

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Wednesday, 11 April 2018 at 7.30 pm
Council Chamber, 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 – Susan O'Connell (Governance & Scrutiny Officer)
Stacey Gilmour (Governance & Scrutiny Officer)

AGENDA

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. HOMELESS 16/17 YEAR OLDS (Pages 1 - 24)

To receive a report from Paul Sutton, Assistant Director, Youth & Service Development on Homeless 16/17 Year Olds.

4. ANNUAL CORPORATE COMPLAINTS (Pages 25 - 30)

To receive a report from Nicholas Foster, Complaints Manager, HHASC on Update on Complaints Performance.

5. OSC WORKSTREAMS FOR 2018/19

Members to discuss potential workstreams for 2018/19.

6. WORK PROGRAMME 2017/18 (Pages 31 - 34)

To confirm completion of the work programme for 2017/18.

7. MINUTES OF THE MEETINGS HELD ON 22 FEBRUARY 2018 AND 13 MARCH 2018 (Pages 35 - 50)

To agree the minutes of the meetings held on 22 February 2018 and 13 March 2018.

8. DATES OF FUTURE MEETINGS

Provisional Call-In Date:

- 19 April 2018

The dates of future business meetings will be agreed at Annual Council on 23 May 2018.

9. 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)

Overview and Scrutiny Committee

Family and Adolescent Support Team (FAST)

Preventing Family Breakdown and Supporting Young People Into Independent Living

The Family and Adolescent Support Team's (FAST) primary objective is to promote and safeguard the well-being of the young person and prevent family breakdown and homelessness. To do this it focuses on two main areas of work: Firstly, it aims to provide a rapid family support service to vulnerable young people aged 11 to 15 and their families, where there is a risk of family breakdown. In this aspect of its works the team undertakes intensive work with families for up to 9 months. Secondly in regard to 16 and 17 year olds it tries to prevent homelessness through use of mediation etc and if young people cannot stay at home then support them into independent living.

The overarching principle of the FAST is that children and young people are best looked after within their families and it endeavours to ensure families stay together and fundamental to that work is building individual and family resilience. Interventions are delivered in line with the principle that the Safety and Welfare of the Young Person and the Protection of the Community are Paramount. Accommodating a young person will always only ever done as a last resort when all efforts to keep the family together have failed. If a return home is not possible, the FAST will find the most suitable accommodation for the young person; and support them to remain in, and move on from, their accommodation when appropriate.

Utilising the Signs of Safety model FAST does intensive work with young people and their families in order to deliver a solution focussed approach that empowers and enables the family to establish and maintain their own support networks. For 16 and 17 year olds mediation remains the key intervention to resolve difficulties and disagreement between young people and their parents/ carers and additionally, the FAST is also increasingly making use of Family Group Conferences. Young people aged 16-17 years who were experiencing family breakdown and at risk of homelessness, and who would otherwise be taken in to care (LAC) are therefore supported to return home, reside in kinship care, or become accommodated in semi-independent, or independent living.

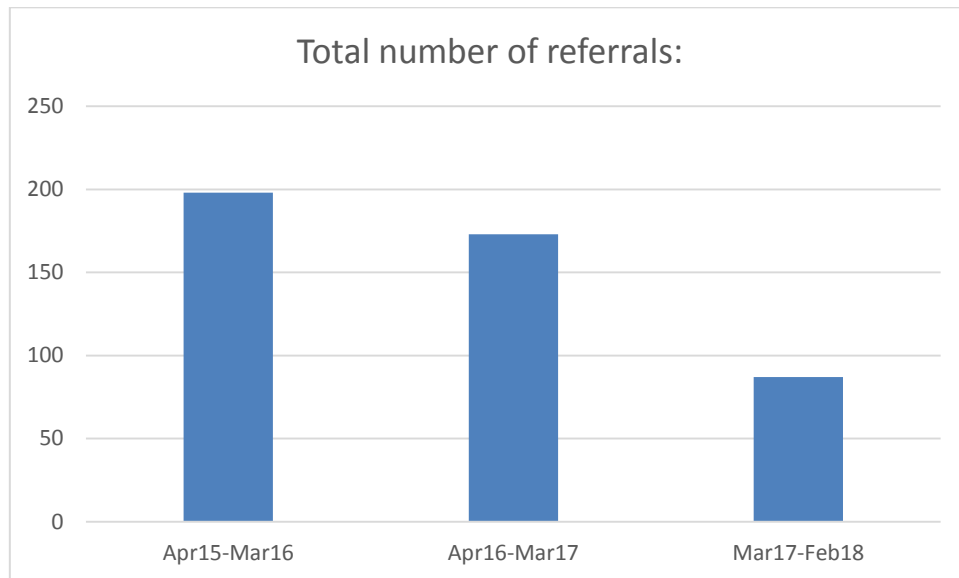
16 and 17 year olds who are homeless, or at risk of homelessness can self-refer to FAST, or can be referred from other agencies e.g. Colleges, Youth Offending Unit, SPOE etc. 11 to 15 year olds can be referred to FAST by Children's Services Referral and Assessment Team, once an assessment has been undertaken if it is assessed that there is a risk of family breakdown which could lead to a young person entering the care system.

The charts included below detail the numbers of referrals to the FAST over the past three years, and the resulting outcomes of these referrals as a result of the work undertaken by FAST. This data is presented in terms of the numbers of 16 and 17 year olds who have been referred, or self-referred to FAST as homeless or at risk of homelessness (broken down by gender, age and ethnicity, referrer, referral category and outcome), and the number of 11-15 year olds referred to FAST at risk of entering the care system as a result of breakdown in the relationship with parents (broken down by gender, age and ethnicity, referrer, referral category and outcome).

NB: The numbers of referrals into FAST have reduced significantly in the last year. The reasons for the fall in referrals are twofold:

- Firstly as a result of significantly reduced capacity – previous data included the data for a larger team of social workers within FAST, and also included data from the re-unification Team (RAST), which worked with a similar client group, but with an emphasis on supporting re-unification from care. This was part of the larger Family and Adolescent Support Hub, which came to an end at the end of March 2017.
- Secondly, there has been a significant decrease in the numbers of young people approaching FAST for accommodation. The reason for this is that FAST has been delivering a consistent message to young people and families; that a full and comprehensive assessment of the young person and family's needs will be carried out before any decision is made on eligibility for supported accommodation (unless it is clear that the young person is in immediate need of accommodation). It is also made clear that the family and young person will be required to engage fully in the assessment, and with the support plan aimed at enabling the young person to remain cared for within their family network before consideration is given to providing young people with supported accommodation. This has had the effect of FAST now targeting their work more effectively. However, the cases FAST are working with are presenting with increasing levels of complexity, requiring ever more intensive and creative social work interventions in order to continue to secure positive outcomes.

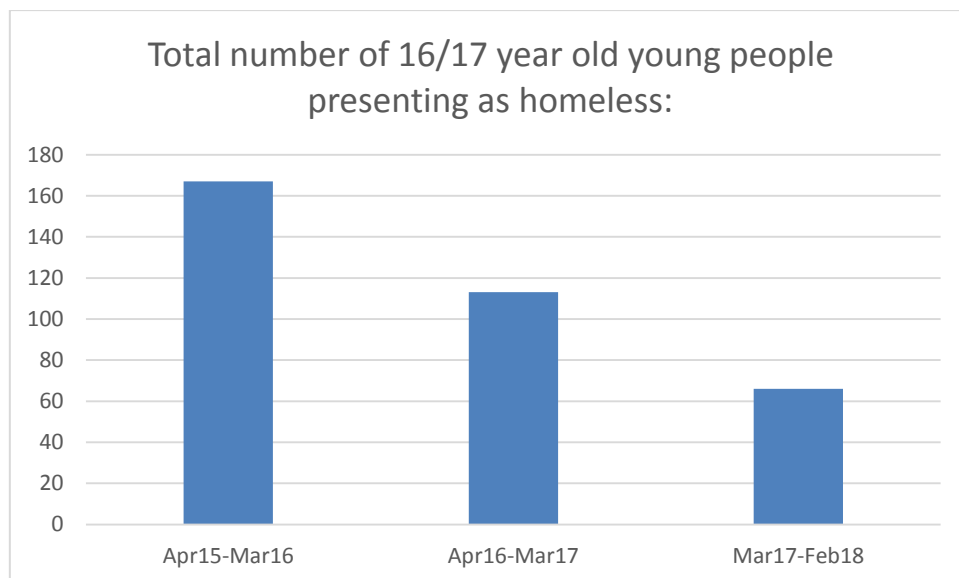
Total Number of Referrals to FAST April 15 to February 2018.



Comment

Referrals have reduced by 56% from an average of 16.5 per month in 15/16 to 7.25 per month in the year to date 17/18. However, the team is only about a third of the size of the old FASH [which was mostly funded by the Government's Innovation Fund].

Prevention of Homelessness 16/17 Year Old Referrals

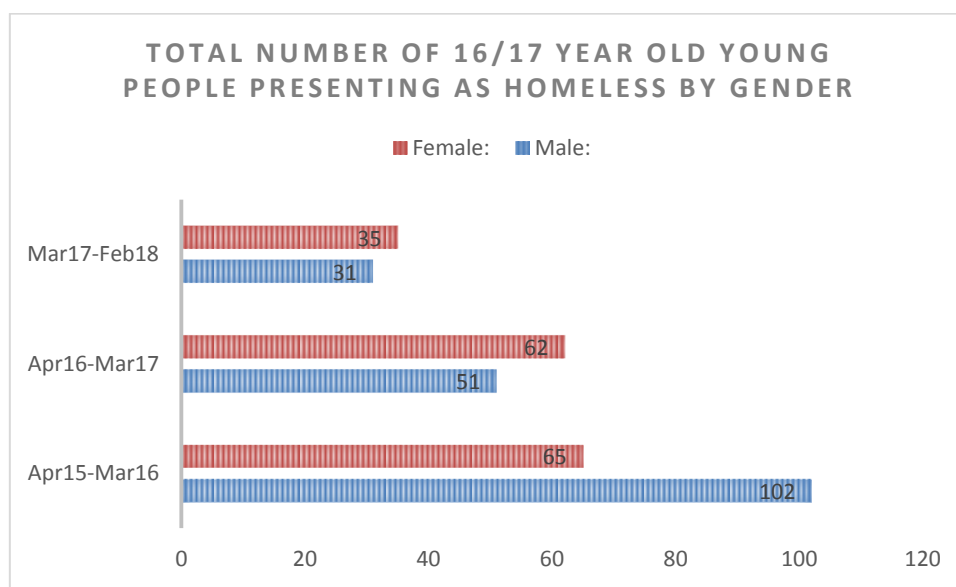


Comment

Referrals of 16/17 year olds requiring accommodation have reduced by 57% from an average of 14 per month in 15/16 to 6 per month in the year to date 17/18 [and an even greater

reduction over the last 5 years]. This is reflective of the good work the team have done over the last three years in getting the message out that young people will not automatically be accommodated because they have presented and claimed to be homeless but will need to prove they are genuinely homeless e.g. FAST will check with family and find if they can actually remain living at home but are just wanting to leave.

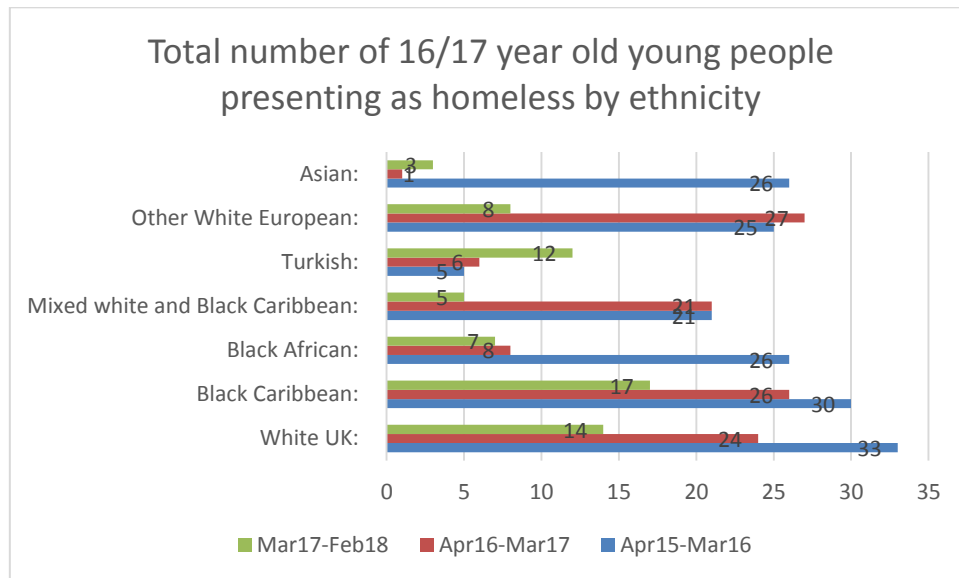
Prevention of Homelessness 16/17 Year Old Referrals by Gender



Comment

Regarding gender of referrals of 16/17 year olds requiring accommodation for the last two years has shown a higher proportion of females compared to 15/16 when more males were referred. However historically the service has tended to support more homeless females and the data suggests we are now approaching an equal balance of males and females being seen. With 53% of the referrals over the three year period being male [due to the rise this year] it is likely we will see more males than females going forward.

Prevention of Homelessness 16/17 Year Old Referrals by Ethnicity

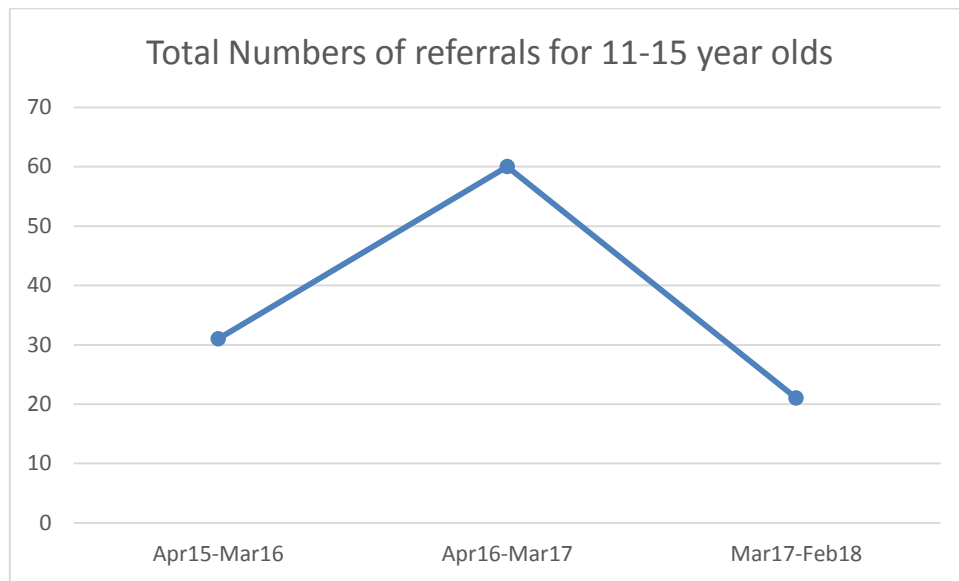


Comment

Regarding ethnicity of referrals of 16/17 year olds requiring accommodation. While the data shows in 15/16 white young people made up 35% of referrals and black young people 34% and that in 17/18 white young people reduced to 31% and black young people increased to 33% the representation of both groups has remained roughly the same. Of note is that mixed race young people being referred have dropped by about 75% and Turkish young people have risen by 140%.

Young People Supported to Stay in the Family Home

Total Number of Referrals for Prevention Of Family Breakdown Work

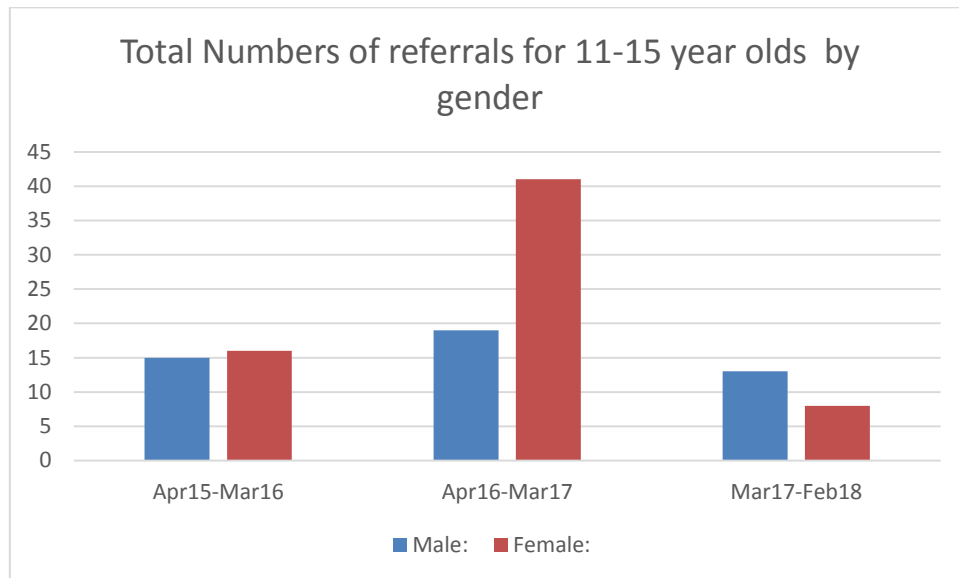


NB: Team reduced substantially and thus the amount of referrals FAST taken have had to be reduced.

Comment

Since the end of the government innovation fund grant referrals to FAST for intensive family support work have reduced by more than half but the level of need and complexity of the families worked with has risen.

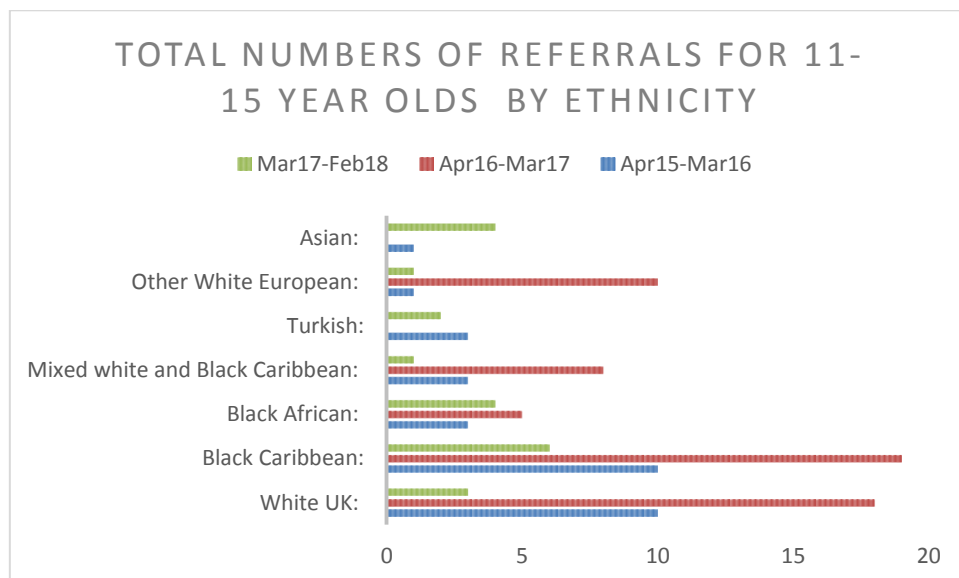
Family Support For 11/15 Year Old Referrals by Gender



Comment

Regarding gender of referrals of 11/15 year olds requiring family support there was a very disproportionate female/male balance in 16/17 but in 17/18 more males have been referred.

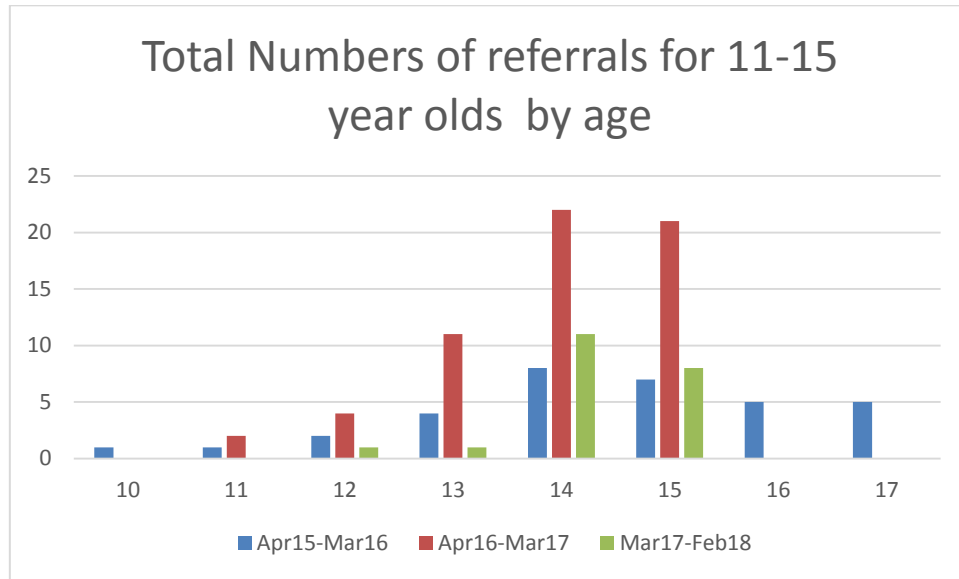
Family Support For 11/15 Year Old Referrals by Ethnicity



Comment

Regarding ethnicity of referrals of 11/15 year olds requiring family support there were 11 white [35% of all referrals] and 13 black young people [42%] referred in 2015 and in 17/18 it is 4 [19%] and 10 [48%] thus while the representation of white young people has halved the representation of black young people has increased slightly.

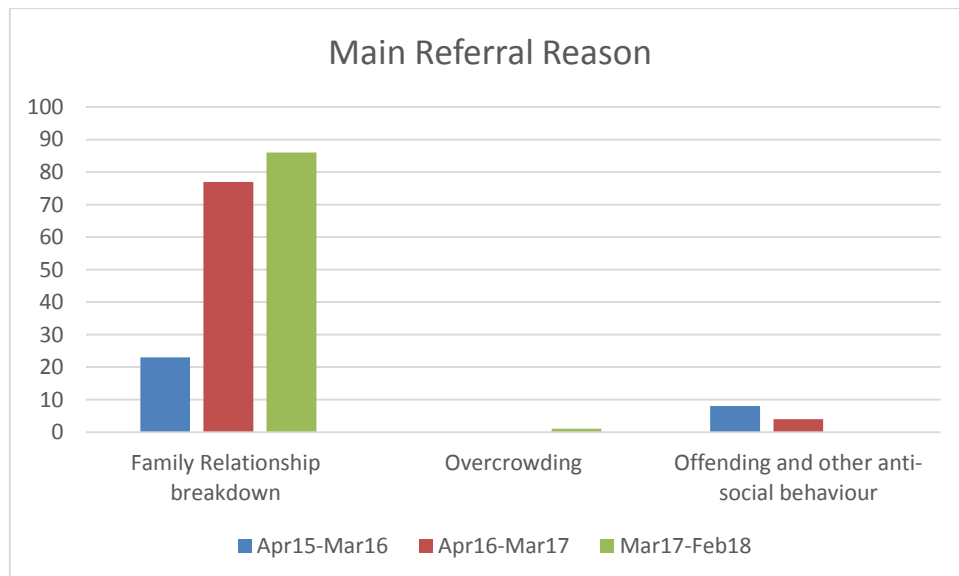
Family Support For 11/15 Year Old Referrals by Age



Comment

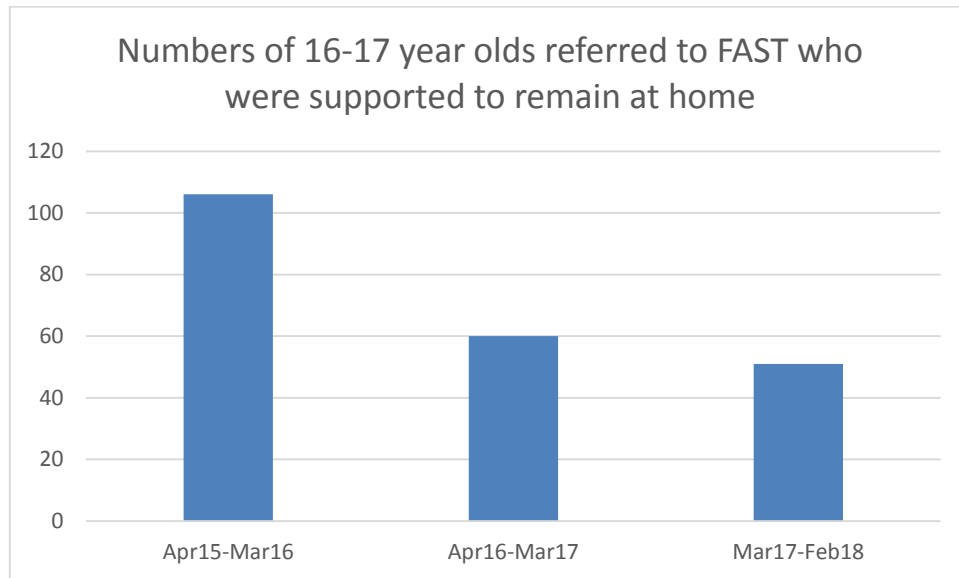
Regarding age of referrals of 11/15 year olds requiring family support 13 to 15 inclusive remains the predominant age range of referrals. 19 young people were referred in 2015/16 [61% of referrals] and in 17/18 it is 20 [95%].

Family Support For 11/15 Year Main Reason for Referrals



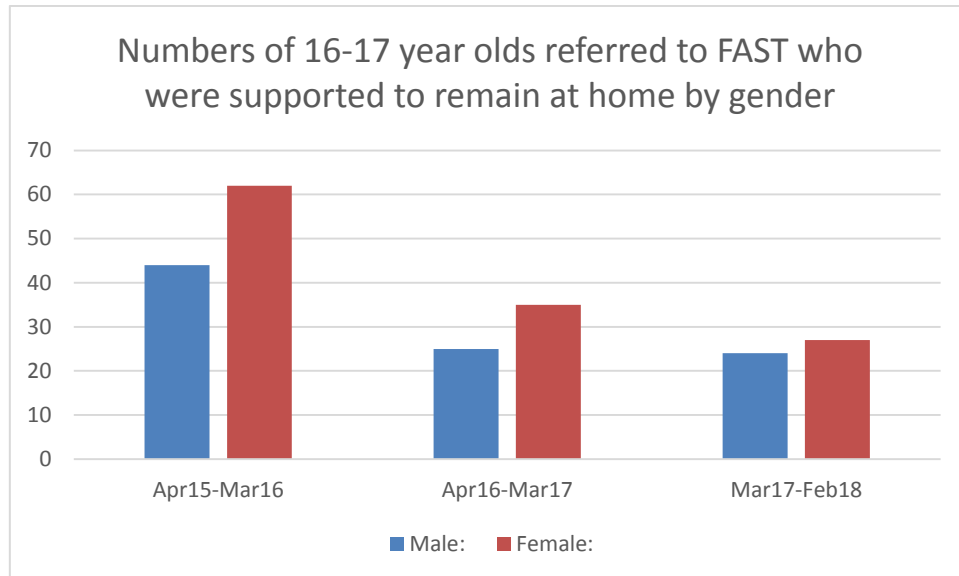
Comment

The main reason for referrals is family relationship breakdown.

Prevention of Homelessness 16/17 Year Old Referrals**Comment**

The majority of young people who present/are referred as being at risk of homelessness are supported to stay with their own family. In 15/16 out of 167 referrals 106, 63%, were supported to stay at home, in 16/17 it was 60 out of a 113, 53% and in 17/18 it was 51 out of 66, 77%. This demonstrates the good and improving work being done by FAST in preventing family breakdown and ensuring young people do not become homeless.

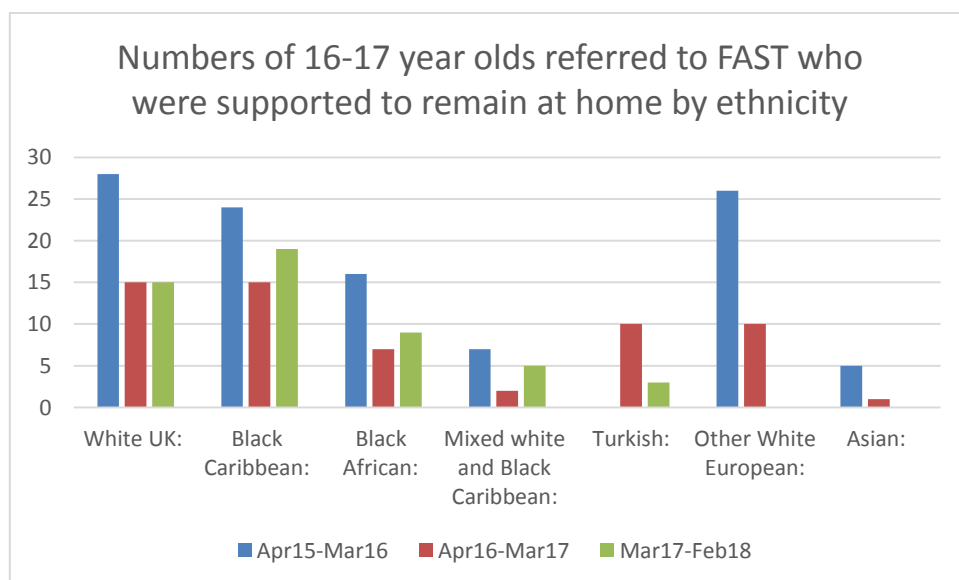
Prevention of Homelessness 16/17 Year Old Referrals by Gender



Comment

When compared to proportion of referrals the data shows that FAST are more successful in ensuring young females remain in the family than they are with males.

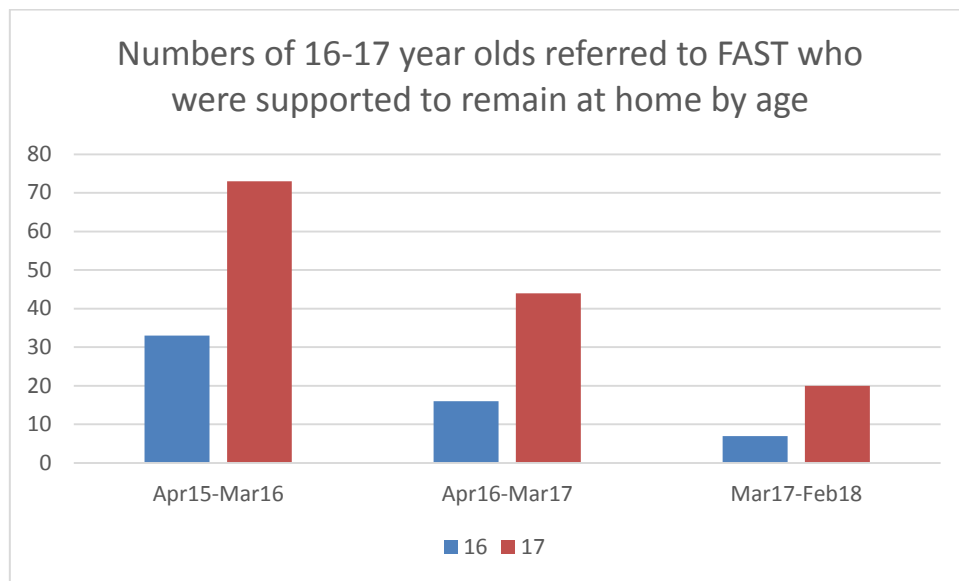
Prevention of Homelessness 16/17 Year Old Referrals by Gender



Comment

Regarding ethnicity and family breakdown FAST has similar levels of success with all ethnicities.

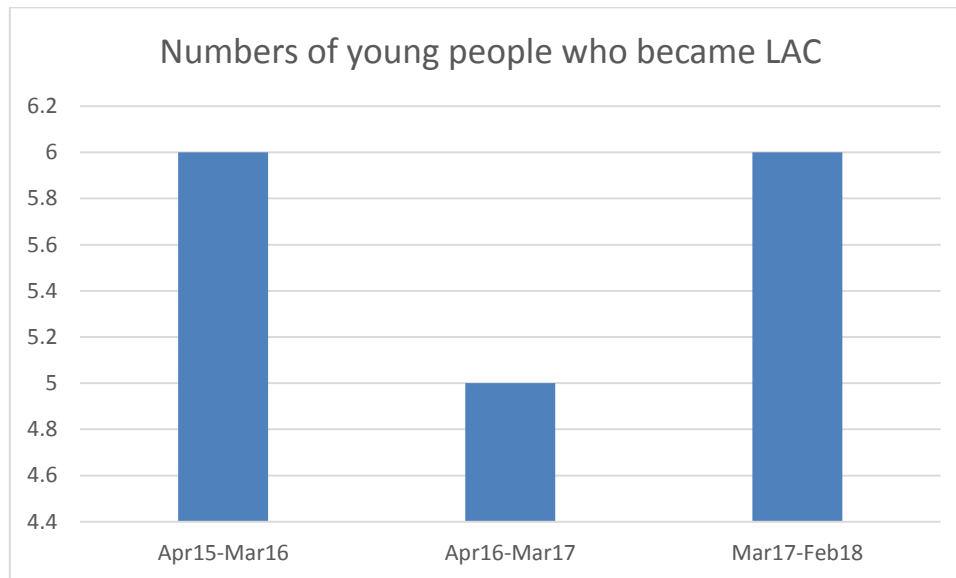
Prevention of Homelessness 16/17 Year Old Referrals by Gender



Comment

The data suggests that FAST is far more effective at preventing family breakdowns with 17 year olds than it is with 16 year olds but this is not the case. More young people aged 17 are referred and the proportion of those helped to stay at home compared to number referred is approximately the same for both age groups.

FAST And Referrals Who Become LAC

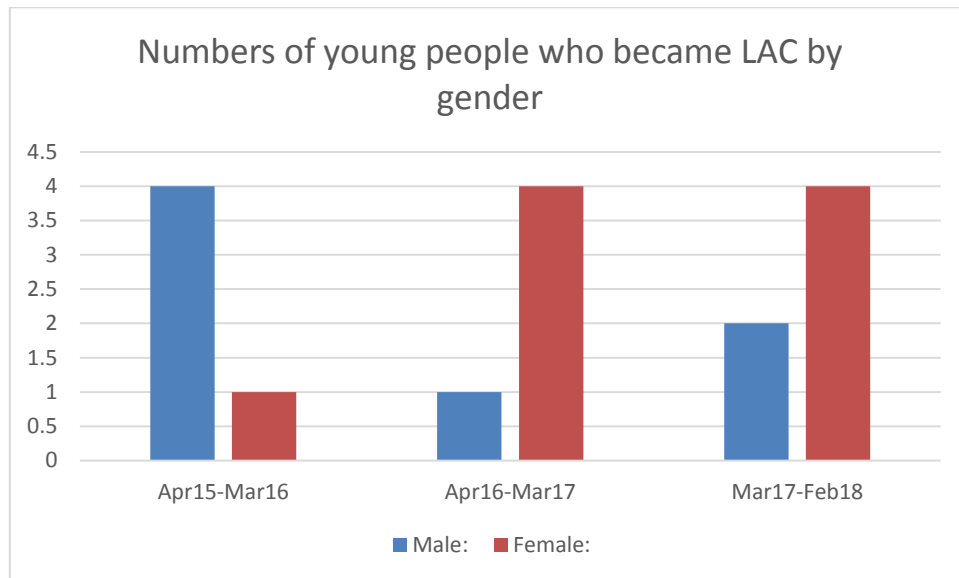


Comment

Most people referred to FAST, whether 11 to 15 or 16 and 17 years olds are prevented from becoming Looked After. Evidence, e.g. from the National Audit Office 2014 report is clear that young people who become LAC after the age of 11 tend to have far more negative outcomes from the population in general and so a great deal of effort is made to prevent young people becoming LAC. As the numbers above show it is a small number who but as the caseloads become increasingly complex a higher percentage.

NB: Anyone under 18 can become LAC if they meet the criteria and want to. In the case of most 16 and 17 years old's who cannot live with their family they do not want to become LAC and the law allows for this age group to be supported under the 1996 Housing Act. However, some young people who present/are referred to FAST regarding risk of homeless want, or in some cases need [e.g. SEND issues or emotional and mental health issues etc] to become LAC.

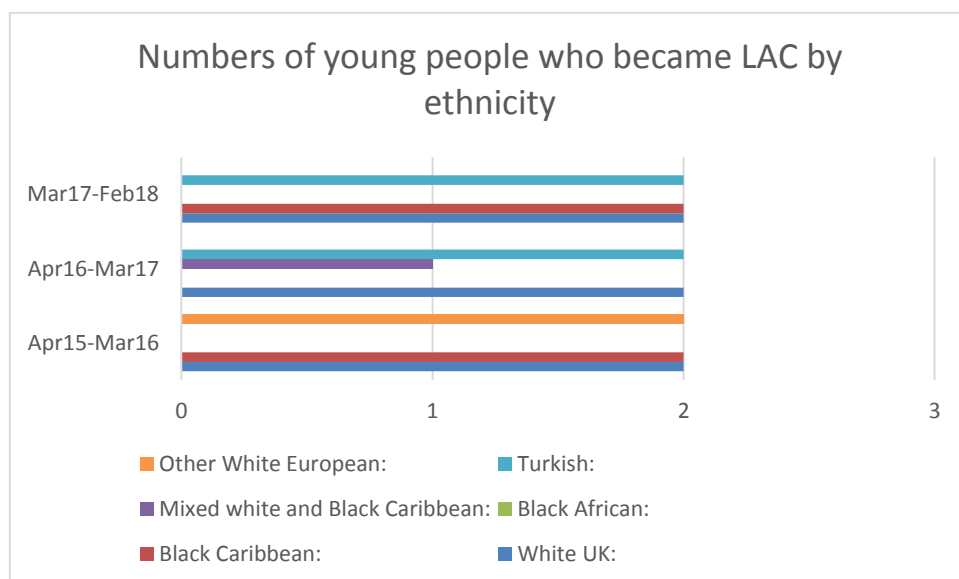
FAST And Referrals Who Become LAC - Gender



Comment

At 4 out of 5 [80%] and 4 out of 6 [67%] young female are the young people most likely to need/want to become LAC and thus be supported in this way.

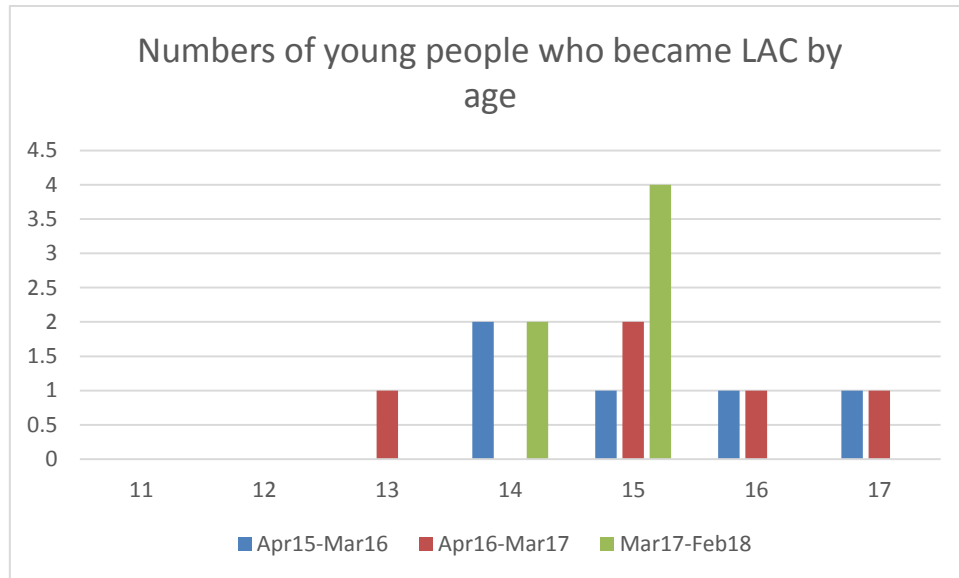
FAST And Referrals Who Become LAC - Ethnicity



Comment

Regarding numbers accommodated who become LAC the appears to be proportionate regarding the different ethnicities.

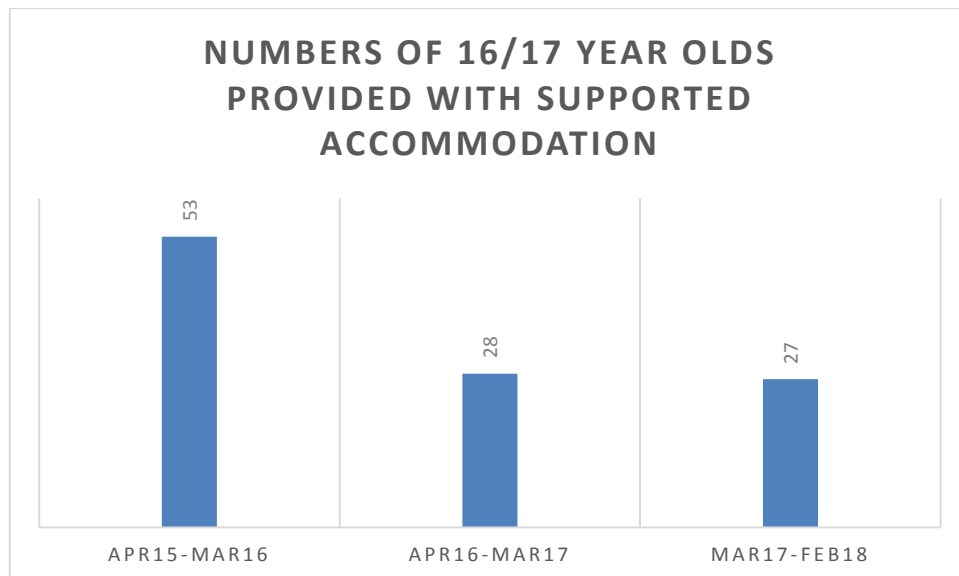
FAST And Referrals Who Become LAC - Age



Comment

When compared to referrals of these age groups there is no specific trends shown re age and LAC status. Most referrals are 13 to 15 and most becoming LAC are 14 and 15 but only small numbers so it looks like numbers becoming LAC are proportionate to referrals.

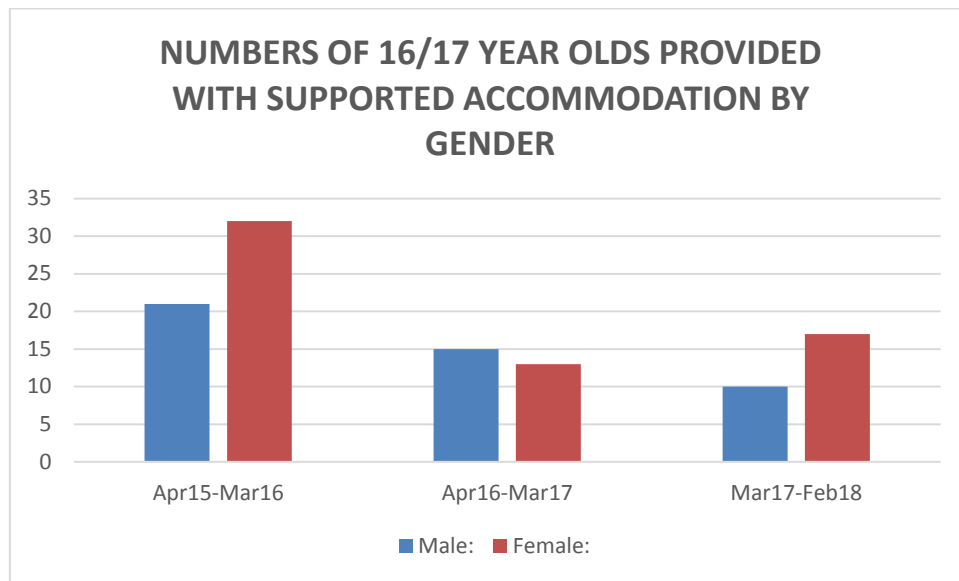
Prevention of Homelessness 16/17 Year Old Placed in Accommodation



Comment

The numbers being found places in supported accommodation is reducing demonstrating the success of FAST.

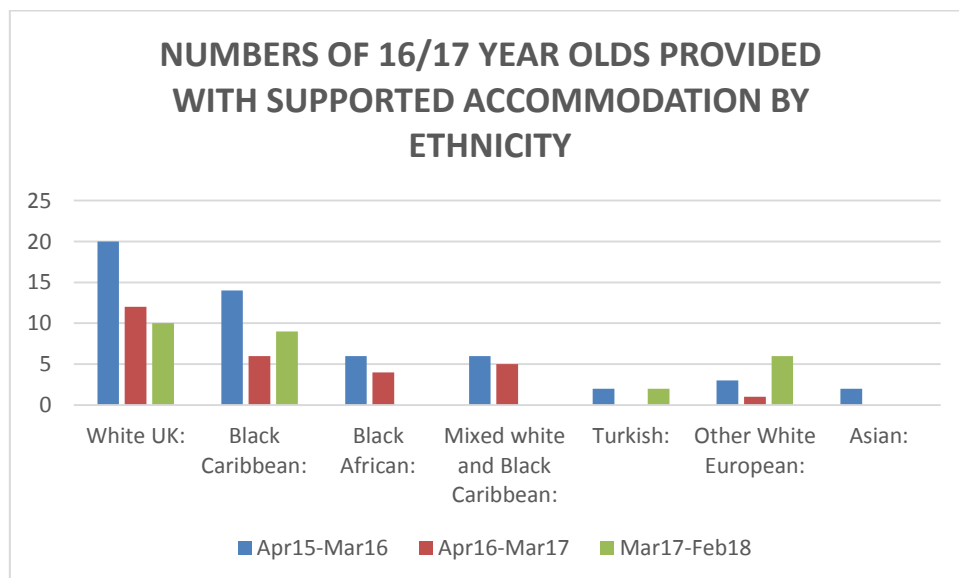
Prevention of Homelessness 16/17 Year Old Placed in Accommodation - Gender



Comment

57% of those found a place in supported accommodation over the last 3 years have been female

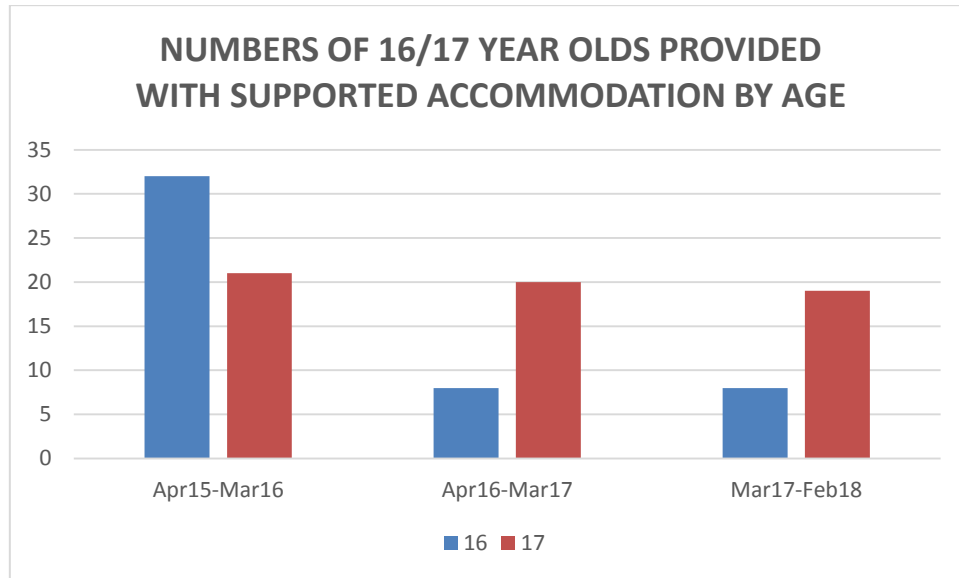
Prevention of Homelessness 16/17 Year Old Placed in Accommodation - Ethnicity



Comment

No specific trends are identifiable in the data.

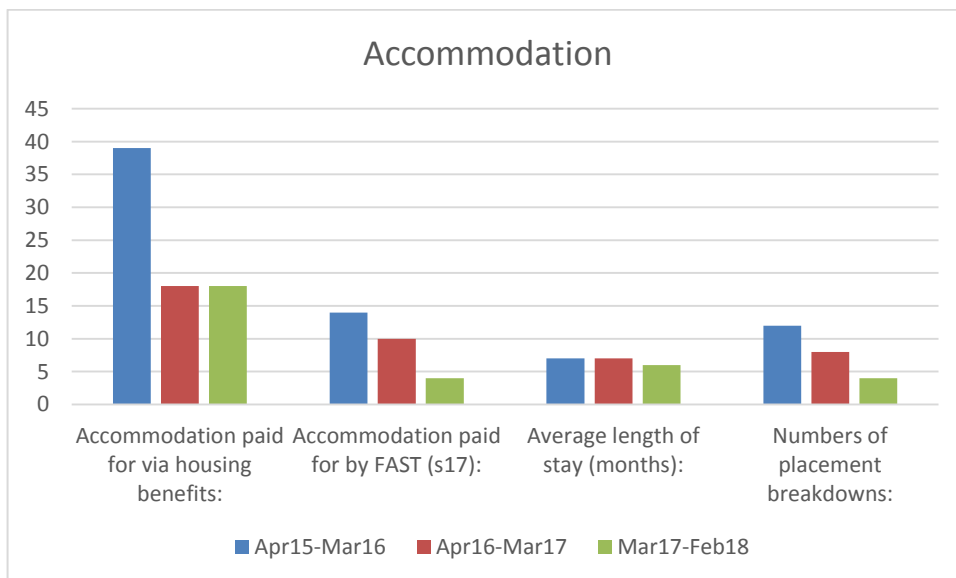
Prevention of Homelessness 16/17 Year Old Placed in Accommodation - Age



Comment

Over the last three years 56% of those placed in supported accommodation have been 17.

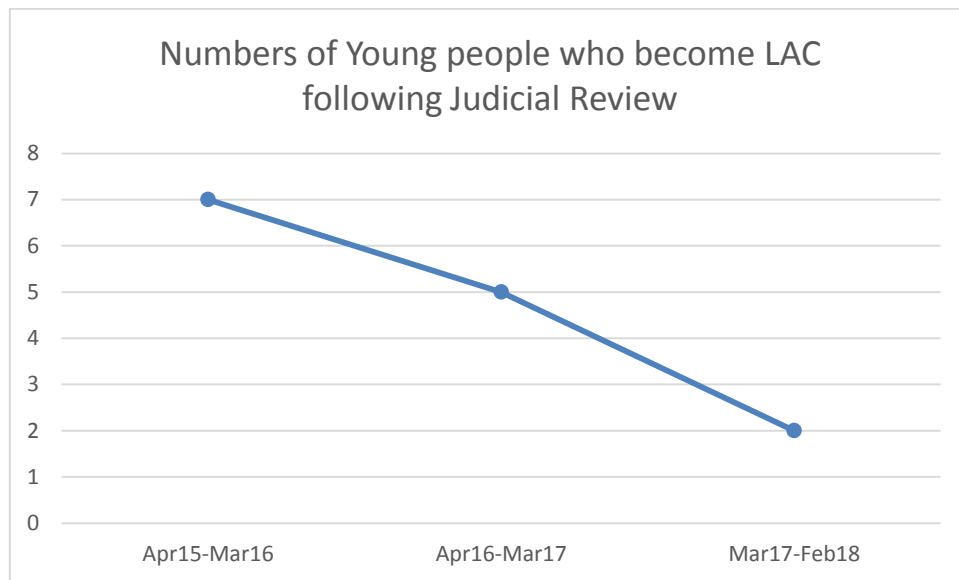
Prevention of Homelessness 16/17 Year Old Placed in Accommodation – Who Pays, Length of Stay and Number of Placement Breakdowns.



Comment

Over the last three years 69% of young people supported had their placement cost met through housing benefit. The average length of stay in accommodation is 6.67 months. Of 108 placements only 24, 22%, broke down.

LAC Status and Judicial Review



Comment

Of the 16 and 17 year olds placed in supported accommodation some, often after they had turned 18, would approach a solicitor and be advised that they should get a judicial review, under the the Southwark judgement, to get LAC rights [usually retrospectively]. This was done for a variety of reasons but mostly based around it being financially advantageous. This was costly to the council. Initially, due to errors in advice given/recording of advice given to the 16/17 or assessment, LBE had to concede and grant LAC status. Due to far better procedures and practice the number of judicial reviews and successful judicial reviews has reduced considerably from 7 to 2.

Summary and Conclusions

As can be seen from the data provided, the FAS Team are successful and becoming increasingly so in preventing family breakdown and ensuring young people remain at home.

Young people who have needed supported accommodation have received a high level of ongoing support from FAST social workers working in conjunction with keyworkers in order to ensure that placements are stable and to avoid placement breakdowns. Young people in supported accommodation are therefore supported to either move on to follow a housing pathway to independent living, or return home to live with their family. It is essential that young people in supported accommodation are assessed regularly as an ongoing process to ensure that their changing needs continue to be met and careful consideration is given as to whether or not these young people should be considered for support as a Looked After Child, or are supported as a Child in Need. Whilst in supported accommodation whilst plans are put in place for their successful transition to adulthood. The fact that the number of judicial reviews issued on these cases leading to young people becoming LAC retrospectively, have been declining year on year is a sign that practice is improving in this respect, and the aim is for this figure to reduce to 0.

The key to effective practice in terms of achieving positive outcomes for young people referred to FAST, whether supported to remain at home, or referred to supported accommodation has been establishing and forming effective relationships with young people and their families, with an emphasis on increased face-to-face working and greater flexibility of operation. In order to achieve this, the work of the FAST is designed around the following model:

- a lower case load per social worker, which enabled workers to provide a more effective range of support to address need and achieve change
- positive and trusted relationships with clients
- consistency of support
- practice focussed on improving family resilience and coping skills within family networks

It has also proved important, as discussed above, to remain very clear with young people and families accessing the service, what they can expect of FAST and what expectations are placed on them. All young people presenting to the FAST are:

- expected to cooperate with the assessment process over a maximum of 5 working days, working in partnership with the FAST;
- given a copy of the homeless young people pack containing information and advice including a copy of the FAST Charter and Council complaints procedures;
- asked about their general health and asked if they know where to access advice and assistance with sexual health;
- asked about their personal relationships including parents, partners and peers;
- assisted to access on-site family mediation services during their assessment period;
- expected to sign up to a charter outlining the duties and responsibilities of the FAST and the expectations of the young person. This gives particular regard to taking responsibility for their behaviour with an understanding that should they be evicted from accommodation provided by the FAST because of their or their friends' behaviour they are at risk of not being offered further accommodation;
- informed about information sharing and data retention explicitly via the Charter

The following case studies are provided as an illustration of the type of work FAST undertake with young people and their families at risk of homelessness in order to support them to live at home (as in case study 1), or to return home to the care of their families after a period of time in supported accommodation (as in case study 2):

Case Study 1:

AN is a 16 year old female of Turkish origin. She self-referred to FAST in September 2016, reporting that her mother had told her to leave the family home. AN stated that she had been asked to leave due to constant arguments with her parents. She reported having a difficult relationship particularly with her father whom she stated did not want her to engage any activities outside of college, and had taken her phone away to stop her from engaging with friends and peers. She further stated her father had slapped her whilst they have been arguing and had also spat in her face. She also stated she has not been sleeping well over the last two months because she has been angry and has not been happy at home and there had been some difficulties in her friendships. AN was not engaged in education training or employment, and had two missing episodes prior to her coming notice of FAST.

The allegations which AN had made against her father were investigated and found to be false following a strategy meeting with the Police (AN later retracted the allegations against her father), and an assessment was carried out which concluded AN was not homeless and not at risk of significant harm from her family and therefore not in need of supported accommodation. AN's mother had not insisted that she move out, but the risk of homelessness was present, as AN's parents were finding it increasingly difficult to cope with her behaviour at home. The assessment recognised there were difficulties in the family relationship due to factors around parenting style; AN's developmental search for autonomy and identity; possible difficulties in AN's transition into adolescence (having previously been bullied at school, and attachment difficulties), and therefore family support was put in place, consisting of a focussed intervention to support the family including: Support with AN to engage in an alternative college course, Mediation between AN and her parents, A 'Parent Champion' was allocated to provide support to AN's mother, both parents agreed to attend a parenting programme and therapeutic support was offered to AN and her mother individually (mother was suffering with anxiety and depression).

Throughout the FAST intervention AN would consistently state that she did not want to live at home and wanted to be moved into semi-independent accommodation. However, the FAST social worker who conducted the assessment and delivered the intervention was very clear that AN would not do well in semi-independent accommodation, and needed to be at home with the support of her family in order to achieve positive outcomes. This message was given consistently to AN and her parents, and although AN was at times not happy about this, by the time her intervention with FAST was closed, she remained at home, was positively

engaged in a college course, was working part time and there had been no further missing episodes.

Both parents reported that they felt more confident in dealing with issues of conflict with AN at home and were able to enforce boundaries more effectively. Although AN's relationship with her father remained strained, they were able to agree some basic ground rules. Both parents appeared to see that they needed to adapt their parenting approach for AN, and needed to allow her some space. After undergoing mediation, AN and her mother's relationship appeared to have improved and stabilised. On a scale of 0 – 10 (0 being the worst it could be and 10 being the best possible), mother rated her relationship with AN as 8 – it had previously been as low as 2 on this scale. Although the family were no longer in need of further statutory social work intervention to prevent homelessness, it was recognised at the time the case was ready to be closed to FAST that there was a need for further support to be in place and the case was therefore stepped down to the Change and Challenge Unit to receive on-going support

Case Study 2:

BZ is a 17 year old Black female who presented to FAST in October 2017 as her grandmother had thrown her out and would not have her living back at home. The grandmother was contacted on the day that BZ presented to FAST, but she was adamant that BZ could not return home, stating that BZ had been 'too rude' to her. Other family options were explored, but there was no-one within the family who BZ could stay with. BZ was therefore housed at in semi-independent accommodation, whilst a full assessment of her and family's needs was undertaken.

Once the assessment had been completed it transpired that BZ had been resident outside her family home for approximately 3 months, prior to her presenting to FAST. She had been staying with her boyfriend and his family, but was unable to continue living with them. Within a few weeks of being resident in Supported Accommodation and feeling safe and supported, BZ highlighted her past and ongoing domestic abuse being perpetrated by her boyfriend e.g. emotional/psychological and physical violence; controlling behaviour; including him deliberately separating BZ from her family and friends.

This all escalated and BZ experienced a crisis in November 2017 when her (ex) boyfriend reportedly assaulted her. The FAST Social worker worked closely with BZ to agree a safety plan and to encourage her to report the incident to the Police and accept additional support as a victim of domestic violence. BZ did agree to report the incident and work with services to help protect herself, but did not want the social worker to disclose what had happened in terms of current and past abuse to her grandmother. It was decided however, that in order to safeguard BZ and to successfully implement her safety plan, that her grandmother should be informed. Although BZ was initially unhappy about this and felt that the social worker was betraying her confidence, the disclosure to the grandmother was the key to eventual re-unification and re-establishment of a very positive and protective relationship with the grandmother for BZ. Once the grandmother was aware of what had been happening, she was able to view her disagreements with BZ in a different light and in the context of her being in a very controlling and abusive relationship. This led to forgiveness on grandmother's part and BZ and her grandmother were able to talk very productively about how BZ could be helped to stay safe. This resulted in a planned move back to live with her Grandmother. Both BZ and grandmother declined Family Mediation support as they felt that their relationship had been re-built to such an extent that this was not needed. However, BZ did agree to work with a

therapeutic mentoring service which FAST agreed to fund in order for one to one work to be done with BZ on developing healthy self-esteem, health relationships and staying safe. BZs case was also referred to and discussed at MARAC in order for safeguarding measures to be put in place to prevent further instances of assault from the ex-partner, who had now been arrested and was due to go to court for the assault on BZ.

Away from the pressures of the relationship that BZ had been in, she was able to re-build positive relationships with family and friends, but also successfully supported by her FAST social worker to enrol and engage in college course in order to begin to fulfil her goal of training to become a midwife.

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REPORT TO: OVERVIEW AND SCRUTINY COMMITTEE**DATE:** 11 April 2018**REPORT TITLE:** Update on Complaints Performance**REPORT AUTHOR:**

Nicholas Foster

020 8379 6498

Nicholas.Foster@Enfield.gov.uk**PURPOSE OF REPORT:** To provide an update of complaints handling between October 2016 – December 2017.**EXECUTIVE SUMMARY**

The last report to Overview and Scrutiny dated 23 February 2017 covered the period up to September 2016. This report provides details of complaints handling and performance from October 2016 to December 2017, regarding complaints handled under the Council's corporate complaints scheme. It does not cover statutory complaints made concerning children and adults social care services.

In summary;

- accessible and transparent systems are in place to record and track complaints and concerns from residents/customers
- the Council have been taking action to resolve complaints informally
- formal complaints are decreasing
- more than 90% of complaints are resolved at First Stage
- the numbers of complaints to the Local Government Ombudsman have reduced
- the Council is taking action to improve the complaints handling service and the causes of complaints.

1. BACKGROUND

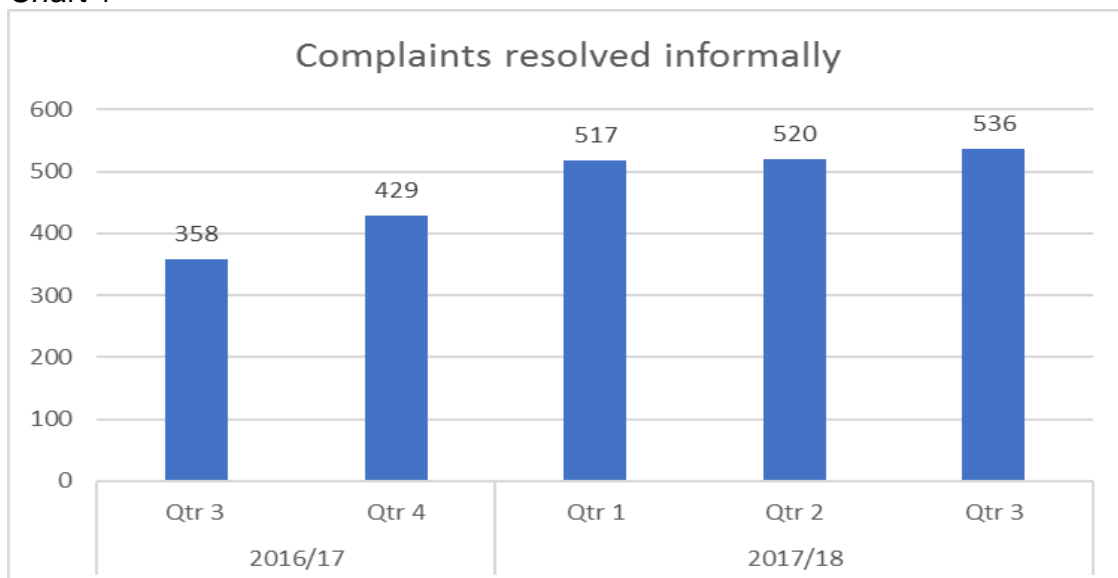
- 1.1 Complaints are handled by the central Complaints and Access to Information Team. The team is also responsible for co-ordinating all member's enquiries, school appeals and statutory requests for information under the Freedom of Information Act or Data Protection Act.
- 1.2 The Council aims to resolve concerns and complaints as soon as possible, therefore contact from customers is initially presented to the team or person responsible for delivering the service where dissatisfaction has arisen, so that the matter can be addressed.
- 1.3 Where attempts for resolution have been unsuccessful, the complaint will be handled under the two-stage process outlined below.
 - First Stage - the complaint is investigated and responded to by an appropriate officer from the service concerned. This would usually be the person who has direct responsibility for the staff involved or the issue complained about. All attempts to resolve the matter will be taken at this stage.
 - Final Stage – if the complainant remains dissatisfied, the complaint will be reviewed by a senior officer on behalf of the Chief Executive. The review officer will be independent of the service group which is the subject of the complaint.

2. ISSUES AND CHALLENGES

2.1 Early resolution

- 2.2 The complaints policy promotes early resolution of complaints. This approach ensures that swift action is taken to resolve the matter for complainants, without the need to go through the formal complaints procedure. The Council aims to deal with informal complaints within 5 working days. The Chart below provides a quarterly breakdown of complaints and concerns that were resolved informally during October 2016 – December 2017.

Chart 1



Complaint Themes and Causes

2.3 The main issues raised in complaints were:

- a) council tax - disputed bills, discounts, change of circumstances, bailiff, summons
- b) housing benefits – quality of communication and delays regarding applications, disputed assessment decisions
- c) waste- missed collections, recycling, contaminated bins and staff behaviour
- d) highways - Cycle Enfield, Parking (illegal, zones and restrictions), road works and Traffic lights
- e) housing repairs – various repair issues (kitchen, boiler, bathroom, windows), with leak and delay being a recurring theme

2.4 Complaints were contributed by a variety of factors, including, but not only:

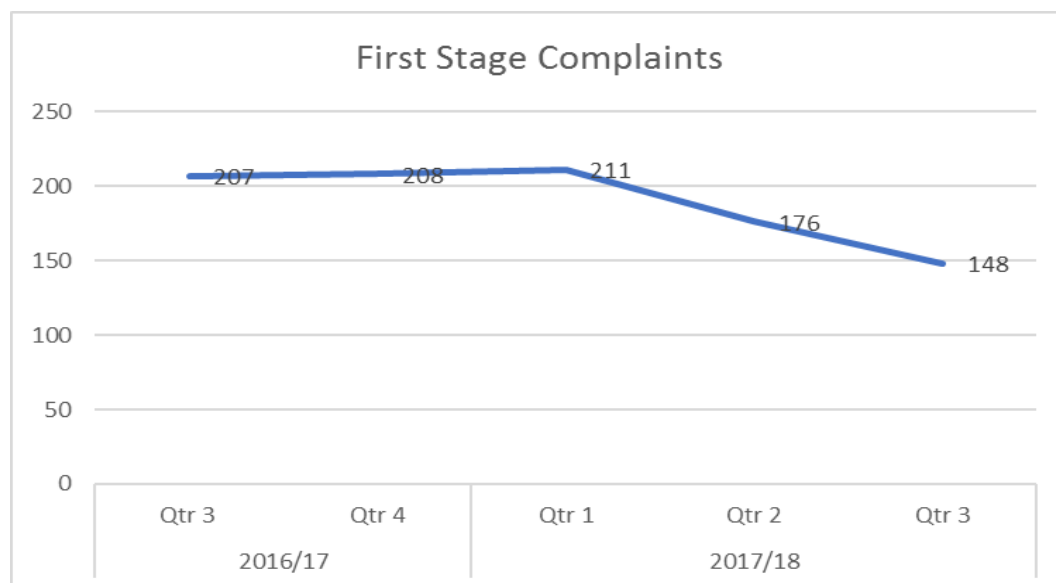
- i. demand from customers; (for example on housing and benefit services) coupled with the legislative constraints on the Council where officers have had to issue negative decisions
- ii. backlog of cases within the Council Tax service (which have now been cleared)

- iii. a number of controversial programmes of work which are ongoing, including enforcement of crossovers and Cycle Enfield
- iv. in Council Housing, there has been contractor failure in one area. Action Plans have been agreed with all the Contractors to improve the service.
- v. increased and consistency of recording through a central complaints team - the online form for submitting complaints makes it easy for residents to raise concerns (historically complaints and concerns were dealt with by individual officers within departments and not always recorded onto a central system). The Council can now start to analyse themes and trends in ensuring that lessons are learned to improve services for residents.

First Stage Complaints

2.5 The chart below shows the number of First Stage complaints received in each quarter during October 2016 – December 2017. There is a downward trend in the numbers of formal complaints as a result of the efforts being made in resolving concerns at the outset.

Chart 2- First Stage Complaints

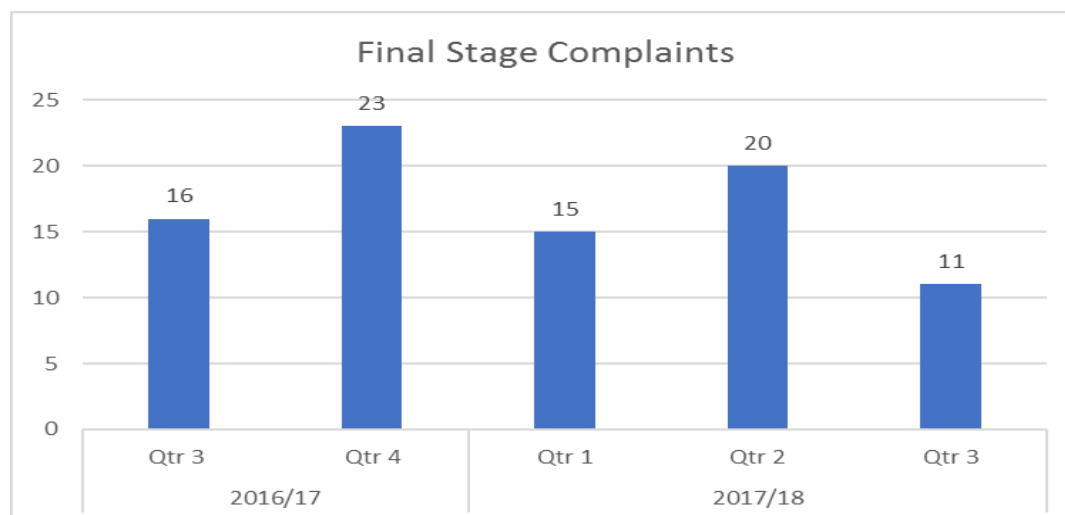


2.6 The total numbers of complaints received as Early Resolution and at First Stage are broadly in similar with the numbers received by other London councils. For example, in 2016/17, Haringey, Waltham Forest and Barnet (neighbouring boroughs) received 1896, 2377 and 4414 respectively. Tower Hamlets – 3797, Lewisham – 3040 and Islington – 2220.

Final Stage Complaints

- 2.7 During the period covered by this report, 950 complaints were handled at First Stage. Of these, 85 (less than 10%) progressed to Final Stage. This is due to the focus by officers in resolving issues without the need for further escalation.
- 2.8 The chart below shows the number of Final Stage complaints received in each quarter during October 2016 – December 2017.

Chart 3 – Final Stage Complaints



Local Government Ombudsman

- 2.9 Relationships with the Ombudsman have remained positive during this period of change. The Complaints and Access to Information Manager represents the national social care complaints' forum at quarterly meetings between the Local Government Ombudsman and the Association of Directors of Adult Social Care Services to shape and share good practice regarding complaints handling across the country. This means that Enfield Council is well positioned to benefit from current developments in the field.
- 3.0 The Complaints and Access to Information Team work in partnership with services to ensure that timely responses are made to Ombudsman's enquiries and appropriate settlements are negotiated to achieve resolution. Using the insight provided through historic LGO investigations, the Complaints and Access to Information Team is also working with service managers to develop plans to address the underlying reasons that led to upheld complaints.
- 3.1 The positive outcomes mentioned above have contributed to a decrease in the numbers of complaints escalated to the Ombudsman. Other factors include the role of the Complaints and Access to Information Team in undertaking Final Stage investigations; ensuring

that complaints are properly investigated and remedied internally by the Council.

- 3.2 It should be noted that, in some instances, complainants contact the Ombudsman without having gone through the Council's internal processes. In such cases, the Ombudsman would refer the matter to the Council to be dealt with.
- 3.3 During 2016/17, there were 135 complaints dealt with by the Local Government Ombudsman. This compares with 157 in 2015/16 and 154 in 2014/15. The numbers of Ombudsman complaints in Enfield are low when compared with our closet neighbours, based on data published on the Ombudsman's website for 2016/17: Waltham Forest- 152; Haringey- 205 and Barnet – 181.
- 3.4 The Ombudsman usually highlight significant issues of concern within their annual letter. It is noted that, unlike some Councils, no concerns were raised within the letter to Enfield.

4. **NEXT STEPS**

- 4.1 The Complaints and Access to Information have made significant progress in transitioning from a fragmented departmental system to delivering a coordinated complaint handling service across the whole Council.
- 4.2 Moving forward the team aims to build on these successes, by:
 - a) working with ICT to improve the functionality of the Customer Relationship Management (CRM) electronic system to improve efficiency in the end to end process.
 - b) using the intelligence from complaints and other forms of customers feedback to proactively resolve concerns before them become complaints and improve Council services by addressing the underlying causes of complaints.

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 Allocation s 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

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
					Annual LSCB Report					Case	
Monitoring/ update											
Budget Meeting	James Rolfe							Budget meeting			
Equalities & Diversity	Ilhan Basharan										Item Deferred
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.

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON THURSDAY, 22 FEBRUARY 2018**

COUNCILLORS: Derek Levy (Chair), Abdul Abdullahi, Guney Dogan, Nneka
PRESENT Keazor, Michael Rye, Edward Smith.

STATUTORY 1 *vacancy* (Church of England diocese representative), Mr
CO-OPTES Simon Goulden (other faiths/denominations
representative), Mr Tony Murphy (Catholic diocese
representative), *Alicia Meniru & 1 vacancy* (Parent
Governor representative) – *Italics Denotes absence*

OFFICERS: James Carrick (AD Education Schools and Children's
Services), Keith Rowley (Director of School Expansions &
Asset Management Support), Clara Seery (Head of
Standards & Curriculum, Schools and Children's
Services), Doug Wilson (Head of Strategy & Service
Development), Lia Markwick (Service Development &
Strategic Commissioning Manager), Jemma Gumble
(Strategic Partnerships Development Manager) Susan
O'Connell (Scrutiny Officer), Elaine Huckell (Committee
Secretary)

Also Attending: Tara Larkin and Christevie Ngoma (Enfield Youth
Parliament)

492

WELCOME & APOLOGIES

The Chair welcomed all attendees to the meeting and extended a special
welcome to the Enfield Youth Parliament attendees. Apologies for lateness
had been received from Councillor Abdullahi.

Agenda item 6 - SEND (Special Educational Needs and Disability Report was
discussed before item 5, but for the interests of clarity the minutes are shown
in the agenda order.

493

DECLARATIONS OF INTEREST

There were no declarations of interest.

494

OLDER PEOPLE'S HOUSING AND CARE PROJECT

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

The Chair introduced this item on the Older People's Housing and Care Project which he reminded members, had been discussed at Cabinet on 14 February 2018.

Lia Markwick (Service Development & Strategic Commissioning Manager) and Jemma Gumble (Strategic Partnerships Development Manager) gave a presentation on this subject.

A video was screened which gave an example of a successful new development that follows a new approach for older people with the co-location of specialist housing and community services around a 'vibrant service hub' for residents.

The following points were highlighted:

- There are demographical challenges for Enfield with the number of people over 65 years forecast to increase 23% over the next 10 years. People are living longer although often in poor health.
- Other challenges include the pressures on housing supply and on health and social care budgets which indicate new approaches are needed in respect of the provision of 'assisted living'. However there are often negative perceptions of Housing with Care for older residents.
- There are currently over 500 older people receiving intensive care packages in their own home. This number is increasing and there is a need for growth in various retirement housing and extra care housing. New choices for older people are required.
- One way to extend the choice for older residents is to co-locate specialist housing with community services which includes health and wellbeing and might also include co-location with education/ learning/ leisure and retail facilities. All of this to be centred around a vibrant 'hub' where residents and the wider community would interact.
- Contrary to some criticisms that older people would be centred in a 'bubble' the development would have an outward facing hub with the community. With the aim to promote healthy, active ageing.
- Feasibility studies are to be undertaken to look at options. A development at Milton Keynes which provides facilities similar to those which we may wish to offer provides properties to buy or to rent.
- Advantages of having the co-location of housing and health services would mean that residents can be cared for at home rather than in hospital. The building quality would be high and more suited to the complex needs of older people. Other benefits expected include the reduction in temporary accommodation costs due to the subsequent increased supply of local housing. Improvements for residents from an increase in their wellbeing, a reduction in loneliness, and improved dementia outcomes, there should also be a reduced risk of falls and a greater chance of couples being able to stay together.
- The current vision is to have a single development for approximately 200 to 300 homes. Financing may be possible through partnership funding such as NHS contributions, Mayors funds, charitable trust funds, and HRA contributions.

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

The following points were made:

- Cabinet had authorised officers to progress the strategic planning of an Older People's Housing and Care Project. Feasibility studies are to be undertaken.
- Councillor Smith said he had worked for a Housing Association and had experience in this field. He stressed the importance of ensuring that we establish the demand for this facility and whether older people wanted to live there. He said, it should be remembered that there was not the demand for sheltered housing properties in the borough, which have been demolished and thought this could be seen as a warning for future developments of this kind. He suggested that a private developer be brought in to take this project forward which would minimise the risks to the local authority.
- Councillor Levy said he understands a feasibility study would be done and risk analysis undertaken.
- Councillor Smith went on to say there is an assumption that people brought together because they are old and frail wish to be together. He also suggested that we may wish to consider whether there is value in having this facility in Enfield or should it be undertaken in partnership with another local authority such as with Hertfordshire.
- Councillor Rye suggested that the concept of expecting old people to wish to live together may be wrong. Generally people of different ages live together in a road, and communities are built amongst a young and vibrant population. It is essential to see what the demand would be for the proposal, he thought in Enfield many older people on retirement would tend to sell their properties and move out to other areas.
- Councillor Smith thought that there would be some people who would wish to live in a development such as that proposed, however, he thought it was important that a private developer be used who is experienced in this field and who would make this a less risky venture for Enfield.
- Members commented on the large number of care homes already in the borough and the fact that other boroughs place their residents in Enfield.
- It was asked whether the usual criteria would apply for Enfield residents regarding nomination rights. It was thought there may be interest from other boroughs and it would not have to be exclusively for Enfield residents, but Enfield residents will come first.
- Councillor Levy stressed the need for the feasibility studies to include qualitative as well as quantitative assessments.
- Doug Wilson spoke of the benefits of older people having choices which this proposal would provide. He spoke of the challenges that residential care homes sometimes have regarding nursing care provision. He thought extra care (nursing) provision may make a difference for people considering where they would like to live. It may also help to prevent social isolation. Friendship groups would hopefully grow and help in building proper communities here.
- Cllr Levy raised a number of questions –

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

- a. If officers had an approximate idea of costs involved?
- b. If there were any sites we may consider suitable in the borough at present?
- c. What is the timetable for the project, - when would it be completed?
- d. Is there a possibility that a 'do nothing' option could emerge from the feasibility study? -

the following answers were given

- a. In Norfolk a similar project with 172 units cost approximately £18.9m. (it was acknowledged that land in Norfolk would be cheaper than in Enfield)
 - b. It is too early to be able to determine any future site locations.
 - c. It is anticipated that the project would be completed in 3 to 4 years' time.
 - d. The project indicated is the optimal idea, however, if space or finance does not allow this, then perhaps a smaller plan could be considered.
- It was thought that in order to achieve the diverse facilities suggested including education and retail services then an early dialogue with partners may be useful.

It was pointed out that a facility offering housing with care for people adds a further choice to the spectrum of options currently available for older people.

The Chair thanked Jemma Gumble, Lia Markwick and Doug Wilson for their report.

**495
PUPIL PLACES REPORT**

Keith Rowley (Director of School Expansions & Asset Management Support), presented an update on the demand for school places in Enfield. It was mentioned that this subject would be reported to Cabinet in March 2018.

The following was highlighted:

- That there is a sufficiency of places for primary school children. However, now that children are moving up to secondary schools more secondary school places will be needed from 2019.
- There should be an adequate number of secondary school places available for the borough following the development of the Wren Academy on the Chase Farm site (8 form entry). However should this development fail to materialise, then other contingency plans would need to be implemented.
- The biggest demand is for special school places. There has been a significant increase in the need for high support provision for children with certain categories of special education need, in recent years. As there have been an insufficient number of places within Enfield it has been necessary for pupils to be transported to schools outside of the

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

borough. An increase in capacity for special schools and establishments in Enfield would help in this regard.

The following issues raised

- It was asked why there had been a significant increase in demand for special school places in recent years? It was answered that this stems from a change in legislation from 2014 which introduced the Education Health and Care Plan (EHCP) with the remit in age widened from 5-19 years to 2-25 years age. It should also be remembered that Enfield is a net importer of families from inner London.
- Councillor Smith requested information on the shortage of places for children in Southgate, Southgate Green and Bowes areas. Keith Rowley will provide this information and this is incorporated in the report to Cabinet in March.
- That there were a significant number of vacancies across the borough in primary schools (approximately 500) this has had an adverse effect on school budgets for the year.
- The local authority cannot set demand in an area; a new school can open with more forms of entry than required.

The report would be considered at Cabinet on 14 March 2018 when it would be recommended to

1. Agree the continuation of the school expansion programme, with the focus on special provision and high needs pupil places and
2. Agree the increase capacity in special schools and establishments that provide education services for some of the most acute special need categories subject to further approval for the manner in which this is to be achieved

The report was NOTED

496

EDUCATION ATTAINMENT IN ENFIELD

Clara Seery (Head of Standards & Curriculum, Schools and Children's Services) introduced the report which provided an update on education outcomes across Enfield. It also provided information on outcomes of statutory assessment at key stages and focused on the key accountability measures for -Early Years. Key Stage 2 and Key Stage 4 outcomes.

The following was highlighted:

- Concerns that Enfield was shown as achieving low levels at some of the key stages compared with other local authorities. The Early Years outcomes give Enfield at position 119th out of 152 authorities. At Key Stage 2 (Year 6) Enfield is at 136th position out of 152 authorities.
- The low attainment levels may be in some way attributed to the high mobility of people in Enfield. However Clara said other local authorities have similar mobility issues. Enfield is ranked 51st out of 152 most

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

deprived boroughs. Key stage 2 results were an improvement on last year but reading attainment level is poor and would need to be focused on.

- We were improving, and improving faster than some authorities however better outcomes are needed at primary levels, so that children are better prepared for secondary school.
- Secondary school levels are better – For Year 8 we are in 39th position out of 152 authorities and at Key Stage 5 on a range of indicators we are in the top third of authorities.
- Schools have a number of challenges – The retention of high quality teachers for early years pupils is a problem. Staff often leave the area after a few years when they may wish to buy a property which is cheaper outside of London. Also, because of the high workload a number of teachers are leaving to join an alternative profession. Reductions in budgets are impacting on the support that can be offered in schools and many schools have had to reduce the number of support staff.
- The focus is to improve standards in Key Stage 2 reading and Early years literacy. The Early Years service is merging with School Standards and support service which will ensure a consistent approach. A successful SSIF (Strategic School Improvement funding) bid will fund an intensive reading programme to support the Key Stage 2 outcomes. The report described further steps to raise these standards and Clara was confident that significant improvements would be seen by 2020.

The following issues were raised by members:

- It was asked how members could provide help with the retention of staff. It was thought strategies to help meet teachers accommodation needs may help, such as providing shared ownership of homes for key workers.
- Councillor Rye thought the secondary school sector was doing well considering how badly they were doing at primary level. Reference was made to challenges for children as they are often interested in electronic games, which takes their interest away from reading. Teachers need to be able to focus on how to channel their attention towards this.
- During the Early Years stage –there is a need to focus on cultural change, and to have a balance of fun and formal learning. Where there are difficulties for some children in understanding the language, it is often helpful to work with families to improve their understanding.

The report was **NOTED**

497

SEND (SPECIAL EDUCATIONAL NEEDS AND DISABILITY) REPORT

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

A report was presented by James Carrick (AD Education Schools and Children's Services), on Special Educational Needs and Disabilities which gave an overview of the SEND provision for Enfield and described the challenges being faced in relation to capacity, and described what was being done in order to increase provision.

The following was highlighted

- Over the last five years there has been a significant increase in demand for high needs placements, particularly in the Autistic Spectrum Disorder and Social emotional Mental Health (SEMH) placements
- In the last five years the cost of out of borough special school placements has increased by £2.5 million.
- The aim is to expand existing specialist SEND provision for children within the borough in order that they may return/ remain within the Enfield area.
- Details of Special School expansions were listed in the report.

Councillor Levy referred to the work being done to accommodate the increased need for places and asked if this would be an on-going issue? It was thought this matter was becoming under control – the numbers of learners applying for assessment has reduced from last year. It was felt that when the demand for pupil places at primary schools was increased that the local authority should have looked to expand the number of places allocated for SEND provision at the same time.

Councillor Rye commented that the local authority had worked hard to increase the provision of school places in line with the increase in numbers and asked if it would be possible to restrict children from using out of borough special school places when this is available in Enfield? An answer was given that this would be best revisited with parents when the pupil was at a transitional stage such as Years 6, 7, 9 and 11. Families would hopefully prefer to stay in Enfield as there would be less travel involved and less need to use buses. This situation would need to be monitored.

498

MINUTES OF MEETINGS - 23 NOVEMBER 2017 AND 18 JANUARY 2018

AGREED the minutes of the meetings held on 23 November 2017 and 18 January 2018.

499

DATES OF FUTURE MEETINGS

Provisional Call-In Dates:
29 March 2018

OVERVIEW & SCRUTINY COMMITTEE - 22.2.2018

5 April 2018 and
19 April 2018

The date of the next business meeting is Tuesday 13 March 2018.

Councillor Levy thanked everyone for attending the meeting.

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 13 MARCH 2018**

COUNCILLORS: Derek Levy (Chair), Abdul Abdullahi, Guney Dogan, Nneka
PRESENT Keazor, Michael Rye, Edward Smith.

STATUTORY 1 *vacancy* (Church of England diocese representative), Mr
CO-OPTES Simon Goulden (other faiths/denominations
representative), Mr Tony Murphy (Catholic diocese
representative), *Alicia Meniru & 1 vacancy* (Parent
Governor representative) – *Italics Denotes absence*

OFFICERS: Ian Davis (Chief Executive), Anne Stoker (AD Children's
Social Care & Principal Social Worker), Kate Kelly
(Change and Challenge Manager), Ricky Williams
(Change and Challenge Manager), Claire Johnson (Head
of Governance & Scrutiny), Elaine Huckell (Scrutiny
Secretary)

Clarabelle Corker-Whyte and Theo Sergiou (Enfield Youth
Parliament Representatives) (EYP)

526

WELCOME & APOLOGIES

Councillor Levy, welcomed all attendees to the meeting and extended a
special welcome to the Enfield Youth Parliament attendees.
Apologies for lateness had been received from Councillor Abdullahi.

527

DECLARATIONS OF INTEREST

There were no declarations of interest.

528

CHIEF EXECUTIVE STRATEGIC OVERVIEW

The Chair introduced this item and welcomed Ian Davis as Chief Executive.
He asked Ian to give a brief overview of what he considers to be the Council's
key priorities for the future and asked whether his views on this had changed
since his appointment, last June.

Ian Davis had met with the Leader and Members of the two main political
parties, feedback from both parties was consistent.

OVERVIEW & SCRUTINY COMMITTEE - 13.3.2018

Key priorities include:

- Safeguarding, including a greater emphasis on safeguarding of children
- Customer Experience
- Public Health and inequalities in relation to this
- Regeneration and Housing including the changing nature of the world we live in.

To deliver these priorities the organisation must be structured to ensure we have the right behaviours. Firstly, the authority's finances must be kept under control with a more strategic and earlier focus on the budget during the year. This will include more regular meetings and more involvement with Members. Secondly, the culture of the organisation needs to be effective by having an open and honest approach which residents expect.

Recruitment of the right staff is key, with a move towards the employment of long term staff and a reduction in the number of interim managers.

A reorganisation is currently underway which will reduce the number of managers in the management team. Following on from this there will be a review of the next tier of management at service head level, with a move away from the AD manager level. The intention is to make it clearer to see who has responsibility for each area. It should also provide budget savings.

The following questions/ issues were raised:

- In answer to a question about whether there may be conflicts/ issues resulting from a reduction in the number of departments, Ian Davis answered that whenever you create a structure that creates a 'silo' it is important the 'silos' work together to provide the correct outcomes. It is useful to work together on shared responsibility 'themes' for example on the subject of 'modern slavery'.
- An Enfield Youth Parliament (EYP) representative referred to responsibility for a key area such as housing and asked if it meant that responsibility mainly lies with just one person. Ian Davis spoke of the empowering of staff and how the structure of departments should enable staff at all levels to have an input, an example of this is when looking at the Corporate Plan.
- A Customer Experience Strategy is to be put in place for the first time.
- Councillor Smith said he thought it was difficult for 'behaviours' to change, it is important that people are accountable for their actions and that there are clear lines of responsibility. It was thought better that people are open and clear if any mistakes are made to ensure issues are resolved, and not to have a 'blame' culture.
- Concerns were raised that in previous reorganisations some very capable people had left the organisation, we needed to ensure that those officers who 'go the extra mile' do not leave the authority.
- Ian Davis said he thought there may have been problems in the restructure process in the past due to a lack of communication with staff and a lack of clarity of the process. He said this would not happen in the future. He also said we were moving towards a 'blind'

OVERVIEW & SCRUTINY COMMITTEE - 13.3.2018

recruitment process where an applicant's age/ sex/ culture characteristics would not be known. He referred to the need for an embedded culture, where staff would continue to ensure that public money is spent wisely.

- Ian Davis was asked about his approach to customer service further to Enfield 2017 and he answered that a Customer Service Strategy is to be introduced with customer surveys taking place regularly as well as staff surveys. There would also be a re-introduction of mystery shopping, for example, in relation to the council tax and planning services. A 'score card' system would be introduced about quality issues which would enable the service to be able to respond by identifying and changing any problems quickly. We will ensure we have a first class service for customers.
- It was suggested that a move away from an electronic approach for all customers would be beneficial. Also the internet system for accessing council services should be easier -within a 'few clicks' people should be able to access Enfield's services as it is possible with some other local authority sites.
- Councillor Smith referred to accountability and performance of services being driven by EMT (Executive Management Team). He asked if this would continue as it currently does? Ian answered that it was anticipated there would be more linking together between finance and performance. In future it is anticipated that staff would be able to clearly see their teams' performance.
- The Safeguarding of Adults and Children is one of the key areas the Chief Executive will be focusing on. An assurance board would assess all aspects of the services, checking with monitoring officers would be undertaken to ensure services are 'fit for purpose'.
- The use of benchmarking services with other authorities was mentioned. Ian Davis said whilst this is a good starting point, it is necessary for us to look closely at every service to see if improvements can be made.
- Reference was made to pressures on budgets especially on Children's Services. At the moment, many of our children with Special Educational Needs and Disabilities (SEND) are attending specialist schools outside of the borough. We are aiming to expand existing specialist SEND provision for children within the borough in order that they may return/ remain within the Enfield area.
- There has been an increase in demand for support for children with special educational needs, over recent years, and Ian spoke of the need for a streamlined approach. He is speaking to Tony Theodoulou and James Carrick about these issues. One of the EYP Reps referred to the support he had received at school and spoke to Anne Stoker (AD Children's Social Care) after the meeting about his experience.
- Councillor Rye spoke of public health and the budget for this, he thought there should be more flexibility in the way it is applied. Ian Davis spoke of his great interest in public health and how it is the key link and priority for all Council services.
- Councillor Levy spoke of key themes that may cover all services, for example – the scrutiny work stream on the issue of loneliness.

OVERVIEW & SCRUTINY COMMITTEE - 13.3.2018

- Ian Davis would like to achieve a greater oversight of proposals/ plans before matters go to Cabinet. It was thought more pre-decision scrutiny of items coming to OSC would be useful and would avoid the need for many 'call -in' meetings.

Councillor Levy thanked the Chief Executive for attending the meeting and for giving an overview of what he considers are the Council's key priorities. He suggested that he may wish to come along to a future meeting of OSC to give a further update to the new committee members and suggested that this could be done in parallel with the Council Leader.

529

ADOPTION REGIONALISATION UPDATE

Anne Stoker (AD Children's Social Care) introduced a report on the London Regionalisation Adoption Agency Business Case which updated the Committee on the progress in developing a London Regional Adoption Agency (LRAA).

The following was highlighted:

- It is a requirement that all local authorities join a regional agency by 2020. As part of this the LRAA has been developed to meet the needs of London Boroughs.
- The London model consists of a central hub and four spokes. Enfield is to join along with our colleagues from Camden, Islington, Barnet Hackney and Haringey as part of the North London RAA.. Project managers are to be appointed for each spoke and the local North London project manager has been appointed starting March 2018.
- Progress has been slow up to now but it is anticipated that with the appointment of the project managers this will improve. The six Assistant Directors from each Authority are meeting regularly, and there is now momentum in going forward.
- A business case is expected to be ready, to be shared and agreed locally with Members by the end of 2018. Anne will bring a brief update to OSC on this matter in September.

The following issues were raised:

- Anne confirmed that work has been done on the business case. A number of workshops have been held to discuss how things will work in future. They were looking to bring in a specialist legal manager and, issues for them to also consider include HR, and IT matters. She confirmed that there was still a lot to be done.
- It was noted that Islington were the host authority for the spoke for North RAA.
- Members asked if we had looked at other options instead of the North London arrangement, for example with Hertfordshire and whether other 'spokes' are further forward than ours. Anne answered that we already

OVERVIEW & SCRUTINY COMMITTEE - 13.3.2018

know our partners and how they work and this will be helpful for the future. Other spokes are at the same stage as us.

- Councillor Smith said it would appear that there had been a lack of urgency and asked if the model is credible and whether it would improve the current arrangements for adoption? Anne said she was happy if the existing model had remained. Now that there is a new project manager in place she is pleased that we are moving forward. The aim of the proposals are to speed up the adoption process. She mentioned that other procedures were now being used such as special guardianship orders.
- Councillor Levy said members were all in agreement that what was wanted from the proposals was better outcomes for all

NOTED

Anne Stoker was thanked for the report. It was noted that a full business case would be tabled later in the year.

530**CHANGE AND CHALLENGE UPDATE**

Kate Kelly and Ricky Williams (Change and Challenge Managers) updated Members on the Change and Challenge Troubled Families Programme.

The following was highlighted:

- The programme was launched in 2015. The focus has been the transformation of local services to secure sustainable high quality services for families and to ensure this continues after the programme ends in 2020. The Troubled Families Grant currently funds a number of posts (34 posts). We are now in Phase 2 of the project.
- Funding comes from 3 streams – Attachment Fees, Payment by Results and Service Transformation Grant.
- Attachment Fees - There is a target for us to attach 2230 families by the end of 2017/18 –for them to receive an intervention. We have met this target. A graph indicated the ward of residence for those receiving an intervention which showed that the largest numbers were for wards on the eastern side of the borough. A graph also indicated the percentage of people who met the different numbers of criteria under the programme e.g for worklessness, crime, health etc.
- Payment by results – Success is measured by a) showing if a family has managed to achieve significant and sustained progress or b) an adult in the family has moved off benefits and into continuous employment. So far claims have been made for approximately 20% of the target number of families (2970) to identify and turn round by 2020. Of those we have claimed for, approximately 85% were for 'continuous employment' with 15% for significant and sustained progress' Enfield has achieved good results from getting people back to work

OVERVIEW & SCRUTINY COMMITTEE - 13.3.2018

- Service Transformation Grant - self assessment carried out and a Service Transformation Action Plan developed. It is a borough wide 'all family' approach where interventions are put in place
- Some boroughs may move to a 'payments by results' but with a new 'earned autonomy' option, however Enfield has chosen not to do this.
- The General Data Protection Regulation (GDPR) which aims to strengthen and unify data protection for all individuals will become enforceable by 25 May 2018, officers are confident that our systems are in line with this.

The following issues were raised

- Confirmed that under Phase 1 approximately 700 families were identified, criteria of Education, Employment and Crime. Phase 2 of the programme asked us to identify more complex families and also to link whole families under the key principles. Enfield met requirements under Phase 1 and are now working on Phase 2
- Officers were asked if this initiative to get people out of a trap and back into work had been a cost benefit to Enfield and asked if this information could be reported back to OSC.
- It was confirmed that when a person goes back to work, the team does not stop working with the family. New skills may be needed for people to gain confidence.
- Serco had provided a number of placements in the local area.
- It was questioned whether the phrase 'troubled families' was appropriate, and when one group of families move forwards were there then others to come in to take their place? It would be helpful to know something about the people involved. In the future it was suggested that some news stories would be brought back about them.
- To qualify for the 'payment by results, return to work ' it is necessary for the person to be off benefits completely. It was noted that a new data system will go live in June 2018 which will support the new Early Help Prevention Triage system and would generate data for new families.
- A member of the YEP referred to families moving into employment and away from benefits , it was confirmed that the team works closely with them so that they identify any training needs and once employed they provide in work support. They are honest when looking at their finances and assessing income.

The report was **NOTED** and Kate Kelly and Ricky Williams were thanked for their report.

531

WORK PROGRAMME 2017/18

The work programme for 2017/18 was NOTED. The meeting to consider the Work Programme for 2018/19 would be held in the new Municipal Year.

532

DATES OF FUTURE MEETINGS

Provisional Call-In Dates:

29 March 2018

5 April 2018 and

19 April 2018

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

Councillor Levy thanked everyone for attending the meeting.

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