

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON WEDNESDAY, 3 APRIL 2019**

**COUNCILLORS**

**PRESENT** Derek Levy, Huseyin Akpinar, Tolga Aramaz, Susan Erbil,  
Gina Needs, Lee David-Sanders and Edward Smith

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

**OFFICERS:** Joanne Drew, (Director of Housing and Regeneration)  
Paul White, (Project Manager, Environment)  
Sharon Burgess, (Head of Safeguarding Adults)  
Susan O'Connell (Secretary)  
Stacey Gilmour, (Governance & Scrutiny Secretary)

**Also Attending:** Simon Allin, (Newsquest North London)

**1055  
WELCOME & APOLOGIES**

The Chair, Councillor Levy welcomed all attendees to the meeting.

An apology for lateness was received from Councillor Huseyin Akpinar.

**1056  
DECLARATIONS OF INTEREST**

There were no declarations of interest.

**1057  
HUMAN TRAFFICKING UPDATE**

**RECEIVED** a report from Sharon Burgess, Head of Safeguarding Adults highlighting the following:

- i) The report provided an update on the recommendations from the Human Trafficking and Modern Slavery Scrutiny Workstream report and had been completed to provide an overview of what the Safeguarding Adults Team has been working on since the Modern Slavery Act 2015 came into force.

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- ii) Since the arrival of the Modern Slavery lead officer on 13<sup>th</sup> August 2018, a draft Adult Social care Modern Slavery Policy and Procedure has been compiled and sent to relevant teams for consultation.
- iii) Modern Slavery awareness sessions were held for council staff in March 2018 and over 100 staff had attended. More in-depth training has been provided in relation to the National Referral Mechanism (NRM) to our designated Single Point of Contacts (SPOCs).
- iv) A corporate strategy has been developed with the support from the Strategy and Policy Hub which is currently undergoing internal consultation. It is hoped that this will be made available for public consultation in the summer.
- v) The Charter Against Modern Slavery was signed by Cllr Mary Maguire on 18<sup>th</sup> October 2018 which shows how Enfield Council is working to ensure that supply chains are ethically sourced.
- vi) The recommendations that were agreed in April 2018 were listed in the report (see Agenda Pack) and an update was provided on each one.
- vii) There had been challenges in ensuring good partnership engagement and in raising community awareness. There may also be potential funding issues going forward due to the anticipated increase in referrals
- viii) The report recommended that it is necessary for the online training on I.Learn to become compulsory training for Enfield council staff.
- ix) Next steps included the development of a complex case modern day slavery panel that can deliver a timely and multi-discipline approach, to support with the management of high-risk cases. Timescales for this were not yet known but it would be discussed at the next steering group meeting to seek ideas and suggestions on how it will be implemented and managed.
- x) The online consultation for the Modern Day Slavery Strategy and Action Plan will undergo a robust consultation, which will include external and internal partners, residents and business in Enfield and will be available online from February 2019, before being presented to Cabinet in the Summer of 2019.

The following questions and comments were made:

- Further information was provided on the types of training that has taken place and the departments and teams that it had been delivered to.
- Members felt that it was important for them to receive training as soon as possible as they are often the first point of contact for the public and well placed to identify and report areas of concern within their wards. Sharon said that if this training had not yet been completed it would be arranged as soon as possible. In the meantime Members were encouraged to access the online training module via I.Learn or by contacting the Learning and Development Team at [i.learn@enfield.gov.uk](mailto:i.learn@enfield.gov.uk).

**Action: Sharon Burgess, Head of Adult Safeguarding**

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- NRM figures for Enfield show 1 adult and 12 children had been referred to the Government last year. Many cases still go unreported for various reasons therefore it is vital to raise awareness of Modern Slavery and Human Trafficking to ensure it becomes a priority.
- Councillor Smith asked for a copy of the Human Trafficking and Modern Slavery Scrutiny Workstream report detailing the recommendations made.

**Action: Susan O'Connell, Governance & Scrutiny Officer**

- It was felt the report did not include much analysis and there was no direction in the report on partnership working with the Police. Sharon confirmed that the Police are very involved and there will be a meeting in the next few weeks to discuss a joint strategy. Sharon said she was happy to provide a much more detailed report if it was felt necessary.
- In response to whether there is a connection between unaccompanied children that arrive in Enfield and Modern Day Slavery Sharon explained that it is a bit of an unknown as if children come to light the Local Authority have a duty to look after them however a lot is not known about Modern Day Slavery as statistically it is very under reported across the board.
- Sharon emphasised however that these sorts of concerns and issues will be teased out as work on the strategy moves forward.
- Members agreed that it was a positive step to make the training mandatory and asked how this would be monitored as historically training had been a bit of challenge. Sharon said that she would expect the training to be monitored in the same way as other mandatory training across the council.
- Enfield Council has formed a Modern Slavery London Leads Group which is hosted by the London Councils offices, which enables joint working across London with our neighbouring boroughs and opportunities to share best practice.
- Consideration is ongoing as to where Modern Slavery sits e.g. within Commissioning, Adults or Children's Services and there is still no definitive direction from the Government on this. The Chair added that we need to ensure that when Adult Safeguarding gets discussed by the Overview & Scrutiny Committee, Modern Day Slavery does not slip through the net.
- As part of the Safeguarding Adolescents from exploitation and Abuse Strategy 2019-2021, consultations have been held and will continue to be held, with schools, parents/carers groups to help raise awareness and ensure joined up working continues to protect vulnerable students.
- In conclusion the Chair said things are at a very early stage of development strategically, but the direction of travel looks good. He thanked Sharon for her informative update and felt that it would be most useful to receive a progress report within the next twelve months, preferably during the second half of the municipal year. In the meantime, should any challenges or funding issues arise these should be brought to officers to accelerate to future OSC meetings.

1058

**SMALL SITES HOUSING DEVELOPMENT EVALUATION**

**RECEIVED** the report of Paul White, Project Manager, Environment.

Joanne Drew, Director of Housing & Regeneration introduced the report and said that its purpose was to highlight lessons learnt from the issues experienced in the Enfield Small Sites 1 Project and to make recommendations for the future small sites programme so that the same issues may be avoided and to make delivery more successful.

The following points and comments were highlighted:

- The original strategy for the Small Sites 1 Project was a worthy one but the Council took on risk when signing up to the Development Agreement.
- Small sites have many extra challenges and are less attractive to larger developers. Economies can be achieved by packaging sites together, but decisions must be made on how this is done and how risk is managed.
- An Action Plan (See Agenda Pack) has been produced and takes the lessons learnt and recommendations from the report and illustrates how these will be addressed in the future strategy of developing small sites in future.
- Enfield Council will work with smaller building firms on its future housing schemes in a bid to avoid setbacks that have dogged a recent project.
- Small and medium-sized (SME) firms are thought to be a better bet than big contractors when it comes to building homes on smaller sites.
- The council will also look to simplify the design and construction and tighten up its negotiating stance in a bid to reduce the risks it faces from construction projects.
- The measures are outlined in the report on the first phase of the small sites project.
- The scheme was designed to provide 94 homes on seven sites across the borough and construction began in 2014. However, the original project soon ran into difficulty when one of the contractors went into liquidation the following year. The report states that the collapse of the Contractor was due to a sudden, unexpected change in central government policy following the 2015 general election. This led to the loss of key members of staff, which meant designs were left undeveloped or information lost.
- This led to delays and cost overruns as the Council was forced to find a new contractor. Some half-built homes also had to be pulled down due to weather damage.

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- Enfield Council has reviewed the project and plans to change its approach to future housing schemes to stop the problems from recurring.
- The Government has announced funding to develop SME builders' capacity and as a Council the aim is to nurture local SME developers and help them by making their job very simple. They need to have a clear brief about the house they are building and be able to get on with the job in hand.
- Paul White, Project Manager Environment advised that the Council 'packaged up' houses on the small sites scheme to suit bigger contractors. However, this led to problems for the firms, including difficulties coordinating transport between different sites.
- Joanne added that the Council were aware that the project came with a range of risks but added that all the risks had materialised in one go.
- The report suggests that smaller packages of sites tendered to smaller SME contractors with direct JCT contracts rather than Development Agreements may be a better approach. Suitable contractors need to be identified and supported,
- A further issue related to design consultants' understanding Sustainable Urban Drainage Systems (SUDS). It was discovered once on site during small sites 1 and on Ordnance Road that it was difficult to meet the Council's SUDs policy requirements with the designs for which the architect had obtained planning permission (the responsibility of the designer not the planner).
- Delivering SUDS on any small site going forward will be a challenge and needs early engagement with the SUDS team.
- Value engineering decisions during the construction phase to reduce costs should not be made without the input of a planning officer where it is relevant to any planning permission. As a result of this the Action Plan does include getting additional planning support going forward.
- The remaining homes on phase one of the small sites scheme would be completed by July this year.
- Concerns were raised regarding contractors becoming insolvent and this risk may be higher with smaller and medium sized contractors. Could an alternative be for the council to do the work themselves? Joanne advised that currently Enfield Council do not have in-house construction. Although this would prove a challenge it could possibly work within a partnership however, this would have to be phased in and would not be within our reach for several years.
- Members and Officers agreed that there will be lessons learnt from small sites that could be brought forward to the Meridian Water Project. It was also agreed that several recommendations in the report are also relevant to Meridian Water.
- Members commended the report in that it was honest and transparent, and it had been interesting and useful to see the lessons learnt. It was clear from the report and subsequent discussions that communication and good project management are key to the success of the scheme.
- The Chair thanked Joanne and Paul for their update and sensed that further development would be seen during the next year at which point

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the committee would welcome a progress report. In the meantime, he encouraged officers to approach the committee should they feel that there was any relevant information to share as it was not necessary to wait for an invite to attend an OSC meeting.

**1059**

### **UPDATE ON THE WORK OF THE CRIME AND HEALTH SCRUTINY PANELS**

**RECEIVED** an update from Councillor Lee David-Sanders Chair, Crime Scrutiny Panel.

#### **NOTED:**

- i) It had been a productive year for the panel with a busy work programme.
- ii) It had been a tough year for crime in the borough with Serious Youth Violence, Knife Crime and Burglary having all increased year on year.
- iii) Enfield had started the year at number three in London for Serious Youth Violence, moved up to number one in January 2019 and has finished the year at number four as at March 2019.
- iv) There had been three meetings of the panel in the last municipal year with regular standing items on each agenda.
- v) Public attendance has gone from strength to strength at each meeting with between 15 and 30 people in regular attendance. This, along with lots of interesting debate and questions had resulted in good quality meetings.
- vi) The merger of Enfield and Haringey Police to the North Area Basic Command Unit went live on the 9<sup>th</sup> January 2019. As a result of this the panel had not been updated on Police numbers since the September 2018 meeting and this was somewhat disappointing.
- vii) The September agenda included an update on the Extra Summer Youth Diversionary Activities and an overview was provided on how the extra funding agreed by the Leader of the Council had been spent. A burglary report was also delivered at this meeting and an analysis provided of burglaries in the borough compared to the rest of the London boroughs. Information was also provided on the MetTrace Programme.
- viii) The Serious Youth Violence Action Plan was delivered at the January 2019 meeting and this had been one of the best attended meetings. The panel were updated on partnership working, funding available and the wider picture in London. A report was also presented at this meeting on Tackling Illegal Drugs which included information on the national and local approach, including partnership working.

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- ix) At the recent meeting in March 2019 a report had been presented on Street Prostitution and Brothels in Enfield. Again, this had been an interesting and informative report and it was encouraging to hear what the Police and Community Safety were doing to combat this issue. An update was also provided on the North Area Basic Command Unit which included information on the new structure, the benefits for the borough as well as a stand still picture of how this has impacted on Enfield.
- x) Although some of the public attendance at meetings had been driven by concern it was felt that residents had gained confidence from the discussions that had taken place and the ongoing support of Police and Council Officers. Adequate time was allowed at each meeting for audience participation and this had made for repeated attendance during the year.
- xi) Councillor attendance had been a bit 'hit and miss' at several of the meetings often with apologies not being given prior to the meeting. This was a general but important 'housekeeping' observation as it was felt that Member participation is a crucial role in Governance.
- xii) In conclusion Councillor David-Sanders said that Andrea Clemons and her team have continued to be excellent. Andrea has always encouraged her team to attend meetings and present reports as opposed to it all being through her. Police representation has also been excellent and informative. He also thanked Susan O'Connell and Stacey Gilmour, Governance & Scrutiny Officers for their continued support.

In response to the Chair's question about the number of Crime Scrutiny meetings, Councillor David-Sanders felt that it would be useful to have at least one more meeting per year, therefore one Work Programme Planning meeting plus a further four meetings.

**RECEIVED** an update from Huseyin Akpınar Chair, Health Scrutiny Panel.

### **NOTED:**

The planning session in July, highlighted that it would be preferable to have a theme to each of the meetings, rather than have a number of unrelated reports presented to it. In addition, Members agreed that it was important to identify recommendations from each of the meetings.

- i) The theme of the first meeting was standards in care homes. There was a presentation from the Care Quality Commission, outlining their inspection regime together with Bindi Nagra and Sharon Burgess from HASC who spoke about Enfield's response to inspection results. Following the meeting, Members joined Health Watch Enfield representatives for 'Enter and View' inspections in care homes. Comments from the Youth Parliament Representative shaped the panel's recommendation-

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That Careers Advisors in schools actively encourage students to consider the care sector as a career/ work experience.

- ii) The second meeting focused on pressures on A&E. The panel welcomed representatives from North Middlesex Hospital and Enfield CCG. Discussions took place on how adequate primary care can help to alleviate pressures on the A&E service at North Middlesex. There were 3 recommendations that came from this meeting –

That Chase Farm Hospital improve communications relating to the Urgent Care Centre as this can have an impact on A&E provision elsewhere.

Lobby the Secretary of State for Health for additional funding for North Mid Hospital as the local population increases.

Request both Enfield CCG and NHS England to provide clarity on future primary care provision in and around both hospital trusts and in Chase Ward.

- iii) The final meeting had Interventions in Children's Health as its theme. At the planning session there were 2 key concerns raised by members in relation to public health. These were childhood obesity and children's oral health and both of these issues were included in a presentation from the Public Health Senior Management Team.

Recommendations from this meeting are being developed.

Finally, Councillor Akpinar thanked Cllr Alev Cazimoglu and Cllr Yasmin Brett for attending the Health Scrutiny meetings in their roles as Cabinet Members and was most grateful for their input.

In response to the Chair's question about the number of Health Scrutiny meetings, Councillor Akpinar also felt that it would be useful to have at least one more meeting per year.

### 1060

### MINUTES OF MEETINGS HELD ON 28 FEBRUARY AND 11 MARCH

**AGREED** as follows:

- 1) The minutes of the meeting held on 28 February 2019;
- 2) The minutes of the meeting held on 11 March 2019 subject to the following amendments:

Minute No: 1015 – point 6

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- (i) Councillor Aramaz asked if the investment of £500k per year into Street Cleaning Services was dependent on whether the proposed savings of £2.8m are met?
- (ii) Councillor Aramaz referred to the Financial Implications page 28 of the report, which stated that the £2.8m of savings would be made in year three of the business plan. He questioned how this proposal fits with the current budget.
- (iii) The comment of Councillor Aramaz that he chose to abstain from voting on this decision as he would like to see the results of the Government Consultation on the UK's Waste System and Michael Gove's recommendations in a future report to OSC.

### **1061**

#### **WORK PROGRAMME 2018/19**

**NOTED** and agreed the Work Programme 2018/19.

### **1062**

#### **DATES OF FUTURE MEETINGS**

**NOTED** the dates of future meetings as follows:

Provisional Call-Ins

- Thursday 11 April 2019

The Chair advised that should any further Call-Ins be received, every effort would be made to try and accommodate as many together to take account of the Easter break,

Councillor Tolga Aramaz advised that should there be any further OSC meetings before early May 2019 he would be in a position to provide an update on the 'Improving Enfield Shopping Areas/Empty Shops' Workstream which he chaired.

Councillor Susan Erbil advised that she would be away from the 16<sup>th</sup> – 24<sup>th</sup> April so unavailable for meetings.