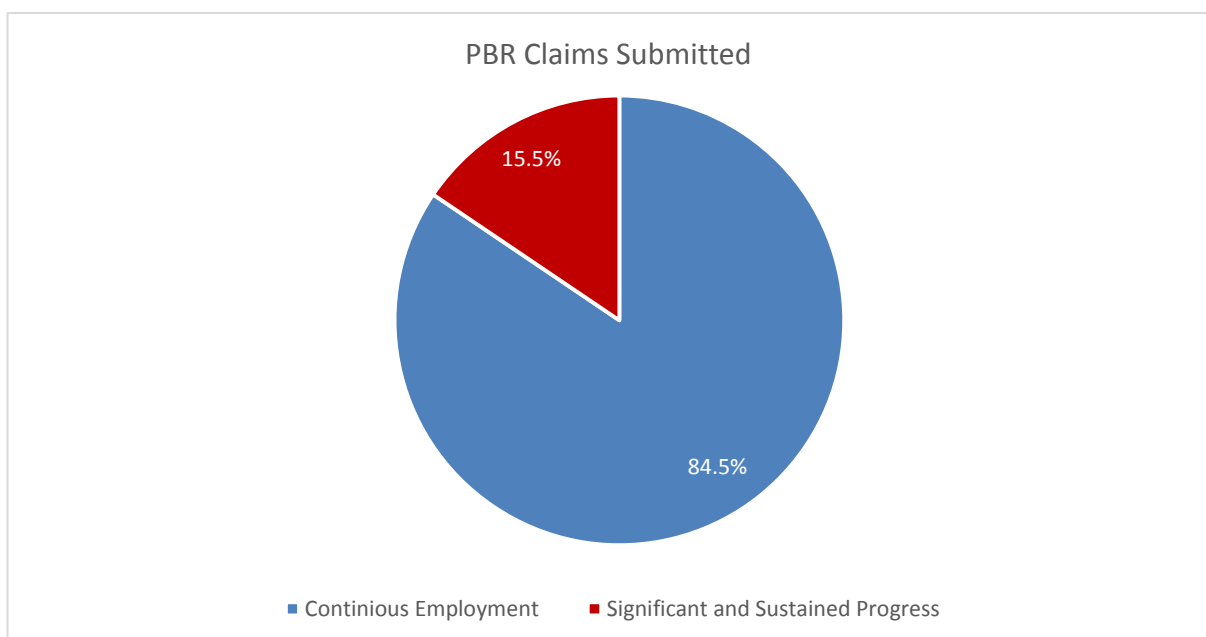
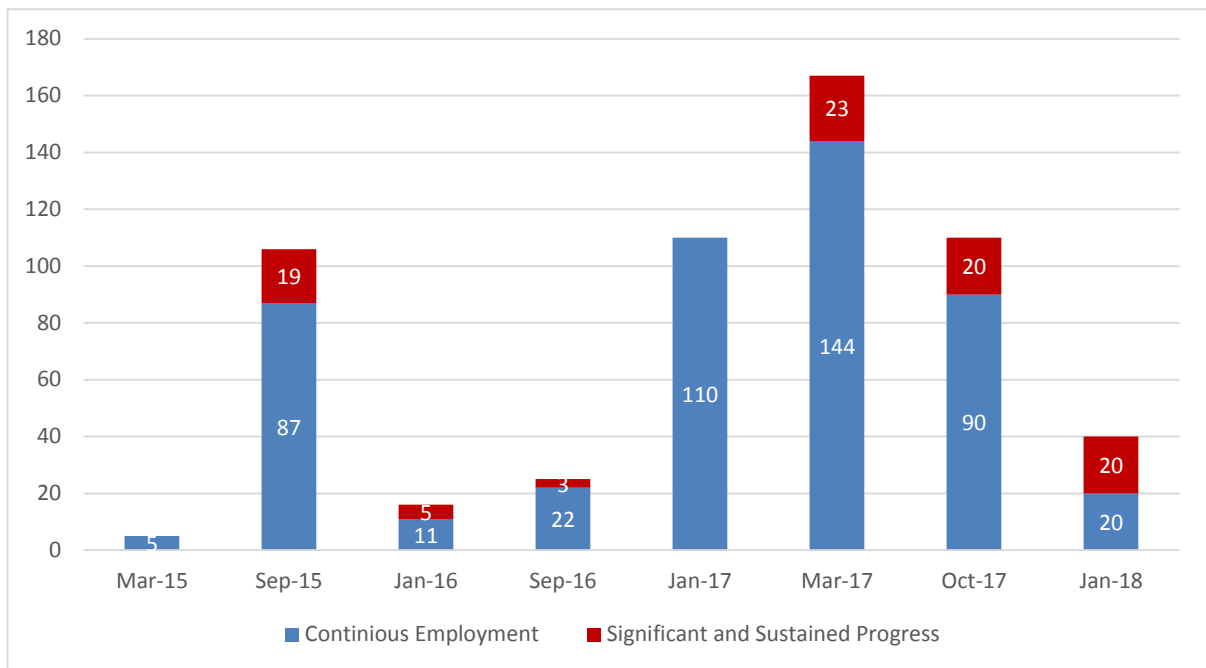


2. Payment by Results

Local Authorities and partners have been asked to measure success in two ways:

- Given the family’s complex needs, they have managed to achieve “significant and sustained progress”.
- An adult in the family has moved off benefits and into continuous employment.

As of January 2018, we have claimed for 579 families under Phase 2 of the project. 84.5% of these claims were for continuous employment. The other 15.5% is for significant and sustained progress.



We have a target to identify and 'turn around' 2970 families by March 2020. Claims we have submitted so far, equates to 19% of the target.

3. Service Transformation Grant

The Ministry of Housing, Communities and Local Government (MHCLG) asked all Boroughs to conduct a self-assessment around their Troubled Families Service Transformation. Transformation of local services is a key objective of the Troubled Families Agenda. This will secure sustainable, high quality services for families after the programme ends in 2020.

Enfield held workshops with all partners to identify where services need to develop to progress to a 'mature' Borough against the MHCLG's 6 strands for service transformation. We now have a Service Transformation Action Plan which will be monitored at the Family Resilience Steering Group and Governed by Enfield's Targeted Youth Engagement Board.

We will be peer evaluated by our neighbouring Boroughs. Our service transformation action plan will be scrutinised. So, it is important that all agencies carryout the actions that they have agreed within the plan.

Earned Autonomy

The MHCLG informed all Boroughs that they would be keeping the Payment by Results (PbR) framework but with a new 'earned autonomy' option. This will allow some Boroughs to move away from the current PbR arrangements.

The chosen Boroughs will be ones that are making good progress in mainstreaming the whole family approach across the partnership. The move towards earned autonomy is expected to be very challenging for those authorities that have made the switch. Only a select number of authorities will be successful in this.

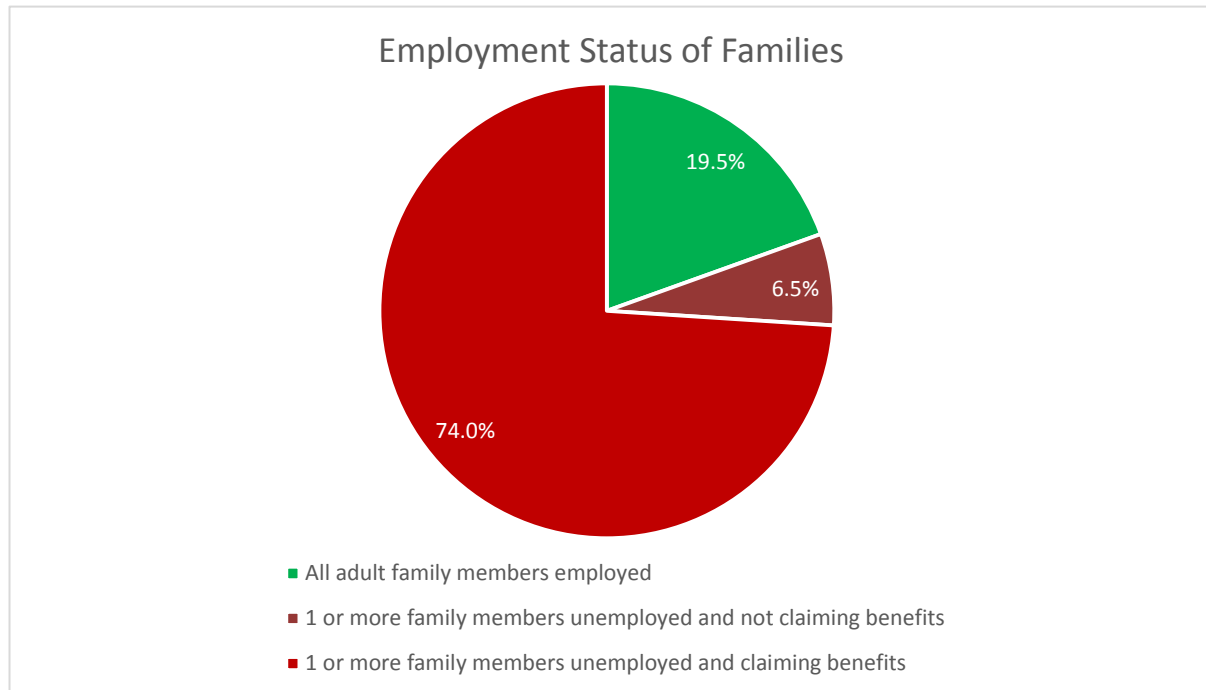
Depending on the success of the first wave, the MHCLG anticipate that more Boroughs may be able to apply for this option before the end of 2018/19. By this time, it should be clearer how the new 'earned autonomy' option would work for other Boroughs and give a greater understanding of what the expectations are for taking this option.

After careful consideration and conversations with MHCLG, we decided not to apply as an early adopter of the 'earned autonomy model'.

Employment

If a family member is unemployed and on benefits, we need to evidence that a person has returned to work or is on the "work journey" and engaging with a work programme. If the person is not ready for the "work journey", a professional statement stating why is required.

When looking at a sample of 415 families, 307 (74%) include at least one family member who is unemployed and claiming benefits. A further 27 (6.5%) include at least one family member who is unemployed, but not claiming benefits. In the remaining 81 families (19.5%), all adults in the family are in employment.



Employment Programme

The Inspiring Families Programme is a voluntary employment support programme. It has been designed to support residents, who are part of a family with complex barriers, to help them begin their journey towards employment. It assists them to take steps towards improving the lives of all family members. The programme is funded by the Department for Work and Pensions and the European Social Fund. We are currently operating sessions every Friday at Ponders End Youth Centre.

Employability support includes:

- Confidence and motivation building sessions
- Preparing CV's and cover letters
- Job searching and writing job applications
- Interview preparation and mock interviews
- Understanding the hidden job market
- Access to exclusive vacancies
- Better off at work calculations
- Interview clothes to keep
- Financial support for first month in work
- In-work support for first 6 months

We are monitoring open cases where adults within the family are unemployed and on benefits. We are encouraging our partners to identify through their assessments, if any person within the household is “work ready”. They are encouraged to refer them to an employment programme.

General Data Protection Regulations (GDPR)

The General Data Protection Regulation (GDPR) is a regulation by which the European Parliament, the Council of the European Union and the European Commission intend to strengthen and unify data protection for all individuals within the European Union (EU).

The GDPR aims primarily to give control back to citizens and residents regarding their personal data. The regulation was adopted on 27 April 2016. It becomes enforceable from 25 May 2018.

Explicit consent is required by Early Help services referring to the Troubled Families Programme. We are working very closely with the GDPR project team to ensure all measures are in place for May 2018.

2. RECOMMENDATIONS

For information

Funding

- Attachment Fees

We have procured a new data system from Intelligent I / Multivue. This is due to go live in June 2018. This will support the new Early Help Prevention Triage system and capture additional families that will be part of the Troubled Families Programme.

- Payment by results

Partners need to complete a whole family assessment and refer to Employment Programmes.

We need to capture all the work our voluntary sector partners are doing with regards to this.

- Service Transformation

Partners need to evidence their service transformation by contributing to Enfield's Service Transformation Mature Model action plan.

- Earned Autonomy

Enfield will consider this option once the MHCLG provide more guidance.

Employment programmes

Employment status to be included in all family assessments and referrals are to be made to an employment programme where suitable. This must happen to ensure the Troubled Families Programme can evidence and maximise Payment by Results and obtain full funding.

General Data Protection Regulations (GDPR)

Explicit consent must be obtained for all Early Help referrals.

NEXT STEPS

Funding

The new intelligence data system will enable us to increase our identification of families to attach to the programme. The functions and capabilities are far greater than that of our current system and will streamline intelligence gathering. However, this is dependent upon information we can retrieve from existing systems to go into the new system.

To collate data from the voluntary sector, we have created a simple template that can feed into the new data system to maximise our cohort and funding opportunities.

All services within Early Help, use and learn from an ongoing structured programme of internal case audits. The audit identified a need to increase the focus on the Team Around the Family (TAF) approach, which has been achieved through bespoke training. This structure will further improve as the family resilience strategy continues to be embedded across the partnerships.

The Service Transformation Mature Model plan is a live working document and will continue to be revised.

Employment

Our main partners in Children Services, Social Care, Youth Offending Unit, Children Centres, Parent Support Unit and Change and Challenge Unit have already embedded the whole family approach with employment referrals as part of their assessments.

We are now meeting with our Housing Partners to identify opportunities to work together as they prepare for the implementation of the Homelessness Reduction Act in April 2018.

We are continually identifying funding and making bids to strengthen and build on our current Employment Programmes.

General Data Protection Regulations

The Early Help referral form is being reviewed to GDPR standards and will include consent.

An electronic portal is being developed, whereby, all Early Help referrals will be completed online via this new system. If there are safeguarding concerns, this will go directly to the Social Care Multi Agency Safeguarding Hub. If the request is for Early Help, which is offered on a voluntary basis, consent is required or the referral cannot be progressed. This will enable partners to share information under the new GDPR regulations.

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OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

The Role of Scrutiny in Meeting the Public Sector Equality Duty

The Overview and Scrutiny Committee has a key role to play in ensuring that the Council meets all the statutory duties under the Public Sector Equality Duty of the Equality Act 2010, particularly in ensuring that the authority has due regard to the needs of diverse groups when designing, evaluating and delivering services in order to –

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

In order to do this, the Overview and Scrutiny Committee will scrutinise the Council's Equality and Diversity Action Plan and Annual Achievement Report each year to monitor the Authority's performance. The OS Committee will be flexible enough to pick up on issues of inequality, wherever they arise in the Council work programme, or to delegate to individual workstreams for investigation. OSC has a key role in providing a 'critical friend' challenge to the Council's strategic equality objectives and scrutinising performance in delivering those objectives.

In addition, as part of their normal work programme, each workstream will (where relevant and proportionate) -

- request information about the equality impact assessments/analyses that have been undertaken whenever discussing proposals for new policies or future plans, or for current services, to inform their comments on those proposals or services
- examine these assessments/analyses of impact in detail to check if they are robust and have been developed based on strong evidence and appropriate engagement
- question and consider whether appropriate people have been involved and engaged in developing equality objectives and plans, and when assessing the impact of policies and proposals.
- when procurement award criteria and contracts are determined, consider whether or not specific equality stipulations are required
- Scrutiny may also wish to investigate the accessibility of equality and other published documents, asking questions such as –
 - what is done to promote these documents?
 - what languages or formats is the information available in?
 - which documents are most regularly required?
 - how aware are the public of the Authority's equality plans and performance?

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

WORK	Lead Officer	25 May - planning session	11 July- joint with Crime	25 July	6 Sept	12 th Oct	8 Nov- joint with Health	18 Jan	22 Feb	13 March	11 April
Date papers to be with Scrutiny Team		-	30 th June	14 th July	28 th August	2 nd Oct	30 th Oct	8 th Jan	12 th Feb	5 th March	29 th March
Specific Topics											
Meridian Water	Peter George					Report					
Knife Crime (Joint with Crime Scrutiny)	Andrea Clemons/ Paul Sutton		Report								
Delayed Transfer of Care (Joint with Health Panel)							Report				
Retail in Town Centres						Report					
Chief Executive – LBE Strategic Overview	Ian Davis									Discussion item	
Air Quality							Report				
Pre-decision Scrutiny					Housing Allocations Policy				Older Peoples Housing & Care Project		
Standing Items											
Children's and Young People's Issues	Tony Theodoulou			Adoption Regionalisation	Monitoring items: Fostering/ Adoption/ IRO/LADO reports				School Places Education Attainment SEND	Change & Challenge Adoption Reg. Business	Homeless 16/17 yr olds

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

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					Annual LSCB Report					Case	
Monitoring/ update											
Budget Meeting	James Rolfe							Budget meeting			
Equalities & Diversity	Ilhan Basharan										Report
Annual Corporate Complaints											Report
CE Task Group	Grant Landon			Update							
Work Programme											
Setting the Overview & Scrutiny Annual Work Programme 2017/18	Claire Johnson			Agree Work Programme							
Selection of New Workstreams for 2017/18 and 2018/19	Claire Johnson	Review and Approve Workstreams 17/18									Consider New workstreams 18/19
Agenda Planning	Andy Ellis										

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

Note:

Provisional call-in dates:- 20th June, 10th August, 14th September, 9th November, 7th December, 21st December, 8th February, 29th March, 5th and 19th April.*12th October, and 13th March were originally provisional call-in dates but will now be used for business meetings. Any call-ins received will take precedence at these meetings.