



Contact: Jacqui Hurst
Cabinet Secretary
Direct: 020 8379 4096
or Ext:4096
e-mail: jacqui.hurst@enfield.gov.uk

THE CABINET

Wednesday, 12th December, 2018 at 7.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member Public Health), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance & Procurement) and Ahmet Oykenner (Cabinet Member for Property and Assets)

Associate Cabinet Members

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

Dinah Barry (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Ahmet Hasan (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

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

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS

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

3. DEPUTATIONS

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

4. ENFIELD SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2017/18 (Pages 1 - 38)

A report from the Executive Director – People is attached. (Non key)
(Report No.120)
(7.20 – 7.30 pm)

5. ENFIELD SAFEGUARDING ADULTS STRATEGY 2018-23 AND SAFEGUARDING ADULTS ANNUAL REPORT 2017/18 (Pages 39 - 126)

A report from the Executive Director – People is attached. **(Key decision – reference number 4781)**
(Report No.121)
(7.30 – 7.40 pm)

6. BUDGET 2019/20 UPDATE AND PHASE 3 SAVINGS AND INCOME GENERATION PROPOSALS (Pages 127 - 142)

A report from the Director of Finance is attached. **(Key decision – reference number 4745)**
(Report No.122)
(7.40 – 7.50 pm)

7. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 143 - 162)

A report from the Director of Finance is attached. (Non key)
(Report No.123)
(7.50 – 8.00 pm)

8. TENDER AWARD CONTRACT FOR THE PROVISION OF AGENCY WORKERS - SUPPLYING ALL JOB CATEGORIES (EXCLUDING SCHOOLS) (Pages 163 - 170)

A report from the Director of Law and Governance is attached. (Report No.125, agenda part two also refers) **(Key decision – reference number 4720)**

(Report No.124)
(8.00 – 8.10 pm)

9. CONSTRUCTION CHARTER

A report from the Director of Law and Governance will be circulated as soon as possible. (Non key)

(Report No.126)
(8.10 – 8.20pm)
TO FOLLOW

10. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 171 - 176)

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

11. MINUTES (Pages 177 - 190)

To confirm the minutes of the previous meeting of the Cabinet held on 14 November 2018.

12. DATE OF NEXT MEETING

To note that the next Cabinet meeting is scheduled to take place on Wednesday 23 January 2019 at 7.15pm.

13. EXCLUSION OF THE PRESS AND PUBLIC

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

(Members are asked to refer to the part 2 agenda)

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MUNICIPAL YEAR 2018/2019 REPORT NO. **120**

MEETING TITLE AND DATE:

Cabinet – 12 December
2018

REPORT OF:

Executive Director of People

Contact officer and telephone number:

Angela Bent 0208 379 8135

E mail: angela.bent@enfield.gov.uk

Agenda – Part: 1	Item: 4
Subject: Enfield Safeguarding Children Board Annual Report 2017/18	
Wards: All	
Non Key	
Cabinet Member consulted: Cllr Achilleas Georgiou	

1. EXECUTIVE SUMMARY

The ESCB annual report 2017/18 is an overview of the progress being made to safeguard and promote the welfare of children and young people across Enfield during the past year.

The main report is broken into the following sections:

Section 2 of the report sets the context for safeguarding children and young people, by highlighting statistical information about Enfield

Section 3 sets out the local governance and accountability arrangements for the ESCB and structures in place to support the ESCB to do its work effectively. It also provides information on the new Safeguarding Arrangements that will be introduced in 2018/19 through the Children and Social Work Act 2017.

Section 4 highlights some of the achievements and the progress that has been made in the last year as well as reporting on the work undertaken across the partnership

Section 5, provides an overview of specific responses to safeguarding concerns, focusing on Vulnerable Young People and Early Help

Section 6 highlights the lessons the ESCB has identified through its Learning and Improvement Framework and provides an overview of the multi-agency audits undertaken, Serious Case Reviews and child death.

Section 7 describes the range and impact of the multi-agency learning and development training provision and describes the communication activity undertaken by the LSCB.

Lastly, **Section 8** sets out the priorities ESCB will take forward into 2018/19 and includes an “At a glance” annual summary.

2. RECOMMENDATIONS

2.1 Cabinet to note the progress being made to safeguard children and young people and specifically note this report and the Enfield Safeguarding Children Board Annual Report which is attached as a background paper to this document.

2.2 Cabinet to recommend to Council for endorsement.

3. BACKGROUND

Enfield Safeguarding Children Board has a statutory duty to prepare and publish an Annual Report which describes how our partners safeguard vulnerable children and young people.

Our primary responsibility is to provide a way for the local agencies that have a responsibility in respect of child welfare, to agree how they will work together to safeguard and promote the welfare of children and to ensure that they do so effectively.

2017/18 has been a busy year for the Safeguarding Board, despite changes and challenges that at times have impacted on the Boards ability to progress work, agencies across the partnership have continued to demonstrate strong commitment to the Board and its activities. The Board remains committed to a programme of scrutiny, monitoring and, quality assuring the quality of safeguarding activity across Enfield, and this programme of robust analysis and challenge will continue to ensure that children and young people who are at risk of exploitation or abuse are identified and responded to speedily and effectively, as we move forward and embrace the opportunities the new statutory guidance offers.

Report highlights

- The ESCB considered what the future local multi-agency safeguarding arrangements could be following the legislative changes introduced through the Children and Social Work Act 2017. There will be statutory changes with the abolishing of LSCBs and the introduction of new safeguarding arrangements, changes to the Serious Case Reviews and the introduction of Safeguarding Practice Reviews and the role of the National Safeguarding Practice Review Panel. There will also be changes around the Child Death reviews and the expectations that the number of deaths reviews should increase to between 80 – 120. Therefore, indicating a need for cross border Child Death panels. Over the next 12 months will see the partnership agreeing and publishing new local arrangements.
- No Serious Case Reviews have been commissioned this year, however one SCR that had commenced in the previous year was published and will remain on the website for a year. The Board commissioned one local learning case review, the learning from this will be disseminated across the partnership and included in next year's report. The reviews have been completed in a timely manner, learning was identified for partners to build on understanding the vulnerabilities of young asylum seekers and the importance of information sharing out of hours.
- The Quality Assurance Sub Committee continued to lead and scrutinise the ESCB learning and improvement framework. This involved leading on Section 11 interviews, case audits and reviewing multi-agency performance data to develop an understanding on how well the partnership identified and responded to safeguarding issues. The members scrutinised single agency audits and shared learning across organisations. Overall safeguarding performance data provides reassurance. There are gaps in data from partners agencies, there will be a focus on updating the dataset in 2018/19. The progress on multi-agency cases audits was impacted on by departure of the Service manager, practice and partnership. There will be a renewed focus on increasing the number of multi-agency case audits.

- This year the ESCB expanded its CSE group and established a new Vulnerable Young People Group, chaired by the Head of Community Safety. This has enabled partners to focus on understanding the issues that pose a risk to young people and how they impact on their lives - in a local context. The group has looked at a range of issues from Radicalisation to County Lines and continued a specific focus on CSE. Overall it has identified that the complex vulnerabilities of young people frequently overlap. It was agreed that to approach these as separate need is less effective than considering the complexity to a young person needs as a whole. To support the partnership in understanding how these issues intersect and how we should locally respond, there will be a focus on developing an overarching Vulnerable Young Peoples Strategy: "Safeguarding Adolescents from Exploitation and Abuse".
- This year the ESCB and the ESAB progressed the merger of their respective Learning and Development subcommittees. There has been improved engagement from across all agencies and the group is now chaired by the adults safeguarding board manager. The financial resourcing and delivery of training are different and this year, there has been an acknowledgement of the differences, but a recognition that there are many areas of opportunity to join up learning and embed a Think Family approach. Moving forward the partners will strengthen the joint multi-agency learning and development offer and ensure despite who commissions training it will be available to all areas regardless if their primary focus is children or adults.

4. ALTERNATIVE OPTIONS CONSIDERED

This report is for information.

5. REASONS FOR RECOMMENDATIONS

Enfield Safeguarding Children Board will require the commitment and support from multiple partners and from colleagues across the Council in order to continue to focus on improvements with the clear aim of reducing harm.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

The ESCB is funded by its partner agencies with the London Borough of Enfield being significantly the biggest contributor.

The ESCB managed to spend within budget during the year. The majority of the overall budget is spent on staffing and the Independent Chair, which this year was lower than originally projected. This was due to a reduction in ESCB support team following the departures of the Child Death Overview Panel coordinator post and the Service Manager for Practice and Partnership.

6.2 Legal Implications

Section 13 of the Children Act 2004 ('the Act') places a duty on every Local Authority to establish a Local Safeguarding Children Board (LSCB). Section 14 of the Children Act sets out the objective of a LSCB. Section 14A of the Act requires a LSCB to 'prepare and publish a report about safeguarding and promoting the welfare of children in its local area' at least once in every 12-month period. The Local Safeguarding Children Boards Regulations 2006 govern the running of an LSCB. The Government's Statutory Guidance, Working Together to Safeguard Children (2015), gives guidance on the operation of LSCBs.

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

6.3 Property Implications

There are no property implications.

7. KEY RISKS

The Enfield Safeguarding Children Board is reliant upon a strong commitment from partners and is financed through contributions from partner agencies. There are risks that that the austere climate may impact upon the financial contributions and reduce the ability to deliver on the key priorities within the business plan. This will be mitigated by seeking agreement from partners of their financial contributions in advance of the upcoming year to enable forward planning of activities and commitments.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

8.2 Sustain strong and healthy communities

8.3 Build our local economy to create a thriving place

The work of the ESCB meets the council's priority of Sustain strong and healthy communities, and its key aims within the Corporate Plan.

With particular emphasis and more weighting upon improving services to those children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum from early help to statutory interventions.

9. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report

However, it should be noted that partners that we engage with are required to assist us in meeting our obligations under the Equalities Act 2010.

10. PERFORMANCE AND DATA IMPLICATIONS

This ESCB has a robust data set and annual audit programme supporting the continuous drive for improvement by the Council and its partners in relation to outcomes for children.

11. PUBLIC HEALTH IMPLICATIONS

The ESCB has strong links with the Health and Wellbeing Board and the Director of Public Health is a standing member of the Safeguarding Children Board.

The ESCB works closely with the Adult Safeguarding Board (EASB) and of September 2018 both boards have been chaired by the same Independent Chair and of October 2018 the business support functions will be delivered by one team for both boards.

Partnership working between both boards has strengthened the partnership working with specific emphasis upon the health areas that are key priorities for both Boards such as Modern Slavery, Domestic Abuse and Female Genital Mutilation.

The ESCB coordinates local programmes to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements. Improved outcomes in early life and childhood lead to healthier, successful adults and improve the health of the population. For example: protecting children and young people results in improved population health outcomes by reducing mental health issues, sexually transmitted diseases and other issues e.g. obstetric complications in FGM victims.

The work of the Child Death Overview Committee contributes to reducing infant mortality in the borough by recognising risk factors and acting to prevent such deaths where possible. This increases life expectancy in the borough population

Background Papers

1. Draft Enfield Safeguarding Board Annual Report 2017- 2018 (attached)

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Enfield Safeguarding Children Board

Annual Report

2017-18



Page 7

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Enfield

Safeguarding
Children Board

...because safeguarding children
is everybody's business



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Foreword by Independent Chair

As the Independent Chair of the 2017-18 Enfield Safeguarding Children Board I am pleased to write some introductory notes to what will be the final Annual Report of the current Safeguarding Children arrangements. The formal requirement placed on each Local Authority to coordinate and host a statutory Safeguarding Children Board began in 2006 (Children's Act 2004) and this has now been removed in new legislation approved in 2017 (Children and Social Work Act 2017). We are all now focusing on planning for the new arrangements when the Metropolitan Police, Enfield Clinical Commissioning Health Group and Enfield Local Authority all jointly share the responsibility for protecting children and young people across the Borough.

I encourage the reader to let the report speak for itself, and I wish to conclude this current phase of the existing ESCB by thanking all the various staff right across the existing partnership for their dedication, commitment, energy and focus on reducing harm to the children and young people of Enfield.

Several changes over this recent year are worth noting, we waved goodbye to Grant Landon who had been an effective and energetic Business Manager over his three year stay in Enfield. Our very effective lay members Irene Ridley and Rick Jewell, who represented the local community in Enfield have both moved on to other activities

and the Local Authority Administrative Unit was reduced in numbers when a colleague Aileen Ingram retired during Autumn 2017. Judy Dennis and Lisa Tait have between them continued to coordinate the ESCBs activities during 2017-18 and I want to thank them for all the activities undertaken on behalf of the partnership.

Finally a sincere thank you to all current and previous colleagues who have contributed to the formal full ESCB meetings, the active sub-groups, the various learning events and training courses, as well as other Children's Safeguarding focused activity. We have had ongoing contact with various children and young people's networks across the Borough and I thank them for their helpful and often challenging comments, suggestions and ideas. We also extend our thanks to Cllr Ayfer Orhan and Cllr Glynis Vince, who were supportive and regularly contributed to the ESCB in 2017-18.

The new Multi-Agency Safeguarding Arrangements are being worked on and shaped over the next few months. Do keep an eye on the ESCB website and Twitter pages to contribute to a newly invigorated and effective children's partnership network. Safeguarding the children and young people of Enfield is a serious responsibility undertaken with pride and commitment, we need to make sure this continues and improves in the new Multi-Agency Safeguarding Arrangements.



Geraldine Gavin
Independent Chair
Enfield Safeguarding Children Board

1. Introduction

- Enfield Safeguarding Children Board has a statutory duty to prepare and publish an Annual Report which describes how our partners safeguard vulnerable children and young people.
- Our primary responsibility is to provide a way for the local agencies that have a responsibility in respect of child welfare, to agree how they will work together to safeguard and promote the welfare of children and to ensure that they do so effectively.
- The ESCB supports partners as system leaders, challenges and holds them to account. We want to create conditions to develop a learning culture driving best collaborative practice for good outcomes. Our principles are: **partnership working, family focus, a commitment to early help, and operating a learning culture.**
- **Section 2** of the report sets the context for safeguarding children and young people, by highlighting statistical information about Enfield.
- **Section 3** sets out the local governance and accountability arrangements for the ESCB and structures in place to support the ESCB to do its work effectively. It also provides information on the new Safeguarding Arrangements that will be introduced in 2018-19 through the Children and Social Work Act 2017.
- **Section 4** highlights some of the changes and achievements and the progress that has been made in the last year as well as reporting on the work undertaken across the partnership.
- **Section 5**, provides an overview of specific responses to safeguarding concerns, focusing on vulnerable young people and Early Help.
- **Section 6** highlights the lessons the ESCB has identified through its Learning and Improvement Framework and provides an overview of the multi-agency audits undertaken, Serious Case Reviews and child death.
- **Section 7** describes the range and impact of the multi-agency learning and development training provision and describes the communication activity undertaken by the LSCB.
- Lastly, **Section 8** sets out the priorities and business plan the ESCB will take forward into 2018-19.

The Annual Report 2017-18 demonstrates the extent to which the functions of the Enfield Safeguarding Children Board, as set out in the national statutory guidance 'Working Together to Safeguard Children' (March 2015) are being effectively fulfilled.



2. Enfield Context

Local context

- The London Borough of Enfield is London's most northerly and fifth most populous borough. The overall population is currently approximately 333,00 and this is projected to rise over the coming years.
- There are currently approximately 84,200 (aged under 18) living in Enfield, making up 25% of the borough's population.
- Enfield has a relatively young population with the number of children and young people aged 0-15 representing approximately 23% of the total population (compared to a London average of 20.5%).
- Enfield is the 13th most deprived borough nationally and the 5th most deprived in London.¹
- Enfield continues to experience significant changes to its population which includes an increase in overall numbers and a continued increase in the number of children in Enfield who affected by poverty.
- There is a high level of migration into Enfield both from other parts of the United Kingdom and from other countries, particularly from Eastern Europe and Africa.

¹ Data from The Income Deprivation Affecting Children Index (IDAC) measures the proportion of all children aged 0 to 15 living in income deprived families

Signs of safety – Social Work Model

- There is increased interest nationally into 'What Works?' when working in a child and family context. Signs of Safety (SoS) is one of several practice frameworks being used in the UK by local authorities and being evaluated through the English Innovation Project (DoE).
- The SoS implementation journey started in the autumn of 2015 and since then a tremendous amount of progress has been made towards

fully embedding the model within children's services and among partner agencies in Enfield.

- The Signs of Safety coordinator facilitates group learning and directly supports individual front-line staff with safety planning and multi-agency case conference.
- The Board has continued to lead on and steer the direction of the Signs of Safety across the borough.



Safeguarding – Enfield in numbers in 2017-18

1,673

was the average number of contacts to Children Services per month (4.3% reduction)

As of the 31st March 2018 Cheviots (part of the Joint Service for Disabled Children) social workers had

177 open cases

There were a further 370

children with disabilities receiving a service



242

children were subject to a child protection plan at the end of the year, significantly lower than the 2016-17 figures

347

children were looked after (LAC) at the end of year (a lower rate than the national average and our statistical neighbours)

Of the 347 LAC, 63 are UASCs,

rates in Enfield remain higher than the national threshold



977

early help assessments completed in 2017-18

136

children and young people identified as affected by children sexual exploitation (CSE), this is an increase on previous years and an indicator of increased awareness

0

SCRs commissioned and 1 published on the ESCB website



5

Out of Borough SCRs were contributed to by local Enfield agencies

726

places were taken up from the ESCB targeted training programme

26

child deaths were reviewed in 2017-18



3. About us: Governance and Structure

Partners considered what the future local multi-agency safeguarding arrangements could be following the legislative changes introduced through the [Children and Social Work Act 2017](#).

- Each local area is required by Law to have a Local Safeguarding Children Board. The LSCB is a statutory body established in legislation (Children Act 2004) and works according to national guidance 'Working Together to Safeguard Children 2015'.
- ESCB is made up of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (CAFCASS), Youth Offending, the Community & Voluntary Sector as well as two very active Lay Members, who meet four times a year.
- Our main role is to coordinate what is done locally to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The effectiveness of ESCB relies upon its ability to champion the safeguarding agenda through exercising an independent voice.
- Safeguarding children is everybody's responsibility. Our purpose is to make sure that all children and young people in the borough are protected from abuse and neglect. Children

can only be safeguarded from harm if agencies work well together, follow procedures and guidance based on best practice and are well informed and trained.

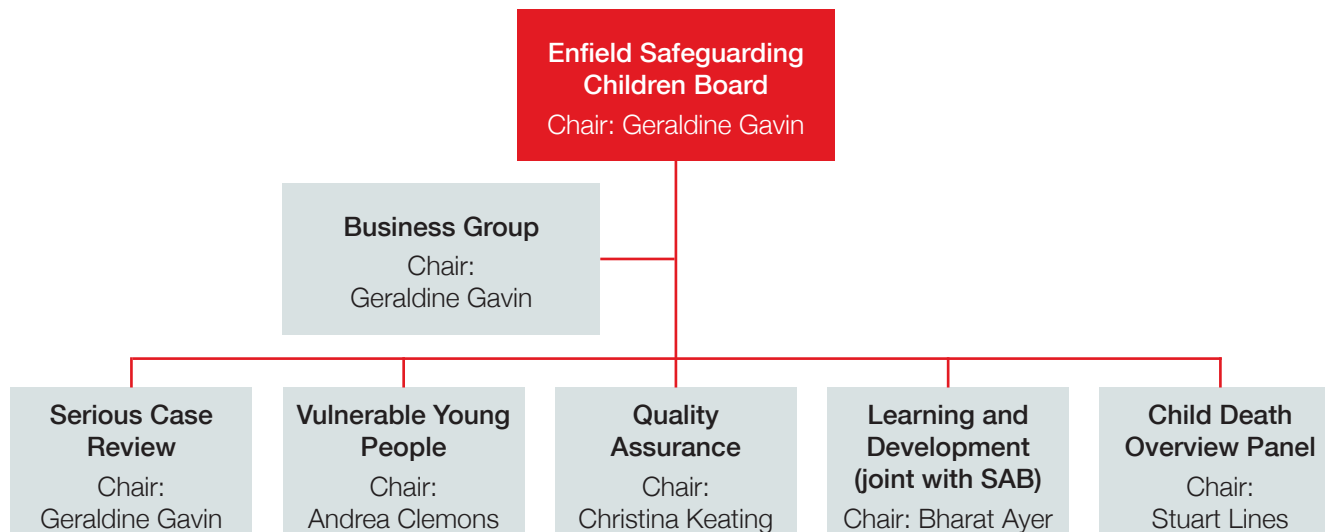
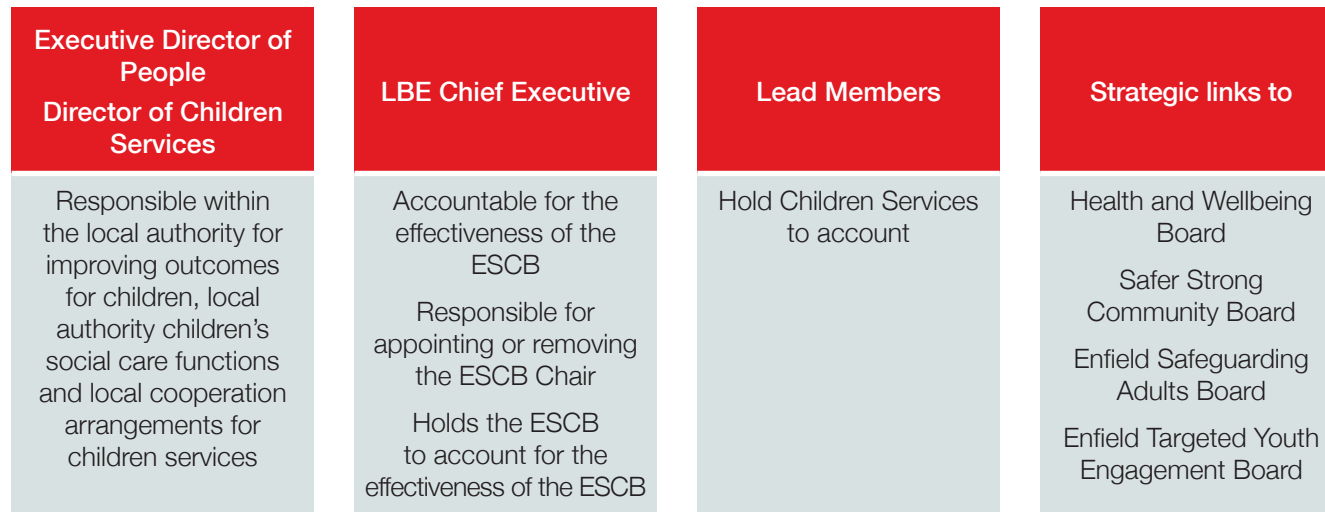
LSCB functions

- Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - Training of persons who work with children or in services affecting the safety and welfare of children;
 - Recruitment and supervision of persons who work with children;
 - Investigation of allegations concerning persons who work with children;
 - Safety and welfare of children who are privately fostered;
 - Cooperation with neighbouring children's services authorities and their Board partners.

- Communicating and raising awareness.
- Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve.
- Participating in the planning of services for children in the area of the authority.
- Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.
- Undertake functions related to child death.
- The functions of the ESCB are progressed by the Boards five Sub Committees. More information can be found [here](#).



Structure chart



Scrutiny and Challenge

- Geraldine Gavin has been the Independent Chair of the ESCB since 2010, she is tasked with leading the Board and ensuring it fulfils its statutory objectives.
- The Board demonstrates a culture of positive challenge and scrutiny which is evidenced in the Board and Subcommittee minutes. The Chair is accountable to the Chief Executive of Enfield Council and meets regularly. The Chair also regularly meets the Executive Director of People and the Director of Children Services.
- It is important to remember that the ESCB does not commission or deliver direct frontline services. Whilst the board does not have the power to direct other organisations it does have the power to influence and hold agencies to account for their role in safeguarding.



Measuring Success

- The ESCB is committed to ensure that it can demonstrate it has an impact on services to ultimately improve the safety and wellbeing of children in Enfield.
- The effectiveness of the Board is dependent on our ability to build strong relationships with each other, our young people and our communities. We also need to have joined up objectives and priorities. Measuring the success of the work of the Board is considered in the context of each safeguarding activity. For example: The Board wanted all school attending children from Year 7+ to have an opportunity to learn about exploitation. Success was achieved as Chelsea choice was delivered in all local schools.
- It is important that we note success can take many forms, as well as analysing existing data, we are looking to devise more extensive multi-agency impact measures, using police and health data as well as children social care.

ESCB financial arrangements

- All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be well organised and effective. Resources include staff time and additional

support such as attending Board meetings, co-chairing the subgroups which support the work of the Board, and contributing to Serious Case Reviews.

- In 2017-18 the Board had a budget of £173,375.00, which was made up of contributions from our partners. Approximately 53% of the total budget was contributed by the London Borough of Enfield with the CCG as the next highest contributor.

Staffing costs were lower than originally projected. This was due to a reduction in ESCB support team following the departures of the CDOP coordinator post and the Service Manager for Practice and Partnership.



The Children and Social Work Act 2017

- Following the Wood Review and the Children and Social Work Bill in 2016, new safeguarding arrangements were passed into law through the Children and Social Work Act 2017.
- Provisions within the Children and Social Work Act 2017 will replace Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements, led by three Safeguarding Partners and supported by relevant agencies. It also places a duty on new Child Death Review partners to review the deaths of children normally resident in the local area.
- In October 2017 the Department of Education (DfE) consulted on the draft 'Working Together to Safeguard Children 2018' guidance which lays down in much more detail the new safeguarding arrangements. The final version was published on 4th July 2018.
- Alongside the 'Working Together' the DfE has released statutory guidance on transitional arrangements.
- This document for Local Authorities, Police, Health and LSCBs provides guidance on the arrangements that should operate as part of the transition from LSCB's to Safeguarding Partners and Child Death Review Partners.

- **Safeguarding Partners** are identified as:
 - Local Authorities
 - Chief Officers of Police
 - Clinical Commissioning Groups
- **Child Death Review Partners** are identified as:
 - Local Authorities
 - Clinical Commissions Groups
- Safeguarding Partners will identify the relevant agencies required to support local safeguarding arrangements and will include agencies that are currently members of the LSCB.
- The guidance also describes the transitional arrangements which should be followed during the transition from the system of Serious Case Reviews to the new national and local review arrangements.
- Following publication Safeguarding Partners have up to twelve months to agree safeguarding arrangements. These arrangements must be subject to independent scrutiny. Enfield Safeguarding Children Board response has been to ensure that business is conducted as usual; that partners continue to come together regularly to discuss local challenges and how best to respond to them and that Training and Learning, including the dissemination of key points from local and

national Serious Case Reviews, continues to be prioritised and undertaken effectively. We will continue to carry out all of our statutory functions, until the point at which safeguarding partner arrangements begin to operate.

Relationship with other boards

The ESCB works has a relationship with other strategic boards. Each board has a specific focus:

- **Health and Wellbeing Board (HWB)**
The HWB assumed its full statutory powers in April 2013 and Geraldine, our chair is a participant observer, increasing the influence of the Board by strengthening the relationship with this key strategic group. Clearer lines of accountability are in place and ESCB report regularly to the HWB and continue to make sure key safeguarding issues are addressed.
- **Safeguarding Adults Board (SAB)**
The ESCB Chair is a participant observer on the Safeguarding Adult Board and meets regularly with that board's Chair, Christabel Shawcross to ensure there is dialogue and mutual understanding of priorities and initiatives. Last year the Learning & Development subcommittees of the two boards merged to improve and enhance the training programmes of both boards and to co-commission and co-deliver training where relevant.

- There are also strong links with Enfield's Safer and Stronger Communities Board (SSCB) and Targeted Youth Engagement Board (ETYEB).
- There will be statutory changes with the abolishing of LSCBs and the introduction of new safeguarding arrangements, changes to the Serious Case Reviews and the introduction of Safeguarding Practice Reviews and the role of the National Safeguarding Practice Review Panel.
- There will also be changes around the Child Death reviews and there is an expectation that the number of death reviews increase. Therefore, indicating a need to consider cross border Child Death panels.
- The changes offer flexibility and provide opportunities to streamline strategic boards and reduce duplication. The ESCB will:
 - Continue to engage and challenge these partnerships where appropriate to safeguard and promote the welfare of children in Enfield.
 - Embed statutory changes outlined in [Working Together 2018](#).
 - Over the next 12 months will see the partnership agreeing and publishing new local arrangements.

4. Changes and Achievements

- **CSE Awareness Campaign & 'Chelsea's Choice'**. In June and July 2017, 40 performances of Chelsea's Choice a powerful and thought-provoking play, focusing on the challenges and dilemmas many young people face was commissioned. The play was performed in almost all of our secondary schools and also to a range of professionals including elected members. Also presented to CCG safeguarding conference to 150 health practitioners in July 2017. It was very well received with much positive feedback from schools where the play prompted a great deal of discussion and learning opportunities. Impact: Helps young people gain a better understanding of the devastating impact that sexual exploitation can have on a young person's life and to provide them with some skills and knowledge to be able to protect themselves from this form of abuse.



- **The Missing from Home, Care, Education and/or Health protocol** was developed in August 2016 and updated in May 2017. All agencies working with children who are missing from home, care, education or health will implement this protocol and ensure their staff are aware of it. The protocol is designed to ensure accurate data recording and information sharing which supports local working arrangements between the relevant agencies involved in developing this. For the first time our Missing Protocol covers guidance on what to do when working with children who go missing from Education and Health as well as from Home and Care.

Impact: The purpose of the protocol is to assist practitioners across all agencies to develop a robust response to children and young people who are missing. This includes preventing the child suffering harm and if necessary, recovering them to a place of safety as soon as possible.

- **Domestic abuse** – new Violence Against Women and Girls (VAWG) Strategy, published in July 2017, which has been produced for the multi-agency partnership (see attached). This sets out clear objectives to continue to develop practice and knowledge on domestic abuse for practitioners and people who live, work and study in Enfield.

- **Police**

- Child Abuse Investigation Team (CAIT) referrals desk relocated to sit within the Single Point of Entry.
- The planned restructure of the 32 borough police services to 12, will see Haringey and Enfield being brought together.

- **North Middlesex Hospital**

- Safer Sleeping Week 13th-17th March – NNUH held a one-week event in line with the Lullaby Trust's campaign to raise awareness around safer sleeping. This included teaching for midwifery staff and others and a stall in the foyer to involve the public.

- **Enfield CYPS**

- In 2017, as part of World Mental Health Day, ECYPS held a two day "Mind Kind" event with local schools, over 400 young people attended, and the event was oversubscribed with a further 500 wanting to attend. The workshop included giving teachers and young people the tools to look after their mental wellbeing.

5. Safeguarding in different contexts

Partners focused on understanding the issues that pose a risk to young people and how they impact on their lives – in a local context.

Preventing radicalisation and extremism

- Responsibility for the Prevent agenda in Enfield sits within the Community Safety Unit (CSU). There is a strong focus on safeguarding individuals from supporting or becoming involved in terrorism.
- There is a structured programme of support to schools and other organisations to offer support to those who are deemed to be at risk.
- A key element of Prevent is the Channel programme, which receives concerns about vulnerable individuals and the needs are assessed along with any risks that the police may highlight suggesting terrorism or radicalisation concerns.
- Recent Home Office figures showed that nationally around 63% of individuals discussed at a Channel panel were aged under 20 years, similarly in Enfield we find that a higher proportion of referrals are about young people.
- The past year has been a very active and innovative period for Prevent in Enfield. There were significant changes in the way the **threat from terrorism to the nation has evolved over the year.**

- At the beginning of the year, the focus was working to reduce the influence of radicalisers and mitigate the risk of vulnerable people travelling to areas of conflict. By the end of the year the focus moved away from stopping people travelling to conflict areas to working on a programme where the country is starting to receive returnees from these conflict areas and how do we support their needs.
- By the end of 2017 Prevent training had been successfully delivered to over 70% of secondary schools and nearly 65% of Primary schools. To strengthen the local, Prevent programme two extra staff were recruited funded by a grant from the Home Office.
- In 2017 an anti-radicalisation workshop was piloted for year 6 students at the age they will be preparing to move over to secondary school.

“A very engaging presentation that helped the children build on their knowledge of this subject. It also improved their understanding of influential peacemakers – Ghandi, King, Parkes etc.”

Primary School Teacher

Child Sexual Exploitation

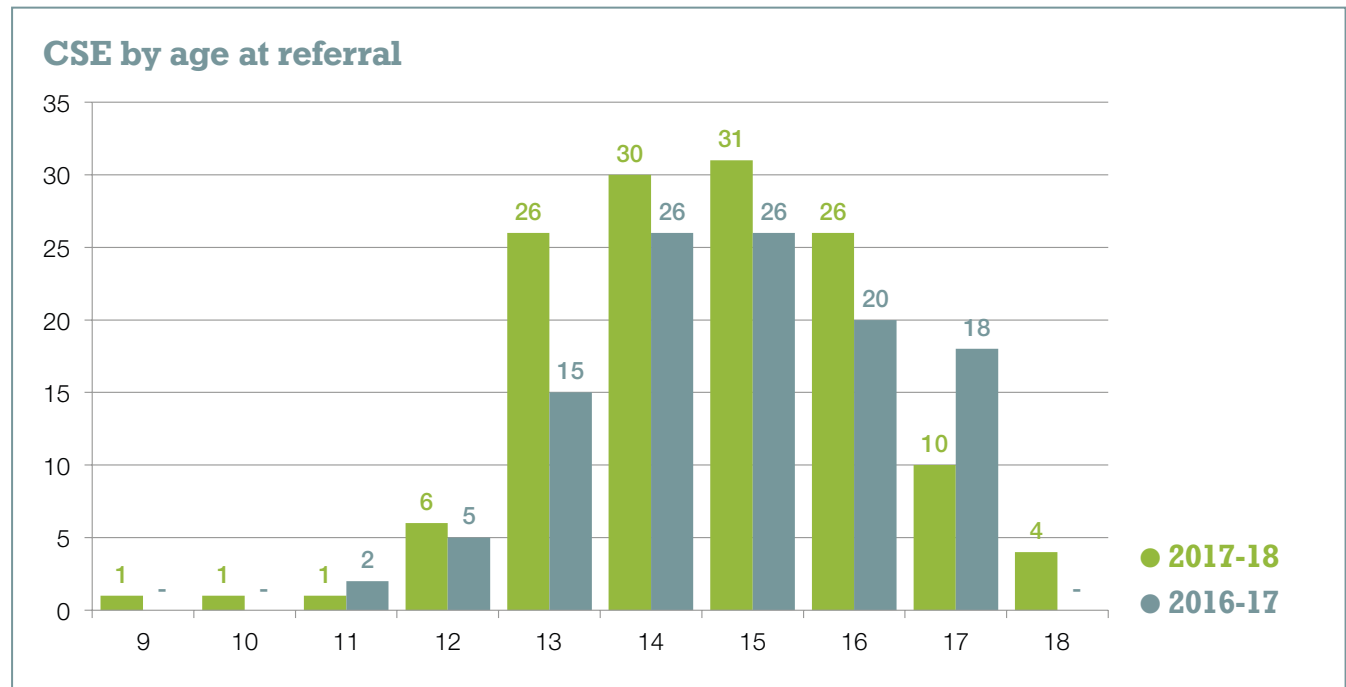
- Child Sexual Exploitation is a form of Child Abuse and causes children and young people serious harm. The Enfield [CSE operating protocol](#) has been developed by the Enfield Safeguarding Children Board (ESCB) to assist practitioners from all agencies to make decisions and to access timely support when working with children and young people who are at risk of, or known to be experiencing Child Sexual Exploitation (CSE). There are several key documents designed to support practitioners working with CSE which should be referred to. These documents along with a range of supporting tools and documents can be found on the ESCB website on the [CSE webpage](#).
- A key aspect of Enfield’s approach to tackling CSE is our multi-agency **Child Sexual Exploitation Prevention (CSEP) Team** which was established in July 2015. The multi-agency team was initially part of the Youth and Family Support Service (YFSS) and was moved into Children’s Social Care 2017. The team is made up of Social Workers, Police officers, specialist workers from Safer London, youth workers and a CSE coordinator.

- The team have recently commissioned an organisation to support young women to exit gang culture.
- The MASE and CSEP team cross reference data regularly. Annually the CSEP team collate an annual profile to build up the picture to aide understanding and as far as possible the scope and nature of Child Sexual Exploitation (CSE) in Enfield, with a view to informing the strategic and multi-agency efforts to tackle CSE and other associated vulnerabilities affecting the young people in the Borough.
- During the year **136** young people were identified as either experiencing or being at significant risk of CSE. This figure is higher than the last full year analysis where **112** young people were identified in 2016-17.
- There is a larger span of referrals by age in comparison with 2016-17. All children on the list were aged between 9 and 18 years at point of referral. The most common ages for referral are 14 and 15, with 83% of children being aged between 13 and 16 years at the time they were referred which is a slight increase to 78% in 2016-17, although there has been a decline in referrals for 17 and 18-year olds.
- Of the 136, the majority are female, there was a decrease in the number and percentage of boys identified. There were 99 girls (88%) and

13 boys (12%). We know that nationally there is an under reporting of boys who are victims of CSE.

- As in 2016-17 the largest identified ethnic group is White (48% similar to 45% in 2016-17). This includes those identified as “All other White”. Further significant cohorts are identified Black (31% of cohort in total).
- 108 of the 136 children (79%) are reported as living at home with parents or relatives.

- Very few are missing education (11 are NEET).
- The majority live in four postcodes where there is known gang activity however very few are known to the gang partnership as affiliated with gangs.
- Since March 2018, the names of the young people known to the CSEP team are checked with those who are believed to be involved in County Lines this will be reported on next year.



Multi-Agency Sexual Exploitation (MASE) group

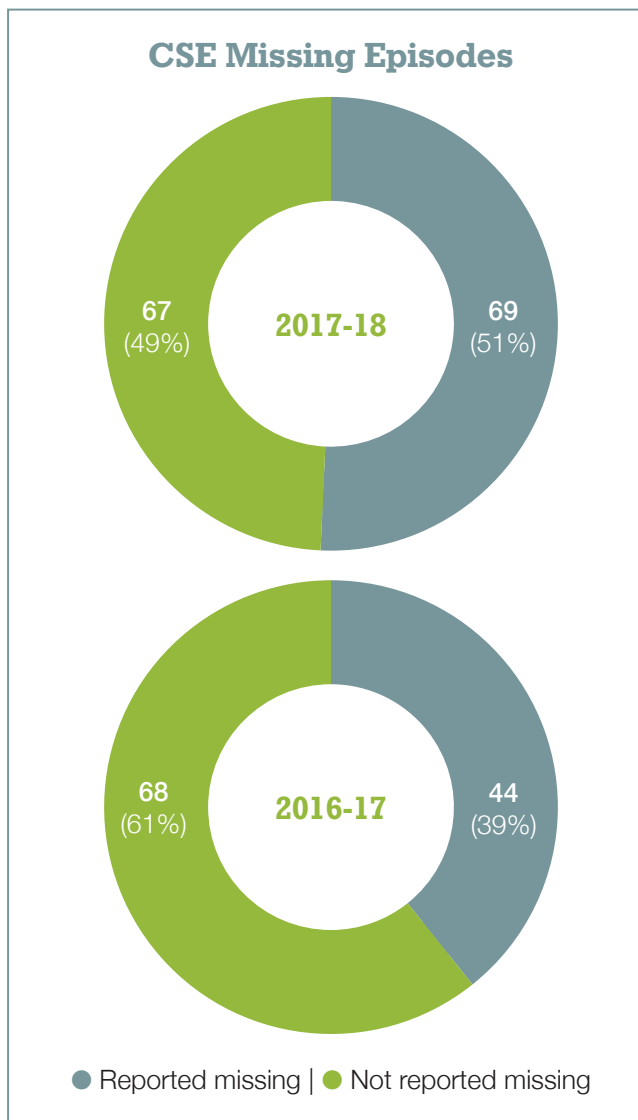
- The MASE is a strategic multi-agency meeting comprising of a variety of senior staff from across the LSCB partnership and has been in operation since 2013. The meetings are police led and are co-chaired by the Detective Inspector responsible for Public Protection and service manager for Practice and Partnerships.
- The MASE meets monthly, recent developments in MASE include a stronger shift in focus toward a more strategic approach in line with London-wide policy. The meeting considers children who are identified as “high risk” and shares information to identify themes, locations, trends, cross border issues with discussion about high risk individual cases and perpetrators in order to inform disruption activity. As of April 2018, this group will include those young people involved in County Lines.²
- **49 young people were discussed at the MASE meeting.** In comparison, 36 young people were discussed at MASE meetings in 2016-17. This is a slight increase in the number of cases being presented to MASE from 32% to 36%.



² **County Lines** is the term used to describe the approach taken by gangs originating from large urban areas, who travel to locations elsewhere such as county or coastal towns to sell class A drugs. Gangs typically recruit and exploit children and vulnerable young people to courier drugs and cash through deception, intimidation, violence, debt bondage and/or grooming. Typically, users ask for drugs via a mobile phone line used by the gang. Couriers travel between the gang’s urban base and the county or coastal locations on a regular basis to collect cash and deliver drugs. Young men and women may be at risk of sexual exploitation in these groups.

Missing

- The correlation between missing from home and care and CSE remains significant (over 50% of the cohort). There will be new arrangements for debriefing young people who return home from 1st October 2018 which will strengthen the quality of the debriefing interviews and ensure the push/pull factors are understood and risks addressed within care planning.
- The graphs demonstrate the proportion of children on the CSE list who are known to have been reported missing on at least one occasion.
- **The Missing Children Risk Management Group (MCRMG)** was established in July 2015. The group is made up of representatives from all relevant agencies to enable and promote an enhanced service to ensure children and young people, who are or have a history of going missing from home, local authority care or education, are identified, safeguarded and supported.
- Whilst not an ESCB subcommittee the work of this multi-agency group There are strong links between related groups including the Multi-Agency Sexual Exploitation (MASE) group, the Gangs Partnership Group and a newly established County Lines group which sits within the Youth Offending Unit (YOU).



- This group has been instrumental in facilitating a positive partnership with other agencies; mainly due to the capacity for open forum discussions with multiple agencies with safeguarding responsibilities.
- One of the most successful outcomes had been the improved partnership with colleagues from the Police and the ability to have police checks conducted on CME and missing cases discussed as part of MCRMG.
- **ECPAT** in 2017-18, work began with the national charity ECPAT on their innovative Partnership Against Child Trafficking (PACT project). The project offered a thorough case file audit of cases where there have been concerns primarily around child trafficking. The **audit identified good practice particularly**

in relation to CSE and missing and areas for development in relation to understanding risks and links between trafficking and County Lines.

- Enfield was the 4th London borough for victims of Serious Youth Violence, **Gang, Serious Youth Violence** and exploitation is a complex multi-faceted problem and there are no simple answers, professionals and the community need to work together to deliver a holistic response that deals with the issue and its causes and this is why partnership and community involvement is a key aspect to respond to these issues.
- The Local Children’s Safeguarding Board, The Safer Strong Communities Board, the Health and Well Being Board and the Enfield Targeted Youth Engagement Board all work together and ensure that Serious Youth Violence and our response are all a key area of focus.
- An **Elected Member’s task group** was established in June 2015 focussing on CSE, in December 2017 the Council agreed to changing the scope to closely reflect the VYP sub-committee of the ESCB. The members task group meets four times a year offering strong leadership, oversight and scrutiny for the work undertaken to tackle exploitation and other associated vulnerabilities across the borough. The Cabinet member for Children’s Services is invited to all meetings.
- Given the progress made on tackling CSE in Enfield and given the growing understanding nationally and locally of the complex, often intertwined issues that young people face and how they can impact on young person’s life it was proposed and agreed in 2017 that the good work is built upon and expanded as part of a new **Vulnerable Young People** group. The new group includes a focus on:
 - CSE
 - Criminal exploitation and County Lines
 - Gang activity in relation to young people
 - A sharpened focus on Trafficking and Modern Slavery
 - Radicalisation and the Prevent agenda
 - Children and young people involved in or at risk of Harmful Practices (including Female Genital Mutilation, Forced Marriage and Honour Based Abuse)
 - Young people who are in abusive relationships, at risk of or experiencing domestic abuse.
- There is already significant work addressing these issues being undertaken in the borough. The new Vulnerable Young People (VYP) subcommittee does not attempt to replace

or replicate the work of these groups but links closely with them to ensure that there is robust communication and closely allied work programmes.

- To support the partnership in understanding how these issues intersect and how we should locally respond, there will be a focus on developing an overarching Vulnerable Young Peoples Strategy: “Protecting Young People from Exploitation and Abuse”.

Female Genital Mutilation

- Female Genital Mutilation (FGM) is a form of child abuse and violence against women and girls (VAWG).
- Enfield VAWG strategy focuses on safeguarding and states that FGM is a crime under the Anti-Social Behaviour, Crime and Policing Act 2014.
- A needs assessment in 2014 estimated that more than 2,800 women and girls were at risk in Enfield. This is likely to have been an overestimate. The Iris clinic opened in August 2015 at North Middlesex University Hospital. Only one case of an Enfield girl has been reported to Ofsted. There has been no prosecution.
- The Enfield Safeguarding Children Board established a multidisciplinary group in 2014

in response to an increasing understanding of FGM and the need for a more coordinated approach to tackling it and providing support. The key actions from this were to continue working with local communities to raise awareness of the issue and of the local services available. There is also an ongoing programme of training for social workers and health professionals that includes advice on the types of FGM, data on countries that practice FGM and local implications, health issues related to FGM, cultural and religious reasons behind the practice, legislation on FGM and support services. In recognition of the mental and physical impact FGM has on health Enfield Health and Wellbeing Board now oversees work in this area.

Early Help

- The board has closely monitored the development of the Enfield Family Resilience Strategy which is the basis for the local response to Early Help. The new model will be based on a Hub system. There will be one Children's Centre Hub, with a number of satellite sites across the borough. The three agencies forming the Family hub at inception will be children's centres, Change & Challenge (developed as Enfield's response to the Government's Troubled Families programme) and Parent Support Unit.
- In 2017-18 there were **977** early help assessments completed the outcome of which was:
 - **470** families supported with a range of interventions.
 - **164** families were stepped down from early help targeted services and received ongoing support from universal or community services.
 - **278** families continue to receive low level early help support.
 - **46** cases stepped up to social care.
 - **8** families moved out of the borough.
 - **11** families did not want to engage with early help support services.
- Board members have offered scrutiny, challenge and direction as the strategy has developed. The ethos of the strategy is that we want all our children to be safe, confident and happy, with opportunities to achieve through learning and reach their full potential as they become adults.



6. Learning and improvement

Published one Serious Case Review which started in the previous year. Commissioned one local learning case review.

Performance data headlines

- The ESCB continually monitors the quality, timeliness and effectiveness of multi-agency practice through the multi-agency dataset. Where gaps are identified, implications for the LSCB are considered and any agreed actions are monitored.
- Referrals to Children Social Care have fallen 4,110, from 4,154 (2016-17).



- In April 2017, the SPOE was restructured, social workers were replaced with managers. This has directly contributed to the reduction in SPOE contacts, partners contacting the SPOE for case discussions are speaking directly to managers helping them to decide the appropriate pathway for cases.
- In 2017-18 there was a drop in the timeliness of assessments (just over **61%** of Child and Family Assessments had been authorised within 45 days). During this time there was increased staff turnover and caseloads were high.
- The number of Social Care referrals to CAMHS is up. Self-harm referrals (0-13yrs) are recorded differently. SAFE get the 13+ year-old referrals. Significant changes have taken place in CAMHS, which is now divided into generic CAMHS, SAFE (Service for Adolescents and Families in Enfield) and SCAN (learning difficulties).

Multi-agency audits

- Monitored partners compliance to section 11 audit. The Section 11 audit process included responses from a range of agencies and challenge interviews have taken place with most agencies. A Section 11 action plan is monitored through the QA subcommittee.

- A strategy meetings audit identified the non-attendance of some partners to meetings. Partners were written to by the Independent Chair with a reminder of their statutory role. There has been significant improvement in the partner contribution to meetings since communication from the Independent Chair.

Single agency audits

Single agency audits were monitored by the Quality Assurance group including:

- **North Middlesex University Hospital** domestic abuse audit (maternity). Audit findings: All women are screened at booking and again during pregnancy for domestic abuse. Challenge: There is sometimes difficulty in getting immediate support for a woman who presents at the hospital and discloses domestic abuse. Findings were shared with the Domestic Violence Strategy Group.
- **Children Centres** case file audit. Audit findings: Children's centres currently use paper-based files, which can hinder sharing of information. The plan is to move to shared access of the Early Help module; the same system used by Education. There will be quarterly monitoring, with an ability to readily track children's history and progress.

Serious Case Reviews

- Serious Case Reviews are published on the ESCB website. This year the Board published one Serious Case Reviews in October 2017. Outcomes and findings feed into all structures to promote a culture of continuous **learning and improvement** across the partner agencies of the LSCB.
- Child YT: A tragic case of a 17-year-old who took his own life just hours after arriving in this country in the summer of 2016. The report can be found [here](#). Key themes: Vulnerability of young asylum seekers, Availability of interpretation services for foster carers, Information sharing with foster carers out of hours.
- One local learning review was started in 2017-18 focusing on a baby who sustained injuries whilst in care of parent and concerns around domestic abuse and disguised compliance.
- The LSCB continues to implement the recommendations from Serious Case Reviews. Action plans are monitored by the SCR sub committee and reviewed by the LSCB Board. Learning is shared following serious Case Reviews publication to contribute to the professional development of staff and improve their understanding of local safeguarding concerns and themes.

For more information on Serious Case Reviews click [here](#).

Domestic Homicide Reviews

- A domestic homicide Review learning event was held in January 2018 for adults and children services.
- Continuous reporting of safeguarding performance data has provided reassurance that practice standards are being met. There is recognition more data is needed from some partners to enable a fuller understanding on how the partnership are safeguarding.
- A range of multi and single agency audits were conducted over the year, of the audits completed they provided an understanding of strengths and areas for improvement.
- Local and serious case reviews have been completed in a timely manner and action plans monitored.
- Partners will strengthen the learning and improvement framework by:
 - Update the dataset to capture multi-agency intelligence.
 - Review multi-agency early help and early intervention arrangements.
 - Renew focus on increasing the number of

multi-agency case audits.

- Focusing on developing further models to disseminate and embed lessons learned.
- Monitor action plans – with the view of providing an analysis of the impact of the learning on multi-agency practice.

Child Death

- The Child Death Overview Panel share their key learning from child deaths. They monitor and challenge agencies for the completion of recommended identified actions and publish a separate annual report.
- Between April 2017 and March 2018 CDOP received notifications 22 child deaths (death of a person under 18 years of age).
- 26 children were reviewed in 2017-18, of the 26 cases, 14 cases were from previous year 2016-17.
- Modifiable factors were found in 4 cases. Recommendations were made in 4 cases.
- The number of deaths reported over the last 3 years has been fairly stable.
- Of the 26 cases reviewed 14 were of males, 12 of females. 14 deaths were unexpected, 11 cases were referred to the coroner, 7 post-mortems were undertaken, 3 inquests held.

- 13 cases were of 'white' ethnicity' (50%), 6 'Black African, Caribbean or Black British' (24%), 2 of 'Asian' (8%) and 3 'not known' (12%).³
- Only seven children were living in the parental home at the time of death.
- **Learning Disabilities Mortality Review Programme (LeDeR)** is a 3-year project led by NHS Improvement and the University of Bristol. All deaths of people with learning disabilities from age 4+ should be reviewed. Two deaths have been reported to LeDer in 2017-18.
- **eCDOP** came into use with one-year funding from NHS England.
- There will also be changes around the Child Death reviews next year. There is an expectation that child death need to be reviews over a population size that gives sufficient number of deaths to be analysed for patterns, themes and trends of death. This suggests there will be a need to consider cross border Child Death panels.

Find out more information about Child Death Reviews click [here](#).

³ Population data between censuses are always projections and therefore subject to error but this compares to the general population in which approximately 40% of the population is 'white' and 17% Black African, Black Caribbean or Black other. Again, caution should be used in the interpretation of this data as numbers are small.

Inspections

- In April 2017 Enfield Children Services volunteered to take part in a pilot inspection for Ofsted's new Inspection of Local Authority Children's Services (ILACS) framework. The overall effectiveness was rated Good. The inspection findings in relation to early help found that services are not yet as developed and joined up as they might be which has had the effect of increasing demand on children's social care. The full report can be found [here](#).
- **During the year BEHMHT – CQC Review of Mental Health services for children and young people** – General findings were that there was strong partnership working, and any gaps were already identified by the service. How Early Help can be managed is a national concern; there are also national issues around limited bed spaces for specialist inpatient care.

Allegations against staff or volunteers

- The role of the Local Authority Designated Officer (LADO) is set out in the "Working Together to Safeguard Children" guidance. In Enfield, the role of the LADO is undertaken by the Head of Safeguarding and Quality Service (SQS) who has responsibility for overseeing investigations, alerting senior council officers to allegations of a serious nature and making referrals to the Disclosure and Baring Service.

- In addition to leading on investigations, the service offer advice and guidance when there may be concerns about a person's conduct and when the threshold for a formal investigation has not been met.
- During the year there was a total of 62 allegations which met the threshold for formal LADO involvement was 62.
- 22 (approximately 35%) of the allegations were substantiated.
- In addition to the 62 allegations, there have been approximately 80 consultations with the LADO, where the threshold for formal LADO intervention had not been met.
- The number of allegations has increased by just under 25% this year and the number of substantiated ones has also increased significantly. These figures would suggest that the LADO intervention has been appropriate and measured.

You can read more information about the work of the LADO and related data in the Annual LADO report on the ESCB website.

7. Training, Learning and Development

The ESCB and the ESAB progressed the merger of their respective Learning and Development subcommittees.

- ESCB offered 10 different topics in 2017-18. The training programme this year has had a strong focus on training and awareness-raising in relation to **Child Sexual Exploitation (CSE)**. A grant of £15,570 from The Enfield Strategic Partnership Fund was used to offer all Enfield secondary schools a hard-hitting theatre production **Chelsea's choice**. This was successful in raising awareness of CSE amongst 11 to 16-year olds.
- **Continued** to work with Safer London Foundation to provide training and awareness raising in relation to CSE. The ESCB has continued to deliver targeted training sessions for specific professionals. Professionals benefiting from this training include, Social Workers, Police officers, and Community Safety unit staff, Pupil Referral Unit staff and Health Visitors and School Nurses.
- There was a continued focus on embedding **Signs of Safety** via workshops for all Enfield and multi-agency staff.
- A **County Lines** workshop was held in August 2017 where 135 professionals across Enfield attended. The session was delivered by Police colleagues from Met Police as well as officers here in Enfield. The focus was to raising awareness and a better understanding of the issue of County Lines.
- **Modern Slavery and Human Trafficking. Every Child protected against Trafficking (ECPAT)** provided three days of training at Enfield to explore in depth the subject of modern slavery, child trafficking and exploitation and how children missing is inter linked.
- A total of **726 places** were taken up from the ESCB targeted training programme, which included a full training programme for designated leads in school.
- This year's course was targeted to focus on areas of practice prioritised by the Board with learning from local and national case reviews being fully integrated into the training material.
- There has been very good engagement from the Education sector this year with 105 people attending events. This is, to some extent explained by the large number of Signs of Safety and a new course Single Point of Entry which aimed to increase practitioners understanding on what happens when they make their referrals.
- There has also been very strong attendance from Children's Social Care, which is a positive step. Consistently, feedback from courses is positive about the multi-agency nature of ESCB courses and the input and attendance of social care staff is particularly valued.
- Attendance from Probation colleagues and Police has fallen, which is probably reflective of the various changes that have taken place in that sector this year.
- An important focus has been strengthening the ESCB Learning & Development sub-committee which is now joint with the Safeguarding Adults Board (SAB) equivalent committee. This was in response to recognition by both boards that there is overlap in the training needs of both workforces and the importance of thinking of the family as whole.

"The course was concise, effective and delivered the updated training that we needed to keep abreast of changes to online safety."

Youth offending worker, Child Exploitation Online Protection (CEOP) – Online Safety

"The course was well presented with lots of useful information. The trainer was very knowledgeable and offered good advice."

Primary School Teacher, Child to Parent Abuse

Evaluation and Impact

- Attendees at all learning events are sent a link to an online course evaluation which they are asked to complete as soon as possible. Certificates of attendance are only issued on completion of the evaluation. Completion rates are improving but further work is still required to maximise the value of the evaluations.
- In addition to answering questions about their overall perception of the course attendees are asked whether they think the course will be effective in improving their practice.
- This data provides extremely helpful information both about the relevance and quality of the course itself and about the skills and knowledge of trainers we commission.



- The effectiveness of ESCB training is also monitored through the quality assurance committee. Findings are used to inform ongoing training and development.
- All courses delivered this year have been evaluated positively.
- All evaluation reports are sent to Training providers and all are analysed by the Training and Development Group.
- A breakdown of attendance and evaluation of all courses can be found in the ESCB Learning and Development Annual Report 2017-18.

For more information of training click [here](#).

- There have been some challenges in the engagement of adults safeguarding, which has improved now the group is chaired by the adults safeguarding board manager.
- The financial resourcing and delivery of training are different and this year, there has been an acknowledgement of the differences, but a recognition that there are many areas of opportunity to join up learning and embed a Think Family approach.
- The agency percentage breakdown attending training attendance has remained consistent, with Education, Children Social Care, health and VCS.

The partners will:

- Strengthen the joint multi-agency learning and development offer and ensure despite who commissions training it will be available to all areas regardless if their primary focus is children or adults.
- Recognising the different learning models there will be a focus on embedding more online and bite size learning opportunities.
- Next year there will be a focus on increasing the attendance of partners whose attendance was lower than expected.

Communication

- We continued to raise the profile of ESCB by developing and maintaining the ESCB website, getting articles into the local press, and developing our social media presence of both Twitter and Facebook.
- 923 ESCB twitter followers, 173 tweets viewed 60,622 times and retweeted 173 times.
- 5,459 users visited the ESCB website in 2017-18 with over 21,000 pages views. Most popular pages excluding home page: a) SPOE, Contact Us and Learning and Development.

8. Priorities and challenges for next year and beyond

What the ESCB want to achieve	What we will do	How will we know
Priority 1: The Local Safeguarding Context		
Children and Young people are safe from harm, inside the home, outside the home and online.	Work with partners to identify and respond to Enfield's local safeguarding priorities: <ul style="list-style-type: none"> Vulnerable Children and Young People: those affected or at risk of CSE, Radicalisation, Neglect, violence and gang activity, mental health, Trafficking and Modern Slavery, Harmful Practices (including Female Genital Mutilation, Forced Marriage and Honour Based Abuse, Domestic abuse and violence. 	We will know our local profile of the children and young people who are at risk of harm or exploitation, and will use this information to inform strategies, commissioning and practice.
	Create a multi-agency dataset that reflects activity across the partners, focused on continuous improvement of child protection and identifying themes for further activity.	We will know the local responses across the partnerships in response to the identification of risk of harm or exploitation of children and young people.
	Capture the voices of children and young people so they exert ongoing influence on the partnership's effectiveness.	We will be able to demonstrate the voice of children and young people has been sought and captured and evidence where their voices have influenced the partnership.
Priority 2: Early Help & Early Intervention		
Children and young people have access to the right help, the right service at the right time and in the right place.	We will agree and publish a revised Threshold of Needs document which sets out the local criteria for action in a way that is transparent, accessible and easily understood.	We will be able to evidence that staff report they have an increased awareness and understanding and are confident to apply locally agreed thresholds.
	Monitor the effectiveness of the Front door arrangements and ensure the partnership have an agreed understanding and approach to MASH.	Early, targeted support is available for children, adults and families who need it.
	Monitor the accessibility and impact of the early help offer being provided to children and families.	We will have evidence that Children, young people and parents/carers views were sought and that they were made aware of where to go to access support and when that support has made a difference.

What the ESCB want to achieve	What we will do	How will we know
Priority 3: Strong Leadership & Strong Partnership		
Effective partnership working and accountability to improve safeguarding outcomes for children, young people and their families.	Continue to strengthen the link and governance arrangements between the ESCB and other key strategic forums and work happening locally to support children and families.	We will have a governance protocol setting out the unique identities, roles, focus areas and interrelationship of the strategic partnerships.
	Ensure the ESCB continues to carry out all its statutory functions until such time the new arrangements begin to operate in Enfield ⁴ . Maintaining the strengths and ownership of safeguarding across the partnership during the transition to the new arrangements.	We will publish the local arrangements and notify the Secretary of State for Education.
	Maintaining and, if necessary, recruiting additional lay members from the community into the partnership to continue the excellent dialogue, scrutiny and involvement from recent years.	
Priority 4: A healthy workforce		
Reassurance that agencies have in place effective arrangements to support their staff to continue delivering high quality and safe practice considering current public funding reductions.	Seek reassurance that management oversight is robust and front-line staff have access to reflective supervision.	We will understand agencies capacity to maintain safeguarding arrangements.

⁴ Safeguarding partners have **up to 12 months**, from 29 June 2018, to agree their local arrangements and which relevant agencies they consider appropriate should work with them to safeguard and promote the welfare of children in their area.

Appendix 1: Membership list 2018-19

Independent Chair		Schools		Royal Free London NHS Trust	
Geraldine Gavin		Antoinette Goldwater	Headteacher, Fleecefield Primary School	Helen Swarbrick	Acting Head of Safeguarding/ Named Nurse, Royal Free London NHS Foundation Trust
ESCB Team		Yeliz Sabri	Vice Principal, Aylward Academy, Secondary School	Mary Sexton	Executive Director of Nursing, Quality and Governance
Bharat Ayer	Safeguarding Adults & Children Team Manager	Gail Weir	Headteacher, Waverley School, Special School	London Ambulance Service	
Lisa Tait	ESCB Coordinator	Police		Sophie Hill	Quality, Governance & Assurance Manager, London Ambulance Service
Vacant	ESCB Coordinator	Helen Millichap	Borough Commander	CAFCASS	
Participant Observers		Tony Kelly	Detective Superintendent, Enfield Borough Police	Paula Kelly	Service Manager
Clr Achilles Georgiou	Lead Member for Children, London Borough of Enfield	CCG		Probation	
Board Members		Carole Bruce-Gordon	Director of Quality & Governance (Acting), Enfield CCG	Clare Ansdell	Assistant Chief Officer, National Probation Service – Barnet, Brent & Enfield
People Directorate		Hetul Shah	GP, Enfield CCG	CRC	
Tony Theodoulou	Executive Director of Children's Services	Christina Keating	Designated Nurse, Enfield Clinical Commissioning Group	Katie Morgan	Area Manager, North London
Anne Stoker	Director of Children & Family Services	Vacant	Designated Doctor for Safeguarding in Enfield	Lay Members	
Clara Seery	Assistant Director Education	NMUH		Vacant	Lay Member
Sharon Burgess	Head of Safeguarding Adults, QA & Complaints	Deborah Wheeler	Director of Nursing & Midwifery	Vacant	Lay Member
Andrea Clemons	Head of Service, Community Safety Unit	Betty Wynne	Deputy Director of Nursing	BEHMHT	
Public Health		BEHMHT		Linda McQuaid	Interim Director of Nursing, BEHMHT
Stuart Lines	Public Health Director				
Third Sector					
Claire Whetstone	Director, ECYPS				

ESCB Annual Summary 2017-18 – At a glance

What did we do?	What did it tell us?	Next Steps
<p>Considered what the future local multi-agency safeguarding arrangements could be following the legislative changes introduced through the Children and Social Work Act 2017.</p>	<p>There will be statutory changes with the abolishing of LSCBs and the introduction of new safeguarding arrangements, changes to the Serious Case Reviews and the introduction of Safeguarding Practice Reviews and the role of the National Safeguarding Practice Review Panel.</p> <p>There will also be changes around the Child Death reviews. There is an expectation that child deaths need to be reviewed over a population size that gives a sufficient number of deaths to be analysed for patterns, themes and trends of death.</p> <p>The changes offer flexibility and provide opportunities to streamline strategic boards and reduce duplication.</p>	<p>Embed statutory changes outlined in Working Together 2018.</p> <p>Over the next 12 months will see the partnership agreeing and publishing new local arrangements.</p> <p>To have a sufficient number of deaths to analyse consideration will need to be given to having cross borough Child Death Overview Panels.</p>
<p>No new Serious Case Reviews were commissioned.</p> <p>Published one Serious Case Review which started in the previous year.</p> <p>Commissioned one local learning case review, the learning from this review will be disseminated across the partnership and included in next year's report.</p>	<p>The SCR was completed in a timely manner.</p> <p>Learning:</p> <ul style="list-style-type: none"> • Practitioner involvement could be better in the review process • We should build on understanding the vulnerabilities of young asylum seekers • The importance of information sharing out of hours • Domestic abuse and disguised compliance 	<p>The group will focus on developing further models to disseminate and embed lessons learned.</p> <p>Monitor action plans – with the view of providing an analysis of the impact of the learning on multi-agency practice.</p>
<p>The Quality Assurance Sub Committee continued to lead on and scrutinise the ESCB learning and improvement framework.</p> <p>A range of multi and single agency audits were conducted over the year. Including a strategy meetings audit which identified the non-attendance of some partners to meetings. Partners were written to by the Independent Chair with a reminder of their statutory role.</p>	<p>Continuous reporting of safeguarding performance data has provided reassurance that practice standards are being met. There is recognition more data is needed from some partners to enable a fuller understanding on how the partnership are safeguarding.</p> <p>There has been a significant improvement in partner contributions to strategy meetings since communication from the Independent Chair.</p> <p>Of the audits completed they provided an understanding of strengths and areas for improvement.</p>	<p>Update the dataset to capture multi-agency intelligence.</p> <p>Review multi-agency early help and early intervention arrangements.</p> <p>Renew focus on increasing the number of multi-agency case audits.</p>

What did we do?	What did it tell us?	Next Steps
<p>The ESCB expanded its CSE group and established a new Vulnerable Young People Group, chaired by the Head of Community Safety.</p> <p>Partners focused on understanding the issues that pose a risk to young people and how they impact on their lives – in a local context.</p> <p>The group has looked at a range of issues from Radicalisation to County Lines and continued a specific focus on CSE.</p>	<p>It was identified that the complex vulnerabilities of young people frequently intersect and overlap.</p> <p>It was agreed that approaching these as separate needs is less effective than considering the complexity of a young person's needs.</p>	<p>To support the partnership in understanding how these issues intersect and how we should locally respond, there will be a focus on developing an overarching Vulnerable Young Peoples Strategy: "Safeguarding Adolescents from Exploitation and Abuse".</p>
<p>The ESCB and the ESAB progressed the merger of their respective Learning and Development subcommittees.</p> <p>Delivered a targeted multi-agency training safeguarding programme appropriate to the needs of staff across all agencies and sectors; enabling them to effectively promote the safeguarding of children.</p>	<p>There has been improved engagement from across all agencies, and the group is now chaired by the adults safeguarding board manager.</p> <p>The financial resourcing and delivery of training are different and this year, there has been a recognition that there are many areas of opportunity to join up learning and embed a strengths-based Think Family approach.</p> <p>The agency percentage breakdown attending training has remained consistent, with participants from Education, Children Social Care, health and VCS as the highest attendees.</p>	<p>The partners will strengthen the joint multi-agency learning and development offer and ensure despite who commissions training it will be available to all areas regardless if their primary focus is children or adults.</p> <p>Recognising the different learning models there will be a focus on embedding more online and bite size learning opportunities.</p> <p>Next year there will be a focus on increasing the attendance of partners whose attendance was lower than expected.</p>

2017-18 has been a busy year for the Safeguarding Board, despite changes and challenges that have at times impacted on the Board's ability to progress work, agencies across the partnership have continued to demonstrate strong commitment to the Board and its activities. The Board remains committed to a programme of scrutiny, monitoring and, quality assuring the quality of safeguarding activity across Enfield. This programme of robust analysis and challenge will continue to ensure that children and young people who are at risk of exploitation or abuse are identified and responded to speedily and effectively, as we move forward and embrace the opportunities the new statutory guidance offers.

Enfield Safeguarding Children Board



Enfield Safeguarding Children Board



...because safeguarding children
is everybody's business



Notes

Notes



Enfield Safeguarding Children Board

...because safeguarding children
is everybody's business



Website
www.enfield.gov.uk/enfieldscb



Facebook
Enfield Safeguarding Children Board



Telephone
020 8379 2767 (Monday-Friday 9am-5pm)



Twitter
@EnfieldSCB

MUNICIPAL YEAR 2018/2019 REPORT NO. 121

MEETING TITLE AND DATE:

**Cabinet – 12 December
2018**

REPORT OF:

Executive Director of
People

Contact officer and telephone number:

Bharat Ayer, 020 8379 9529

E mail: bharat.ayer@enfield.gov.uk

Agenda – Part: 1	Item: 5
Subject: Safeguarding Adults Strategy 2018/23 & Safeguarding Adults Annual Report 2017/18	
Wards: All	
Key Decision No: KD 4781	
Cabinet Member consulted: Cllr Alev Cazimoglu	

1. EXECUTIVE SUMMARY

The Care Act has placed Safeguarding Adults Boards on a statutory footing from April 1, 2015. One of the Board's three core duties is to publish a strategic plan for each financial year that sets how it will meet its main objective and what Safeguarding Adult Board members will do to achieve this.

The Safeguarding Adults Strategy 2018- 23, which is our strategic plan has an emphasis on prevention and awareness of abuse. The priorities were developed by a project lead by service users and carers and our Quality Checkers, and include feedback from Safeguarding Adults board members, Adult Social Care professionals, Service users and carers.

The aims of the Board are compliant with the Care Act and focus on:

- Preventing Abuse, Protect adults at Risk, Learn from experience, Improve Services

Strategy consulted on from May to August 2018. 224 responses received, with approximately 80% agreeing with our priority areas.

The Annual Report 2017/8 highlights the key work undertaken by the Board and its partners to keep adults at risk of abuse and harm in Enfield, safe during the financial year.

2. RECOMMENDATIONS

- To endorse the Safeguarding Adults Strategy 2018-23 and recommend it to Council.
- To note the work detailed in the Safeguarding Adults Annual Report 2017-18 to keep Adults at Risk in Enfield safe.

3. BACKGROUND

The strategy and annual report aim to be free from jargon and in plain English. This is in line with Care Act requirements. The documents have been designed in a way that will make them easy to read for Enfield Residents. The Board's Service User, Carer and Patient Sub-group have led on the development of this approach.

3.1 Safeguarding Adults Strategy 2018-23

The Strategy consultation took place between May and August 2018. The Key priorities are detailed below. The Consultation was used as a way of raising awareness and the information in the document is organised so that it helps people recognise and report abuse, as well as describe the work of the Board, its partners and our priorities over the next 5 years. The aim of this design is that it should help with all of our awareness raising work over the next 5 years.

The priority actions identified so far are:

Prevent Abuse

- Engage with our community, to promote a culture where abuse and neglect are not tolerated
- Use technology and social media to engage with our community, professionals, providers and voluntary organisations
- Work to reduce isolation
- Work with people alleged to have caused harm to prevent further abuse

Protect Adults at Risk

- Make sure our community knows how to recognise and report abuse
- Make sure professionals are appropriately trained, with a focus on Making Safeguarding Personal
- Develop ways to help people protect themselves from abuse and harm
- Develop online tool to make sure everyone knows how to access or make referrals to different services

Learn from Experience

- Check that the way we are managing adult safeguarding is working properly
- Learn from the advice of our Service Users, Carers and Patients
- If things go wrong, review what happened and learn lessons
- Learn from the experiences of other local authority areas

Improve Services

- Ensure we have effective arrangements in place to intervene when provider quality drops below expected standards (Provider concerns/improvement)
- Ensure partners share information and intelligence about poor quality services
- Online space for providers
- Consistent policies with neighbouring boroughs

During the consultation, 224 responses were received.

The Strategy consultation publicity included: Our Enfield (back page advert), Facebook and Twitter posts, and using Enfield Connected emails. The Strategy draft was presented at numerous meetings/ events, including: Friendship Matters event, Over 50s Forum meeting, Safer Neighbourhood Board, Older People's Partnership Board, Quality Checker feedback meeting, Enfield Mental Health Service User Group meeting, Safeguarding Adults Managers meeting and Overview and Scrutiny Committee, to name a few.

Approximately 80% agreed that the priorities are correct. The suggestions made were around themes that are already part of our priorities. These include:

Raising awareness:

about what the Safeguarding Adults team does; how people can report abuse; what happens during the call, and what will happen after the call; how people can protect themselves (from things like fraud).

Better communication in the process:

this includes communication with the families of Adults at Risk (where appropriate), with the referrer of the concern so they know what is happening (again, where appropriate), and between teams providing services to the person.

Community Engagement:

some felt this was important enough to be its own priority; more grass roots work to help build relationships and a network of people who can raise awareness and help people self-protect; this work was seen as an important activity to balance the developments in IT and Social Media.

These suggestions will be integrated into our action plans over the coming years.

3.2 Safeguarding Adults Annual Report 2017/18

Publishing an Annual Report is a statutory requirement under the Care Act. The Annual Report must include: what it has done during that year to achieve its objectives and strategy; what each member has done during that year to implement the strategy; and a section on Safeguarding Adults Reviews,

including information on referrals Received, the on-going Reviews and key learning from Reviews that have been published.

The summary of the key achievements of the year highlight:

- Managing increase in reports of concerns, whilst maintaining high levels of outcomes being met or partial met.
- Fire Safety work –including seminar for providers, attended by 120 delegates
- Work with nursing homes
- Communications project – which has started by changing the language in our reports and is led by our Service User, Carer and Patient sub-group.

4. ALTERNATIVE OPTIONS CONSIDERED

The Care Act places a duty on Safeguarding Adults Boards to publish its strategic plan each financial year. Guidance states this plan should address both short and longer-term actions and it must set out how it will help adults in its areas and what actions each member of the SAB will take to deliver the strategic plan and protect better.

This plan has historically been for a 3-year period; however, the Enfield Safeguarding Adults Board have agreed for a 5-year plan; to enable more ambitious consultation and projects to be developed.

5. REASONS FOR RECOMMENDATIONS

Developing a 5-year strategy has meant that we were able to be more ambitious to in our Consultation work. We received 224 responses, which is more than the previous two consultations.

The 5-year strategy also enables us to develop more complex, longer term projects, which we will need to meaningfully develop our Community Engagement, IT and Social Media and Isolation projects.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Overview & Scrutiny comments

The Strategy document was complimented as being very clear for people to understand, and there was positive feedback about how easy it was to understand. Advice was given in terms of Consultation work, including making sure Facebook and Twitter messages were sent again so that residents on the east side of the Borough were made aware. OSC also asked that the consultation be shared with the Youth Parliament members. Both of these actions were completed.

6.2 Financial Implications

There will be no additional finance costs as a result of this strategy or annual report.

6.3 Legal Implications

6.3.1 Section 43 (1) Care Act 2014 ("the Care Act") requires each local authority to establish a Safeguarding Adults Board ("SAB") for its area. The statutory objective of an SAB is to safeguard and protect vulnerable adults in its area. An SAB may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective. The specific objectives are set out in Section 1 and 3 of this report.

6.3.2 Paragraph 3 of Schedule 2 of the Care Act places duty on a SAB to have a strategic plan for achieving its objectives. In preparing a strategic plan it must involve the community and consult the Local Healthwatch organisation in its area. The strategic plan must be published each financial year. The Care Act Guidance 'Care and Support Statutory Guidance', updated 1 October 2018, states that a strategic plan may cover a period of 3-5 years so long as it is reviewed and updated annually.

6.3.3 Paragraph 4 of Schedule 2 of the Care Act requires an SAB to publish an annual report as soon as feasible after the end of each financial year about its activities during the year, including information on Safeguarding Adults Reviews current during the year and actions to implement the strategic plan.

6.3.4 The recommendations set out in this report comply with the above legislation and guidance.

7. KEY RISKS

A failure to have and publish the Safeguarding Adults Strategy and Annual Report would lead to non-compliance with a Care Act duty (section 43). The Strategy and Annual Report will also mitigate the reputational risk that Enfield Residents might feel we are not being open and transparent about how the Safeguarding Adults Board will address issues of Adult Abuse in Enfield.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

As part of the Prevention priority, the Board will be developing our IT/ Social Media offering alongside a community engagement programme. The aim of both these areas of work is to improve the awareness of adult abuse, understand how to report it, and also to reduce isolation, an issue which is known to increase levels of vulnerability.

8.2 Sustain strong and healthy communities

Protecting Adults at Risk, and their carers, families or friends can continue to thrive in the borough. The Board's approach to safeguarding focusses on well-trained staff, who focus on the desired outcomes of the Adults at Risk (an approach known as Making Safeguarding Personal) as well as managing the risks that may be present.

8.3 Build our local economy to create a thriving place

The priority to with People Alleged to Have Caused Harm (PATCH), will ensure that everyone can reach their potential. The work in the Improve Services priority, will ensure we support local providers to maintain the standards to minimise the risk of services becoming unsafe.

9. EQUALITIES IMPACT IMPLICATIONS

Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets, so that our decisions do not unduly or disproportionately affect access by some groups more than others.

It is recommended that a Predictive Equalities Impact Assessment be undertaken on the Safeguarding Adults Strategy 2018-23 to ensure that the strategy benefits the community and that it is fully accessible particularly by those in the protected characteristic groups.

10. PERFORMANCE AND DATA IMPLICATIONS

Data and performance will play a crucial role in checking that our priorities are being delivered. The improvements over the period of the Annual Report have helped to confirm that Desired Outcomes are still being met even though concerns being reported has increased.

The Safeguarding Adults Board has a defined data set and will continue to evaluate and ensure that performance improves, this is likely to now extend into deep dives, so that we can explore issues such as abuse in people's own homes, and monitoring reports of abuse types (including, Modern Day Slavery, Domestic Abuse, Financial Abuse and others).

11. PUBLIC HEALTH IMPLICATIONS

Safeguarding of adults at risk is recognised as a significant public health issue; preventing abuse and promotion of choice will increase wellbeing within these populations.

To deliver the priorities in the strategy we will work with local people and partners to promote an approach that concentrates on improving the quality of life for the adults concerned; being safe is only one of the things people want for themselves and there is a wider emphasis on wellbeing. The strategy emphasizes prevention of abuse and work within services that provide care to evidence engagement with those who use services.

The Annual Report highlights the work around Fire Safety, with Nursing home providers, and improvements in communication so that our messages are more accessible.

Background Papers

None.

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Enfield Safeguarding Adults Board

Enfield Safeguarding Adults Strategy 2018-2023

www.enfield.gov.uk/safeguardingadults



Here are some of the organisations working to keep adults at risk safe in Enfield.



We all have a role to play to help keep people who may be at risk, safe.
If you have concerns, call us and we can act to stop abuse.

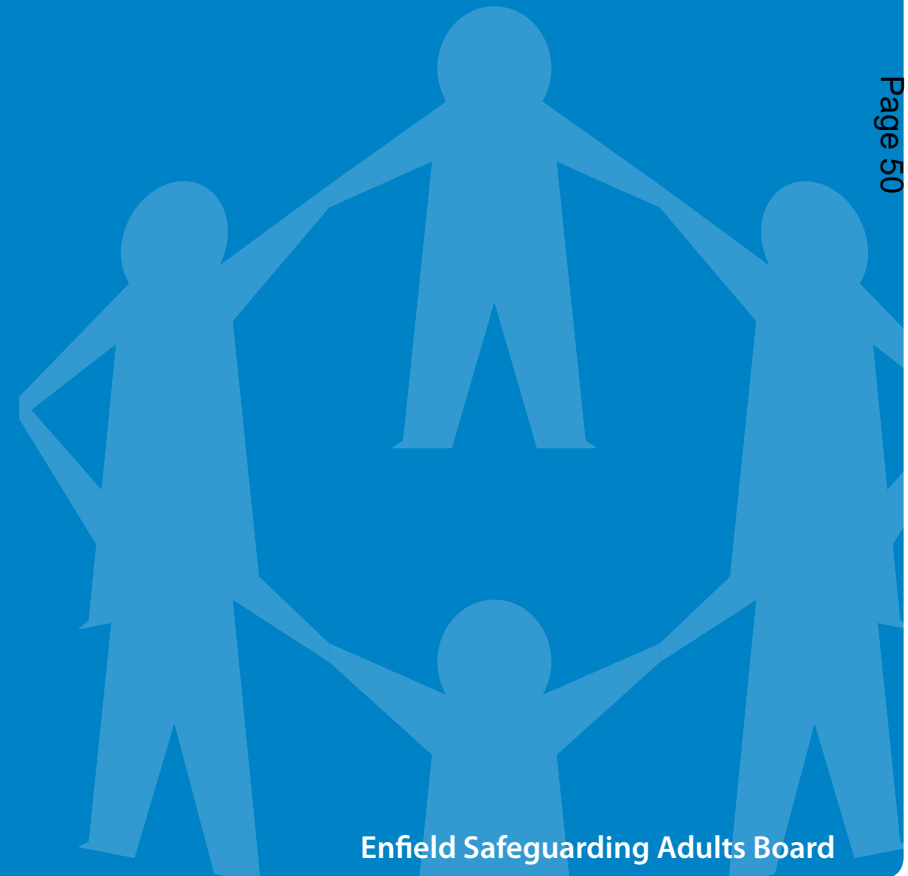
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Our Vision

... is for a community where people can live a life free from harm; a place that will not tolerate adult abuse; where we all work together to stop abuse happening at all, and where we all know what to do if it does take place.



What you can do

At different times in everyone's life, they or family members are likely to require some type of support from adult health or social care. Your help in identifying and reporting abuse and poor practices is a really important way of keeping people safe, for you, your family and anyone using these services now and in the future.

Safeguarding adults is everyone's business. This means you, your friends and families, your neighbours, as well as the people who work for organisations like Enfield Council, the police, the NHS and others, have important roles to play to help adults at risk in our community safe from abuse or harm.

We want to work with you or the person you are concerned about to make them safe. We want to show you the important role you can play to stop adult abuse from happening in Enfield.

Here are three things you can do to prevent abuse:

- **Be informed** – read about the different types of abuse so you can recognise them (see the next three pages, visit our webpages – www.enfield.gov.uk/safeguardingadults);
- **Take an active interest** in your community, your neighbours, extended family and offer help and support where possible;
- **Don't ignore it, report it** – if you see something that you think is abuse or that worries you, report it straight away. The numbers you need are in the box below.



If you or someone you know is being abused or if you suspect abuse, visit our website or call anonymously the **Adult Abuse Line**. **Please speak up**. In an emergency always call 999.

www.enfield.gov.uk/safeguardingadults  020 8379 5212 (Textphone: 18001 020 8379 5212)

Types of abuse

These pages show you a few examples of the different types of abuse. Our website also has a short video on recognising signs of abuse, visit www.enfield.gov.uk/safeguardingadults

Remember if you have any concerns, call the number below to report it.

An adult at risk is someone who is: over 18 years of age; who has care and support needs, and who is experiencing, or is at risk of, abuse or neglect, and is unable to protect themselves. A fuller definition can be found on page 17, in “Some useful definitions”.



Physical abuse – including assault, hitting, slapping, pushing, misuse of medication, restraint or inappropriate physical sanctions.



Modern slavery – encompasses slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters use coercion and deceit.



Self-neglect – this covers a wide range of behaviours: neglecting to care for one's personal hygiene, health or surroundings and includes hoarding.



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www.enfield.gov.uk/safeguardingadults ☎ 020 8379 5212 (Textphone: 18001 020 8379 5212)



Domestic abuse – including psychological, physical, sexual, financial, emotional abuse; so called ‘honour’ based violence; and coercive control which is an act or a pattern of acts of assault, threats, humiliation and intimidation.



Sexual abuse – including rape, sexual harassment, inappropriate looking or touching, subjection to pornography or sexual acts to which the adult has not consented or was pressured into consenting.



Psychological abuse – including emotional abuse, threats of harm or abandonment, humiliation, blaming, controlling, intimidation, isolation or unreasonable and unjustified withdrawal of services or supportive networks.



Financial or material abuse – including theft, fraud, internet scamming, coercion in relation to an adult’s financial transactions, or the misuse or misappropriation of property, possessions or benefits.



Discriminatory abuse – including forms of harassment, slurs or similar treatment; because of race, gender and gender identity, age, disability, sexual orientation or religion.



Organisational abuse – including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one’s own home.



Neglect and acts of omission – including ignoring medical, emotional or physical care needs, failure to provide access to appropriate health, care and support or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating.

The illustrations in this strategy are by Teresa Dodgson, © Barnet Council 2004.

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Other types of abuse

Hate crime – acts of violence or hostility directed at people because of who they are or who someone thinks they are. Hate incidents and hate crime happen because of prejudice or hostility based on a person’s disability, race, religion, sexual orientation or transgender identity.

Female Genital Mutilation (FGM) – also known as female circumcision or female genital cutting, is defined by the World Health Organisation (WHO) as “all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs for non-medical reasons”.

On page 17 of this strategy we provide some more information on abuse, what safeguarding means and who is an adult at risk.



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www.enfield.gov.uk/safeguardingadults



020 8379 5212 (Textphone: 18001 020 8379 5212)

Message from our Chair

As the recently appointed Chair of the Enfield Safeguarding Adults Board, I am pleased to be introducing and setting out the priorities for the next five years.

Much appreciation is due to Christabel Shawcross, the previous Chair, who has been instrumental in steering the Board's activities during the last 18 months. We are now looking to the future and this strategy is aimed at continuing the open culture that is needed to keep all partners working well together.

The multi-agency board, includes health, social care and the police with voluntary groups that work in partnership to make sure that we are effective in keeping adults at risk safe from abuse and harm in Enfield. We have a strong partnership, and are proud of our excellent work with service users and carers.

With this new five-year strategy we want to build on our successes from the last three years. We plan to create projects to reduce isolation, to better use technology to combat social isolation and to work more effectively with our diverse

community groups. The hard work to develop these new priorities has been led by our Service Users, Carers and Patients group. Our Quality Checkers and our Safeguarding Adults Board partners, and Enfield residents have also given their feedback and advice.

In Enfield our Safeguarding Adults Board Chair is independent.

As an independent person they can act as a neutral spokesperson for the work of the Board and its members.

Although this is not a statutory requirement, it is seen as good practice and in Enfield, this is the approach we have chosen.



Geraldine Gavin
Independent Chair of the Enfield Safeguarding Adults Board

Written by Service Users, Carers and Patients

This strategy, with its plan and vision has been written by the Service Users, Carers and Patients Subgroup of the Board. We have been helped in doing this by the Safeguarding Adults Board team.

Over the next five years we hope the Board, with all its partners, and the people of Enfield, working in partnership, will take some big steps towards this vision.

Members of the subgroup

Irene Richards	Chair of the group
Pat Askew	Enfield Vision
Robin Standing	Enfield Deaf Image Group
Colin Bunting	Enfield Deaf Image Group
Stuart Cobb	Enfield Deaf Image Group
Hugh McCormack	Enfield Deaf Image Group
Gill Hawken	Lay Member
Claire Walker	Victim Support
Tim Fellows	Enfield LGBT Network
Jill Harrison	Enfield Citizens Advice Bureau
Rhonda Challenger	Mahanda
Mary Clifford	Customer Voice

Care Act 2014

The Enfield Safeguarding Adults Board, this strategy, and how we work to keep adults at risk safe in Enfield, is now a legal requirement.

Any relevant information from the Care Act 2014 will be provided in these boxes.



Pictured left to right: Christabel Shawcross (Chair of the Enfield Safeguarding Adults Board), Dawn Adams (Safeguarding Adults Board Officer), Robin Standing, Irene Richards and Pat Askew

What is the Safeguarding Adults Board?

The Safeguarding Adults Board brings together organisations that work in Enfield to make sure there are good ways of working to keep adults at risk safe. Abuse can affect anyone, in different places and in different ways: it is important that we all work together to prevent it or protect people when it does.

The Board in Enfield has an independent chair and is made up of the following partners:

- Barnet Enfield and Haringey Mental Health NHS Trust
- Care Quality Commission
- Citizens Advice
- Enfield Carers Centre
- Enfield Clinical Commissioning Group
- Enfield Local Authority
- Healthwatch Enfield
- London Ambulance Service
- London Fire Brigade
- National Probation Service
- North Middlesex University Hospital NHS Trust
- One-to-One Enfield
- Over 50s Forum
- Police
- Royal Free London NHS Foundation Trust

Care Act 2014

The Enfield Safeguarding Adults Board is a statutory board formed under the Care Act 2014.

The main objective of the Safeguarding Adults Board is to assure itself that there are robust local safeguarding arrangements and partners to help and protect adults in its area.

The Local authority, the Police and the NHS are statutory members of the Board.



If you or someone you know is being abused or if you suspect abuse, visit our website or call anonymously the **Adult Abuse Line**. **Please speak up**. In an emergency always call **999**.



www.enfield.gov.uk/safeguardingadults



020 8379 5212 (Textphone: 18001 020 8379 5212)

Why do we have a Safeguarding Adults Strategy?

This strategy is our way of helping to create a change in attitudes: we want all our partner agencies and our community to unite in creating a culture of zero tolerance of all types of abuse.

We want to make sure we can all recognise abuse, and know how to report it.

Our strategy is a shared statement about what the Safeguarding Adults Board is going to work on over the next five years.

By working in partnership on the actions in this strategy we hope to realise our vision of a community that stands united against adult abuse.

Care Act 2014

The Care Act places statutory functions on the Board.

It must publish a strategic plan, write an annual report and conduct a safeguarding adult review if an adult with care and support needs dies or experiences serious harm, and abuse or neglect is suspected.



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 www.enfield.gov.uk/safeguardingadults  020 8379 5212 (Textphone: 18001 020 8379 5212)

What are the priorities for our strategy?

Prevent abuse

What	How	How will we know
Engage with our community, to promote a culture where abuse and neglect are not tolerated	Create a culture in Enfield where our community has a zero tolerance of abuse and neglect and understands how to report any concerns they may have. (We can develop our own marketing materials or use our neighbours tools to help us with this).	Attendance and feedback from community engagement activity.
Use technology and social media to engage with our community, professionals, providers and voluntary organisations	Improve website and social media presence, so people can stay informed and report concerns; promote developments in assistive technologies and social media options (including video calls).	More visits to website, use of social media to report concerns, start to collect feedback on how social media and assistive technologies are helping people through customer audits.
Work to reduce isolation	Online training; community engagement to encourage groups to stay in touch with people who might be isolated.	Monitor responses to the isolation question in our social care survey.
Work with people alleged to have caused harm to prevent further abuse	Identifying and working with people who will benefit from support and intervention.	Evaluation of the programme by professional, and through customer feedback.

Protect adults at risk

What	How	How will we know
<p>Make sure our community knows how to recognise and report abuse</p>	<p>Raise awareness about our Adult abuse line, online resources, and different types of abuse through our marketing and community engagement activity.</p>	<p>Attendance and feedback from community activity and visits to website.</p>
<p>Make sure professionals are appropriately trained, with a focus on Making Safeguarding Personal</p>	<p>Ensure partners and providers have trained professionals to the required level of safeguarding. Everyone who works with adults at risk should have safeguarding adults basic training, which includes: different types of abuse, including hidden or under reported abuse such as Modern Slavery, Domestic Abuse, Female Genital Mutilation, and details of what to do to report concerns.</p>	<p>Attendance and feedback from training sessions.</p>
<p>Develop ways to help people protect themselves from abuse and harm</p>	<p>Paper and online factsheets; information videos; and links to organisations that can help (e.g. for fraud, home security).</p>	<p>Downloads of factsheets; visits to page.</p>
<p>Develop online tool to make sure everyone knows how to access or make referrals to different services</p>	<p>Update website with new tool; this will also make sure that as partner organisations change, once updated, other agencies will still know who to contact and what everyone does.</p>	<p>Hits on website, improved referrals, feedback in audits.</p>

Learn from experience

What	How	How will we know
<p>Check that the way we are managing adult safeguarding is working properly</p>	<p>We have regular checks and an annual independent audit and we will work with our neighbours. Checks will include: the user experience, and applying the Making Safeguarding Personal approach. We will also work with neighbours to develop consistent London-wide assurance framework, and thresholds.</p>	<p>Audit reports, and confirmation from partners of the actions they have taken.</p>
<p>Learn from the advice of our Service Users, Carers and Patients</p>	<p>Implement learning from Quality Checkers; ask people who have been through a safeguarding process about their experience and make improvements where necessary.</p>	<p>Partners' confirmation of the action they have taken to address issues raised by feedback.</p>
<p>If things go wrong, review what happened and learn lessons</p>	<p>Identified in Care Act, we have to undertake Safeguarding Adults Reviews and learn lessons, and we will also make sure we learn from Children's and Community Safety reviews.</p>	<p>Audits feedback, data.</p>
<p>Learn from the experiences of other local authority areas</p>	<p>We work with our neighbouring boroughs to learn lessons together. We share our lessons from reviews and will work on checks together.</p>	<p>Annual review and audits to identify improvements to Enfield's safeguarding arrangements based on learning from other boroughs.</p>

Improve services

What	How	How will we know
<p>Ensure we have effective arrangements in place to intervene when provider quality drops below expected standards (Provider concerns/improvement)</p>	<p>Support Enfield services to improve, due to quality standards, whenever possible.</p>	<p>Number of Provider concerns/improvement processes and key issues addressed.</p>
<p>Ensure partners share information and intelligence about poor quality services</p>	<p>Ensure there are arrangements in place to share information properly about services so that partners can act quickly to respond to unsafe services.</p>	<p>Regular meetings with partner agencies and evidence of actions.</p>
<p>Online space for providers</p>	<p>Develop online presence to share information, policies and best practice with providers to ensure organisations have tools they need to improve.</p>	<p>Take up of resources.</p>
<p>Consistent policies with neighbouring boroughs</p>	<p>Make sure Enfield has clear and consistent policies with neighbouring boroughs which represent best practice in all areas.</p>	<p>Audits.</p>

Some useful definitions

Abuse

Abuse is a violation of a person's human and civil rights by any other person or persons and is a crime.

Safeguarding

Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop the experience of abuse or neglect.

Who is an "Adult at risk"?

All adults who are over 18 years of age who have care and support needs, and who are experiencing, or

are at risk of, abuse or neglect, and are unable to protect themselves.

An adult with care and support needs may be:

- An older person,
- A person with a physical or learning disability or a sensory impairment,
- Someone with mental health needs, including dementia or a personality disorder,
- A person with a long-term health condition,
- Someone who misuses substances or alcohol to the extent that it affects their ability to manage day-to-day living,

- A carer, providing unpaid care to a family member or friend.

Adult safeguarding applies whatever setting people live in, and regardless of whether or not they have mental capacity to make specific decisions at specific times.

An adult at risk could also include someone who does not receive community care services but because they have been abused or are at risk of being abused, they could become vulnerable. The adult may not be able to protect themselves against harm or abuse.



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www.enfield.gov.uk/safeguardingadults



020 8379 5212 (Textphone: 18001 020 8379 5212)

Safeguarding Adults – six principles

All of our work must be in line with the six key principles of safeguarding adults from the Care Act 2014. These are:

Empowerment

People being supported and encouraged to make their own decisions and informed consent.

“I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.”

Prevention

It is better to take action before harm occurs.

“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”

Proportionality

The least intrusive response appropriate to the risk presented.

“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”

Protection

Support and representation for those in greatest need.

“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”

Partnership

Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”

Accountability

Accountability and transparency in delivering safeguarding.

“I understand the role of everyone involved in my life and so do they.”

Important phone numbers

Enfield Adult Abuse Line	020 8379 5212
Child protection concerns.....	020 8379 5555
Domestic Violence Hotline	0808 2000 247
Home Fire Safety Checks	08000 28 44 28
Care Quality Commission	03000 616161
Citizens Advice	03454 04 05 06
Police non-emergency number.....	101

Remember in an emergency, when someone is being harmed or abused, call the police on 999.



If you or someone you know is being abused or if you suspect abuse, visit our website or call anonymously the **Adult Abuse Line**. **Please speak up**. In an emergency always call 999.

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Appendix – Consultation report

We would like to say thank you to everyone who shared their views on the strategy.

Please visit our website for details of how you can get involved in programmes like our Quality Checker volunteers, where you can continue to make a difference.

Summary

The Safeguarding Adults Strategy 2018-23 consultation took place between 4th June 2018 and 31st August 2018. We received a total of **224 responses**.

The responses show that approximately **80% of people agreed with our priority areas** of Prevent abuse, Protect Adults at Risk, Learn from experience, and Improve services.

The Service User, Carer and Patient sub-group helped to steer the consultation programme.

How did we let people know about the consultation?

- Advert in Our Enfield magazine
- Bulletin to the voluntary groups in Enfield
- Facebook and Twitter posts
- Presentations to voluntary sector groups and council staff
- Emails/letters from Safeguarding Adults Board partners to staff and service users



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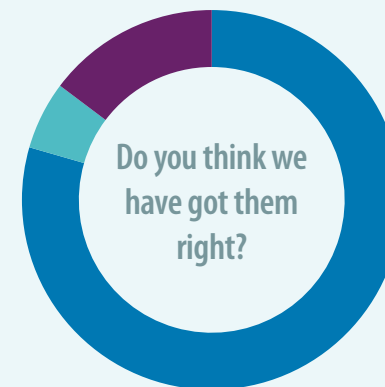
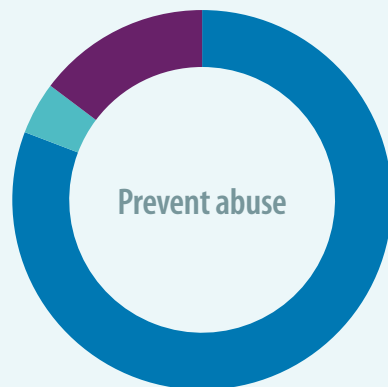


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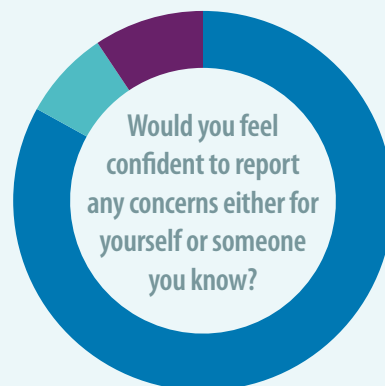
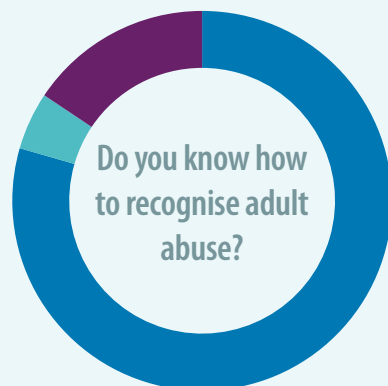
020 8379 5212 (Textphone: 18001 020 8379 5212)

Are our priorities right?



	Prevent abuse	Protect victims	Learn from experience	Do you think we have got them right?
Yes	181 80.8%	184 82.1%	182 81.3%	178 79.5%
No	10 4.5%	9 4.0%	11 4.9%	13 5.8%
Not sure/Don't know	33 14.7%	31 13.8%	31 13.8%	33 14.7%

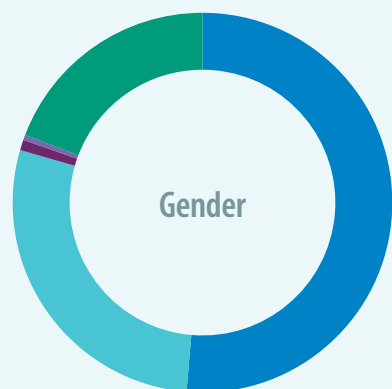
Responses to recognising and reporting abuse



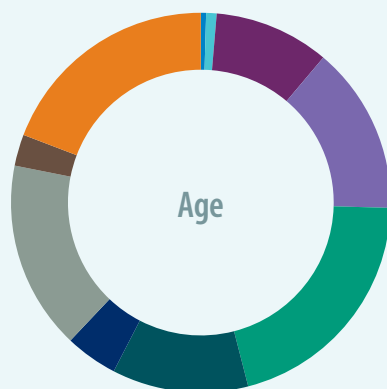
	Do you know how to recognise adult abuse?	Would you feel confident to report any concerns either for yourself or someone you know?
Yes	178 79.5%	186 83.0%
No	11 4.9%	17 7.6%
Not sure/Don't know	35 15.6%	21 9.4%



Who responded



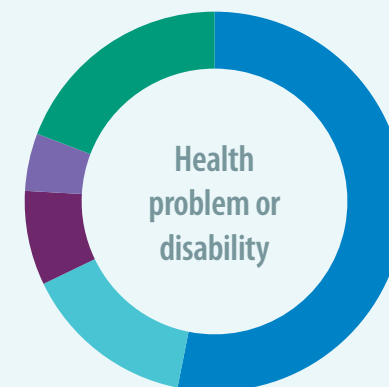
Female	115	51.3%
Male	63	28.1%
Prefer not to say	2	0.9%
Transgender	1	0.4%
No response	43	19.2%



Under 18	1	0.4%
18-24	2	0.9%
25-34	22	9.8%
35-44	32	14.3%
45-54	46	20.5%
55-60	26	11.6%
61-64	10	4.5%
Over 65	36	16.1%
Prefer not to say	6	2.7%
No response	43	19.2%



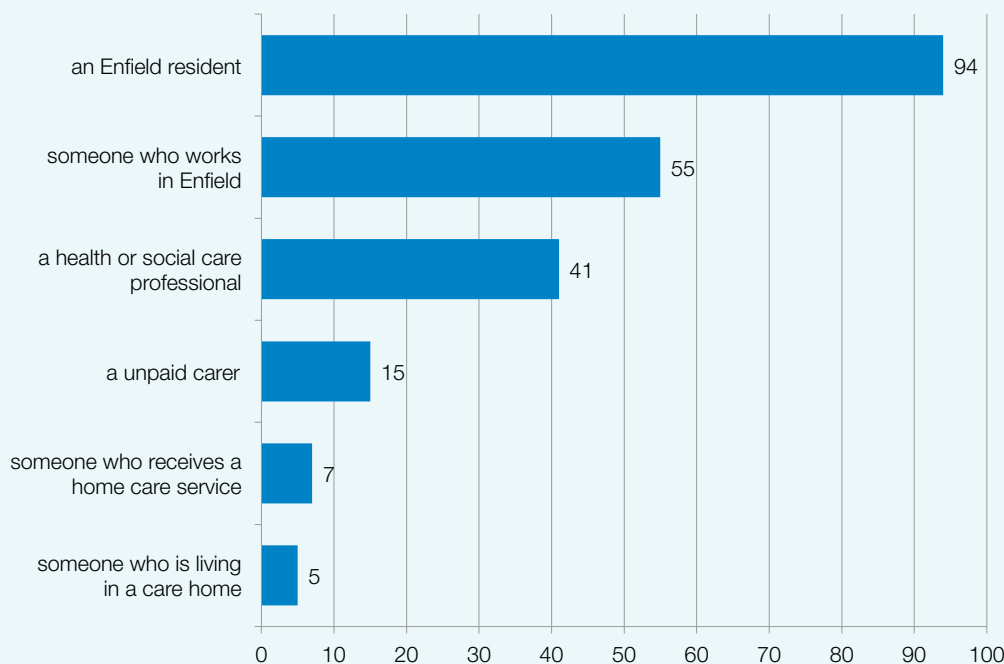
English/Welsh/Scottish/Northern Irish/British	110	49.1%
Caribbean	12	5.4%
Other	11	4.9%
Greek Cypriot	7	3.1%
White and Black Caribbean	7	3.1%
Prefer not to say	6	2.7%
Indian	6	2.7%
Ghanaian	5	2.2%
Nigerian	5	2.2%
White and Asian	3	1.3%
Greek	2	0.9%
No response	41	18.3%



No	119	53.1%
Yes, limited a little	33	14.7%
Yes, limited a lot	18	8.0%
Prefer not to say	11	4.9%
No response	43	19.2%

*Ethnicities that recorded a return of 1 (0.4%) are not shown in the Ethnicity chart above: Somali; White and Black African; Turkish Cypriot; Gypsy / Irish Traveller; Chinese; Other Eastern European; Arab; Irish; Italian.

From the responses, the following were:



How we are using your suggestions

We have looked at every suggestion, and used them to shape the way we will deliver our strategy. You've identified lots of different areas of work. Three themes have emerged most strongly from your feedback:

Raising awareness: about what the Safeguarding team does; how people can report abuse; what happens during the call, and what will happen after the call; how people can protect themselves (from things like fraud).

Better communication in the process: this includes communication with the families of Adults at Risk, with the referrer of the concern so they know what is happening, and with between teams providing services to the person

Community Engagement: some felt this was important enough to be its own priority; more grass roots work to help build relationships and a network of people who can raise awareness and help people self-protect; this work was seen as an important activity to balance the developments in IT/ Social Media that were also recognised as important.

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Enfield Safeguarding Adults Board

Safeguarding Adults Annual Report 2017-18

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www.enfield.gov.uk/safeguardingadults



Here are some of the organisations working to keep adults at risk safe in Enfield.



We all have a role to play to help keep people who may be at risk, safe.
If you have concerns, call us and we can act to stop abuse.

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Foreword from the Chair



Christabel Shawcross
Independent Chair of the Enfield
Safeguarding Adults Board

As the Independent Chair of the Enfield Safeguarding Adults Board, my role is to make sure the multi-agency partnership is working together well to deliver on Safeguarding Adults Boards' responsibilities and action plan to prevent and protect adults at risk from abuse.

The momentum for the SAB was unfortunately affected by there being no

dedicated Board Manager until September. The Head of Safeguarding, Sharon Burgess, and Dawn Adams, the Board Officer worked tirelessly to keep priorities on track, inevitably with some slippage. We were pleased to welcome Bharat Ayer in September who ensures that the Safeguarding Adults Board priorities are kept on track for 2018/19.

2017/18 was a period where we saw a 33% increase in the number of Safeguarding concerns reported. Concerned with the increased number, the Board has checked and been assured that our service users have felt that the outcomes they wanted have been met; so this suggests that the quality of the safeguarding work we do has been maintained. However we cannot be complacent and for 2018/19 will be asking for more detailed case audit information for understanding better the range of outcomes for people.

The increase in Safeguarding Concerns we receive can be seen as a positive rather than a negative as it suggests that there is a greater awareness of what adult abuse is and when to report it amongst partners and in the community. There is still work to be done here

and we use comparative data from similar authorities as a bench mark, many also seeing increases. One key priority achieved is the increased focus on qualitative work. I have been delighted with the high level of the work of our Service User, Carer and Patient group who have taken a lead in holding the Board to account on outcomes and making sure we use language and present our work in a way that is more accessible. I was also pleased to encourage the group to take the lead on preparing for the Boards new strategy which needed renewing from April 2018 and is being widely consulted on in 2018/19 for launching in the same year.

There is a continuing focus in Enfield on preventing abuse, a challenge with over 100 care homes as well as registered home care providers. It has been good to see that the Enfield Safeguarding Information Panel and the partners that are part of this work, particularly with health, continue to intervene quickly to stop abuse and harm or prevent it all together. The Panel oversaw 74 different interventions with our providers in the year resulting mainly in improved care for residents or closer monitoring and work

with the Care Quality Commission. We had an increase in cases for Safeguarding Adult Reviews (SARs) resulting in four new ones. Effective learning from a SAR in progress was shown by the work between partners especially with the fire service and housing around preventing fatal fires, particularly the Seminar for Adult Social Care Providers was very well attended, and will have helped to reduce this risk across the borough.

A key priority was to progress work on a themed SAR on Domestic Violence which took longer than anticipated and is concluding in late 2018. This focused work with the mental health trust benefited from vital user feedback underlining the challenge of providing appropriate personalised support, enhancing 'Making Safeguarding Personal principles'.

An important SAR involving several local authorities was published in 2018 concerning sexual abuse allegations involving two residents in a care home with learning disabilities, one as an alleged perpetrator, resulting in the home closing. The extensive learning for all agencies and

providers was significant not least the need to ensure people with learning disabilities are afforded the same rights and protections as anyone else when allegations are made.

I have been particularly pleased to help lead the SAB in continuing working beyond borough boundaries and aligning with those in the North Central London area (Barnet, Enfield, Haringey, Camden and Islington) through a challenge event. There is now ongoing commitment to align strategies and share learning to improve staff knowledge and reduce duplication for health partners covering these areas. This will become increasingly important with the continuing impact of austerity and transformation of services to meet these challenges, such as Metropolitan police boundary changes (Enfield with Haringey) and health CCGs.

Further changes within the local authority in 2018 involved the creation of a Peoples Directorate, and together with the new requirements for change for local Children's Safeguarding Boards the opportunity was taken to consider the appointment of a joint Chair for children's and adults safeguarding.

From September 2018, the current LSCB Chair Geraldine Galvin has been appointed and I wish her well in her new role.

I have been privileged to work as Chair to help lead the SAB to prevent abuse of people living in Enfield and have appreciated the strong commitment from all statutory and voluntary partners to both challenge each other and work together effectively to prevent abuse. A particular thank you to all front line staff for their hard work, in often very difficult circumstances, for ensuring Enfield residents are effectively protected when abuse occurs.



These boxes are on most pages, and provide a bit more detail about the subject; usually with information from the Care Act legislation or its statutory guidance.

Introduction

This report presents the work that the Enfield Safeguarding Adults Board and the organisations that are part of it, have done to keep adults at risk of abuse, safe from neglect and harm.

The report covers the period 1st April 2017 to 31st March 2018.

The style and presentation of this report has been developed by Enfield Safeguarding Adults Board's Service User, Carer and Patient group.

Care Act 2014

The Care Act requires the Board to report on its activities in the past financial year, and its plans for the coming year to keep people who may be at risk of abuse or harm, safe.



Pictured left to right: Christabel Shawcross (Chair of the Enfield Safeguarding Adults Board), Dawn Adams (Safeguarding Adults Board Officer), Robin Standing, Irene Richards (Chair of Service User and Carer sub-group) and Pat Askew



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Safeguarding adults and the Enfield Safeguarding Adults Board

Safeguarding Adults is the work done in an area to protect adults who are, or may be, at risk of abuse or harm.

Safeguarding adults is everyone's business. This means you, your friends and families, your neighbours, as well as the people who work for organisations like Enfield Council, the Police, the NHS and others, have important roles to play to help adults at risk in our community safe from abuse or harm.

The Safeguarding Adults Board brings together organisations that work in Enfield make sure there are good ways of working to keep adults at risk safe.

The work of the Safeguarding Adults Board is organised into one of four areas: Prevent abuse, Protect adults at risk, Learn from Experience, and, Improve Services. Organising the work in these four areas makes it easier to work with our neighbouring local areas across North Central London (includes Enfield, Barnet, Camden, Haringey and Islington).

Care Act 2014

The Enfield Safeguarding Adults Board is a statutory board formed under the Care Act 2014.

The main objective of the Safeguarding Adults Board is to assure itself that there are robust local safeguarding arrangements and partners to help and protect adults in its area.

The Local authority, the Police and the NHS are statutory members of the Board.



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Summary of what we did to safeguard adults in 2017/18

This section presents a summary of the main pieces of work that the Enfield Safeguarding Adults Boards completed or oversaw in 2017/18. This is followed by information presenting work in each of the four priority areas.

Increase in reports about concerns



We are managing an increase in concerns about adult abuse; whilst maintaining quality of our safeguarding work:

- In 2016/17, 1,144 concerns were reported; this increased to 1,616 in 2017/18.
- The improved data presented to the Board confirmed that whilst concerns reported had increased, the local arrangements were still able to respond to them all, and that service users experience was still positive (see page 15).

Fire Prevention



Following a fatal fire incident in the borough, which went on to be a Safeguarding Adults Review, a great deal of work has been undertaken by the Fire Prevention working group, which culminated in a joint Fire Safety Conference between Adult Safeguarding Teams and the London Fire Brigade for Adult Social Care providers.

Nursing home improvements



Enfield Council and Enfield NHS Clinical Commissioning Group have jointly funded a Nurse to work within the Strategic Safeguarding team to focus on issues arising in Nursing homes. We have also developed Quality Circle meetings for Nursing home managers. This group allows managers to share best practice, and for Safeguarding and Quality officers to highlight areas of improvement. This work has helped to improve the quality of care for these residents.

Communication



The Service User, Care & Patient Board sub-group, have continued the work to reviewing the language used in our communication and our reports. This was done in preparation for the 2018/19 strategy consultation, and to support future community engagement work.




Learning from our Safeguarding Adults Review

The Safeguarding Adults Review for P was published in March 2018 (see page 21). The lessons learned from this review will reduce the risk of similar incidents happening in Enfield, and will be shared with other areas.



Working with our neighbours

The Board and its partners took part in the North Central London “Challenge and Change” event in November 2017. The event highlighted important areas where we can work together: sharing publicity material, and auditing the same issues at the same time across our areas so we can compare results and learn together.



Working Nationally to improve Locally

Enfield has a strong record of putting service users at the heart of its safeguarding processes. This approach is called Making Safeguarding Personal (MSP) and we've been part of a national project, with academics, local areas and central government groups to create an audit to measure how well this is being done: an outcomes framework.



Safeguarding Adults Manager Peer Network

A learning group of Safeguarding adults Managers was set-up to make sure teams managing safeguarding concerns were empowered to steer our development work. These forums have also been a great way to share learning, identify areas where more training is needed, and improve issues with our data and systems.



Prevent abuse

This is the work we've done to prevent abuse from happening.

Preventing Fatal Fires

Following a fatal fire incident, a working group was set-up to make changes needed to reduce the risk of future incidents. The working group included the London Fire Brigade, the Council's Safeguarding Adults team and Health and Safety, and NHS Community Nursing team, as part of a group of 12 teams.

Improvements made include:

- Increased awareness of London Fire Brigade's safety guidance and referral pathways for high risk service users, including being aware of the London Fire Brigade Home Safety Visit Line. To request a Free Home Fire Safety

Check call 08000 28 44 28,
Textphone 020 8536 5914.

- Fire Safety risks assessments reviewed using London Fire Brigade recommendations and a clear escalation processes for high risk service users to mitigate risks
- A joint event between Enfield Adult Safeguarding Teams and the London Fire Brigade for "Adult Service Providers Fire Safety Seminar". It was delivered to 120 delegates from Enfield providers on 24 October 2017. There was positive feedback about the event and the difference it will make for their residents.



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Enfield Safeguarding Information Panel

The Enfield Safeguarding Information Panel brings together the Local Authority's Safeguarding Adults team, the Care Quality Commission (CQC), Enfield NHS Clinical Commissioning Group, Police, London Fire Brigade and others, to share intelligence about quality issues in Enfield's care and support provider organisations: we have 160 CQC registered providers, one of the highest numbers in London.

The panel has a strong Prevention role, co-ordinating, where appropriate, work of agencies with providers to improve issues of poor quality before they escalate to safeguarding concerns. The panel is often cited by the CQC as an

example of best practice in London.

The Panel met eight times over the year, and as a result, 74 different actions were undertaken, including out of hours visits, contract monitoring visits, provider concerns meetings and Quality Checker visits.

Responding to Safeguarding Concerns

The majority of concerns reported, do not require a safeguarding enquiry. However, in Enfield we have a commitment to respond to every concern to ensure the adult at risk is safe from abuse or harm.

Despite the increase in concerns this was maintained.

Communication

The language we use in Safeguarding adults can be highly technical. The Service User, Carer and Patient sub-group pointed out that community engagement would be more effective if it was in Plain English. They have been working to improve our reports, website and training material.

The style of this annual report has also been updated through the work of this project.



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Case Study: preventing further abuse



How we worked with Adam*

A safeguarding concern was received by the Adult Safeguarding Team (MASH) citing concerns of neglect. Adam* is an 83-year-old gentleman

who suffers from dementia and other health issues. He was found by the London Ambulance Service left in soiled bed linen with other signs of neglect.

Safeguarding work

The case was passed to the Care Management Enquiry Officer. It was then discovered the regular carer who attended to Adam, and provided three calls per day, failed to report Adam's failing health and his reluctance to comply with the support offered from the care agency. There was no indication in the care notes of how Adam was, in terms of his wellbeing, or the home environment. The carer admitted they had failed in their duty of care.

How the safeguarding work helped Adam

The carer was dismissed and reported to Disclosure and Barring Scheme so that they could not seek employment with another care provider. Adam was moved to a Nursing home and is thriving! The care agency is now working on an Improvement Plan with the CQC (who regulate care providers) and the Central Safeguarding team to mitigate any risk of this happening again. The Improvement Plan is proving to be effective.

**Key details have been changed to protect this person's identity.*

Stock library image used.



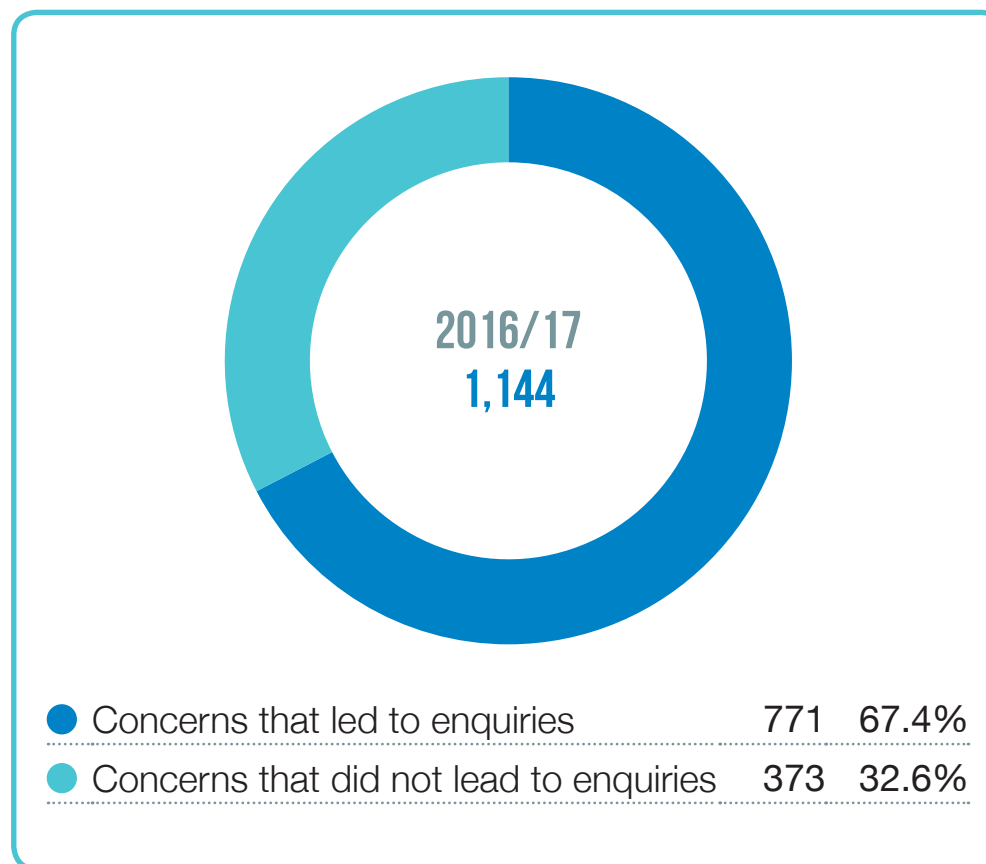
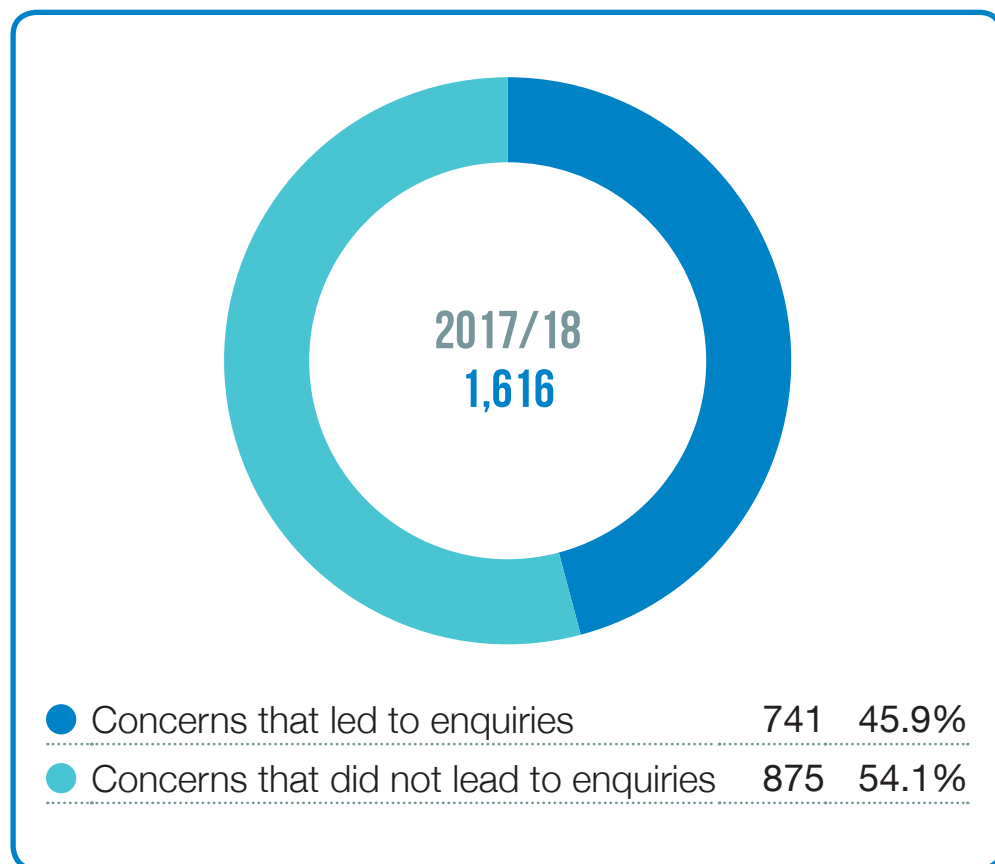
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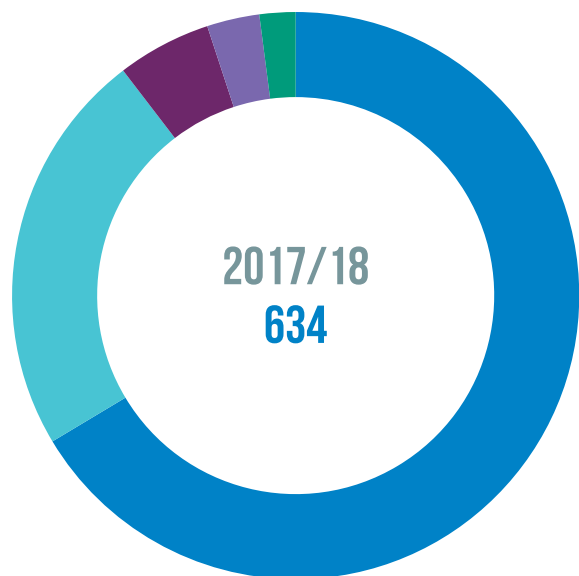
Protect adults at risk

One of the main jobs for the Safeguarding Adults Board is to make sure we have excellent responses to concerns. We do this through looking at our data and audits (checks). Here we present our data, talk about some of the audit projects we have and give an example of how people are affected by our work.

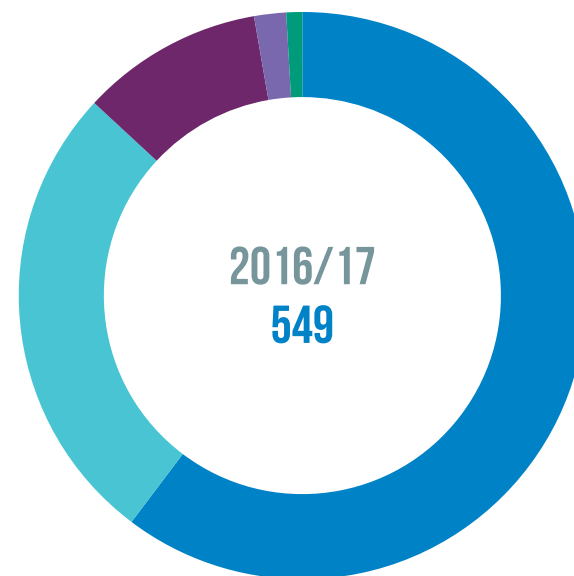
Number of concerns reported



Adult at risk's view on weather their desired outcomes were met



● Met	421	66.4%
● Partially met	147	23.2%
● Not applicable	34	5.4%
● Not met	19	3.0%
● No Safeguarding form	13	2.1%



● Met	331	60.3%
● Partially met	146	26.6%
● Not applicable	57	10.4%
● Not met	10	1.8%
● No Safeguarding form	5	0.9%

Safeguarding Adults Managers Peer Network

This Network was established so that managers of safeguarding teams could influence the development work for adult safeguarding and provide peer supervision.

The 35 managers meet quarterly, and have identified training needs (legal context of safeguarding), explored specific issues in the borough (self-neglect), and have helped to improve the data and reporting systems.



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Improving our processes with our neighbours

Every year we take part in a “Challenge Event” with our neighbours: Haringey, Barnet, Camden and Islington. Together, with Enfield, we make up an area sometimes referred to as North Central London.

The event, which was held in November 2017 highlighted a number of opportunities to improve and work together. For example, sharing community engagement material, and learning from our reviews.

Making Safeguarding Personal “National Outcomes framework”

Enfield has done some really good work in this area, achieving the Gold standard in 2015 following an evaluation from Bournemouth University.

Alongside a team of academics, central government departments and our local areas, we are part of a national project that has developed an audit tool which will help local areas understand whether their service users really are at the heart of their safeguarding processes or identify where they can make improvements.

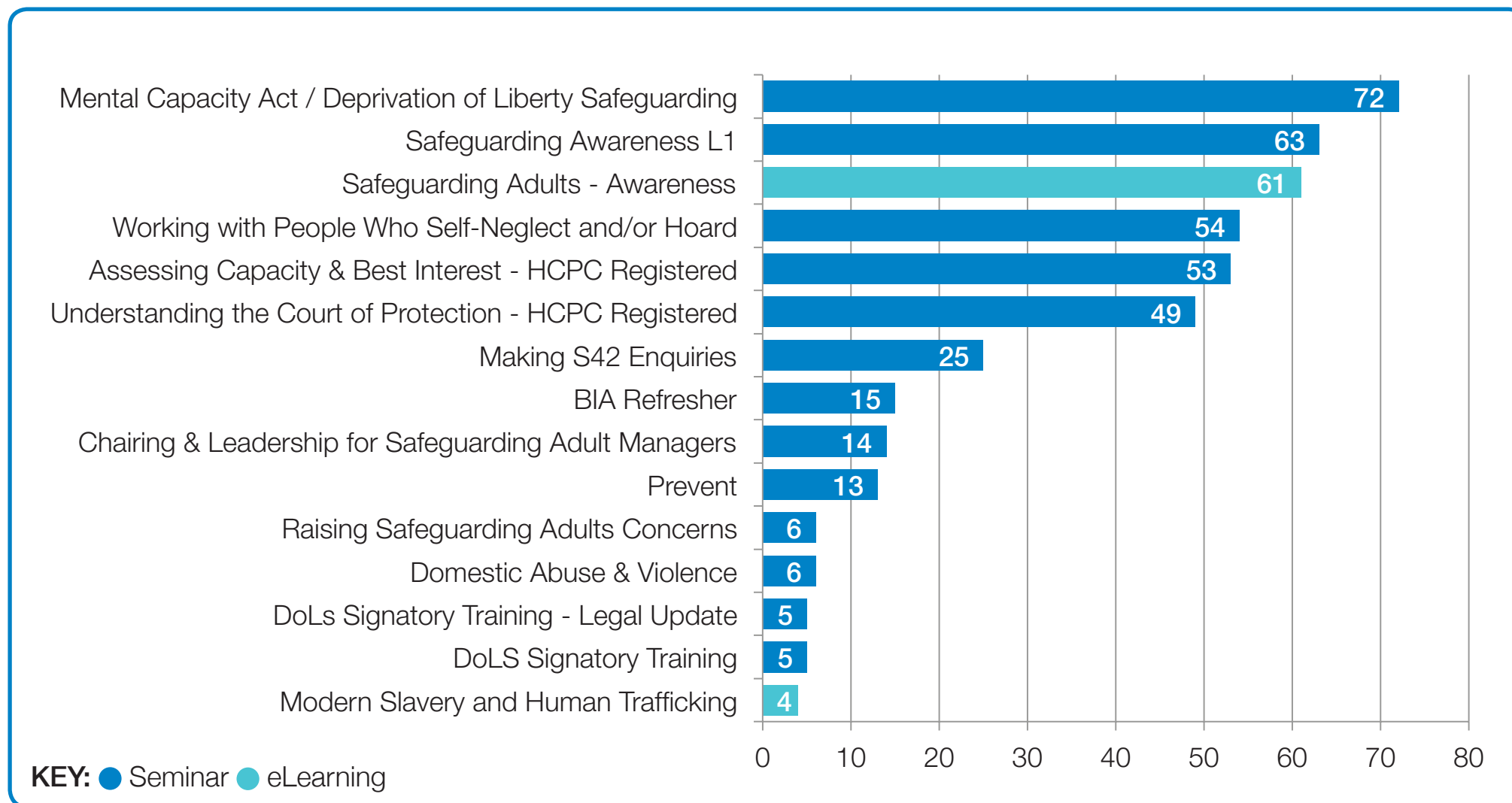
Over 2018/19, we will also be part of the first group of local areas to test the outcomes framework, making sure our local practices remain excellent.

Care Act 2014

Safeguarding Adults duties are detailed in Section 42 of the Care Act and in the accompanying Statutory guidance. Where the following criteria are met for a concern the Local Authority, who is named as the lead agency for safeguarding, must ensure that a Safeguarding Enquiry takes place. The criteria that a concern must meet to require an enquiry are that: it is about a person who is over 18 years of age, with care and support needs, and who is experiencing, or is at risk of, abuse or neglect, and is unable to protect themselves.

Training data for 2017/18

A key part of making sure we have an effective safeguarding response, is by making sure we have effective training. The table here shows the training that's been delivered in the year.



Case Study: protection from financial abuse

How we worked with David

David* is 78-year-old gentleman who suffered a stroke. He presented with significant cognitive problems following the stroke and lacked mental capacity to manage his affairs including finances. He was assessed as a Continuing Healthcare patient and has been placed in a nursing home.

Safeguarding work

A safeguarding concern was raised by a friend concerned about the mismanagement of David's finances and property by someone who claimed to be an informally adopted son. A safeguarding enquiry established by contacting the Land Registry that the Person Alleged To have Caused Harm (PATCH) had fraudulently transferred David's flat to himself with no money changing hands. The timeline also showed



that David had lacked capacity when the property changed hands. The enquiry found that the PATCH had transferred money from David's accounts into his account for personal use, had moved his family into the property, registered himself as the owner of David's car and used other assets.

How the safeguarding work helped David

The Enfield Council Care Management Team has ensured that we worked closely with David and his family and friends to ensure that he is not subject to coercion or undue influence by the PATCH and is protected from any further abuse. David's health has improved considerably and there would be a possibility of his eventually returning to his own home.

We referred David to the Deputyship team (to support him in his financial matters) and the Court has appointed him a Deputy to manage his financial and property affairs. We continue to work closely with the Police and their investigation is ongoing.

**Key details have been changed to protect this person's identity.*

Stock library image used.

Learn from experience

Here, we discuss the various tools the Board uses to understand where things might have been or are going wrong and learn lessons.

What is a Safeguarding Adults Review?

A Safeguarding Adults Review is a process that investigates what has happened in a case and ultimately identifies actions that will reduce the risks of the same incident happening again. The investigations are completed by people who are not involved in the case.

Safeguarding Adults Review referrals in 2017/18

- One review was agreed in January 2016 and is a thematic review of domestic abuse and safeguarding. The thematic review started in March 2016 and is due to be published in 2018/2019.
- One review was agreed in September 2016 in response to how partners

provided care and treatment to a man with learning disabilities. This review is in progress and is expected to be reported on in 2018/2019.

- One review was agreed in January 2017 following a fatal fire. This review is in progress but actions have already been taken based on lessons learnt. The review is expected to be reported on in 2018/2019.
- One review was agreed in December 2017 in response to the care and treatment to an older woman living by herself. The report is still in progress and will be report to the Safeguarding Adults Board in 2018/2019.
- One review was agreed in December 2017 in response to the systemic financial abuse of service users over a number of years. The report is still in progress.

Care Act 2014

The Care Act places statutory functions on the Board. One of these is in relation to review events and practices when things go wrong.

The Safeguarding Adults Board must conduct a Safeguarding Adult Review (Section 44) should an adult with care and support needs die or experience serious harm, and abuse or neglect is suspected, and where there are concerns about how partners worked together.



Other Safeguarding Adults Review referrals

One referral was considered in February 2018 in response to the care and treatment received by a man in his own home. The Safeguarding Adults Board needed further information before making a decision on whether the Safeguarding Adults Review process would be used.

Safeguarding Adults Review for P

This was published in March 2018, and the report is available on the Safeguarding Adults Board pages of our website (www.enfield.gov.uk).

The Safeguarding Adults review was agreed to examine the way that service providers, Local Authorities and other agencies worked together to provide services to a man P, who was between

18 and 28 years old in the period covered by the review. He is of White British origin and has mild learning disabilities as well as difficulties as a result of having experienced a very difficult childhood. P was placed by the London Borough of Hackney in residential services managed by Hillgreen Care Ltd in Haringey and then Enfield. He is believed to have committed a series of sexual assaults over at least a ten-year period.

The Review made a total of 20 areas of recommendations for the attention of the local and national organisations. These topic areas include:

- Supporting people who have been abused
- Compiling an accurate record
- Sharing and receiving information (including Court reports)

- Anticipating additional needs at the point of transitioning into adults services
- Using expert input
- Making safe placements
- Acknowledging risk to others in all placements
- Creating a positive sexual culture in services
- Making risk management plans specific
- Accessing health care including routine and crisis led psychological and psychiatric evaluations.

Please see the report for a full list of recommendations and the organisations they relate to.

Quality Checker projects

Quality Checkers are service users and carers who live in Enfield who work with us and tell us about what's working and what needs improvement.

Over the year, they've been involved in the following projects:

Health and Wellbeing

Quality Checkers interviewed a number of people with social care needs to find out what their daily activities gave them feelings of wellbeing?

Feedback was collated and submitted to the transformation team for future development.

Mystery shopping project

The following services were visited to understand how accessible they were for people with care and support needs: Enfield Leisure Centres; Enfield's webchat service; Enfield's Adult Abuse line.

LGBT Awareness in Residential Care

Produced feedback report and LGBT toolkit, which were shared with partners and providers in Enfield.



Quality Checker quote;

I really enjoy volunteering as a Quality Checker. Small changes can make big differences to those living in residential care and I feel that the work we do makes a real difference in our local community.



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www.enfield.gov.uk/safeguardingadults 020 8379 5212 (Textphone: 18001 020 8379 5212)

Learning Disability Mortality Reviews

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

Over the 2017/18 financial period, three mortal reviews have been 'signed off',

of these, one has been identified as an example of best practice in End of Life Care. Three more reviews for adults are in progress.

A number of improvement areas have emerged from the reviews, and these have been shared with our Safeguarding Adults Board partners, as well as regionally and nationally through the Review process. The lessons include:

- The numbers of safeguarding alerts raised during hospital stays suggest work still needs to be done around the quality of people's acute care.
- There were a number of instances where people with complex health needs did not have a coordinated health action plan.
- There was also a very good example for partnership working and coordinated planning leading to good quality care.

- Communications between services have not been as open as they could be.



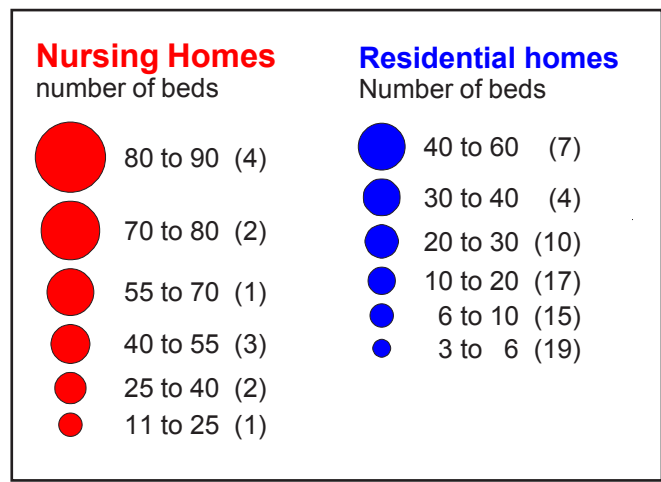
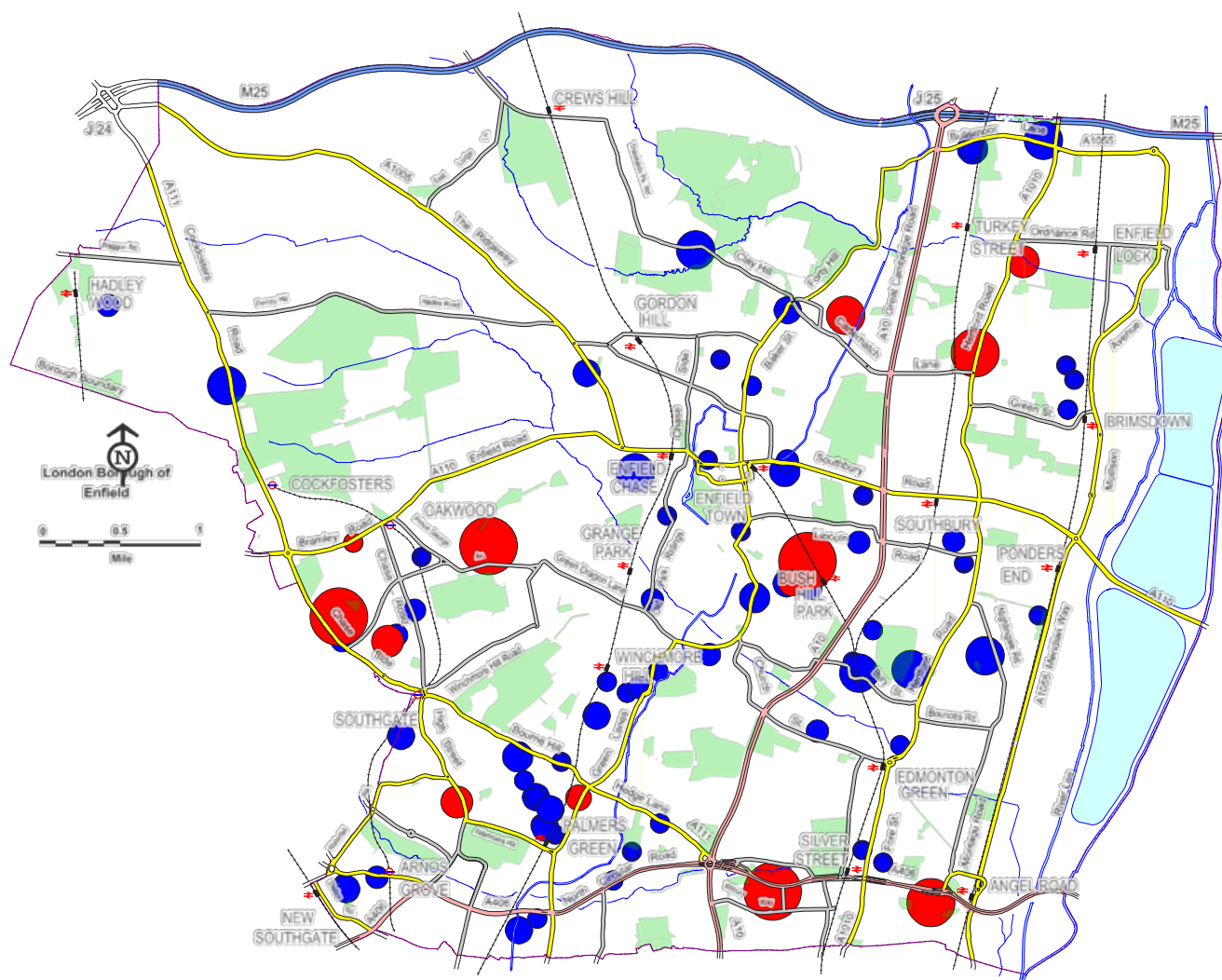
Improve services

We have a number of key processes to improve quality of our the services offered by adult social care providers.

Enfield has one of the largest number of care providers in London, including 85 care homes.

The map on the here shows the spread of care homes (nursing and residential) we have in the borough.

All registered providers will also be monitored by the Care Quality Commission.



Provider Concerns Process

Our Provider Concerns process was initiated eight times in the year through our Safeguarding Information Panel.

The process brings together the organisations that are involved with a care provider to discuss concerns and risks, and work with the provider to make improvements for the residents or service users. The process can include a suspension on new placements, or in some cases, particularly if there is a risk of de-registration, an exit strategy.

The Provider Concerns process was developed in Enfield, but now forms part of the Pan-London Safeguarding policy and procedures. The case study overleaf shows how the process had made a difference to one local provider.

The policy can be found on our website [here](#).

The Care Quality Commission rate all of the providers they inspect. The tables below show these ratings for 2017/18, and for the previous year.

2017/18 (ratings at end of March 2018)	Good	Requires improvement	Inadequate	Total %	Total
Community based adult social care services	83%	16%	2%	100%	58
Residential social care	87%	13%	0%	100%	70
Residential social care with nursing	75%	25%	0%	100%	12
Total	84%	15%	1%	100%	140

2016/17 (ratings at end of March 2017)	Good	Requires improvement	Inadequate	Total %	Total
Community based adult social care services	80%	20%	0%	100%	49
Residential social care	92%	8%	0%	100%	76
Residential social care with nursing	58%	42%	0%	100%	12
Total	85%	15%	0%	100%	137

Case Study: provider concerns process

A newly registered home care agency in Enfield grew rapidly in line with the demands being made on it from the LBE Adult Social Care teams. The provider had yet to be CQC inspected and this was expected at any time as the first inspection is carried out within the first year of registration. An Initial Provider Concerns meeting was called in response to a series of safeguarding concerns were received about the organisation.

The provider was placed on the Provider Concerns process to receive support to make identified service improvements for the benefit of service users, and in readiness for the providers first CQC inspection. The Project Manager visited the provider and reviewed the ways of working and collected feedback from people receiving the service to shape the action plan for improvements. The provider responded positively to the support being offered and fully engaged with the process resulting in fast and effective service improvements.

The Project Manager and Provider developed an organisational risk

assessment and action plan to work through a series of actions and areas for improvements. This approach together with a voluntary suspension on new placements supported the provider to make sustainable changes to ways of working and enabled the provider to develop and maintain management oversight through monitoring and auditing the quality of service being delivered.

Part way through this process the Provider was CQC inspected and received an overall rating of 'requires improvement' however was rated as good for the 'caring' and 'effective' domains. It was widely recognised by the Provider and the Provider Concerns strategy group that without the support of the Provider Concerns process the CQC rating would have been significantly less satisfactory. The Provider Concerns process effectively supported the Provider to improve the quality and safety of the service being delivered and offered the social care market place a Provider equipped with the processes and ways of working to continue to develop and deliver their service in line with the demands of LBE social care customers.

Quality Circle for Nursing Homes

There are 12 Nursing homes in Enfield. To improve and maintain quality standards the managers are regularly brought together to form a Quality Circle. They discuss issues that are impacting on quality, and with the support of Safeguarding and Quality staff work on improvements. The group meet quarterly.

Nurse Assessor

Enfield CCG and Enfield Council jointly fund a nurse assessor, who provides specialist clinical advice as part of Safeguarding concerns, and Provider concerns processes. The Nurse assessor focuses a lot of attention on resolving issues in Nursing homes in the borough.

Plan for 2018/19

The 2018/19 financial year will see the start of the next Safeguarding Adults Strategy. This will be a five year strategy, and it is our opportunity to better understand what residents of Enfield feel are the important issues that need to be addressed if we are to tackle adult abuse effectively.

We will be using the consultation as part of our awareness raising drive; reminding partners and community groups about the adult abuse and how we all have a part to play in preventing it.

The following pages outlines the key actions for the next financial year and how they relate to our overall priorities. You will note that community engagement, and co-production are key themes; as well as using technology and data to better focus the work we do.



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Priorities for 2018-2023

Prevent abuse

What	How	Actions for 2018/19	How will we know
Engage with our community, to promote a culture where abuse and neglect are not tolerated	Create a culture in Enfield where our community has a zero tolerance of abuse and neglect and understand how to report any concerns they may have. (We can develop our own marketing materials or use our neighbours tools to help us with this).	Promote safeguarding adults work as part of strategy consultation; evolve Service User Care Group into Community Engagement group.	Attendance and feedback from community engagement activity
Use technology and social media to engage with our community, professionals, providers and voluntary organisations	Improve website and social media presence, so people can stay informed and report concerns; promote developments in assistive technologies and social media options (including video calls).	Rebuild the Safeguarding Adults pages on MyLife and re-work with the Boards' Community Engagement group.	More visits to website, use of social media to report concerns, start to collect feedback on how social media and assistive technologies are helping people through customer audits.
Work to reduce isolation	Online training; community engagement to encourage groups to stay in touch with people who might be isolated.	Analyse consultation feedback and develop this project.	Monitor responses to the isolation question in our social care survey.
Work with people alleged to have caused harm to prevent further abuse	Identifying and working with people who will benefit from support and intervention.	Analyse Person Alleged to Have Caused Harm data to define scope of this long-term project.	Evaluation of the programme by professional, and through customer feedback.

Protect adults at risk

What	How	Actions for 2018/19	How will we know
Make sure our community knows how to recognise and report abuse	Raise awareness about our Adult abuse line, online resources, and different types of abuse through our marketing and community engagement activity.	Engage with Voluntary Sector groups and public – including, Carers Centre, Over 50s forum, Enfield Mental Health Service User group, and 1-2-1; ensure Young carers and young people in Borough considered as part of the awareness raising.	Attendance and feedback from community activity and visits to website.
Make sure professionals are appropriately trained, with a focus on Making Safeguarding Personal	Ensure partners and providers have trained professionals to the required level of safeguarding. Everyone who works with adults at risk should have safeguarding adults basic training, which includes: different types of abuse, including hidden or under reported abuse such as Modern Slavery, Domestic Abuse, Female Genital Mutilation, and details of what to do to report concerns.	Update practice guidance; deliver Modern Day Slavery training and develop policy; develop training from Safeguarding Adults Managers network.	Attendance and feedback from training sessions.
Develop a pack to help people protect themselves from abuse and harm	Paper and online factsheets; information videos; and links to organisations that can help (e.g. for fraud, home security).	Raise awareness of 5 factsheets amongst Adults Social Care users and their carers.	Downloads of factsheets; visits to page.
Develop online tool to make sure everyone knows how to access different services	Update website with new tool; this will also make sure that as partner organisations change, once updated, other agencies will still know who to contact and what everyone does.	This will be a scoping exercise as part of developing the new website portal for Safeguarding Adults on MyLife.	Hits on website, improved referrals, feedback in audits.

Learn from experience

What	How	Actions for 2018/19	How will we know
Check that the way we manage safeguarding concerns is working properly	We have regular checks and an annual independent audit and we will work with our neighbours*. Checks will include: the user experience, applying the Making Safeguarding Personal approach and understanding Deprivation of Liberty Safeguards. We will also work with neighbours to develop consistent London-wide assurance framework, and thresholds.	Work with neighbours on Safeguarding Adults Risk assessment tool and peer “challenge and learn” day.	How will we know: audit reports, and confirmation from partners of the actions they have taken.
Learn lessons from customer feedback	Implement learning from Quality Checkers; ask people who have been through a safeguarding process about their experience and make improvements where necessary.	Develop methods to collate adult at risk feedback as part of safeguarding process using MSP Outcomes framework.	Partners’ confirmation of the action they have taken to address issues raised by feedback.
If things go wrong, review what happened and learn lessons	Identified in Care Act, we have to undertake Safeguarding Adults Reviews and learn lessons, and we will also make sure we learn from Children’s and Community Safety reviews.	Publish SARs and develop training plans to improve practices, and distil learning to encourage Systems change.	Audits feedback, data.
Learning from our neighbours	We work with our neighbouring boroughs to learn lessons together. We share our lessons from reviews and will work on checks together.	Continue to work closely with Safeguarding Adults Boards of North Central London area – Barnet, Haringey, Islington and Camden.	Annual review and audits to identify improvements to Enfield’s safeguarding arrangements based on learning from other borough.

Support services improvements

What	How	Actions for 2018/19	How will we know
Ensure we have effective arrangements in place to intervene when provider quality drops below expected standards. (Provider concerns/improvement)	Support Enfield services to improve, due to quality standards, whenever possible.	Continue with provider concerns and quality assurance work; start project to understand impact of increasing home care providers in Borough.	Number of provider concerns/improvement processes and key issues addressed.
Ensure partners share information and intelligence about poor quality services	Ensure there are arrangements in place to share information properly about services so that partners can act quickly to respond to unsafe services.	Ensure Safeguarding Information panels take place and improve data that is being analysed.	Regular meetings with partner agencies and evidence of actions.
Online space for providers	Develop online presence to share information, policies and best practice with providers to ensure organisations have tools they need to improve.	With update on website; begin to scope work on provider section.	Take up of resources.
*Consistent policies with neighbouring boroughs	Make sure Enfield has clear and consistent policies with neighbouring boroughs which represent best practice in all areas.	Safeguarding Adults Risk Assessment Tool - self assessment developed by London ADASS will highlight any gaps in key multi-agency arrangements.	London ADASS self-assessments (which are peer reviewed as part of NCL challenge and learn day).

Case Study: protecting an adult with complex needs

How we worked with Theresa*

Theresa* is a 28-year-old female with mild learning disabilities. She lived in a supported tenancy. She is unemployed and did not participate in any structured activities. Theresa's family are involved in her life but she does not have a good relationship with them. Theresa is addicted to alcohol and illegal drugs. Over the past few years, Theresa has been having unprotected sex in exchange for drugs. This was escalating and she called the Police to assist her on several occasions. There have been many safeguarding concerns raised regarding her being sexually exploited, raped and physically harmed or threatened.



Theresa has had in-depth capacity assessments with psychologists who have determined that she has the capacity to consent to sex and to consent to taking drugs

and alcohol. She is fully aware of the potential risks that she places herself in with men and has often called the police when she has felt the situation is out of her control. Theresa has made many reports to the Police of rape but they have never been able to progress as she often changes the details of the account and admits to having consented in exchange for drugs despite not wishing to have sex.

Safeguarding work

Theresa has been assessed under the Mental Health Act and does not meet the threshold for compulsory hospitalisation. She has suffered health issues as a result of these behaviours and does not take



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medical advice. Theresa has an multi-disciplinary team (MDT) around her including community nursing, social work, psychology, psychiatry, drugs and alcohol worker, police and support workers. She is frequently discussed at the Complex Cases Panel. The MDT worked with Enfield's legal team to see if there is any legislation that can be used to safeguard her. We have been advised that the Court of Protection cannot be used as she has capacity and is choosing to make unwise decisions. We have also been advised that using Inherent Jurisdiction is not feasible.

Therefore, we agreed with her consent to move her out of London

to a specialist rehabilitation placement. This is a residential placement for people who have Learning Disabilities and substance abuse issues and is a short-term programme. The plan is to move her to a supported living in the new area that she has been placed in and not return her to Enfield to break the link with the men who have been abusing her here.

Update on how Theresa is doing

Theresa has been at the placement for sometime and has made immense progress. She has not used any substances or alcohol, has not been exploited and has not tried to leave the placement. She has been

engaging with the other residents, staff and the therapy programme really well. Theresa has become physically fitter and is running every morning as well as attending the gym. She has also joined a football team and plays once a week. Theresa is safe and well and is talking about having hopes and goals for the future.

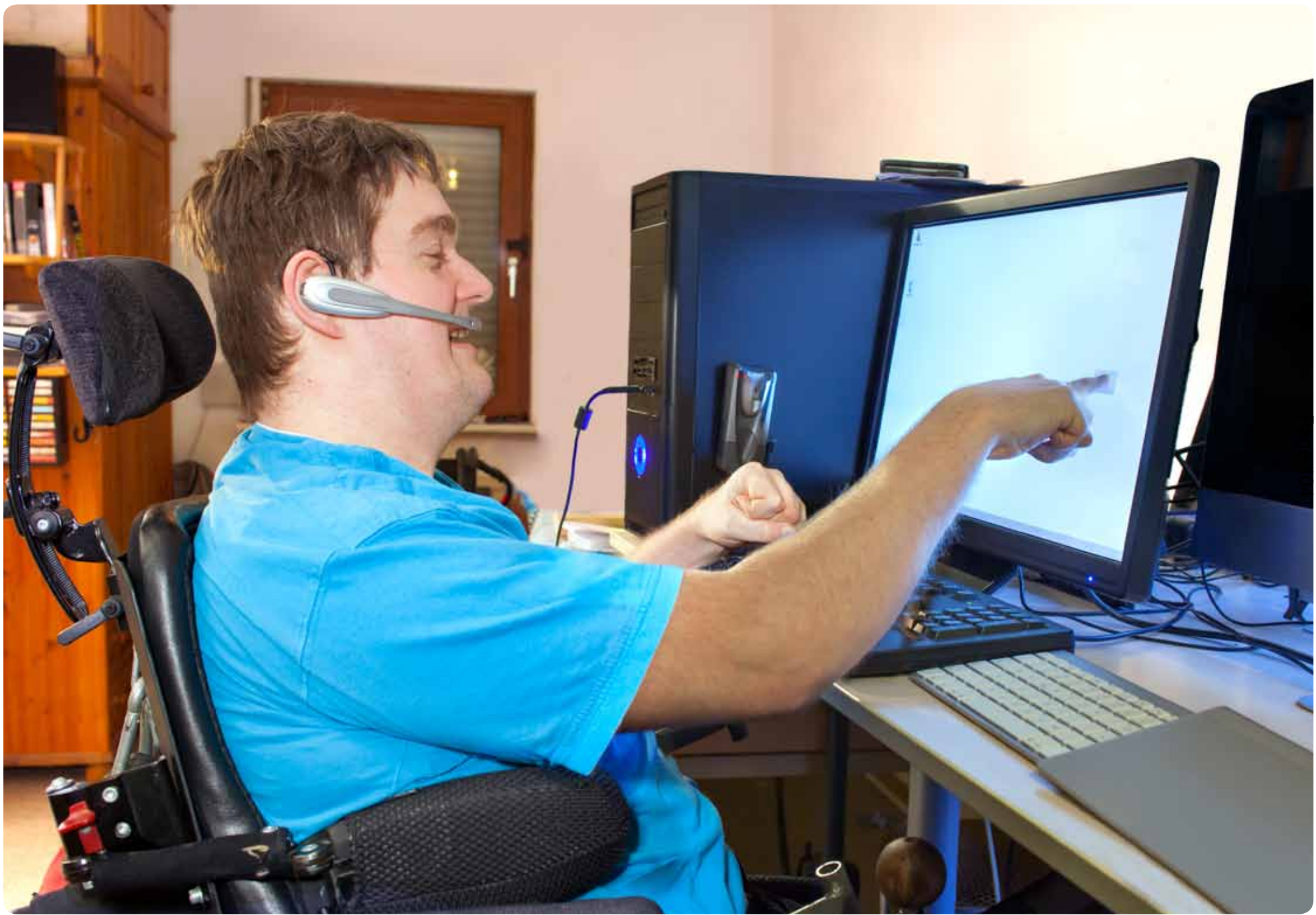
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Stock library image used.



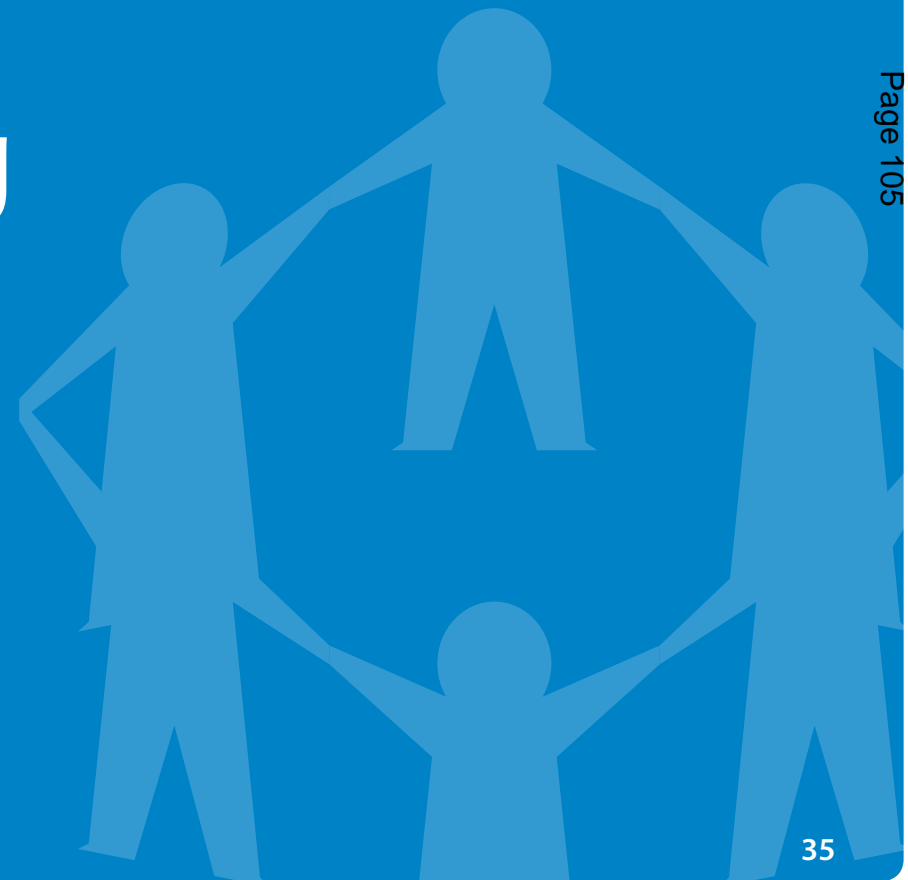
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Appendix A

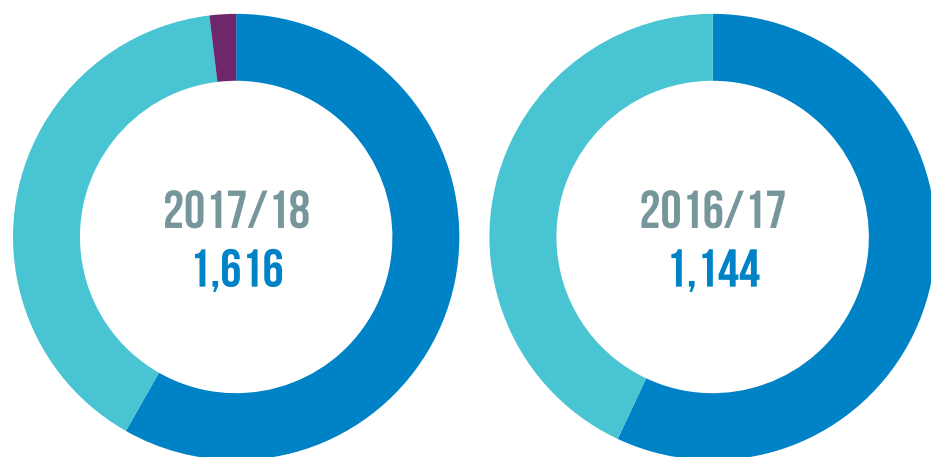
Enfield Safeguarding Data



Protect – assurance data for 2017/18

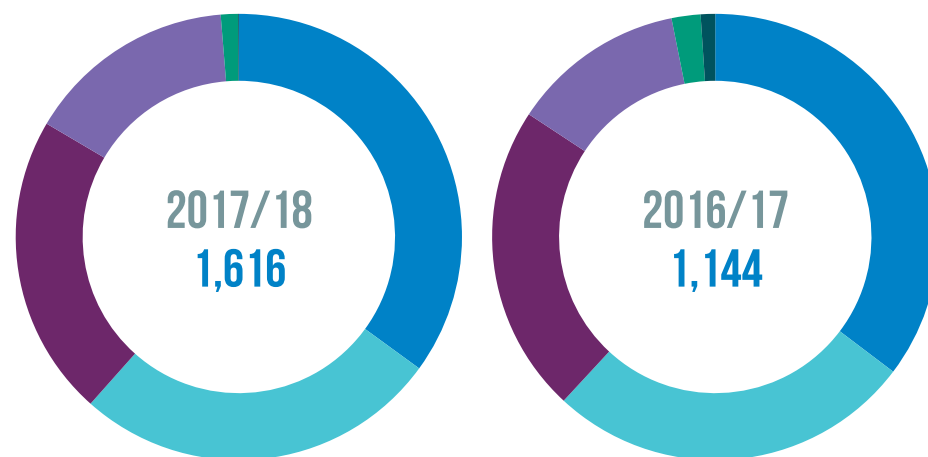
Key data is presented here showing the trends in comparing to the previous financial year.

Gender of concern



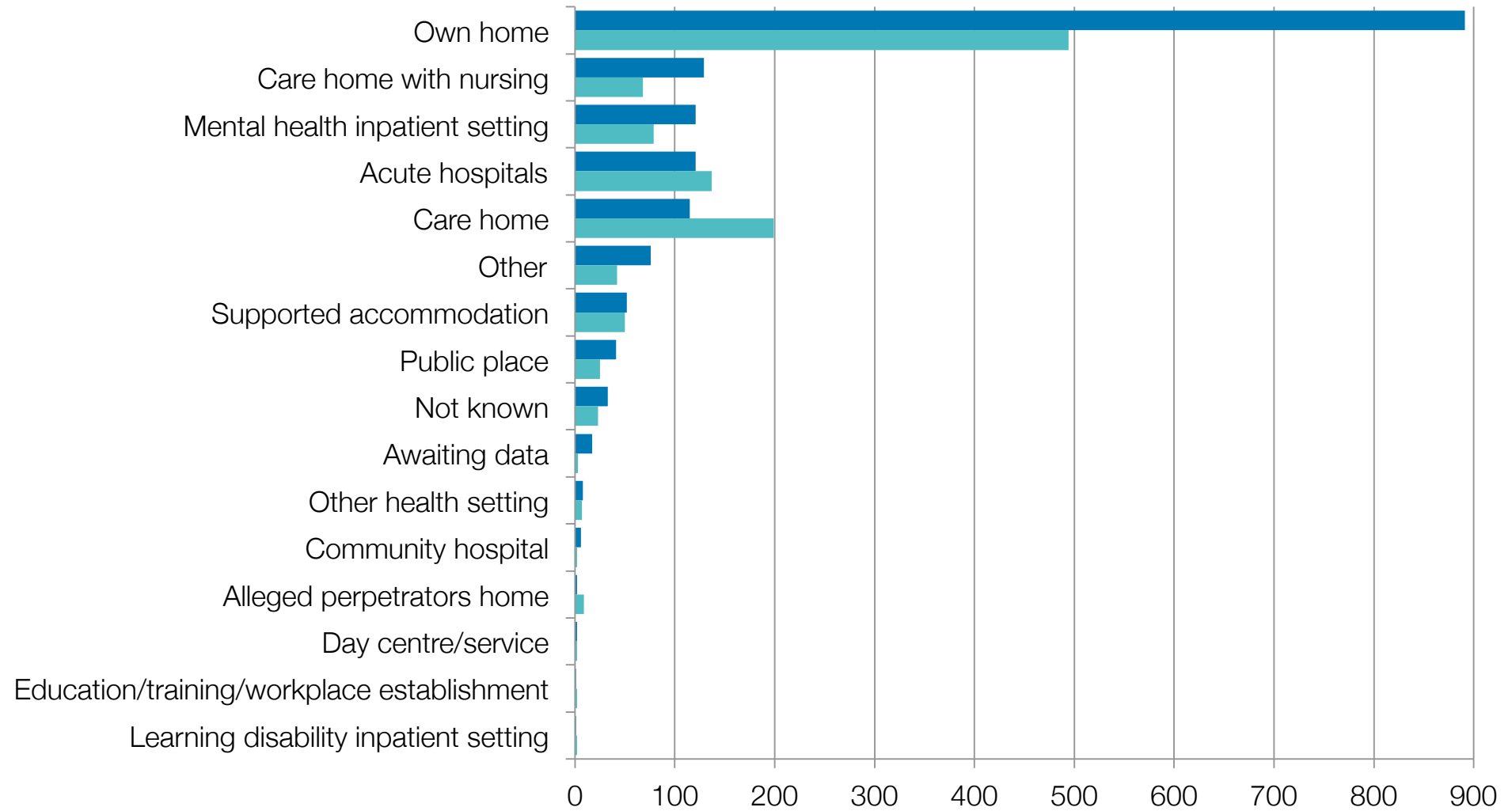
941 (58.2%)	● Female	652 (57.0%)
644 (39.9%)	● Male	492 (43.0%)
31 (1.9%)	● Not recorded	0 (0.0%)

Age range of concerns



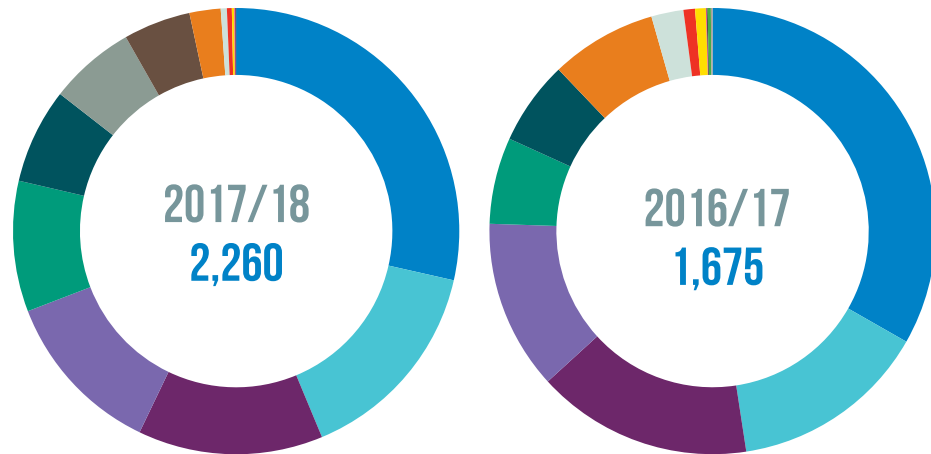
566 (35.0%)	● 18-64	404 (35.3%)
429 (26.5%)	● 85 +	304 (26.6%)
354 (21.9%)	● 75-84	256 (22.4%)
246 (15.2%)	● 65-74	144 (12.6%)
20 (1.2%)	● Not recorded/not disclosed	24 (2.1%)
1 (0.1%)	● Under 18	12 (1.0%)

Location of concern



KEY: ● 2017/18 ● 2016/17

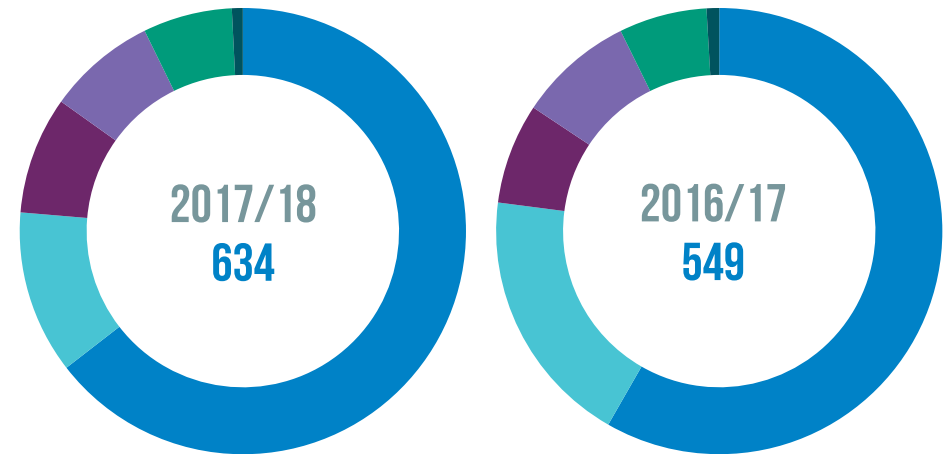
Type of abuse



645 (28.5%)	● Neglect and acts of omission	557 (33.3%)
343 (15.2%)	● Emotion/psychological	240 (14.3%)
303 (13.4%)	● Physical	262 (15.6%)
272 (12.0%)	● Financial/material	206 (12.3%)
214 (9.5%)	● Self-neglect or hoarding	105 (6.3%)
156 (6.9%)	● Domestic abuse	102 (6.1%)
141 (6.2%)	● Pressure Sores	0 (0.0%)
110 (4.9%)	● Organisational	129 (7.7%)
51 (2.3%)	● Sexual abuse or exploitation	39 (2.3%)
10 (0.4%)	● Discriminatory	14 (0.8%)
8 (0.4%)	● Hate crime or disability hate crime	13 (0.8%)
4 (0.2%)	● Modern slavery of human trafficking	1 (0.1%)
2 (0.1%)	● Honour-based violence	1 (0.1%)
1 (0.0%)	● Forced marriage	4 (0.2%)
0 (0.0%)	● Female genital mutilation	2 (0.1%)

*There can be multiple forms of abuse so numbers do not add up to total number of cases

Risk outcomes



409 (64.5%)	● Risk reduced	320 (58.3%)
75 (11.8%)	● Risk removed	103 (18.8%)
54 (8.5%)	● Not applicable	46 (8.4%)
50 (7.9%)	● Risk remains	40 (7.3%)
41 (6.5%)	● Risk did not exist	35 (6.4%)
5 (0.8%)	● No Safeguarding form	5 (0.9%)

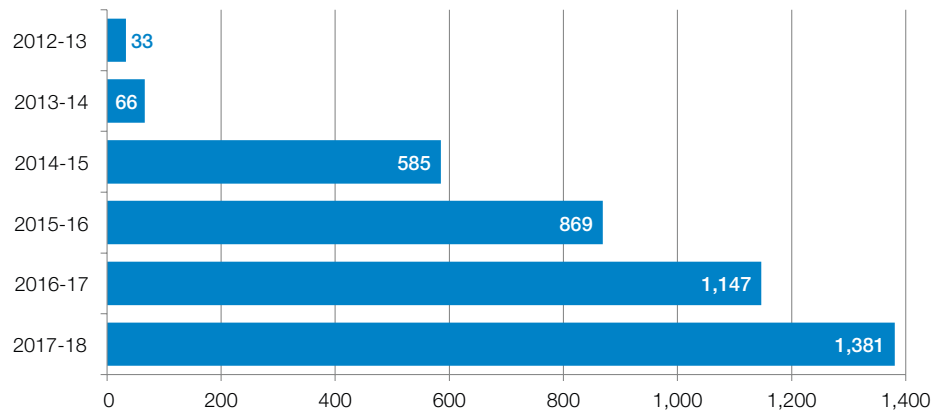
For applicable cases, risk reduced or removed = $(409+75)/(634-50-41-5)$
= $484/538 = 90\%$

Deprivation of Liberty Safeguards data

There is a growing trend for Deprivation of Liberty Safeguards applications (DoLS).

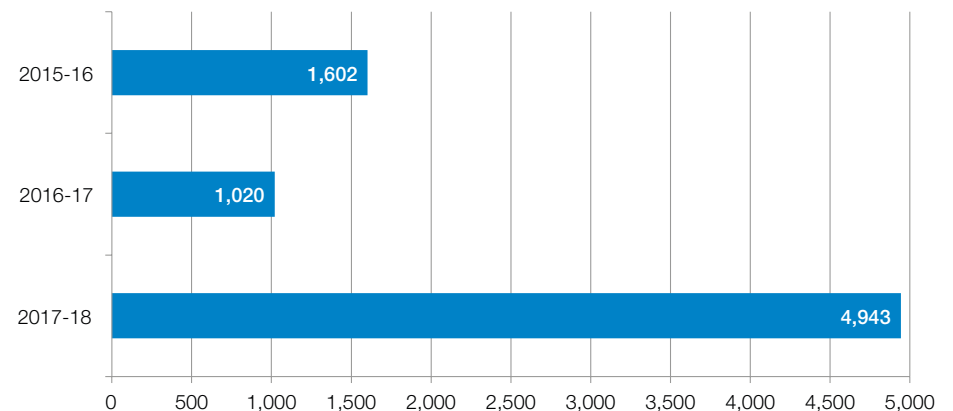
A DoLS is necessary when: 1) a person lacks capacity to make their own decisions; 2) when their care arrangements involve continuous supervision and control; and 3) they are not free to leave their placement.

In these cases it is necessary to follow the legal process to formally deprive the person of their Liberty for their best interests.



Merlins data

The Merlin Database is a recording systems used by the Metropolitan Police to record missing people, children and adults coming to police notice. This system is used to record contact and what, if any, actions have been taken. A Merlin is not always a safeguarding, and we see a growing number of contacts into the Adults Multi-Agency Safeguarding Hub (MASH) in 2017/18.





Appendix B

Partner Statements



Barnet, Enfield and Haringey Mental Health NHS Trust

Overview 2017-18

Barnet, Enfield and Haringey Mental Health NHS Trust remains committed to safeguarding all our service users, their families and carers. We recognise that effective safeguarding is a shared responsibility which relies on strong partnership and multi-agency working. Over the last 12 months we have continued to ensure a robust and proactive commitment to working in partnership with the Safeguarding Adult Board.

Internal governance arrangements

Our aim is to ensure there is a whole organisational approach to safeguarding patients and service users, their families and carers. In order to do this we have developed an Integrated Safeguarding Committee (ISC). The ISC is chaired by the Executive Director of Nursing, Quality and Governance and provides strategic leadership and oversight. The work of the ISC is informed by our Safeguarding Strategy and overarching work plan. The ISC meets each quarter and is accountable to the Trust Quality and Safety Committee. The Executive Director of Nursing, Quality and Governance is the Executive lead for safeguarding and provides bi-monthly safeguarding updates to the Trust Quality and Safety Committee. In addition an annual safeguarding report is provided to the Trust Board. Safeguarding is a standing item for each on the Borough Clinical Governance meetings.

Safeguarding adults work undertaken and key achievements in 2017-18

- The aims and objectives of year 2 of our 3 year work plan have largely been met
- We have led on an innovative domestic abuse pilot project (LINKS) which demonstrates how an independent domestic violence advocate based directly with the mental health team improves responses to service users who disclose domestic abuse.
- We have developed a safeguarding newsletter to ensure staff are regularly updated.
- We have developed a safeguarding adult handbook for all staff.
- We have refreshed our easy read safeguarding information for service users.
- We continue to improve and learn from our safeguarding data collection systems.
- We have developed new policies on the management of safeguarding allegations against staff and we now have new chaperone policy.
- We have designed and rolled out level 3 safeguarding adult training.
- We have reviewed the role and function of the mental health teams safeguarding champions to ensure improved practice and cascade of learning.

- We have improved the way we triangulate information relating to safeguarding alerts, complaints and Datix incident reports.
- We continue to raise the profile of the “Think Family” approach across all services
- We have developed a new safeguarding adult audit strategy aligned to the principles of safeguarding as defined in the Care Act (2015).
- We have consistently maintained Level 1 and 2 safeguarding adult training at the trust target of 90%.

Key Challenges

- Safeguarding practice is complex and varied. The challenge of collecting accurate meaningful data is recognised. Work continues to ensure data is captured and analysed effectively.
- To continue to develop and improve systems to promote effective lessons learnt from reviews such as Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHR's).
- To respond effectively to the increasing number of SARs and DHR's
- To ensure consistency of safeguarding adult practice across three boroughs with separate commissioning arrangements and different safeguarding pathways.

- To ensure the challenge of working across three borough Safeguarding Adult Boards and their associated sub-groups is managed effectively.
- To respond to the ever increasing and competing issues across the safeguarding landscape.

Safeguarding adults work planned for 2017-2018

The work of the Integrated Safeguarding Committee is informed by an overarching work plan which underpins the Safeguarding Strategy. The Strategy has five broad aims which form the overall framework of work going forward:

- To ensure safeguarding is everyone's business across the Trust.
- Develop a dataset of information that allows effective monitoring of safeguarding activity and outcomes.
- Develop a culture of learning with robust internal systems to support this.
- Promote early help to prevent abuse from happening in the first place.
- Develop seamless pathways that promote joined up working at every level.

Case Examples

Case Study 1

A safeguarding concern was instigated regarding a service user who was found neglecting herself. Her home was full with clutter and causing congestion in the living spaces and was impacting on the use of her living space. A safeguarding meeting was held that involved partners; local authority, G.P, Fire Service and the Housing Department. This ensured a robust and co-ordinated response across the key partnership to plan the interventions required. A robust multi-agency risk assessment was completed. The victim was referred for psychological intervention, free safety checks. With consent, her flat was cleaned by the Housing department and she was referred for on-going support.

Case Study 2

The case came to the attention of the safeguarding team via the Multi-Agency Risk Assessment Conference (MARAC). A female service user had attacked her husband therefore she was deemed to be the perpetrator of domestic abuse. The multi-disciplinary team had concerns about the characterisation of the service user as a perpetrator and they felt she was being exploited by her husband who routinely attributed incidents and her refusal to comply with his demands to her mental illness. There were also allegations that he often gave her cannabis stating that it was a herbal/

natural cure for her mental illness. This information was shared with MARAC and a safeguarding plan was put in place including:

- Conditions around engaging with Dual Diagnosis services and accessing support and Domestic Violence counselling where to be included as conditions on the CTO.
- An Independent Domestic Violence Advocate (IDVA) was engaged to support the service user for the duration of the in-patient stay as well as for on-going support in the community. The IDVA was asked to address the issues in a culturally sensitive manner as well as support the service user with protection planning and reporting any further I abuse to the Police.

Statement written by:

Ruth Vines
Head of Safeguarding

on behalf of Linda McQuaid, Interim Director of Nursing, Quality and Governance and Executive Lead for Safeguarding.

NHS Enfield Clinical Commissioning Group

What type of body is NHS Enfield Clinical Commissioning Group?

NHS Enfield Clinical Commissioning Group (CCG) is a clinically-led statutory NHS body which is responsible for planning and commissioning health care services for the London Borough of Enfield. Safeguarding adults is a key part of the CCG's approach to commissioning and, together with a focus on quality and patient experience, is integral to its working arrangements.

The CCG is compliant with its statutory safeguarding responsibilities and has a Safeguarding Adult lead in post. The CCG has also employed a Named GP for safeguarding adults at risk for two sessions per week.

How has NHS Enfield fulfilled its safeguarding responsibilities this year?

Safeguarding adults has remained a very high priority for both commissioners and providers of NHS services during 2017/18.

In 2017/18, the CCG continued to regularly review Provider services and independent healthcare providers using a variety of assurance tools, including a quarterly metrics report on training compliance, audit and safeguarding referrals. In 2017/18, the CCG attended provider internal safeguarding adults committees. Each internal committee provides an update on safeguarding

arrangements within the organisation highlighting quarterly achievements, risks and challenges.

In 2017/18, the CCG safeguarding team undertook an audit of safeguarding arrangements with GP practices. Following analysis of the findings, each practice was graded and given an action plan to ensure they were compliant with safeguarding arrangements.

In 2017/18, the joint CCG/LA nurse assessor worked with Nursing Homes to ensure action plans developed following investigations were complete as well as ensuring the standards of nursing care were driven up in the homes. The Nurse Assessor worked collaboratively to ensure organisations identified as having provider concerns were supported.

In 2017/18, an additional CCG nurse assessor supported the Multi-Agency Safeguarding Hub (MASH) team in assessing cases and is providing a health perspective on safeguarding referrals into the MASH. The CCG Named GP for Adults at risk continued to spend a session per week with colleagues in the MASH team.

In 2017/18, the CCG safeguarding team arranged training for assessors on the Learning Disability Mortality Review (LeDeR) programme. The CCG safeguarding team has joined the Integrated Learning Disability team in its mortality review group and is contributing to reviews.

On the 6th of July 2017, the CCG Safeguarding team held a safeguarding conference for children and adults at Forty Hall. Over 150 health practitioners attended and heard presentations on Mental Capacity and Deprivation of Liberty Safeguards, Prevent, Modern Slavery and Domestic Violence.

In 2017/18, the CCG safeguarding team arranged a number of infection control training sessions for Care Homes and Nursing Home staff. The training was delivered in conjunction with Public Health England and Public Health Enfield with 116 staff trained.

What plans does Enfield CCG have to improve safeguarding practice further?

The CCG is committed to working with partner agencies to ensure the safety, health and well-being of the local people in 2018/19. Enfield CCG has engaged with Passport in Leadership Training for Care Home managers across North Central London (NCL) to increase the leadership capacity, capability and confidence of nurse leaders in the care home sector.

Priorities and work plan summary 2018/19

- To continue embedding safeguarding adults at risk and Prevent training.
- Ongoing monitoring of provider organisations arrangements.

- Develop a cohesive strategy for Care and Nursing Homes across the NCL Partners.
- To work with the Local Authority in monitoring and reporting pressure ulcers using the borough wide and the Department of Health and Social Care protocols.
- Ensure the lessons for learning from reviews is embedded.
- Oversee the introduction of an Independent Domestic Violence Advocate, in Accident and Emergency Department at the North Middlesex University Hospital (NMUH) following a successful joint CCG/LA bid.



Enfield Carers Centre

Enfield Carers Centre (ECC) supports all carers, wherever they are on their caring journey. We provide a safe, confidential space for carers to help them deal with whatever situations they are facing. We also offer a holistic range of services such as: peer support groups, carers assessments, counselling, training and information workshops, carers social and leisure breaks.

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

Achievements during 2017-18

- Active member of Enfield Safeguarding Board
- Reviewed the ECC Safeguarding Policy
- Circulation and display of Carers Keep Safe Guide during Keep Safe Week 2018

- Raised safeguarding concerns as appropriate/ brought to our attention by or on behalf of carers
- Attendance at Enfield Safeguarding Board Away Day event

Activities planned during 2018-19

- Embedding of Enfield Council's carer related safeguarding training videos onto ECC website
- Refresher safeguarding training for all ECC staff
- Ongoing commitment to continue raising awareness of safeguarding issues among carers
- Carers' Safeguarding Event during Keep Safe Week 2019

Statement written by:

Pamela Burke
Chief Executive, Enfield Carers Centre



Health and Adult Social Care, Enfield Council

Enfield Council, as lead for adult safeguarding, works with Safeguarding partners and our communities to help create freedom from abuse and neglect for our residents. We want to stop abuse from happening at all, and we hope this Annual Report shows the important work being done to make this a reality. Enfield Council is the lead under the Care Act 2014 for making enquiries, or causing others to do so, when it believes an adult is experiencing, or at risk of, abuse or neglect. This means that when we are aware of a concern, we contact the Adult at Risk or their advocate to establish together what actions should be taken and by whom.

In addition to managing single concerns about individuals, we take the lead on Provider Concerns. This is a process to manage serious safety and care issue in organisations through an enabling approach, while holding providers to account to improve. During the year, the work across Nursing Homes in particular has been very encouraging, with 75% of these homes achieving a “Good” CQC inspection rating at the end of March 2018.

Our audits have confirmed that we have sound safeguarding practice, with points of learning to ensure we never become complacent. We are working with independent auditors, our neighbouring areas, and on national projects, to make sure the way continually learn and improve the way we manage our safeguarding adults work: whether it’s a concern about an individual; a provider concern or supporting the work of our Safeguarding Adults Board.

Some of our accomplishments this year included

“Year on year, we are seeing increases in the number of concerns being reported. While this does mean we have more to work to manage, it is also a sign that our safeguarding partners and members of our community are getting better at spotting the signs of adult abuse and feel more confident reporting it. This can only be a good thing for adults who may be at risk of abuse in the borough.”

Head of Safeguarding Adults & Quality

We believe very strongly in the value of co-production. The Quality Checker program shows how powerful the service user voice can be in improving services. To build on the lessons we’ve learned through this work, we are also co-producing our Safeguarding Adults development work with people who are doing the Safeguarding adults work, through the Safeguarding Adults Manager network. This is a peer supervision and support group where we discuss opportunities to improve, highlight current and potential risks, and work together to improve systems.

Some of our accomplishments this year included:

- Maintaining our commitment to responding to all contacts received into our Multi-agency Safeguarding Hub, even though contacts have increased significantly; our Service User feedback has also suggested that consistently

high proportions of people feel their outcomes have been met (fully or partially).

- Joint work with the London Fire Brigade to address Fatal Fire risks in the Borough, including a Fire Safety Seminar for Adult Social Care providers, which was attended by 120 delegates.
- A commitment to Safeguarding Adult Reviews and embedding the learning, which we evidence to the Board.
- Improving our Safeguarding Adults data, which means that in future years we will be able to develop much more sophisticated ways of understanding where key risks are and how well we are doing.

We believe strongly that Safeguarding really is everyone’s business; and that to create a society that does not tolerate abuse we need to generate a much greater awareness of adult abuse in our community. While we are seeing improvements in referrals from professionals, there is still a lot of work to do in Enfield community groups. We are confident the excellent partnership at the Safeguarding Adults Board, will be the springboard to help create the wider culture change necessary to prevent adult abuse.

Healthwatch Enfield

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

- Obtaining the views of local people regarding their need for, and experiences of, local health and care services and importantly to make these views known.
- Promoting and supporting the involvement of local people in the commissioning, the provision and scrutiny of local health and care services.
- Enabling local people to monitor the standard of provision of local health and care services and whether and how local care services could and ought to be improved.
- Providing advice and information about access to local health and care services so choices can be made about these.
- Producing reports and recommendations about how local health and care services could or ought to be improved. These should be directed to commissioners and providers of care services and people responsible for managing or scrutinising local care services and shared with Healthwatch England.
- Formulating views on the standard of provision and whether and how the local health and care services could and ought to be improved; and sharing these views with Healthwatch England.

- Making recommendations to Healthwatch England to advise the Care Quality Commission to conduct special reviews or investigations (or, where the circumstances justify doing so, making such recommendations direct to the CQC); and to make recommendations to Healthwatch England to publish reports about particular issues.
- Providing Healthwatch England with the intelligence and insight it needs to enable it to perform effectively.

Healthwatch has been able to support the Safeguarding Board and highlight issues raised with us locally or through our work with local care and health organisations. We are also able to raise relevant issues at a number of strategic boards; this allows us to provide challenge and inject the issues raised by local people into the development and delivery of local strategies. We contributed to the development of the Safeguarding Adult Board's three-year strategy 2015-2018 and will be involved in the development of a new strategy over the next year. We welcome the recognition that more has to be done to improve engagement and understanding of safeguarding across all communities.

Our contribution to safeguarding 2017/2018

In terms of safeguarding, Healthwatch has:

- supported the work of the Safeguarding Adults Board, to ensure that the patient's/ local people's voice is central to service planning and in any case reviews
- ensured that our Board, staff and volunteers are trained to understand and follow up any safeguarding concerns identified by us or raised with us in our work locally.

We attended the North Central London Challenge and Learning event for Safeguarding Adults Boards. This enabled us to reinforce the issue of engagement and involvement of local people and communities in service development and delivery across partner organisations.

Statement written by:

Parin Bahl
Chair

London Ambulance Service (LAS) NHS Trust

2017-18 has been another busy year for the London Ambulance Service NHS Trust. We have seen an increase in incidents and an increase in safeguarding concerns raised by our staff. Safeguarding is a priority for the Trust and we have this year recruited a full time administrator to assist with the increased workload.

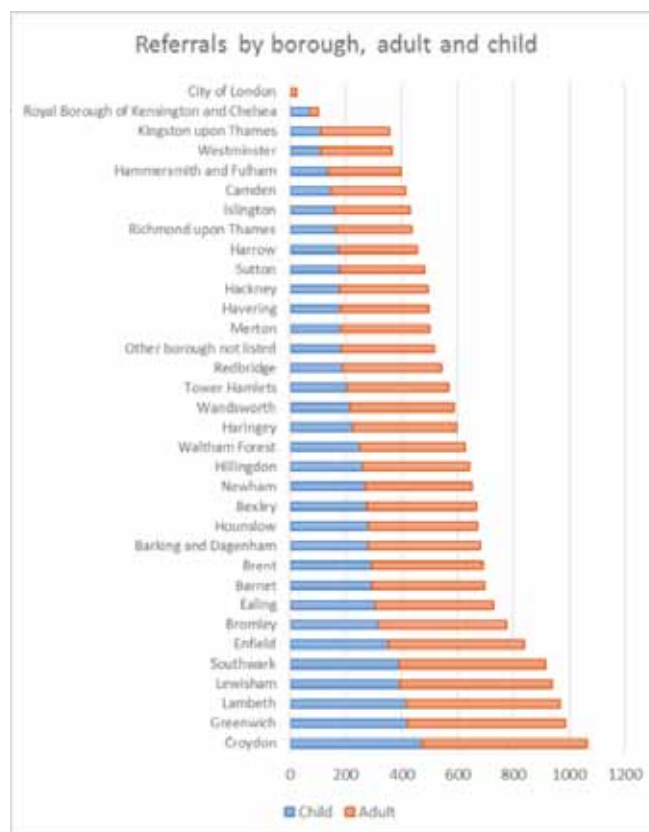
During the year we have introduced two new policies, Safeguarding Supervision and Chaperone policy. We continue to provide annual safeguarding training to clinical staff which this year was delivered via e learning and reflected learning from Safeguarding Adult Reviews, Serious Case Reviews or audits undertaken.

The Trust has undertaken a number of quality audits throughout the year these include:

- Auditing knowledge and retention of staff learning
- Quality of concerns/referrals raised
- Quality of training delivery
- Modern slavery referrals
- Child sexual abuse and child sexual exploitation
- Adult sexual abuse
- Child female genital mutilation

Full LAS safeguarding governance and assurance can be found in our annual report for 2017/18 which will be published on our website when agreed.

The following graph shows the referrals numbers for Adults and Children for London Ambulance Service by Borough.



North Middlesex University Hospital NHS Trust

Overview 2017-18

North Middlesex University Hospital NHS Trust's Board takes the issue of safeguarding extremely seriously and receives annual reports on both safeguarding children and safeguarding adults. The Trust acknowledges that safeguarding adults is everybody's business and that everyone working in health care has a responsibility to help prevent abuse and to act quickly and proportionately to protect adults where abuse is suspected. The safeguarding of all our patients remains a priority for the Trust as we see it as a fundamental component of all care provided. Maintaining the consistency and quality of all aspects of safeguarding practice across the Trust is essential.

The Trust has an established Safeguarding Adults Group which has representation from our inter professional and inter agency groups. It meets bi-monthly and provides the strategic direction to safeguarding adult activities across the Trust and ensures that all safeguarding commitments and responsibilities are met.

During 2017/18 the Trust has worked with partner organisations to safeguard some of the people who are most at risk of abuse, harm and neglect. This enables the Trust to work with partners, communities and local people to prevent abuse and ensure a robust and transparent response when abuse of an adult at risk occurs.

The Director of Nursing is the Executive Lead for

Safeguarding Adults and represents the Trust at the Enfield local multi-agency safeguarding adult board meetings.

Partnership working during 2017-18

In June 2018, the Trust recruited a new Safeguarding Adult Lead, having covered the post for six months with interim appointments, following the retirement of the previous post holder. The Safeguarding Lead manages a centralised safeguarding email inbox to enable partners to send safeguarding concerns direct to the Safeguarding Adult Team. All concerns or enquiries are then forwarded to the relevant Local Authority Safeguarding Adult Teams. The Trust works in partnership with the multi-agency Enfield MASH team to comply with requirements for following up Safeguarding Adult alerts.

Trust staff attend Safeguarding Adult Strategy Meetings and Case Conferences as required. Recommendations from Case Conference Investigations are fed back to the relevant ward managers and matrons and the Trust has introduced monthly 'Lessons Learned Events' for Ward Managers and Matrons and other members of the multi-disciplinary team to enable reflection of recommendations from safeguarding adult enquiries.

The Trust is represented at Enfield Safeguarding Adult Board subgroups by the Safeguarding Adult Lead and Deputy Director of Nursing. The Trust is

also represented at NHS England Safeguarding Network meetings by the Safeguarding Adult Lead.

North Middlesex University Hospital has the following governance in place to ensure safeguarding adults is embedded within the organisation:

- **Executive Lead** – Deborah Wheeler, Director of Nursing & Midwifery
- **Deputy Executive Lead** – Elizabeth Wynne, Deputy Director of Nursing
- **Safeguarding Lead** – Sarah Pope (commenced in post on 2 June 2018)

The Trust has an up to date Safeguarding Adults Policy that sets out responsibilities, reporting and investigating procedures for the protection of adults at risk. This policy supports and encourages staff to report any concerns that they may have about possible abuse to a person at risk, whilst that person is receiving treatment or care at the hospital.

Adult Safeguarding enquiries are coordinated by Adult Social Services and the Trust is a partner agency of the Enfield and Haringey Safeguarding Adult Boards. The Trust is represented on both these boards by the Deputy Director of Nursing and the Safeguarding Lead.

The Trust is also represented at both the Enfield and Haringey Safeguarding Adult Board subgroups by the Safeguarding Adult Lead.

The Trust is represented at NHS England Safeguarding Network meetings by the Safeguarding Adult Lead.

Safeguarding adults work undertaken and key achievements in 2017-18

To include specific examples of work undertaken:

- Training compliance is increasing to Level 1 84% and Level 2 is 87% in April 2018.
- MCA and DoLS training continues to be poorly attended and levels are 73%. MCA and DoLS is included in Level 2 safeguarding training but not in great detail. The safeguarding lead is doing some focused training over coming months.
- There had been a backlog of Enfield Safeguarding alerts raised against the Trust, which had not previously been reported to the Trust. All cases are progressing and the backlog is cleared.
- There is a monthly safeguarding meeting with attendance from all departments and partner agencies. The meeting looks at all safeguarding adult concerns identified by staff to ensure correct processes have been followed. An escalation plan is in place and triangulation of concerns enables us to liaise with local authority.
- Harm free panels for falls and pressure ulcers takes place weekly to give assurance plans are in place and prevention of further deterioration.

Safeguarding Lead attends meeting to identify vulnerable patients early.

- Prevent Training takes place on hospital induction and regular roll out of training is offered to all staff.
- Attendance at SAR Panels and subsequent action plans to share the learning.

Key challenges

- Keeping up with changes to Mental Health Act and DoLS legislation.
- Staff fully compliant with mandatory training.
- Training for volunteers.

Safeguarding adults work planned for 2018-19

- Roll out of sustained PREVENT training to comply with statutory obligations under the Counter Terrorism and Security Act 2015.
- Continue to embed the use of MCA in the organisation.
- Development of a centralised monitoring system for DoLS to ensure full compliance.
- Continue to embed identification of patients deprived of their liberty and legal responsibilities.
- Continue training programme for DoLS.

- Audit DoLS compliance with Senior Nurses on visible leadership programme.
- Continued development of robust data collection system to monitor more activity in relation to safeguarding and utilise this data to target specific practice.

Details of internal arrangements for providing staff (and others) with safeguarding adults training

- Safeguarding training is part of the Trust induction programme.
- Safeguarding Adult Level 2 training is provided as face to face training for relevant groups of staff and covers the Mental Capacity Act and Deprivation of Liberty Safeguards. Bespoke training is targeted to nurses at band 6 and above.
- A brief overview of Domestic abuse has been added to the cooperate induction training and will continue to be delivered in 2017/2018.
- Bespoke training sessions around use of MCA and DoLS.
- Roll out of PREVENT WRAP 3 training across the organisation to comply with statutory obligations under the counter Terrorism and Security Act 2015.
- We are currently 63% compliant.

One-to-One (Enfield)

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

We work with our members to raise their awareness and understanding of abuse including Hate Crime. Our organisation is user led and with members' engagement and participation we have launched a DVD and booklets to explain about abuse and hate crime, to enable people to recognise and report it.

To ensure our members are safeguarded against any abuse, we work with the Integrated Learning Disabilities Team and ensure that concerns and incidents are reported immediately.

One-to-One (Enfield) has a positive relationship between members and their carers, staff, volunteers and other partner organisations such as Residential Homes for people with learning difficulties. This encourages people to be open about concerns and develops learning from each other. There are continuous training and development opportunities for staff and volunteers to help us keep abreast of any developments.



Statement written by:

Nusrath Jaku
Volunteer Manager

Enfield Borough Police

As publicly announced in February 2018 the Metropolitan Police Service is undergoing significant changes. These changes are vital to ensure the communities of London receive the very best service. The Basic Command Unit (BCU) programme will be implemented this financial year between Enfield and Haringey Police. The new BCU will be named 'North Area'. The Strategic leads will be responsible for both geographical areas. This provides opportunities for shared best practice, streamlining of processes and improved service through collaborative problem solving across boundaries. North Area BCU is committed to making the community a safe place to live, work and visit by working together with partners, communities and local people to protect the most vulnerable.

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

Achievements over 2017/18

Enfield Borough Police remain committed to the continued success of the Multi-Agency Safeguarding Hub where close collaboration ensures a partnership led approach to problem-solving thus maximising the ability to Safeguard vulnerable adults.

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

Activities planned for 2018/19

North Area BCU will have a Safeguarding strand. This will allow the collaboration and oversight of a number of police units with Safeguarding vulnerable members of the community at its core. North Area BCU Safeguarding will be led by Detective Superintendent Tony Kelly who has an extensive background in Safeguarding and Public Protection.

- We will continue to engage with all communities across Enfield to build trust and confidence.

Specific work will be undertaken to identify and target under reporting within community groups that have protected characteristics. This will be done to improve service to those who for whatever reason do not report instances to Police or services.

- We will continue to develop and contribute to the Multi-Agency Safeguarding Hub, with the aim of ensuring safeguarding adult concerns are referred to appropriate services in a timely manner.
- We commit to ensuring that no opportunity to Safeguard the vulnerable is missed, and that it is clearly understood that Safeguarding is everyone's responsibility.

Statement written by:

Detective Chief Inspector Adam Ghaboos
Safeguarding Enfield Police

Royal Free London NHS Foundation Trust

The Royal Free London NHS Foundation Trust is committed to safeguarding and understands that to safeguard effectively we must work collaboratively with partner agencies and professionals.

We work closely with others to ensure that all of the services we provide have regard to our duty to protect individual human rights, treat individuals with dignity and respect and safeguard against abuse, neglect, discrimination, embarrassment or poor treatment. We acknowledge the balance between an individual's rights and choices and the need to protect those at risk.

Internal governance arrangement

We have a three year strategy that informs our three year work plan. The progress of this work plan is monitored by the Integrated Safeguarding Committee (ISC). The ISC meets quarterly and is chaired by the RFL Group Chief Nurse who is the executive board lead for safeguarding. The ISC is attended by the CCG safeguarding leads and monitors all safeguarding activity, Safeguarding Adult Reviews, Serious Incidents, allegations against staff, complaints, training compliance as well as responding to requests from Safeguarding Adult Boards and national priorities.

The ISC reports internally via the trust governance structure and produces an annual report for the Clinical standards and Innovations committee and the full Trust board.

A member of the safeguarding team sits on the weekly serious incident review panel.

Safeguarding adults work undertaken and key achievements in 2017-2018

Policy development – completed and implemented

- Safeguarding Policy. (Integrated Adult and Children)
- Safeguarding Supervision Policy

We have adopted a 'think family' approach to all our actions and policies and is evident in the three year work plan. Members of the safeguarding team are involved in a pilot project to improve the awareness and identification of early help and intervention to families and individuals in need. The pilot has been accepted as a project for quality improvement training provided by IHI and supported by the Trust. Using this opportunity the project group is supporting the development of early help and intervention across the Trust.

Referral rates: stable between April 2017 and March 2018,

- **401** alerts at the Royal Free Hospital (decrease of 17% on last year)
- **504** alerts for Barnet Hospital and Chase Farm Hospital (increase of 4% on last year)

The adult safeguarding team supported patients from 30 different Boroughs or Counties which shows the range of patients we admit with

concerns and the complexity of the care plans that we are required to support.

We have refined our Safeguarding Alert reporting and screening in this past year and we are working with the local authorities to ensure that our processes are aligned. We have reduced the administrative burden for staff raising concerns and improved our information sharing with the relevant local authority teams, particularly relating to pressure ulcers where we are broadly following the new the DOH Safeguarding Adults Protocol, Pressure Ulcers and the interface with a Safeguarding Enquiry which was ratified in January.

The training figures are consistently in the 80% range for delivering MCA/DoLS and Safeguarding adults and we have worked diligently to raise awareness of PREVENT.

Key challenges and priority for 2018-2019 are to:

- Work stream to progress MSP principles
- Deliver the PREVENT agenda across the Trust
- Expand the breath of safeguarding adult supervision
- Develop and deliver level 3 safeguarding adult training
- Continue to improve compliance with application for DoLS

Statement written by:

Dee Blaikie
Adult Safeguarding Lead

Safer and Stronger Communities Board

The Enfield Safer and Stronger Communities Board (SSCB) is the statutory Community Safety Partnership locally. The Crime and Disorder Act 1998 as amended by the Police and Justice Act 2006 places a duty on responsible authorities to work together to understand the issues related to crime and community safety in their area and to have an agreed partnership plan to bring about improvements.

Current position

The Safer and Stronger Communities Board comprises the local authority, the police, the London fire brigade, probation services, (including the Community Rehabilitation Company) and the clinical commissioning group (CCG). Senior officers from these agencies support and promote the activity of the Safer and Stronger Communities Board within their own agencies. The Board is jointly chaired by the Basic Command Unit Chief Supt and the Chief Executive of the Council. The lead Elected Member for Community Safety is also a member of the SSCB.

The SSCB is the lead forum for monitoring the partnership response to crime and anti-social behaviour and members receive briefings on policy changes opportunities and risks

Key priorities agreed by the SSCB for the period 2017-2021:

- Tackling Violent Crime in all its forms
- Keeping young people safe and reducing their risks from crime
- Reducing Burglary and keeping people safe at home
- Promoting cohesion and tackling hate crime
- Dealing with Anti-Social Behaviour

These priorities are developed through a strategic assessment of crime and disorder to help the Board meet its duties to understand the local crime picture and work in partnership to do something to improve it.

The SSCB receives updates from a number of groups, including the Drug and Alcohol Action Team meeting and safeguarding boards to ensure that we are appropriately sharing information and opportunities to improve Community Safety for local residents and those who work in or visit the Borough.

Statement written by:

Andrea Clemons
Head of Community Safety
Enfield Safeguarding Adults Board representative



MUNICIPAL YEAR 2018/2019 REPORT NO. 122**MEETING TITLE AND DATE:**

Cabinet
12 December 2018

Agenda – Part:1	Item: 6
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<p>Subject: Budget 2019/20 Update and Phase 3 Savings and Income Generation Proposals</p>
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<p>Wards: All</p>

<p>Key Decision No: 4745</p>

REPORT OF:

Director of Finance

Contact officer and telephone number:

Jayne Fitzgerald

0208 379 5571

Email: jayne.fitzgerald@enfield.gov.uk

<p>Cabinet Members consulted: Nesil Caliskan, Leader of the Council and Mary Maguire, Cabinet Member for Finance and Procurement</p>

1. EXECUTIVE SUMMARY

- 1.1 This report summarises progress on the preparation of the Budget and Medium Term Financial Plan (MTFP) for 2019/20 to 2022/23
- 1.2 It provides an update of the MTFP including pressures, savings, full year effects and grants and notes the remaining budget gap of £6m in 2019/20
- 1.3 Phase 1 and 2 savings and income generation proposals previously reported to Cabinet have been updated in Appendix B and Phase 3 proposals for savings and income generation are put forward for approval in Appendix C
- 1.4 Details of the 2019/20 Budget Consultation are set out in paragraph 7

2. RECOMMENDATIONS

That Cabinet:

- 2.1 Notes the progress made to date in the preparation of the 2019/20 budget and the current budget gap of £6m (**Appendix A**) and work continuing on this to present a balanced budget in February 2019
- 2.2 Agrees to progress the Phase 3 savings proposals of £1.835m set out in **Appendix C** and note updated Phase 1 and 2 savings (**Appendix B**)
- 2.3 Notes the pressures being included in the draft budget as set out in **Appendix D** which aim to put the budget on a more resilient footing
- 2.4 Note that the draft Local Government Finance Settlement (LGFS) will be published on 6th December and final LGFS by the end of January and the budget will need to be amended for any changes to current assumptions

3 THE FINANCIAL CONTEXT

- 3.1 The Chancellor's 2018 Budget confirmed additional one-off funding of £240m for Adult Social Care (ASC) in 2018/19 and 2019/20 of which Enfield's share is approximately £1.3m for each year. In addition, a further £410m will be made available to support both adults' and children's social care in 2019/20. Further details are awaited on how this will be distributed but it is estimated that Enfield's share could be in the region of £3.5m. Other measures announced included small business retail relief for retail businesses with a Rateable Value of less than £51,000 for two years. It is estimated that in the region of 1,100 retailers in the Borough could benefit from this, and the Council will be fully compensated for the relief.
- 3.2 However, it was a disappointment that known cost pressures have not been recognised in the announcements namely, homelessness funding pressures and schools' High Needs pressures. Whilst the budget committed to "putting social care on fairer and more sustainable footing" in the forthcoming ASC green paper, the date for publication was still not announced and there was no mention of any long-term plan for children's social care funding.
- 3.3 The draft Local Government Finance Settlement will be announced on 6th December 2018. It is not expected that there will be any major changes to funding in this settlement as the four-year funding deal which ends in 2019/20 is still in place. Additional one-off funding as detailed below was already announced in the Chancellors Autumn budget and has been included in the updated MTFP in Appendix A.
- 3.4 As highlighted in the July and October Cabinet reports there is great uncertainty over future Government funding after the end of the four-year settlement. The consultation on the proposed Fair Funding arrangements which will form the basis of the settlement for the new Spending Review period (SR2019) is still awaited and the final arrangements for 2019/20 will not be known until autumn 2019.
- 3.5 Details of the arrangement for the second year of the London Pilot Pool have just been announced and are being analysed. This sets out the terms of an agreement to extend the London Business Rate Retention Pilot into 2019/20 at the level of 75% retention and without a 'no detriment' clause. As the response from the Mayor and Cllr Peter John makes clear, this does not fully meet the ambitions that London had set out for the second year of the pilot. It is expected however that the potential financial benefit, compared to having no pilot, continues to be significant. The precise benefit will, of course, depend on the level of growth in business rate income across the capital next year and an update on the forecast position will be included in the February report.

4 PHASE 3 SAVINGS PROPOSALS

- 4.1 July and October Cabinet meetings received updates on budget development and agreed the first two phases of savings proposals for 2019/20 against a target of £18m. There has been a minor change to the Phase 1 proposals as previously reported and the revised proposals are detailed in Appendix B and summarised in the table below. The change arises from the ongoing review of the savings proposals to ensure they are achievable; this is as follows:

- Phase 1 savings proposal: on Waste Collection on Bank Holidays (£80k) This was a proposal to move the collection to the day after a bank holiday and catch up on the following weekend. This has been removed to facilitate discussions on a wider proposal to change waste collection arrangements which is currently out to consultation.

4.2 An update on the third phase of proposals for savings and income generation that have been identified is set out in Appendix C and summarised in the table below and Cabinet is recommended to agree that these savings be progressed.

Table 1: Summary of Savings and Income Generation Proposals

Savings and Income Generation Proposals against Target	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Overall Target	(18,000)	(8,500)	(5,000)	(5,000)
Phases 1 and 2				
Corporate Services	(1,200)	0	0	0
People	(3,403)	917	(113)	(377)
Chief Executive	(576)	0	0	0
Resources	(517)	(50)	(200)	0
Place	(3,783)	(576)	(296)	(22)
Phases 1 and 2 Total	(9,479)	291	(609)	(399)
Phase 3				
Chief Executive	(200)	0	0	0
Resources	(410)	0	0	0
Place	(1,225)	(1,130)	(761)	(50)
Phase 3 Total	(1,835)	(1,130)	(761)	(50)
Total Savings & Income	(11,314)	(839)	(1,370)	(449)
Growth in Taxbase and Empty Homes Premium	(1,450)			
SHORTFALL ON TARGET	(5,236)	(7,661)	(3,630)	(4,551)

5 PRESSURES

5.1 There has been widespread coverage of the general pressures across the sector, and the difficulties all local authorities are now facing, and this was discussed in more detail in the July Budget report. As set out in the revenue monitoring report to Cabinet in November, the forecast budget overspend for the current financial year is £8.9m after the application of £4.2m capital receipts. Starting with the most significant overspends, a robust review is being undertaken of the reasons for the in-year overspends and the short and longer-term management actions that are needed to address these. The review has considered which pressures can and cannot be managed, with all current and forecast pressures subject to a system of RAG rating. Action plans have been drawn up to address pressures in year but any remaining variance at year-end will need to be met from a contribution from the

Council's general balances and reserves. It will be critical to ensure an adequate level of reserves going forward, in the light of in-year pressures on budgets and the uncertainty of future funding, and setting a robust budget is essential to minimising the call on reserves.

- 5.2 It is with this aim of establishing a more resilient budget that it is proposed that pressures rated as red (considered to be ongoing and not manageable) should be built into the MTFP in order to produce a more resilient budget. The full pressures are detailed in Appendix D and summarised in Table 2 below and include provision for pay awards, inflation, increased pension fund contributions demographic growth and cost pressures, investment in services and financing of the capital programme. These total £18.7m in 2019/20 (after netting off the new one-off social care funding and increase in the better care fund) and £45.1m over the four-year MTFP period.

Table 2: Growth and Pressures in the MTFP

Category	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate					
Inflation	2,000	3,000	3,000	3,000	11,000
Pay	3,080	1,500	1,500	2,200	8,280
Pension	1,000	0	0	0	1,000
Minimum Revenue Provision for Capital	1,000	0	0	0	1,000
North London Waste Authority Levy	1,000	1,000	1,000	1,000	4,000
Corporate Total	8,080	5,500	5,500	6,200	25,280
Services					
Demographic Growth	5,468	2,397	0	0	7,865
Investment in Services	1,000	0	0	0	1,000
Cost and Other Pressures	9,753	1,879	130	0	11,762
Unachieved Prior Years Savings	2,536	0	0	0	2,536
Gross Growth and Pressures	26,837	9,776	5,630	6,200	48,443
Improved Better Care Fund	(1,839)	0	0	0	(1,839)
Social Care Funding (one-off)	(4,800)	4,800	0	0	0
Capital Receipts	(1,461)	0	0	0	(1,461)
Net Total Growth and Pressures	18,737	14,576	5,630	6,200	45,143

- 5.3 The investment in services represents £1m into Children's Services which will enable the recruitment to 18 frontline posts to address the demands and relieve pressure in Children's social care, increasing the social care workforce and reducing caseloads to an acceptable level in line with the Pan London agreement.
- 5.4 It should be noted that in addition to the red pressures included in the plan above, there are a further £5.2m of amber budget pressures identified. These are currently assumed to be able to be recovered, however, as the year progresses the table of budget cost pressures will be updated.

6 MEDIUM TERM FINANCIAL PLAN UPDATE

- 6.1 **Appendix A** sets out the latest MTFP which has been updated for savings and income proposals, pressures and new funding. This will be updated for Phase 4 funding proposals, any changes in pressures and final funding estimates. The budget gap for 2019/20 is currently £6m.
- 6.2 As funding post 2020 is so uncertain, a resilient budget for 2019/20 is essential as a starting point and early development of savings and income generation proposals for future years will be crucial. In order to protect front line services, innovative projects and strategies are being developed, including the Commercial Strategy which aims to find new ways of delivering services more efficiently; bring forward procurement savings; generate sustainable income and maximise the use of Council assets. The Digital Strategy aims to provide improved access to services online and reduce administrative costs.
- 6.3 Ambitious projects that are being developed for the future benefit of Enfield residents include a Care Village, improved in-Borough SEN provision, health and social care integration and the Meridian Water regeneration. These schemes are expected to generate a net financial benefit to the Council as well as resulting in improved services for the residents of Enfield.

7 BUDGET CONSULTATION

- 7.1 The budget consultation with Enfield residents was launched on 26th October and will run until the 6th January. Information about Enfield's financial challenges was included in a press release in the first week of the consultation and will also form an article in the next edition of Our Enfield, with an invitation for residents to take part in an online consultation. The online consultation includes a short questionnaire and a budget simulator, where residents can model the impact of funding reductions on different services. This consultation will be complemented by presentations to the Health and Wellbeing Board and the Voluntary Sector Strategy Group Meeting. The outcome of the budget consultation will be reported to the Overview and Scrutiny Committee Budget Meeting on 31st January. OSC's comments and a summary of the consultation findings will be reported on to February Cabinet.

8 BUDGET CHALLENGE

- 8.1 Additional scrutiny has been applied to the budget process this year through a councillor and officer budget challenge panel chaired by the Cabinet Member for Finance and Procurement during November. This included consideration of areas such as, what services have not been subject to savings in 2019/20, a review of the deliverability of the savings or income generation proposals put forward and information on the equalities impact. Officers took members through how their services are delivered and how much they cost as well as consideration of the savings.

9 NEXT STEPS AND TIMETABLE

- 9.1 Work will continue to identify any further savings options for the 2019/20 budget and beyond in order to bridge the budget gap. Officers will be scrutinising proposals to

ensure that they are deliverable, and that service and equalities impacts are clearly set out. The timetable for finalising the budget is set out in Table 3 below.

Table 3: Budget Finalisation Timetable

Milestone	Date
Draft Local Government Finance Settlement	6 th December 2018
Budget Consultation	26 th Oct 2018 to 6 th Jan 2019
Overview and Scrutiny Committee Budget Meeting	31 st January 2019
Final Local Government Finance Settlement	Due by end Jan 2019
Cabinet and Council – Final Budget and Council Tax for 2019/20	13 th February 2019 and 27 th February 2019

10 ALTERNATIVE OPTIONS CONSIDERED

10.1 The Council operates a budget planning and consultation process during which a wide range of options are considered in detail.

11 REASONS FOR RECOMMENDATIONS

11.1 Cabinet needs to manage the 2019/20 financial planning process having regard to constraints in public spending.

12 COMMENTS OF THE DIRECTOR OF FINANCE AND OTHER DEPARTMENTS

12.1 Financial Implications

Financial implications are implicit in the body of the report. By planning an effective budget round and considering financial resources in the light of the Council's strategic priorities and other resources, the framework for the development of the budget is robust and in line with service delivery requirements. By considering risk as part of this process, council reserves and balances will be appropriately set to ensure the continued financial stability of the Council.

12.2 Legal Implications

The Council has various legal and fiduciary duties to arrange for the proper administration of its financial affairs. This report sets out the lawful basis upon which recommendations will be made to note progress made in preparation of the 2019/20 budget and agree savings proposals for 2019/20 and beyond. The Council's budget-setting process is set out in the Constitution.

As part of these recommendations, officers will undertake equality impact assessments to help secure compliance with the Council's ongoing duties under the Equality Act to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share a protected characteristic and those who do not and foster good relations between those who share a protected characteristic and those who do not.

Members must consider how their decisions will contribute towards meeting these duties in the light of other relevant circumstances such as economic and practical considerations.

Members should note that some of the actions to deliver proposed savings for future years have not yet taken place and may require specific statutory and/or legal procedures to be followed.

12.3 Property Implications

There are savings proposals in this report which will impact on Property. The Director of Property, Regeneration and Environment has been fully involved in the development of these proposals and will make appropriate arrangements to manage their impact.

13 KEY RISKS

13.1 The budget risks during 2018/19 are being managed through detailed revenue monitoring reports. Departments are acting to minimise budget pressures and to align departmental spend to budget. By building known pressures into the MTFP budget risks will be minimised and this will be kept under continual review through the monitoring process.

14 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

14.1 The savings proposals in this report are part of the budget development process for the 2019/20 budget and for future years. The budget will be developed in support of the Council's priorities:

- Good homes in well-connected neighbourhoods
- Sustain strong and healthy communities
- Build our local economy to create a thriving place

15 EQUALITIES IMPACT IMPLICATIONS

15.1 As part of the development of the 2019/20 budget, Heads of Service are undertaking equality impact assessments of savings proposals requiring change or new services and policies and evaluating how the proposals will impact on all parts of the community. Heads of Service will identify what actions will be taken to mitigate against the worst adverse impacts at the end of their EQIA.

16 PERFORMANCE MANAGEMENT IMPLICATIONS

16.1 This report provides clear evidence of sound financial management and efficient use of resources.

17 HR IMPLICATIONS

17.1 To date the Council has implemented a robust redeployment programme and worked closely with the trade unions to identify initiatives which have minimised the

number of compulsory redundancies over the past three years. Given the financial pressures identified in this report, the Council will be exploring a range of options to ensure that its human resources are appropriately used and allocated in the future with a view to delivering efficient services with reduced budgets.

18 PUBLIC HEALTH IMPLICATIONS

18.1 Heads of Service will consider whether the savings proposals could have an adverse impact on Public Health and will take action to mitigate any impact.

Background Papers

None.

Appendix A

Medium Term Financial Plan	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Council Tax Requirement	121,079	127,090	130,021	133,017
Changes in Government Funding:				
Corporate Specific Grants	362			
Revenue Support Grant	8,440			
Business Rate Top-Up	(1,354)			
Local Business Rates (NNDR1)	(1,090)			
Budget Gap Due to Change in Funding	6,358	0	0	0
Budget Pressures and Growth:				
Inflation	2,000	3,000	3,000	3,000
Pay Awards	3,080	1,500	1,500	2,200
Pension Fund Shortfall	1,000			
Capital Financing	1,000			
NLWA	1,000	1,000	1,000	1,000
Demographic Pressures	5,468	3,897		
Growth in Children's Services	1,000			
Part Funded by:				
Improved Better Care Fund	(1,839)			
Social Care Funding (one-off)	(4,800)	4,800		
Other Pressures	9,753	379	130	
Part Funded by:				
Capital Receipts	(1,461)			
Unachieved savings from prior years	2,536			
Total Pressures net of Social Care Funding	18,737	14,576	5,630	6,200
Budget Gap after funding changes and pressures	25,095	14,576	5,630	6,200
Budget Savings and Income Generation				
FYE Savings from prior Years	(3,668)	(629)	0	0
New Savings -Phase 1 & 2	(9,479)	291	(609)	(399)
New Savings -Phase 3	(1,835)	(1,130)	(761)	(50)
<i>* taxbase & Empty Homes savings £1.25m + £200k shown below</i>				
Total Savings and Income generation	(14,982)	(1,468)	(1,370)	(449)
Increase in Council Tax and ASC Precept:				
Council Tax increase 2.99% 19/20 1.99% 20/21 +	(3,618)	(2,530)	(2,590)	(2,650)
ASC Precept 1% Increase	(1,210)	0	0	0
Increase in Council Taxbase	(1,250)	(400)	(410)	(420)
Empty Homes premium	(200)			
Collection Fund	2,204			
Total Council Tax and Collection Fund	(4,074)	(2,930)	(3,000)	(3,070)
Remaining Budget Gap	6,039	10,178	1,260	2,681

Appendix B

Savings and Income Generation Proposals Phase 1 & 2	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Corporate Services Savings				
Corporate Budgets This is based on reducing the budget for interest charges. The budget may need to increase in future years.	(1,200)			
Corporate Services Total Savings	(1,200)	0	0	0
Corporate Services Total Savings and Income	(1,200)	0	0	0
People Department Savings				
Adult Social Care				
Reardon Court - Extra Care This is a proposal to develop housing with support on the Reardon Court Site to reduce residential placements and provide more intensive community support.			(113)	(377)
Direct Payments The transfer of Direct Payment users from bank accounts to e-cards supports more efficient use of funding.	(50)			
Healthcare reviews This proposal involves the identification of appropriate funding streams to meet the needs of service users with complex health and social care support needs.	(50)			
Assistive Technology This is based on an increased use of assistive technologies as part of a wider community support offer to support independent living.	(50)			
Reduction in placements from hospital This saving is based on a reduction of five placements.	(37)			
Contract management This is the management of annual contract uplift arrangements to service providers.	(450)			
Physical Disability Clients The provision of appropriately adapted accommodation with support for younger disabled clients in residential care to reduce more expensive less appropriate placements.	(105)			
Voluntary and Community Sector This saving will come from a reduction in funding provided to the voluntary and community sector.	(100)			
Children's Services				
Staffing Underspend This reflects overprovision of budget which is no longer needed.	(16)			
Children's Services This is based on reducing the number of operational support managers and staff.	(50)			
CCTV This saving is achieved by using capital funding to purchase equipment.	(400)			
Looked After Children This is based on reducing expenditure in the core budget but increasing the provision via grant funding streams.	(75)			
Youth Offending Unit This is a proposal to reduce the use of sessional workers and running costs in the Youth Offending Unit.	(20)	(20)		
Public Health				
Public Health Savings realised from contract renegotiation and redesign of preventative services will be used as substitute funding in areas and activities of the Council that support improved achievement of public health outcomes across the wider determinants of health.	(1,850)	937		
People Department Total Savings	(3,253)	917	(113)	(377)
People Department Income Generation				
Increased Income from Fees and Charges This is additional income due to pensions and attendance allowance increases which flow into the assessment of how much clients should contribute to care packages.	(150)			
People Department Total Income Generation	(150)	0	0	0
People Department Total Savings and Income	(3,403)	917	(113)	(377)

Appendix B

Savings and Income Generation Proposals Phase 1 & 2	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Chief Executive Department Savings				
Internal Audit The proposal is based on changing the current Internal Audit arrangements and moving to a shared management function with a neighbouring borough (£50k). A further £42k saving will be achieved by replacing a bought in service with in-house provision.	(92)			
Legal Team This saving is based on recharges made for internal legal support to the Housing Revenue Account and capital projects.	(200)			
Communications This saving is based on changing the Council newsletter (Our Enfield) to a digital newsletter and increasing the frequency and the reach of the e-newsletters as well as stepping up our social media activity.	(100)			
Communications This saving is based on stopping producing and distributing two editions of the Enjoy Enfield place marketing publication and changing two editions of the Enjoy Enfield marketing publication to a digital newsletter.	(100)			
Communications: Meridian Water media and marketing support A dedicated Meridian Water communications officer will be recruited. There is potential to fill this post with one of the existing marketing officers with a recharge to the project. Additional communications support for Meridian Water in line with the project reduces costs spent on external agencies, with a recharge to the project.	(84)			
Chief Executive Department Total Savings	(576)	0	0	0
Chief Executive Department Total Savings and Income	(576)	0	0	0
Resources Department Savings				
Increase Finance Recharges This is based on allocating management costs to the Pension Fund.	(10)			
Payments Programme A new system will allow efficiencies to be made in Exchequer and wider council administrative functions.		(200)	(200)	
Operational Support Team This saving follows a restructure and decentralisation of the operational support team.	(120)			
Energy This saving will be achieved through various energy saving initiatives.	(150)	150		
Customer Services/Access Centres This reflects the increased level of support in recharges to the HRA.	(162)			
Resources Department Total Savings	(442)	(50)	(200)	0
Resources Department Income Generation				
Library Service This is based on increasing the income target.	(75)			
Resources Department Total Income Generation	(75)	0	0	0
Resources Department Total Savings and Income	(517)	(50)	(200)	0
Place Department Savings				
Remodelling Regulatory Services An operational re-organisation of Regulatory Services will be developed on a risk based model with resources targeted to minimise the impact.	(250)			
Parks - Remodelling the Service This proposal involves remodelling the parks and grounds maintenance service.	(100)			
Traffic and Transportation This proposal relates to a restructuring in Traffic and Transportation, which could impact on time to progress applications and capacity to bid for external funding although mitigating measures will be put in place.	(45)			
Planning Policy This is a reduction in the Local Plan Consultancy budget.	(50)			
Temporary Accommodation Reduction Strategy This covers a range of work streams: use of decants, large scale buy and lease back, portfolio shaping of supply, matching supply and demand, moving on, increasing private sector leasing/ private leased annexe.	(1,132)			
Capital Charges Capitalisation of the Urban Design Team's staff time on the Meridian Water project.	(24)			
Place Department Total Savings	(1,601)	0	0	0

Appendix B

Savings and Income Generation Proposals Phase 1 & 2	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Place Department Income Generation				
Growth of the Pest Control Service The customer base will be increased to achieve a higher income target.	(25)			
Growth of the Commercial Waste Services The proposal is to increase the customer base and income target for operations.	(50)			
Edmonton Cemetery Expansion and Other Cemetery income This relates to additional income from sales of mausolea and vaulted graves. 19/20 figure includes £50k from other cemetery sites.	(354)	(6)	(6)	(6)
Additional Recharge Income This relates to Traffic and Transportation income generation from recharges to capital.	(25)			25
Highways This is additional income generation from recharges to capital and other external and internal funded projects.	(50)			
Parking Strategy There will be a review of the parking strategy across borough and council owned car parks, e.g. introduce parking charges to car parks in parks such as Trent Park and others to be identified.	(50)			
Cemeteries Mausoleum and Vaulted graves sales This is additional income from Southgate Cemetery. This proposal requires additional capital investment of £1,136k, which it is proposed to add to the capital programme.	(338)	(390)	(60)	(31)
Parks Assets Income This proposal relates to marketing of empty and end of lease assets within the Borough's parks portfolio to generate income, reduce the maintenance burden and improve social benefits derived from the properties.	(60)			
Meridian Water Meanwhile Use This involves using income generated by Meridian Water meanwhile use to support the General Fund.	(1,190)	(180)	(230)	(10)
Filming This is based on achieving additional income from filming on council sites.	(40)			
Place Department Total Income Generation	(2,182)	(576)	(296)	(22)
Place Department Total Savings and Income	(3,783)	(576)	(296)	(22)
Phase 1 & 2 Total Savings	(7,072)	867	(313)	(377)
Phase 1 & 2 Total Income Generation	(2,407)	(576)	(296)	(22)
TOTAL PHASE 1 and 2 SAVINGS AND INCOME	(9,479)	291	(609)	(399)
Corporate Funding				
Increase in Council Taxbase	(1,250)			
Corporate Funding Total	(1,250)	0	0	0
TOTAL PHASE 1 and 2 Proposals	(10,729)	291	(609)	(399)

Savings and Income Generation Proposals Phase 3	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Chief Executive Department Savings				
Voluntary and Community Sector Commissioning	(200)			
The Council will continue to support existing commitments with the voluntary sector. The saving is due to making a minor reduction in one grant, and funding some other grant streams from the Community Capacity Building reserve.				
Chief Executive Department Total Savings	(200)	0	0	0
Chief Executive Department Total Savings and Income	(200)	0	0	0
Resources Department Savings				
Review of Recharges to HRA	(410)			
A review of the methodology for calculating recharges for support services to the HRA has been carried out and results in a revised charge.				
Resources Department Total Savings	(410)	0	0	0
Resources Department Total Savings and Income	(410)	0	0	0
Place Department Savings				
Highways - Street Lighting	(250)	(250)		
An invest to save business case is being developed; it is estimated that full year savings of £0.5m can be achieved following capital investment in LED lighting.				
Temporary Accommodation - Future Years		(780)	(711)	
The 2019/20 savings from the Temporary Accommodation Reduction Strategy were agreed to be progressed by July Cabinet. The strategy covers a range of work streams: use of decants, large scale buy and lease back, portfolio shaping of supply, matching supply and demand, moving on, increasing private sector leasing/ private leased annexe. This line relates to the expected savings in future years.				
Decants	(975)			
Use of HRA decants on Estate Regeneration Sites for TA tenants generates a saving and additional income to the General Fund.				
Place Department Total Savings	(1,225)	(1,030)	(711)	0
Place Department Income Generation				
Building Control Income		(50)		
Growing market share through service improvements and marketing.				
Market Rentals for Council Properties		(50)	(50)	(50)
A number of Council Properties are let to organisations at less than market rental. This proposal involves moving leases towards market rentals.				
Place Department Total Income Generation	0	(100)	(50)	(50)
Place Department Total Savings and Income	(1,225)	(1,130)	(761)	(50)
Phase 3 Total Savings	(1,835)	(1,030)	(711)	0
Phase 3 Total Income Generation	0	(100)	(50)	(50)
TOTAL PHASE 3 SAVINGS AND INCOME	(1,835)	(1,130)	(761)	(50)
Corporate Funding				
Empty Homes Council Tax Premium	(200)			
Implementation of council tax premium for homes that have been empty, premium increases with length of time home has been empty, subject to government legislation.				
Corporate Funding Total	(200)	0	0	0
TOTAL PHASE 3 Proposals	(2,035)	(1,130)	(761)	(50)

MEDIUM TERM FINANCIAL PLAN PRESSURES 2019/20 TO 2020/21

Appendix D

Category	Department	Proposal Summary	2019/20	2020/21	2021/22	2022/23	Full Year
			£000	£000	£000	£000	£000
Inflation	Corporate	Price Inflation 1% future years	2,000	3,000	3,000	3,000	11,000
Pay	Corporate	Pay Awards and London Living Wage	3,080	1,500	1,500	2,200	8,280
Pension	Corporate	Review of Employers Pension rates	1,000				1,000
Minimum Revenue Provision for Capital	Corporate	Capital Financing for Additional Capital Borrowing	1,000				1,000
North London Waste Authority (NLWA) Levy	Corporate	NLWA levy - impact of North London Heat and Power Project	1,000	1,000	1,000	1,000	4,000
		Total Corporate Pressures	8,080	5,500	5,500	6,200	25,280
Demographic Growth	People - ASC	Customer Pathway, Learning Disabilities & Mental Health	3,802	3,500			7,302
Demographic Growth	People - Children's	Homes and Hostels	202				202
Demographic Growth	People - Children's	Remand cases in Children's Services	225				225
Demographic Growth	People - Children's	Special Guardianship Orders	701	30			731
Demographic Growth	People - Children's	Semi Independent care placements	201				201
Demographic Growth	People - Children's	Additional care leaver numbers and regulatory changes	337	367			704
		Total Demographic Growth	5,468	3,897	0	0	9,365
Investment in Services	People - Children's	18 frontline Social Workers	1,000				1,000
		Total Investment in Services	1,000	0	0	0	1,000
Cost and Other Pressures	People - ASC	Customer Pathway, Learning Disabilities & Mental Health	2,198				2,198
Cost and Other Pressures	People - Children's	Agency Fostering	342				342
Cost and Other Pressures	People - Children's	No Recourse to Public Funds increased demand	480				480
Cost and Other Pressures	People - Education	SEN Transport	2,000				2,000
Cost and Other Pressures	Place	Facilities - Cleaning and Security costs and non deliverable income	436				436
Cost and Other Pressures	Place	DCLG Funding for weekly collection drops out	850				850
Cost and Other Pressures	Place	Street Lighting PFI Reserve	343	291			634
Cost and Other Pressures	Place	Planning Policy (Full Year Effect)	103	88			191
Cost and Other Pressures	Place	Traffic and Transportation Income (Full Year Effect)			130		130
Cost and Other Pressures	Place	Repairs & Maintenance of corporate buildings	200				200
Cost and Other Pressures	Resources	Leisure services non deliverable income	250				250
Cost and Other Pressures	Resources	Procurement & Commissioning (P&C) co-managed contract	1,461				1,461
Cost and Other Pressures	Resources	Contract Review - one off saving in 2018/19	300				300
Cost and Other Pressures	Resources	Financial Assessments additional demand	240				240
Cost and Other Pressures	Resources	Income Collection additional demand	250				250
Cost and Other Pressures	Resources	Income Collection non deliverable income	300				300
		Total Cost and Other Pressures	9,753	379	130	0	10,262
Unachieved Prior Year Savings	CEX	Impact of market decline on Land Charges income	230				230
Unachieved Prior Year Savings	People - ASC	Decommissioning of Housing Related Support services	250				250
Unachieved Prior Year Savings	People - Education	Schools Traded Services income target	83				83
Unachieved Prior Year Savings	Place	Whitewebbs - leasing arrangement	50				50
Unachieved Prior Year Savings	Place	Rental income from the Civic Centre	631				631
Unachieved Prior Year Savings	Place	Bunding income	992				992
Unachieved Prior Year Savings	Resources	Commercialisation of IT	300				300
		Total Unachieved Prior Year Savings	2,536	0	0	0	2,536
		Total Gross Pressures	26,837	9,776	5,630	6,200	48,443
Cost and Other Pressures	People	Improved Better Care Fund (assumed ongoing)	(1,839)				(1,839)
Cost and Other Pressures	People	One off Social Care Funding 2019/20 Drops out in 2020/21	(4,800)	4,800			0
Cost and Other Pressures	Resources	P&C co-managed contract funded from capital receipts	(1,461)				(1,461)
		Total Net Pressures	18,737	14,576	5,630	6,200	45,143

Full Year Effects of Prior Year Savings	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
People Department				
Joint Service for Disabled Children- staffing restructure As part of the development of the Joint 0-25 SEND Service and establishment of more cost effective ways of working, plans are in place to delete a senior manager position to achieve the planned savings. There will be no reduction in service provision.	(65)			
EPS / CAMHS Service the Family Psychotherapy element of the service will be delivered by the BEHMHT with effect from April 2019. CAMHS staff working for this service will be transferred across under TUPE conditions which will reduce the staffing structure by 3.2 FTE and achieve the required savings. There will be no reduction in service provision.	(220)			
Service Development Review 3 commissioning officers will transfer from Children's to Adults and a saving will be achieved as one post will replace a vacant post in Adults.	(37)			
People Department Total FYE Savings	(322)	0	0	0
Place Department				
Environment and Operations Savings and Income A collection of diverse savings and income activities already implemented, including parking contract changes, parking control measures, advertising and park assets etc, to manage budget pressures.	(446)	(379)		
Increase income across Environment, Operations and Planning Annual fees and charges inflation increases as well as other fees and charges price increases.	(250)	(250)		
Changes to Parking Measures Part year effect of implementing new Pay and Display charges in 2018/19. £400k in total - £100k was saving achieved in 2018/19 and a further £300k will be achieved in 2019/20.	(300)			
Place Department Total FYE Savings	(996)	(629)	0	0
Corporate Budgets				
Reduction in Corporate Contingency A reduction in the amount held in contingency for Temporary Accommodation to compensate for the reversal of a saving within Community Housing.	(500)			
Corporate Budgets Total FYE Savings	(500)	0	0	0
Resources Department				
Efficiencies across the department A range of efficiency measures has been implemented across the department in 2018/19 with a full year effect of £50k in 2019/20	(50)			
Resources Department Total FYE Savings	(50)	0	0	0
Cross Departmental Management Review	(1,800)			
TOTAL FYE SAVINGS	(3,668)	(629)	0	0

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MUNICIPAL YEAR 2018/2019 REPORT NO. **123**

MEETING TITLE AND DATE:

Cabinet – 12th December 2018

REPORT OF:

Executive Director Resources

Contact officer and telephone number:

Sam Buckley 020 8379 3362

E mail: Sam.Buckley@enfield.gov.uk

Agenda – Part: 1	Item: 7
Subject: Quarterly Corporate Performance Report	
Wards: All Non Key	
Cabinet Member consulted: Cllr Daniel Anderson	

1. EXECUTIVE SUMMARY

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

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

1.3 This is the quarterly report on the new Corporate Performance Scorecard that reflects the Council priorities as outlined in the new Council Business Plan and local resources, demand etc. The report attached at Appendix 1 shows the Quarter 2 performance for 2018/19 and compares it to the Council's performance in Q2 17/18.

1.4 Appendix 2 focuses on a selection of priority measures where performance is currently off target and or direction of travel is negative. For each measure an action plan with delivery timeframes has been provided to demonstrate what is being done in each service area to address underperformance. This is a live document, which will be updated as progress is made.

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1 In the continuing challenging local government financial environment, it is important that the Council continues to monitor its performance to ensure that the level and quality of service and value for money is maintained and where possible improved. It is also essential to understand and take appropriate action in areas where performance is deteriorating. This may include delivering alternative interventions to address underperformance, or making a case to central government and other public bodies if the situation is beyond the control of the Council.
- 3.2 The Corporate Performance Scorecard has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the Council Business Plan. The performance measures are grouped under the Council's new strategic aims of the People and the place and Our Guiding principles. A number of financial health measures are also included. The scorecard is reviewed annually and targets are set based on local demand and available resources.
- 3.3 Performance is reported quarterly to the Executive Management Team and Cabinet. Following the Cabinet meeting the performance tables are published on the Council's website.

4. PERFORMANCE

- 4.1 This is the latest quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the quarter 2 performance for 2018/19 and compares it to the Council's performance at the end of Q2 2017/18. The report includes performance data relating to a number of statutory data returns that are supplied to central government. Where appropriate, explanatory comments are provided in the column next to the performance information.
- 4.2 Appendix 2 focuses in more detail on areas that have been highlighted as being areas of concern given longer term trends. This report analyses closer the performance and trend data and sets out actions being taken to address underperformance in those areas.
- 4.3 **Financial Indicators**
This section provides an overview of the Council's financial health.
- 4.4 **Priority Indicators**
The scorecard groups performance indicators under the Council's strategic aims as set out in the new corporate plan. Where a target has been set, performance is rated as green if it is on or exceeding the target; amber where the target has been narrowly missed, but is still on track; and red where performance is below the target set for the year.

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

5. ALTERNATIVE OPTIONS CONSIDERED

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

6. REASONS FOR RECOMMENDATIONS

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

7. COMMENTS OF OTHER DEPARTMENTS

7.1 Financial Implications

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

7.2 Legal Implications

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

7.3 Property Implications

None.

8. KEY RISKS

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

9. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

a. Good Homes in well-connected neighbourhoods

The scorecard includes indicators that measure the Council's progress in providing good homes and reducing temporary accommodation across the Borough.

b. Sustain strong and healthy communities

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

c. Build our local economy to create a thriving place

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

10. EQUALITIES IMPACT IMPLICATIONS

Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others.

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

11. PERFORMANCE MANAGEMENT IMPLICATIONS

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

12. PUBLIC HEALTH IMPLICATIONS

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

Background Papers

None

EMT Review: 2018-19 Performance Review

Report Author: Joanne Stacey
Generated on: 20th November 2018



1. Resource Management: Budget Monitor		
Category	Notes	Status
FR&CS 100 Income & Expenditure Position – Year end forecast variances	Year-end variances of £8.9m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures.	
FR&CS 101 Capital Position – Year end forecast variances	The total revised 2018/19 capital budget, including the HRA was £318.1M. As at Q1, following reprofiling and other adjustments, the forecast year end position is £282.7m. We do not report variances on the Capital programme during the year as they are dealt with through reprofiling into future years.	
FR&CS 102 Income & Expenditure Position – HRA	The HRA is projecting a £0.109m overspend at year-end outturn against budget.	
FR&CS 103 Income & Expenditure Position – DSG	The DSG is forecasting a £0.245m overspend at year-end outturn against budget.	
FR&CS 104 Cash Investments: Borrowing & Cash Flow	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	
FR&CS 105 Balance Sheet – General Fund balances year end projections	The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2018/19.	
FR&CS 106 Progress to Achieving Savings MTFP (Current Year)	Savings monitoring has identified a total of £10.5m that have been risk rated as undeliverable and a further £8.4m that are at risk of delivery. These are reflected in the reported overspend for September 2018.	

2. Good Homes in Well Connected Neighbourhoods

(a) Planning

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
NI157a BV109a % MAJOR applications determined within target	66.7%	100%	66.7%	0%	60%	88%	88%	Jul: 1/1; Aug: 2/3; Sep: 0/1; Q2: 3/5; YTD: 10/13 Due to the small number of major applications, monthly performance can be disproportionately influenced by single decisions. Regular monitoring is undertaken to ensure performance on major applications is maximised. Note: The target for 2017/18 was 85% this was increased to 88% for 2018/19 following EMT decision to aim for the London average.
NI157b BV109b % MINOR applications determined within target	83.9%	60%	82.8%	84.2%	75.9%	85%	85%	Jul: 33/55; Aug: 48/58; Sep: 48/57; Q2: 129/170; YTD: 227/334 Performance has been affected by the current workloads within the team, recent turnover of staff and difficulties in recruiting suitably qualified planning officers. A recruitment process is underway and some of the resourcing issues have been addressed during Q2. A strategy for improving performance has been deployed and performance has improved steadily over Q2. Note: The target for 2017/18 was 80% this was increased to 85% for 2018/19 following EMT decision to aim for the London average.
NI157c BV109c % OTHER applications determined within target	89.1%	73.5%	82.3%	89.7%	81.4%	89%	89%	Jul: 75/102; Aug: 79/96; Sep: 78/87; Q2: 232/285; YTD: 487/630 Performance has been affected by the current workloads within the team, recent turnover of staff and difficulties in recruiting suitably qualified planning officers. A recruitment process is underway and some of the resourcing issues have been addressed during Q2. A strategy for improving performance has been deployed and performance has improved steadily over Q2. Note: The target for 2017/18 was 80% this was increased to 85% for 2018/19 following EMT decision to aim for the London average.
ENV247 % 2 year rolling MAJOR applications determined within target	75%	86.6%	84.4%	83.3%	83.3%	86%	86%	50 of 60 major planning applications determined within the last 24 months were processed within 13 weeks. Note: Target increased from 75% in 2017/18 to 86% 2018/19 following EMT decision to aim for the London average. Government threshold target for special measures' is 60%.
ENV247a % 2 year rolling MINOR applications determined within target		80%	80.2%	80.3%	80.3%	85%	85%	1,297 of 1,616 minor applications determined within the last 24 months were processed within 8 weeks. Note: Target increased from 70% in 2017/18 to 85% 2018/19 following EMT decision to aim for the London average.
ENV247b % 2 year rolling MINOR & OTHER applications determined within target		83.1%	83%	83%	83%	85%	85%	3,616 of 4,357 minor and other applications determined within the last 24 months were processed within 8 weeks. Note: Target increased from 70% in 2017/18 to 85% 2018/19 following EMT decision to aim for the London average. Government threshold target for special measures' is 70%.
ENV319 # Undetermined applications validated over 6 months ago		N/A			278			Value reflects the position on the last day of the quarter.

(b) Housing

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
NI156i Number of households living in temporary accommodation	3366	3429	3423	3424	3424	3049	3049	3424 Households living in TA as at the end of September. Detailed Action Plan in Appendix 2
AUD FC003 Recovery of Council properties that have been unlawfully used, including those fraudulently obtained, sublet, or abandoned (Council and TA properties)	48			58	58	50	100	Comprising of 42 Council Housing and 16 Temporary Accommodation properties. 10 up on Q2 in 2017/18 and 37 up on Q2 in 2016/17.
SGB144b Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review	8	0					0	

(c) Council Homes

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
HO002b Council Homes - Current Tenants: Total Arrears	£2,331,703	£2,445,312	£2,454,729	£2,435,425	£2,435,425	£2,500,000	£2,600,000	Target to restrict arrears increase to below £2.6m by March 2019 (increase due to universal credit roll out). Target set for arrears to increase by no more than £16,660 per month
TP150 Contractor monitoring by Council Homes of responsive repairs completed by agreed target date - (YTD)	95.3%	95%	94.4%	94.3%	94.3%	98%	98%	Data outturns are inclusive of all term contractor repairs that were raised in April 2018 (and completed by the end of September 2018). A total of 10,493 responsive repairs were completed in time from a total of 11,133 repairs completed.
TP123 Overall satisfaction with repairs service provided by Council Homes	97.3%	98.7%	98.6%	98.3%	98.3%	90%	90%	Monthly % represent cumulative year to date (YTD): 1137 out of 1157 (98.3%) surveys returned in respect of works orders issued (period April 2018 to September 2018 inc) indicated their satisfaction with the responsive repair service. Monthly Snapshot for September 2018: 96.7%

3. Build our Local Economy to Create a Thriving Place

(a) Education & Training

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
SCS117 % of 16-17 year olds not in education, employment or training (NEET) or not known (NK) (new Sept 2016)		7.2%	8.2%	Not Reported in Sept		7%		<p>The Final figure for NEET and Not Knowns will be the average of November, December and January as these are the 3-month considered to be the most accurate reflection of NEET numbers and so the target of 7% is set against this 3 month average.</p> <p>Sept figure not reported, due to NEET and NK figures being reset and therefore does not show an accurate reflection of position. 2017/18 outturn figure was 6.66% against target of 7%.</p>

(b) Safeguarding Children

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
LAC18 (PAFCH39) Children looked after (CLA) per 10000 population age under 18	40.9	40.2	41.8	40.9	40.9	60	60	<p>343 CLA as at the end of September. 36 Children with a disability. Current under 18 population figure from the DfE is 83,800. 10 Children entered care in Sept. 12 Children left care in Sept. 12 month average figure of looked after children is 345/month. 12-17 is the largest cohort of children starting to be looked after.</p>
NI060A Percentage of C&F Assessments for children's social care that were authorised within 45 working days of their commencement	66.3%	79.4%	78.6%	78.0%	78.0%	80.0%	80.0%	<p>Since the 1st April 2018, 1699 out of 2178 completed assessments have been authorised within 45 working days of the assessment start date. Team performance figures are: Cheviots 80.5%; CP&FST 89.2%; CSET 91.3%; FAST 84.6%; Homeless & Immigration 63.6%; Leaving Care 94.4%; Looked After Children Team 93.3%; Referral & Assessment 75.3%; SQAS 75% Skylakes Social Care 91.7%</p> <p>The average duration for those authorised was 37.2 days. The percentage of assessments completed by the Social Worker within 35 working days was 59.6%, the August figure was 60.1%; the average duration for completion was 34.2 days (34.4 last month). Extra Social work team in place 29/9, performance expected to be back on track by end of year.</p>
NI065 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	9.0%	8.9%	8.7%	8.2%	8.2%	8.0%	8.0%	<p>This indicator counts children who had a previous child protection plan in the past two years. Of the 360 children who became subject to a Child Protection plan during the past 12 months, 31 had been on a previous Child protection plan in the past two years and 51 (14.2%) have had a previous CPP at some point.</p>
SG11 (CS20) No of children on the CP Plan per 10000 children	29.7	33.5	32.5	30.9	30.9	43	43	<p>259 children with a CP plan as at the end of September 2018, divided by the child population of Enfield; 83,800 x 10000. 16 new CPP and 30 cessations during September. The current rate compares to 29.7 (247) as at September 2017.</p>

(c) Libraries, Arts & Culture

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
ENV317 Participation in Council Led Arts Activities		N/A			70,250	66,404		Millfield Arts Centre, 18,250 Dugdale Centre 19,300 Forty Hall 30,300 Salisbury House 2600 TOTAL 70,250
LM04 Enfield Library Visits	251,226				324,535	300,000	1,200,000	Overall target: 1,200,000 for 2018/19 (300,000 per quarter)
LM07.021 Enfield Town Library and Community Libraries (Issues & Renewals)	70045				62469	56500	226000	2018/19: Overall target for all libraries - 758,000. Target Enfield Town and community libraries): 226,000 (56,500 per quarter)
LM07.022 Edmonton Green Library and Community Libraries (Issues & Renewals)	18923				30275	28500	114000	2018/19: Overall target for all libraries - 758,000. Target for Edmonton Green and community libraries): 114,000 (28,500 per quarter)
LM07.023 Palmers Green Library and Community Libraries (Issues & Renewals)	54377				48189	45000	180000	2018/19: Overall target for all libraries - 758,000. Target for Palmers Green and community libraries): 180,000 (45,000 per quarter)
LM07.024 Ordnance Unity Centre Library and Community Libraries (Issues & Renewals)	19901				17831	16875	67500	2018/19: Overall target for all libraries - 758,000. Target for OUC and community libraries): 67,500 (16,875 per quarter)

(d) Physical Activity

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
ENV318 Satisfaction with Leisure Centre Users					85.23%	76.2%	77%	Good/ Satisfactory/ excellent satisfaction for Quarter 2: 85.23%
LC001 Sports Development Sessions - Young People Attendances	13,603				12,010	12,000	60,533	Targets reprofiled to include partner figures in Q4
LC002 Sports Development Sessions - Adult Attendances	19,378				20,129	20,000	47,862	Targets reprofiled to include partner figures in Q4

4. Sustain Strong and Healthy Communities

(a) Adult Social Care

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
PAF-AO/D40s Number of clients reviewed in the year (of clients receiving any long term service)	39.91%	27.89%	34.89%	40.24%	40.24%	40.00%	80.00%	
NI130(LTS-DP%) Percentage of current clients with LTS receiving a Direct Payment	58.82%	58.94%	59.16%	59.01%	59.01%	61.00%	61.00%	1611 clients out of 2730 receive a Direct Payment Performance continues to improve for this measure. It should be noted that we are amongst the highest performing LA's in the country for this indicator and our target is designed to stretch us further.
NI130s(%LTSs) Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100%	100%	100%	100%	100%	99.5%	99.5%	
NI131 (F10) Delayed transfers of care (days): Profile within Each Quarter	1766	433	865		865	946	5570	Data one Month in arrears
NI131 (F11) Delayed Transfer of Care - Days Delayed (SOCIAL CARE Delays): Profile within Each Quarter	359	94	222		222	240	1,416	Data one Month in arrears
NI132 BV195 Timeliness of social care assessment (all adults)	88.8%	88.7%	89.2%	88.8%	88.8%	90.0%	90.0%	Recent performance around this measure continues to improve since April and we are close to achieving the target
NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)	26.95%	14.24%	16.71%	19.41%	19.41%	24.00%	48.00%	The Performance are closely reviewing this measure and have an action plan in place, and remain confident of achieving or improving on last year's performance.
NI145 Adults with learning disabilities in settled accommodation		84.0%	84.1%	83.7%	83.7%	81.0%	81.0%	
NI146(A) Number of adult learning-disabled clients receiving LTS in paid employment	134	137	137	143	143	145	150	There is a target to increase this to 150 by March 2019 from a 2017/18 target of 140 and we are confident we will achieve this. From Q2 2017/18 this measure includes professional Support Clients
NI149 No. of adults receiving secondary mental health services in settled accommodation (percentage)	79.9%	85.9%	86.6%	87.1%	87.1%	85.0%	85.0%	Adults receiving secondary mental health services in settled accommodation -782 ; Those who have received secondary mental health services: 898 (87.08%)
NI150 No of Adults receiving secondary mental health services in employment	5.7%	6.4%	7.0%	7.2%	7.2%	6.0%	6.0%	Total number of adults who have received secondary mental health services in paid employment (i.e. those recorded as 'employed') at the time of their most recent assessment/formal review:65 Total adults who have received secondary mental health services at this point of the financial year: 898 (7.24%)
PAF-AO/C72 New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65	281.0	198.8	233.0	242.2	242.2	251.3	502.6	
PAF-AO/C73 New Admissions to Residential and Nursing Care 18-64 (per 100,000 population).	1.95	3.90	4.39	4.39	4.39	2.93	5.85	This represents 9 admissions against a target of 6. The majority of the admissions were for individuals over the age of 62 years.

(b) Public Health								
Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
DAAT-001 NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), exc alcohol-only users:	17.9%	20.2%				20%	20%	Performance outturn for Q1 = 20.2%
PH002o Proportion of Young People exiting treatment in a planned way of all treatment exits (EMT)	76%	86%				77%	77%	Performance outturn for Q1 = 86% London average ranges between 75% and 80%.
PH002c New Baby Reviews completed (10-14 days after birth)	98%	98%					92%	Performance outturn for Q1 = 98%
PH003h % of Enfield residents' attendance which were at Enfield Sexual Health Clinics	56%	67%				75%	75%	Performance outturn for Q1 = 67% Baseline figures for 2018/19 have been set above the end of year target for 2017/18 with an ambition of 75%.
PH002r Number of children receiving Fluoride Varnish		N/A			2,063	2,292	5,500	Q2 data is generally low as this quarter (July-September) includes the summer holidays and then a slow start at the beginning of the school year and consent is being sought.

(c) Waste, Recycling and Cleanliness								
Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
NI191 Residual Waste Per Household (kg)	Q1. 154 kg per h/h	165.90 kg per h/h				Q1. 145kg per h/h Q2. 290 kg per h/h	580 kg per h/h	Q1 data Provisional (still to be verified by EA) Q1 data shows 11.9kg more being collected per household than the same time last year. Reducing recycling rates are putting a pressure on waste disposal budgets. Last 3 years data below. 2017/18: 604 kg (+3) 2016/17: 601 kg (-35) 2015/16: 636 kg (+19)
NI192 % of household waste sent for reuse, recycling and composting	Q1. 39.1%	36.9%				40%	40%	Q1 data Provisional (still to be verified by EA) Q1 data shows 2.2% less waste being recycled than this time last year. Reducing recycling rates are putting a pressure on waste disposal budgets. There has been a reduction seen in the recycling rate over the last year. In 2016/17 when the fortnightly garden waste service was introduced there was a heavy communications strategy put in place to advise residents of the change, this resulted in increased participation. In 2017/18 as the service imbedded itself and the communications and engagement with residents reduced we have seen that the tonnages begin to decline to a similar rate seen in 2015/16. 2017/18: 35.9% (-1.3%) 2016/17: 37.2% (+1.3%) 2015/16: 35.9% (+2.6%)
PR002 # of customer reported street scene issues (Inc. litter issues, bins, dog fouling, graffiti, leaves/weeds, fly posting, road sweeping)	177	97	71	81	249			249 issues reported as at Q2 2018/19 compared to 177 during Q2 2017/18. The service has investigated the rise however no specific reason can be identified. Figures appear to be reducing and early indication for October is that they will reduce again which may well be a result of the 'Clean Streets' marketing, the service will continue to monitor.

(d) Community Safety

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
CS-SSCB009 Burglary - Residential Offences	459	163	180	145	488	460	2,209	New set of Community Safety measures from April 2018 - Actual number of offences shown for 2017/18 to provide benchmark for 2018/19 targets. Residential Burglary has increased in Quarter 1 by 38.7%, compared to the same time last year.
CS-SSCB010 Domestic Abuse Incidents	1,555	520	471	430	1,421	1,555	5,840	Domestic Abuse Incidents have decreased by 8.6% in Quarter 2, compared to the same time last year.
CS-SSCB011 Domestic Abuse Violence With Injury Offences	214	79	77	63	219	214	937	
CS-SSCB012 Serious Youth Violence	89	28	20	34	82	87	392	
CS-SSCB013 Anti Social Behaviour Calls	2,667	684	807	920	2,411	2,667	9,086	
CS-SSCB014 Hate Crime Overall Total	112	37	39	29	105	112	471	
CS-SSCB015 Non Domestic Abuse Violence with Injury Offences	402	128	109	132	369	404	1,661	Non Domestic Abuse VWI has decreased by 8.7% in Quarter 2, compared to the same time last year. They still remain lower than offences recorded by month the same time last year.
CS-SSCB016 Violence against the Person Offences	1,987	775	684	664	2,123	2,003	7,798	Violence Against the Person offences (includes non-violent injury offences such as Harassment) have increased by 6% in Quarter 2, compared to the same time last year. The number of offences reported were at their highest in July and have declined through August and September 2018 following the same pattern as quarter 2 in the previous year.
SGB500 Number of knife crime offences YTD		42	42	54	138			138 knife crimes offences in Q2 2018/19. Year to Date 311
SGB501 Number of knife possession offences YTD		10	14	11	35			35 knife possession offences in Q1 2018/19
YOU NI 043.2 Number of Young People sentenced at Court that are given a Custodial sentence in the Month	11	7	2	2	16	18	36	To date in 2018/19 there have been 16 Custodial Sentences from 118 sentences

5. Communicate with You

(a) Customer Experience

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
CE 007 Customer Satisfaction: Webchat	86%	81%	77%	78%	78%	85%	85%	<ul style="list-style-type: none"> Re-cabling and removal of Mitel phones from desktops in the contact centre (undertaken by ICT 4th- 10th Sept) created a reduction in service. 19,260 Rent statements sent out to council tenants resulted in higher call volumes being received. Seasonality shows increased call volumes are experienced following the Summer break. In order to build in resilience there has been cross-training of staff over the last few months (still ongoing). This is to ensure that the operation can prioritise and respond effectively to customer demands.
GWH 002 Gateway Telephones - Answer Rate	88.95%	87.19%	88.77%	82.37%	86.11%	88%	88%	Please see note above
GWH 003 Gateway Telephones - Average Wait Time	0h 02m 11s	0h 03m 03s	0h 03m 06s	0h 04m 51s	0h 03m 40s	0h 03m 00s		Please see note above
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes		95.3%	94.6%	79.9%	89.93%	97%	97%	Please see note above

(b) Corporate Measures

(bi) Complaints, MEQs, FOIs

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
COMP 01a All Departments - Complaints closed within 10 days	54.74%	N/A			55.95%	92%	92%	Quarter 2: 47 of 84 (55.9%) inside target for all Departments YTD: 92/161 (57.1%) Detailed action plan set out in Appendix 2
FOI 01a All Departments - FOIs answered within 20 days	63.78%	N/A			63.47%	100%	100%	Q2: 245 of 386 (63.5%) inside timescale for all Departments YTD: 477/726 (65.7%)
MEQ 01a All Departments - MEQs closed within 8 days	76.67%	N/A			65.88%	95%	95%	Quarter 2: 1004 of 1524 (65.9%) inside target for all Departments YTD: 2173/3077 (70.6%)

(bii) Sickness Absence

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
BV012a Average Sick Days - Council Staff (rolling 4 quarters)	9.05				9.00	7.96	7.96	Average 9.00 days absence in 12 months to 30/09/18. Short term absence averaging 3.43 days, long term absence averaging 5.57 days. Note: The target for 2017/18 was 8.50 this was decreased to 7.96 for 2018/19 following EMT decision to aim for the London average.
BV012b Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)	3.19				3.43	2.80	2.80	
BV012c Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)	5.85				5.57	5.16	5.16	

(biii) Payment of Council Invoices

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
INV004 Invoices Council Overall: Invoices Paid within 30 days		96.02%	93.39%	92.22%	93.87%	95%	95%	Total invoices paid 38,022 Total paid within 30 days 36,160 (95.1%)
INV004 CEX CEX Group: Invoices Paid within 30 days	98.03%	96.25%	95.14%	87.57%	92.72%	95%	95%	Total invoices paid 888 Total paid within 30 days 831 (93.58%)
INV004 PEOP People Group: Invoices Paid within 30 days		96.08%	93.45%	92.3%	93.96%	95%	95%	Total invoices paid 25,675 Total paid within 30 days 24,437 (95.18%)
INV004 PLACE Place Group: Invoices Paid within 30 days		94.8%	89.9%	87.9%	91%	95%	95%	Year to Date: Total invoices paid 5,119 Total paid within 30 days 4,748 (92.8%)
INV004 RES Resources Group: Invoices Paid within 30 days		96.83%	96.88%	95.05%	96.05%	95%	95%	Year to Date: Total invoices paid within 30 days - 6,141 ; Total paid - 6,341 (96.85%)

6. Work with You

Borough Information

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
PH003v NHS Indicator - A&E Attendance: % where less than 4 hours from arrival to admission, transfer or discharge		N/A			86.49%			Quarter 2 2018/19 : 86.5% (36,680 attendance seen within 4 hours; 42,411 attendances)
RLCPI 0012 Employment rate in Enfield - working age Population	Q1. 68.4%	N/A					73.0%	Q1 Data; 69.5% is the latest figure available and covers the period Jul-17 to Jun-18 for those aged 16-64. Employment rate for London - 74.2%. The unemployment rate for Enfield is 5.3% compared to 5.1% for London.

7. Work Smartly For You

[a] Council Tax and Business Rates

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
BV009 % of Council Tax collected (in year collection) Combined	54.79%	38.01%	46.63%	55.28%	55.28%	54.79%	95.00%	In year collection ahead due to :95% telephone call answering, Nudged reminders/final notices, Strong arrears collection End of September collection rate 55.28% (£84,949,263 collected / £153,676, 732 net debit). Current target of 54.79% represents actual collection rate at September 2017
BV010 % of Business Rates collected (in year collection)	57.2%	36.4%	48.31%	56.51%	56.51%	57.2%	98.9%	End of Sept 2018 collection rate 56.51% (£69,790,776 collected / £123,501,781 net debit). Current target of 57.2% represents actual collection rate at September 2017. Business rate slightly under last year - c£400k discretionary funding still to be allocated and a small number of internal debts to be resolved

[b] Benefits Processing & Support

Indicator	Q2 2017/18	Jul 2018	Aug 2018	Sep 2018	Q2 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
BV079b(i) % of Housing Benefit Overpayments recovered.	75.98%	101.31%	88.52%	89.10%	89.10%	80.00%	80.00%	September 2018: £3,475,837 recovered of £3,901,188 overpayments identified (89.1%). Record high collection levels. Now using government debt service
FCRCP32 Processing New claims - Housing Benefit (average calendar days - cumulative)	23.42	25.84	25.17	24.08	24.08	23	23	2290 new Claims 55133 days Average 24.08 New claims processing has been within target since July 18 with the lowest processing dates being 17.13 days for September 18. Priority is being given to new claims and with the continuation of these being processed below target each month the cumulative target will be reached by next month. July 403 new claims, 9076 days, Aug 450 claims, 10305 days & Sept 313 claims, 5363 days.
FCRCP33 Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	4.46	6.85	6.8	6.82	6.82	7	7	Claims 53470 Average Days - 364,496 Average: 6.82 days per claim

8. Annual indicators

(a) Planning (Developer Performance)

Performance Indicator	2015/16		2016/17		2017/18		Latest Note
	Value	Target	Value	Target	Value	Target	
REGEN006 # New dwellings granted planning permission	1,088		759		1,616		2017/18 data - 1,616 net additional dwellings granted planning permission
REGEN008 # New dwellings started					170	798	17/18 new dwellings started: 170 (net) and 262 (gross). Note: this includes units in all developments started during 2017/18 regardless of whether they were also completed during the year.
REGEN010 Proposed affordable units as a percentage of proposed gross units started					33.4%	40.0%	As at 31/03/2018 for all developments started (at any time) but not completed by 31/03/2018 were a total of 1,212 proposed units of which 405 (33.4%) were proposed affordable units.
REGEN009 Affordable housing units as a percentage of gross units completed					6.5%	40%	17/18 568 gross units were completed of which 37 (6.5%) were affordable housing units. Note: Units are only counted as 'complete' when the whole development is completed. For information during 2017/18 40 units were built at Ladderswood of which 23 were affordable and 61 at Ponders End Electric Quarter of which 21 were affordable, these additional 44 affordable units are not counted in this measure.
REGEN007 Social Rented housing units as a percentage of gross affordable units completed					91.9%	70%	17/18=91.9% - of the 37 gross affordable housing units completed 34 were social rented. Note: Units are only counted as 'complete' when the whole development is completed. For information during 2017/18 40 units were built at Ladderwood of 23 were affordable and 61 at Ponders End Electric Quarter of which 21 were affordable, these additional 44 affordable units are not counted in this measure. Of these 44 units 42 are social rented.

(b) Public Health

Performance Indicator	2015/16		2016/17		2017/18		Latest Note
	Value	Target	Value	Target	Value	Target	
PHOF02.06i Proportion of children aged 4-5 classified as overweight or obese (Reception)	24.3%		24.8%		24.9%		2017/18 London = 21.8%, National = 22.4%. Introduction of a new ' Severely Obese ' Measure = Reception Year = 3.9%
PHOF02.06ii Proportion of children aged 10-11 classified as overweight or obese (Year 6)	41.5%		41.5%		41.1%		2017/18 London = 37.7%, National = 34.3% Introduction of a new ' Severely obese ' measure = Year 6 = 6.1%
PHOF02.14 Smoking Prevalence - Adults (Over 18s)	16.8%		13.1%		14.9%		

Appendix 2

Performance Review: Planning Application Profile: Major, Minor and Others



Generated on: 23rd November 2018

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan																																							
<p>% MAJOR applications determined within target</p> <table border="1"> <caption>% MAJOR applications determined within target</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>66.7%</td><td>80%</td></tr> <tr><td>Q2 2016/17</td><td>91.7%</td><td>80%</td></tr> <tr><td>Q3 2016/17</td><td>77.8%</td><td>80%</td></tr> <tr><td>Q4 2016/17</td><td>100%</td><td>80%</td></tr> <tr><td>Q1 2017/18</td><td>100%</td><td>82%</td></tr> <tr><td>Q2 2017/18</td><td>66.7%</td><td>83%</td></tr> <tr><td>Q3 2017/18</td><td>71.4%</td><td>83%</td></tr> <tr><td>Q4 2017/18</td><td>90%</td><td>83%</td></tr> <tr><td>Q1 2018/19</td><td>87.5%</td><td>85%</td></tr> <tr><td>Q2 2018/19</td><td>60%</td><td>85%</td></tr> <tr><td>Q3 2018/19</td><td></td><td>85%</td></tr> <tr><td>Q4 2018/19</td><td></td><td>85%</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2016/17	66.7%	80%	Q2 2016/17	91.7%	80%	Q3 2016/17	77.8%	80%	Q4 2016/17	100%	80%	Q1 2017/18	100%	82%	Q2 2017/18	66.7%	83%	Q3 2017/18	71.4%	83%	Q4 2017/18	90%	83%	Q1 2018/19	87.5%	85%	Q2 2018/19	60%	85%	Q3 2018/19		85%	Q4 2018/19		85%	<ul style="list-style-type: none"> • New Head of Planning started 12th November and will be prioritising continued improvements to performance working with the team • Since April 2018 focused performance meetings have been introduced to target decision dates and ensure extensions of time are secured where necessary. Performance to be brought back on track by the end of the year. • 3 Permanent appointments w/e 21st September. Two agency staff retained to further improve capacity and reduce caseloads. • Apprenticeship scheme; the introduction of an Assistant Planning Officer position within the structure enables us to create an opportunity to recruit non-qualified planners and through the apprentice levy, to support the ambition to “grow our own” qualified planners. PET training requires apprentices to commit to employment for a min of 2 years after completion of training or return the training fee. This is in direct response to the current buoyant recruitment market which has made it difficult to recruit qualified planners placing a reliance on the use of temporary agency staff. This action will assist in reducing the demand for temporary agency staff. The apprentice positions will be advertised in January once the more senior positions have been filled. If this can be brought forward due to successful recruitment, we will endeavour to do so. • Improved communication has been put in place with staff through team meetings and 1:1 to increase importance and drive up performance. • Undertaking a review of all major schemes to ensure they are covered by the Planning Performance Agreement where they are likely to go beyond 13-week timescale, to ensure appropriate warning is given and intervention can be put in place. <p>Definitions; Major Application; an application for 10 dwellings or more; residential application on sites of 0.5 hectares +; or an application for offices, general industrial, storage, distribution or shops where the floor space exceeds 1000sqm Minor Applications: Applications for between 1 and 9 dwellings; a site area of less than 0.5 hectares; floor space to be built is less than 1,000 square meters or where the site area is less than 1 hectare. Other Applications: Householder Developments, Advertisements, Enforcement activity, Regulation 3 and 4 consents</p>
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Performance Review: Homelessness

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan																																							
<p>Number of households living in temporary accommodation</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>3086</td><td>2900</td></tr> <tr><td>Q2 2016/17</td><td>3172</td><td>2950</td></tr> <tr><td>Q3 2016/17</td><td>3264</td><td>3000</td></tr> <tr><td>Q4 2016/17</td><td>3189</td><td>3050</td></tr> <tr><td>Q1 2017/18</td><td>3292</td><td>3100</td></tr> <tr><td>Q2 2017/18</td><td>3366</td><td>3150</td></tr> <tr><td>Q3 2017/18</td><td>3314</td><td>3200</td></tr> <tr><td>Q4 2017/18</td><td>3249</td><td>3150</td></tr> <tr><td>Q1 2018/19</td><td>3320</td><td>3100</td></tr> <tr><td>Q2 2018/19</td><td>3424</td><td>3050</td></tr> <tr><td>Q3 2018/19</td><td></td><td>3050</td></tr> <tr><td>Q4 2018/19</td><td></td><td>3050</td></tr> </tbody> </table>	Quarter	Actual	Target	Q1 2016/17	3086	2900	Q2 2016/17	3172	2950	Q3 2016/17	3264	3000	Q4 2016/17	3189	3050	Q1 2017/18	3292	3100	Q2 2017/18	3366	3150	Q3 2017/18	3314	3200	Q4 2017/18	3249	3150	Q1 2018/19	3320	3100	Q2 2018/19	3424	3050	Q3 2018/19		3050	Q4 2018/19		3050	<p>The relative cheapness of Private Rented Sector accommodation in Enfield along with changes in landlord habits that have led to increases in eviction. Continue to fuel an increase in TA in the Borough. Solving the TA issue is of an increasing concern. A detailed action plan was presented to Cabinet in October which outlined specific SMART actions to address these issues. Enfield has the 2nd highest number of households in TA (3,249) nationally behind Newham (4,781 Q4 2017/18). According to the latest parliamentary report Households in TA has risen consecutively over the last 6 years. 68% of all households in TA are in London. The following actions are being taken, to reduce the numbers of households we have in TA and we expect to see performance improved during the year.</p> <ul style="list-style-type: none"> • Strategic working group has been established to look at ways to understand and tackle increasing pressures in this area. Development of a forecasting model will help predict future demand and impact on costs. • Added extra floor to Lychett Way to provide 24 additional flats. – the Roof Space project is under way currently in viability with architects (design etc) • Exploring the provision of modular housing in existing areas through garage sites and other under used areas. We are selecting suitable sites for approval, a framework is in place for development of this scheme • Local Plan is looking at how housing can be improved. With a target of 1800 PA as opposed to 550. The revised local plan addressing the increasing housing stock is to be put out on consultation in the autumn. • A target of 110 Housing Gateway Purchases by March 2019 (subject to market conditions). This will help facilitate discharge of duty from TA (to include large scale acquisition). This target will be challenging market factors in borough – 4 properties purchased for FY18/19 • Electric Quarter 2nd phase to bring about 106 new homes 31 of these being affordable by spring 2021. • Use of Decants; contract commenced 24/09/18, 85 properties were handed to a managing agent to be refurbished for use as PRS lets. The tender is for up to 150 although this is dependent on the number of free units and the regen timescales. 40 properties have been handed over refurbished (36 let) with a further 40 by end of November to start of December 2018 • High cost TA; Move families to more suitable cost-effective accommodation (TA or PRS) – target of 100 households by 31 March 2019. The target for Move On is 250 and we have moved 114 families to date. We have a new team in place (4 additional officers) to help us achieve by the end of the financial year.
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Performance Review: Complaints, FOI's and MEQs

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan																											
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Performance Review: Sickness Absence

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan																																																																																																																					
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It should be noted however that it is difficult to make direct correlation to other Local Authorities sickness data due to differing in- sources and outsourcing of services. The following activities are taking place to address these areas of underperformance and improve levels of sickness by the end of the year.</p> <ul style="list-style-type: none"> • HR are currently undertaking a review of the sickness absence strategy; which will balance employee welfare with service delivery needs, this is due to be presented to EMT in late November. • Analysis is being undertaken to provide greater understanding and intelligence around sickness absence. This will also assist with the development of future strategies to reduce sickness absence. • HR are routinely reviewing long term sickness cases and are working with managers to ensure the case is proactively managed. • Sickness absence boards are being set up for each department to review trends within each department and service and ensure sickness absence is being proactively managed. • Services with high levels of sickness absence are being targeted for additional support including additional 'Managing Absence & Attendance' training sessions and support to manage sickness absence cases. • Additional promotion is taking place for the Council's Counselling and Physio service to support staff and managers. • Annual flu vaccinations provided and proactively promoted. • Work is being done to identify additional support and guidance for staff suffering with mental health, anxiety and depression. Training has been provided (and is on-going) to support managers in this area.
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MEETING TITLE AND DATE:

**Cabinet 12th December
2018**

REPORT OF: Jeremy

Chambers

Director of Law &
Governance

Agenda – Part: 1	Item: 8
Subject: Tender Award Contract for the provision of agency workers -supplying all job categories (excluding schools) Wards: All Key Decision No:4720	
Cabinet Member consulted: Cllr Maguire	

Contact officer and telephone number: Melissa Keating 020 8379 4460

E mail: melissa.keating@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report seeks support and approval to appoint Matrix Supply Chain Management (SCM) to manage a supply chain of agencies to provide agency workers to the Council in all job categories (except schools). This is via a framework that the Council can access called MSTAR2.
- 1.2 Seven providers were invited to tender in the form of a mini competition to further reduce the pricing offered. Three providers submitted tenders to be evaluated comprising of a cost and quality assessment.
- 1.3 The provider offering the Most Economically Advantageous Tender is recommended.

2. RECOMMENDATIONS

- 2.1 That Matrix is appointed for the supply of agency workers. This will be for a period of two years (with the option to extend for a further two, one year periods) until 31st January 2021).
- 2.2 That delegation is given to the Cabinet Member to sign off any contract extensions beyond the initial two year period.

3. BACKGROUND

- 3.1 The existing contract for the provision of agency workers was awarded directly to Matrix Supply Chain Management (SCM) on 1st February 2015. This contract expires on 31st January 2019.
- 3.2 As the current contract expires on 31st January 2019, the Council needs to re-procure to ensure there is on-going provision for agency workers.
- 3.3 It is important to note the purpose of a supply chain management company is to manage the agencies that supply workers to the Council- they do not directly supply workers themselves. A supply chain management company has more buying power than a single organisation would be able to procure.
- 3.4 Whilst major steps are being taken to cut down reliance on agency workers (departments are responsible for reducing the numbers of agency workers in their areas by either finding ways to cover the work differently/not at all/recruiting permanently), it is acknowledged that in some cases the use of agency workers is unavoidable. Such areas as Social Care with Care Workers/Social Workers being needed at short notice to cover staff absence and maintain statutory responsibilities; similarly the General Industrial and Driving categories of workers are required at last minute to cover absences and seasonal work. There are also industry standards in certain Professional and Technical professions where permanent employment is not the market industry norm, and professionals move from project to project with a variety of organisations.
- 3.5 Therefore whilst the expectation is for the agency spend to diminish over the course of this next contract, it is acknowledged that there will still be a need for the provision of agency workers in order to keep flexibility in the workforce.
- 3.6 Research was undertaken by Human Resources with regular advice and input from Corporate Procurement in order to identify a means of achieving best value in the on-going provision of agency workers. A number of options were presented to the Strategic Procurement Board which approved accessing an existing framework to secure a neutral vendor provider via a mini competition to ensure the Most Economically Advantageous Tender.
- 3.7 Corporate Procurement analysed the available Frameworks in the market (see section 4 of this report) and advised that MStar 2 offered the most favourable terms.
- 3.8 Seven providers were invited to bid and three providers submitted proposals. Part 2 of this report sets out the pricing models and potential savings from the new contract.

- 3.9 A group of key stakeholders that frequently engage agency workers formed an evaluation panel alongside Human Resources.
- 3.10 The tender period closed on 17th October 2018. The Council determined, after a rigorous evaluation procedure that the provider named in Part 2 of this report, represented the Most Economic and Advantageous Tender and therefore seek approval to award the contract to this provider.
- 3.11 The recommended provider is a supply chain management company with the requisite experience of the temporary agency market, procuring and managing a chain of recruitment agencies and of working with London Boroughs.
- 3.12 The recommended provider named in the Part 2 report will work to a vendor neutral model, the same model to which the Council currently works in the current contract. Vendor Neutral agreements generate competition by releasing recruitment orders to tiered agencies in a procured supply chain simultaneously (in order of tiers). This enables the agencies to openly compete for the booking, keeping rates (costs) down by standardising them and increasing the potential through open competition for the highest quality of worker. The recommended bidder focuses on managing the effectiveness of the supply chain both in terms of quality and cost and tier them in accordance of overall performance. Reviews happen monthly, and the agencies are re-tiered frequently to ensure optimum performance and best value.
- 3.13 The provider named in the Part 2 report will have a contract with each agency, ensuring compliance of certain terms and conditions set out in the framework. These terms and conditions include aligning to the standard costs set out in their winning bid, a requirement to meet the Council's recruitment standards in terms of vetting (e.g. Disclosure & Barring check for working with the vulnerable, evidence of professional qualifications, full work history, at least two references, BPSS etc), additionally to provide photo ID available to view via the system prior to the start date of a worker, appropriate testing, personal protective equipment where necessary, equality of opportunity and compliance with legislation. These checks are all audited before a candidate can commence work.
- 3.14 It was specified in the Invitation to Tender documents the need for the Service provider to engage and work proactively with the supply chain to engage with the local community and to increase work opportunities for local people and increase diversity in this workforce. Please see Section 8 of this report for further details.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Alternative Frameworks such as Yorkshire Purchasing Organisation (YPO) and OneSource were considered. OneSource was rejected as it only allows for a Master Vendor model which would not be financially advantageous to the Council. YPO was considered to be less advantageous to the Council than ESPO.
- 4.2 Another consideration was for the Council to undertake its own tendering exercise. It was considered that if the Council were to tender independently this would create a risk of not sustaining the current savings made under the current agreement as there would not be little buying power available to the providers. The risks associated with undertaking a full procurement process in accordance with EU procurement rules are predominantly financial, in terms of resource and time; it is likely to take approximately 12 months. The council would be unlikely to procure better rates than those already contained in the frameworks available to us.
- 4.3 The consideration to take this in-house and run this ourselves was rejected due to the limited options available at this time for the software to facilitate this. The next generation of agency contract frameworks will have this option included and should be explored in the next tender process.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Having considered all the above options in detail, the recommendation is to procure agency worker requirements with the winning provider named in the Part 2 report via the ESPO MSTAR2 framework agreement for an initial two year contract period. This is due to the fact that there is a further MSTAR 3 framework being tendered by ESPO currently which may allow for further savings to be made via new models of agency worker provision. It is hoped the MSTAR 3 contract will provide a system to create an internal talent bank of temporary workers.
- 5.2 The winning provider named in the Part 2 report have the requisite experience of the recruitment agency market and already has an established supply chain of over 400 agencies and has experience of working with a number of other London Boroughs for 10 years.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

Noted in Part 2 of this report due to commercial sensitivity.

6.2 Legal Implications

6.2.1 The Council has power under the Local Government Act 1972 to appoint such officers as it thinks necessary for the proper discharge by the authority of such of their functions as fall to be discharged by them. The Council will be mindful of the Agency Workers Regulations 2010 which provide agency workers certain rights depending on their period of engagement.

6.2.2 The use of frameworks is permitted under the Council's Contract Procedure Rules. The Council may call-off from the MSTAR2 framework, subject to confirmation by the Assistant Director Procurement that the particular framework is acceptable to the Council and that the mini- competition has been run in accordance with the rules of the Framework.

6.2.3 Any resulting call-off contract and access agreement will be in a form approved by the Director of Law and Governance.

6.3 Procurement Implications

6.3.1 The Strategic Procurement Board approved the way forward as accessing an existing framework to secure a neutral vendor provider via a mini competition to ensure the best possible value.

6.3.2 Corporate Procurement analysed the available Frameworks in the market (see section 4 of this report) and advised that the Eastern Shires Purchasing Organisation (ESPO) MStar 2 offered the most favourable terms.

6.3.3 The Eastern Shires Purchasing Organisation (ESPO) is a recognised consortium set up to tender for National frameworks that are accessible to local authorities and public sector bodies and other. The MSTAR2 framework is still live expiring on 10th April 2019- therefore it is accessible for the Council to use for this contract.

6.3.4 The requirements of the framework is to run a further competition to ensure a fair and transparent process giving the seven suppliers under Lot 1 full advantage to bid.

6.3.5 Due diligence was carried out using the MSTAR2 documentation including the Terms and Conditions of the framework which all

suppliers under the framework would be aware of.

- 6.3.6 All documents including clarification and correspondence where required were done through the London Tender Portal to ensure that a full audit trail was captured.
- 6.3.7 The evaluation process was undertaken individually by five staff members using the criteria, weightings and scoring method in the documentation.
- 6.3.8 Corporate Procurement were responsible for putting the individual scores into the scoring matrix providing a final score for the project team. These scores were signed off as agreed and formal unsuccessful letters were issued to the two unsuccessful bidders and an Intention to Award letter was sent to the recommended bidder named in the Part 2 report.

6.4 Property Implications

None

7 KEY RISKS

- 7.1 The key risk is if the bidder performs poorly during the contract. However as the preferred bidder is the current bidder, their performance is known and there have been no issues over the last few years. We will ensure the risk is further mitigated by having performance monitoring in place and will hold regular meetings.

8 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

- The winning provider named in Part 2 will work to improve the employability skills of local residents as detailed further below.
- They will work to improve the diversity of the agency workforce supplied to the Council by for example partnering with local disability groups to increase work opportunities.
- In addition they will promote their digital demand site so residents can search for work opportunities in the local area.

8.2 Sustain strong and healthy communities

- Improving employability skills of residents will support strong and healthy communities.
- The winning provider named in Part 2 have committed to a community initiative per quarter- e.g visiting the elderly community at risk of loneliness, food bank initiatives, specific local projects etc.

- They have also committed to partner with a local charity to assist with fundraising campaigns and awareness.

8.3 Build our local economy to create a thriving place

- The winning provider named in Part 2 will work to encourage further small and medium sized enterprises (SME's) to join the supply chain. Currently approx. 37% of placements are with a local supplier and 38% are local placements.
- Approximately 80% of the whole supply chain to all their customers are via SME's and offer early payment terms to support them.
- The winning provider will work to improve the employability skills of residents from different community groups- e.g careers fairs, mock interviews, employability workshops etc.

9 EQUALITIES IMPACT IMPLICATIONS

- 9.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the approval to award a contract. However it is noted that the contract will ensure that there shall be no discrimination against any person with respect to opportunity for employment under the Equality Act 2010.

10 PERFORMANCE AND DATA IMPLICATIONS

- 10.1 Appointing the Provider outlined in Part 2 of this report will ensure that efficient recruitment of agency workers will continue and that information to support effective performance management will continue to be provided.

11 HEALTH AND SAFETY IMPLICATIONS

- 11.1 There are no Health & Safety implications specific to the award of this contract. However, during the contract The Employment Agency Standards Inspectorate (EASI) enforces the Employment Agencies Act 1973 (EAA) and supporting regulations. These include provisions that an employment agency involved in employing or placing workers should only supply workers to carry out tasks for which they are suitable. Failure to do this could leave the agency open to prosecution under EAA in the event of a serious incident.

12 HR IMPLICATIONS

12.1 It is acknowledged that the Council will continue to require the provision of agency workers in order to ensure flexibility within the workforce. The winning Provider is able to ensure compliance to all relevant legislation and the Council's safeguarding strategy, working with suppliers to ensure quality workers are sourced quickly and efficiently.

13 PUBLIC HEALTH IMPLICATIONS

13.1 A safe, effective and efficient arrangement to resource temporary staff vacancies will enable the Council to undertake its role and duties. It is to be noted that in the areas of caring for vulnerable people, continuity of care is an important quality of care which must not be overlooked. It is advisable to highlight in the job advertisements that Enfield Council promotes healthy workplace.

Background Papers

None

THE CABINET

Draft list of Items for future Cabinet Meetings (NOTE: The items listed below are subject to change.)

MUNICIPAL YEAR 2018/2019

JANUARY 2019

1. Council Tax Support and Collection Fund Fay Hammond/Matt Bowmer

This will seek agreement of the Council Tax Support for 2019/10 and the Council and Business Rate Tax Base. **(Key decision – reference number 4762)**

2. Corporate Property Investment Programme Sarah Cary

This will provide for the initiation of a Corporate Property Investment Programme (CPIP) for the Council and will set out proposals for early pilot projects to address urgent needs. **(Key decision – reference number 4792)**

3. November 2018 – Capital Monitoring Fay Hammond/Matt Bowmer

This will update Cabinet on the capital monitoring position as at the end of November 2018. **(Key decision – reference number 4788)**

4. Albany Park River Restoration and Flood Alleviation Scheme Sarah Cary

It is proposed to restore up to 350 metres of Turkey Brook within Albany Park to create a flood storage area that will reduce flood risk to over 200 local properties. A decision is required to approve a capital contribution of £250k for 2019/20. This contribution is needed to fulfil match-funding requirements and confirm external funding. **(Key decision – reference number 4807)**

5. Future Commissioning of the 0-19 Services Tony Theodoulou

This will seek approval to the proposals for future commissioning arrangements for the 0-19 Service in Enfield. These commissioning arrangements will improve community health services for children and young people through a more flexible and integrated approach **(Key decision – reference number 4721)**

6. Updated School Condition and Fire Safety Programme 2018/19 to 2020/21 Tony Theodoulou

This will see approval to the updated school condition and fire safety programme. **(Key decision – reference number 4755)**

FEBRUARY 2019

1. **Better Council Homes Workplan and Budgets for 2019/20** Sarah Cary/
Fay Hammond

This will present the annual report to update Cabinet on the HRA Business Plan 2018/19 expenditure and approval for 2019/20 budgets. **(Key decision – reference number 4741)**

2. **Budget 2019/20 and Medium Term Financial Plan 2019/20 to 2022/23** Fay Hammond/
Matt Bowmer

This will set out the Council's 2019/20 Budget and Council Tax levels. Consideration is also given to the updated four year Medium Term Financial Plan. **(Key decision – reference number 4744)**

3. **Broomfield House** Sarah Cary

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

4. **Revenue Monitoring Quarter 3 – 2018/19** Fay Hammond

This will provide an update on the Council's revenue monitoring position as at December 2018. **(Key decision – reference number 4764)**

5. **Capital Monitoring Report Quarter 3 – 2018/19** Fay Hammond

This will provide an update on the projected position of the Council's capital programme for 2018/19 as at the end of the third quarter. **(Key decision – reference number 4767)**

6. **Joining a Regional Adoption Agency** Tony Theodoulou

The Department for Education (DfE) requires all local authorities to join a regional adoption agency by 2020. Enfield has been progressing plans with the Adopt North London Regional Adoption Agency and exploring alternative options. This report seeks agreement to join a regional adoption agency. **(Key decision – reference number 4814)**

7. **Tranche 2 Draw Down for Energetik** Nicky Fiedler

This will seek approval to draw down the Tranche 2 funding for Energetik's business case. Energetik's business case was approved in January 2017, with Tranche 2 funding added to the Council's indicative capital programme. **(Key decision – reference number 4642)**

8. Loneliness and Social Isolation Scrutiny Work stream Jeremy Chambers
Report

This will present the Scrutiny Work Stream report. (Non key)

9. Enfield Rural Catchment Project Sarah Cary

This will seek approval to proceed with the feasibility phase of the Enfield Rural Catchment Project and seek additional funding contributions from the Environment Agency and other partners. **(Key decision – reference number 4795)**

10. Potential Changes to Waste and Recycling Collections Sarah Cary

This will outline the review of collection arrangements for waste and recycling collections. **(Key decision – reference number 4810)**

11. Small Sites 1 Scheme Update Sarah Cary

This will provide an update on small sites 1 and on Enfield Innovations Ltd. (EIL). **(Key decision – reference number 4789)**

12. Disposal of Land at Montagu Industrial Estate Sarah Cary

This will consider the disposal of land at Montagu Industrial Estate. **(Key decision – reference number 4616)**

13. Building Council Homes for Londoners and Right to Buy Programme Update Sarah Cary

This will seek approval of the development programme and right to buy expenditure. **(Key decision – reference number 4780)**

14. Temporary Accommodation Placement Policy Sarah Cary

This policy will explain how the Council will assist homeless households in finding accommodation. **(Key decision – reference number 4676)**

15. Business Case for Capital Funding for Highways and Street Scene (including Bridges and Flood Management) Sarah Cary

This will set out the business case for capital funding for Highways and Street Scene. **(Key decision – reference number 4821)**

MARCH 2019

1. Invest to Save in Solar Photovoltaics Nicky Fiedler

This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**

2. Parking Strategy Sarah Cary

This will review all of the car parks controlled in the Borough. **(Key decision – reference number 4818)**

3. Meridian Water Compulsory Purchase Order (CPO) Sarah Cary

Details awaited. (Key decision – reference number tbc)

APRIL 2019

1. Quarterly Corporate Performance Report Fay Hammond

This will provide the latest quarterly corporate performance report. (Non key)

2. ICT and Digital Strategy Kari Manovitch

This will seek approval of the ICT and Digital Strategy. **(Key decision – reference number 4680)**

3. Strategic Asset Management Plan Sarah Cary

The Strategic Asset Management Plan will be designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. It sets down the 'rules of behaviour' for the organisation, as far as property decision-making is concerned, to ensure that the strategy can be implemented. **(Key decision – reference number 4806)**

4. Private Sector Licensing Sarah Cary

Details awaited. (Key decision – reference number tbc)

5. Meridian Water Phase 1 Procurement Sarah Cary

Details awaited. (Key decision – reference number tbc)

MUNICIPAL YEAR 2019/2020

1. Preventing Homelessness Strategy Sarah Cary

This will set out how the council will help to prevent homelessness. **(Key decision – reference number 4809)**

2. Meridian Water Financial Review Sarah Cary

This will provide an update for Members. **(Key decision – reference number 4469)**

TO BE ALLOCATED

1. **Joyce and Snells Estate Regeneration** Sarah Cary
 This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**
2. **Modular Housing Pan London Group** Sarah Cary
 This will seek approval for Enfield to become a member of the Pan London Group and sign up to the London Council's Modular Housing Special Purpose Vehicle (SPV). **(Key decision – reference number 4674)**
3. **Electric Quarter Land Appropriation Report** Sarah Cary
Details awaited. (Key decision – reference number tbc)
4. **Bury Street West - Development** Sarah Cary
 This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**
5. **Housing Allocations Scheme** Sarah Cary
 The allocations scheme will set out who can apply for affordable and social rented housing in Enfield, how applications are assessed and how the Council sets the priorities for who is housed. It also sets out other housing options, including private rented sector, intermediate rent and shared ownership. **(Key decision – reference number 4682)**
6. **Heritage Strategy** Sarah Cary
 This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**
7. **Claverings Industrial Estate** Sarah Cary
(Key decision – reference number 4381)

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 14 NOVEMBER 2018****COUNCILLORS****PRESENT**

Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Alev Cazimoglu (Cabinet Member for Health and Social Care), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance and Procurement) and Ahmet Oykener (Cabinet Member for Property and Assets)

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

ABSENT

Councillor Dinah Barry (Associate Cabinet Member – Enfield West)

OFFICERS:

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Jeremy Chambers (Director of Law and Governance), Fay Hammond (Director of Finance), Doug Wilkinson (Director of Environment & Operational Service), Anne Stoker (Director of Children's Services), Nicky Fiedler (Director - Commercial), Joanne Drew (Director of Housing and Regeneration), Garry Knights (Head of Housing Property Services), Andrew Golder (Press and New Media Manager) and Stephanie Brewer (Area Based Plans Manager) Jacqui Hurst (Secretary)

Also Attending:

Councillors Derek Levy, Gina Needs, Huseyin Akpinar and Hass Yusuf.
3 members of the public, 2 press representatives

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dinah Barry (Associate Cabinet Member – Enfield West) and Tony Theodoulou (Executive Director – People).

Apologies for lateness were received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion) and Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North).

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2

DECLARATION OF INTERESTS

Councillor Yasemin Brett (Cabinet Member for Public Health) declared a disclosable pecuniary interest in Report No.108 – North London Waste Plan Regulation 19 Publication (Minute No.7 below refers). Councillor Brett left the meeting for this item and took no part in the discussion.

3

DEPUTATIONS

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

4

REVENUE MONITORING 2018/19: QUARTER 2 (SEPTEMBER 2018)

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.105) setting out the Council's revenue budget monitoring position based on information to the end of September 2018.

NOTED

1. The current projected outturn position of £8.9m overspend for 2018/19, as set out in paragraph 1.2 of the report.
2. The Council's financial position with regard to achieved and projected savings as detailed in paragraph 1.3 of the report.
3. The continuing financial pressures outlined in the report, including rising cost pressures from Temporary Accommodation, SEN Transport, families with no recourse to public funds, and cost and demographic pressures in social care (section 3 of the report referred).
4. The detailed departmental monitoring information, budget pressures and mitigating actions as set out in the report and its appendices.
5. The additional Department of Health funding of £1.299m for adult social care services winter funding, as detailed in section 5.2 of the report.
6. The financial developments set out in section 3.5 of the report including in relation to the London Business Rates Pool and the Strategic Investment Pool.
7. The management action being taken to reduce costs including: additional scrutiny on any agency arrangements; review of all outsourcing arrangements; implementation of the review of management structures

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previously agreed as part of the Enfield 2017 workstreams and where appropriate vacant posts were being held in advance of future restructures. A Pressures Challenge Board had been established, (section 4 of the report referred). The projected savings for the Council needed to be realistic and achievable.

8. That Report No.109 – Children’s Social Care Demand and Pressures and Report Nos. 112 and 113 – Variation to the Co-Managed Procurement and Commissioning Hub Contract (Minutes Nos. 8, 10 and 17 below referred), included implications for the revenue budget, the impact of which had been included within this report.
9. The developments taking place with regard to Children’s Social Care as set out in section 5.2 of the report and the reasons for this. This was a priority for the Council. The £0.6m for 2018/19 was proposed to be funded from reserves and therefore did not form part of any forecasted variance. The £1.0m for 2019/20 and beyond would need to be considered in the budget setting process for 2019/20. Members were reassured that the Council’s finances could absorb these proposals.
10. In response to questions of clarification raised, the continued work being undertaken concerning families with “no recourse to public funds” was outlined, as set out in Appendix C of the report; including the work of a fraud officer and an immigration officer.
11. The work being carried out by several charities, including Project 17, specialising in immigration advice and support; and, the opportunities to be explored in linking up with appropriate Council services including social services and housing assessments. Members noted the communities that were in general most affected. The development of the Council’s housing strategy would take such matters into consideration.
12. The public health implications for certain communities who were not registered with local GPs and the impact on schools as well. Councillor Brett outlined the work being undertaken in this area.
13. That the saving identified with regard to the Youth Offending Unit (Appendix C of the report referred) was due to a vacancy not a reduction in staffing levels. The difficulties faced in recruiting such specialised staff was explained together with the actions being taken.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to note:

1. The financial backdrop to the Council’s budget position (described in paragraphs 3.1 to 3.9 of the report).
2. The £8.9m overspend revenue outturn projection and use of £4.2m of capital receipts to support organisation transformation.

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3. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2018/19 and implement savings.

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

(Key decision – reference number 4765)

5

CAPITAL PROGRAMME MONITOR SECOND QUARTER (SEPTEMBER) 2018

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.106) setting out the Council's Capital Programme (2018/19 - 2021/22) as at September 2018. The report included the latest information for all capital schemes including the funding arrangements.

NOTED

1. That the overall expenditure for the approved programme was projected to be £233m. This consisted of General Fund £122m, Housing Revenue Account (HRA) £86m and Enfield Companies £25m for 2018/19.
2. That Council's capital programme was continually reviewed. The Council sought to maximise external grants and contributions, attracting new income streams to fund projects wherever possible and minimising the need to borrow.
3. That Enfield had been allocated £18m to deliver 571 new homes from the Mayor of London's grant allocation.
4. The recent announcement of the Prime Minister that the Housing Revenue Account borrowing cap would be lifted to enable councils to build more homes subject to the affordability for the Housing Revenue Account (HRA) to meet the revenue costs of the borrowing.
5. That the Council had set up a new Capital Review Board as set out in paragraph 4.2 of the report.
6. That Appendix A of the report set out the detailed four-year capital programme. Members' attention was also drawn to the financial information set out in tables 1 and 2 of the report.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to note:

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1. The revised four-year approved programme totalling £488m as set out in Appendix A of the report.
2. The receipt of GLA Funding of £18m, that would support the delivery of 571 new homes.

Reason: To ensure that Members were kept informed of the Council's current capital programme.

(Key decision – reference number 4766)

6

ANNUAL TREASURY MANAGEMENT MID-YEAR REVIEW 2018/19

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.107) reviewing the activities of the Council's Treasury Management function over the half year period ended 30 September 2018.

NOTED

1. The key points highlighted in the report including the debt outstanding, average interest on total debt, interest earned on investments, and investments and net borrowing.
2. The Council's compliance with treasury management indicators as set out in section 7 of the report.
3. The economic background outlined in section 4 of the report.

Alternative Options Considered: None. This report was required to comply with the Council's Treasury Management Policy statement, agreed by Council.

DECISION: The Cabinet agreed to note the contents of the report.

RECOMMENDED TO COUNCIL to consider the 2018/19 Mid-Year Treasury position.

Reason: To inform the Council of Treasury Management performance in the financial year 2018/19.

(Key decision – reference number 4768)

7

NORTH LONDON WASTE PLAN REGULATION 19 PUBLICATION

Councillor Yasemin Brett (Cabinet Member for Public Health) left the meeting for this item, Minute No.2 above referred.

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Councillor Ahmet Oykener (Cabinet Member for Property and Assets) introduced the report of the Executive Director – Place (No.108) recommending that the council progress towards the North London Waste Plan’s timely adoption.

NOTED

1. That this was a long-term plan that has been subject to extensive negotiations over several years. The seven North London Boroughs, as detailed in the report, have been working together to produce the North London Waste Plan (NLWP) which would cover the period to 2035. Once adopted it would form part of the statutory Development Plan for all seven boroughs, including Enfield.
2. That the NLWP did not in itself allocate specific sites for waste facilities nor grant planning permission for new waste operations, its primary function is to provide broad “areas of search” that meet specific criteria, as well as planning policies for the assessment of future applications. The Plan provides for one “area of search” in Enfield of 26 hectares; this has been negotiated down from over 200 hectares previously sought.
3. The detailed and lengthy process to be undertaken following the approval of all 7 boroughs, including publication, public consultation, external examination and final adoption as outlined in the report.
4. That not progressing with the NLWP would leave Enfield vulnerable to challenge, and potentially subject to unsuitable waste development proposals that would be difficult to resist without a Plan in place. This could then impact on land needed for other priorities such as regeneration, housing growth and infrastructure projects such as Crossrail 2.
5. The significant work that had been undertaken to reach this stage in the proposals. Officers that had been involved were commended.
6. A detailed discussion took place on the proposals contained within the Plan and outstanding concerns were highlighted regarding potentially suitable areas and, their impact including transport and environmental issues. In response, it was explained that this was a planning policy document to set policies and identify “areas of search”, it was not granting planning permission or allocating sites and any specific applications coming forward in the future would be subject to the planning application process. The required detailed approval process of the waste plan going forward was outlined to Members.
7. The public consultation that would take place and the evidence gathered as part of this process. Negotiations would continue with the other Boroughs. In response to questions raised, Members were advised of the importance of positively engaging with the other Boroughs and how the progress of this Plan could impact on the approval of the Council’s Local Plan which will be out to consultation from December 2018 and due for adoption in 2021.

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Enfield needs to be positively engaging in progressing a waste plan to show that it can accommodate its future waste management needs.

8. A discussion took place on the levels of recycling rates as set out in the NLWP including the need for clear Government policy on reducing business waste and increasing recycling rates. Several of the figures detailed in the Plan were outside of the Council's direct control. It was noted that the targets were ambitious.
9. In conclusion it was noted that the seven North London Boroughs would continue to negotiate and work together as the NLWP progressed.

Alternative Options Considered: NOTED, the detailed alternative options which had been considered as set out in section 4 of the report.

DECISION: The Cabinet agreed to:

1. Endorse the North London Waste Plan (set out in Annex 1 of the report) for publication and subsequent submission to the government.
2. Authorise that the Executive Director – Place, in consultation with the Cabinet Member for Property and Assets, and in conjunction with the other North London boroughs, to submit appropriate changes to the Waste Plan in the run up to, and during, the public examination into the document.

RECOMMENDED TO COUNCIL to approve the North London Waste Plan.

Reason: NOTED, the detailed reasons for the above recommendations as set out in section 5 of the report.

(Key decision – reference number 4709)

Councillor Brett returned to the meeting.

8

CHILDREN'S SOCIAL CARE DEMAND AND PRESSURES

Councillor Achilleas Georgiou (Cabinet Member for Children's Services) introduced the report of the Executive Director – People (No.109) addressing children's social care demand and pressures following a recent Ofsted focused visit.

NOTED

1. That this was a key priority for the Council, as outlined in the report. The proposed investment would enable recruitment to 18 frontline posts to address the demands and relieve pressure in Children's Social Care. It would increase the social care workforce and reduce caseloads to an acceptable level in line with the Pan London agreement.

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2. That the level of demand was continuing to increase. The proposals would help to protect those most vulnerable and provide support to frontline staff. It was noted that such pressures were being experienced across other local authorities; Enfield's experience was not unique. The continued pressures on adult social care provision was also highlighted.
3. Members supported the proposals and reiterated the Council's priority to support those most vulnerable in the Borough.

Alternative Options Considered: NOTED, that there were a small number of social care agencies who provided additional capacity to local authorities who had demand issues. Some enquiries had been made, but they were not cost effective.

DECISION: The Cabinet agreed to:

1. Approve the action plan, detailed in Appendix 1 of the report.
2. Allocate a one-off £600k from reserves this year and £1 million ongoing funding to invest in permanent increased capacity in the Referral and Assessment service to be included as part of the medium term financial planning in the 2019/20 budget setting process.

Reason: A full inspection of Enfield Children's Social Care was expected in early 2019. Increasing frontline staffing in the Referral and Assessment team would firm up the strong foundations in social care and further hone our trajectory of continuous improvement. Ensuring that Enfield Council delivered high quality, safe services to children and families and met regulatory expectations through additional investment in the service.

(Key decision – reference number 4771)

9

HOUSING REPAIRS - UPDATE ON IMPROVEMENTS AND FUTURE OPTIONS

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director – Place (No. 110) setting out progress to date in improving the customer experience for responsive repairs; a timeline for a full options appraisal of future delivery models; and, a recommendation based on the outcome of that analysis.

NOTED

1. The detail of the current housing repairs service provision in Enfield as set out in the report including the number of repairs undertaken, levels of satisfaction and, the contracts in place. All of the five-year contracts as set out in the report were due to expire in March 2020.
2. That in light of the concerns about current performance, an improvement plan was currently in place, and consideration was being given to how these functions could best be delivered in the future.

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3. The establishment of an officer/member repairs task force; the improvements that had been made since its inception; and, the work of the transformation team on repairs as set out in the report.
4. The development of the property MOT team outlined in section 6 of the report.
5. The timeline for the future delivery model as detailed in section 7 of the report. The proposed timeline would mean that the existing contracts might need to be extended for circa four months whilst the new contracts were mobilised.
6. In response to questions raised by Members, the number of outstanding complaints together with the progress which had been made over a 15-week period were outlined in detail. A targeted and focused approach was being taken on all aspects of the repairs service as highlighted.
7. Members welcomed the proposals and were pleased to note the progress and improvements to date. The extract of the minutes of the Overview and Scrutiny Committee meeting held on 7 November 2018, when this report had been considered, were tabled at the meeting and noted by the Cabinet. The work undertaken by the Council's Scrutiny function regarding this area of work was praised and acknowledged.
8. That the task force would continue to drive improvements and take action where necessary. The proposals would be cost neutral. It was important to allow sufficient time to determine the best options going forward.
9. That it was intended to present a further report to Cabinet in April 2019 making recommendations on the future delivery model for repairs.
10. Members welcomed the proposals and the good partnership working between Members, Officers and contractors. The effective work of the Repairs Task Force was noted. Housing repairs was a frequent issue of concern raised with Ward Councillors; the improvement in service and reduction in the number of complaints was praised.
11. That improvements were continuing and trends would be closely monitored and appropriate action taken where necessary.

Alternative Options Considered: NOTED, the alternative timeline options which had been considered as set out in section 9 of the report.

DECISION: The Cabinet agreed to:

1. Note the establishment of the officer/member repairs task force and the improvements made since its inception, along with the work of the transformation team on repairs.

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2. Note the creation of a small in-house “property MOT” team under delegated authority to work alongside the term contractors, improving the quality of stock data and resolving routine repairs issues.
3. Note the options for the future delivery now being assessed, and delegate authority to the Director for Housing and Regeneration to consider further these options in consultation with the Cabinet Member for Housing.
4. Approve the timeline and actions shown at paragraph 7.7 of the report, including the presentation of a further paper in April 2019 making recommendations on the future delivery model for repairs.
5. Note the draft minutes for the Overview and Scrutiny Committee tabled at the meeting.

Reason: NOTED, the reasons for the recommendations as set out in section 10 of the report. The approach of allowing sufficient time to undertake a fuller options appraisals exercise and allowing a suitable mobilisation/conversion period was recommended to achieve the optimum model. The service would continue in the interim to work on performance improvement with the current contractors, resulting in ongoing improvements in residents’ experience of the repairs function.

(Key decision – reference number 4773)

10

VARIATION TO THE CO-MANAGED PROCUREMENT AND COMMISSIONING HUB CONTRACT

Councillor Nesil Caliskan (Leader of the Council) re-ordered the agenda at this point in the meeting with consideration of this report being taken at the end of the part one agenda. The minutes reflect the order of the published agenda.

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director – Commercial (No.112) recommending a variation to the contract and transitioning the service back in house.

NOTED

1. That Report No.113 also referred, as detailed in Minute No.17 below.
2. The background to and reasons for the review of the contract as outlined in detail in the report.
3. That this Council administration had made a clear commitment to review all current contracts. This was a significant contract and the recommendations for going forward were considered and noted by the Members.

Alternative Options Considered: NOTED, the following alternative options:

1. To continue with the current contract. This would increase the core contract costs by £2.46m over the remaining 38 months of the contract. Further it

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would leave uncertainty over the future risk and reward payments which were cumulative but also linked to the adjustment factor.

2. Seek to terminate the contract. Based on the current performance there was no basis to do this.

DECISION: The Cabinet agreed to:

1. Vary the contract to reflect the changes as set out in the heads of terms in Report No.113 – Appendix 1 (Minute No.17 below refers) with a resultant deed of variation to be entered into by the parties.
2. End the current risk and reward element of the contract.
3. Transition the service back to the London Borough of Enfield and reduce the core fee by £2.46m over the three year remainder of the contract.
4. Note that there would be a need for investment in staff to deliver the new operating model as the current Ernst and Young resource on the contract was reduced.
5. Delegate authority for agreement of the final form of the transition and transformation plan and specification to the Director – Commercial in consultation with the Director of Law and Governance as detailed in section 3.12 of the report.

Reason: The Council had undergone an executive level restructure and the review of the contract by the Commercial Director had concluded that going forward the contract in its current form did not represent value for money and through a variation it should be transformed and transitioned back in house. Section 5 of the report referred to further reasons for the recommendations set out above.

(Key decision – reference number 4754)

11

CABINET AGENDA PLANNING - FUTURE ITEMS

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

12

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 17 October 2018 be confirmed and signed by the Chair as a correct record.

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13

MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE

This item was deferred to the next Cabinet meeting.

14

MINUTES OF SHAREHOLDER BOARD MEETING

NOTED, for information, the minutes of a meeting of the Shareholder Board held on 3 October 2018.

15

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 12 December 2018 at 7.15pm.

16

EXCLUSION OF THE PRESS AND PUBLIC

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

17

VARIATION TO CO-MANAGED PROCUREMENT AND COMMISSIONING HUB CONTRACT

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director – Commercial (No.113).

NOTED

1. That Report No.112 also referred as detailed in Minute No.10 above.
2. The outcomes of the core contract review as set out in section 3 of the report.
3. The financial information set out in table 1 of the report.
4. The proposals in going forward and, the measures being put in place concerning the award and monitoring of future contracts.

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5. The detailed negotiations which had taken place and the conclusions reached as reflected in the recommendations of the report. A discussion took place with officers responding to any points of clarification raised by Members in their consideration of the report and its proposals.

Alternative Options Considered: NOTED the alternative options considered as set out in section 4 and paragraph 3.16 of the report.

DECISION: The Cabinet, in addition to the decisions set out in Minute No.10 above, agreed to:

1. Accept that outstanding contractual obligations be remedied as part of the transformation and transition plan.
2. Approve the payment of the figure detailed in recommendation 2.2 of the report, to Ernst and Young (EY) to end the current risk and reward element of the contract, including the cumulative element and all other associated liabilities.

Reason: NOTED the reasons as set out in section 5 of the report.
(Key decision – reference number 4754)

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