

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Wednesday, 4 September 2019 at 7.00 pm
Conference Room, Civic Centre, Silver
Street, Enfield, EN1 3XA

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Councillors : Susan Erbil (Chair), Tolga Aramaz, Guner Aydin, Sinan Boztas,
Bernadette Lappage, Achilleas Georgiou (Vice-Chair), Edward Smith and Lee David-
Sanders

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)
Elaine Huckell (Governance & Scrutiny Officer)

AGENDA – PART 1

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

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

3. **CALL IN OF DECISION: APPROVAL OF CYCLE ENFIELD PROPOSALS
FOR THE A1010 NORTH** (Pages 1 - 40)

To receive and consider a report from the Director of Law and Governance
outlining details of a call-in received on the Portfolio Decision taken on
Approval of Cycle Enfield Proposals for the A1010 North (Report No.85).

The decision that has been called in was a Portfolio Decision taken on 8
August 2019 and included on the Publication of Decision List No: 22/19-20
(List Ref: 2/22/19-20) issued on 9 August 2019.

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 Cabinet Member responsible for taking the decision
- Debate by Overview and Scrutiny Committee and agreement of action to be taken.

4. FOSTERING AND ADOPTION SERVICES IN ENFIELD- ANNUAL REPORT (Pages 41 - 84)

To receive a report from Debbie Michael, Service Manager Fostering Adoption and SG Service.

5. ENFIELD ANNUAL INDEPENDENT REVIEWING OFFICERS (IRO'S) REPORT 2018/19 (Pages 85 - 108)

To receive a report from Maria Anastasi, Service Manager for Safeguarding & Quality Service

6. ENFIELD ANNUAL LOCAL AUTHORITY DESIGNATED OFFICER (LADO) REPORT 2018/19 (Pages 109 - 130)

To receive a report from Maria Anastasi, Service Manager for Safeguarding & Quality Service.

7. WORK PROGRAMME 2019/20 (Pages 131 - 134)

To review and agree the Overview and Scrutiny Work Programme for 2019/20.

8. MINUTES OF THE MEETINGS HELD ON 9 JULY 2019, 15 JULY 2019 AND 23 JULY 2019 (Pages 135 - 160)

To agree the minutes of the meetings held on:

- 9 July 2019
- 15 July 2019
- 23 July 2019

9. DATES OF FUTURE MEETINGS

To note the dates of future meetings as follows:

Business meetings of OSC

- Thursday 7 November 2019
- Wednesday 15 January 2020
- Thursday 13 February 2020
- Thursday 19 December 2019 (Budget meeting)
- Thursday 2 April 2020

Provisional Call-In dates

- Thursday 19 September 2019
- Thursday 31 October 2019
- Thursday 28 November 2019•
- Thursday 30 January 2020
- Thursday 6 February 2020
- Wednesday 4 March 2020
- Thursday 26 March 2020
- Tuesday 28 April 2020

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MUNICIPAL YEAR 2019/2020 REPORT NO. 85**MEETING TITLE AND DATE:**

**Overview & Scrutiny
Committee,
4 September 2019**

REPORT OF:

Director of Law & Governance

Agenda – Part: 1	Item:
Subject: Call in- Approval of Cycle Enfield Proposals for the A1010 North	
Cabinet Member consulted: N/A	

Contact officers and telephone numbers:

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1. EXECUTIVE SUMMARY

- 1.1 This report details a call-in submitted in relation to the following decision:
Cabinet Member for Environment & Sustainability Decision (taken on 8/08/2019):
- 1.2 Details of this decision were included on Publication of Decision List No. 22/19-20 (Ref. 2/22 /19-20 – issued on 9 August 2019):
- 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 FROM OTHER DEPARTMENTS

6.1 Financial Implications

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

7. KEY RISKS

The key risks identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

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

Good Homes in Well-Connected Neighbourhoods, Sustain Strong and Healthy Communities Build our Local Economy to Create a Thriving Place

The way in which the called-in decision impacts on the Council priorities relating to good homes in well-connected neighbourhoods, sustain strong and healthy communities and build our local economy to create a thriving place have been detailed in the Portfolio Decision Report.

9. EQUALITIES IMPACT IMPLICATIONS

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

10. PERFORMANCE AND DATA IMPLICATIONS

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

11. HEALTH AND SAFETY IMPLICATIONS

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

12. PUBLIC HEALTH IMPLICATIONS

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

Background Papers

None

APPENDIX 1

Call-In: Cabinet Member for Environment & Sustainability Decision: Approval of Cycle Enfield Proposals for the A1010 North

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MUNICIPAL YEAR 2019/2020 REPORT NO.**ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY****PORTFOLIO DECISION OF:**

Cabinet Member for Environment & Sustainability

REPORT OF:

Director – Environment & Operational Services

Agenda – Part: 1	KD Num: 4902
Subject: Approval of Cycle Enfield Proposals for the A1010 North	
Wards: Enfield Highway, Enfield Lock, Ponders End, Southbury and Turkey Street	

Contact officer and telephone number:

Richard Eason: 020 8379 3501

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1. EXECUTIVE SUMMARY

- 1.1 This report sets out the results of the A1010 North statutory consultation and seeks approval to implement the scheme, including making the necessary traffic management orders. These proposals form part of the Mayor of London's Transport Strategy to increase active travel in London and will be fully funded by Transport for London (TfL). Forming part of the wider network, the proposals contained in this report are expected to deliver health and transport benefits for both local residents and visitors to Enfield.

2. RECOMMENDATIONS

- 2.1 To approve the final design of the proposals for the A1010 North shown on the plans in Appendix A and take all necessary steps to implement the scheme including:
- Making the traffic management orders specified in Schedule 1 of Appendix C.
 - The design is amended to include an additional loading bay on the A1010, close to the junction with St Stephens Road and the the zebra crossing by Freezy Water St George's school be upgraded to a Pelican Crossing.
 - Implementing the raised entry treatments, flat top speed tables and raised junctions specified in Schedule 2 & 3 of Appendix C.
 - Implementing the Zebra crossings and associated zig-zag markings specified in Schedule 4 of Appendix C.

- Implementing the 'Parallel crossings' and associated zig-zag markings specified in Schedule 5 of Appendix C.
- Introducing designated disabled persons parking places and all waiting and loading restrictions using the experimental powers provided by S9 of the Road Traffic Regulation Act 1984.

2.2 To note that Transport for London will be providing funding for the delivery of this project and approve the spend allocation.

3. BACKGROUND

- 3.1 The A1010 North project represents a significant investment in the borough that can help improve our high streets and town centres; deliver long-term health benefits; and enable people to walk and cycle in safety. This project forms part of a series of work which includes not just cycle lanes on several of the Borough's main roads, but also an extensive network of connecting routes, 'Quieter Neighbourhoods', cycle hubs and a wide range of supporting measures to encourage more people to choose active forms of travel.
- 3.2 On 14th December 2016 Cabinet granted approval to undertake detailed design and statutory consultation for lightly segregated cycling facilities and public realm improvements along the A1010 North between Southbury Road/Nags Head Road and Bullsmoor Lane/Mollison Avenue. Cabinet also delegated authority to the lead Cabinet Member to approve and implement the final design of the scheme subject to consultation and completion of all necessary statutory procedures.

4. THE PROPOSAL

- 4.1 The proposal involves the introduction of segregated cycle lanes between Glyn Road and the junction with Holly / Mandeville Road. In addition, the scheme provides the opportunity for public realm improvements at Green Street and elsewhere along the corridor. Details of the proposed route are set out in the drawings attached as Appendix A.
- 4.2 The main works will be delivered by Ringway Jacobs via the London Highways Alliance Contract.

5.0 STATUTORY CONSULTATION

5.1 In addition to the statutory notification required prior to implementation of pedestrian crossings, speed tables and entry treatments etc. Traffic Management Orders (TMOs) are required to implement several elements of the scheme, including:

- Cycle lanes with exemptions to allow picking up and setting down by blue badge holders and maintenance vehicles
- Revocation and introduction of pay and display and free parking places
- Goods vehicle loading bays
- Introduction of prescribed routes, such as one-way working in some service roads

5.2 The procedure for making TMOs is set out in the Local Authorities' Traffic Order (Procedure) (England and Wales) Regulations 1996. As a minimum, the regulations require the council to publish notice of its intentions in the London Gazette and a local newspaper, as well as notify the following bodies:

- The Freight Transport Association
- The Road Haulage Association
- Metropolitan Police
- London Ambulance Service
- London Fire Brigade
- TfL (Buses) & relevant bus operators

5.3 A copy of the traffic order is provided in Appendix B.

5.4 In addition, the Council must take appropriate steps to inform those likely to be affected by the orders. This requirement was met by:

- Erecting site notices along the corridor.
- Promoting the consultation in local newspapers.
- Publishing information on the project website.
- Distributing 18,000 consultation leaflets to properties along the corridor and the surrounding area.

5.5 The A1010 North statutory consultation leaflet was a non-technical document that sets out what has happened so far and included a plan of the route. This document also promoted a public event which was held on 10th April 2019 (from 3pm – 8pm) at Albany Leisure Centre (directly on the route) where Council Officers and scheme designers were available to discuss the proposals. The document also provided details on how to object to any aspect of the draft traffic management orders. A facility was provided on the project website to make it easy for objections and representations to be made.

- 5.6 The statutory consultation period commenced on 3rd April 2019 November and continued until 28th April 2019.
- 5.7 The Council received approximately 30 objections, most of which were made online. All of the issues raised have been considered and responses to the themes and issues raised are provided in the table below:

Item	Issue Raised	Council Response
1	Impact on businesses and lack of loading.	<p>Loading bays are provided at various locations along the route. In response to the statutory consultation, a further loading bay has been incorporated into the designs on the A1010 just south of St Stephens Road. In addition, the waiting and loading restrictions will be introduced on an experimental basis so that they can be quickly adjusted to allow loading and unloading to take place at appropriate locations in side roads, if required. To support local shopping parades short stay bays are provided, allowing parking for up to two hours. The operation of these bays will be monitored post-implementation and adjustments made to either the number of bays and/or the method of control if necessary.</p> <p>It is acknowledgeged that the construction phase of these schemes can create some short-term disruption. The Council will liaise with the Valuation Office Agency to notify them of the works which on previous schemes has led to businesses receiving a 10% discount on business rates for the construction period. Enfield Council will communicate directly with businesses to encourage them to make an application to the Valuation Office Agency.</p> <p>Enfield Council will also ensure that a Public Liasion Officer is available for the duration of the project. This person can provide a direct link between local business and the construction contractor to help assist with deliveries throughout the construction period. Enfield Council will ensure that all businesses receive directly details of the Public Liasion Officer which will include their name and contact details (with a mobile number to ensure they remain accessible).</p>
2	Removal of trees.	Any tree removal will be minimised but the scheme will ensure that there is a net gain in trees along the corridor.
3	Insuffient demand.	These proposals are intended to increase the cycling levels along this route. The provision of safe

		<p>infrastructure will enable more people to make the choice to cycle some of their local journeys. Evidence from other schemes indicates that the number of cycling journeys in the Borough are increasing where good quality infrastructure has been installed.</p>
4	Reducing on street parking.	<p>It is acknowledged that the loss of uncontrolled on-street parking may cause inconvenience to some residents in terms of parking and receipt of deliveries. Where possible, residential parking bays have been introduced and surveys indicate that through the use of side roads there is sufficient capacity in the general area to meet the overall parking demand. The number of existing spaces compared to proposed spaces are outlined on each page of the drawings at Appendix A.</p> <p>It is accepted that these proposals will necessitate changes in the way deliveries are made to some residential properties along the route. Delivery vehicles may need to park in side roads with goods delivered via trolley for the last part of the journey.</p> <p>In addition, the design ensures that those residents with a dropped kerb will continue to be able to access their properties.</p>
5	Bus stop design.	<p>As part of the implementation of continuous cycle lanes in the Borough, Enfield Council have adopted the use of bus stop boarders. These create an area shared by people cycling and people getting on and off buses, with the existing separate footway area retained where passengers are able to wait for buses.</p> <p>This is not a new approach and bus stop boarders are in use in other areas across London (and Europe). Enfield Council have carefully considered the design and introduced a number of elements to reinforce the fact that people cycling do not have priority through this space. For example, ramps are provided to slow people cycling as they enter this space, and a shared use sign is in place. The surface materials change completely from those used on the cycle lane as a further visual reminder that people cycling are now in a different type of space.</p> <p>Enfield Council are currently participating in a London wide review, lead by Transport for London, to gather more research into how bus stop boarders are operating. Insights generated from this work can then help inform designs for both existing bus stop boarders</p>

		and for future ones that the Borough install.
6	Shared space.	<p>The Department for Transport (DfT) have previously requested local authorities pause the introduction of new shared space schemes that feature a level surface and which are at design stage. The DfT have issued clarification which defines a shared surface as a design feature in which the level difference between the footway and carriageway is removed. The clarification goes further to emphasize that the focus of the pause is on level surface schemes in areas with relatively large amounts of pedestrian and vehicular movements, such as high streets and town centres. The DfT are clear that the pause does not apply to other types of features including raised entry treatments, continuous footways, table junctions and shared routes for pedestrians and cyclists. Whilst this scheme includes some of these latter features not included in the pause, there are no elements in the design of this scheme where there is a shared level surface between the footway and carriageway.</p>
7	Increase in pollution.	<p>There is the potential for an increase of emissions at some junctions due to additional delays. Further increases could occur where traffic is being held behind buses or right turning vehicles. Whilst there is some basis for this concern, as set out below, it should be noted that many essential highway features, including pedestrian crossings, necessarily interrupt traffic flow and therefore impact on vehicle emissions.</p> <p>Small improvements in air quality along the rest of the corridor are expected with an overall increase in cycling mode share and have the potential to increase if a greater mode shift from private car to cycling is achieved in the future.</p> <p>Increasing cycling infrastructure and encouraging more people to cycle is a key element of the Council's Air Quality Action Plan, which is produced in recognition of the legal requirement on the Council to work towards air quality objectives within the Borough; this is as required under Part IV of the Environment Act 1995 and the relevant air quality regulations. The Action Plan contains a wide range of local measures but significant improvements in air quality also depend on both national and London-wide initiatives, such as the proposed Ultra-Low Emission Zone.</p>

8	Increases in congestion	Increase in journey times for buses are addressed at para 5.14 – 5.18. Re-designs to junctions (the location of the majority of accidents involving cyclists) to improve safety for cyclists will also create delays for general traffic. The degree of saturation (DofS) of a junction is a measure of how much demand it is experiencing compared to its total capacity. These designs are likely to increase the DofS at junctions which will lead to increased queue lengths and increased time to move through the junctions. However, without works to increase the level of protection at junctions for people cycling, less people are likely to choose active travel as an alternative form of transport and therefore a reduced mode shift could be expected.
9	Funds should be invested in other council services	The cost of the scheme is funded by Transport for London and is ringfenced for this project. This funding covers not only the infrastructure but also an extensive education programme, road safety improvements, access to cycling initiatives (e.g. inclusive cycling sessions), liaising with public health bodies and school engagement amongst other things. No contribution is made to this scheme by Enfield Council tax receipts.
10	The route doesn't connect with anything.	The A1010 North will connect into the Ponders End and A1010 South scheme via the junction improvement works at the Nags Head junction. There are then further connections from the A1010 South section to the west of the Borough via Salmons Brook. Enfield Council are continuing to develop the walking and cycling network across the Borough.

Additional Considerations

5.8 In addition to the above, the following issues should also be considered:

Emergency services

5.9 The Metropolitan Police, London Fire Brigade and the London Ambulance Service have all previously commented on the proposals at the design stage. Although provided with a further opportunity to comment during the statutory consultation process, none of the emergency services did so.

5.10 At the design stage the Metropolitan Police stated that they had reviewed the proposals and had no objections.

- 5.11 At the design stage the London Fire Brigade emphasised their support for increasing cycling and that they recognised the benefits that the proposed changes can bring and indicated their support for measures that will provide safer cycling conditions.
- 5.12 The London Ambulance Service (LAS) has not objected to the proposals but at the design stage listed a number of factors that they wished to be considered which are listed below:
- *That the LAS needs unhindered access 24/7 across the capital network.*
 - *That cycleways enable ambulances to pull into the cycleway to help reduce congestion if an ambulance is required to stop for a period of time.*
 - *Loading bays and bus stops are in locations which will not bottleneck the roads.*
 - *Any bus lanes/turning points are easily accessible to ambulances*
 - *Any areas of high congestion which link to traffic phasing can be managed/changed if the phasing is an issue for the LAS and the flow of the LAS fleet when engaged on 999 duties*
 - *Rat runs are managed to allow vehicles pass each other.*
- 5.13 In respect to the the London Ambulance Service, the issues above have been considered in the development of the final design.

Bus Journeys

- 5.14 Regular discussion takes place between the Council and all relevant TfL stakeholders, including representatives from London Buses. In particular with the Area Manager responsible for bus operations in Enfield and Haringey, whose role includes liaison with the relevant bus operators.
- 5.15 This scheme does create impacts on bus journey times. The table below shows the existing delays (created by traffic signals) to bus journey times along the length of the scheme along with the proposed delays and the extent of the change. This modelling is focussed on peak times and only considers junctions (therefore impact of new pedestrian crossings, removal of right turn pockets are not included). This modelling assumes there is no mode shift and no wider re-assignment of traffic. Times are expressed in minutes, minus figures indicate where delays are reduced.

Route		AM Peak			PM Peak		
		Existing	Proposed	Change	Existing	Proposed	Change
121	Northbound	1.7	2.6	0.9	5.5	7.0	1.4
	Southbound	4.0	5.2	1.2	2.9	6.5	3.6
191	Northbound	2.5	2.4	-0.1	7.2	5.8	-1.4
	Southbound	1.8	2.1	0.3	1.9	2.6	0.7
279	Northbound	2.1	2.4	0.3	5.3	6.0	0.7
	Southbound	3.4	3.5	0.1	2.0	2.6	0.7
307	Northbound	0.9	1.7	0.8	1.5	2.8	1.2
	Southbound	1.3	3.7	2.5	1.5	5.0	3.4
313	Westbound	1.8	1.7	-0.1	2.3	1.1	-1.2
	Eastbound	0.8	1.2	0.4	1.3	2.1	0.8
327	Northbound	0.5	0.6	0.1	1.0	0.6	-0.5
	Southbound	-	-	-	-	-	-
349	Northbound	1.3	1.0	-0.2	1.1	1.1	0.0
	Southbound	0.9	1.0	0.0	1.0	0.9	-0.1
377	Northbound	1.3	1.0	-0.2	1.1	1.1	0.0
	Southbound	0.9	1.0	0.0	1.0	0.9	-0.1
491	Northbound	2.5	2.4	-0.1	2.3	2.3	0.0
	Southbound	1.8	1.7	-0.1	2.3	1.1	-1.2

- 5.16 In addition to the impact of junctions, the removal of the northbound bus lane was also considered. The results of this assessment are that a further 27 second delay, in addition to the above, could be seen for northbound journeys for the the 121, 279 and 307.
- 5.17 These impacts were considered at a TfL's Road Space Performance Group meeting in March 2019 and after consideration of the impacts versus the benefits, the TfL network impact team approved the implementation of the A1010 North scheme from a TfL perspective.
- 5.18 In line with the requirements of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996, each of the bus operators that run services on behalf of TfL along the A1010 North (Arriva London, London General and Metroliner) were notified about the proposals. No comments were received from any of the operators.

Road Safety

- 5.19 A Stage 1 and Stage 2 Road Safety Audit has now been completed on this scheme. Each of the points raised in the safety audits have been considered during the development of the design.
- 5.20 Further safety audits are planned post-implementation and the scheme will remain under review, with adjustments made as appropriate.

Impact on Blue Badge Holders

- 5.21 The Local Authorities Traffic Orders (Exemptions for Disabled Persons) (England) Regulations 2000 require that certain traffic orders made by local authorities under the Road Traffic Regulation Act 1984 that prohibit or restrict the waiting of vehicles in roads and street parking places must include a

provision exempting any disabled person's vehicle displaying a disabled person's badge. This exempts the holder from waiting conditions in certain circumstances, and from charges and time limits at places where vehicles may park or wait. The proposed traffic orders comply with these requirements. However, several consultees have raised concerns about the impact of the scheme on blue badge holders, mainly because the introduction of a mandatory cycle lane reduces the opportunity for casual parking.

5.22 The proposals for disabled parking are summarised below:

- Although reduced in number, blue badge holders will be able to park free of charge in on-street Pay and Display bays for up to three hours;
- Designated bays for blue badge holders will be provided on an experimental basis so that they can be reviewed and amended in the light of demand, feedback and operational experience.
- Blue badge holders will be able to park for up to three hours on both double and single yellow lines in side roads, providing there are no loading restrictions in operation at the time. These restrictions are also to be introduced experimentally so that they can be quickly modified in the light of feedback and operational experience.
- The traffic order enabling the introduction of the mandatory cycle lane varies the national position so that vehicles with a blue badge can enter the lane to pick up and set down.

Conclusions

5.23 All of the comments, representations and objections received following the statutory consultation have been considered and detailed responses provided above.

5.24 On balance, it is recommended that the detailed design be implemented as proposed and that all of the associated traffic orders be made. One modification to the design should be made to include an additional loading bay on the A1010, close to the junction with St Stephens Road. In addition, the zebra crossing by Freezy Water St George's school will be upgraded to a Pelican Crossing.

7. ALTERNATIVE OPTONS CONSIDERED

The following alternative options have been considered:

Option	Comment
Do nothing.	This is not recommended as this project is a key part of the strategy to promote more walking & cycling in the Borough.
Deliver a less transformative scheme.	Funding from Transport for London is dependent upon schemes delivering on a certain quality

	<p>standard that in turn will encourage mode shift. A lesser scheme would not be funded by TfL and would not be in the interest of the Borough as is less likely to generate the change that this scheme seeks – enabling more active forms of transport.</p>
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8. REASONS FOR RECOMMENDATIONS

8.1 The recommendations have been made to enable the scheme to be implemented so that a number of benefits can be realised, including:

- To create healthy streets that enable more active forms of travel, leading to healthier communities.
- To provide more travel choices for the 34% of Enfield households who have no access to a car and an alternative travel choice for the 66% that do.
- To deliver public realm benefits.
- To deliver improvements to highway infrastructure.
- To contribute towards the ongoing development of a Borough-wide active travel network.

9. COMMENTS FROM OTHER DEPARTMENTS

9.1 Financial Implications

9.1.1 The total estimated cost of construction for the scheme is up-to £7.5m. Transport for London (TfL) will fund the delivery of this project (with some S106 contributions) as a key project to contribute towards delivering the Mayor's Transport Strategy. TfL are responsible for approving any variation in cost.

9.1.2 The funding arrangements are governed through the TfL Borough Portal and no costs will fall on the Council. The release of funds by TfL is based on a process that records the progress of the works against approved spending profiles. TfL makes payments against certified claims as soon as costs are incurred, ensuring the Council benefits from prompt reimbursement.

9.1.3 Use of the funding for purposes other than those for which it is provided may result in TfL requiring repayment of any funding already provided and/or withholding provision of further funding. TfL also retains the right to carry out random or specific audits in respect of the financial assistance provided.

9.1.4 Future maintenance costs from this scheme will be contained within existing revenue budgets.

9.2 Legal Implications

9.2.1 Under the Greater London Authority (GLA) Act 1999, the Mayor is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL is charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the Mayor's Transport Strategy.

9.2.2 Section 62 of the Highways Act 1980 provides a general power for the Council to improve highways. A number of shared pedestrian/cycle spaces are created as part of the scheme. The relevant part of the footway is 'removed' under the powers in section 66(4) of the Highways Act 1980, and a cycle track is 'constructed' under section 65(1).

9.2.3 The Road Traffic Regulation Act 1984 provides powers to regulate use of the highway. In exercising powers under the Road Traffic Regulation Act 1984, section 122 of the Act imposes a duty on the Council to have regard (so far as practicable) to securing the 'expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians and cyclists) and the provision of suitable and adequate parking facilities on and off the highway'. The Council must also have regard to such matters as the desirability of securing and maintaining reasonable access to premises and the effect on the amenities of any locality affected.

9.2.4 The recommendations within this report are within the Council's powers and duties.

9.3 Property Implications

9.3.1 There are no corporate property implications arising from this report.

10. KEY RISKS

10.1 The key risks relating to the scheme are summarised below together, where relevant, with steps taken to mitigate the level of risk:

Risk Category	Comments/Mitigation
Strategic	<p>Risk: Not delivering health and other benefits associated with an increase in levels of cycling.</p> <p>Mitigation: Corporate support for the Cycle Enfield programme and funding from TfL.</p>
Operational	<p>Risk: Disruption during construction.</p> <p>Mitigation: Traffic management arrangements will be designed to minimise disruption for local residents.</p>

	Roadworks will also be co-ordinated to take account of other work in the area.
Financial	Risk: Insufficient funds/cost escalation. Mitigation: Funding from TfL has been allocated to the scheme and the estimated implementation cost falls within the available budget.
Reputational	Risk: Opposition to the scheme from some local residents/organisations. Mitigation: There is an on-going communication exercise to explain the case for change and wider benefits that are generated from this scheme.
Regulatory	Risk: Failure to comply with statutory requirements. Mitigation: The scheme is being delivered by experienced designers.

11. IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

11.1 Good homes in well-connected neighbourhoods

The scheme directly supports the Council's commitment to reduce congestion, improve air quality and encourage people to walk and cycle.

11.2 Sustain strong and healthy communities

The scheme also helps to deliver the Council commitment to improve health by promoting active travel.

11.3 Build our local economy to create a thriving place

Wider investment in the walking & cycling network forms part of the Council's strategy to support our high streets and town centres by providing safe and easy access to local shops and services.

12. EQUALITIES IMPACT IMPLICATIONS

12.1 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. The Public Sector Duty Act 2010 requires Local Authorities, in the performance of their functions, to:

- Eliminate discrimination, harassment, victimisation and other prohibited conduct
- Advance equality of opportunity

- Foster good relations

12.2 In recommending this proposal we have considered the needs of all highway users including those from the protected characteristic groups. All members of the community have full access to the highways however it is recognised that some protected groups may have practical problems in using the service. We are confident that these proposals will ensure that everyone will continue to benefit from this service. An Equalities Impact Assessment is at Annex D.

Age	Slight positive impact – Modernisation of signals infrastructure introduces countdown signals, providing users of all ages with information on the time available to cross.
Disability	Slight negative impact – Possible conflict for visually impaired users by shared pedestrian/cycle areas and footway level cycle tracks. This will be mitigated by the use of tactile paving and the introduction of appropriate signage to indicate to cyclists that they do not have priority in this space. Crossing facilities across the junction are marked out to provide separate walking and cycling provision.
Gender reassignment	Neutral impact - No specific impacts identified.
Marriage or civil partnership	Neutral impact - No specific impacts identified.
Pregnancy and maternity	Neutral impact - No specific impacts identified.
Race	Neutral impact - No specific impacts identified.
Religion or belief	Neutral impact - No specific impacts identified.
Sex	Neutral impact - No specific impacts identified.
Social economic	Slight positive impact – Any impact on social economic inequality is likely to be low, as those on low incomes are less likely to own cars, meaning they are more likely to walk or cycle and this proposal promotes active health and provides a safer area for this to occur.

13. PERFORMANCE AND DATA IMPLICATIONS

- 13.1 This scheme will have limited impact on performance when considered in isolation. However, when considered as part of a wider active travel network, the scheme will contribute to a number of key targets, including those relating to improving the health of adults and children in the Borough, reducing the number of vulnerable road users injured on our roads, and increasing the use of sustainable means of travel.

14. PUBLIC HEALTH IMPLICATIONS

- 14.1 The scheme is part of the Council's plans to improve the Borough's walking & cycling infrastructure, which provides a unique opportunity to improve the health of the Borough's residents and address health inequality.
- 14.2 Compared to those who are least active, sufficient physical activity reduces all-cause mortality and the risk of heart disease, cancer, mental health issues and musculo-skeletal disease by approximately 20 to 40%. These conditions account for 70% of the NHS budget.
- 14.3 25.4% of Year 6 pupils in Enfield (aged 10-11) are obese, higher than in London or England as a whole (22.6% and 19.1% respectively). 41% are either overweight or obese compared to 37.2% in London and 33.5% in England. This is the 6th highest in London.
- 14.4 Cycling can be a very effective means of integrating physical activity into everyday life. Improving cycling facilities in the Borough also has the potential to significantly increase the disposable income all residents in the Borough. Other benefits to the individual could include greater access to employment, education, shops, recreation, health facilities and the countryside.

Background papers

None.

List of Appendices:

- Appendix A: [Scheme drawings](#)
Appendix B: [Traffic Order Notice](#)
Appendix C: [Orders to be made & other features](#)
Appendix D: Equality Impact Assessment

Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Department:	Environment & Operational Services			Service:	Healthy Streets Programme		
Title of decision:	Approval of Cycle Enfield Proposals for the A1010 North			Date completed:			
Author:	Richard Eason			Contact details:	X0698		
1	Type of change being proposed: (please tick)						
New Project	<input checked="" type="checkbox"/>	Policy change or new policy	<input type="checkbox"/>	Grants and commissioning	<input type="checkbox"/>	Budget change	<input type="checkbox"/>
2	Describe the change, why it is needed, what is the objective of the change and what is the possible impact of the change:						
<p>With a growing population, poor health and a declared climate emergency, Enfield Council is delivering projects to enable an increase in the levels of active travel across the Borough. This project is focussed on the A1010 North corridor and looks to implement segregated cycling lanes, as well as deliver a range of walking improvements.</p>							
3	Do you carry out equalities monitoring of your service? If No please state why?						
<p>The 'service' in this instance relates to users of the A1010 North corridor, including residents, businesses and community uses located along the route. However, there is limited specific information about the characteristics of the range of service users, which includes private vehicles users; taxis/minicab users; dial-a-ride users, pedestrians and cyclists. This is partly due to the range of organisations involved in providing services and partly due to the difficulty in collecting relevant monitoring data. Equalities monitoring was carried out in relation to previous A1010 North engagement. This highlighted that older people are less likely to be supportive of the project, along with those</p>							

who have a disability. To help address this, continued engagement with all affected parties will be required both pre and post implementation to help address issues that are identified.

4. Equalities Impact Indicate Yes, No or Not Known for each group	Disability	Gender	Age	Race	Religion & Belief	Sexual Orientation	Gender reassignment	Pregnancy & Maternity	Marriage & Civil Partnerships
1. Does equalities monitoring of your service show people from the following groups benefit from your service? (recipients of the service, policy or budget, and the proposed change)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
2. Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3. Could the proposal discriminate, directly or indirectly these groups?	No	No	No	No	No	No	No	No	No
4. Could this proposal affect access to your service by different groups in the community?	Yes	No	Yes	No	No	No	No	No	No
5. Could this proposal affect access <u>to information</u> about your service by different groups in the community?	No	No	No	No	No	No	No	No	No
6. Could the proposal have an adverse impact on relations between different groups?	No	No	No	No	No	No	No	No	No

If Yes answered to questions 3-6 above – please describe the impact of the change (including any positive impact on equalities) and what the service will be doing to reduce the negative impact it will have.

Although not supported by data, it is likely that all of the protected groups are users of the A1010 North corridor.

The two protected groups impacted by the A1010 North proposals are Age and Disability.

Protected characteristic: Age

There are positive impacts in that segregated cycling facilities will enable a wide age range of people (from children to older people) to be able to choose to cycle safely. This can contribute towards better health and remaining physically active.

There is potential for negative impacts which are captured below, along with mitigating actions:

- Possible conflict at bus boarders – this has been mitigated by careful design of these features, including buffer strips, ramps and signage to cyclist to make it clear they are entering into a shared space area.
- Possible conflict if pedestrians drift into cycle lane where level tracks are provided – this is mitigated by including a buffer strip between pavement and cycle lane, as well consistently using a buff colour as a contrasting surface from the footway materials.
- Loss of pedestrian refuges and right turn pockets – the speed of general traffic is expected to be reduced by the narrowing of motor traffic lanes, potentially making it safer to cross away from formal crossing points. There is an increase in formal crossing facilities across the corridor.
- Change in road layout can create uncertainties whilst users adapt to the new road layout – a series of communication materials are issued by the Council in an effort to raise the profile of the programme. There is also engagement activity with local community groups, including the over 50s forum.

Protected characteristic: Disability

There are positive impacts through the provision of side road treatments and other junction improvements / new crossing points that should assist wheelchair users and people with restricted mobility.

There is potential for negative impacts which are captured below, along with mitigating actions:

- Possible conflict at bus boarders – this has been mitigated by careful design of these features, including buffer strips, ramps and signage to cyclist to make it clear they are entering into a shared space area.
- Possible conflict in areas where cyclists and pedestrians are sharing space – in addition to the bus stop boarders, this type of design is minimised. Where it does occur, signage will be included and different materials used to provide a contrast, including the use of textured materials to denote the extent of these shared areas.

- Loss of parking for blue badge holders – blue badge holders will continue to be able to park in marked bays on-street. Dedicated blue badge bays will be introduced experimentally in a number of locations along the corridor as part of the scheme. Blue badge holders can also enter mandatory cycle lanes to set down and pick-up.
- Reduced opportunity for dial-a-ride to pick up and set down – the traffic order has been drafted to enable Dial-a-Ride vehicles to set down and pick-up within the lightly segregated cycle lanes.
- Change in road layout can create uncertainties whilst users adapt to the new road layout – a series of communication materials are issued by the Council in an effort to raise the profile of the programme. There is also engagement activity with local community groups, and contact with organisations such as Enfield Disability Action with a view to arranging events to help communicate new designs and listen to any ongoing issues with a view to implementing design adjustments.

*If you have ticked yes to discrimination, please state how this is justifiable under legislation.

5. Tackling Socio-economic inequality Indicate Yes, No or Not Known for each group	Communities living in deprived wards/areas	People not in employment, education or training	People with low academic qualifications	People living in social housing	Lone parents	People on low incomes	People in poor health	Any other socio-economic factor Please state:
Will the proposal specifically impact on communities disadvantaged through the following socio-economic factors?	Yes	Yes	Yes	No	No	Yes	Yes	
Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	Yes	Yes	Yes	No	No	Yes	Yes	
Could this proposal affect access to your service by different groups in the community?	Yes	Yes	Yes	No	No	Yes	Yes	

If Yes answered above – please describe the impact (including any positive impact on social economic inequality) and any mitigation if applicable.

The A1010 North project will have a positive impact on people living in deprived wards / areas by improving personal health and fitness. Any shift from car use to more active forms of travel has the potential to increase financial resilience by reducing spend on travel costs. The project could also have a positive impact on people who are currently unemployed by making it easier for them to attend training courses and job interviews. There is the potential for a positive impact on people with low incomes as walking and cycling is a cheaper alternative than travelling by car or public transport. There is also potential to have a positive impact on people in poor health by increasing opportunities for physical activity and helping to tackle obesity. Physical activity has been shown to reduce long-term conditions (heart disease, diabetes, musculo-skeletal problems, mental illness by 20 – 40% depending on the condition.

6. Review

How and when will you monitor and review the effects of this proposal?

Monitoring and evaluation will take place throughout the delivery of the scheme and during a post implementation period. This will provide opportunity for design adjustments, as well as for example the implementation of additional blue badge bays.

Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Action plan template for proposed changes to service, policy or budget

Title of decision: **Approval of Cycle Enfield Proposals for the A1010 North**

Team: Healthy Streets Programme Department: Environment & Operational Services

Service manager: Richard Eason

Identified Issue	Action Required	Lead Officer	Timescale/ By When	Costs	Review Date/ Comments
Stakeholder Engagement	Improve / maintain dialogue with disability groups before, throughout construction period and post implementation.	Richard Eason	Ongoing	Funded by TfL	
Continue to minimise equalities barriers throughout implementation phase	Ensure contractor considers needs of vulnerable users throughout construction phase.	Richard Eason	Throughout Construction	Funded by TfL	
Scheme publicity	Continue to promote changes to the community through information and events.	Richard Eason	Throughout construction and during the period post completion	Funded by TfL	
Monitoring	Conducting of project monitoring, including the provision of a reporting mechanism to capture ongoing issues	Richard Eason	Ongoing	Funded by TfL	

Please insert additional rows if needed

Date to be Reviewed: August 2020

APPROVAL BY THE RELEVANT DIRECTOR - NAME: Doug Wilkinson **SIGNATURE**.....

This form should be emailed to joanne.stacey@enfield.gov.uk and be appended to any decision report that follows.

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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: APPROVAL OF CYCLE ENFIELD PROPOSALS for
the A1010 NORTH
DECISION OF: CABINET MEMBER FOR ENVIRONMENT + SUSTAINABILITY

DATE OF DECISION LIST PUBLICATION: 9 AUGUST 2019

LIST NO: 22/19-20 WD 4902

(* 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: MIKE RYE
- LEAD (2) Signature:  Print Name: LEWIS RAWLINGS
- (3) Signature:  Print Name: JIM STEAD
- (4) Signature:  Print Name: CLAIRE DE SILVA
- (5) Signature:  Print Name: GLYNIS VINCE
- (6) Signature:  Print Name: MARIA DSOUZA
- (7) Signature:  Print Name: Terence Neville
- (8) Signature:  Print Name: CHRIS DE

(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

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

&

Briefing Note in response to called in decision

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(1) Reason why decision is being called in:

1. The recent portfolio decision by the Cabinet Member for the Environment regarding the approval of Cycle Enfield proposals for the A1010 (KD 4902) is being called in because:

- a) The report refers to a review of bus boarders being carried out by Transport for London (a controversial part of the existing cycle network) but makes no reference to the recent Parliamentary Inquiry that concluded that shared space had become a major issue for a very large number of disabled people. The former Housing Minister (Kit Malthouse) has asked local authorities designing new schemes involving shared space, such as bus boarders, to pause such schemes to consider how they could be adapted to enhance accessibility.

- b) The report simply states that Ringway Jacobs have been appointed to carry out the construction works involved. Given the delays and cost overruns that occurred on the A105 cycle lane works under the same contractor, it seems surprising that a proper procurement process has not been undertaken for the A1010 works.

(2) Outline of proposed alternative action:

Refer the report back to the Cabinet Member to enable further information and justification of the proposals to be provided.

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

No

(4) If Yes, give reasons:

For Governance Use Only:

Checked by Monitoring Officer for validation –

Name of Monitoring Officer:

Date:

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Response to Call in for A1010 North

The following sets out a response to the reasons for call in for KD 4902 (Approval of Cycle Enfield Proposals for the A1010 North).

Reason 1

The report refers to a review of bus boarders being carried out by Transport for London (a controversial part of the existing cycle network) but makes no reference to the recent Parliamentary Inquiry that concluded that shared space had become a major issue for a very large number of disabled people. The former Housing Minister (Kit Malthouse) has asked local authorities designing new schemes involving shared space, such as bus boarders, to pause such schemes to consider how they could be adapted to enhance accessibility.

Reason 1 Response:

Item 6 of the table introduced at para 5.7 provides specific reference to recent DfT guidance on shared space and explains how features such as bus boarders are not included in the request to pause design. As the report explains, since the original guidance, DfT have issued a clarification note on this issue, a copy of which is attached.

Reason 2

The report simply states that Ringway Jacobs have been appointed to carry out the construction works involved. Given the delays and cost overruns that occurred on the A105 cycle lane works under the same contractor, it seems surprising that a proper procurement process has not been undertaken for the A1010 works.

Reason 2 Response:

Para 4.2 of the report notes that the main works will be delivered by Ringway Jacobs via the London Highways Alliance Contract. The London Highways Alliance Contract (LoHAC) has been developed as a joint initiative between TfL and London's boroughs, to deliver a reliable, reputable and cost-effective highways service across the Capital. The A1010 North Cycle Enfield project would be the third major Cycle Enfield project delivered via this contract, enabling the ongoing development of good practice and continuity of experience to meet the specific construction requirements of the project.

Richard Eason

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REPORT TO: OSC**DATE: 4th September 2019****REPORT TITLE: Overview & Scrutiny Committee Report****REPORT AUTHOR/S:****Debbie Michael, Fostering & Adoption/SG Service Manager****Email: Debbie.Michael@enfield.gov.uk****Telephone: 020 8379 8480****PURPOSE OF REPORT:**

This report updates the Scrutiny Panel on the work of the Fostering and Adoption Services since September 2018. It is a requirement of the National Minimum Standards that Members receive regular reports on the work of the Fostering and Adoption Services. The reports attached as appendices provide comprehensive updates and information relating to the good work undertaken by the Fostering and Adoption Services and provide statistics relating to the recruitment of foster carers and adopters, as well as Orders relating to children placed with adopters and special guardians.

Our fostering and adoption recruitment strategy is reflective of the need to focus on families that can meet our children's complex needs.

Currently we have 15 children placed with prospective adopters awaiting Adoption Orders.

We have 134 foster families (including family & friends and Reg. 24 (temporary approval carers) and 141 looked after children placed). 43.5% of all our looked after children are placed with in house foster carers.

Recently we successfully developed a business plan to increase our fostering second and subsequent child rate to match our first child rate, in line with other local authorities in a competitive market.

1. BACKGROUND**See Appendices attached to this report****1.1 The Fostering and Adoption Teams**

The Fostering and Adoption Services are based at Triangle House. Both services are staffed with experienced practitioners and managers. The proximity to the Looked After Children's Teams continues to be helpful in promoting good planning for children in care. Staff training and development needs are met both through the Consortium and Enfield's Training and Development Service which offers a comprehensive programme. Team members are required to attend training to ensure their ongoing development needs are met, as well as maintaining their social work HCPC registrations. In addition to the ongoing training that is provided throughout the year, staff members across all children's teams are invited to attend the annual Social Work Conference which always has an excellent attendance rate.

Enfield is a part of the North London Adoption & Fostering Consortium (NLAFC) made up of Enfield, Barnet, Camden, Hackney, Haringey and Islington and the boroughs work together, sharing training, recruitment activities and fostering and adoptive placements for children across the six boroughs. Shared planning and funding have allowed the consortium boroughs to deliver more cost effective and innovative services to foster carers, adopters and special guardians across the six boroughs. The consortium meets regularly at both a strategic Heads of Service level as well as at an operational level.

The areas of specialism within Enfield fostering service are 2-fold: the recruitment and assessment of foster carers; and the support and development of foster carers.

All foster carers have a named supervising social worker following their approval who provides regular supervision and who supports the carers' professional development. A comprehensive training and development programme is available for all carers and this has been designed to offer the flexibility to meet the needs of the foster carer workforce. In addition to day time taught courses, learning opportunities are also available on weekends and evenings, as well as on-line courses. It has been acknowledged that our foster carers are being asked to look after children with increasingly complex needs and we are currently looking at training courses to build resilience amongst our carers in managing our children's complex needs.

The Adoption and Special Guardianship Service is situated in the same area as the Fostering Service which has improved communications and planning for children amongst team members.

The Adoption Service has three main functions: to recruit and assess prospective adopters; to family find and match suitable adopters for our children where adoption is the plan; and to support adoptive families. The Special Guardianship Service has responsibility for assessing and supporting Special Guardian carers. These are carers identified from a child's extended family or friends network, formally assessed and approved and who share parental responsibility with the child's birth parents. It provides a child with an alternative permanent family while stopping short of the severing of all legal ties with the birth parents, as happens in adoption.

The independent fostering and adoption panels continue to play an important role in providing quality assurance. The Chairs for both panels have extensive social work backgrounds and are particularly experienced in the work of fostering and adoption. Panel members consider and agree recommendations on the suitability of applicants wishing to foster or adopt. The Agency Decision Maker within the local authority will make the final decision on approval based on the information and recommendations provided by the panels. Joint panel training between panels members and fostering and adoption team members is held twice a year which is extremely useful to ensure knowledge on legislation and practice issues are shared.

1.2 Regionalisation of Adoption Agencies (RAA)

A huge amount of work has been taking place to progress the DfE's vision for Regionalisation of Adoption Services. The six boroughs in the current consortium have joined to become the Regional Adoption Agency for North London. Intensive planning for this project has brought together professionals from social care, HR, finance and IT from the different boroughs. Following a recruitment and interviewing process in June 2019, a structure for the RAA has now been put into place and a 'go live' date has been agreed for 1st October 2019. The Special Guardianship Service will remain in its current form with Enfield and a restructure of the service will be looked at as a single service.

1.3 Recruitment

In 2018-19, we assessed and approved 14 foster families. Our target was 15 which we would have reached, however, due to unexpected complications with one of our assessments, there was a slight delay with this family being approved in that financial year. In comparison to our consortium counterparts, Enfield was third in their numbers of approvals so in the top three of the six boroughs.

Our approvals target for this financial year has been agreed at 15, however, we are aiming to achieve 18 approvals if possible. Currently we have 16 applicants in assessment. Our next Skills to Foster Training course is in October 2019 so we are hoping to add more to the number of assessments. Our need is in all age group categories with a specific need for teenage placements and sibling placements.

There has been an increase in the number of SGOs granted over the last 2-3 years. In 2016-17, 42 SGOs were granted (32 on children previously in care and 10 on children in need). In 2017-18, 32 SGOs were granted (19 on children previously in care and 13 on children in need). This year as at August 2019, 21 SGOs have been granted on children previously in care with more expected by the end of the financial year. The increase is significant as the current number at the stage of only being in the fourth month of this financial year is more than the total granted for the whole of the previous year. We currently have 12 special guardianship assessments being completed with numbers of applications continuing to rise.

In 2018-19, 13 Adoption Orders were granted. We are anticipating a similar number of Adoption Orders by the end of this financial year.

The aim is always to increase our pool of foster carers and adopters to meet the demand of the children in need of fostering and children where adoption is the plan. It is anticipated that the implementation of the Regionalisation of Adoption Agencies in October 2019 will result in a larger pool of adopters as adoption professional across the RAA pull their resources together to maximise growth

The team's Recruitment and Marketing Officer is continuously looking for new and innovative ways in which we can recruit foster carers for Enfield. Raising the profile of fostering for Enfield is crucial and efforts to do this have included:

- Increased visibility through widespread advertising on buses, tube/rail stations and street posters in the Enfield area
- Adverts and editorials in the local papers and magazines featuring current foster carers and case studies
- Information events across various locations in Enfield and the Hertfordshire border (i.e. larger supermarket stores, Enfield theatres, libraries, local hospitals and the Civic Centre).
- The production of a new fostering recruitment short commercial to be viewed on a giant TV screen at the Palace Gardens Shopping Centre and for continued promotion online thereafter
- Our marketing materials have been redesigned to attract more interest from carers for sibling groups and older children, as well as carers from white ethnic backgrounds (to reflect Enfield's largest LAC grouping)
- Launching the idea to foster carers of recruiting friends and family to be carers by organising their own 'STAR – Start Thinking About Recruitment' parties
- Joining up efforts to promote fostering and the children's portal at the same time (i.e. offering one dedicated page for portal comms in the 4-page Enfield wrap booked for fostering and a page in the new 24-page Fostering Connect magazine produced by the team responsible for the Enfield Independent and Enfield Connect publications)

Maximising Technology:

Visits to Enfield's fostering and adoption microsite shows a steady upward trend and were boosted by digital marketing and social media promotions in targeted months, especially during Foster Care Fortnight month. The service is also linking with a select number of GP surgeries for banner advertising on their website to coincide with their facility to book appointments online. The fostering and adoption microsite signposts visitors to the Consortium site for adoption and the Children's Portal for fostering enquiries. Following the launch of the Portal, three enquiries were received in the first month.

2. ISSUES AND CHALLENGES

- The number of adoption allowances granted has remained stable over the past few years. Since the last OCS report in August 2018, the adoption allowances have decreased from 73 to 67 as a result of children turning 18 years of age and no longer meeting the criteria for an allowance. The payment of an ongoing adoption allowance is discretionary, and we are successfully using one off payments in their place.
- However, what continues to be a financial challenge is the number of SGO allowances being paid as there is no legal discretion over the payment of these allowances or their level. Currently we are paying 226 SGO allowances and the number continues to grow as more and more children are made subject to Special Guardianship Orders. Already as at 13/08/19 21 SGOs have been granted with many more anticipated by the end of this financial year.
- The fostering allowances are comparable with other local authorities and following a review of the second and subsequent child rate element which was aligned with the first child rate as part of a recruitment and retention initiative. This was necessary to bring Enfield in line with the other local authorities in the consortium in a competitive market and to avoid using costly independent fostering agencies. There is a national shortage of foster carers which is keenest in London. Recruiting foster carers is highly competitive and many local families are still choosing to foster with independent fostering agencies. Our marketing plan highlights the benefits of fostering for Enfield but a constant focus on recruitment is crucial. In particular, we want to recruit more foster carers for siblings and older children.
- In adoption, we need prospective adopters who can meet the ethnic and religious backgrounds of our children and adopters who are able to consider children with developmental uncertainties.
- Nationally, all adoption agencies are required to implement the DfE's RAA plan which has been an enormous task, some work still needs to be done in time for the 'go live' date on 1st October 2019. The uncertainty of how the RAA may impact on Enfield's children where adoption is the plan is

daunting as, historically, Enfield has had a good record of placing its children with adopters and achieving good outcomes.

- Any operational risks are minimised by attention to good practice in recruiting and preparing foster carers and adopters, good preparation for children, attention to detail during the introduction and transition process, and continuing support post placement.

3. NEXT STEPS

- To recruit and assess 15+ foster carers in 2019-20
- To focus on a recruitment campaign that encourages foster carers to foster sibling groups and older children by using a robust approach in marketing strategies and team members' expertise to attract and encourage foster carers to come to Enfield.
- Having a marketing strategy that maximises technology and using creative ideas to attract potential carers to Enfield (as outlined on page 5 above).
- To be involved in implementing the Regionalisation of Adoption Agencies for North London by 1st October 2019 to ensure that the new arrangements achieve the anticipated improved outcomes for this group of children.

4. RECOMMENDATIONS

That the Overview and Scrutiny Panel note the content of this report and embedded attachments:

Adoption Annual Report 2018-19



Adoption Annual
Report 2018-19.pdf

Fostering Annual Report 2018-19



Fostering Annual
Report 2018-19.pdf

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**Annual Panel Report of the
London Borough of Enfield Adoption Service
April 2018 – March 2019**

Report from Agency Decision Maker – Anne Stoker, Director of Children and Family Services

It is my pleasure to introduce the annual report of Enfield Adoption Service.

Securing permanence for children who are unable to live with their birth parents has remained high on the political agenda at both local and national level, and the task of ensuring positive outcomes for society's most vulnerable children remains challenging for all concerned.

The requirement for all local authorities to progress plans for regionalisation of adoption services has meant considerable co working across London authorities. At the time of writing this report, the six boroughs of the North London Adoption Consortium are working closely together, at senior management, middle management and social worker level to progress the plans for a Regional Adoption Agency. Recruitment interviews for those Enfield staff interested in transferring over to the RAA are due to take place in late June 2019. The timescale for the completion of this work is now going to be circa 2nd September 2019, when the London North Regional Adoption Agency (RAA) will be going live.

It has been a productive year for Enfield Adoption Service with children, whose care plan is adoption, being matched in a timely manner. There was 1 additional adoption order made this year than the last financial year, with 13 adoption orders having been granted. Whilst there have only been 4 sets of adopters approved at the Adoption Panel in 2018-19, this has been offset by the increase

in the numbers of special guardianship assessments being carried out by adoption team members. The system relating to the Agency Decision Maker decisions regarding adoption plans for children continues to work well and where necessary, the flexible approach used to achieve timely decision-making has been very beneficial for children in care proceedings and at matching stage. Children who are relinquished continue to be presented by their allocated social worker to the Adoption Panel for approval.

In 2017-18, Enfield obtained 19 Special Guardianship orders for children that were previously Looked After. However, in 2018-19 there was a slight increase - 20 in the number of Special Guardianship Orders being made of Looked After Children, with a total number of Special Guardianship Orders made equalling 29 orders. It is also pertinent to note that those children who are subject to placement orders and need adoptive families, continue to be children who are the most vulnerable, coming from abusive and challenging backgrounds, where drug and alcohol abuse are often a feature.

As a result of national changes, there are a greater number of adoptive families available than children waiting for adoption. However, there are still children with such complex issues that finding the right family to offer the skilled parenting required can take a considerable length of time. Furthermore, across the Consortium, around 75% of approved adopters are white, while around 75% of the children still awaiting placements are from a BME background. The Adoption Service recognises the need for pragmatism in considering the ethnic and cultural needs of children, following government guidance about children waiting unreasonably long times for the perfect 'ethnic' match. However, the matching process needs to look for evidence to support how adoptive families can meet those particular needs.

Since November 2014, the six boroughs that deliver the Stage 1 process in the recruitment of prospective adopters have been split into two teams to cover the north and south of the Consortium – Enfield, Barnet and Haringey cover the

north of the Consortium and Camden, Islington and Hackney the south. This has resulted in more families receiving an improved service from each of the recruitment teams. Changes to the way in which Enfield Adoption Service manages the recruitment process were necessitated by the designated recruitment social worker leaving Enfield in December 2016. As a result, there continues to be in place a whole duty team approach to managing recruitment referrals and this is working well. This arrangement will remain in place until September 2019 when the RAA will take over recruitment responsibilities.

The recruitment of adopters is undergoing a fundamental transformation with the development of a Regional Adoption Agency. This will change the way in which adopters are recruited. There remains a mis-match between the numbers of adopters waiting for a placement and the type of child they are seeking and the types of children requiring an adoptive family. More adoptive families are therefore required for the cohort of children requiring adoption. In Enfield, 4 sets of adopters were approved in the last 12 months, although this is a significant decrease on 2017-18 when there were 11 approvals. This needs to be offset with the increasing number of special guardianship assessments carried out by the Adoption & Special Guardianship Team. At the time of writing, I can confirm that the following NLAC Boroughs approved the following sets of adopters: Barnet – 12 adopters, Hackney 13 adopters and Camden 5 sets of adopters,

I would like to thank all the professionals and panel members, who, under the able leadership of Yvonne Metcalf, the panel chair, provide a committed and conscientious approach to their work. Special thanks are also due to Debbie Michael - Service Manager for the Fostering and Adoption Service, Morris Linton, the panel adviser, who has provided sound advice and to Lynne Warner, the panel co-ordinator who provides an excellent service in ensuring the smooth running of each panel meeting.

My thanks to all the staff and panel members involved in this crucial work and the difference they are making to the lives of vulnerable children.

The Adoption Panel

Panel Meetings

The Adoption Panel continues to meet on a monthly basis; In line with legislation, the Panel gives recommendations to the Agency Decision Maker about prospective adopters' suitability to adopt and matching for children with adoptive families. Reasons for the recommendation are given to enable the Agency Decision Maker to make a robust decision about each case presented. In the course of the year, the Agency Decision Maker was able to agree all recommendations made by the Adoption Panel. The Adoption Panel is also able to give advice about age ranges and any other matters the Panel sees as being appropriate, again to aid the Agency Decision Maker in her deliberations.

Some Panel meetings have been cancelled and some only half a day, as the number of children coming through for adoption and hence both approvals and matches have been fewer than previous years. Where there are 3 or less Panel cases to be heard, panel members are only paid for half a panel, in line with Enfield's need to ensure that the panel is cost-effective. Panel members take it in turns also to attend panel, thereby ensuring that quoracy is maintained, whilst at the same time keeping the number of panel members to a minimum. Feedback from adoptive families has been positive in terms of them reporting feeling less overwhelmed by the number of panel members in the meeting.

The process for care planning decisions about children, which has lain with the Agency Decision Maker now for over four years, continues to work well. Panel members are helped at the matching stage by having clear decision making

and any issues identified in the care planning process, to ensure that they have sufficient information on which to base their recommendations.

The Adoption Panel continues to welcome observers, often either newly qualified social workers/newly appointed social workers, student social workers or medical practitioners. Feedback from observers continues to be very positive and, given that adoption cases may be a small part of any social worker's caseload, it is helpful for them to understand the gravity of the decisions made about children's long-term welfare.

Foster for Adopt (early permanency care planning) presents some challenges in the matching process as the children may have been in placement for some months prior to being matched formally under the adoption regulations. Enfield has been keen to ensure that there is a larger pool of adopters to approach when Foster to Adopt placements are required, necessitating increased input and scrutiny from the adoption team and the adoption panel at the 'suitability' stage to ensure that prospective adopters have a full understanding of the implications of such placements. In 2018-19, both the panel chair and the panel adviser have considered more effective ways of ensuring that the Adoption Panel approves more Foster for Adopt carers, using effective protocols. It is, however, also recognised that all the Consortium boroughs, including Enfield, have struggled to attract adopters who will consider early permanence. Enfield pro-actively looks further afield to other RAA's and Adoption Agencies across London and the South East to ensure children requiring early permanence are placed with suitable and appropriate adopters, approved as foster to adopt carers.

Conduct of Panel meetings

To aid transparency of decision making, social workers and prospective adopters are invited in together once panel members have had an initial discussion about the case being presented. In general, the only time this would

not be available to prospective adopters is if there was third party information which may affect the outcome of the case. The Agency has made a decision that prospective adopters should attend all of the meeting after the initial discussion, even in the case of a negative recommendation, to enable them to understand how the recommendation is arrived at. That said, the Chair reserves her right to ask prospective adopters to leave the meeting should this be necessary.

Feedback from both staff and adopters has been positive and panel members in general find this way of working helpful.

Panel membership and staff issues

The panel has had a consistent panel membership over the preceding 12 months. Two Vice Chairs have now been appointed to chair the meeting if the chair is unavailable. Jenny Belsham is a registered social worker and has considerable professional experience in adoption as well as being an adoptive parent herself. Deborah Persighetti is an adoptive parent and has experience of recruiting adopters in a neighbouring local authority. One or other attends every panel. Enfield Adoption Panel has also recruited two new independent panel members in Christine Hamilton and Clare De Silva, who are elected members of the Council.

There is a requirement that panel members have an annual appraisal, conducted by the panel chair and the professional adviser to the panel. The outcome of these appraisals is then taken forward into the chair's appraisal, which is conducted by the agency decision maker.

Dr Oyetoro Enaigbe, a consultant paediatrician based within Enfield is now into her third full year as medical adviser to the adoption panel. Dr Enaigbe has direct experience of the children being presented to panel and regularly meets

with the child's social worker as well as prospective adopters to discuss the health-related issues of children requiring adoptive placements. Dr. Enaigbe's regular presence at Triangle House has proved very effective in enabling social workers and prospective adopters to meet with her in advance of the adoption panel to discuss children's health related needs.

Training

Both the panel chair and panel adviser have noted the variance in quality of child permanence reports (CPRs) from cases being presented. This has identified the need for raising awareness towards the LAC social workers of ensuring that good quality CPRs are maintained. To this end, a meeting took place with a large group of LAC social workers in 2018 to discuss methods of improving the quality of the CPRs. This training was well received by the LAC social workers.

The adoption panel members were offered formal panel training in the last 12 months, including FASD and joint training from Camhs and an adoption support social worker on therapeutic Life Story work. This was excellent training and well received by the attendees. Panel members have also been offered opportunities to attend training offered across the council and through the North London Adoption Consortium.

Quality assurance

Part of the panel remit is to monitor the Agency's performance in terms of timescales for the assessment and approval of prospective adopters. This is now being formally recorded in panel minutes as part of the panel's quality assurance role.

The quality of the paperwork in relation to prospective adopters' reports is generally good. Child permanence reports are perhaps more variable in their

overall quality but generally are able to give the agency and prospective adopters a good understanding of the children's needs.

User feedback

The panel is now receiving more formal evaluation sheets from attendees at panel. This is vital to ensure that Panel members can reflect on their performance. Panel attendees are encouraged to complete the evaluation forms on their panel experience prior to leaving the building following their panel attendance and these are used as a source of learning for panel members and to improve in the delivery and performance of the panel.

Future Developments

It is unclear when the current tasks and duties of Enfield adoption panel will be managed by the new RAA, as there is likely to be a transitional period after September 2019 when approvals and matches will continue to be presented to Enfield's Panel. However, in the short term, there are a number of goals pertinent to the panel:

- To ensure there is statistically significant user feedback, to monitor the performance of the panel. This will be achieved by continuing more robust requests to attendees during the panel meetings.
- To ensure members' appraisals are current. This will be achieved by conducting appraisals on all members as soon as possible, and then having a regular appraisal period each year.
- To identify internally commissioned training for panel members, in conjunction with the adoption team and the fostering panel.
- To work with the adoption team in ensuring that the concept and the processes for Foster to Adopt are understood by all concerned.

Statistics and Progress of Cases Presented to Panel

Panel business meetings continue to be held every six months and these are chaired by the LAC head of service. The professional adviser continues to present information in relation to the progress of children's care plans and adoptive families approved at panel.

During 2018-19:

4 sets of adoptive families have been approved. This is considerably less than in the previous year (2017-18) when 11 families were approved. This is despite the backdrop of continued reform in the recruitment and assessment process necessitating changes in processes within the Consortium boroughs. Enfield is maintaining a more targeted approach in ensuring that recruitment matches as closely as possible to the types of children requiring adoption as their care plan, considering their range and level of needs. Equally, there is a need to also have a small pool of Enfield approved adopters that are regularly being approved for children with less complex needs, to ensure that some of these Enfield children have the potential for an in-house placement, if appropriate. In comparison to its Consortium counterparts, Barnet approved 12 families, Camden 5 and Hackney 13. I do not have details of Haringey and Islington's 2018-19 stats for approvals of adopters at the time of writing.

13 Enfield children have been adopted in 2018-19. This is an increase to last year (2017-18) when 12 children were adopted. This year's figure needs to take into account the fact that nationally, there are fewer children with a plan of adoption as a result of a decrease in the number of Placement Orders granted by the judiciary. At the start of 2018-19, there were 7 children in adoptive placements. In comparison to its Consortium counterparts, Barnet achieved 13 adoption orders, Camden (9) , Hackney (12).

Adoption Support Service:

The complexity of the needs of adopted children and their families highlights the need for robust support packages, some of which may be ongoing for a considerable period of time and others intermittent. Increased understanding of the issues by both professionals and adoptive families alike has reinforced the need for detailed adoption support plans which deal with not only the initial stages of a placement but consider issues well into the future. The panel chair ensures that presenting social workers to panel are reminded that the adoption support plan is a living document that remains active during the child's adoption placement and can be subject to review and amendment at any time.

- 43 families are currently in receipt of adoption support packages.
- 10 adopted adults are currently receiving an access to records service.
- 36 adopted adults and birth relatives received support and guidance with regards to searching for extended birth family members separated by adoption. 15 are currently still receiving this service.
- To date, there are 68 (74 in 2017-18) adoption allowances and 208 special guardianship (SG) allowances being paid (187 in 2017-18). There has been a small reduction in the number of adoption allowances being paid but a continued, significant increase in the number of SG allowances being paid.

Staffing and Accommodation

The day to day management of the Adoption Service continues to remain the responsibility of the adoption team manager who was appointed in February 2016 and, in his absence, the service manager for fostering and adoption. The deputy team manager, who was successfully recruited during 2016-17 retired in April 2019 and the post will be filled by a Locum Deputy Team Manager, who starts at the end of May 2019. The head of service has overall responsibility for the service and is also the designated adoption support adviser (ASSA), a required role under the adoption regulations. The service is staffed with experienced managers and social workers. Two new social worker positions were successfully recruited to in late 2016 and early 2017 to replace positions that were vacated due to established social workers leaving the department. In May 2018, the one vacant social work post was also successfully recruited to and it is pleasing to note that the adoption service is now fully staffed again.

The areas of specialism within the team are three-fold: family finding for children where adoption is the agreed plan; assessments of prospective adopters; and adoption support services to all affected by adoption and special guardianship. Since October 2016, the adoption service has also taken over the commissioning of special guardianship assessments; this includes a considerable increase in the number of special guardianship assessments being carried out by social workers within the adoption service. This is aiding social workers with developing new assessment skills in undertaking special guardianship work. The adoption team's proximity to the looked after children teams continues to be helpful in promoting timely care planning for permanency. The adoption team continues to deliver an exemplary service with its wealth of experience and knowledge.

Team members have managed well with the adjustments being necessitated to the Stage 1 and Stage 2 processes in relation to the recruitment and assessment of prospective adopters. A whole team approach from Enfield's adoption team has now been implemented as part of the tri-borough project

with Haringey and Barnet in delivering the Stage 1 recruitment and assessment process (including information sessions and foundation training). Each of the tri-borough authorities continues to undertake duty on a rolling three-monthly rota which has helped to improve the quality of the recruitment of adopters. Designated social workers are assigned to assess prospective adopters from the onset of Stage one and through stage two, thereby offering continuity of worker throughout the assessment process.

Training

Staff training and development needs are met both through the Consortium and Enfield's Training and Development Service which offers a comprehensive programme. Team members are expected to attend training to ensure their ongoing development needs are met, as well as maintaining their social work HCPC registrations. In December 2018, social work professionals throughout the Council attended a conference where several impressive guest speakers attended and gave presentations. As well as training courses, annual development days are held covering different topics and attended by social workers, education and health professionals, as well as foster carers.

The North London Adoption Consortium

- The consortium (Barnet, Enfield, Hackney, Haringey, Camden and Islington) continues to grow from strength to strength with initiatives to benefit children and their families across all six boroughs, for example:
- The joint Stage 1 recruitment and assessment process with Enfield, Barnet and Haringey serving families from the north of the consortium boroughs and Camden, Islington and Hackney serving families from the south of the boroughs.

- The consortium family finders' working group has worked well together in looking at the available families as potential matches for children within the consortium where adoption has been agreed.
- The matching service, Adoption Link Maker, is being used by all the consortium boroughs and has resulted in some successful links and matches being made. Enfield has found that this has been a particularly effective means of identifying suitable families for its most difficult to place children.
- The Adoption Match service, run by the Adoption Register, closed its service in 2018. At the time of writing, a new service is being developed by Coram called Be My Family - Matching and Recruitment Network. This will assist social workers with family finding by offering direct, potential matches that can be followed up.
- Following the termination of Norwood's inter-country contract with the consortium in 2014, the Inter-Country Adoption Centre has now established the contract and is working well with the consortium boroughs. The Inter Country Adoption Centre offers valuable advice and guidance on all inter country matters, as well as undertaking assessments and approvals of Enfield families wishing to adopt from abroad. Enfield only has around one set of adopted families per year who require welfare supervision once the child is in the jurisdiction of the United Kingdom. Enfield uses the services of an independent social worker with expertise in inter country adoption matters, rather than someone from the Inter Country Adoption Centre, as this is more cost effective.
- The consortium contract with The Post Adoption Centre is proving to be a more cost-effective way of providing a range of services to all people affected by adoption. This contract enables the referral of families with complex adoption support needs for assessment and treatment. This service is available to all Enfield residents affected by adoption, as well as those affected by other forms

of permanency such as special guardianship or long-term fostering. The Post Adoption Centre provides outreach support to families across the consortium boroughs, including a monthly surgery in Enfield, which can also be accessed by professionals involved in making plans for children. In 2018-19, Enfield has seen an increase in the numbers of families affected by adoption taking up the offers of six sessions of free counselling. More adoptive families are also being referred to the Post Adoption Centre for comprehensive counselling and therapy.

- The Adoption Support Fund was introduced in May 2015 and since its inception, Enfield has made 133 applications on behalf of adoptive families and adopted children and families subject to special guardianship arrangements, requiring intensive therapy which have all been successful. In 2018-19, this equates to 29 applications, totalling £53,814. At the end of 2018-19, the fund has paid out £305,145 to Enfield Council so that these families can receive relevant therapy in accordance with their needs. The fund has now been extended to adopted adults up until they reach 22 years and 25 years if the adopted adult has special educational needs. The fund has also been extended to inter country adopters and children who are under a special guardianship order, where the child was previously looked after by the local authority.
- Regular training courses are held throughout the year for adoptive families as well as groups for families and their adopted children. Training is delivered via specialised trainers or through the consortium's pool of leaders from each of the consortium teams.

Enfield had been running a well-attended support group for its adoptive families for over 13 years. However, the group was predominantly made up of an established membership of adoptive parents who had adopted some years ago. For newer approved adopters, they are more likely to access support groups in their area run by an independent group of adopters called We Are Family (WAF). As a result, the Enfield Adoption Support Group was disbanded and all

adopters now have access to the WAF support groups running across North London. During 2018-19, WAF provided the consortium heads of service with extensive details on the range of services they provide, with the heads of service agreeing to provide a financial contribution towards the WAF services offered to adopters across North London.

- The North London Adoption Consortium Support Group for adopted adults continues to run on a bi-monthly basis. This group is now well established.

Adoption Support

- Enfield is committed to offering adoption support packages to local families that need additional help, following an adoption support assessment. Enfield continues to have a low placement disruption rate; in 2015-16 there were three adoptive placements which disrupted prior to the adoption orders being granted. In 2016 – 17 there were no adoption disruptions and in 2017-18 there were no disruptions. In 2018-19 there was one placement disruption of a relinquished child whose adoption order had not yet been granted. The Adoption Support Service was able to work closely with the LAC Team to put in a range of support to try and maintain the placement, including input from PAC-UK. The child was able to return to her former foster carer who is now being assessed as a potential adopter for her.
- The low breakdown rates are due to the robust support packages being flexible in order to meet the demands of the placements and includes easier access to therapeutic services which are tailored to the needs of the specific placement.
- The service continues to offer a range of support services to adults affected by adoption, including guidance, advice and support with accessing records as well as the provision of intermediary advice and support where adopted adults are wishing to seek reunification with members of their birth family.

- It has been acknowledged that there is a growing need for support to special guardians (SG); work around this is being developed and is ongoing, to ensure the needs of SG carers and the children placed with these families are being adequately supported. Support for SG carers is managed and delivered within Enfield's adoption service.
- A Child Psychotherapist from the Child and Adolescent Mental Health Service (CAMHS) continues to attend the adoption team meetings on a regular basis which team members find useful, giving them the opportunity to engage in reflective group supervision. This also enables team members to analyse the problems they encounter more clearly and consider the issues from varying perspectives, resulting in better support strategies being put into place. Team members take it in turns to present a case study and prepare for this beforehand, with shared learning opportunities for all team members through the group supervision process.
- Recruitment initiatives to meet the needs of our children continues to be a priority. In October 2018, during National Adoption Week, the consortium boroughs facilitated a large event in Hackney, also a part of Black History month, to raise awareness and the profile of adoption with the aim of attracting potential applicants for our black and dual heritage children in need of adoption. A further targeted recruitment event in March 2018 in Wood Green was also well attended.

Recent Developments

- Plans are now well underway for the government to regionalise adoption by proposing a move to develop Regional Adoption Agencies. This is with the intention of speeding up the matching process, improving adopter recruitment and adoption support, reduce costs, and improve the life chances of London's

most vulnerable children. The London Adoption Board submitted an expression of interest and was assigned the role of scoping and defining the future regionalisation model. This is now in the implementation stage and there have been many meetings and conferences which have been attended by various members of senior management, including adoption managers. A lead professional – Julie Lewis - was commissioned as the Project Manager North London Regional Adoption Agency (RAA) to steer Enfield and the 5 other North London Consortium boroughs through these changes. Her role has now ended as the RAA gets ready for the go live date. As well as meeting with directors and assistant directors / senior managers, further implementation groups took place with the legal department, human resources and commissioning services. Importantly, the “task and finish” groups, which included managers and social workers in adoption teams, were established to progress planning and implementation of the family funding, recruitment of adopters and adoption support. The new RAA will be known as Adoption London North.

- The North London Adoption Consortium made a proposal to make an application to the Adoption Support Fund for a bespoke therapeutic service for adoptive families being provided by Adoption Plus. Funding was approved by the Adoption Support Fund in 2016, together with government funding for Adoption Plus to establish a bespoke therapeutic service for adoptive families connected to the North London Adoption Consortium. This new service, based in Crouch End, began taking referrals in the spring of 2017 and is now established. In 2018-19 2 families were referred to this service for therapy via funding from the Adoption Support Fund.
- Enfield, together with Haringey, Barnet, Islington and Camden are linking up with Hackney CAMHS team which is developing a clinical hub of therapeutic expertise to offer a CAMHS adoption-focused therapeutic service to adoptive families. This was due to commence in the summer of 2017 but was delayed and put on hold, pending the completion of the regionalisation implementation programme.

- A number of babies in Enfield's care are unlikely to return home due to their parents' inability to provide the security and care that is needed for their child. Concurrent planning and foster to adopt placements provide potential permanency for babies at an early stage and avoid the need for further moves.

In 2018-19, assessments of adopters automatically consider their suitability to become foster to adopt carers, to ensure there is a pool of in house adopters to approach when the need for a foster to adopt placement becomes necessary. There does continue to be a reticence however of prospective adopters to consider foster to adopt as a permanency option, given the complexities of this arrangement. It is hoped that once the RAA is recruiting adopters, that more applicants will consider this option as a way of securing permanency.

- Enfield Adoption Team continues to work closely with an Enfield CAMHS psychotherapist to offer direct consultation, advice and strategies specifically to adopters with children placed in their care, where there is a need for direct therapeutic support.
- The Liquid Logic ICS pathways were developed and refined during 2017-18 in the areas of adoption support, special guardianship assessments and special guardianship support. This has led in the current year to increased transparency and clarity about the work being undertaken in these areas and improvements in the way these social work tasks are carried out.
- During 2017-18, the Consortium commenced the review of allowances paid to adopters across the six NLAC boroughs. This is continuing and is being aligned with the current regionalization procedural changes being undertaken.

- Closer links are being created with the new Virtual Head for Enfield to offer advice and guidance for social workers about ensuring services for adopted and children under a special guardianship order who were previously in care are met by the schools. The Adoption service has now met with the new Post Permanence Development Officer - Post Adoption who came into post in 2018-19 and who is responsible for advocating for the educational needs of adopted children (previously Enfield LAC) and ex LAC who are now subject to an SGO.
- Family finding Exchange events take place regularly across the country to create potential matches between approved adopters and children waiting for placements. These are run by Coram. More recent consortium initiatives however include NLAC Family Finding Networking Event hosted by Haringey with the emphasis on quicker adoption matches and early permanence. These events take place every 3 months for both the boroughs of the NLAC, as well as any other adoption agencies and RAAs across London and the South East that wish to attend.
- There is now a London run support group 'for adopters who wait' which has proved very popular and further meetings are planned. All the London consortia are assisting with planning and running these events.
- The Great Behaviour Breakdown (GBB) is an extensive training programme aimed at adopters who are in crisis. Enfield has referred a number of adoptive families to this training, using the Adoption Support Fund to ensure this is accessed by as many adopters as possible.
- An initiative between the Consortium boroughs and a therapeutic service called Body and Soul has been set up and successfully established following a successful bid to the Adoption Support Fund in 2015-16. The partnership project between Body and Soul and the North London Adoption Consortium offers an 8-week programme for 8-12 year olds (Young Explorers) and 13-16

year olds (Teen Spirit) to enable adopted children to come together with others who have also been adopted and to provide a safe, emotional space for them to work on their feelings and emotions associated with having an adopted status. This year, Enfield has referred several our adopted children to this project using funds agreed by the Adoption Support Fund. Plans are underway for Body and Soul to be established for child subject to special guardianship arrangements.

- The North London Adoption Consortium Adopters' Forum has provided the opportunity for adoptive families to give their views on adoption support needs. The aim of this group is to enable "the voice of the adopter" and identify gaps in service provision.
- Enfield, as part of the North London (SG) Consortium now routinely offers special guardianship training to those special guardians who are either in assessment or recently approved. This training is facilitated by both Enfield special guardianship support social workers and assessing social workers, together with an experienced special guardian.
- A special guardianship support group for Enfield and Haringey guardians was established in 2015-16 and this continues to be well attended, with guest speakers coming along. This group is held on a bi monthly basis.
- The marketing, communications and recruitment team launched a digital adoption campaign via CAN in 2017/18 to target prospective adopters, who are able to consider older children, sibling groups and children with complex needs. This has continued this year.
- A collaborative approach to producing a best practice model on transitions from fostering into adoption was led by John Simmonds

OBE, Head of Policy and Research at BAAF with social work staff from adoption and fostering teams in the consortium.

- A highly rated course, “Going Back to Go Forwards” run by Louis Sydney, a psychotherapist with lengthy experience of working in adoption and Zach Gomm, has been set up for access under the Adoption Support Fund as a rolling arrangement. Newly approved adopters are encouraged to attend this training which runs throughout the year.

User Feedback

- Evaluations following adoption preparation training groups and post-panel attendance indicate positive feedback. However, it was acknowledged that the numbers of feedback reports need to increase. This was addressed through ensuring that all adopters and social workers coming to panel will be asked to complete their feedback reports immediately following their attendance at panel.
- The adopter preparation training is reviewed after every session and comments from participants noted and acted upon. The training provides a wide range of speakers such as adopters, foster carers, professionals from CAMHS and the designated nurse for Looked after Children.
- In line with the ethos of the consortium, the team has been able to accommodate adoptive families from consortium boroughs on Enfield’s preparation training programme. The feedback from these adoptive families has been positive.
- Feedback from adoptive families is also received via letters and cards praising the social workers that have assessed, approved and supported them

throughout the process. This is then fed back to Dionne Grant in the Governance and Information Team where positive feedback is reported.

- The Adopters Forum (made up of families across the consortium boroughs) is an excellent way in which to obtain feedback. This forum is adopter led and gives families the opportunity to voice their views and suggest ways in which to improve services where there are gaps.
- A Helpline number is now available to adoptive families experiencing problems with their children in the school setting; this is a service provided by the Post Adoption Centre.

Report from Panel Chairperson

This year has been set against the planning for the new regional organisation which will see, in the later part of 2019, an ending of the borough's adoption panel in its current form. I have been chair of this adoption panel for a number of years now and know it is time to hand over my responsibilities to the new adoption service. This will, therefore, be my last report for the borough. It is written with some sadness but also with a reflection of, I hope, being a positive part of making a difference to the lives of the children who have come through panel and of working with such committed staff, adoptive families and panel members.

This year has seen shorter panel meetings as the number of adopters coming through and the number of children requiring adoptive placements have declined. There continues to be uncertainty regarding adoption in the court arena, and social workers and adopters alike have to manage those uncertainties in terms of, for instance, appeals by birth parents. There remains continued pressure to ensure that planning for children happens in a timely

manner and that prospective adoptive parents are given appropriate information, take the lead in the initial processes and are assessed in a fair way which takes account of their strengths as parents for the most vulnerable children in our society. Expectations of any adoption agency are therefore high and the panel's contribution to the overall success of the agency is crucial.

The challenge for any agency is the placing of the children with more complex needs, particular ethnic, cultural and religious needs, and sibling groups. All the children requiring adoption, even the youngest of infants, have had an uncertain start in life and a major task for the agency is to ensure that prospective adopters have a full understanding of the lifelong challenges that many adopted children and hence their families face.

The role of the adoption panel in relation to matching children with adoptive families has been an item for discussion in many quarters, especially as regionalisation, with the major changes to the process it will bring, moves on. There have been many changes in practice with adopters having much more contact with children and their carers prior to being presented for the formal match, as well as the concept of children being placed prior to the match under Foster to Adopt. Enfield remains committed to ensuring that the adoption panel brings a level of scrutiny and quality assurance to matches to ensure that they are as safe as they can be.

In the main, matches are well researched and prospective adopters come to panel with the requisite information about a child which will enable them to understand the challenges ahead. Panel members are always mindful of the lessons learnt from disruptions and from their own experiences. This is helpful in considering not only the viability of the match but the adoption support plan, both now and in the long term, which panel members consider to be vital to the successful outcome of any match.

As ever, the quality of the discussion and the issues raised throughout the panel meetings evidence that all members take their responsibilities very

seriously and papers are thoroughly read. I am always indebted to panel members for their support in panel meetings. I am confident that papers are read thoroughly and issues identified prior to panel meetings.

I would like to thank them all for their commitment to the task.

I have continued to meet with Linda Hughes, Head of Service, and Debbie Michael outside of panel meetings and it has been helpful to understand the overall context of the work within the department as well as deal with any panel issues which have arisen. My relationship with Morris Linton as team manager for the adoption service and panel adviser is well established and mutually supportive.

The thoroughness of the decision making in regard to plans for children is evidence of a thoughtful and robust approach to ensuring that all aspects of a child's journey are considered prior to a match being made.

I would like to thank Dr Oyetora Enaigbe, our medical adviser, who continues to help us to understand some of the very complex medical issues which come before panel, and I know her contribution to adoption in Enfield is valued by panel members, social work staff and adopters alike. I would also like to thank Linda Hughes, Debbie Michael and Morris Linton for their support to me personally as panel chair and also to the agency in general. Last but certainly not least, I would also like to thank Lynne Warner, the panel coordinator, whose commitment to the smooth running of the panel is ever present. The administrative staff within the borough have continued to adapt to new ways of working in this last year, and it is to Lynne's credit that she has continued to ensure panel meetings are so well organized.

The next few months will see the regionalisation agenda becoming a reality and there will be ongoing discussions about the general operation of the panel

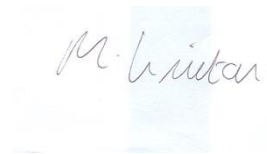
system, in the transitional phase and beyond, including the membership of the Central List, the adviser, and chair. In the immediate future, the major tasks for the panel are to ensure that the robustness of their quality assurance role is incorporated into the agency as a whole, and that panel members are included in information and discussion about any future changes.

Report compiled by:



Yvonne Metcalf

Independent Adoption Panel Chair



Morris Linton

Adoption Team Manager

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LONDON BOROUGH OF ENFIELD

FOSTERING PANEL

ANNUAL REPORT

APRIL 2018 - MARCH 2019

1. Introduction

This is the 14th Annual Report of the Fostering Panel, covering the period from the 1st April 2018 to 31st March 2019, in compliance with the Fostering Standards Regulations (England) 2011. It covers the 12 months of the Financial Year to coincide with other Annual Reports.

In this period 14 Fostering Panel meetings have been held and none cancelled due to inquoracy. Panel meets approximately monthly. Additional meetings can be scheduled when the volume of cases required this. Meetings are held at the Civic Centre in Enfield, with a separate waiting room; the rooms used are suitable for these purposes.

Panel has produced a 'Guide to the Fostering Panel and its Procedures' and a 'Guide to Panel Members', with profiles of members of the Central List and their photographs, for applicants coming to Panel. These are designed to help people attending Panel to understand its function and what happens in Panel.

2. Overview of Work carried out by the Panel

1. Applications from prospective foster carers for a range of tasks
2. Applications relating to Family and Friends (Connected Persons) foster carers for children already or about to be placed with them
3. Regulation 25 cases - forming a view on Connected Persons assessments where an additional 8 week extension to temporary approval is proposed in order for assessments to be completed
4. Brief reports where, at Stage 2, the Fostering Service have concerns that an applicant may be unsuitable
5. First Annual Reviews of Foster Carers
6. Other Reviews which consider continuation of approval, extension of approval or Standards of Care concerns as the local authority sees fit
7. Consultation on a range of different situations where the advice of Panel is sought
8. Quality assurance of work presented
9. Review and up-date of relevant policies and procedures in partnership with the Fostering Service

Previously termination of approvals were presented to Panel. That is no longer the case. Over the past year 53 applicants/carers have attended Panel.

3. The Central List

There are 12 members on the Central List. Membership has remained consistent over the past 12 months. All new Panel members have received an induction and an opportunity to observe Panel prior to joining. Monica Bunbury and Kerry Stanton are the two Vice Chairs.

Panel members always receive their papers 7 days in advance of the meeting. Reading the papers supplied in preparation for discussion is a considerable undertaking as, for many meetings, the papers may involve several hours of close reading. All members devote a great deal of time and personal commitment to the work of the Panel and invariably come well prepared. The Fostering Service and Panel has moved to 'paperless Panels'; this cuts down on printing costs and is more secure.

Panel members keep up-to-date with fostering matters: all are members of *Fostering Network* and receive the *Foster Care* periodical. Once registered with *Fostering Network*, members have access to a considerable online resource. All members are provided with a copy of *Effective Fostering Panels, CoramBAAF*, to enhance their understanding of the Panel process. The Chair attends the London and SE Panel Chairs' Group 4 times a year, hosted by the Fostering Network, and regularly shares information gained there.

Panel members are aware of what constitutes a conflict/declaration of interest and declare this at the beginning of a case slot; this is then recorded in the minutes. Each Panel member has a Policy Folder that contains key national regulations and local policies and procedures. A copy of Enfield's Whistle Blowing Policy, as required in Standard 19.6, is included.

The appraisal of all members has takes place annually. All involved find this process useful. See Appendix 2 for further details of membership.

4. Panel Business

a. Approvals

14 new mainstream Foster Carers were approved over the last year, a decrease of 4 on last year. All prospective Carers are invited to attend Panel, and are strongly encouraged to do so. Members and carers find this valuable and believe that attendance establishes a relationship between them that engenders a sense of working together from the start. It also gives members a first-hand impression of the applicant/s and adds another dimension alongside the assessment paperwork. Panel are mindful to work with the Fostering Service to ensure that the recruited pool of carers reflects the ethnicity of the looked after population and covers the age range and gender of children in need of placements.

Panel cannot consider those cases where information required under the Fostering Service Regulations is incomplete, unless there are good reasons that explain the shortfall. Most cases are thoroughly prepared and Panel is generally satisfied with the standard of approval paperwork. On occasions where there are

gaps Panel will defer and await the additional documents. It is noted that Disclosure and Barring Service (DBS) checks are now received more promptly with the advent of the electronic service and appointment system offered by the Fostering Service.

Reports that offer balanced, critical appraisal of the application, supported with evidence and analysis, are preferred over those that are overly narrative. Panel appreciates the continuing work of the Fostering Service to improve the standards of reports.

Family and Friends (Connected Persons) applications provoke much thought and debate because of the complex issues they throw up and the need to balance the pre-existing relationship alongside the borderline life styles and risks associated with some families. Panel gives due consideration to whether the placement is for the short, medium or long term and the nature and quality of any pre-existing relationship.

Over the past year, no Family and Friends foster families have been considered for approval compared with 2 last year.

b. Regulation 25 – extension of temporary approval

Over the last 12 months, 8 Regulation 25 cases have been considered where it has been necessary to extend the assessment period for temporary Family and Friends Carers beyond 16 weeks. In the previous year there were 4.

c. Reviews

All first reviews are presented to the Fostering Panel. The decision was made by the Service Manager that, from December 2016, reviews would no longer routinely be presented to Panel every third year. However, if there were significant issues, changes of approval or changes in circumstance they would be. 14 first household reviews presented in this period and 3 other household reviews.

Following a serious complaint or allegation against a Foster Carer a review is presented to Panel to consider the new information. Even when an investigation is in process there is an expectation that the Annual Review will still take place, alerting Panel to the outstanding concerns. An up-dated report can then be presented at a later date. Enfield's LADO is available for consultation and to co-ordinate reviews/investigations of a Child Protection nature.

There is still a need for improvement in presenting the views and feedback of children: both children looked after and those within the carers' family. This is a vital area where full information supports

members in their deliberations. Panel always look for the views of the children, ideally in their own words by consultation work carried out with them, or through someone who knows them well (and is independent of the fostering household) speaking for them. Kratos has developed excellent forms for this purpose.

The consistency and quality of feedback from the social workers of children in placement on the quality of care is variable. Panel maintain that it must be part of the review. Members view this information as important as Social Workers have the opportunity to observe how the child has responded to the care given over a series of statutory visits. For younger children this is perhaps the only 'voice' representing their views.

Importantly IROs will give feedback on the quality of foster care provided for the children for whom they have responsibility.

First annual reviews are essential in tracking the carers' development. The Training, Support and Development Standards require all new stranger foster carers to complete the Standards in their first year of approval, Connected person's foster carers are required to complete them within 18 months of approval. In addition, defined mandatory training such as Safeguarding and First Aid is required. The Personal Development Plan (PDP) for each foster is key to ensuring they are receiving targeted training based on their knowledge, experience and skills set.

d) Matching

All cases where the child is under 13 and will remain long term with a carer are heard by Panel. There have been 4 such cases in the past year and this is the same number as last year. These cases are greatly assisted by the information provided by the child's social worker and by their attendance at Panel to answer any further questions.

e) Quality Assurance

Panel fulfils this function in the following ways:

- Working with the service on policy changes
- Annual meeting between the Chair, Agency Decision Maker (ADM) and the Service Manager for Looked after Children
- Twice yearly Business Meetings provide an opportunity to discuss on-going work between Members and the Fostering Service.

- Evaluation Forms for feedback from applicants and social workers.

f) Observers

Panel welcomes social workers, and others, observing at meetings. It is an excellent way for them to see how Panel works and helps to demystify the process. A confidentiality form has been designed to protect the information read and discussed.

5. Panel Administration

Panel administration is carried out by the Operational Support Officer, Operational Support Hub – Meetings Panels and Events SCS. Panel has benefitted from the consistency of the same administrator over the past 12 months. Draft minutes are prepared within 3 or 4 working days of the Panel meeting and are of a consistently high standard.

6. Agency Decision Maker

The ADM (Anne Stoker) makes qualifying determinations/decisions on all Panel recommendations after she has read the minutes of Panel. She is the Director of Children's Services. On occasions Anne visits Panel as an observer. Over the past 12 months, she has not decided against any of Panel's recommendations.

No cases have gone to the IRM in that period.

7. Panel Business Meetings

These meetings are held twice a year. They are attended by Panel members, Fostering Managers and chaired by the Head of Service. Topics covered include: new national developments, matters of concern that have arisen and working out agreed protocols etc.

8. Panel Training

Over the last 12 months there have been two training events:

- Faith and Fostering, November 2018
- Foetal Alcohol Training, February 2019

Both were with the Fostering Service.

We continue to circulate Serious Case Reviews to panel members where relevant to panel work. Discussions are held at panel with all members invited where we highlight learning points for both panel and the wider fostering service

Ofsted Feedback

In March 2019 Ofsted inspected LBE and the following comments were made in their summary report:

'Enfield has effective fostering and adoption services, which are overseen by highly experienced, long-standing, child-focused leaders and managers' and,

'there are effective recruitment, assessment, support and training arrangements for adopters and foster carers in Enfield, with strong panel arrangements to ensure that decision-making promotes the best outcomes for children'.

Objective for 2019 - 2020

- a. Introduction of newly designed Regulation 25 forms.
- b. Full compliance with the recently introduced GDPR as summarised in CoramBAAF's good practice guide.
- c. Liaison with the Fostering Service to ensure the Training Programme is published by the end of the financial year so that carers and their SSWs can plan targeted training for the year ahead.

Wendy Gill on behalf of the Fostering Panel

APPENDIX ONE**Panel Statistics 2017 - 2018**

	This year 18-19	Last year 17-18
New In-house Approvals	14	18
New Family & Friends Approvals	0	2
Reviews		
a) First reviews	13	13
b) Other reviews	3	11
Extension of Temporary Approvals (Reg 25)	8	4
Long term matches	4	4
Carers de-registered as no longer suitable (D2.5). Both mainstream carers	2	0
Notifications to Panel on Intention to De-register	2	0

APPENDIX TWO**CENTRAL LIST**

Wendy Gill	Independent Panel Chair
Monica Bunbury	Current Vice Chair, independent member
Kerry Stanton	Current Vice Chair, manager within LBE
Melissa Halls	Agency Social Work Representative
Lydia Bartlett	Agency Social Work Representative
Roseanne Lee	Agency Social Work Representative
Councillor Glynis Vince	Elected Member
Councillor Bernie Lapage	Elected Member
Richard Reynolds	Independent Member
Anne Whitehorn	Independent Member
Erina Kouyate	Independent Member
Mary Murrill	Additional Panel Member

Others Attending

Renee Powell/ Siew Tan/Reina Fraser/Rhama Nicols	Panel Advisors
Dave Woodger or another from the Operational Support Hub – Meetings Panels and Events SCS	Panel Co-ordinator

Others advising

Gill Wells	Legal Advisor
Dr Oyetoro Enaigbe	Medical Advisor

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REPORT TO: OSC**DATE:** 4th September 2019**REPORT TITLE:** Annual IRO (Independent Reviewing Officers) Report**REPORT AUTHOR/S:**

Maria Anastasi

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Tel 0208 132 0373

PURPOSE OF REPORT:

For the committee to be updated about the work of the IROs during the period 2018-19

SUMMARY:

This report updates the Overview and Scrutiny Panel on the IROs during the period April 2018 to March 2019.

- The number of Looked After Children at the end of March 2019 was 382. This is an increase by 10% from last year. (35 children)
- There were 13 adoptions and 29 Special Guardianship Orders (20 were in relation to children who had been looked after)
- The number of remands increased from 20 last year to 39 this year, which is significant. Young people in remand are deemed to be looked after by the local authority and are reviewed in line with the IRO Handbook.
- At the end of March 2019, 71 of the Looked After Children were unaccompanied minors. The current Enfield benchmark is 65, an increase from 59 in April 2018. The local authority continue to refer to the National Transfer Scheme but there have been significant delays in transferring cases. The local authority is continuing to raise this issue with the Home Office.
- The number of children subject to child protection plans at the end of March 2019 was 296. The number of child protection plans at the end of March 2018 was 242. There has been a steady increase in the number of CP plans over the whole year which peaked to the current figure. A contributory factor has been the number of conferences of large sibling groups. A recent audit of 25 initial child protection conferences (66 children) found that the outcomes were 46 CP plans

and 20 CIN plans and the decision making at conferences was appropriate.

- Thirty four transfer in conferences took place in 2018/19 (64 children), a slight increase from last year.

1. BACKGROUND

Independent Reviewing Officers (IROs) were introduced nationally to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Review Officers (IRO) service standards are set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.

In Enfield, the IROs are also responsible for chairing Child Protection conferences, Disruption Meetings and undertake some LADO (managing allegations against staff and volunteers) work. A separate annual LADO report has been completed. It is an expectation that an annual report outlining the key activities of the IRO's is published every year.

2 ISSUES AND CHALLENGES

There has been a steady increase in the number of children subject to Child Protection Plans and children who are looked after. The Service is responsible for reviewing all CP plans and care plans for looked after children. Despite the increase in both, the majority of the reviews and child protection conferences are held in a timely manner. Participation of young people in their reviews has increased.

The challenge for the service is to maintain the high standards expected while at the same time managing increase in caseloads.

How contextual safeguarding interfaces with the remit of the Service

2. RECOMMENDATIONS

That the scrutiny panel notes the findings of this report.

3. NEXT STEPS

- Increase parental participation in reviews of looked after children
- Improve multi agency input in Child Protection conferences and quality of written reports
- Improve consistency of midway reviews and recording of IRO footprint
- Contribute to the department's continuous improvement plan and quality assurance programme

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Safeguarding and Quality Assurance Service

IRO Annual Report 2018/2019

Author	Maria Anastasi Head of Service	Classification	OFFICIAL - PUBLIC	Date of First Issue	August 2019
Owner	Maria Anastasi Head of Service	Issue Status	FINAL	Date of Latest Re-Issue	
Version	0.1	Page	1-20	Date of next review	July 2020

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1 Purpose of Service and Legal Context

- 1.1 The Annual Independent Reviewing Officer (IRO) report is produced by the Children's Safeguarding and Quality Service which sits within the Children and Family Services, in People, of Enfield Council. The report provides quantitative and qualitative evidence relating to the IRO Service within the Local Authority as required by statutory guidance. This report should be read in conjunction with the Enfield Local Authority Designated Officer (LADO) annual report.
- 1.2 Independent Reviewing Officers (IROs) were introduced nationally to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Review Officers (IRO) service standards are set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.
- 1.3 The IRO Handbook provides local authorities with statutory guidance on how the IROs should discharge their duties. The primary role of the IRO is to ensure that *"the care plan for the child fully reflects the child's current needs and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child"*. The IRO is responsible for promoting the voice of the child, offering a safeguard to prevent any drift in care planning and monitoring the activity of the local authority as a corporate parent.
- 1.4 This report identifies good practice as well as highlighting areas for development in relation to the IRO function. The responsibility of the IRO is to offer overview, scrutiny and challenge about case management and regularly monitoring and following up between reviews as appropriate. The IRO has a key role in relation to the improvement of Care Planning for Looked After Children (LAC) with emphasis upon challenging drift and delay.
- 1.5 In Enfield, the IROs are also responsible for chairing Child Protection conferences and Disruption Meetings. The LADO (part-time) is a member of the service and the IROs provide a duty service to primarily support the LADO function. The dual role provides a greater level of consistency and oversight for children and young people. The benefit of continued and sustained relationships is a key strength of the service.

2. Role and Function of the Service

- 2.1 The Service promotes continuous improvement in safeguarding performance and service delivery and is committed to achieving the best outcomes for all children and young people

in Enfield, particularly the most vulnerable, such as those children who are looked after and those subject to Child Protection Plans.

2.2 The Service has an independent role to ensure that all children, whatever their background, receive the same care and safeguards about abuse and neglect.

2.3 The Safeguarding Service is responsible for the following statutory functions:

- Convening and chairing of child protection conferences
- Convening and chairing of reviews for looked after children
- Convening and chairing of reviews for children placed for adoption
- Convening and chairing of complex abuse meetings
- Carrying out the LADO (Local Authority Designated Officer) functions in respect to allegations against staff and volunteers.
- Chairing disruption meetings

2.4 In addition to the above the Service has responsibility for participation of children and young people including promoting MOMO (Mind of My Own) app which is a modern, tech-savvy way to engage with young people. It makes it easier for them to express their views and have a say in decisions about them.

2.5 Since September 2018, the Service has been responsible for undertaking Return from Missing Interviews for Children Looked After and children subject to Child Protection Plans. The report will elaborate on this area under a specific heading.

The Service has representation in the following meetings:

- MAPPA (multi-agency public protection arrangements)
- CDOP (child death overview panel)
- Risk Management Panel
- Corporate Parenting Board
- Practice and Performance Board
- London IRO group
- London LADO Network
- London IRO Managers Forum
- London Child Protection Managers Group

2.5 The statutory independent reviewing function of the Service is core business but the scope of the service in Enfield is far wider than this. The IROs chair child protection conferences which strengthen continuity of care planning and promote sustained professional relationships for children and young people. The child protection conference chair becomes the Independent Reviewing Officer should a young person need to come into the care system.

3 Professional Profile of the IRO Service

3.1 Responsibility for the activity and development of the service lies with the Head of Safeguarding and Quality Service who reports directly to the Director of Children and Family Services.

3.2 The current staffing structure includes:

- Head of Service
- 8 Independent Reviewing Officers (7 full time and 2 part-time)
- Part time LADO

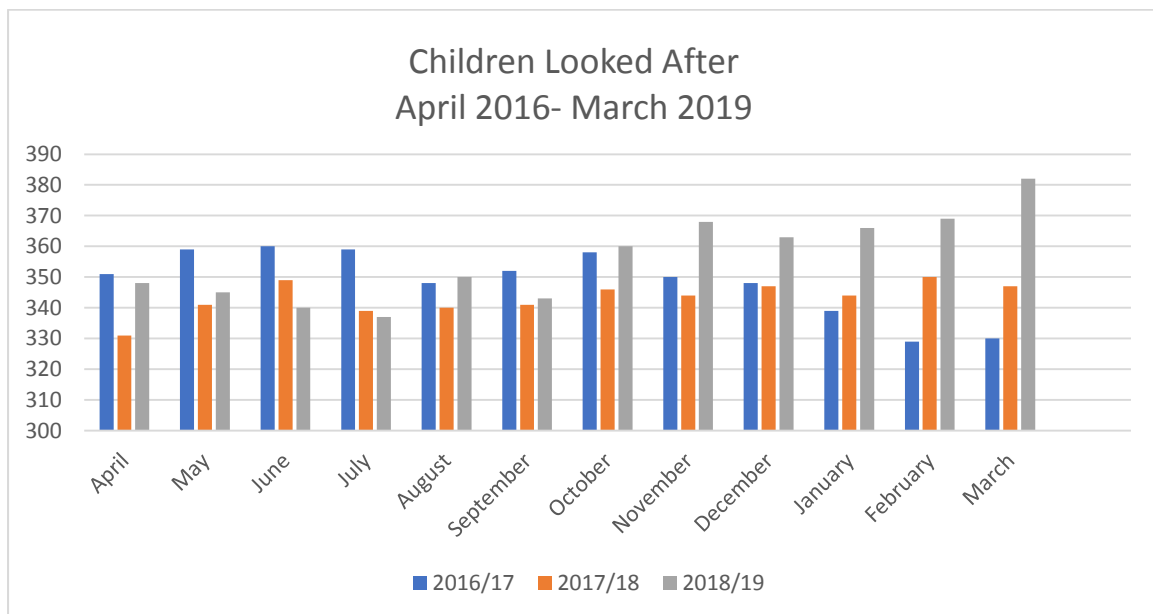
3.3 The IRO guidance makes it clear that an effective IRO service requires IROs who have the right skills and experience, working within a supportive context. The Enfield IROs have many years of relevant social work and management experience, and professional expertise.

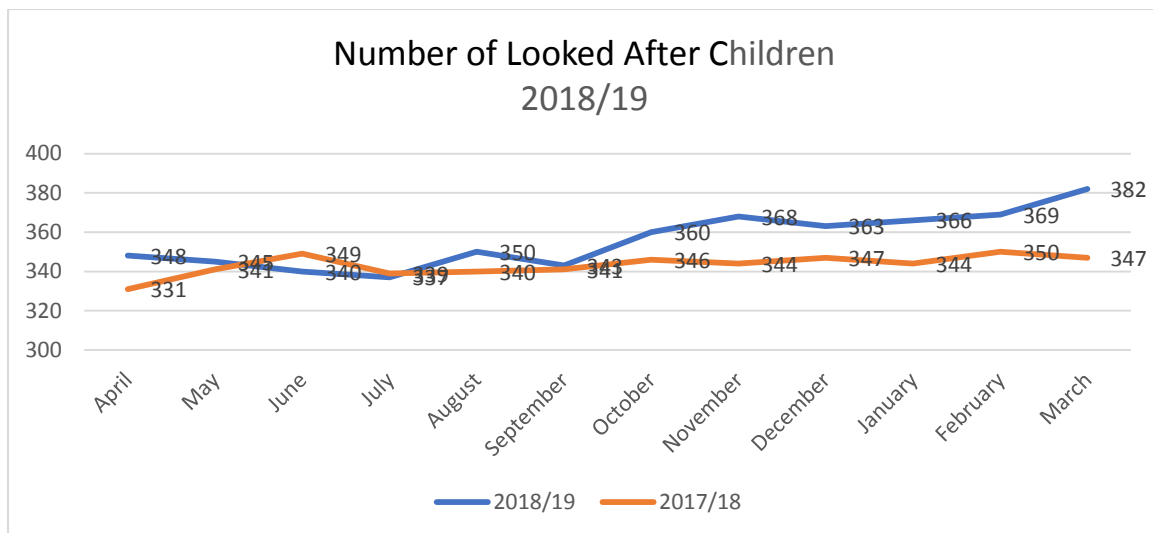
The IROs are all at an equivalent level to Children’s Social Care Team Managers in Enfield.

The service is appropriately diverse. The service is located at Charles Babbage House which supports effective work with the social work teams within Child in Need Service and where child protection conferences are convened. IROs, due to the nature of their statutory role have strong links with the Looked After Service and the Joint Service for Disabled Children.

4. Activity and Key Performance Indicators

4.1 Looked After Children (April 16 - March 19)





4.2 Looked After Children April 2018- March 2019

The above charts provide numbers of children who became looked after at the end of each month since April 2016. The number of LAC has been stable over the year, but gradually increasing with the highest number at the end of March 2019 at 382. This is an increase of 35 children (10%) since last March.

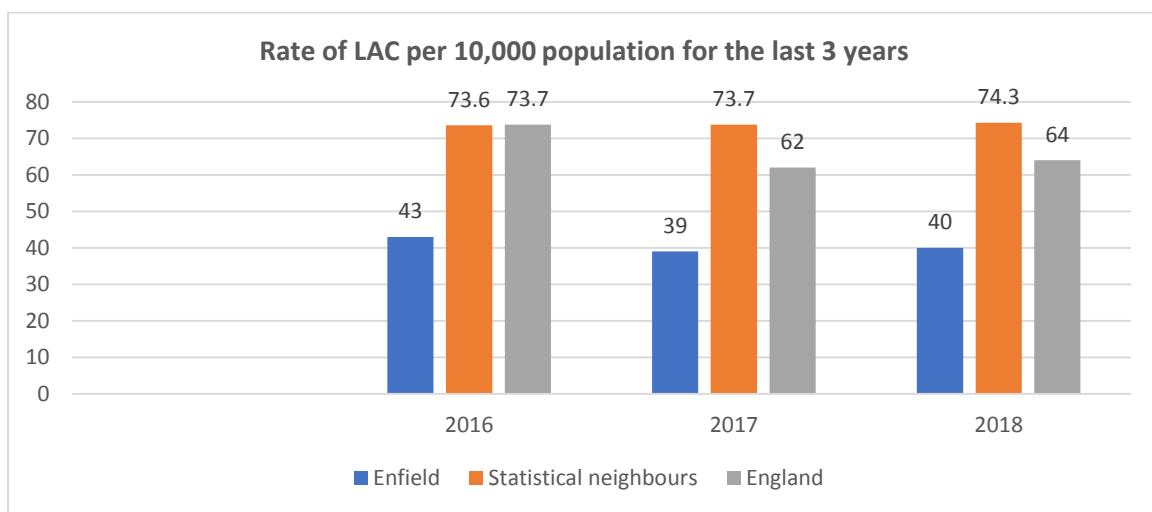
4.3 Key information for LAC

- 4.3.1 There were 39 remands in total in 2018/19, a significant increase from last year (20). There were 23 remands to Young Offenders' Institutions, 9 to Secure Training Centres and 7 to Local Authority Accommodation. There were no secure welfare placements during this period.
- 4.3.2 The number of unaccompanied asylum-seeking children (UASC) looked after at the 31st March 2019 was 71 (compared to 63 in 2017-18) This figure represents 18.6 of 18% of the total LAC population in Enfield, slight increase last year, which was 18%) There have been significant delays in transferring to other local authorities. The current Enfield benchmark is 65, an increase from 59 in April 2018. This is based on 0.08% of the child population on DfE estimate. However, the National Transfer Scheme is not working and although we continue to refer young people, the reality is that they are not moving, and other councils are reluctant to accept young people who have already settled in placements and education. The local authority is continuing to raise this issue with the Home Office.
- 4.3.3 The number of children with disability who were looked after at the end of March 19 was 38 (9.98% of the total LAC population), a slight increase from last year (34 children).
- 4.3.4 Stability of placements for children looked after has remained fairly consistent in the last three years. Placement stability is strongly correlated to the progress that children and

young people make in care and moves can negatively impact on emotional resilience and can be disruptive to developing friendships and educational outcomes. The IROs contribute to this by ensuring robust plans are in place and intervening early when placements are showing fragility. Placement stability meetings are appropriately recommended in reviews for Looked After Children and reviews may be brought forward or held more frequently to address any difficulties in placements.

4.3.5 13 adoptions and 29 Special Guardianship Orders (20 in relation to children who had been looked after prior to the order) were granted.

4.3.6 Rate of LAC per 10,000



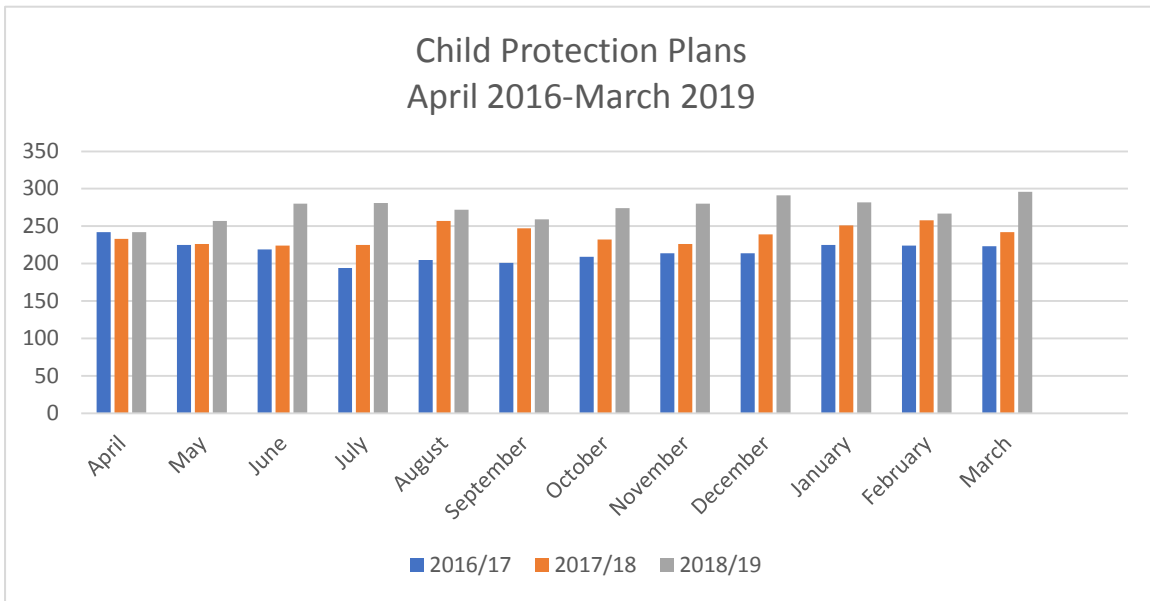
The rate of Looked After Children per 10,000 has been fairly consistent over the last 3 years, and significantly lower than our statistical neighbours and England figures. Considerable efforts are made to support children to remain in the care of their families and if not possible, action is taken so that children are brought into care in a timely manner.

4.3.7 Timeliness of LAC Reviews

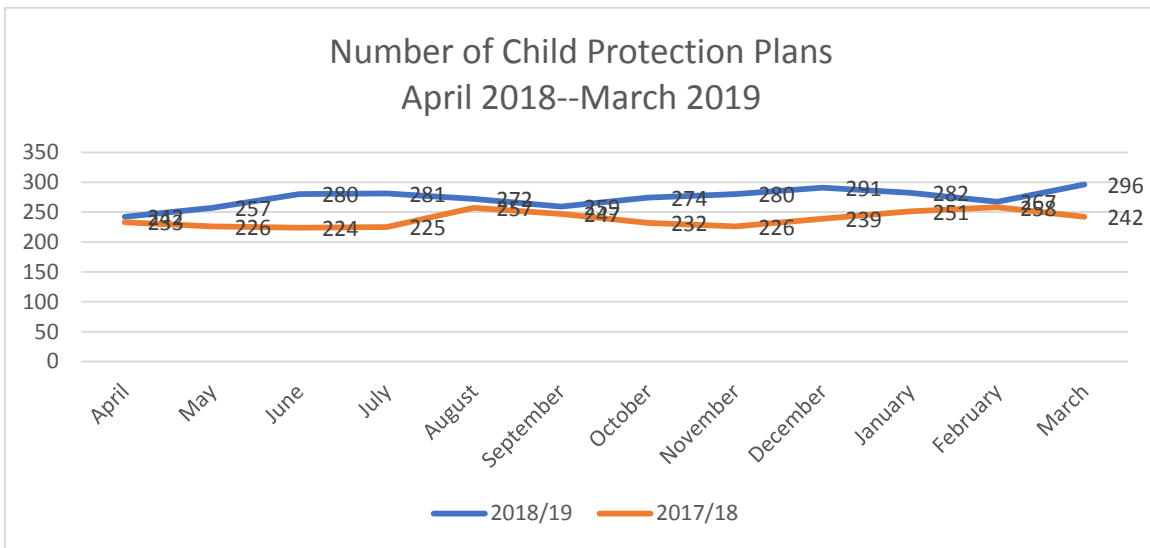
The percentage of LAC reviews recorded to be within statutory timescales has significantly improved from last year, from 80.9% to 88.6%.

The number of LAC reviews taking place within the required timescales is high with only a very small number of reviews were overdue. The timeliness of the reviews is measured based on the record of the meeting being completed on our electronic system and there have been delays in completing records, by social workers and Independent Reviewing Officers. In addition, there have been some issues with ICS which is being addressed with IT. The Head of Safeguarding and Quality Service and the Head of Looked After Children Service Have been monitoring this activity on a monthly basis and continue to address this.

4.4 Child Protection Plans (April 16 - March 18)



4.5 Child Protection Plans April 2018 – March 2019



4.5.1 The above charts provide the numbers of children subject to a Child Protection Plan at the end of each month since April 2016. There has been a steady increase since last year culminating to 296 at the end of March 2019. A recent audit of 25 initial child protection conferences (66 children) found that the outcomes were 46 CP plans and 20 CIN plans and that the CP chairs were managing risks appropriately and overall, making appropriate decisions. A contributory factor to the increase of CP plans has been the number of conferences of large sibling groups.

4.6 Key Information about Child Protection Plans (CPP)

4.6.1 At the end of March 2019, of the 296 children subject to Child Protection Plans (CPP):

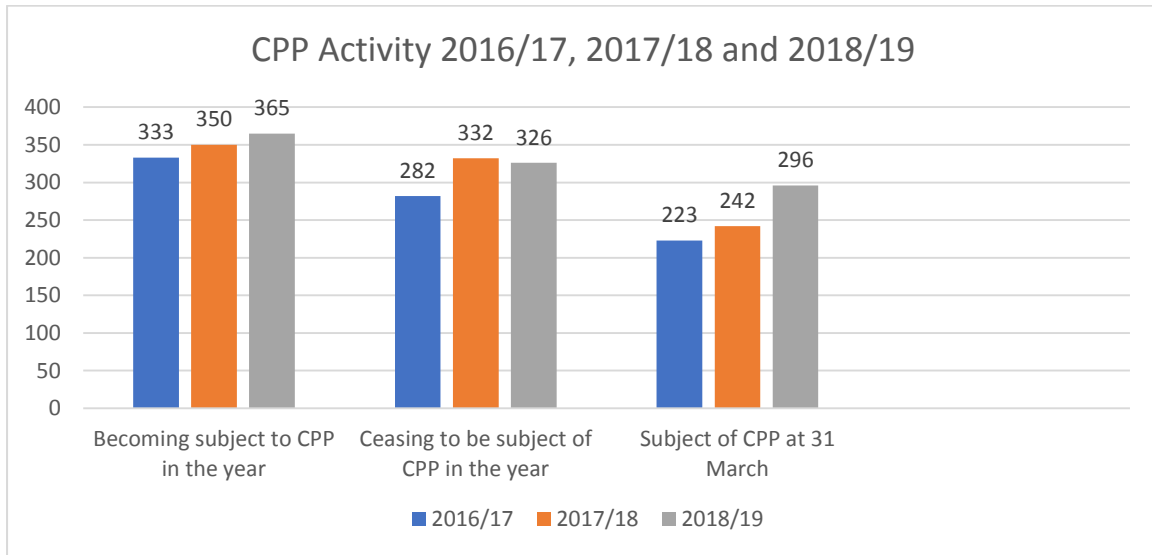
- 142 were female, 150 were male and 4 unborn
- 24 were under the age of 1
- 81 were between 1-4 years old
- 85 were between 5-9 years old
- 90 were between 10-15 years old
- 12 were 16/17 years old
- 11 were CPP for children with disabilities.

4.6.2 Categories of CPP

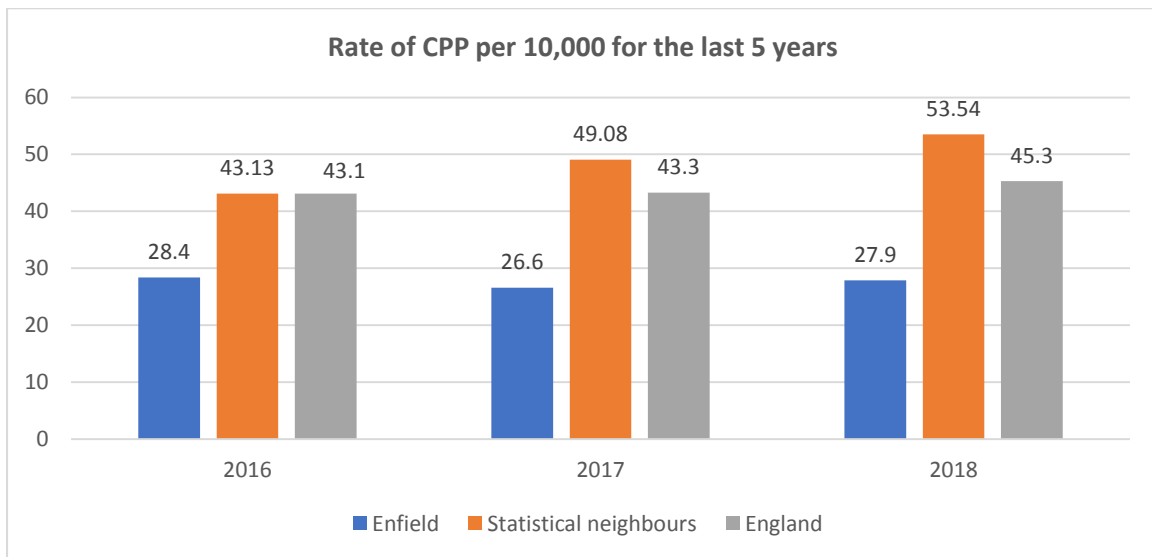
- 50.3% (149) were under the category of neglect
- 27.7% (82) were under the category of emotional abuse
- 9.79% (29) were under the category of physical abuse
- 3.37% (10) were under the category of sexual abuse
- The remaining CPPs were under a combination of neglect/physical abuse, neglect/sexual abuse and physical/emotional abuse.

There has been a significant increase in CP Plans under the category of physical abuse since last year, from 3 (1.2%) to 29 (9.79%) and sexual abuse from 4 (1.65%) to 10 (3.37%). There has been more focus on the impact of domestic abuse on children, particularly younger children and the risk of physical harm during incidents of domestic abuse. The two practice weeks focussed on domestic abuse and sexual abuse, and likely to have also been a contributory factor, with specific activities, team discussions and workshops on these two areas. The percentage of CPP under neglect and emotional abuse has slightly decreased.

4.6.3 Child Protection Conferences and Key Performance Indicators



4.6.4 Child Protection rates per 10,000



The rate of CPP per 10,000 compared to our statistical neighbours and England figures has been consistent over the last 3 years.

It remains relatively lower than both figures. However, findings of audits and the OFSTED inspection indicate that child protection enquiries are timely, and our decision making is appropriate.

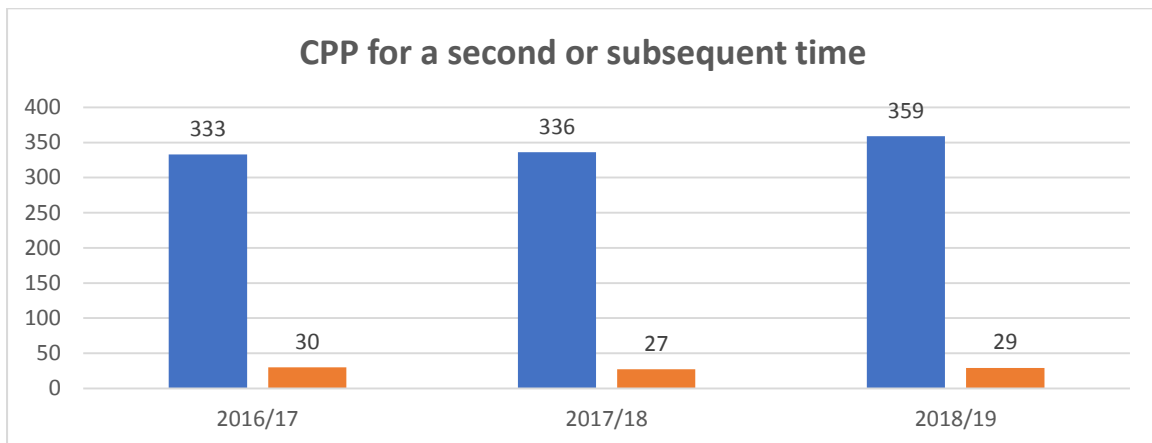
The offer of early help and the focus to support families develop safety plans have been contributing factors.

4.6.5 Duration of Child Protection Plans



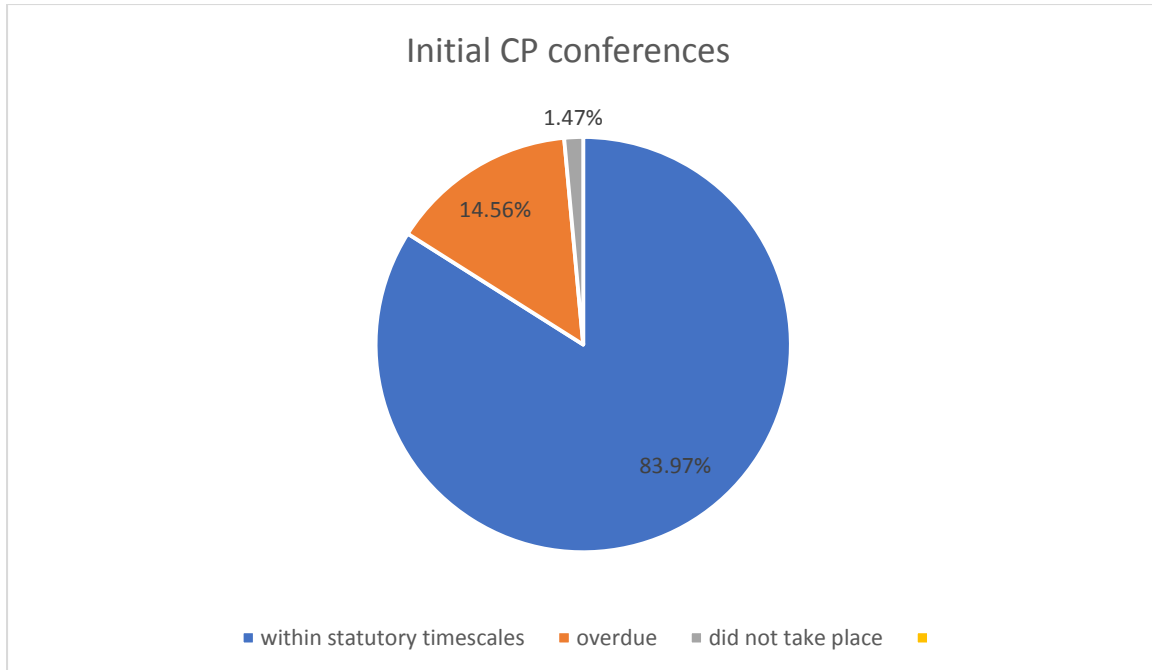
Performance for the indicator CPP 2 years or more has been consistently good over the last few years, good performance is typified by a lower number. Performance at the end of March 2019, 1.68%, a slight increase from last year's figures (1.23%). This indicates that we continue to be robust in our planning and that triggering a legal pathway at the second review CP conference review is a contributory factor in avoiding drift in cases. A factor contributing to the slight increase is sibling groups. The Signs of Safety (SoS) framework enables families to devise a safety plan within the extended family network and this is also a contributory factor.

4.6.6 CPP for a second or subsequent time



Performance for the indicator CPP for a second or subsequent time is now 8.1%, a slight increase from last year's figures (8.1%), but still relatively high compared to the figures in 2015/16. This is an area which is monitored closely. An audit was completed last year to consider the contributing factors which led to ceasing of the CP plan and what led to subsequent decision to make children subject to CP plans. One of the significant factors was several large sibling groups. The audit also highlighted that in some cases, families had made significant changes and the threshold for CP plans was no longer met, but the changes they had made had not been sustained over a period of time. In some of these cases, legal planning meetings had been convened.

4.6.7. Timeliness of CP Conferences 2018/19



83.97% initial conferences were within statutory timescales and 14.56% were overdue. Despite the fact that this is good performance, we continue to strive to improve this. Factors which have contributed to this figure are the non-availability of key agencies to attend conferences, such as schools during school holidays; there have also been rare occasions when parents have had prior commitments (such as court hearings or key health appointments). Decisions to delay initial conferences are made by the Head of the Service after serious consideration.

1.47% initial conferences did not take place. Reasons for the conferences not going ahead were families moving out of the borough before the conferences took place (conferences taking place out of borough as a result); further assessment during child protection conferences concluding that the children were not suffering significant harm or care proceedings agreed.

In addition, 34 transfer in conferences took place (in relation to 64 children) who were subject to CPP in other Local Authorities and moved into Enfield to live. This is an increase from 2017-18 (29 conferences in relation to 58 children)



97.78% were reviewed within the statutory timescales and 2.2% were out of timescale.

This is an excellent performance, but our aim is to achieve 100%.

5. Return from Missing Interviews

The Service has been responsible for undertaking Return from Missing Interviews for Children Looked After and children subject to Child Protection Plans since October 2018. This followed the decision not to continue with St Christopher's Fellowship who had previously delivered this service. The department has now reviewed these arrangements, and this service will be delivered by an officer based in the MASH. The new officer will complete interviews for all children who meet the criteria for an interview. This will enable the department to offer a good, timely and consistent service and identify trends and patterns and inform practice.

6. IRO case loads

The IRO Handbook recommends that caseloads for IROs should be between 50-70 Looked After Children (LAC) cases. The size of caseload alone does not indicate the overall workload for each individual IRO as children and young people's circumstances vary in complexity and in distance of placements. At the end of March 2019, the average LAC caseload per IRO was 47. The average CP caseload was 37 cases per IRO.

The IRO guidance puts an emphasis on ensuring that IROs have sufficient time to provide a quality service, monitoring cases to avoid drift, undertaking follow up work after the review, consulting with the social worker following a significant change in the child's circumstances and meeting with the child before the review.

In addition, IROs have additional responsibilities, such as chairing child protection conferences, representing the Service in working groups and other meetings, audits and other tasks outlined in section 2

7. Participation

A key role of the service is to seek regular feedback from children and young people, families and carers about their experience in care and the child protection process.

Ensuring looked after children can participate as fully as possible in planning and reviews remains a key priority for the Service. There is still room for improvement especially in relation to children and young people with additional communication skills.

Participation figures for looked after children in their reviews this year was 85.3%, a significant improvement from last year's 74.2%. Significant efforts were made by IROs to ensure children who are looked after participate in their reviews and that this is accurately recorded. Reviews are often held in more than one meeting, to ensure that children have the opportunity to contribute to their review.

The Service has had several meetings with the Consultation and Participation Officer in relation to KRATOS (Children in Care Council) and this will continue.

The department procured MOMO app (Mind of My Own) in 2016 to help children and young people create a statement of their views, wishes and feelings. It has provided children who are looked after or subject to child protection plans with an additional option to facilitate participation in reviews and conferences. The contract with Mind of My Own has been extended for another year; during this period, we have been working on the Children's Portal, which will offer the opportunity for children to give their views, wishes and feelings for LAC reviews and CP conferences. The introduction of the Portal will also enable parents and carers to contribute to LAC reviews and CP conferences.

8. Advocacy

Enfield agreed to joint tendering to deliver advocacy for children looked after and children subject to Child Protection Plans last year and Barnardos were successful. This contributed to savings for the department and the transition from Action for Children to Barnardos was completed smoothly. The Head of Safeguarding and Quality Service, representatives from other services including commissioning, attend quarterly meetings with Barnardos.

9 Local Authority Designated Officer (LADO)

A part time LADO was appointed at the beginning of 2109. The role provides management and overview of cases where there are allegations against staff and volunteers who work with children from all agencies.

The successful candidate was previously a full time IRO and the transition to the LADO role has been extremely smooth and successful.

The appointment of the part -time LADO has allowed the Head of Service to have a more strategic overview of the service, particularly around quality assurance.

The IROs continue to operate a daily duty system to support the role of the LADO.

The total number of allegations between 1.4.2018 and 31.3.2019 which met the threshold for LADO involvement was 66, a slight increase from last year (62) In addition there were 92 recorded consultations, an increase from last year (80) where the threshold for formal LADO intervention had not been met.

A LADO annual report has been completed which provides more detailed information about the work of the LADO and a work plan.

10. Skylakes

The local authority commissioned an “Edge of Care Service” in July 2018 for 18 months. The aim was to reduce the number of young people coming into the care of the local authority care by working intensively with young people (between the ages of 11-16) and their families to prevent family breakdown. The service worked with two cohorts of 40 children in each cohort, intensively for the first 6 months and for further 6 months targeted support to sustain the changes, with case responsibility returning to Enfield. Intensive work included direct individual support to young people, and intensive support to parents and extended network by a Family Support Practitioner and a Therapeutic Practitioner. The use of Family Group conferences (FGC) and review FGCs was very effective. The Head of the Safeguarding Service and the Team Manager for FAST (Family Accommodation Support Team) were the Strategic and Operational Leads respectively.

The project has been extremely successful in preventing young people coming into the care of the local authority and work is being undertaken to use some of the strategies by the local authority.

11. Enfield Safeguarding Children’s Arrangements

These arrangements have replaced the Enfield Local Safeguarding Children Board, as detailed in the Children and Social Work Act 2017 and the Working Together 2018.

The Head of Safeguarding and Quality Service is a member of the Practice Improvement Group, the Vulnerable Young People Group and the Child Death Overview Panel.

10. Management Oversight, Quality Assurance and Dispute Resolution Process

All children subject to child protection plans and children who are looked after are allocated a designated IRO from the moment they enter the system with the key aim that the allocated IRO will remain consistent until the child is no longer looked after or subject to a child protection plan.

The quality of the effectiveness of the IRO service is closely monitored through supervision (every six weeks and ad hoc when required) case file audits and dip sampling, together with performance reporting which highlights good practice as well as any areas of concern, therefore enabling prompt action to rectify any poor IRO performance.

The statutory guidance states that operational social work managers must consider the decisions from the review before they are finalised. This is due in part to the need to ensure any resource implications have been addressed. Managers have five days to raise any queries or objections. This rarely happens which would indicate that managers are generally satisfied with the decisions made at the review.

One of the key functions of the IRO is to resolve problems arising out of the care planning process. IROs within Enfield continue to have positive working relationships with social workers

and team managers of the children for whom they are responsible. Where problems are identified in relation to a child's case for example in relation to care planning, resources or practice, the IRO will, in the first instance, seek to resolve the issue informally with the social worker or the social worker's manager. If the matter is not resolved in a timescale that is appropriate to the child's needs, the IRO will escalate the matter accordingly following the local dispute resolution process.

Staff together with IROs recognise that any problems or concerns regarding care plans need to be addressed initially through negotiation before instigating the escalation resolution process.

Examples of proactive IRO intervention include concerns about the quality of placements, delay in implementing recommendations of the child protection conference and the timeliness of identifying alternative placement for a looked after child.

There have been occasions when the Head of Service has raised matters with other senior managers and reminded all staff of the consultative role of the IRO, there is evidence that social workers and their managers are liaising and consulting with IROs more consistently and effectively.

IROs complete 6 weekly peer reviews as part of the department's audit programme, the Head of the Service moderates a percentage of the audits and completes a report for the Executive Director, the Director and the Head of Practice Improvement and Partnerships. Findings of the moderation reports are disseminated to the Service and discussed in team meetings and individual supervision to support improving our practice.

The Head of Service has quarterly meetings with the Executive Director and Director to consider issues around practice across the department.

11. Learning and Development

The IROs have attended training via Making Research Count (MRC) and have all completed the on line GDPR training.

IROs participated in the two Practice Weeks, for Domestic Abuse and Sexual Abuse. Activities included case discussions in team meetings with a particular focus on decision making in conferences.

A workshop on CIN plans was organised for the service to ensure there is constancy around CIN plans with SW teams, following the OFSTED inspection which highlighted the need to improve the quality of CIN plans.

The Service has team meetings on a fortnightly basis and on a monthly basis, the service will focus on particular themes as part of our continuing learning and journey to improve practice.

The IROs have had meetings with the Head of Practice Improvement and Partnerships and have discussed training needs for next year.

Arrangements will be further discussed once the Principal Social Worker is in post around embedding Professional Standards in our practice when Social Work England become our regulator on 2nd December 2019.

12. Achievements

The Service has continued to make significant steps in implementing and maintaining improvements in practice and performing consistently well, despite the increase of children subject to Child Protection Plans and Children Looked After. Members of the service are very experienced, highly skilled and motivated and they deliver an excellent service to children who are looked after and children subject to child protection plans.




The OFSTED inspection report in March 2019, included very positive feedback about the Service








“in the stronger CP Plans, actions are child focussed and clear on timescales in order to help parents understand what needs to change”




“Children in Care benefit from regular monitoring of their plans at timely reviews by IROs with oversight at midway through.....there is clear evidence of IROs intervening and advocating appropriately and escalating issues to improve outcomes....”

“..management of allegations is timely and proportionate. A well-managed system prioritises ...in a timely manner in order to safeguard children”

13 REVIEW OF THE 2018/19 ANNUAL ACTION PLAN AND PLANNED DEVELOPMENTS AND KEY PRIORITIES FOR 2019/20

Areas for development	Action	Lead Officer	Timescale	RAG status
Appointment of a part time LADO to enable IROs to have capacity to focus on LAC and CP cases	Recruitment of part-time LADO Full implementation of LADO workspace	Maria Anastasi	September 18	
To improve the quality of de-briefing interviews and produce quarterly reports to identify trends and patterns and improve outcomes for children and young people	IROs to undertake de-briefing interviews of children subject to CP plans or who are looked after, following missing episodes Recruitment of an apprenticeship to support the gathering of information from interviews and produce statistical information	Maria Anastasi	September 2018	
Increase participation in LAC reviews and the numbers of children and young people that	Continue to promote the use of MOMO in LAC reviews and CP	Maria Anastasi/JSDC	Ongoing	

<p>participate in child protection conferences</p> <p>Focus specifically on children with additional communication skills and develop strategies to increase their participation</p>	<p>conferences</p> <p>Evidence the use of Child Friendly Conference Plan</p> <p>Improve recording around children’s participation in LAC reviews</p> <p>Work with the Joint Service for Disabled Children (JSDC) to develop tools so that disabled children’s views and feelings are captured</p>			  
<p>Continue to apply SoS principles in child protection conferences and LAC reviews</p>	<p>Continuous focus upon improvement and quality of SW reports and safety plans and representation in Practice Lead Group</p>	<p>Maria Anastasi OMG</p>	<p>Ongoing</p>	
<p>Quality Assurance</p>	<p>Thematic and case audits as agreed by OMG, Performance and Practice Board and Head of Service</p>	<p>Maria Anastasi/OMG</p>	<p>Ongoing</p>	
<p>Increase evidence of impact of the challenge from IRO in children’s files</p>	<p>IROs to ensure their consultations and discussions with SWs and other key professionals are recorded on children’s records</p> <p>To create “escalation” case note on Liquid Logic for IROs to record</p>	<p>Maria Anastasi</p>	<p>Ongoing</p> <p>December 2018</p>	 

Improve the timeliness of LAC Reviews	<p>IROs and Team Managers to be more proactive in ensuring that SW reports are completed 5 days before the LAC review is due to take place.</p> <p>IROs to upload outcomes and record of reviews within 20 working days after the completion of reviews</p> <p>Sampling of cases on a quarterly basis</p>	<p>OMG/Maria Anastasi</p> <p>Maria Anastasi</p>	Ongoing	  
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The Key Priorities and areas of developments for 2018/19

Areas for development	Action	Lead Officer	Timescale	RAG status
Improve the quality of CP conferences	Development of document outlining expected standards for CP conferences for SW teams and Safeguarding and Quality Service	Maria Anastasi/CIN Service	November 2019	
Focus specifically on children with additional communication skills and develop strategies to increase their participation	Work with the Joint Service for Disabled Children (JSDC) to develop tools so that disabled children's views and feelings are captured.	Maria Anastasi/JSDC	ongoing	
Embed local SW standards and ensure the Signs of Safety Practice model is understood and utilised consistently	Collaborate with the newly appointed Principal Social Worker to review/revise existing tools and practices.	Principal SW/ Maria Anastasi	ongoing	
Increase IRO oversight and scrutiny for CP and LAC	IROs to improve consistency of recording mid way reviews on ICS. Head of Service to dip sample	Maria Anastasi	ongoing	
Improve parental participation in LAC reviews	IROs to improve consistency in engaging parents in reviews and recording.	Maria Anastasi /LAC service	ongoing	

Improve multi agency input in to Child Protection conferences and quality of written reports	Re issue multi agency conference report to partner agencies Audits to ensure compliance	Maria Anastasi /Enfield Safeguarding Children Partnership Arrangements	ongoing	
Increase customer feedback for LAC Reviews and CP conferences	Promote the use of Children's Portal	Maria Anastasi	ongoing	
Contextual Safeguarding	Consider the role of the Safeguarding and Quality Service and current processes	Anne Stoker, Director of Children and Families/Maria Anastasi	ongoing	

REPORT TO: Overview and Scrutiny Panel**DATE:** 23rd August 2019**REPORT TITLE:** Annual LADO (Local Authority Designated Officer) Report**REPORT AUTHOR/S:**Bruno Capela
Tel 020 8132 0370**PURPOSE OF REPORT:**

The purpose of this report is to update the Overview and Scrutiny Panel on the management of allegations against Professionals and Volunteers and the role of the Local Authority Designated Officer (LADO) in the London Borough of Enfield, for the period of 1 April 2018 to 31 March 2019.

SUMMARY:

The role of the LADO is set out in the "Working Together to Safeguard Children" (2018). The guidance requires Local Authorities to have an officer or a team of officers to manage and oversee allegations against people who work with children and that this officer or team of officers are sufficiently qualified and experienced to fulfil this role effectively. It also requires newly appointed officers to be qualified social workers.

Bruno Capela is now the appointed LADO for Enfield and he is managed by Maria Anastasi, Head of Safeguarding and Quality Service.

A new electronic system to record Allegations against Professionals and Volunteers is currently being implemented.

The total number of allegations between 1st April 2018 and the 31st March 2019, which met the threshold for formal LADO involvement was 66. In addition, there have been approximately 92 recorded consultations.

The LADO actively contributes to the training of the Enfield Children's Workforce, including School Staff and Foster Carers.

Although, in February 2019, Ofsted provided good overall feedback regarding the work achieved by the LADO, the Service recognizes that there are many challenges ahead.

1. BACKGROUND

- a) Children can be subjected to abuse by those who work with them in any and every setting. All allegations of abuse or maltreatment of children by a professional, staff member, foster carer or volunteer must therefore be taken seriously and treated in accordance with consistent procedures in line with the Children Act 2004 and Working Together to Safeguard Children (2018).

- b) The LADO, in summary, is responsible for receiving reports about allegations and to be involved in the management and oversight of individual cases; provide advice and guidance to employers and voluntary organisations; liaise with the police and other agencies; monitor the progress of cases to ensure that they are dealt with as quickly as possible, consistent with a thorough and fair process; and provide advice and guidance to employers in relation to making referrals to the Disclosure and Barring Service (DBS) and regulatory bodies such as Ofsted.
- c) Due to the diversity of environments employing staff or volunteers to work with children and young people, it is essential for the LADO to continue to develop their knowledge and expertise in understanding the work and management of organizations as diverse as Local Authority Schools and Academies; the whole spectrum of faith organizations, including implications of, for example Canon or Islamic law on management of staff and ordained members; youth organizations; non-regulated professionals, for example tutors and childminders; foster and residential placements; NHS staff; or Police amongst many other settings where individuals are employed to work directly with children.
- d) In addition, it is essential that the LADO has excellent knowledge of child protection law; child protection processes and knowledge and experience of risk assessments; as well as an understanding of criminal and employment law.
- e) Although children are paramount in all child protection processes, it is acknowledged that being subject to an allegation is usually very distressing and unsettling for the member of staff. The LADO process must also consider the wellbeing of the member of staff.
- f) In Enfield, the role of the LADO was until January 2019 undertaken by the Head of Safeguarding and Quality Service (SQS), Maria Anastasi. A part-time LADO, Bruno Capela, was appointed in January 2019. Bruno Capela was already part of the Safeguarding Service as a Child Protection Chair and Independent Reviewing Officer and is managed by Maria Anastasi, the previous LADO and Head of Safeguarding and Quality Service. This has ensured continuity.
- g) The Child Protection Conference Chairs/Independent Reviewing Officers in the Safeguarding and Quality service have continued to lead on some investigations in the absence of the LADO as well as offering advice and guidance to agencies, when there may be concerns about a person's conduct and when the threshold for a formal investigation has not been met. These, recorded as consultations, have often ensured that advice and guidance has been given to managers when there are low level concerns.

2. ISSUES AND CHALLENGES

- a) Following a period of testing and planning for the implementation of the Allegation Workspace in Liquid Logic, this was formally started on the 1st April 2019. The new system required to revise work processes - developed in partnership with the Meetings, Panels and Events (MPE) Operational Support - as well as training for all Child Protection Conference Chairs/Independent Reviewing Officers.
- b) Since 2018, the meetings chaired by the LADO are no longer referred to as "strategy meetings". As per new guidance within Working Together 2018, they are, instead referred to as "Allegations against Staff and Volunteers" meetings, abbreviated as "ASV".
- c) Another significant change which impacts on these investigations is the change in police guidance on arrest. It is now the case that the defendant will not be arrested unless there is a need for bail conditions.
- d) Following the implementation of the Allegations Workspace in Liquid Logic and the abolition of the GCXS e-mail, the LADO referral form in Enfield has again been revised to reflect these changes and adjust to the new processes. Most agencies provide the necessary detailed information about the alleged incident and the staff involved, in advance of the Allegation against Staff and Volunteers (ASV) meeting. This has had a positive impact on the quality of referrals and has continued to reduce the time previously spent by the LADO gathering information from different sources.
- e) However, the new Children's Portal will again require for processes to be reviewed, however it is anticipated that, once established, the Children's Portal will reduce administrative tasks for the LADO as referrals will be loaded directly into Liquid Logic.
- f) The Local Enfield LADO Protocol has also been redrafted to reflect progress in guidance, legislation and procedures. The purpose of the protocol is to ensure that key persons and bodies in Enfield work together to safeguard and promote the welfare of children in the discharge of their duties and functions under section 11 of the Children Act 2004 when concerns emerge regarding a professional or volunteer working with children within the Enfield Borough.

3. BREAKDOWN OF ALLEGATIONS

- a) The total number of allegations between 1st April 2018 and the 31st March 2019, which met the threshold for formal LADO involvement was 66.
- b) The sources of referrals for both allegations and consultations include direct contact from young people and parents; police; schools; other partner agencies; OFSTED and other local authorities. Several referrals were also received from within children's social care, including the MASH, allocated Social Workers and Independent Reviewing Officers.

- c) The majority of allegations which progressed to formal LADO involvement were made within education settings, 36, which includes primary and secondary schools within the London Borough of Enfield. The high number of allegations within schools, compared to other settings, is to be expected as this is where children spend most of their time outside the home. Also indicates that most Senior School staff, within the Local Authority, receive regular training regarding LADO processes and have a good working relationship with Safeguarding and Quality Service, including the Head of Service, and therefore may be prone to discuss ongoing issues as well as being clearer about expected standards of care for children within their schools.
- d) The second highest group is Fostering, including carers from Independent Fostering Agencies, 3, and other Local Authorities carers, 3. In addition, these allegations that progressed to a formal ASV Meeting, the LADO is often consulted in issues over Standards of Care which don't quite meet the threshold for a meeting, but the LADO monitors the outcome of the intervention.
- e) The majority of contacts that led to an ASV Meeting being held, 35, refer to allegations of physical abuse, mostly where it is alleged that professionals used unreasonable force to address behavioural issues or impose their will over children.
- f) There were also nine cases of Sexual Abuse, 17 of inappropriate conduct; 1 case of emotional abuse and 4 cases where a professional or Volunteer behaved in a way in their personal life that raises safeguarding concerns about their ability to work with children safely, for example if their own children are subject to Child Protection Plans.
- g) The number of allegations which met the threshold for formal LADO involvement in the last year has increased compared to previous 4 years. However, the increase has been gradual and not considered to be of particularly significant.
- h) In addition to the above 66 allegations, there have been approximately 92 recorded consultations with the LADO, where the threshold for LADO intervention had not been met. In these cases, advice was offered on managing low and medium level concerns and a system has been put in place to record this activity and report. Some of the Consultations refer to conduct issues for staff in all settings and standard of care issues for foster carers.
- i) Although some allegations are addressed within one ASV Meeting, many require multiple ASV meetings. In 2018/2019, the 66 allegations involved 97 ASV Meetings to enable either criminal investigations and/or further information to be gathered for example via Children's Services assessment or obtain statements from witnesses prior to an outcome being decided.
- j) Between the ASV Meetings, the LADO monitors and records the progress of each case, either fortnightly or monthly depending on its

complexity via direct liaison with the police, LA children's social care, or employer, as appropriate.

- k) The final outcome of an Allegation should be decided by all agencies involved in the process led by the LADO. The following definitions should be used when determining the outcome of allegation investigations: Substantiated; Malicious, False, Unsubstantiated, and Unfounded.
- l) In 2018/2019, there were 16 Substantiated allegations. These resulted in one dismissal and two people resigned from their positions. DBS referrals have been made or are being processed in these cases.
- m) 10 allegations have been of a complex nature and were not concluded within the financial year. These have been police led where further time was needed to undertake lines of enquiry, for example examination of electronic devices. This has had a significant impact on the professionals being investigated and the agencies employing them. It also has an impact on children/young people who have made the allegations, and when appropriate, they have been signposted to agencies for support.

4. OTHER LADO RELATED ACTIVITIES

- a) In addition to the above activity, the LADO also frequently assists in answering Freedom of Information (FOI) enquiries; and provide comparable figures to assist Regional or the National LADO Network in identifying trends or areas of commonality or disparity; as well as provide accurate figures and/or information to Ofsted/DfE when required.
- b) The Training of the senior management of the Children's Workforce is an integral part of the LADO role and essential to staff development and awareness of procedures and thresholds for LADO involvement.
- c) In 2018/2019, the LADO service has delivered six half training sessions to Enfield foster careers around safe caring and managing allegations. Since 2017, the LADO has also contributed to the "Skills to Foster training for prospective foster carers.
- d) The LADO has also delivered 5 half day trainings sessions on managing allegations to LSCB partner agencies and contributed to the Designated teachers' training with specific reference to LADO issues and processes.

5. CONCLUSION

- a) The approach to Allegations in Enfield has continued to be effective and robust. An Ofsted inspection in February 2019, concluded that, in Enfield, *"the management of allegations and concerns against adults who work with children is timely and proportionate. A well-managed system prioritises and focuses on allegations in a timely manner in order to safeguard children"*.

- b) Although Ofsted provided good overall feedback regarding the work achieved, the Service recognizes that there are many challenges ahead. These challenges have informed the LADO Workplan for the current financial year.

6. RECOMMENDATION

That the scrutiny panel notes the findings of this report.

7. NEXT STEPS

ENFIELD LADO WORKPLAN 2019 – 2020		
Action	Responsibility	Timescale
Present and approve the updated “Enfield LADO Protocol” to the Enfield Safeguarding Children Partnership Board.	Maria Anastasi/Bruno Capela	October 2019
Continue with developing and delivering awareness raising sessions within the statutory and voluntary sector and identify and give specific attention to agencies where there are few or no referrals, including faith organizations.	Bruno Capela	Ongoing
Design leaflets for parents and for professionals regarding LADO processes.	Bruno Capela	September 2019
Design leaflets with information specifically for children about what to do if they or a friend believe they are being abused by an adult who works with them. The information should also be added to Enfield Safeguarding Children Partnership Website.	Bruno Capela	November 2019
Peer on Peer Review of LADO processes	Anne Stoker/Maria Anastasi/Bruno Capela	November 2019
Ensure systematic collation of feedback of LADO experience to ensure learning is captured and used to improve performance of the function, with a focus on measures to elicit the child’s voice to inform continued practice.	Bruno Capela, in connection with the London and National LADO group	Ongoing
Support implementation of LADO referrals via the Children Portal.	Bruno Capela	Ongoing

LOCAL AUTHORITY DESIGNATED OFFICER (LADO)
ANNUAL REPORT
2018/2019

Safeguarding and Quality Service

Author	Bruno Capela LADO	Classification	OFFICIAL - PUBLIC	Date of First Issue	
Owner	Maria Anastasi Head of Service Manager and LADO	Issue Status		Date of Latest Re-Issue	
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1. INTRODUCTION

- 1.1 The purpose of this report is to provide an overview of the management of allegations against Professionals and Volunteers within the Enfield based children's workforce and the role of the Local Authority Designated Officer (LADO) in the London Borough of Enfield, for the period of 1 April 2018 to 31 March 2019.
- 1.2 The role of the LADO is set out in the "Working Together to Safeguard Children" (2018). The guidance requires Local Authorities to have an officer or a team of officers to manage and oversee allegations against people who work with children and that this officer or team of officers are sufficiently qualified and experienced to fulfil this role effectively. It also requires newly appointed officers to be qualified social workers.
- 1.3 The guidance refers to the officer responsible for overseeing allegations as Designated Officer. Enfield, and most of the London councils have decided to maintain the term LADO, a term which is already familiar to agencies and professionals.
- 1.4 A part-time LADO, Bruno Capela, was appointed in January 2019. Bruno Capela was already part of the Safeguarding Service as a Child Protection Chair and Independent Reviewing Officer and is managed by Maria Anastasi, the previous LADO and Head of Safeguarding and Quality Service. This has ensured some continuity.
- 1.5 The Child Protection Conference Chairs/Independent Reviewing Officers in the Safeguarding and Quality service have continued to lead on some investigations in the absence of the LADO as well as offering advice and guidance to agencies, when there may be concerns about a person's conduct and when the threshold for a formal investigation has not been met. These, recorded as consultations, have often ensured that advice and guidance has been given to managers when there are low level concerns.
- 1.6 In the past year, there has also been some challenges, including the testing and planning for the implementation of the Allegation Workspace in Liquid Logic which formally started on the 1st April 2019. This required new work processes - developed in partnership with the Meetings, Panels and Events (MPE) Operational Support - as well as training for all Child Protection Conference Chairs/Independent Reviewing Officers for when they act as Duty LADOs.
- 1.7 Since 2018, the meetings chaired by the LADO are no longer referred to as "strategy meetings". As per new guidance within Working Together 2018, they are, instead referred to as "Allegations against Staff and Volunteers" meetings, abbreviated as "ASV".
- 1.8 Another significant change which impacts on these investigations is the change in police guidance on arrest. It is now the case that the defendant will not be arrested unless there is a need for bail conditions.
- 1.9 Following the implementation of the Allegations Workspace in Liquid Logic and the abolition of the GCXS e-mail, the LADO referral form in Enfield has again been revised to reflect these changes and adjust to the new processes. Most agencies provide the necessary detailed information about the alleged incident and the staff involved, in advance of the Allegation against Staff and Volunteers (ASV) meeting. This has had a positive impact on the quality of referrals and has continued to reduce the time previously spent by the LADO gathering information from different sources.

1.10 The Local Enfield LADO Protocol has also been redrafted to reflect progress in guidance, legislation and procedures. The purpose of the protocol is to ensure that key professionals and bodies in Enfield work together to safeguard and promote the welfare of children in the discharge of their duties and functions under section 11 of the Children Act 2004 when concerns emerge regarding a professional or volunteer working with children within the Enfield Borough.

1.11 Throughout these changes, the approach to Allegations in Enfield has continued to be effective and robust. An Ofsted inspection in February 2019, concluded that, in Enfield, *“the management of allegations and concerns against adults who work with children is timely and proportionate. A well-managed system prioritises and focuses on allegations in a timely manner in order to safeguard children”*.

1.12 Although Ofsted provided good overall feedback regarding the work achieved, the Service recognizes that there are many challenges ahead. This report sets out the key findings from LADO activity through data analysis and commentary and identifies areas for further progress. Case studies have been used to provide an illustration of the complex and diverse nature of the role.

2. The LADO ROLE

2.1 The Local Authority Designated Officer (LADO) has the responsibility to manage and have oversight of allegations against people who work with children Working Together 2018. This is defined as an adult who is working or volunteering with children (anyone under the age of 18 years old) or coming into contact with children through work on a regular basis and would be seen as being in a position of trust over them. This includes all paid or unpaid staff and volunteers, including foster carers and prospective adopters.

2.2 It captures concerns, allegations or offences within a person’s paid or unpaid role working with children, as well as those emanating from outside of work. It also includes 16 and 17-year-old young people placed in a position of trust by an organisation in relation to anyone under the age of 18, for example, where they might be involved in coaching a sport in a school or out of school activities.

2.3 An allegation may relate to a person who works with children who has:

- Behaved in a way that has harmed a child, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

2.4 Such behaviour should be considered within the context of physical, sexual and emotional abuse and neglect. It includes concerns about inappropriate relationships between members of staff (paid and volunteers) and children and young people. Examples include:

- Having a sexual relationship with a child under 18 if in a position of trust in respect of that child, even if consensual (see ss16-19 Sexual Offences Act 2003);
- 'Grooming', i.e. meeting a child under 16 with intent to commit a relevant offence (see s15 Sexual Offences Act 2003)

- Other 'grooming' behaviour giving rise to concerns of a broader child protection nature e.g. inappropriate text / e-mail messages or images, gifts, socialising etc;
- Possession of indecent photographs / pseudo-photographs of children
- Has behaved in a way in their personal life that raises safeguarding concerns. These concerns do not have to directly relate to a child but could, for example, include arrest for possession of a weapon;
- As a parent or carer, has become subject to child protection procedure.

2.5 Due to the diversity of environments employing staff or volunteers to work with children and young people, it is essential for the LADO to develop knowledge and expertise in understanding the work and management of organizations as diverse as Local Authority Schools and Academies; the whole spectrum of faith organizations, including implications of, for example Canon or Islamic law on management of staff and ordained members; youth organizations; non-regulated professionals, for example tutors and childminders; foster and residential placements; NHS staff; or Police amongst many other settings where individuals are employed directly to work with children.

2.6 In addition, it is essential that the LADO has excellent knowledge of child protection law; child protection processes and knowledge and experience of risk assessments; as well as an understanding of criminal and employment law.

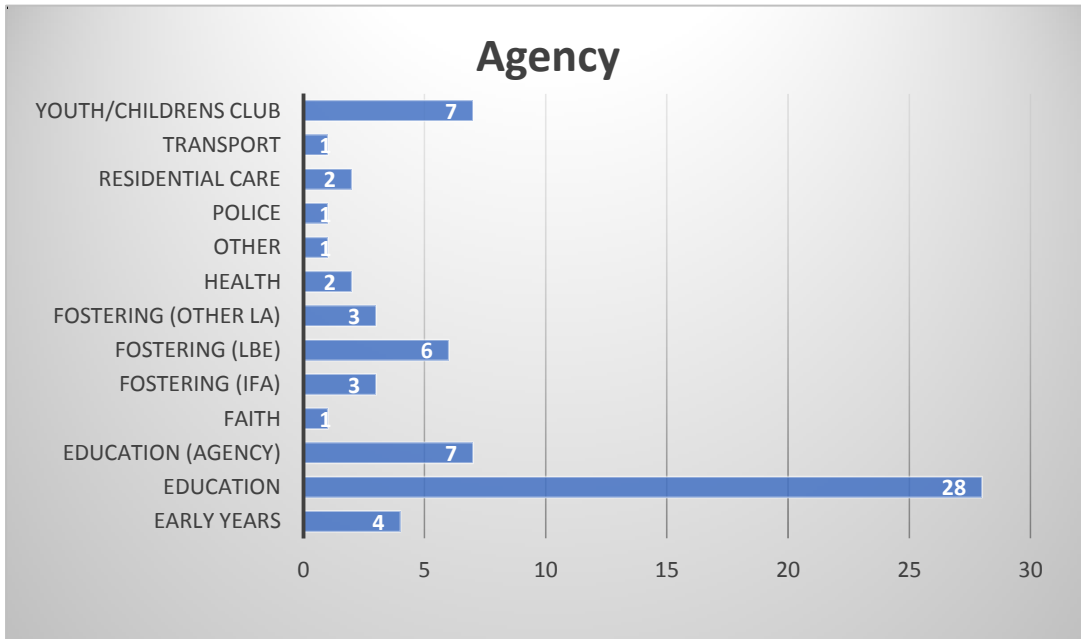
2.7 The child is paramount in all child protection processes. This means that the LADO process considers the safety and wellbeing of the specific child or children affected by the allegation. Although the LADO does not conduct the investigation, in all ASV meetings it is important that the LADO ensures that the voice of the child is not lost within the Allegations Management process. The LADO should ensure that the child has been spoken to by the professional most appropriate in the circumstances and their views gained.

2.8 In addition to the specific child(ren) directly affected by the allegation, the LADO process must consider the safety of all children within the organizations, including promoting the reflection of the specific circumstances or environment that allowed abuse to occur and consider lessons learned. This is a vital part of the LADO role as well as a challenge. This may involve local issues as well as contribute to the reflection of regional and national trends.

2.9 Although the safety and welfare of children are paramount, it is acknowledged that being subject to an allegation is usually very distressing and unsettling for the member of staff. The LADO process must also consider the wellbeing of the member of staff. This includes ensuring that employers have support services in place for the adults facing allegations, including access to formal and informal advice as well as counselling services.

3. BREAKDOWN OF ALLEGATIONS

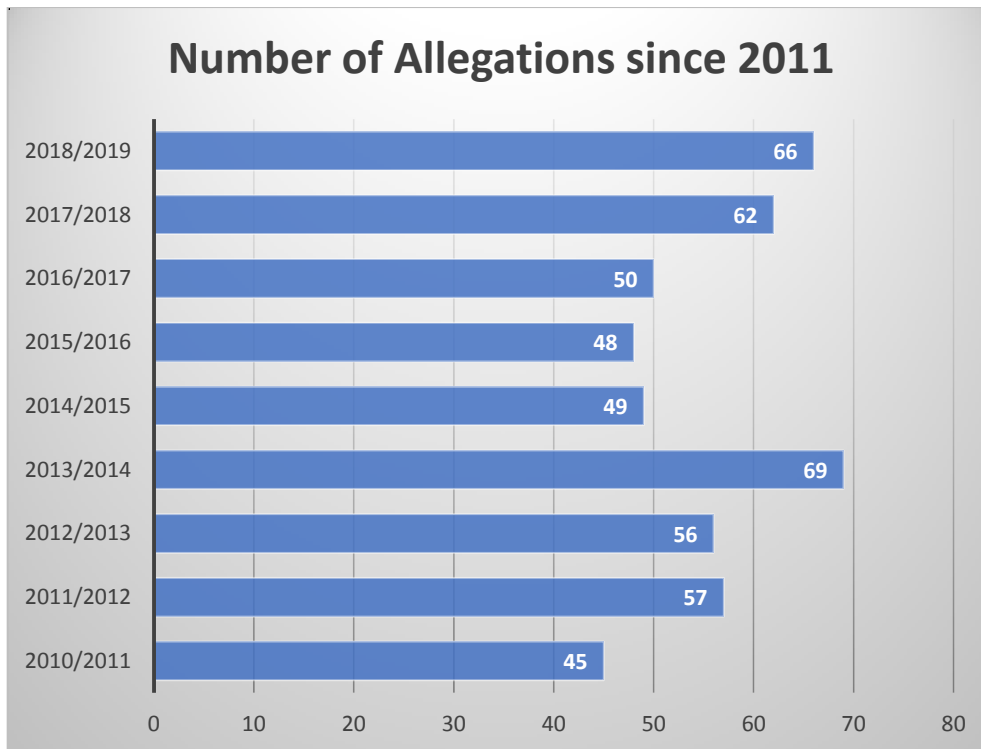
3.1 The total number of allegations between 1st April 2018 and the 31st March 2019, which met the threshold for formal LADO involvement was 66.



3.2 In 2018/2019, the majority of allegations which progressed to formal LADO involvement were made within education settings, 36, which includes primary and secondary schools within the London Borough of Enfield. These involve teaching and non-teaching staff and 7 members of staff were employed via supply agencies. The high number of allegations within schools, compared to other settings, is to be expected as this is where children spend most of their time outside the home. Also indicates that most Senior School staff, within the Local Authority, receive regular training regarding LADO processes and have a good working relationship with Safeguarding and Quality Service, including the Head of Service, and therefore may be prone to discuss ongoing issues as well as being clearer about expected standards of care for children within their schools.

3.3 The second highest group is Fostering, including carers from Independent Fostering Agencies, 3, and other Local Authorities carers, 3. In addition, these allegations that progressed to a formal ASV Meeting, the LADO is often consulted in issues over Standards of Care which don't quite meet the threshold for a meeting, but the LADO monitors the outcome of the intervention.

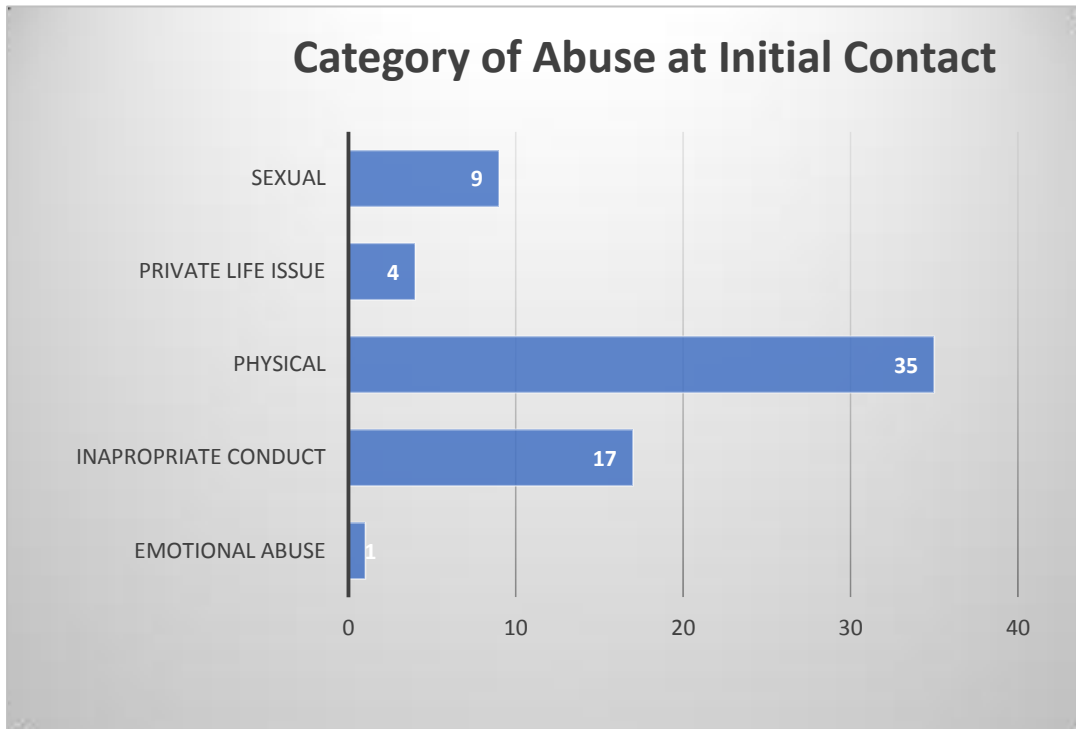
3.4 The number of allegations which met the threshold for formal LADO involvement in the last year has increased compared to previous 4 years. However, the increase has been gradual and not particularly significant.



3.5 In addition to the above 66 allegations, there have been approximately 92 consultations with the LADO, where the threshold for LADO intervention had not been met. In these cases, advice was offered on managing low and medium level concerns and a system has been put in place to record this activity and report. Some of the Consultations refer to conduct issues for staff in all settings and standard of care issues for foster carers. Also, a small number of cases involve incidents when there have been clear factors that school staff needed to use reasonable force to prevent damage to other children, staff or property (under section 93 of the Education and Inspection Act 2006). It is important to note that in cases where the need for reasonable force is not clear, an ASV meeting may be held to consider the circumstances and relevant factors in a process which safeguards children but also staff.

3.6 For the more significant cases, the LADO may ask to be kept informed of disciplinary processes in these cases and clear records are kept, as often if issues are repeated over a period of time, it might then meet the threshold for LADO involvement. An emotional abuse case described below, is an example where issues raised regarding standards of care and advice was given for the Independent Fostering Agency to address issues, later led to children being considered as suffering persistent emotional maltreatment such as to cause severe effects on their emotional development, hence LADO involvement became necessary.

3.7 The sources of referrals for both allegations and consultations include direct contact from young people and parents; police; schools; other partner agencies; OFSTED and other local authorities. Several referrals were also received from within children's social care, including the MASH, allocated Social Workers and Independent Reviewing Officers.



3.8 The majority of contacts that led to an ASV Meeting being held, 35, refer to allegations of physical abuse, mostly where it is alleged that professionals used unreasonable force to address behavioural issues or impose their will over children.

3.9 Private Life Issue refers to professionals or volunteers working with children, where concerns are raised about their care of children in their private life, for example if a teacher is the parent of a child subject to a Protection Plan. In these cases, the ASV Meeting considered how these concerns impact, or not, in their professional contact with children. In most cases, it has been possible to offer parallel support to the member of staff alongside the child protection plan. The procedure is not implemented if Social Care involvement is deemed of a Child in Need nature, although this might be recorded as a Consultation. In one case, the professional was parenting a child facing similar challenges to those of the children in their specific employment. The professional's neglectful and abusive parenting style was relevant to their judgment at work where similar concerns had emerged in the recent past as well as issues regarding dishonest professional conduct highlighted during the LADO process, leading to a decision for the employer to complete a referral to the governing body.

3.10 The four cases of Private Life issues, do not refer to concerns outside work, not directly linked with main employment, but still cause significant concern, for example if a professional has accessed online images of Child Sexual Abuse in their own home. These, due to the level of risk associated to the organization, as well as children, are contained within the 9 sexual abuse cases.

3.11 The 17 inappropriate conduct cases refer to incidents where professionals' consistently fell short of expected conduct and standards. For example, a professional who repeatedly used inappropriate language or disciplinary methods which are not in line with their code of conduct and expected standards leading to harm being caused to a child or children. It also refers to cases, where a professional may have adopted behaviour which could be viewed as building up to become abusive, but the lack of indicators fell short of sexual abuse, for example having persistent inappropriate social media contact with students where personal information is

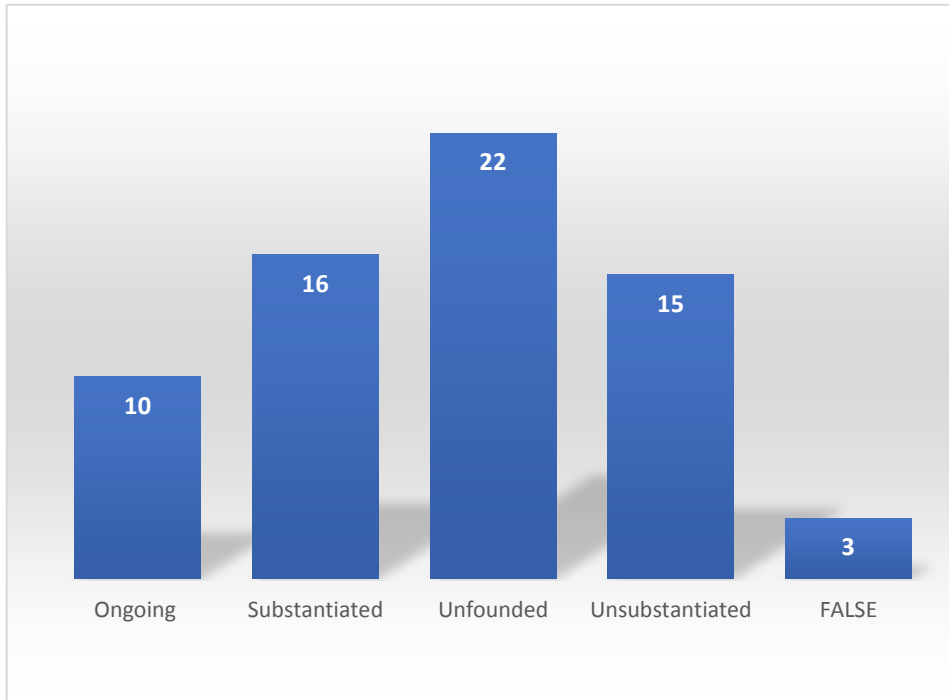
shared or when physical contact has been persistently interpreted as unsolicited and inappropriate.

3.12 Although some allegations are addressed within one ASV Meeting, many require multiple ASV meetings. In 2018/2019, the 66 allegations involved 97 ASV Meetings to enable either criminal investigations and/or further information to be gathered for example via Children's Services assessment or obtain statements from witnesses prior to an outcome being decided.

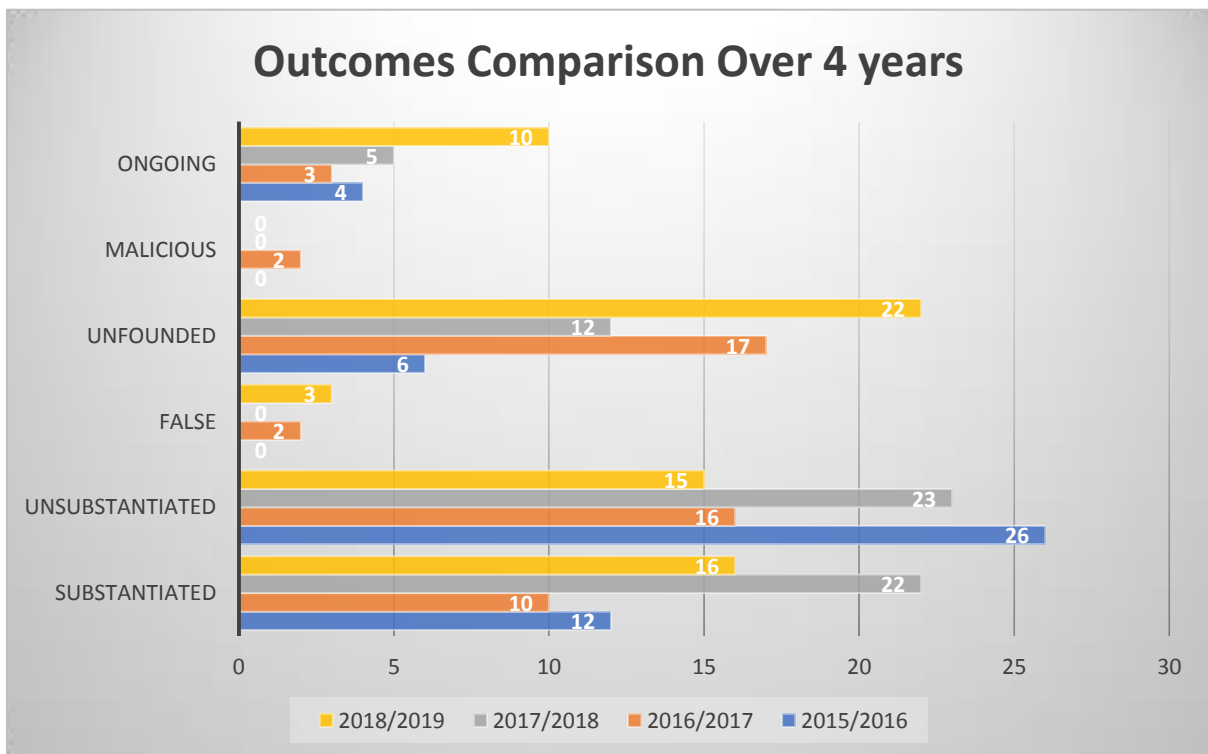
3.13 Between the ASV Meetings, the LADO monitors and records the progress of each case, either fortnightly or monthly depending on its complexity via direct liaison with the police, LA children's social care, or employer, as appropriate. Where the target timescales cannot be met, the LADO should record the reasons, for example, allegation where Police has to examine electronic devices may take months before an outcome can be safely reached.

3.14 The final outcome of an Allegation should be decided by all agencies involved in the process led by the LADO. The following definitions should be used when determining the outcome of allegation investigations:

- Substantiated allegations, meaning that there is sufficient evidence to prove the allegation that a child has been harmed or there is a risk of harm. If the facts of the incident are found to be true but it is not found that a child has been harmed or there is a risk of harm, then consideration should be given to deciding that the outcome is 'unsubstantiated' or 'unfounded'.
- Malicious, meaning that there is sufficient evidence to disprove the allegation and there has been a deliberate act to deceive. The police should be asked to consider what action may be appropriate in these circumstances.
- False, meaning that there is sufficient evidence to disprove the allegation, however, there is no evidence to suggest that there was an deliberate intention to deceive. False allegations may be an indicator of abuse elsewhere which requires further exploration. If an allegation is demonstrably false, the employer, in consultation with the LADO, should refer the matter to LA children's social care to determine whether the child is in need of services, or might have been abused by someone else.
- Unsubstantiated, meaning that there is insufficient evidence to either prove or disprove the allegation. The term, therefore, does not imply guilt or innocence.
- Unfounded, the additional definition of 'unfounded' can be used to reflect cases where there is no evidence or proper basis which supports the allegation being made. It might also indicate that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively, they may not have been aware of all the circumstances.



3.15 In 2018/2019, there were 16 Substantiated allegations. These resulted in one dismissal and two people resigned from their positions. DBS referrals have been made or are being processed in these cases.



3.16 The LADO is responsible for coordinating referrals to DBS.

3.17 The “ Working Together to safeguard Children” document makes it clear that if an organisation removes an individual (paid worker or unpaid volunteer) from work such as looking after children (or would have, had the person not left first) because the person poses a risk of harm to children, the organisation must make a referral to the Disclosure and Barring Service. It is an offence to fail to make a referral without good reason. To ensure there is compliance with this, referral to DBS is recommended, if appropriate after the investigation and the LADO is involved in coordinating referrals to DBS. The duty to refer to DBS applies irrespective of whether a referral has been made to the local authority designated officer and it is an offence to fail to make a referral without good reason.

3.18 The DBS procedure considers the following work with children as regulated activity. This cover:

- Unsupervised activities such as teaching and social care
- Work for a limited range of establishments such as schools, children’s homes and other child care premises
- Relevant personal and healthcare even if done once
- Registered child minding
- Foster care

4. OTHER LADO RELATED ACTIVITIES

4.1 In addition to the above activity, (allegations and consultations), the LADO has liaised with the Standards and Curriculum Service when there have been referrals from OFSTED to co-ordinate responses in a timely fashion. A robust system has been developed between the two services and the Director’s office to ensure all referrals from OFSTED are considered and a response is provided. Records are kept by the Director’s office.

4.2 The LADO has collaborated with IT services to develop a bespoke LADO workspace within ICS. This is now in place and was fully implemented on the 1st April 2019. The new ICS workspace is expected to contribute to the LADO’s duty to hold statistical information in a format that is readily available and ensure that information regarding a potential perpetrator of harm to a child is recorded securely and available to compare with new information regarding the same person.

4.3 The LADO also frequently assists in answering Freedom of Information (FOI) enquiries; provide comparable figures to assist Regional or National LADO Network in identifying trends or areas of commonality or disparity; and provide accurate figures to Ofsted/DfE when required.

4.4 The Training of the senior management of the Children’s Workforce is an integral part of the LADO role and essential to staff development and awareness of procedures and thresholds for LADO involvement.

4.5 In 2018/2019, the LADO service has delivered six half training sessions to Enfield foster careers around safe caring and managing allegations. Since 2017, the LADO has also contributed to the

“Skills to Foster training for prospective foster carers. This has proven to be a helpful preparation to those who have shown interested in becoming foster carers and as optimizing the resources to ensure that those coming into fostering understand the consequences of harming children but also feel supported when an allegation has been made against them.

4.6 During the training sessions with prospective and current foster carers, it appears to be reassuring that the number of malicious or false allegations is quite low and that, although children are paramount in all investigations, the LADO process will also consider the needs and welfare of the members of staff accused.

4.7 The LADO has also delivered 5 half day trainings sessions on managing allegations to LSCB partner agencies and contributed to the Designated teachers’ training with specific reference to LADO issues and processes.

5. REVIEW OF WORK PLAN 2017-2018 AND

5.1.



Action complete



Action taken but as yet not complete



Action requiring urgent attention/implementation

ENFIELD LADO WORKPLAN 2018 – 2019			
Action	Responsibility	Timescale	RAG Status
Recruitment of a part -time LADO	Maria Anastasi	November 2018	
Revise and update the procedure on “Managing Allegations”	Maria Anastasi	October 2018	
Continue with developing and delivering awareness raising sessions within the statutory and voluntary sector and identify and give specific attention to agencies where there are few or no referrals	Maria Anastasi and SQS	Ongoing	
Design leaflets for parents and professionals	Maria Anastasi/LADO	November 2018	
Peer on Peer Review of LADO processes	Anne Stoker/Maria Anastasi	March 2019	

6. CONCLUSION

6.1 Although, there were many challenges and changes for the LADO role over the last year, the general feedback received, from Ofsted and agencies in contact with the LADO service, indicates that there has continued to be effective oversight of allegation against Staff and Volunteers in Enfield.

6.2 However, it is important that acknowledge that there are still many areas for improvement, which have been highlighted in the work plan for the upcoming year. This includes increased effective and consistent service delivery outcomes alongside increasing awareness and networking with partner and voluntary agencies. Although, it is welcomed that a part-time LADO has been recruited, this still creates challenges to provide a consistent response to allegations at all times. This is not as evident in the response to new allegations and concerns, but rather with the follow-up of internal investigations and formal recording of final outcomes once the ASV meetings have been concluded.

7. WORK PLAN FOR 2019-20

ENFIELD LADO WORKPLAN 2019 – 2020		
Action	Responsibility	Timescale
Present and approve the updated “Enfield LADO Protocol” to the Enfield Safeguarding Children Partnership Board.	Maria Anastasi/Bruno Capela	October 2019
Continue with developing and delivering awareness raising sessions within the statutory and voluntary sector and identify and give specific attention to agencies where there are few or no referrals, including faith organizations.	Bruno Capela	Ongoing
Design leaflets for parents and for professionals regarding LADO processes.	Bruno Capela	September 2019
Design leaflets with information specifically for children about what to do if they or a friend believe they are being abused by an adult who works with them. The information should also be added to Enfield Safeguarding Children Partnership Website.	Bruno Capela	November 2019
Peer on Peer Review of LADO processes	Anne Stoker/Maria Anastasi/Bruno Capela	November 2019
Ensure systematic collation of feedback of LADO experience to ensure learning is captured and used to improve performance of the function, with a focus on measures to elicit the	Bruno Capela, in connection with the London and National LADO group	Ongoing

child's voice to inform continued practice.		
Support implementation of LADO referrals via the Children Portal.	Bruno Capela	Ongoing

8. APPENDIX A

Key contacts for Enfield

Local Authority Designated Officer (LADO)	0208 379 1919/2850
Police Child Abuse Investigation Team (CAIT)	0208 733 5139
Enfield MASH	0208 379 5555
Emergency Duty Out of Hours Social Worker	0208 379 1000
Enfield Safeguarding Children Partnership	0208 379 2767

Key publications

“Working Together to Safeguard Children” (2018)

“Keeping Children Safe in Education” (July 2016)

“London Child Protection Procedures”

“Protocol for the Management of Allegations of Abuse Against an Adult working with Children” (ESCB 2019)

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DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2019/20

The Role of Scrutiny in Meeting the Public Sector Equality Duty

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

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

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

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

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

DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2019/20

WORK	22 May 19 (Planning)	18 June 19	23 July 19	4 Sept 19	7 Nov 19	19 Dec 19	13 Feb 20	2 Apr 20
Date papers to be with Scrutiny Team								
Specific Topics:								
HR issues- The Council's plan of reducing the number of external consultants and agency staff/ sickness & recruitment/ employment of BAME, gender/ women returning to work							Report	
ACM work programme					Report			
Temporary accommodation					Report			
Population Growth & Housing targets								Report
Cultural strategy								
Pre-Decision scrutiny								
Future of Responsive Repairs Service	Report							
HIF infrastructure works- the procurement strategy/ approval to procure		Report						
ICT & Digital Strategy								
Standing Items								
Children's and Young People's Issues			Annual Complaints Report for Adults Social Care and	Fostering & Adoption/IRO/ LADO Pupil Places	Annual social care self assessment Ofsted		SEND places strategy update Educational attainment	

DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2019/20

WORK	22 May 19 (Planning)	18 June 19	23 July 19	4 Sept 19	7 Nov 19	19 Dec 19	13 Feb 20	2 Apr 20
			Children's Social Care		Improvem ent Plan			
Monitoring/Updates								
Scrutiny Involvement in Budget Consultation 19/20					Update Report	Budget Meeting		
Crime Scrutiny & Health Scrutiny Updates					Update Report			Update Report
Annual Corporate Complaints Report			Report					
Customer Experience							Report	
Safeguarding Enfield 2020/2021 priorities								Report
Work Programme								
Setting the Overview & Scrutiny Annual Work Programme 2019/20	Agree Work Programme and discuss workstreams	Finalise workstreams						
Selection of New Workstreams for 2019/20	Discuss new Workstreams	Finalise new workstreams						

Note: Provisional call-in dates: 20th June, 3rd July, 8th August, 19th September, 31st October, 28th November, 15th January, 30th January, 6th February, 4th and 26th March, 28th April. These dates may also be used for pre-decision scrutiny as necessary. Any call-ins received will take precedence at this meeting.

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OVERVIEW & SCRUTINY COMMITTEE - 9.7.2019

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 9 JULY 2019****COUNCILLORS**

PRESENT Tolga Aramaz, Guner Aydin, Sinan Boztas, Edward Smith, Lee David-Sanders, Joanne Laban, Chris Bond, Vicki Pite and Derek Levy.

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: Sarah Cary (Executive Director Place)
Matt Bowmer (Interim Director of Finance)
Stephen Skinner (Head of Highway Services)
Richard Booth (Client Manager for Street Lighting)
Joanne Drew (Director of Housing & Regeneration)
Garry Knights (Head of Housing Property Services)
Susan O'Connell (Scrutiny Officer)
Elaine Huckell (Scrutiny Secretary)

In attendance : Councillors Ian Barnes, Glynis Vince, Rick Jewell, Dino Lemonides, Anne Brown and Dinah Barry – (All members attended for part of the meeting to listen to the discussion.)

**115
APPOINTMENT OF CHAIR FOR THIS CALL-IN MEETING**

Councillor Levy was elected as Chair for the meeting.

**116
WELCOME & APOLOGIES**

Councillor Levy welcomed all attendees to the meeting. Apologies had been received from Councillors Erbil, Lappage, and Georgiou. - Councillor Bond was substituting for Councillor Erbil. Councillor Pite was substituting for Councillor Lappage and Councillor Levy was substituting for Councillor Georgiou.

**117
DECLARATIONS OF INTEREST**

OVERVIEW & SCRUTINY COMMITTEE - 9.7.2019

There were no declarations of interest.

118

CALL IN: FUTURE OF THE RESPONSIVE REPAIRS SERVICE

The Committee received a report from the Director of Law and Governance outlining details of a call-in received on the Cabinet decision taken on- The Future of the Responsive Repairs Service (Report No:53).

Councillor Levy reminded everyone that discussion on the call-in should not be a political debate. An argument would need to be made to persuade members to revert the Cabinet decision back for their reconsideration, or the decision should stand.

Councillor Smith was invited to outline the reasons for call-in.

Councillor Smith thanked officers for the helpful answers he had received in response to the reasons he had given for call-in. He said there were two main reasons why he had called-in the decision. Firstly, because it was not clear that in-sourcing the management of elements of the housing repairs service would lead to the required improvements in the service, and secondly because there appears to be substantial financial and other risks involved that do not justify making the changes proposed.

He highlighted the following:

1. Improvements that are required to the day to day responsive repairs service could be made without the need to bring the service back 'in house'.
2. The changes suggested may lead to a deterioration in the current service
3. Officers have stated that improvements to the service would happen as investments are made to the housing stock with an increase in replacement rather than repairs. However, this should already be provided for under a planned maintenance programme. The Council can use information they possess to help in service provision for example to help vulnerable residents.
4. Changes to the in-house model would require agreement of trade unions and this may not be forthcoming
5. The service may deteriorate because there would be no competition and no penalties in place for inadequate/ sub-standard work.
6. The new changes would require additional responsibilities for officers and Cabinet members when they already face many challenges, it may be more appropriate to focus attention on improving the existing service.
7. The report has stated that the additional cost of bringing the housing repairs service in-house will be approximately £1.2m over two years and running costs would be kept within the current budget of £4.8m.

OVERVIEW & SCRUTINY COMMITTEE - 9.7.2019

However, this may be an underestimate as a range of assumptions have been made, for example that the number of repairs would be reduced. Additional costs may apply in respect of labour costs. It is noted that only a 2% rate in inflation costs has been given. Also, if TUPE applies some people may not wish to cross over and new staff would have to be employed with a risk of higher pay.

8. An assumption has been made that the number of repairs would be reduced as a result of improvements to the housing stock. However, this was not apparent in the past when improvements had been made as part of an extensive programme to improve bathrooms and kitchens in our properties.

In conclusion, Councillor Smith was of the opinion, that the risks involved in the decision to in-source the responsive repairs service outweighed the advantages. He therefore thought the decision should be referred, back to Cabinet for reconsideration.

Councillor Needs, Cabinet Member for Social Housing responded to the reasons provided for the call-in. Joanne Drew (Director of Housing & Regeneration) and Garry Knights (Head of Housing Property Services) also provided information as follows:

1. A wide-ranging discussion was held at Cabinet to discuss the proposals for insourcing the responsive repairs service.
2. The changes proposed would provide an opportunity to review the service - to improve our ability to be able to respond more effectively. As major investments are made in the improvement of homes this would change the volume of responsive repairs.
3. Money invested previously focused on internal stock. Stock condition surveys have been undertaken which indicate that it is now necessary to tackle the infrastructure which in some cases are shown to be at the 'end of their life'. A strategic agenda is now needed to undertake this work. The HRA has significant capacity to enable us to make a step change to improve and enable us to make changes in a more streamlined way. We believe by insourcing we can square the fundamental changes that are needed over the next five years.
4. Direct control will mean cutting out levels of responsibility – we consult with two contractors at present, this would no longer be required. The proposals would allow us the flexibility to change the service to meet our future requirements.
5. The proposals allow for a phased approach to insourcing the day to day repairs service which builds on the in-house MOT repairs service which has helped to provide a quick response. We would continue to outsource compliance services with a view to consider bringing these in house in the future. As previously mentioned, we are able to identify vulnerable customers which helps us to provide a good responsive service.

The following questions/ issues were raised:

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- It was commented that although there had been reports to OSC previously on the responsive repairs service and an OSC workstream on this subject there was no mention of this in the reports.
- The fundamental changes that appear to be needed for the future appear to be very complex and it is not clear from the report whether it is manageable. Joanne Drew stated that preparations had been made. There was a detailed mobilisation plan and a transformation team tasked to take this forward using an IT platform. There was a forward programme and a programme manager experienced to manage this.

NOTED – It was noted that Councillor Aydin arrived at this point of the meeting and would be unable to vote on this item.

- Reference was made to a SWOT analysis and questions were asked about whether the proposals were deliverable and if they could be delivered in time especially considering that the contracts had not worked well in the past. An answer was provided by Joanne Drew that we had the experience to deliver the changes required - the 'in house' MOT repairs service had shown that we can manage the responsive repairs service and we can continue to work with contractors using a 'phased approach' basis.
- Councillor Laban referred to previous problems the service had experienced with IT issues and asked what was being done differently this time to ensure this does not cause problems? She also referred to the MOT team – and asked how many people were in place. She spoke of the previous contracts which she said had been badly written. and asked whether people who had been working for our contractors would necessarily move over to our team?
Joanne Drew referred to IT provision for the service which she said was 'service-led' with support from the IT service. She said that should there be any failures to deliver, then we have 'workarounds' - a manual system would be in place. With reference to previous problems she thought this was not the fault of staff and we would be using 'Customer Voice' and mystery shopping to ensure standards are maintained. TUPE would apply for staff but at present we do not know the numbers of staff involved. Garry Knights was confident that that we could implement a good IT system but would also have a manual system in place should this be necessary. There are presently 6 operatives and 2 back office staff for the MOT repairs service, and this is anticipated to grow over time.
- Reference was made to penalty clauses for external contractors and whether the future system would be relying on 'goodwill'. Garry Knights said the present contracts are weak on sanctions and this does not usually work well for contracts of this type. Collaboration is the best system to work but with the need to manage performance by use of individual performance indicators and benchmarking in order to ensure efficiencies. The key issue is ensuring good customer satisfaction.
- A concern was expressed about deliverability and whether it would be more beneficial to work with existing contractors and getting customer service improvements by these means especially by working with staff

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on cultural sensitivity issues. Many problems in the past, have been about repeated problems occurring. We have looked at how other local authorities provide this service and consider that the proposals are the best way forward using a slow phase by phase approach.

- It was questioned why the report did not include any reference as to how other local authorities provided the service. Garry Knights said Local Authorities have different approached some successful some failures it is usually dependent on how well they are managed.
- Councillor Aramaz said he welcomed the approach to bring the work in house which he thought would help in 'holding people to account'. He also did not think it appropriate for companies to gain profits from council housing. He asked what mechanisms would be in place for monitoring. Garry Knights referred to Paragraph 14 of the report which sets out the suite of KPI's to be developed to allow monitoring against targets.
- It was noted that there would be changes to the Council Housing Board, which is attended by Customer Voice representatives. Joanne Drew said there would be a broader sense of representation to include homeless representatives and those in temporary accommodation to look at all housing issues.
- It was asked if it would be possible for the existing contracts to be adapted to make it more agile and flexible. It was answered that we could vary the contract to some degree, but it would be difficult for our future requirements.

Councillor Smith was asked to summarise which was as follows:

- The current contracts come to an end in April 2020 although back up provision from existing contractors will be required beyond 2020. The timescale for change could lead to a risk, especially as he considers the current contracts are not fit for purpose. He suggested that we continue outsourcing the service but with additional mechanisms in place.
- Problems that arise may be due to contractors but generally it is a management problem. It is important that surveyors check specifications carefully and ensure work is completed correctly.
- There are advantages in having a competitive system – using contractors to get an efficient system in place.

Overview & Scrutiny Committee considered the reasons provided for the call-in and responses provided. Having considered the information provided the Committee voted to refer the matter back to Cabinet

The reasons for referring the matter back to Cabinet were as follows:

1: Whilst the principle and overall philosophy behind the Cabinet decision is generally supported by the Committee they felt that there was not the robust evidence to support the decision at present; and that the report itself was still something of a work-in progress.

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2: In particular the issues of financial risks raised in the call-in and within the debate were not addressed sufficiently to persuade OSC to allow the detailed rather than headline decision to stand in its current form.

3: The Committee suggested that more detailed SWOT analysis of both the recommended and alternative options should be completed to more explicitly support the deliverability of a phased approach to in-sourcing the day to day repairs service; that more depth be provided to the grid lists of benefits of the phased approach; and some of the mitigations within the risk analysis should be fleshed out to address questions of how, when, and what.

Councillors Aramaz, Bond and Boztas voted in favour of the above decision. Councillors David-Sanders, Laban, Pite and Levy voted against. Councillor Aydin arrived at the meeting after the Call in discussions had started and was therefore unable to vote. The original Cabinet decision was therefore referred back to the Cabinet for reconsideration.

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CALL-IN: LED CONVERSION PROJECT 2019 FOR HIGHWAY STREET LIGHTING

The Committee received a report from the Director of Law and Governance outlining details of a call-in received on the Cabinet decision taken on – LED Conversion Project 2019 for Highway Street Lighting. (Report No:54).

Councillor Levy referred to the absence of Councillor Dogan, Cabinet Member of Environment and Sustainability who had been expected to attend the meeting. Councillor Barnes and Jewell were in the audience and were asked, as Members of the Cabinet (who would have been involved in discussions at Cabinet and active parties to the decision being called in), if they wished to participate in the discussion of this item but they refrained from doing so.

Councillor Anderson was invited to outline the reasons for call-in. He said he was disappointed that Councillor Dogan was not in attendance. He had received responses to his reasons for call-in and drew attention to five key reasons of concern –

1. Original estimated net savings given were for £250K in 2019/20, however it is stated that there could be a shortfall against this, and any shortfall could be dealt with within existing Environment and Operations budgets. For this to be achieved it would require budget re-profiling. If the budget is not achieved, it is not clear where savings would come from.
2. The annual savings are said to be £760K per annum and £15.2m over a 20-year period. This is assuming the equipment remains good for this time period. It may be that technology becomes obsolete as changes occur very rapidly. It is also not clear what would happen if lights fail during this period and who would be liable to pay for

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- replacements. The PFI contract is due to expire in 2031 but costings run to 2039, it is not clear what would happen during this 8-year gap.
3. The estimated cost of the project is given as being £6.375m, to be covered between an interest free 5-year loan of £4.1m and Public Works Loan Board (PWLB) borrowing of £2.3m. However, the financial costings for this are not clear to see as the £4.1m stated is a loan and would need to be accounted for.
 4. No mention had been made in the report with regards to the environmental impact of removing the 21,000, street light stock of SON Units, which are in good working order. Although an answer had been provided, that it was unlikely the units would be thrown away and end up in landfill sites, no evidence is provided on this. He asked if there was evidence of what has been done for other Local Authorities.
 5. As a result of the existing PFI contract, a decision was taken to relocate lamp columns away from the kerb line. This will restrict our ability to provide usage of lamp columns via electric charge points, in the future. Other councils are utilising this technology and it is in line with the Mayor of London's policy to increase the number of electric charging points and the Governments' intention to remove petrol/ diesel vehicles by 2030/40. We should consider whether this is the time to move lighting columns back to the kerb line to allow for installation of electric charging points.

Councillor Anderson said taking all these points into consideration this decision should now be referred back to Cabinet.

Councillor Levy questioned whether the Cabinet member had provided answers to any of the points raised by Councillor Anderson as this was not reflected in the answers given in the papers provided.

Sarah Cary (Executive Director Place), Matt Bowmer (Interim Director of Finance), Stephen Skinner (Head of Highway Services) and Richard Booth (Client Manager for Street Lighting) responded to the reasons provided for the call-in as follows:

- Sarah Cary said this project has been discussed over the last six months and Councillor Anderson, as a previous member of the Cabinet would be aware of the intention to improve street lighting and the resultant savings which are expected to be made. She was confident that any possible shortfall could be dealt with within existing Environment and Operations budgets. Reference was made to savings already made - LED lamps last much longer, and we have delayed replacement of existing lamps.
- The costings shown in the report include the refinancing of the interest free loan through the PWLB – overall financing of the investment takes place over 20 years. The interest free part of the loan is only over five years. Interest rate used is 2.25%.
- In answer to Councillor Levy's concerns as to whether the Cabinet Member for Environment and Sustainability has been informed of arrangements relating to the financing of this project, Sarah Cary said

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she had met with and discussed the project with the Cabinet member many times.

- Stephen Skinner pointed out that the LED's are expected to last for 100k hours. As they usually burn for 4k hours a year they are rated to last for at least 25 years. Under the PFI contract there is a five year term after the end of the contract when the service provider would still be responsible for any failures. He said changing technology is a big unknown however, we cannot stand still, he said there is a strong business case for making these changes now.
- Richard Booth advised that originally LED units cost approximately £700 and are now £200 to £250.
- Confirmation was given that the old SON units would not go to landfill, it would be illegal for this to happen.
- The installation of electric charging points is being considered however, this project relates to the changing of lamp units on top of street lighting columns. There would be a high level of costings involved in moving lighting columns. This project aims to make savings.

The following questions/ issues were raised:

- Councillor Smith referred to the financing of the project and asked how confident officers were in the robustness of the figures given. Officers answered that figures had been carefully checked - there is a contractual commitment that would ensure we were not responsible for any additional costs.
- It was asked why with changing technology, we consider this to be the right time to make changes. It was stated that this was based on best practice, reports from industry and similar changes that are taking place countrywide. It was expected that the CMS technology would be adaptable for any future technological changes.
- Councillor Aramaz said he welcomed this proposal as it would reduce our carbon footprint and save money. However, he was concerned at what may happen if savings are not met from this project. Sarah Cary gave an assurance about the importance of funding/ budget issue discussions held.
- At present this capital investment shows a saving of £500K in the budget, any delays to this could add to shortfall. The report states that original estimated net savings included in the MTFP were £250k in 2019/20 and a further £250k in 2020/21. Revised net savings are now £382k when the financing costs are taken into account (savings/efficiencies revised upwards to £760k and financing costs of £378k). Councillor David-Sanders said that the original estimated savings given for the project for this year had been reduced and was concerned that this might happen again.
- In answer to a question about how the new LED units would be installed and how electric charging points could be connected, an answer was given that the new LED units would be fixed to the existing street lighting columns in their current positions. New electric charging units may be attached to side of lamp posts or whole lamp columns replaced but they would need to be repositioned at the front of the pavement.

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- It was asked what would happen if the company who are sub-contracted to carry out the PFI contract were to become bankrupt. An answer was given that work would be sub-contracted to a new company by the PFI Service Provider.
- The issue of electric charging points is being considered separately by the council. This report is aiming to make a saving to our energy costs.

Councillor Anderson was asked to summarise which was as follows:

- Councillor Anderson thanked officers for their answers but said questions remain unresolved. He said it is not clear if Cabinet members understand the finances of this project, much has been taken on trust.
- It is not clear how the savings given in the report would be made. The life of an LED unit given in a laboratory may be different to that in practice. He did not think we can determine that this is the best way forward, given the long repayment costs for the next 25 years and considering the changes in technology that can occur.
- On the environmental impact of this scheme it is still not clear where the old units would go. This issue does not appear to have been addressed. The issue regarding whether electric charging points should installed at the same time should be considered.

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 To approve a project to replace the existing street lights with LED lighting in line with current design standards and introduce a smart central management system.
- 2.2 To approve, for recommendation to Council, the inclusion of the Street Lighting Project in the council's approved Capital Programme at a cost of £6.375m.
- 2.3 To approve, for recommendation to Council, funding arrangements as set out in the report being external borrowing of £6.375m of which there is a five year interest free loan of £4.09m from SALIX.
- 2.4 To note the updated net savings will be reflected in the MTFP for 2020/21 and future years.
- 2.5 To delegate to the Director of Environment and Operational Services, in consultation with the Director of Law and Governance, approval to make any necessary changes to the terms of the Street Lighting PFI contract.

Councillors Aydin, Bond & Boztas voted in favour of the above decision. Councillors Pite and Aramaz voted against and Councillors David-Sanders, Levy and Smith abstained. The original Cabinet decision was therefore agreed.

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MINUTES OF THE MEETINGS HELD ON THE 1 MAY 2019 AND 22 MAY 2019

Noted that the Minutes had previously been agreed.

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DATES OF FUTURE MEETINGS

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OVERVIEW & SCRUTINY COMMITTEE - 15.7.2019

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON MONDAY, 15 JULY 2019**

COUNCILLORS

PRESENT Tolga Aramaz, Sinan Boztas, Achilleas Georgiou, Edward Smith and Lee David-Sanders

ABSENT Susan Erbil, Guner Aydin and Bernadette Lappage

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: Doug Wilkinson, Director of Environment & Operational Services
Sue McDaid, Head of Regulatory Services
Susan O'Connell, Governance & Scrutiny Officer
Stacey Gilmour, Governance & Scrutiny Secretary

Also Attending: Councillor George Savva MBE, Cabinet Member for Licensing & Regulatory Services

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WELCOME & APOLOGIES

Apologies for absence were received from Councillors Erbil, Lappage and Aydin.

In the absence of Councillor Susan Erbil, the Vice-Chair, Councillor Achilleas Georgiou chaired the meeting.

Councillor Hass Yusef was substituting for Councillor Susan Erbil.

Apologies had also been received from Councillor Vicki Pite (who had intended substitute for Councillor Lappage) and Councillor James Hockney (who had intended to substitute for Councillor Smith as he was leading on tonight's Call-In)

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DECLARATIONS OF INTEREST

There were no declarations of interest.

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**CALL IN: REVIEW OF THE PRIVATE RENTED SECTOR IN ENFIELD AND
PROPOSAL TO GO TO PUBLIC CONSULTATION ON THE**

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INTRODUCTION OF A BOROUGH-WIDE ADDITIONAL LICENSING SCHEME AND A SELECTIVE LICENSING SCHEME

The Committee received a report from the Director of Law and Governance outlining details of a call-in received on the Portfolio Decision taken on Review of the private rented sector in Enfield and proposal to go to public consultation on the introduction of a borough wide additional licensing scheme and a selective licensing scheme in 14 wards (Report No. 60)

The Chair advised that he had yesterday received a letter from Mr Tacagni from London Property Licensing sent for the purpose of this meeting. The Chair had sought advice from Jeremy Chambers, Director, Law & Governance and with his agreeance it had been decided that it was not appropriate to review the letter this evening as it does not form part of the Call-In. However, it can form part of the consultation process and therefore will be forwarded to the appropriate Officers and Councillor George Savva MBE, Cabinet Member, Licensing and Regulatory Services to deal with accordingly.

Action: Doug Wilkinson/Sue McDaid/Councillor Savva

The Chair invited Councillor Smith to outline the reasons for call-in.

NOTED

1. Councillor Smith set out the reasons for calling in the decision:
 - The report (Key Decision 4870) reviewing the private rented sector in Enfield and proposing to go out to public consultation on a licensing scheme is being called in because the evidence base does not justify the scope of the proposals. The proposed extent of (i) the selective system, which would cover the majority of the wards in Enfield or (ii) in the case of HMOs the whole borough, is unfair to the many private landlords who comply with their legal obligations.
 - The report states (para 5.5) that one of the benefits of the proposals is that the high level of evictions from PRS in Enfield will be reduced because landlords of licensed properties cannot use section 21 of the Housing Act 1988. No mention is made in the report that earlier this year, Government announced that s.21 notices would be abolished, and landlords will no longer be able to evict tenants unless a breach of tenancy agreement has been demonstrated.
 - The proposed licensing fee (£120pa for selective and £180pa for additional) will be passed onto tenants and there are no guarantees that the licence fee would not be raised further in the future.
 - The Council already has powers under a wide range of legislation to take enforcement action against rogue landlords for sub-standard property conditions, overcrowding, harassment, etc. Enfield CAB estimates that it receives over 1000 complaints from tenants each year. A report last year in the Guardian Newspaper identified 53 councils, including Enfield, who had

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failed to prosecute any private landlords following complaints from tenants between 2015 and 2017,

- The licensing fee is legally required solely to cover the cost of administration, i.e. the salaries, etc. of the 30 or so inspectors (according to officers) who would be employed by the Council. No information is provided in the report about the current cost of enforcement and whether the Council is sufficiently resourced to actually enforce breaches of the proposed licensing conditions for private landlords. The evidence from the Guardian and others is that enforcement in Enfield is weak or non-existent and a licensing scheme will not change that in any material way.
- The new criteria for licensing schemes required by Government is indicative only. Rogue landlords are more likely to operate in areas where levels of poverty, poor housing quality and anti-social behaviour are most acute. Depending on local circumstances, many London councils who have introduced licensing schemes have restricted them to either selective schemes or to additional schemes. Also, in the case of selective schemes (which cover all private rented properties), the designated areas are often restricted to individual streets or neighbourhoods. The evidence in the report does not support the blanket approach proposed.

In conclusion, Councillor Smith was of the opinion, that the licensing scheme should either be abandoned or greatly restricted in scope to areas of the greatest deprivation. The Cabinet member should focus more attention and resources on the lack of enforcement under existing legislation to curb the activities of rogue landlords in the borough. He therefore thought the decision should be referred, back to Cabinet for reconsideration and the consultation process halted.

2. Councillor Savva MBE, Cabinet Member for Licensing and Regulatory Services and officers, Doug Wilkinson (Director of Housing & Regeneration) and Garry Knights (Head of Housing Property Services) also provided information in support of the decision as follows:
 - In any area of significant numbers of private rented accommodation, there are landlords that comply and those that do not. Licensing (parts 2 & 3 of the Housing Act 2004) is concerned with areas rather than individuals.
 - The proposed schemes are supported by body of evidence found in the review which meets the legal requirements, case law and guidance.
 - All wards met criteria for poor property conditions, but a more targeted approach was taken by examining deprivation and ASB also, which identified 14 wards for proposed selective licensing.
 - HMOs are spread throughout the borough, have high levels of poor housing conditions, ASB and are poorly managed.
 - The report acknowledges both the high threshold of evidence and approval of the Secretary of state is needed.

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- The evidence has been independently analysed and quality assured, and Counsel is satisfied the legal thresholds have been met.
- The Government recently announced on the 15th April its intention to consult on abolishing s.21 “no fault” evictions due to concerns about homelessness. However, at present it is not known if or when these measures will be implemented, and therefore wrong for the report to proceed on this basis. The Council will monitor the position and act in accordance with any changes to the law.
- The proposed £600 fee (selective) and £900 fee (additional) are for the full 5-year lifespan of the schemes and amounts to £10 and £15 respectively per month.
- The report explains that the fee setting was undertaken in accordance with the law which requires the fee to be ‘reasonable and proportionate’ to the cost of the licensing procedure and must not exceed the cost. Like other aspects fees will be reviewed to ensure they remain reasonable and proportionate.
- Despite 2015 DCLG guidance, the recently published Government review of selective licensing schemes (25 June 2019) found no evidence of costs being passed onto tenants, and that increased rents were due to market conditions.
- The report acknowledges that the Council already has wide ranging powers to take enforcement action and that they are indeed used. The Guardian Newspaper article acknowledged the Council has served an unprecedented number of notices since 2015. The article did not quote however the 3 prosecutions in 2018 for unlicensed HMOs and sub-standard accommodation, which had resulted in over £34k in fines.
- Despite unprecedented levels of enforcement, licensing is also needed to ensure the large-scale improvement that is needed.
- The law is clear, and the report acknowledges, that licensing can be introduced where existing measures (powers) are insufficient on their own to tackle the underlying housing issues.
- Legislation (and case law) allows for fees for additional and selective licensing to lawfully include costs of enforcing compliance. It is important not to understate the value of inspections in achieving compliance and it is anticipated that enforcement will be adequately resourced going forward.
- This is not a Council that is weak on enforcement as the report acknowledges. Between 2015-2017, the Council served 345% more notices on private rented properties than the proceeding
- 3- year period.
- The new criteria for selective licensing schemes are prescribed in legislation. The report shows that far from adopting a blanket approach, the proposed areas are where there is sufficient evidence of: poor housing conditions not effectively managed, high levels of deprivation and ASB

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- 40% (13 of 32) of London Boroughs have selective licensing schemes and 66% of London Boroughs (21 of the 32) currently have additional licensing schemes.
 - 3 London boroughs are currently in consultation to increase (or implement new) selective licensing schemes and 1 London Borough is consulting on increasing their additional scheme (6 extra wards).
 - Comparison with outer boroughs is appropriate but not conclusive as each have their own considerations and challenges. For example Enfield has nationally high levels of evictions and nationally high levels of private renters on Housing Benefit.
3. Other issues raised by members and responded to by officers as follows:
- The report states that there are poor property conditions in all wards but where is the evidence to support this? If this is the case, why is a borough wide licensing scheme not being consulted on?
 - We could have looked at a borough wide scheme as all wards meet the criteria for property conditions. However, we have used the data to look at what is happening in the wards and what intervention procedures are in place. This has enabled a proportionate and targeted approach to be taken therefore the 14 wards chosen are the ones that the Council spends the most resource/intervention on. This means we are not taking a blanket approach and over regulating matters.
 - Evidence and statistics on poor housing conditions are available. However, the actual data is just the tip of the iceberg as many tenants do not come forward to complain. Therefore, if we only looked at the complaints it would not address the actual problems that are predicted to be out there in the borough.
 - With regards to the wards you have selected what modelling have you undertaken to ensure that this is not going to drive unscrupulous landlords into other wards?
There is a possibility of displacement, but it is not a criteria that can be considered when looking at Selected Licensing Schemes. Going forward monitoring will still take place in the wards where Selective Licensing does not apply. If there is evidence in due course that there are issues meeting the selective licensing criteria, these other areas can be considered for a licensing scheme.
 - The report needs to include financial implications e.g. income versus expenditure. Officers confirmed that these figures are available and will form part of the consultation documents.
 - Discussions took place on the enforcement work that had taken place to date and the successes that had been seen as a result of this action. A lot of work has taken place with a very small team (10 officers). Prosecutions have been reactive and are the end of the process with other enforcement options available

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also. With additional officers in post it was hoped that more proactive work could be implemented. Figures are available on the numbers of notices served. If people comply the hope is that there is less need for prosecutions.

- In response to a question regarding the addition of 30 extra officers, Doug said that this figure is the best prediction based on the numbers of properties and their issues as well as looking at neighbouring boroughs. He felt that we have resourced adequately in terms of the finances and people.
- As part of the staffing structure there will be a compliance team to look for those properties that landlords do not apply to licence, and it was therefore hoped that this scheme would tackle the bad landlords.
- In a question responding to listening to views from the consultation Doug explained that the consultation will be Borough wide and will also take in neighbouring boroughs. Consultation has been developed over the past year and Enfield is very good at reaching and engaging with hard to reach groups/communities. We will continue this approach to ensure that a representative response is reflected in our final report to the Secretary of State.
- With regards to possible future judicial reviews, Doug said that Enfield Council is absolutely building on lessons learnt from previous experiences to put itself in a very strong position should there be any challenge in the future.
- It was felt that what people will object to is that this proposed scheme is so broad brushed and a much more micro, street by street scheme would be preferable.
- The evidence data has demonstrated that the scale of the issue is much broader than street by street. By using the evidence available we can ensure that the scheme being applied for is the most appropriate. Schemes are for five years for a reason- to review again in five years. Hopefully things will have improved so there won't be the need for such a wide scheme going forward. The evidence available now shows that currently this is the best scheme.
- The scheme will take into account the proposed ward boundary changes.

4. The summing up by Councillor Smith that:

- The original consultation had proven most controversial resulting in it being withdrawn due to the lack of evidence/data. It was therefore important not to underestimate the response to this proposed scheme/consultation and imperative to ensure that the evidence base was clearly documented as part of the consultation.
- It is an assumption to state that the current level of complaints is an underestimation as is it also an assumption to say that the proposed scheme will make it easier to identify rogue landlords

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as these are the sort of people who will run away from such schemes. The scheme is hugely optimistic, and he felt that it was going to do nothing but annoy a high level of good landlords.

- The resource required should be defined to the problems you know about and not the problems you ‘think’ are out there.
 - In conclusion Councillor Smith felt that a more focused and granular approach would address the problems more effectively.
5. Councillor Savva MBE, Cabinet Member for Licensing and Regulatory Services responded by saying that this scheme will protect the good landlords and prosecute the bad ones where necessary. He felt that tonight’s discussions had demonstrated why we should now proceed to consultation on the proposed Licensing Schemes. It was time to stop looking in the past and to now move forward.
 6. The Cabinet Member was asked by the committee that in the consultation, a question is asked on having a borough wide scheme and that financial information on the scheme is included.
 7. Overview and Scrutiny Committee considered the reasons provided for call-in and responses provided. Having considered the information provided, the Committee **AGREED** to confirm the original Portfolio decision.

Councillors Aramaz, Boztas, Georgiou and Yusef voted in favour of the above decision. Councillor David-Sanders voted against. The original Portfolio decision was therefore agreed.

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DATES OF FUTURE MEETINGS

NOTED the dates of future meetings as follows:

Provisional Call-Ins

Thursday 8 August, 2019
Thursday 19 September, 2019
Thursday 31 October, 2019
Thursday 28 November, 2019
Thursday 19 December, 2019
Thursday 30 January, 2020
Thursday 6 February, 2020
Wednesday 4 March, 2020
Thursday 26 March, 2020
Tuesday 28 April, 2020

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

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Tuesday 23 July, 2019
Wednesday 4 September, 2019
Thursday 7 November, 2019
Thursday 13 February, 2020
Thursday 2 April, 2020

The Overview & Scrutiny Budget Meeting will be held on:

Wednesday 15 January 2020

OVERVIEW & SCRUTINY COMMITTEE - 23.7.2019

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 23 JULY 2019**

COUNCILLORS

PRESENT Tolga Aramaz, Sinan Boztas, Achilleas Georgiou, Edward Smith and Lee David-Sanders.

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: Jayne Middleton- Albooye (Head of Legal Services)
Dionne Grant (Complaints & Access to Information Manager)
Andy Ellis (Scrutiny Officer)
Elaine Huckell (Scrutiny Secretary)

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WELCOME & APOLOGIES

Councillor Erbil welcomed all attendees to the meeting. Apologies had been received from Councillor Bernadette Lappage. Councillor Pite was substituting for Councillor Lappage.

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DECLARATIONS OF INTEREST

There were no declarations of interest.

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COMPLAINTS AND INFORMATION ANNUAL UPDATE

The Committee received reports from Dionne Grant (Complaints & Access to Information Manager) on the following-

- Adults Statutory Complaints Annual Report 2018-19
- Children's Statutory Complaints Annual Report 2018-19 and
- Corporate Annual Complaints and Information Report 2018-19

Adults Statutory Complaints Annual Report 2018-19 -

The following was highlighted:

1. There is a statutory duty for an annual report to be prepared for complaints made under the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 (the Regulations).
2. The team have resolved more issues at the early resolution stage. 56 concerns were resolved locally, an increase from 36 resolved locally last year.

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3. There has been an increase in formal complaints with 53 completed this year compared to 43, the previous year.
4. Although the volume of complaints had risen, fewer were being upheld, 34% of complaints upheld this year compared to 40% last year. 91% of formal complaints were responded to within the required timescale compared to 73% last year.
5. There were 14 enquiries from Local Government and Social Care Ombudsman (LGSCO) which was a slight increase from 12 the previous year.
6. Compliments had been received for the service, with 40 this year compared to 14 the previous year.

The following issues were raised-

- The LGSCO contacted the Council regarding 14 cases concerning adult care services, five cases resulted in a full investigation and four of those cases were upheld. It was asked what was meant by 'upheld'. A response was given that where the Ombudsman has found that a fault has been made, they will make recommendations which we would agree and implement.
- That we had not received any cross-boundary cases (for example with Haringey), if there had, they would be included in the figures.
- It was noted that there had been a slight increase in the number of formal complaints from last year, although this equated to only 0.75% of those receiving statutory Adult Social Care support. In answer to a question about the main issues of complaint it was confirmed that the main areas related to financial and social care assessments. In terms of the teams – the Hospitals/ Enablement/ Access/ OT had the largest number of formal complaints with 26 complaints completed.
- There are action plans in place to ensure teams can learn from ombudsman findings. It was suggested that it would be useful to have further details on the four ombudsman complaints which had been upheld so that comparisons could be made and to find out what had been learnt from these cases.
- It was noted that all complaints come to the Central Complaints team, follow up work/ action plans are prepared and details relating to cases are reported to the Departmental Management Team (DMT) and Executive Management Team (EMT).
- It would be useful to be able to see a breakdown of complaints under the service areas, in the same way as compliments had been shown in a table in the report. From the four ombudsman complaints that had been upheld, it was not possible to see which areas were having problems. A potted history of the four cases would have been useful. It was also mentioned later that it would be useful to know if the four cases had all come from the same team.
- There appeared to be two key issues - the compiling of complaints figures to enable conclusions to be reached and to look at complaints upheld by the Ombudsman. It is understood that this may involve personal data that could not be included in a report but which the Cabinet Member for Health and Social Care and the

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Director of Health & Adult Social Care would be aware of. Dionne explained a log was kept of what has been learnt from cases and this information is sent to EMT. Details are analysed on a monthly and quarterly basis.

- It was explained that the Ombudsman would only examine a complaint once the Council had already provided a reply to the complainant.
- Dionne confirmed that the team acts as a critical friend of the services involved.

Children's Statutory Complaints Annual Report 2018-19

The following was highlighted:

1. There is a statutory duty that an annual report must be produced for complaints made under the Children Act 1989 Representations Procedure (England) Regulations 2006.
2. Complaints continue to be resolved as part of early resolution; 16 concerns were resolved locally this year compared to 18 last year.
3. There had been a slight increase in the number of formal complaints - 43 were completed this year compared to 33 for last year.
4. Less complaints were being upheld – 28% of complaints were upheld this year compared to 39% for last year.
5. 81.4% of formal complaints were completed within the timescale, an increase from 78.8% for last year. The team is looking to increase this to 90% for next year.
6. The LGSCO contacted the Council regarding three cases of which two were referred to the Council to investigate.
7. Feedback from complaints is used for organisational learning, reports on complaint themes and actions taken are presented to senior managers.
8. 55 compliments had been received.

The following issues were raised:

- It was asked why the complaints process appears to be different for the Children's service and an answer was given that this is defined by legislation.
- It was noted that there was a lower number of Ombudsman complaints under Children Social Care compared to other services.
- There is a three-stage escalation process under the statutory complaints' procedure. Independent members would review a complaint during the second and third stages of the process. Therefore, a lot of time would have already been spent investigating a complaint through the three-stage process before being considered by the Ombudsman.
- It was asked if family members are updated on their complaint and it was answered that customers are kept informed throughout the process.
- It was asked why the number of complaints given in page 14- Figure 1: Breakdown of formal complaints issues = 43, compared to those in Table 1 : Breakdown of Children social care stage 1 complaints by

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team = 39. An answer was given that Figure 1 also includes Stage 2 and Stage 3 complaints.

- Ethnicity data is given in the report for the 72 children/ young people who were subjects of the complaints made, although none had been given in the report for adults. It was queried whether benchmarking was being done on this with other local authorities.

Corporate Annual Complaints and Information Report 2018-19

The following was highlighted:

1. Complaints continue to be resolved as part of early resolution 2131 concerns were resolved locally, compared to 2114 last year.
2. Of the 450 formal complaints for the year, 65.6% had been resolved within the timescale compared to last year when 65.4% of the 451 formal complaints had been resolved within the timescale. The aim for the future is to have a 90% response rate within the timescale.
3. The number of LGSCO and Housing Ombudsman (HO) cases has significantly increased from last year, with 87 LGSCO cases and 36 (HO) cases for the year compared to 67 LGSCO cases and 10 (HO) cases for last year.
4. The report includes Information requests for the year as follows–
Subject Access Requests (SARs) – 103
Freedom of Information Requests (FOI) - 1485
Member Enquiries (MEQ)– 6432
5. It was noted that 38% of the final stage corporate complaints were upheld and 24.4% of all ombudsman cases were upheld.
6. Priorities for the year ahead are given in the report. It was noted that there had been a separation for the service into two team structures – Complaints and Information team (dealing specifically with complaints, FOIs and SARs) and MEQ team dealing specifically with all Member Enquiries.

The following issues were raised:

- The different complaints processes were explained. The Adult Social Care process has one formal stage. There are three stages to the Children's Social Care Services with independent investigation at stage 2 and stage 3. The Corporate Complaints and Information overall has large numbers of complaints resolved at the early resolution stage there is then a formal complaints stage and a final stage.
- A question was asked about how we can ensure sufficient, resources are available for the team to provide a good service? In answer to this Jayne Middleton- Albooye referred to the recent restructure undertaken to separate the service into two teams. She also mentioned that we would concentrate on improving the turnaround of Freedom of Information requests (FOI) and said more training would be undertaken.
- Confirmation was given that the development plan for 2019/20 differs from that for previous years.
- The need to ensure we follow GDPR (general data protection regulation) rules. EMT look at details every 3 months. Confirmation that there has been a significant increase in the number of FOI

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requests – 1485 compared to 1318 for the previous year, SAR's up from 82 to 103 for this year and Members Enquiries increase from 5574 last year to 6432 for this year.

- It was suggested that a breakdown showing which departments the 450 formal complaints for the year related to would be useful. It was noted that the team would have the ability to provide more detailed information in future.
- It was confirmed that the complaints shown would include a resident's complaint about a service, but it would not include a complaint about a Councillor as this would be dealt with under the Councillor Conduct Committee.
- It was thought the detailed information requested would provide information to show if a service was 'struggling'. However, it would not be possible to change the complaints process for Adult Social Care and Children's Services as set legislation must be followed. Members were reminded that with formal complaints relating to Children's services - 'in depth' investigations would be carried out. It was suggested that it may be possible for more 'benchmarking' to be done.
- Early resolution of complaints was applauded, and it was suggested that we may wish to look in more detail at those areas which under a health and safety responsibility may be considered as 'near misses' the equivalent terminology for complaints may be a useful way to look at areas that may be of future concern.
- It would be helpful if the response times for answering complaints could be included in the report.

Jayne Middleton- Albooye and Dionne Grant were thanked for their reports.

AGREED: That a breakdown of formal complaints under service areas are provided in future which should include response times.

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MINUTES OF MEETING 18 JUNE 2019

The minutes of the 18 June 2019 be confirmed with the additional comments below, requested by Councillor Aramaz -

Minute 98 – Meridian Water Strategic Infrastructure – Contractor Procurement HIF – Non-Rail

One of the issues raised during discussion was-

“Members questioned what would happen if the Council is unsuccessful in its bid or secures a materially lower amount of HIF funding than requested”

Councillor Aramaz requested that the following be included -

“there is emphasis of this being risky, that it is an accelerated approach and that we may not get the HIF funding”.

He also requested that where there is reference to -

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“The multiple supplier framework approach is suitable for the scope of works given that the funding, the exact design and the land acquisition will not have been confirmed at the point of procurement”

There should also be reference to the following-

“We should ensure that a secondary bidder is also considered and meets all requirements, should appointment of the first bidder be unsuccessful”

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WORK PROGRAMME 2019/20

RECEIVED a copy of the work programme for 2019/20

- Cabinet Members would be invited to attend future meetings of Overview and Scrutiny Committee to provide updates of their work/priorities for their areas
- The SEND places strategy report which was due to be considered at this meeting but would now go to the OSC meeting in February 2020.
- ACMs (Associated Cabinet Members) – At the last meeting it was requested that they be invited to OSC meetings during the year to provide an update report on their individual areas. It was mentioned that their programmes are to be put forward to Cabinet meeting in November. However, members were of the view that they be invited to OSC meetings before Cabinet. The ACM’s would be asked how they see their role and what they intend to do over the next 6 months.

It had been agreed that the Associated Cabinet Members should be required to attend a future meeting of Overview and Scrutiny Committee to provide an update report on their respective areas.

Post Meeting Note:

ACM’s are required to produce an annual work programme to be presented to Cabinet every autumn. OSC does not have the power to demand attendance of ACM’s to OSC meetings, this only applies to Cabinet members and officers at Head of Service level and above. However, the ACM work programmes can be examined by OSC and these have been scheduled into the OSC work programme.

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DATES OF FUTURE MEETINGS

The dates of future meetings were noted:

Business meetings of OSC

- Wednesday 4 September 2019
- Thursday 7 November 2019
- Wednesday 15 January 2020
- Thursday 13 February 2020
- Thursday 2 April 2020

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Provisional Call-In dates

- Thursday 8 August 2019
- Thursday 19 September 2019
- Thursday 31 October 2019
- Thursday 28 November 2019
- Thursday 19 December 2019
- Thursday 30 January 2020
- Thursday 6 February 2020
- Wednesday 4 March 2020
- Thursday 26 March 2020
- Tuesday 28 April 2020

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