

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Thursday, 27 September 2018 at 6.00 pm
Conference Room, Civic Centre, Silver
Street, Enfield, EN1 3XA

Contact: Elaine Huckell
Scrutiny Officer
Direct: 020-8379-3530
Tel: 020-8379-1000

E-mail: elaine.huckell@enfield.gov.uk
Council website: www.enfield.gov.uk

Councillors : Derek Levy (Chair), Huseyin Akpinar, Tolga Aramaz, Susan Erbil,
Gina Needs (Vice-Chair), Lee David-Sanders and Edward Smith

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

Enfield Youth Parliament Co-optees (2)
Support Officer – Susan O’Connell (Governance & Scrutiny Officer)
Stacey Gilmour (Governance & Scrutiny Officer)

AGENDA – PART 1

1. **WELCOME & APOLOGIES**
2. **DECLARATIONS OF INTEREST**

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

3. **CALL- IN OF REPORT: MERIDIAN WATER STATION- PUBLIC REALM CONSTRUCTION** (Pages 1 - 26)

To receive and consider a report from the Director of Law and Governance outlining details of a call-in received on the Leader of the Council Decision taken on Meridian Water Station – Public Realm Construction (Report No.77)

The decision that has been called- in was a decision made by the Leader of the Council taken on 5 September 2018 and included on the Publication of Decision List No: 17/18-19 (List Ref:1/17/18-19) issued on 7 September 2018.

It is proposed that consideration of the call-in be structured as follows:

- Brief outline of the reasons for the call-in by representative (s) of the members who have called in the decision

- Response to the reasons provided for the Call-in by the Leader of the Council
- Debate by Overview and Scrutiny Committee and agreement of action to be taken

Please also see the Part 2 agenda

4. MINUTES OF MEETINGS HELD ON 22 AUGUST 2018 AND 5 SEPTEMBER 2018 (Pages 27 - 40)

To agree the Minutes of the meetings held on the 22 August 2018 and 5 September 2018

5. DATES OF FUTURE MEETINGS

To note the dates of future meetings as follows:

Provisional Call-Ins

Thursday 11 October, 2018
 Thursday 8 November, 2018
 Thursday 6 December, 2018
 Thursday 20 December, 2018
 Thursday 7 February 2019
 Tuesday 12 March 2019
 Tuesday 26 March, 2019
 Thursday 11 April, 2019

Please note, the business meetings of the Overview & Scrutiny Committee will be held on:

Thursday 11 October, 2018
 Wednesday 7 November, 2018
 Tuesday 12 February, 2019
 Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:
 Tuesday 15 January, 2019

6. EXCLUSION OF PRESS & PUBLIC

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information)(Variation) Order 2006), as are listed on the agenda (Please note there is a Part 2 agenda).

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MUNICIPAL YEAR 2018/2019 REPORT NO.77**MEETING TITLE AND DATE:**

**Overview & Scrutiny
Committee,
27 September 2018**

REPORT OF:

Director of Law and
Governance

Agenda – Part: 1	Item:
Subject: Call-In of Report: Meridian Water Station – Public Realm Construction	
Wards: Upper Edmonton & Edmonton Green	
Key Decision No: KD 4669	
Cabinet Member consulted: Cllr Nesil Caliskan	

Contact officers and telephone numbers:

Jeremy Chambers, Director Law and Governance

Tel: 020 8379 4799

Email: Jeremy.chambers@enfield.gov.uk

Claire Johnson, Head of Governance & Scrutiny

Tel: 020 8379 4239

E mail: claire.johnson@enfield.gov.uk

1. EXECUTIVE SUMMARY

1.1 This report details a call-in submitted in relation to the following decision:

Leader of the Council Decision (taken on 5/09/2018):

1. To authorise the appointment of VolkertFitzpatrick under a Preconstruction Service Agreement (PCSA) to complete the design of the public realm works and enter into a contract to deliver those works.
2. To authorise the appointment of VolkertFitzpatrick to carry enabling works associated with the awarded contract.
3. To authorise the appointment of VolkertFitzpatrick to construct the Meridian Water Station public realm and enter into a NEC 3 form of contract with a value not exceeding £2,000,000.
4. The contracts to be in a form approved by the Director of Law and Governance.

1.2 Details of this decision were included on Publication of Decision List No. 17/18-19 (Ref. 1/17/18-19 – issued on Friday 7 September 2018).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for

review.

- 1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

2. RECOMMENDATIONS

- 2.1 That Overview and Scrutiny Committee considers the called-in decision and either:
- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making person or body then has 14 working days in which to reconsider the decision; or
 - (b) Refer the matter to full Council; or
 - (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

3. BACKGROUND/ INTRODUCTION

- 3.1 Please refer to Section 3 in the Decision Report.

4. ALTERNATIVE OPTIONS CONSIDERED

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options

available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

5. REASONS FOR RECOMMENDATIONS

To comply with the call-in procedure within the Council's Constitution.

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

6.1 Financial Implications

The financial implications relating to the called-in decision have been detailed in Section 6.1 of the Leader of the Council Decision Report.

6.2 Legal Implications

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

6.3 Property Implications

The property implications relating to the called-in decision have been detailed in Section 6.3 of the Leader of the Council's Decision Report.

7. KEY RISKS

The key risks identified relating to the called-in decision have been detailed in the Leader of the Council's Decision Report.

8. IMPACT ON COUNCIL PRIORITIES

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Leader of the Council Decision Report.

9. EQUALITIES IMPACT IMPLICATIONS

The equalities impact implications relating to the called-in decision have been detailed in the Leader of the Council Decision Report.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The performance management implications identified relating to the called-in decision have been detailed in the Leader of the Council Decision Report.

11. HEALTH AND SAFETY IMPLICATIONS

The health and safety implications identified relating to the called-in decision have been detailed in the Leader of the Council Decision Report.

12. PUBLIC HEALTH IMPLICATIONS

The public health implications identified relating to the called-in decision have been detailed in the Leader of the Council Decision Report.

Background Papers

None

APPENDIX 1

**Call-In: Leader of the Council Decision:
Meridian Water station – Public Realm
Construction**

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MUNICIPAL YEAR 2018/2019 REPORT NO.**ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY**

PORTFOLIO DECISION OF:
Cabinet Member for Regeneration

REPORT OF:
Executive Director – Place

Contact officer and telephone number:
Alan Westlake 020837947771
E mail: alan.westlake@enfield.gov.uk

Agenda – Part: 1	KD Num: 4669
Subject: Meridian Water Station – Public Realm Construction	
Wards: Upper Edmonton & Edmonton Green	

1. EXECUTIVE SUMMARY

- 1.1 In order to deliver the new Meridian Water Station, it is essential to complete the adjoining public realm works to allow public access to the station.
- 1.2 Enfield Council, in order to protect its position tendered for these works through our Remediation Framework. No contractor responded to the invitation to tender for various reasons among which a lack of capacity was quoted.
- 1.3 VolkertFitzpatrick, the appointed contractor (By Network Rail) to build the new Meridian Water station were approached to submit a cost plan for delivering the public realm works and an estimate for entering into a Pre-Construction Service Agreement (See Part 2)
- 1.4 Given the failure of recent procurement exercises and the need to get a contract in place a waiver of Contract Procedure Rules (CPRs) has been approved by the Head of the Council's P & C Hub to appoint VolkertFitzpatrick as this is essential to avoid Enfield Council incurring significant penalty costs should the station opening be delayed beyond May 2018.

2. RECOMMENDATIONS

It is recommended that the Cabinet Member for Regeneration:

- 2.1 Authorises the appointment of VolkertFitzpatrick under a Preconstruction Service Agreement (PCSA) to complete the design of the public realm works and enter into a contract to deliver those works
- 2.2 Authorises the appointment of VolkertFitzpatrick to carry enabling works associated with the awarded contract
- 2.3 Authorises the appointment of VolkertFitzpatrick to construct the Meridian Water Station public realm and enter into a NEC 3 form of contract with a value not exceeding £2,000,000.
- 2.4 It is recommended that the contracts are in a form approved by the Director of Law and Governance.

3. BACKGROUND

- 3.1 Meridian Water is a pivotal regeneration scheme, which has the potential to accommodate over 10,000 new homes and 6,700 new jobs by 2030. The Meridian Water Masterplan was adopted in 2013 as Planning and Urban Design Guidance - Material Consideration, and provides a framework for the delivery of this new community adopted by the council in July 2013 (Key Decision: 3699).
- 3.2 The delivery of the station and wider public realm is essential to open up the area for regeneration and provide a key into both central London and the employment hub of Cambridge.

Initially Enfield had expected Barrett London as its preferred development partner to undertake these works. Following the withdrawal of BL and the delay in concluding negotiations with PCPD it was considered essential for Enfield to undertake the work by directly engaging a contractor.

- 3.3. Following a robust and compliant tendering exercise involving six contractors no submissions were received from the contractors approached. Feedback from the contractors indicated that the timing of the work and proximity of the station development were significant obstacle, also stated was the current lack of capacity.

4. Cost

- 4.1 The detailed cost can be found in Part 2 of this report.
- 4.2 The council has an existing agreement with Network Rail and an ongoing relationship with VolkertFitzpatrick (VFP) to design and build the new Meridian Water station.
- 4.3 The purpose of the PCSA is to refine the design of the public realm works and with VFP tendering the individual works packages provide cost certainty for delivery

The synergy of undertaking these works concurrently with the station and by the same contractor will reduce site preliminaries and avoid abortive duplication of effort

5. Cost Certainty

- 5.1 Cost estimates are presented Part 2 of this report.

6. Conclusion

- 6.1 To enable achieving a timely completion of the public realm works appointing VFP is considered the most economically advantageous tender route providing both value for money and quality that compliments the station design.

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 Use of an appropriate framework was undertaken but no companies chose to bid.
- 7.2 Doing nothing would result in not being able to discharge planning conditions, failure to comply with Enfield's Customer obligations under the implementation agreement with Network rail to deliver the new Meridian Water Station resulting in stalling of delivering of the station and potentially open the Council liable to prohibitive penalties from Network Rail. Ultimately delay with works could delay the opening of the station service by 12 months until May 2020

8. REASONS FOR RECOMMENDATIONS

- 8.1 Only VFP have the capacity and willingness to undertake the work in the required timescales

9. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS

9.1 Financial Implications

- 9.1.1 The approved re-profiled capital budget for the period ending in September 2018 includes provision for Station Public Realm

9.2 Legal Implications

- 9.2.1 Section 111 of the Local Government Act 1972 gives a local authority power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.
- 9.2.2 The Council has a general power of competence in section 1 (1) of the Localism Act 2011. This states that a local authority has the power to do anything that individuals generally may do provided it is not prohibited by legislation. The proposed works and services which the Council wishes to provide are in accordance with this power.
- 9.2.3 The contract consists of services and works, the dominant category being works. In terms of procurement law, the contract is therefore treated as a works contract and is below the threshold (currently £4,551,413.00) where an EU procurement is required under the Public Contracts Regulations 2015.
- 9.2.4 The contract must be procured in accordance with the Council's Constitution and in particular with Contract Procedure Rules (CPRs). As the anticipated contract value exceeds £250,000 and the contract will have a significant impact on the local community in one or more wards, this is a Key Decision and the Council must comply with the process for Key Decisions including publication of the proposed award in the Forward Plan (see CPR 1.22.4).

- 9.2.5 Legal Services has been advised by Council officers that a waiver of the Council's CPRs regarding tendering has been obtained for this contract. The Head of Procurement has confirmed that the waiver has been approved.
- 9.2.6 The Council will need to ensure that it obtains Best Value as required under the Local Government Act 1999. The Council must keep a clear audit of its decision to award this contract to ensure that Best Value has been and will continue to be obtained.
- 9.2.7 The contracts must be in a form approved by the Director of Law and Governance.

9.3 Property Implications

- 9.3.1 There are no property implications arising from this procurement

9.4 Procurement Implications

- 9.4.1 A waiver of Council's Contract Procurement Rules has been approved to take account of the urgency to engage a suitable contractor.

10. KEY RISKS

- 10.1 The key risks for using VFP are:

Financial risk. The Council may not recover its investments in the station and any delay in opening the station would render Enfield liable to significant financial penalties (liquidated damages) from Network Rail.

Mitigation – early award of contract to VFP with a joint project team regime working together with the station delivery team will ensure delivery on time, within budget cost and with a quality commensurate with the finished iconic new station

11. IMPACT ON COUNCIL PRIORITIES

11.1 Fairness for All

Meridian Water will deliver fairness for all by providing homes of different tenures, types and sizes to meet the diverse need of the community. In addition, it will create well managed open spaces making Meridian Water a key destination and a place where people want to live, work and play. The decision to terminate the master developer procurement process will enable these benefits to be delivered more quickly and with the potential for a better return for the tax payers of Enfield.

11.2 Growth and Sustainability

Meridian Water will deliver new homes, jobs and infrastructure: both major new physical and transport infrastructure and social infrastructure

including medical facilities, schools, nurseries, community centres, parks and gardens. Clean and green energy will be provided by the Lee Valley Heat Network, which will ensure that the development is environmentally sustainable.

11.3 Strong Communities

The new neighbourhood at Meridian Water will be designed to foster social cohesion through a series of physical and social interventions, such as direct pedestrian, cycle and other connections into existing neighbouring community for example Angel Edmonton; and position new community facility to encourage a mixed use by both existing communities and future new residents. The new Meridian Water station and public realm will in itself serve as a hub where existing and new communities will mingle and interact.

12 EQUALITY IMPACT IMPLICATIONS

- 12.1 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 to Authorise the appointment of VolkertFitzpatrick.
- 12.2 It should be noted that projects or work stream deriving from this may be subject to a separate Equalities Impact Assessment. Therefore, any projects or work stream will be assessed independently on its need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010. In addition any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

13 PERFORMANCE MANAGEMENT IMPLICATIONS

Delivery of a comprehensive regeneration scheme at Meridian Water is a corporate priority within the Council's Business Plan for 2016-2018. Completion of the Masterplan and the delivery of phased infrastructure improvements including increased rail services, station improvements and new homes will help to meet the strategic priority: "a borough that attracts inward investment and supports sustainable regeneration and growth."

14 HEALTH AND SAFETY IMPLICATIONS

There are no health and safety implications for this procurement. Completion of the Meridian Water Public realm will create a safe environment for residents and station users.

The Meridian Water Project bringing widespread improvements in transport, accessibility, and comprehensive remediation of contaminated brownfield sites will have positive health and safety benefits for the local

community and the future residents, workers and leisure users at Meridian Water.

15 PUBLIC HEALTH IMPLICATIONS

Meridian Water has significant potential to improve public health. Part of the necessary development will be to ensure good public transport which will increase everyday physical activity and help to reduce car usage.

16. HUMAN RESOURCES

N/A.

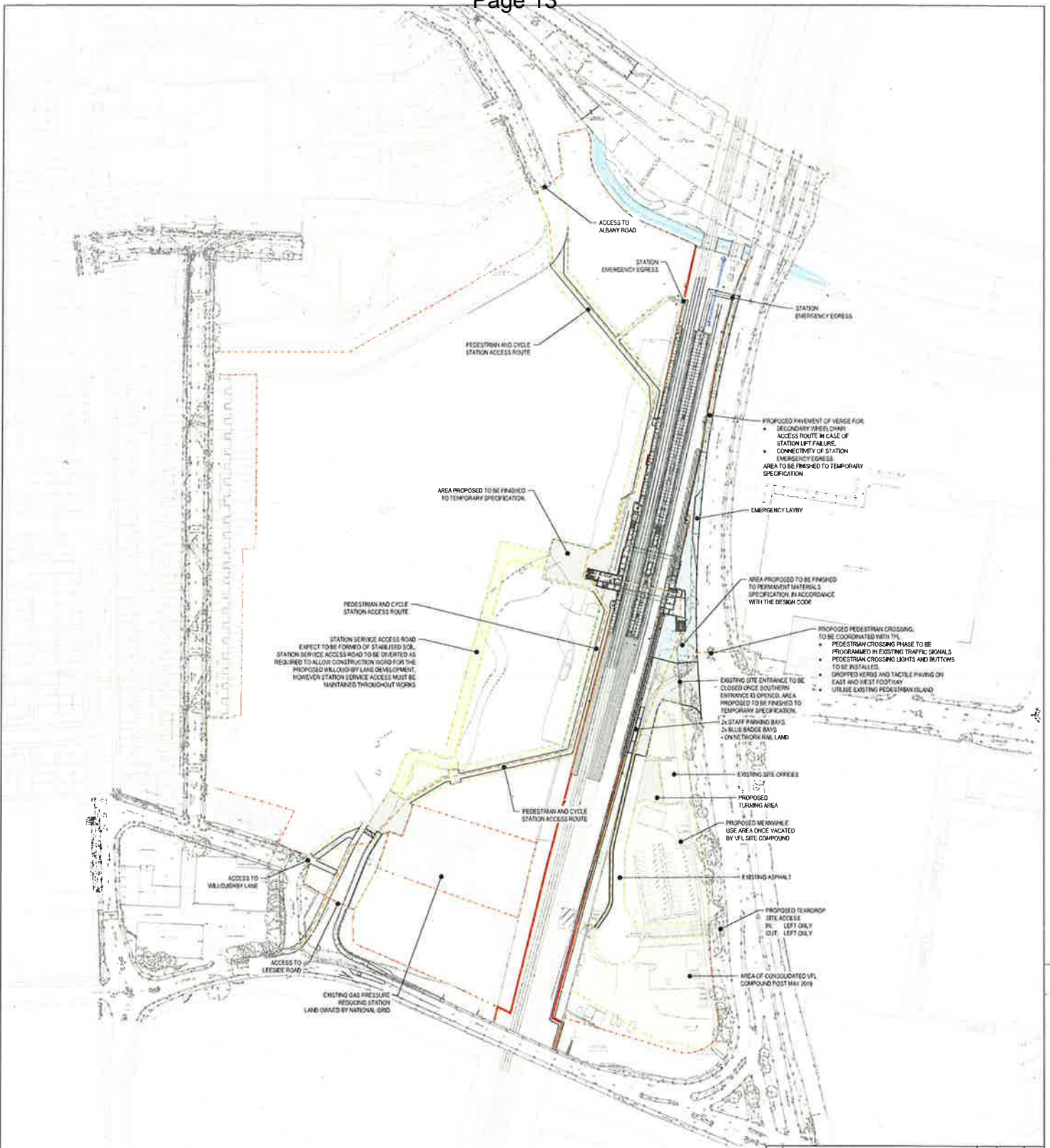
17 BACKGROUND PAPERS

None

18 APPENDICES

General Arrangement Plan showing scope of works

Copy of Waiver



- NOTES**
- EXISTING TOPOGRAPHICAL SURVEY OF PUBLIC HIGHWAY INFORMATION IS TAKEN FROM TERUM SURVEY'S DRAWING SERIES 1516-491.
 - EXISTING ON-SITE TOPOGRAPHICAL SURVEYS TAKEN FROM VOLKER FITZPATRICK INFORMATION LEVELS ARE TRC AND ARE SHOWN TO LONDON SURVEY GRID 2011 WHICH IS ASSUMED AS 10m HIGHER THAN OS DATUM (TRC BY VOLKER FITZPATRICK).

LEGEND

	INDICATIVE PEDESTRIAN WALKING ROUTE
	EXISTING EXTERNAL SITE BOUNDARY
	PROPOSED NETWORK RAIL BOUNDARY
	PROPOSED INTERNAL SITE FENCING AND GATES
	PROPOSED SOFT LANDSCAPE
	AREA PROPOSED TO BE FINISHED TO PERMANENT MATERIALS SPECIFICATION
	AREA PROPOSED TO BE FINISHED TO A TEMPORARY MATERIALS SPECIFICATION
	STATION SERVICE ACCESS ROAD
	PROPOSED MEANWHILE USE SITE

<table border="1"> <tr> <td>1st</td> <td>FIRST ISSUE</td> <td>LH</td> <td>18.07.16</td> <td>SO</td> </tr> <tr> <td>Mark</td> <td>Revision</td> <td>Drawn</td> <td>Date</td> <td>Chkd</td> </tr> </table>		1st	FIRST ISSUE	LH	18.07.16	SO	Mark	Revision	Drawn	Date	Chkd
1st	FIRST ISSUE	LH	18.07.16	SO							
Mark	Revision	Drawn	Date	Chkd							
<p>PRELIMINARY</p> <p>MERIDIAN WATER, ENFIELD STATION TEMPORARY ACCESS</p> <p>PROPOSED GENERAL ARRANGEMENT</p>											
<p>Client:</p> <p>VOLKER FITZPATRICK</p>		<p>LEWIS HUBBARD ENGINEERING</p> <p>UNIT E03, THE ABSOLUT FACTORY 100 CLEMENTS ROAD LONDON SE16 4AG lh@lewis-hubbard.com</p>									
<p>Date of 1st Issue</p> <p>18.07.16</p>		<p>Drawn by</p> <p>LH</p>									
<p>1st Scale</p> <p>1:1000</p>		<p>Checked by</p> <p>SO</p>									
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Before completing this form, please click on link below to check that this is not an Exemption.

If your Procurement is Exempt from CPRs then completion of this form is not required.

If Exempt and the Supplier needs to be added to Neptune (so that Purchase Order can be raised), please complete the Supplier Request Form. Within not been used, there will be an option to select the exemption from a list.

[Supplier Request Form](#)

To check if the procurement is an Exception click on link below.

Exceptions

I am completing this form because:

It is a Waiver of CPRs

Type of Contract

Works

Title of Contract

Meridian Water Station - Public Realm Works

Total spend anticipated over duration of contract

£2,000,000

(including extensions options) or, if unknown, over 4 years.

Have the goods or service already been provided?

No

Person completing this form
Project Owner / Buyer (if different to above)
Job Title of Project Owner / Buyer
Department
Team
Phone Number
E-mail

Alan Westlake
Alan Westlake
Enabling and Building Works Lead
ENV / Regen
Regeneration - Meridian Water
0208 379 4771
alan.westlake@enfield.gov.uk

Name of Supplier
Is Supplier set up in Neptune (PO System)?

VolkersFitzpatrick
No

Please complete Supplier Request form and send with this completed form. Failure to do so will result in it being rejected. Thanks.

Contract Start Date

01-Jun-18

Contract End Date

31-Mar-20

Cost Centre that will be charged for invoices relating to this

C202138 64951

Detailed description of the product / service being provided and the reason for this request.

Provision of public realm adjoining the new Meridian Water Station including new traffic controls and pedestrian crossing; pedestrian access to and from new station, emergency vehicle access, disabled and staff parking.

Enfield Council are procuring these works because the Master Developer negotiation with Barratts were aborted and subsequent negotiations with PCPD did result in a deal there would not be sufficient time for them to deliver all the works before the station is due to open.

Delivery of these facilities would have been the responsibility of Enfield Council's development partner (Barret London and subsequently PCPD).

The provision of these facilities is a contractual obligation upon Enfield Council as part of the contract between Enfield Council and Network Rail in delivering the station (the client's obligation) failure to delivery these by the time the station opens 31. March 2019 would render Enfield Council liable to a penalty until the work is completed.

Enfield Council, in order to protect it's position tendered for these works through our Remediation Framework. No contractor responded to the invitation to tender.

VolkersFitzpatrick, the appointed contractor (By Network Rail) to build the new Meridian Water station were approached to submit a cost plan for delivering the public realm works - their quoted cost for completing the work has been reviewed by external cost consultants and is considered representing value for money.

Given the failing of recent procurement exercises and the need to get a contract in place the waiver of PCR is essential to avoid Enfield Council incurring significant penalty costs.

How does this represent best value?

Failure to engage through framework tendering for a contractor and the delay in Enfield Council to enter into a delivery partnership has made this route essential to avoid significant penalty payments.

VolkersFitzpatrick's cost plan aligns with previous cost estimates and will be subjected to due diligence to ensure that cost is in line with prevailing market rates.

What is the risk associated with the approval of this procurement (financial/political/reputation)?

Detailed response required if

Approval of this procurement mitigates risk rather than create it

Financial - Enfield Council is obliged to provide public realm interfacing with the station in order for the station to be commissioned and operate as designed and planned by Network Rail and the planning consent.

If the works are not complete to a satisfactory standard and condition (NR decision with Abellio as operator) then this could impact on the opening of the station.

The cost of delay would be incurred by Enfield as the Customer of the Implementation Agreement as part of the Emergise cost nature of the

I confirm my approval to the submission of this document; and that it represents the best terms that are reasonably obtainable. I have taken the necessary advice and confirm that this request will not breach EU or UK regulations. If it does breach the law then the attached report addresses the risk of challenge. I confirm that the necessary budget is available to enter into this contract.

Level 5 SRM Approver Name

Peter Geroge

Has your Director been consulted in this process?

No

Approver, please copy in your relevant Director on the e-mail when you send this.

Approver to e-mail this form to Tendering@enfield.gov.uk

No Procurement is to commence until Approval by AD Procurement & Commissioning Hub

FOR Proc Comm Hub Use

Authorised by Procurement & Commissioning Hub

Procurement & Commissioning Hub Comments

London Tenders Portal Reference Number

APPENDIX 2

**Call-in request form submitted by 8 members of
the Council**

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CALL-IN OF DECISION

(please ensure you complete all sections fully)

Please return the completed original signed copy to:
Claire Johnson, Democratic Services Team, 1st Floor, Civic Centre

TITLE OF DECISION: MERIDIAN WATER STATION - PUBLIC REALM CONSTRUCTION

DECISION OF: LEADER OF THE COUNCIL

DATE OF DECISION LIST PUBLICATION: 7 SEPTEMBER 2018

LIST NO: 1/17/18-19 KD 4669

(* N.B. Remember you must call-in a decision and notify Democratic Services Team within **5 working days** of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

(a) **COUNCILLORS CALLING-IN** (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

- (1) Signature:  Print Name: EDWARD SMITH...
- (2) Signature:  Print Name: A. ALEGRIA...
- (3) Signature:  Print Name: C. VINCE...
- (4) Signature:  Print Name: L. RAWLINGS...
- (5) Signature:  Print Name: C. DE SILVA...
- (6) Signature:  Print Name: M. R. J. E.
- (7) Signature:  Print Name: ELAINE HAYWARD...
- (8) Signature:  Print Name: M. ALEXANDROU

(b) **SCRUTINY PANEL RESOLUTION** (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL:

DATE OF PANEL:

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APPENDIX 3

**Part 1 -Reasons for Call-in by Councillor calling
in the decision**

&

**Part 1 - Briefing Note in response to called in
decision**

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PART 1

Reason why decision is being called in:

The decision taken by the Leader of the Council on 5th September 2018 to approve the works to the public realm adjacent to the new railway station on Meridian Way was based on a completely inadequate report (Parts 1 and 2) by officers that did not provide sufficient background information on the procurement process, programme, specification, cost of the works or risks to the Council involved. The inadequacy of the report showed nothing short of contempt for elected members.

The procurement process

- Why wasn't background information provided in the report regarding the decision taken to carry out a formal procurement process by going out to remediation contractors via the framework which failed instead of civil engineering contractors capable of carrying out the highway works involved? This created major avoidable delays. No timeline was provided in the report regarding when the procurement process started, finished or when the waiver was applied for?

Programme

- The Council is now under extreme time pressure to carry out the works by May 2019 when the Station is due to open before substantial damages are levied by Network Rail. The procurement process should have been undertaken much earlier than it was in order to avoid this situation. Why wasn't this specific works scheme dealt with separately from the main negotiations with Barratt/PCPD in a timely manner rather than hanging on in the hope that the main negotiations would be resolved in the Council's favour?
- No assurances are provided in the report that the public realm works by Volkens Fitzpatrick can actually be completed by the May 2019 deadline.

(2) Outline of proposed alternative action:

Refer back to Cabinet Member for the decision to be reviewed.

(3) Do you believe the decision is outside the policy framework?

No

(4) If Yes, give reasons: n/a

FOR DST USE ONLY:

Checked by Proper Officer for validation –



Name of Proper Officer:

Date:

Response to Call-in of Report – Meridian Water – Station Public Realm Construction

PART 1

Response 1: The Procurement process:-

Section 3.3 of the DAR describes the procurement route adopted – use of the remediation framework was identified as the appropriate and more expedient than a full open tender.

The contractors on the Enfield remediation framework possess the knowledge, skill and experience to undertake a broader range of services and had been pre-qualified. IN PART 2 – INSERT 1.

The scope of work to be undertaken within the Remediation Framework includes land reclamation, environmental decontamination, site preparation and clearance, contaminated soil management and site development works (including utilities diversions and highways access). The title 'station public realm works' perhaps doesn't accurately capture the rather complex scope of works required under the packaged which includes interfacing with partially remediated land, level changes across the Willoughby Lane site, utility supplies and diversions, and public realm works to interface with the new station, in addition to clearance of planning and highways conditions. The Remediation Framework was ideal for delivering these works following the scope to remediate on Willoughby Lane.

The ITT was issued via the London Tender Portal on 2 February 2018 with a return date of 2 March 2018. When the tender closed without response, a waiver was submitted on 6 March 2018.

Response 2: Programme:-

The public realm and station interface package of work is integral part of the Phase 1 delivery for Willoughby Lane. The planning application for new homes on Willoughby Lane included the station, but also the essential infrastructure to access, services and to make connections to the existing community and public highway. Under the previous Master Developer procurement these works were the responsibility of the development contractor as they were interwoven with the delivery of the first phase of housing.

IN PART 2 – INSERT 2. As such in the tender documents to the remediation framework contractors, 'the Council recommended that Volker Fitzpatrick are used as the subcontractor for works within the vicinity of the Meridian Water Station in order to minimise the council's risk at contractor interfaces for critical programme works. The area where the nomination applies is defined in the Specification'.

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Response 3: Specification:-

The outline design accompanying the Report was developed by Enfield to meet the requirements of the future development in accordance with outline planning permission and the Customer Obligations set out within the Implementation Agreement between LBE and Network Rail for the station.

The objective of the procurement was to secure a design and build contractor to deliver the Employers Requirements (an outline design and scope of work) within a defined budget and to an

acceptable standard. It is for this reason that the report asks to appoint Volkers under a Preconstruction Service Agreement (PCSA) to design and provide a detail cost plan and subject to satisfactorily meeting Enfield's requirements enter into a contract to deliver the works

IN PART 2 – INSERT 3.

Response 4: Cost :-

IN PART 2 – INSERT 4.

Response 5: Risks :-

IN PART 2 – INSERT 5.

OVERVIEW & SCRUTINY COMMITTEE - 22.8.2018

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON WEDNESDAY, 22 AUGUST 2018**

COUNCILLORS: Derek Levy (Chair), Gina Needs (Vice-Chair), Huseyin Akpinar, Susan Erbil, Lee David-Sanders, Glynis Vince.
PRESENT

STATUTORY CO-OPTees 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: Sarah Cary (Executive Director Place), Gary Barnes (Director of Property), Fay Hammond (Director of Finance), Doug Wilkinson (Director of Environment and Operational Services), Bindi Nagra (Director of Adult Social Care), Doug Wilson (Head of Strategy & Service Development), Lia Markwick (Service Development & Commissioning Manager), Andy Ellis (Scrutiny Officer), Elaine Huckell (Scrutiny Secretary).

Also Attending Councillor Ahmet Oykenar (Cabinet Member for Property and Assets), Councillor Joanne Laban (Leader of the Opposition) one member of the public and five councillors.

697

WELCOME & APOLOGIES

Councillor Levy welcomed all attendees to the meeting. It was noted that Councillor Glynis Vince was substituting for Councillor Edward Smith. Apologies for absence had been received from Co-optees -Simon Goulden and Tony Murphy.

698

DECLARATIONS OF INTEREST

There were no declarations of interest.

699

CALL-IN OF REPORT: GENOTIN ROAD CAR PARK, ENFIELD TOWN

The Committee received a report from the Chief Executive outlining details of a call-in received on the Cabinet decision taken on Genotin Road Car Park, Enfield Town.

OVERVIEW & SCRUTINY COMMITTEE - 22.8.2018

NOTED that this report was considered in conjunction with the information in the part 2 agenda.

The Chair invited Councillor Laban to outline the reasons for call-in. It was noted that this discussion was held in public under Part 1 section of the meeting. Further discussion took place under the Part 2 section of the meeting.

Councillor Laban outlined the reasons for call-in:

- That the report agreed by Cabinet at its meeting on 25 July 2018 to enter into a development agreement with Metaswitch Networks Ltd set out risks involved in carrying out the proposed office development. Although some of the points were covered in the response from officers, Councillor Laban felt that some issues still needed to be 'ironed out'. She agreed that it was important for Metaswitch to remain in Enfield, however she would like reassurance that agreements would clearly set out who would be liable for any risks involved. This included any risks should Metaswitch leave following the end of the 15 year lease period.
- The report did not give details of any alternative locations considered for the development other than the Genotin Road car park site.
- As Genotin Road is the most popular of the town car parks there needed to be consideration of how the public could be persuaded to make use of other car parks in the town. Councillor Laban suggested whether using the Portcullis car park had been considered and said it was important there are sufficient spaces around the Christmas period. She said there does not appear to be a clear parking vision for the town.
- The report does not make reference to the Enfield Town Centre, Framework Master Plan's proposals around Enfield Town station i.e. the possibility of the station frontage being repositioned in the future.
- Reassurance was needed that financial details including the rental figures referred to in the report were sound.

The Chair stated that this issue had been the subject of pre-decision scrutiny by this committee and he noted that many of the points raised by OSC had been given consideration in the Cabinet report. It was confirmed that mention had previously been made that the Genotin Road car park was the most popular car park used in the town.

The Chair invited Councillor Oykenner as Cabinet Member for Property and Assets, Place to respond to the points raised by Councillor Laban:

Councillor Oykenner said the report to Cabinet had reflected comments made by OSC during pre-decision scrutiny. He felt that most of the points raised by Councillor Laban had been covered in the report and for reasons of transparency they have been included in the Part 1 report. He said it was important that Metaswitch remains in Enfield and that the scheme has the potential to help revive the town centre.

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Sarah Cary referred to ongoing negotiations and discussions concerning risks and said that the council were seeking to mitigate against any risks involved. She reminded the meeting that in any lease agreements the issue of penalty clauses would be examined.

Gary Barnes said discussions with Metaswitch had focused on potential sites in Enfield Town, this included the possibility of using the Enfield police station which is sited next to the Civic Centre, however, the timing for a possible move here would not have been viable. There were limited options for other sites. The Genotin Road car park has 115 spaces, and he mentioned that surface parking is more popular for the public to use than multi storey car parks. He stressed that there is spare capacity within our remaining car parks.

He said the development represents a good asset management proposal. It would not be a bespoke building for Metaswitch. The design would allow the building to be let on a floor by floor basis should this be necessary.

Further discussion was held under Part 2 of the agenda.

700

CALL-IN OF REPORT: REARDON COURT EXTRA CARE HOUSING

The Committee received a report from the Chief Executive outlining details of a call in received on the Cabinet decision taken on Reardon Court Extra Care Housing.

NOTED that this report was considered in conjunction with the information in the part 2 agenda

All the discussion on this item took place in the part 2 section of the meeting.

701

MINUTES OF MEETINGS HELD ON 12 JULY 2018 AND 26 JULY 2018

AGREED the minutes of the meetings held on 12 July 2018 and 26 July 2018.

702

DATES OF FUTURE MEETINGS

Noted the dates as follows

Provisional Call-Ins

Thursday 13 September, 2018

Thursday 11 October, 2018

OVERVIEW & SCRUTINY COMMITTEE - 22.8.2018

Thursday 8 November, 2018
Thursday 6 December, 2018
Thursday 20 December, 2018
Thursday 7 February 2019
Tuesday 12 March 2019
Tuesday 26 March, 2019
Thursday 11 April, 2019

The business meetings of the Overview & Scrutiny Committee will be held on:

Wednesday 5 September, 2018
Wednesday 7 November, 2018
Tuesday 12 February, 2019
Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:
Tuesday 15 January, 2019

703

EXCLUSION OF PRESS & PUBLIC

Resolved in accordance with the principles of Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of the Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

704

PART 2 AGENDA CALL IN OF REPORT: GENOTIN ROAD CAR PARK, ENFIELD TOWN

The Committee received the information provided on the call in report: Genotin Road Car Park which had been included in the Part 2 section of the agenda.

Following discussions the Overview & Scrutiny Committee considered the reasons provided for the call-in and response provided by Councillor Oykener (as relevant Cabinet member).

Councillor Oykener confirmed that should negotiations between the Council and Metaswitch not progress as intended and as discussed with this Committee, a further report to Cabinet would be provided, detailing any final agreement.

With this commitment noted, the Committee and Councillor Laban agreed to allow the original Cabinet decision to be confirmed without the need to vote.

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“2.1 To delegate authority to the Executive Director Place in consultation with Executive Director Resources to agree Heads of Terms and enter into a contract on those term for an agreement for lease, including arrangement for lease, including arrangements for the funding of the development of an office on land known as Genotin Road Car Park. On completion of the development, Metaswitch will enter into a business lease for a minimum of 15 years . The Council will retain the freehold of the property. The car park will be made available for public use at the weekend and evenings.

2.2 The contract (whether it be a development agreement, lease or contract for sale) to be in a form approved by the Director of Law and Governance. “

AGREED

The Committee and Councillor Laban agreed there was no requirement to record a vote and the original decision by Cabinet was therefore agreed.

705

PART 2 AGENDA - CALL-IN OF REPORT: REARDON COURT EXTRA CARE HOUSING

The Committee received the information provided on the call in report: Reardon Court Extra Care Housing which had been included in the Part 2 section of the agenda. The Chair stated that it was a matter of regret that no Cabinet member was available to respond to the issues raised. Officers provided answers to the points raised by Councillor Laban.

Overview & Scrutiny Committee considered the reasons provided for the call-in and responses provided Having considered the information provided the Committee agreed to confirm the original Cabinet decision:

“2.1

- approve removal of the Reardon Court site from the Council’s current disposals list
- approve a Council led demolition, design and redevelopment of the Reardon Court site for the provision of modern, accessible, self-contained Extra Care Housing Provision
- approve the appointment of design expertise to develop architectural plans and support an application to the Local Planning Authority
- grant permission for officers to tender for a building contractor to develop the scheme
- approve indicative borrowing requirements for development capital, subject to securing a capital contribution from the Greater London Authority
- delegate to the Executive Director Place, in consultation with Adult Social Care, Legal and Procurement Services, the appointment of a design team
- receive a further report to:
 - appoint a building contractor to develop the scheme

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- tender and appoint a provider of support and care services (as required)”

AGREED

The Committee and Councillor Laban agreed that there was no requirement to record a vote and the original Cabinet decision was therefore agreed.

Councillor Levy thanked everyone for attending the meeting.

OVERVIEW & SCRUTINY COMMITTEE - 5.9.2018

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON WEDNESDAY, 5 SEPTEMBER 2018**

COUNCILLORS: Derek Levy (Chair), Huseyin Akpinar, Christine Hamilton,
PRESENT Gina Needs Vicki Pite, Lee David-Sanders, Edward Smith.

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

OFFICERS: Anne Stoker (Director of Children & Family Services),
Geraldine Gavin (Chair, Enfield Safeguarding Children's
Board), Angela Bent (Head of Service, Practice
Improvement & Partnerships), Linda Hughes (Head of
Service for Looked after Children), Maria Anastasi (Service
Manager Safeguarding & Quality), Kari Manovitch (Acting
Director, Customer Experience and Change), Susan
O'Connell (Scrutiny Officer), Elaine Huckell (Scrutiny
Secretary)

ALSO
ATTENDING: Councillor Guney Dogan (Cabinet Member for
Environment)

706

WELCOME AND APOLOGIES

Councillor Levy welcomed all attendees to the meeting. Apologies for absence had been received from Councillors Tolga Aramaz and Susan Erbil and from independent Co-optee Simon Goulden. Councillor Pite was substituting for Councillor Erbil and Councillor Hamilton was substituting for Councillor Aramaz.

Discussion regarding item 3 – 'Cabinet Member for Environment, Councillor Guney Dogan' took place at the end of the meeting, but for the interests of clarity the minutes are shown in the agenda order.

707

DECLARATIONS OF INTEREST

There were no declarations of interest.

708

CABINET MEMBER FOR ENVIRONMENT, COUNCILLOR GUNEY DOGAN

OVERVIEW & SCRUTINY COMMITTEE - 5.9.2018

The Chair introduced this item and welcomed Councillor Dogan as Cabinet member for Environment. He asked Councillor Dogan to give a brief overview of what he considers to be the key objectives and priorities in respect of the Environment portfolio. Councillor Levy said this could be seen to be the most 'public facing' of all council departments as it includes – Parks, Streets, Waste, Planning, Enforcement, and Street Lighting.

Councillor Dogan said he had been in his position for four months and during this time he had been getting to know how the service operates and meeting officers. He spoke of the difficult political decisions that would have to be made over the forthcoming four years because of government financial savings. (£18m savings for LB Enfield by 2019/20).

He highlighted the following:

- Cabinet members were currently considering areas of potential savings one of which may possibly be the waste collection service.
- The Planning application service – the customer service element is being examined to look at better ways of providing information.
- Stricter penalties were needed to prevent the fly-tipping of waste.
- Inconsiderate parking on roads which is an annoyance for the public is an issue to be pursued.
- It is necessary to ensure that crossovers are built on solid foundations and people apply for them to be built in the correct way.
- Potholes in roads this concern to be considered.

The following issues/ questions were raised:

- In some fly-tipping cases evidence has been gathered by members. It was thought the council's legal team should be pursuing these cases more rigorously.
- Concerns were raised about the provision of crossovers which often lead to less grassed gardens and which is therefore a less environmentally friendly option.
- Fly-tipping in some areas are the result of organised crime activity which needs to be actively pursued with the police.
- Plans for income regeneration to be considered for the department.
- A need to change behaviours regarding fly-tipping, littering. Leafletting and other campaigns to target this should be considered.
- It was noted that an OSC workstream would be looking at 'Parks and Green spaces' this year.
- In view of the impact of government cuts, it was asked how we were going to ensure the delivery of a service to residents. Cllr Dogan said options were being considered, he said we want to ensure there is a minimum effect on residents.
- It was agreed that communication was key in keeping residents informed.

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Councillor Levy thanked Councillor Dogan for attending the meeting and for giving an overview of his vision for the Environment portfolio area.

709

FOSTERING & ADOPTION SERVICES IN ENFIELD

Linda Hughes (Head of Service for Looked after Children) presented a report which updated OSC on the work of the Fostering and Adoption Services since August 2017. It provided information relating to the work undertaken by the Fostering and Adoption Services and statistics relating to the recruitment of foster carers and adopters, as well as Orders relating to children placed with adopters and special guardians.

The following was highlighted:

- The regionalisation of adoption agencies, which is a government initiative, is progressing. The current consortium which includes Enfield consists of six boroughs and will become the Regional Adoption Agency for North London.
- Fostering allowances for Enfield have been reviewed for second and subsequent children. This now aligns with other local authorities. It is important as a means of encouraging the fostering of sibling groups.

The following issues/ questions were raised:

- In answer to whether we have a sufficient number of foster carers and adopters it was answered that marketing is undertaken to ensure that we have adequate numbers. As there are a lot of houses with bedrooms in the borough this helps in the caring for Enfield children within the area.
- A question was asked about independent agencies and whether there was a reason why we did not let the private sector take on the work of the fostering process. Linda stated that by using our own foster carers our staff are able to carry out assessments, which are undertaken in the same building as the council's Looked After Children(LAC) service. This helps in the continuity of care and the keeping of friendship groups. Our staff then carry out the monitoring process. It should be remembered that this is also the more cost- effective means of providing this service.
- It was noted that an additional 15 plus foster carers are to be recruited and assessed for 2018/19. In the previous year we appointed only 4 adopters, as we already had a number on our list and wished to avoid disappointment for any potential adopters.
- We have a commitment that for children under 10 years of age, we ensure sibling groups are kept together.
- It was asked if the increasing mental health problems experienced by young people was impacting on the service. Linda agreed that there were more instances of this, but that fortunately, we were able to respond as we have specialist support – Child & Adolescent Mental

OVERVIEW & SCRUTINY COMMITTEE - 5.9.2018

Health Service (CAMHS) within the LAC service and that there is no waiting list.

- The implementation date of the new Regional Adoption Agency for North London is April 2019. Councillor Levy asked if this has had an impact on recruitment? It was thought the original plan to have a London wide agency was seen to be unrealistic as it was too large an area. A new manager was now taking this scheme forward and listening events have been organised. Linda said the team are pragmatic, and realise that they may not be based in Enfield in the future.
- In answer to a question about the placement of children with adopters of different ethnicity it was stated there was no reason why we would not do this. Our primary objective is to ensure a child's needs are met.

Linda Hughes was thanked for her report.

710

ENFIELD SAFEGUARDING CHILDREN'S BOARD (ESCB) ANNUAL REPORT

Geraldine Gavin (Chair, Enfield Safeguarding Children's Board), presented this report which updated the committee on the Draft Enfield Safeguarding Children Board annual report for 2017 -18. It included an overview of the progress being made to safeguard and promote the welfare of children and young people across Enfield during the past year and set out information on the new safeguarding arrangements that will be introduced in 2018/19. It also sets out the priorities ESCB will take forward into 2018/19.

The following was highlighted:

- Children's safeguarding now involves more complex areas than before, such as trafficking, 'County Lines' issues.
- Whereas work previously centred on 0 to 10year olds, we are now looking at young people up to 25 years of age and are focused around their 'vulnerabilities'
- Statutory changes from the Children and Social Work Act 2017 resulting in the abolishing of the LSCBs and introduction of new safeguarding arrangements. An aim of this is to make sure partners are working together and ensure there is no duplication.

The following issues were raised:

- Geraldine was thanked for this clearly set out report.
- Councillor Smith referred to the information provided on young people at risk however he thought there was a lack of data on 'consequences' for example on the number of prosecutions/ cases dealt with. It was stated that the Ofsted report for Enfield in 2015 and for April 2017 - gave an overall good conclusion. Although successful prosecutions can be shown, preventative work is harder to measure. It was asked that consideration be given to include this information in future reports.

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- The Chair spoke of the importance of safeguarding training for Councillors and Councillor Pite praised the 'on line' training which had been provided for councillors which she had completed. Councillor Needs referred to her disappointment in respect of a safeguarding 'check box' for Councillors, details of which she would email to Geraldine Gavin for information.

Geraldine Gavin was thanked for her report.

711

ENFIELD ANNUAL INDEPENDENT REVIEWING OFFICERS (IRO'S) REPORT 17/18

Maria Anastasi, Service Manager for the Safeguarding & Quality Service presented the report on the Annual Independent Reviewing Officers (IRO's) report for 2017/18.

The following points were highlighted:

- The report updates OSC on the IROs during the 2017-18 period
- The number of Looked after Children (LAC) have remained consistent during the last few years.
- IRO's represent the interests of looked after children. From 1 October 2018 debriefing interviews for looked after children that run away will be carried out by IRO's.
- At end of March 2018, 63 of the LAC were unaccompanied minors. Since April 2018, the benchmark has changed to 59.

The following issues were raised:

- Processes are being developed to ensure interviews for children are of good quality and to better reflect the participation of children.
- Those who interview run away children already know the children concerned but they are not the social workers involved – which is helpful. The team have the skills to be able to prise out the concerns of the children.

712

ENFIELD ANNUAL LOCAL AUTHORITY DESIGNATED OFFICER (LADO) REPORT 17/18

Maria Anastasi, Service Manager for the Safeguarding & Quality Service presented the report on the Local Authority Designated Officer (LADO) report for 2017/18.

The following was highlighted:

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- The role of the LADO is undertaken by Head of Safeguarding and Quality Service (SQS) who has responsibility for overseeing investigations.
- There were 62 allegations in the year of which 22 were substantiated.
- The number of allegations had increased by 25% for the year and the number of substantiated ones had increased.
- The boundaries for investigation had gone further this year re social media issues
- PwC findings showed our system was robust

The following was raised:

- There would be concerns if there were no allegations made – this shows that they have faith in our systems and will report concerns.
- Maria confirmed that she was confident in our systems used.
- Members felt it would be useful to highlight and breakdown the reasons for the 25% increase in allegations for the year to identify any potential issues of concern..

Maria Anastasi was thanked for both reports.

713

CUSTOMER EXPERIENCE STRATEGY

Kari Manovitch (Acting Director, Customer Experience and Change) introduced the Customer Experience Strategy – 2018-2022.

She explained that the Strategy aims to deliver a positive customer experience 'Enfield is committed to putting customers at the heart of all Council business' and it is aligned with the new corporate vision of 'creating a lifetime of opportunities in Enfield'.

The Strategy will be presented to Cabinet on Wednesday 12 September 2018. As a subject of pre-decision scrutiny, the views of Overview and Scrutiny Committee were requested.

The following was highlighted:

- This is the first time the council has established a customer experience strategy.
- It sets a framework that will guide the work of the council over the next four years to ensure customers benefit from a positive customer experience and ensuring that this is a key priority for all departments.
- It includes standards/ behaviours for staff to adopt i.e being friendly and helpful, honest and respectful, professional and courteous.
- There is a maturity model in the framework which is an analytical tool to enable us to assess how each service is performing/ improving over the years.

The following issues were raised

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- The recommendations in the strategy report are aligned to those in the Cabinet report.
- Two of the current Overview and Scrutiny Committee members had been involved in the Enfield 2017 Scrutiny Workstream and it was asked if its findings had been absorbed into the strategy with respect to the impact 'Enfield 2017' had on customers. It was confirmed that it had. It was acknowledged that the priorities for 'Enfield 2017' had been about transformation and delivering efficiencies, it had not prioritised the customer experience. It was agreed that we were not delivering a consistently positive experience for customers at present.
- Members supported the principles of the strategy and agreed that everyone wanted to see service improvements and for people to get the support they needed. However, there was concern about the complexity of the strategy such as whether it was necessary to have five stages of improvement in the maturity model instead of three. It was explained that this was the starting point of a journey in which we will evaluate the tools in the strategy and adjust them if they prove too complex in practice. We are also creating new measures, that have not been used before to assess services to see whether a consistent positive customer experience is provided.
- Councillor Levy suggested that it may be helpful to provide scenarios to show how the strategy's principles would work in practice as this may be easier for people to understand.
- It was thought that the standards/ behaviours mentioned should already be a requirement for all people working for LB Enfield.
- It was asked if it was thought the strategy would empower our customers or would it lead to a more 'dependency' creating situation? It was stated that it would not be in the council's interests to create more dependency as it is important that we are able to concentrate our reducing resources on those that most need us, by promoting self-service for those that can.

It was noted that

- OSC had worked only from the Customer Experience Strategy document and not the actual Cabinet report
- All comments made were purely observational rather than critical, to potentially inform and enhance how the report might be better articulated at Cabinet.

AGREED

1. The Committee agreed the recommendations of the report with consideration being given to the inclusion of scenarios to show how the Customer Experience Strategy may work in practice.
2. Quarterly updates to be provided to future meetings of Overview and Scrutiny Committee.

714

WORK PROGRAMME 2018/19

OVERVIEW & SCRUTINY COMMITTEE - 5.9.2018

The OSC work Programme would be submitted to the next meetings of Cabinet and Council.

The Chair reiterated that of the three workstream topics previously agreed by OSC, those two already under development would be completed within the municipal year. The third would soon be scoped out in readiness to commence a little later in the year, and would complete as soon as practicable applying the guiding principle of 'task and finish'.

Future OSC meetings including provisional call-in meetings may be used as an opportunity for Cabinet members to attend to give their vision on their portfolio area.

**715
DATES OF FUTURE MEETINGS**

It was noted that an OSC meeting for Thursday 11 October 2018 would now be held as a Business Meeting. Future meetings are shown as follows:

Provisional Call-Ins

Thursday 8 November, 2018
Thursday 6 December, 2018
Thursday 20 December, 2018
Thursday 7 February 2019
Tuesday 12 March 2019
Tuesday 26 March, 2019
Thursday 11 April, 2019

Please note, the business meetings of the Overview & Scrutiny Committee will be held on:

Thursday 11 October, 2018
Wednesday 7 November, 2018
Tuesday 12 February, 2019
Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:
Tuesday 15 January 2019.

Councillor Levy thanked everyone for attending the meeting.