

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Thursday, 19 December 2019 at 7.30 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 – Andy Ellis (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. LONDON BOROUGH OF ENFIELD BUDGET CONSULTATION 2020/21**  
(Pages 1 - 30)

Enfield's Overview & Scrutiny Committee has set up a Budget Meeting to  
consider the proposals within the Council's 2020/21 Budget Consultation.

The purpose of the Committee Meeting is to:

- Seek comments on and consider the Budget Consultation proposals,
- To prepare a response on the Budget Consultation proposals for  
consideration by Cabinet and Council as part of the budget setting  
process.

Members of the Committee are asked to note:

- The public have been invited to attend the meeting to participate in the budget consultation process;
- That Cabinet is due to consider the response from the budget consultation process at its meeting on 12 February 2020. The final response agreed by the Committee will be referred onto Cabinet for consideration as part of this process. The Council's final 2020/21 budget proposals are due to be considered and approved at the Council meeting on 26 February 2020.

**4. MINUTES OF MEETINGS 30 OCTOBER, 7, 14 AND 21 NOVEMBER 2019**  
(Pages 31 - 64)

To agree the minutes of the meetings held on the 30 October 2019, 7 November 2019, 14 November 2019 and 21 November 2019.

**5. DATES OF FUTURE MEETINGS**

Business meetings of OSC –  
Thursday 13 February 2020  
Thursday 2 April 2020

Provisional Call-In dates  
Thursday 30 January 2020  
Thursday 6 February 2020  
Wednesday 4 March 2020  
Thursday 26 March 2020  
Tuesday 28 April 2020

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

Overview & Scrutiny Committee  
19 December 2019

**REPORT OF:**

Executive Director of  
Resources

Contact officer and telephone number:  
Matt Bowmer  
0208 379 5580  
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<b>Agenda – Part:</b>	<b>Item:</b>
<b>Subject: 2020/21 Budget and 2020/21 - 2024/25 Medium Term Financial Plan</b>	
<b>Wards:</b>	
<b>Key Decision No:</b>	
<b>Cabinet Member consulted: Cllr Maguire</b>	

**1. EXECUTIVE SUMMARY**

- 1.1. Cabinet agreed its Medium Term Financial Strategy in July and there have been two subsequent reports to bring forward savings and income generation proposals and updates on the spending and funding assumptions. There was also a progress report to Overview & Scrutiny Committee in early November.
- 1.2. Members of the Committee are being asked to refer to the full savings and income generation proposals and assumption on spend and funding in the December MTFP Tranche 2 Savings Cabinet report.
- 1.3. Engagement with the community through the Council's e newsletter commenced on 31 October and runs for six weeks through to 13 December. There is support for the Council's strategy to target resources at the most vulnerable and for Council Tax to rise in line with the Threshold Limit and for the additional precept for Adult Social Care to be applied.
- 1.4. The Council is committed to its Equality Act 2010 commitments and Equality Impact Assessments have been undertaken for all proposals where appropriate.

**2. RECOMMENDATIONS**

- 2.1. Overview & Scrutiny Committee is recommended to:

Consider the savings and income proposals and spending and funding assumptions in the December MTFP Tranche 2 Savings Report and report the outcome of their deliberations to Cabinet.

### **3. BACKGROUND**

- 3.1. Cabinet agreed the Medium Term Financial Strategy for 2020/21 to 2024/25 at its meeting on 17 July 2019.

The vision is:

- 5 Year Medium Term Financial Plan (MTFP) with detailed savings plans for all five years to drive resilience and sustainability (three year Spending Review (SR19) anticipated)
  - 10 Year Capital Programme to give greater visibility to long term capital commitments
  - 10 Year Treasury Management Strategy to give greater visibility on the Council's Capital Financing Requirement (CFR)
- 3.2. Savings and income generation proposals have been developed against an agreed framework.
- 3.3. There have been a series of follow up reports to Cabinet and to Overview & Scrutiny. The Cabinet reports have brought forward savings and income generation proposals and also provided updates on the funding and spending assumptions.
- 3.4. The Chancellor made a Spending Announcement on 4 September with better than expected news on funding, although it will be for one year only and Fair Funding and the Business Rates Reset won't be in place for 2020. The Local Government Settlement was due 5 December 2019, but this is delayed due to the General Election. MHCLG (Ministry for Housing, Communities and Local Government) have prepared the detailed settlement but the earliest this could be published would be Friday 20 December with Parliament due to reconvene on Thursday 19 December.
- 3.5. Overview and Scrutiny received an update report on the MTFP at its meeting on 7 November which focussed on process and progress to date.
- 3.6. The final Budget and MTFP will come forward for approval to Cabinet and Council in February 2020.

### **4. SCRUTINY OF SAVINGS AND INCOME GENERATION PROPOSALS AND SPENDING AND FUNDING ASSUMPTIONS**

- 4.1. The Council is committed to delivering a resilient and sustainable budget. An essential element of the budget setting process to deliver this commitment is the scrutiny of the savings and income generation proposals and also the underlying assumptions on spending and funding. These are set out in full in the December MTFP Tranche 2 Savings Report which is attached.
- 4.2. At present £1.565m of reserves are being used on a one off basis to address the outstanding funding gap. There is ongoing work to identify further savings and income generation proposals to close the gap fully and not rely on the use of one off measures.

### **5. ENGAGEMENT**

- 5.1. Engagement with the community on the Council's approach to the budget started early to enable feedback to be presented to this Overview & Scrutiny Committee on 19 December. There had been a Budget Simulator exercise undertaken for the 2019/20 Budget and 2019/20 to 2022/23 MTFP but this proved disappointing. It cost £5k but only 61 residents made use of it. There were 388 responses to the online questionnaire which was publicised through the Council's quarterly news publication. The 2020/21 engagement has been through the e newsletter to which 40,000 residents are signed up and the link has also been published in the Cabinet Report.
- 5.2. After ten years of austerity, options available to the Council are more limited and consequently the engagement has simply sought views on:
  - i. How important is it the Council delivers a budget which protects the most vulnerable in the community?
  - ii. How much do you agree or disagree with the Council's proposals to increase Council Tax in line with the Government's referendum threshold of 1.99% and collect a 2.00% precept to cover the rising costs of Adult Social Care?
  - iii. If you have any comments on the Budget proposals presented to Cabinet on 16 October 2019, let us know.
- 5.3. There were plans to promote the engagement through Ward forums, but this was put on hold following the announcement of the General Election.
- 5.4. To date there have only been 78 response to the Questionnaire.
- 5.5. From the feedback received to date on the questionnaire:

Q1 – A clear majority (85%) feel that it is important ('very important' or fairly important') for the Council to deliver a budget which protects the most vulnerable in the community.

Q2 - Around six out of 10 (58%) agree with the Council's proposals to increase Council Tax in line with the Government's referendum threshold of 1.99% and collect a 2.00% precept to cover the rising costs of Adult Social Care. While around a third (35%) disagree, it is encouraging that the choice 'strongly agree' has the highest recorded score of 33%.

Q3 - Just a third of participants responded to this open-ended question. Almost all responses do not address the question, rather the comments are general, with the main themes being criticism of the Council for perceived inefficiencies and in particular disappointment/dissatisfaction for cutting services (including changing the bin collection to fortnightly from weekly).
- 5.6. An updated position will be presented at the meeting.

## **6. EQUALITY IMPACT ASSESSMENTS**

- 6.1. The Council is committed to its responsibilities under the Public Sector Duty of the Equality Act 2010. These duties are set out in paragraphs 12.1 to 12.4 below.
- 6.2. For 2020/21 there are 59 individual savings proposals, and these have all been evaluated to determine whether an Equality Impact Assessment (EQIA) is required and there is paperwork in place to support this evaluation.
- 6.3. Of the 59 proposals 36 have required a full EQIA.
- 6.4. Of the 59 proposals:
  - 9 are likely to have an impact on staffing and in these cases Human Resources guidance and principles on managing reorganisations will be used to minimise the impact for staff,
  - 22 proposals are considered to have an impact on customers and accessibility requirements will be considered and built into the specifications of any new systems and the business case for change,
  - 1 proposal relating to internal system will impact on staff as users of the system and again accessibility requirements will be built into the system specifications, and
  - A further 4 proposals will have no planned reduction on services or impact on staff.

## **7. ALTERNATIVE OPTIONS CONSIDERED**

- 7.1. None.

## **8. REASONS FOR RECOMMENDATIONS**

- 8.1. Members of the Overview and Scrutiny Committee Budget Meeting are required to consider budget proposals in the light of consultation responses and to report findings back to Cabinet for their consideration when finalising recommendation on budget setting for 2019/20.

## **9. COMMENTS FROM OTHER DEPARTMENTS**

### **9.1. Financial Implications**

- 9.1.1. Committee members views are being sought on the proposals and assumptions in the December Cabinet report and will be fed through to the Final Budget and MTFP report to Cabinet and Council in February.

### **9.2. Legal Implications**

- 9.2.1. The Council is required to make arrangements for the proper administration of the Authority's financial affairs (section 151 Local Government Act 1972). The process for the adoption of a lawful budget and setting of council tax is set out in Part 4 Chapter 4.7 of the Constitution. This requires the reporting of recommendations to the Overview and Scrutiny Committee for advice and consideration. The Committee shall report to Cabinet on the outcome of its deliberations.

**9.2.2.** Public consultation has been carried out in respect of the subject matter of this report. The product of any consultation must be conscientiously taken into account in finalising proposals.

### **9.3. Property Implications**

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

## **10. KEY RISKS**

10.1. Two key risks in the formulation of the annual budget are that savings aren't delivered or that incorrect assumptions have been made on future spending commitments and funding settlements. These can in part be mitigated by ensuring there is transparency in reporting and effective challenge and scrutiny.

## **11. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

**11.1. Good homes in well-connected neighbourhoods**

**11.2. Sustain strong and healthy communities**

**11.3. Build our local economy to create a thriving place**

The Consultation has clearly set out the Council's three objectives and the focus to allocate resources effectively to ensure they're delivered.

## **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. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.

12.2. The Council aims to serve the whole borough fairly, tackle inequality and protect vulnerable people. The Council will promote equality of access and opportunity for those in our communities from the protected characteristic groups or those disadvantaged through socio-economic conditions.

12.3. Through the use of Equality Impact Assessments, the Council can analyse and identify where and how proposed changes to services, policies and budgets could improve its ability to serve all members of the community fairly. It helps ensure that the Council does not discriminate, and in taking decisions that it does not unduly or disproportionately affect some groups more than others. The Council also recognises that undertaking full assessments will help to improve the efficiency and effectiveness of the Council by ensuring that residents and service users' needs are met through the delivery of the Council's aims and objectives.

12.4. The Council's budget is not subject to a single Equality Impact Assessment, as it is far too complex for this approach. Instead, budget proposals requiring change or new services and policies will be required to carry out an Equality Impact Assessment to evaluate how

the proposal will impact on all parts of the community. The impact assessment must include consultation with affected people and organisations. Heads of Service will have to identify what actions will be taken to mitigate against the worst adverse impacts at the end of their EQIA. The Corporate Equalities Group will be providing advice and support to Departments in developing appropriate EQIAs.

### **13. PERFORMANCE AND DATA IMPLICATIONS**

13.1 Not applicable to this report.

### **14. HEALTH AND SAFETY IMPLICATIONS**

14.1 Not applicable to this report.

### **15. HR IMPLICATIONS**

15.1 These are being addressed the EQIA process.

### **16. PUBLIC HEALTH IMPLICATIONS**

16.1 Not applicable to this report.

### **Background Papers**

4 December 2019 Cabinet Report – Medium Term Financial Plan 2020/21 to 2024/25 Tranche Two Savings. Attached

7 November 2019 Overview & Scrutiny Committee – Budget Progress Update

16 October 2019 Cabinet Report – Medium Term Financial Plan 2020/21 to 2024/25 Tranche One Savings.

17 July 2019 Cabinet Report – Medium Term Financial Strategy 2020/21 to 2024/25

# MUNICIPAL YEAR 2019/2020 REPORT NO. 158

**MEETING TITLE AND DATE:**  
**Cabinet**  
**4 December 2019**

**REPORT OF:**  
 Executive Director of  
 Resources

Contact officer and telephone number:

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**Agenda – Part: 1**

**Item: 4**

**Subject: MTFP 2020/21 to 2024/25 Tranche  
 Two Savings**

**Wards: All**

**Key Decision No: 5024**

**Cabinet Member consulted:**  
 Cllr Maguire

## 1. EXECUTIVE SUMMARY

- 1.1. The Medium Term Financial Strategy continues to build on the vision for:**
- i. A resilient budget that is "sustainable" in year, ensuring savings and income proposals are realisable;**
  - ii. A budget which invests in the most vulnerable residents in the Borough and targets savings generated through efficiencies and growing income;**
  - iii. A long term budget to ensure that decisions are sustainable; and**
  - iv. Council services which provide value for money.**
- 1.2. The report updates progress on developing the Medium Term Financial Plan (MTFP) 2020/21 to 2024/25 to deliver the Council's Corporate Plan – Creating a Lifetime of Opportunities in Enfield**
- i. Good Homes in Well Connected Neighbourhoods;**
  - ii. Sustain strong and Healthy Communities; and**
  - iii. Build Our Local Community to Create a Thriving Place**
- 1.3. In October 2019, the MTFP funding and savings and income generation proposals were considered. This report updates Cabinet on subsequent activity and new information which has resulted in a reduction in the overall funding gap from £3.322m to £1.565m.**
- 1.4. These changes include an increase in the level of overall estimated funding: an update in the Settlement Funding Assessment (SFA); and confirmation that funding for Flexible Homelessness Support Grant and Troubled Families will be maintained at current levels and confirmation that the London Business Rate Pool will continue as agreed at London Councils' Leaders Committee meeting on 8<sup>th</sup> October. Enfield's expected benefit will be £0.425m.**

- 1.5. The fact that the Settlement will only be for one year continues to be an area of concern as the Council strives to deliver long term resilient and sustainable finances.
- 1.6. The report presents updated savings and income generation proposals of £11.396m for 2020/21 and £21.265m across the five year Plan.
- 1.7. There is still a gap of £1.565m, which currently is proposed to be met by the one off use of reserves in 2020/21. However, work will continue on options to reduce the call on reserves but will only be proposed where achievable.
- 1.8. Community engagement has commenced with the publication of the Council's e Newsletter publicising the Council's financial position and requesting residents' views.
- 1.9. The Overview and Scrutiny budget meeting will take place on Thursday 19<sup>th</sup> December to scrutinise the proposals and funding assumptions.
- 1.10. The Capital Programme and Treasury Management Strategy will come forward in January. The capital financing costs being built into the MTFP are provisional and will be confirmed when work on the Capital Programme is complete.
- 1.11. The Dedicated Schools Grant provisional allocations have been provided which increase Enfield's funding by £17.0m. Importantly £7.0m of this is for the High Needs Block which has been under significant pressure.

## **2. RECOMMENDATIONS**

### **2.1. Cabinet to note to:**

- i. The continued financial uncertainty facing local government.
- ii. The reduction in the funding gap from £3.322m to £1.565m.
- iii. An increase in the estimated funding of £2.225m following confirmation of the CPI increase on the SFA (£1.000m), that the Flexible Homelessness Support Grant (£0.800m) maintained at current levels and the London Business Rate Pool will continue (£0.425m).
- iv. The increase proposed in Adult Social Care and Children's Social Care budgets of 9% (£10.549m), investing to support the most vulnerable in the Borough as exemplified in paragraph 6.13.
- v. Updated savings proposals of £9.743m and income generation proposals of £1.653m for 2020/21.
- vi. It is proposed that the gap of £1.565m will be met by the one off use of reserves in 2020/21. However, work will continue on options to reduce the call on reserves but will only be proposed where achievable.
- vii. The next update on the Budget to Cabinet in February which will provide a further update on funding levels, additional savings and income generation proposals.

**2.2. Cabinet to approve:**

- i. The updated savings and income generation proposals in Appendix 2B for further development and consultation.**

**3. BACKGROUND**

- 3.1. Cabinet agreed its Medium Term Financial Strategy for 2020/21 to 2024/25 at its meeting in July 2019. The report updated the assumptions in the Council's agreed Medium Term Financial Plan (MTFP) approved by Council in February 2019 and set out the approach for developing the MTFP for 2024/25. This was all in the context of delivering the Council's Corporate Plan – Creating a Lifetime of Opportunities in Enfield, approved by Council in September 2018:
  - i. Good Homes in Well Connected Neighbourhoods;
  - ii. Sustain strong and Healthy Communities; and
  - iii. Build Our Local Community to Create a Thriving Place
- 3.2. The July MTFP identified a funding gap of £39.0m over the next five years including £13.7m in 2020/21 which will be reassessed in this report.
- 3.3. There were to be two tranches of savings to be brought forward; October Cabinet and December Cabinet.
- 3.4. A framework for identifying the savings proposals was also agreed, being:
  - i. Digital
  - ii. IT
  - iii. Demand Management
  - iv. Commissioning, Procurement and Contracting
  - v. Commercial, Income and Trading
  - vi. Invest to Save
  - vii. Organisational Review
  - viii. Corporate Led Initiatives
  - ix. Directorate Led Initiatives
- 3.5. The October Cabinet report brought forward £12.174m of savings and income generation proposals with a gap of £3.322m still to be addressed. Across the medium term, savings and income generation proposals totalled £24.128m with the total gap to be addressed being £31.797m.

- 3.6. The MTFP and the October Cabinet report also identified significant uncertainty in a number of areas – progress on the Fair Funding Review, Spending Review and Business Rate Reset. Uncertainty in all of these areas persist and a further update is provided below.
- 3.7. This report updates the MTFP for Government funding, changes in pressures and reprofiling of savings and income generation proposals which results in a revised gap of £1.565m. This report is set out as follows:
  - i. Section 4 Update on Funding Announcements.
  - ii. Section 5 Update on MTFP budget gap, £12.961m in 2020/21 and £66.916m across the MTFP.
  - iii. Section 6 Progress on Savings and Income Generation Proposals.

#### **4. GOVERNMENT FUNDING ANNOUNCEMENTS**

- 4.1. Following the October 2019 report, there have been a number of updates on Government funding.
- 4.2. In October, the report focussed on the Chancellor's 4 September Spending Announcement. The Settlement Funding Assessment (SFA) was to rise in line with September CPI (the first rise in ten years), there was £1bn additional nationally for Social Care from which Enfield would benefit £5.4m, existing grants in the Core Spending Power were to continue and, subject to consultation, it would be possible to raise an additional precept of 2% for Adult Social Care in addition to the 2% Referendum Limit increase. There was also an increase in the Dedicated Schools Grant of £2.6bn of which £700m was for the High Needs Block, Enfield benefiting by £17.0m and £7.0m respectively.
- 4.3. There were some downsides. The Settlement would be for one year only, the Business Rates Pilots would cease, there would be no Business Rates reset and the Fair Funding Review was further delayed.
- 4.4. In Early November it was confirmed that the Flexible Homelessness Support Grant and Troubled Families Grants would continue on the same cash basis as 2019/20. In respect of Homelessness and Rough Sleeping there is no further news on the allocation of the £54m growth for 2020/21.
- 4.5. Further, it was confirmed that the Financial Settlement will no longer be issued on Thursday 5 December. This will now be considered after the General Election, but Government will "take all possible steps to ensure the final settlement aligns with local authority budget setting timetables". Clearly this is at odds with widespread practice across local government of bringing forward budget plans in December.

## 5. FURTHER REFRESH OF SPENDING AND FUNDING ASSUMPTIONS

- 5.1. A key priority of the budget is that it is resilient, realistic and therefore, the proposals continue to be subject to continuous review.
- 5.2. The updated spending and funding assumptions are summarised in Appendices 1A and 1B. There are a number of movements in both levels of funding and spending requirements which are set out below giving a revised budget gap of £12.961m in 2020/21 and £66.916m across the Plan before savings are taken into account.
- 5.3. Table 1 Funding Gap

	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
<b>Pension Contributions</b>	(3.600)	0.000	0.000	0.000	0.000	(3.600)
<b>Spending (Net of Full Year Effect Savings)</b>	26.469	14.048	16.794	16.122	16.305	89.738
<b>Funding</b>	(9.908)	(2.237)	(2.730)	(2.123)	(2.224)	(19.222)
<b>Gap</b>	<b>12.961</b>	<b>11.811</b>	<b>14.064</b>	<b>13.999</b>	<b>14.081</b>	<b>66.916</b>

- 5.4. Pension Contributions

### **Employers Rate for the Enfield Local Government Pension Fund (£3.6m saving in 2020/21)**

- 5.5. The triennial valuation of the Enfield Local Government Pension Fund which will determine Employer's contribution rates for the next three years from 2020/21 is nearing its conclusion. The Fund has been broadly in balance during the course of the current financial year due to the performance of the financial markets and this, along with revised assumptions on longevity, mean that the employer's pension contribution rate can drop from 24.8% to 20.2%. Unlike the period when the Fund was in deficit and there were stepped increases in the rate over a three year period to recover the deficit over a prudent time period there is some flexibility in reducing the rate to 20.2%. It has been considered appropriate to take the full benefit in year one.

- 5.6. Spending

- 5.7. The updated spending pressures and overall position are set out in detail in Appendix 1A. The updates to the MTFP are set out below which have had a £3.290m net impact.

### **Re-profile of North London Waste Authority Future Budget Pressures**

- 5.8. There is ongoing work on the financials for the provision of a new Energy from Waste facility at the Edmonton Eco Park with the current facility being over forty years old. The modelling has been considering the useful life of the facility and the approach to financing as well as

likely date of commissioning. The most up to date financial information does mean that the phasing of the budget increase in the later years of the MTFP can be scaled back from £1.5m per annum to £0.750m.

**Additional Budget Pressures Identified in Quarter Two Budget Monitor (2020/21 impact)**

- 5.9. The Quarter Two Revenue Monitoring was presented to Cabinet in November and reports further in year pressures, some of which are one off and others ongoing. These include:
- i. Unachievable legacy savings: there are historical Adult Social Care housing support efficiencies (£0.3m) and IT commercial income target (£0.3m) which are not deliverable and will need to be added to the base budget for 2020/21.
  - ii. Further demographic pressures: these include Adult Social Care (£0.1m), Children's Social Care (£0.8m) and SEN Transport (£0.3m).

**Reduction in Existing Pressures (2020/21 impact)**

- 5.10. There has been a reappraisal of the £2m previously included for IWE and this has been reduced by £0.5m in light of the latest 2019/20 position. There is also a reduction in the forecast of implementing the National Accreditation of Social Workers (£0.150m).

**Increase in Pressures (2021/21 impact)**

- 5.11. The School Traded Catering Service continues to experience income pressure resulting from reducing buy in; and a further £0.400m transitional subsidy has been built into the budget in addition to the £0.200m identified in the October Cabinet report.
- 5.12. As part of the strategy for permanent recruitment and retention of social workers, funding has been allocated to recruit social workers of £130k, increasing in subsequent years with further cohorts.

**Review of 2021/22 and beyond - Demographic and Inflationary Increases**

- 5.13. In line with the vision of resilient and sustainable finances there has been a focus on ensuring there is a realistic appreciation of all future pressures in the Plan. There has been much work already done to ensure that demographic pressures in Adult Social Care, Children's Social Care and SEN Transport are included in the Plan and this was broadly included in the October update. These have all been updated in response to the latest monitoring position for 2019/20.
- 5.14. The MTFP has in the past included Adult Social Care contractual inflation for year one of the Plan only. This is not a one off issue/pressure and the updated Plan now recognises a pressure of £1.3m in all future years.

**Review of Capital Financing Pressures**

- 5.15. Finally, there is ongoing work on assessing the capital financing requirements of the Council's existing Capital Programme approved by

Council in February 2019 and the additional requirements for the ten year Capital Programme being formulated. The MTFP identified a requirement of £1m per annum and further review has identified that this needs to be increased to £2.5m per annum. At this point £1.5m is also being added to the budget for the impact of the ten year Capital Programme, this will need to be updated as the Programme goes through the review and approvals process.

5.16. Funding

5.17. The funding updates and overall position are set out in detail in Appendix 1B. The amendments to the October 2019 MTFP are set out below.

**Confirmation of the SFA Increase**

5.18. There is some good news arising from further work and clarification following the September Funding Announcement. Settlement Funding Assessment (SFA) which is the combination of retained business rates and the historical Revenue Support Grant (RSG) will increase by £1.0m.

**Confirmation regarding Flexible Homelessness Support Grant (FHSG) and Troubled Families Grant**

5.19. In October 2019, the MTFP had assumed a reduction of FHSG of £0.8m; however, this grant is now confirmed to continue in 2020/21 at 2019/20 levels. Troubled Families Grant will also continue in 2020/21 at 2019/20 levels.

**Update on Business Rate Pooling**

5.20. Whilst the Business Rates Pilot was brought to a close in the Spending Announcement at a cost of circa £3m, London Councils have nevertheless agreed to pool their Business Rates which will benefit Enfield by £0.425m.

**Use of Reserves**

5.21. At present it is assumed that an amount in the order of £1.565m will be required on a one-off basis to support addressing the 2020/21 gap and balancing the budget.

5.22. The current level of reserves (less Reserves set aside for repayment of debt – MRP and interest reserves of £22.7m and the £6.6m insurance reserve); totals £44.7m. After the use of reserves to balance 2019/20, the estimated level of reserves will be £39.0m.

5.23. The £39.0m estimated level of reserves is 17% of the Council's net budget of £231m. The five-year budget gap as set out below totals £45.6m; exceeding the Council's level of reserves.

5.24. As the budget continues to move towards a more resilient footing, the intention is to, reduce the ongoing calls on reserves. Should the in-year contingency of £3m not be utilised next year resulting from the more robust budget, this can then be used to replenish reserves.

## 6. PROGRESS ON SAVINGS AND INCOME GENERATION PROPOSALS

6.1. There has been a further review of the savings presented in October as well as consideration of further options. One element of the more recent approach to budget setting is to ensure that all savings proposed are realisable. Over the last year over £2.536m has been put back into the budget for unrealisable income targets and savings delivery; with a further £1.785m for 2020/21. This means that the budget is on a more robust footing and transparent. As a result of this ongoing strategy the savings and income generation proposals for 2020/21 have been revised.

6.2. Table 2 Saving and Income Generation Proposals

	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
<b>Gap</b>	<b>12.961</b>	<b>11.811</b>	<b>14.064</b>	<b>13.999</b>	<b>14.081</b>	<b>66.916</b>
Tranche 1 Savings	(11.874)	(2.652)	(1.599)	(3.050)	(3.033)	(22.208)
Reprofiled Savings	0.848	0.890	(0.714)	0.851	1.098	2.973
Tranche 2 Savings	(0.370)	(0.900)	(0.760)	0.000	0.000	(2.030)
Total	<b>(11.396)</b>	<b>(2.662)</b>	<b>(3.073)</b>	<b>(2.199)</b>	<b>(1.935)</b>	<b>(21.265)</b>
<b>Revised Gap</b>	<b>1.565</b>	<b>9.149</b>	<b>10.991</b>	<b>11.800</b>	<b>12.146</b>	<b>45.651</b>
Use of Reserves	(1.565)	1.565	0.000	0.000	0.000	0.000
<b>Remaining Gap</b>	<b>0.000</b>	<b>10.714</b>	<b>10.991</b>	<b>11.800</b>	<b>12.146</b>	<b>45.651</b>

### Revisions to Savings and Income Generation Proposals

- 6.3. There has been a reduction in the overall level of savings due to some reductions and reprofiling following further review.
- 6.4. The savings proposed through Organisational Redesign have been reduced from £1.050m to £0.525m. The savings proposal for block booking semi-independent accommodation for 12 young people has reduced from £0.125m to £0.060m. The 2019/20 income generation from cemetery sales has been reprofiled, this creates a challenge in 2020/21 but the overall income across the programme is increased from £2.673m to £3.774m. In addition, the saving from Traffic Order Income has increased from £0.040m to £0.100m.
- 6.5. The reprofiling of existing savings and the full set of proposals are set out in detail in Appendix 2B.
- 6.6. There is still a remaining gap of £1.565m. It is proposed to use reserves on a one off basis to meet this gap in 2020/21.

- 6.7. The overall approach has been to protect services and more importantly the most vulnerable in the Borough. The following two tables demonstrate how this is being achieved.
- 6.8. Table 3a below sets out the savings and income generation by theme. The majority of savings are being delivered by rationalisation of IT costs, stronger procurement and contract management and income generation.
- 6.9. Table 3a – Savings by Theme

	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
Digital	(0.020)	(0.180)	0.000	(0.250)	(0.250)	(0.700)
IT	(2.500)	(0.450)	(0.260)	0.000	(0.200)	(3.410)
Demand Management	(0.400)	(0.120)	0.000	0.000	0.000	(0.520)
Procurement/ Contracts	(1.903)	(0.435)	0.000	0.000	0.000	(2.338)
Commercial	(1.653)	(0.471)	(1.748)	(1.349)	(1.455)	(6.676)
Invest to Save	(1.019)	(1.839)	(0.440)	(0.600)	(0.030)	(3.928)
Organisational Design	(0.712)	0.000	0.000	0.000	0.000	(0.712)
Corporate Led	(2.125)	1.000	(0.500)	0.000	0.000	(1.625)
Service Led	(1.064)	(0.167)	(0.125)	0.000	0.000	(1.356)
<b>Total</b>	<b>(11.396)</b>	<b>(2.662)</b>	<b>(3.073)</b>	<b>(2.199)</b>	<b>(1.935)</b>	<b>(21.265)</b>

6.10. Table 3b sets out savings by service directorate.

6.11. Table 3b Savings by Directorate

	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
Corporate	(2.250)	0.850	(0.500)	0.000	0.000	(1.900)
Resources/ Chief Executive	(3.439)	(0.982)	(0.260)	(0.250)	(0.450)	(5.381)
Adult Social Care	(0.885)	(0.100)	(0.100)	(0.100)	(0.100)	(1.285)
Public Health	(0.970)	0.000	0.000	0.000	0.000	(0.970)
Children's and Education	(0.397)	0.000	0.000	0.000	0.000	(0.397)
Place	(3.455)	(2.430)	(2.213)	(1.849)	(1.385)	(11.332)
<b>Total</b>	<b>(11.396)</b>	<b>(2.662)</b>	<b>(3.073)</b>	<b>(2.199)</b>	<b>(1.935)</b>	<b>(21.265)</b>

### Overall Impact of Budget Proposals on Budgets by Service

6.12. A key priority for the Council remains reinvestment of savings into services targeted at more vulnerable residents. Table 4 sets out the overall allocation of demography, inflation, pressures and investment and savings and income generation by service.

6.13. As set out below, there has been significant net investment in the Adults, Children's and Education budgets, with increases exceeding 9% of current budget. Adult Social Care budgets increasing by £6.647m and Children's Social Care and Education by £3.902m; all other service area budgets are reducing. The inflationary and pay award budget currently presented within Corporate will be allocated across the wider Council.

Table 4: Net Increase in Budget by Service

	Corporate	Chief Exec/ Resources	Adult Social Care	Public Health	Children's and Education	Place	Total
	£m	£m	£m	£m	£m	£m	£m
Demography	0.000	0.000	4.486	0.000	2.189	1.550	8.225
Inflation	6.150	0.000	1.283	0.000	0.000	0.000	7.433
Investment	0.075	1.522	0.120	0.000	1.460	1.240	4.417
Capital Financing	3.025	0.000	0.000	0.000	0.000	0.378	3.403
Pressures	0.000	1.481	1.800	0.937	0.650	1.402	6.270

	<b>9.250</b>	<b>3.003</b>	<b>7.689</b>	<b>0.937</b>	<b>4.299</b>	<b>4.570</b>	<b>29.748</b>
Full Year savings	(0.075)	(0.050)	(0.157)	0.000	0.000	(2.997)	(3.279)
Pension Contributions	(3.600)	0.000	0.000	0.000	0.000	0.000	(3.600)
New Savings	(2.250)	(3.439)	(0.885)	(0.970)	(0.397)	(3.455)	(11.396)
	<b>(5.925)</b>	<b>(3.489)</b>	<b>(1.042)</b>	<b>(0.970)</b>	<b>(0.397)</b>	<b>(6.452)</b>	<b>(18.275)</b>
Net Increase in Resources	<b>3.325</b>	<b>(0.486)</b>	<b>6.647</b>	<b>(0.033)</b>	<b>3.902</b>	<b>(1.882)</b>	<b>11.473</b>
Funding	(1.938)	0.000	(5.265)	0.000	(2.705)	0.000	(9.908)
Reserves	(1.565)	0.000	0.000	0.000	0.000	0.000	(1.565)
Total	<b>(0.178)</b>	<b>(0.486)</b>	<b>1.382</b>	<b>(0.033)</b>	<b>1.197</b>	<b>(1.882)</b>	<b>0.000</b>

- 6.14. There is reduced reliance on the use of capital flexibilities in the 2020/21 budget. In 2019/20 there was £3.256m of capital receipts used to fund transformation. For 2020/21 this is currently forecast to be £1.7m which will be for the last year of the EY contract (£0.8m), IT Transformation (£0.5m), Transformation (£0.4m). The full programme of use of capital flexibilities will come forward for approval at Council in February. There will be sufficient capital receipts generated to meet this need, current forecasts identify £14.1m generated during 2019/20.

## 7. DEDICATED SCHOOLS GRANT

- 7.1. The Settlement Announcement set out funding for the next three years for the Dedicated Schools Grant (DSG). DSG will increase by £2.6bn, 5.9% nationally for 2020/21 with increases of £2.2bn and £2.3bn in the following two years. For 2020/21 there will be a £322m, 4.4% increase across London and a £17.0m, 5.52% increase for Enfield which will benefit at a greater rate than the rest of London.
- 7.2. For the Council and nationally the High Needs Block of the DSG has been the cause of significant pressure. The High Needs Block which funds Special Schools, SEN provision in mainstream schools and support for SEN through Council Services.
- 7.3. For 2019/20 the Quarter 2 Revenue Monitoring Report set out an overspend of £4.95m against an allocation £46.833m, which will need to be carried forward to 2020/21. There had been very minimal increases in funding of £0.9m in both 2018/19 and 2019/20.
- 7.4. The Chancellor's Announcement in September set out a £700m increase nationally for the High Needs Block of which Enfield would have expected to receive £5.3m. However, it has done somewhat better with a £7.0m increase which is 14.71% with the London councils' average increase being 10.45% and the national increase 12%.

- 7.5. The increase will help address the pressure along with Council strategies to increase the number of places. However, it will remain an area of some concern.
- 7.6. Finally, there has been a reduction to the Central Service Block to £0.4bn nationally. Only 21 authorities including three London Boroughs will have increases. Enfield's allocation will reduce by £0.2m to £2.7m.

## **8. COMMUNITY ENGAGEMENT**

- 8.1. An outline of the financial challenges faced by the Council has been published through the e Newsletter. Residents' views are being sought on the vision to protect the most vulnerable, proposals for the Council Tax increase and general views on the proposals published in October. The full detail can be found through the link below.  
<https://new.enfield.gov.uk/consultations/budget-engagement-2020-21/>
- 8.2. The feedback from the Engagement will be reported to Overview & Scrutiny Committee in December.
- 8.3. There will be further engagement with interest groups as has taken place in previous years and there is also a briefing note being prepared to assist members at their Ward Forums.

## **9. SCRUTINY**

- 9.1. The Council's Overview and Scrutiny Committee meet on 19 December to scrutinise the savings and income proposals and spending and funding assumptions.

## **10. CAPITAL PROGRAMME AND TREASURY MANAGEMENT STRATEGY**

- 10.1. There is ongoing work in both of these areas. The three year life of the existing Capital Programme was insufficient, and officers are currently drawing up commitments for a ten year Programme. This will be complemented by a ten year Treasury Management Strategy to give greater visibility on the Council's Capital Financing Requirement. Some allowance for this work has already been made above for the impact that this will have on the revenue budget. A broad £1.4m per annum increase has been included which should cover medium to long term highways maintenance, building maintenance and IT refresh programme commitments and there has also been allowance made for the financing costs of a number of initiatives which generate new or increased income streams for the Council.
- 10.2. The ten Year Capital Programme is on this agenda and this will come to Cabinet again with an updated Capital Strategy in February 2020 for approval on to Council.
- 10.3. A Draft Treasury Management Strategy will be presented to Audit & Risk Committee in January 2020 ahead of being presented to Cabinet and on to Council in February.

## **11. NEXT STEPS**

11.1. The Council Tax Base and Business Rates Base figures will come forward for approval in January 2020.

## **12. ALTERNATIVE OPTIONS CONSIDERED**

12.1. None.

## **13. REASONS FOR RECOMMENDATIONS**

13.1. Cabinet need to manage the 2020/21 to 2024/25 financial planning process with due regard to the available resources.

## **14. COMMENTS FROM OTHER DEPARTMENTS**

### **14.1. Financial Implications**

14.1.1. The key financial implications are set out in the body of the report.

### **14.2. Legal Implications**

14.2.1. The Council has various legal and fiduciary duties in relation to the budget. The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the setting of the overall budget and council tax. The Local Government Act 2003 entitles local authorities to borrow and invest as long as their capital spending plans are affordable, prudent and sustainable. The 2003 Act requires the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates of borrowing, investment and spending and the adequacy of the proposed financial reserves taking into account the affordability, prudence, sustainability, value for money, stewardship of assets, service objectives and practicality requirements as provided by CIPFA's Prudential Code of Capital Finance in Local Authorities concerning borrowing and investment.

14.2.2. Members are obliged to take into account all relevant considerations and disregard all irrelevant considerations in seeking to ensure that the Council acts lawfully in adopting a budget and setting council tax. The Council must set and maintain a balanced budget and must take steps to deal with any projected overspends and identify savings or other measures to bring budget pressures under control. Members should note that where a service is provided pursuant to a statutory duty, the Council cannot fail to discharge its duty properly.

14.2.3. Members have a fiduciary duty to the Council Taxpayer for whom they effectively act as trustee of the Council's resources and to ensure proper custodianship of the Council's resources.

14.2.4. This report provides a clear and concise view of the position at present of future sustainability and the decisions that need to be made for the recommended actions outlined herein with a view to meeting the Council's legal and fiduciary obligations.

### **14.3. Property Implications**

- 14.3.1. There are property proposals detailed in the appendices to the report. The Director of Property and Economy and team have been fully engaged in their formulation.

### **15. KEY RISKS**

- 15.1 There are a number of risks which may impact on the 2020/21 Budget and 2020/21 to 2024/25 Medium Term Financial Plan.
- 15.2 The absence of a multi year settlement from Government is a major source of uncertainty and impacts on the ability to plan for the medium term. It is important that the Council maintains adequate reserves and balances to mitigate this risk and the Finance Team will regularly review the financial assumption made.
- 15.3 There is naturally risk in delivery of the individual proposals and these are subject to risk appraisal and will be continuously reviewed.
- 15.4 There is a risk that spending pressures in 2019/20 are not managed and create a greater funding gap in future years. The 2019/20 Budget is being managed through detailed reporting to management on a monthly basis and to Cabinet quarterly and there is a Pressures Challenge Board in place to address the key areas of spending pressures.
- 15.5 There are also political risks at this time with Brexit and uncertainty on the outcome of the early General Election. This situation will be continuously monitored.

### **16. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

#### **16.1 Good homes in well connected neighbourhoods**

- 16.2 Whilst not including full proposals on capital spend, the report sets out a position that can ensure the continuation of critical initiatives that will improve the quality of existing neighbourhoods and support residents, especially the most vulnerable.

#### **16.3 Sustain strong and healthy communities**

- 16.4 The proposals acknowledge the centrality of supporting local people to live healthy, happy and independent lives. This is demonstrated by the commitment to prioritise support and protect front line adult social care and children's services. The proposals ensure that the local authority is able to continue to deliver services that can provide the basis for strong and healthy communities.

#### **16.5 Build our local economy to create a thriving place**

- 16.6 The proposals help create a financial position for the local authority that can provide a basis for further work to contribute to the wider economic wellbeing of the borough.

## **17. EQUALITIES IMPACT IMPLICATIONS**

- 17.1 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. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.
- 17.2 The Council aims to serve the whole borough fairly, tackle inequality and protect vulnerable people. The Council will promote equality of access and opportunity for those in our communities from the protected characteristic groups or those disadvantaged through socio-economic conditions.
- 17.3 Through the use of Equality Impact Assessments the Council can analyse and identify where and how proposed changes to services, policies and budgets could improve its ability to serve all members of the community fairly. It helps ensure that the Council does not discriminate, and in taking decisions that it does not unduly or disproportionately affect some groups more than others. The Council also recognises that undertaking full assessments will help to improve the efficiency and effectiveness of the Council by ensuring that residents and service users' needs are met through the delivery of the Council's aims and objectives.
- 17.4 The Council's budget is not subject to a single Equality Impact Assessment, as it is far too complex for this approach. Instead, budget proposals requiring change or new services and policies will be required to carry out an Equality Impact Assessment to evaluate how the proposal will impact on all parts of the community. The impact assessment must include consultation with affected people and organisations. Heads of Service will have to identify what actions will be taken to mitigate against the worst adverse impacts at the end of their EQIA. The Corporate Equalities Group will be providing advice and support to Departments in developing appropriate EQIAs.

## **18. PERFORMANCE AND DATA IMPLICATIONS**

- 18.1 The demand management assumptions have been developed by looking closely at the data and undertaking projections based upon historic and current patterns of demand and need and assessing future demand such as rising populations and changes in age demographics. This data is under constant review with an aim to develop more sophisticated projections which will inform future years
- 18.2 Tracking the progress in realising the proposed savings is crucial and monitoring of these will be undertaken through Financial reporting but also through departmental and executive management team reporting
- 18.3 It will be important to track any positive or negative impact on the Council's key performance indicators as a result of these initiatives and this review will continue to be done through our performance framework and associated methodology. This will allow services and

the council as a whole to make a robust assessment of the impact of these initiatives.

**19. HEALTH AND SAFETY IMPLICATIONS**

19.1 None arising from this report

**20. HR IMPLICATIONS**

20.1 Any proposal that is likely to impact on posts or changes and potential closure of services, will require the Council to conduct a meaningful consultation with trade unions and staff. This will include consideration of alternative proposals put forward as part of the consultation process. The Council's HR policies and procedures for restructures should be followed. Any consideration for staff structural changes should ensure there is a resilient workforce to deliver on-going service requirements. Therefore, consideration of workforce planning should be included in the process.

20.2 Where redundancies are necessary the appropriate HR policies and procedures should be followed. Redeployment options must be considered.

20.3 It is important that services engage with HR at the earliest opportunity.

**21. PUBLIC HEALTH IMPLICATIONS**

21.1 The Council's core business is to maintain and enhance the wellbeing of the community; austerity and the financial climate is severely challenging its ability to do this. The MTFP outlines how the Council aims to meet its financial demands whilst minimising the effect of these pressures on the community. However, it is difficult to envisage how continuous cuts to the Council's budget will not impact upon its ability to support and maintain community wellbeing.

**Background Papers**

Pressures in the Medium Term Financial Plan 2020/21 - 2024/25									
Ref No.	Department	Proposal Summary (from template)	Category	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
<b>Pay Awards and Inflation</b>									
General inflation	Corporate	General inflation	Inflation	3,000	3,000	3,000	3,000	3,000	15,000
Pay Awards	Corporate	Pay Awards	Inflation	2,500	2,526	2,550	2,576	2,602	12,754
Customer Experience & Change 1	Corporate	Inflation specifically for IT contracts	Inflation	320	320	320	320	320	1,600
Environment & Operations	Corporate	Impact of deteriorating commodity prices for dry recycling materials	Inflation	330					330
ASC_P1_1920	People	Customer Pathway Contract Inflation ASC	Inflation	708	720	720	720	720	3,588
ASC_P2_1920	People	Learning Disabilities Contract Inflation ASC	Inflation	494	500	500	500	500	2,494
ASC_P3_1920	People	Mental Health Contract Inflation ASC	Inflation	81	80	80	80	80	401
<b>Total Pay Awards and Inflation</b>				<b>7,433</b>	<b>7,146</b>	<b>7,170</b>	<b>7,196</b>	<b>7,222</b>	<b>36,167</b>
<b>Demographic Pressures</b>									
Demographic Pressures	People	Adult Social Care Demographic Pressures estimated July 2019	Demography	2,017	2,000	2,000	2,000	2,000	10,017
Older People	People	Older People - Overspend forecast for 2019/20 at Q1	Demography	1,159					1,159
Older People	People	Older People - Overspend forecast for 2019/20 at Q2	Demography	72					72
Learning Disabilities	People	Learning Disabilities - Overspend forecast for 2019/20 at Q1	Demography	1,194					1,194
Learning Disabilities	People	Learning Disabilities - Overspend forecast for 2019/20 at Q2	Demography	44					44
Demographic Pressures	People	Children's Social Care Demography estimated July 2019	Demography	397					397
CSC Demographic Pressure	People	Further Children's Social Care Demography	Demography	1,792	750	750	750	750	4,792
Home To School Transport/SEN Transport	Place	Home To School Transport Pressures (ongoing annual demand pressures impact of £530k) + other current pressures	Demography	950	630	630	630	630	3,470
Home To School Transport/SEN Transport	Place	Home To School Transport/SEN Transport - Overspend forecast for 2019/20 at Q1	Demography	600					600
<b>Total Demographic Pressures</b>				<b>8,225</b>	<b>3,380</b>	<b>3,380</b>	<b>3,380</b>	<b>3,380</b>	<b>21,745</b>
<b>Investment / Capital Financing</b>									
Capital Financing	Corporate	Capital Financing	Cap Fin	1,000	1,000	1,000	1,000	1,000	5,000
Capital Financing existing programme	Corporate	Capital Financing existing programme	Cap Fin	1,500	1,500	1,500	1,500	1,500	7,500
Capital Financing 10 year programme	Corporate	Capital Financing 10 year programme (provisional pending further work)	Cap Fin		1,500	1,500	1,500	1,500	6,000
- Montagu	Corporate	Capital Financing Costs - Montagu	Cap Fin			869			869
- Fleet Replacement	Corporate	Capital Financing Costs - Fleet Replacement	Cap Fin		304	458	360	360	1,482
- Additional Affordable Housing Meridian 1	Corporate	Capital Financing Costs - Additional Affordable Housing Meridian 1	Cap Fin	525	405	193	1	440	1,564
- Crematorium Development	Corporate	Capital Financing Costs - Crematorium Development	Cap Fin				282		282
Invest to Save	Corporate	Capital Financing Costs of Investment in LED Street Lighting	Cap Fin	378					378
Legal	CEX	FOI/MEQ Team restructure	Investment	121					121
Organisational Development	CEX	Continuing Professional Development (estimate of £70k per directorate)	Investment	150					150
People & Governance	CEX	Director of HR	Investment	150					150
Head of Corporate Strategy	CEX	Head of Corporate Strategy	Investment	110					110
Bid Writing Post	CEX	MM2 post for Bid writing within Law & Governance (new)	Investment	72					72
WIL/EMG/DG	Corporate	Women into Leadership/Ethnic Minorities Group/Disabilities Group	Investment	75					75
ASC	People	Modern Slavery Team	Investment	120					120
Investment in Youth Crime	People	Two Year Pilot on Prevention of Serious Youth Violence ends	Investment		(500)				(500)
Children's Services	People	Permanent increase in the number of front line social workers	Investment	865					865
Summer Uni Programme	People	Summer Uni Programme	Investment	80					80
CSC	People	Children's Social Care - Edge of Care Work - social work team	Investment	385					385
Social Work Apprenticeships	People	Social Work Apprenticeships (new)	Investment	130	260	260			650
Investment in Waste	Place	Investment in Street Cleaning (funded via Waste Savings)	Investment	500					500
Property & Economy	Place	Property Restructure and Asset Management System	Investment	440	100				540
R&M Budget	Place	Repairs and Maintenance budget shortfall (non-capital planned works)	Investment	150	150	150	150	150	750
Property & Economy	Place	Asset Valuations Capital Accounts - Statement of Accounts action plan	Investment	150					150
Commercial	Resources	Procurement Hub staffing	Investment	250					250
Customer Experience & Change	Resources	Web Team staffing	Investment	60					60

<b>Pressures in the Medium Term Financial Plan 2020/21 - 2024/25</b>									
<b>Ref No.</b>	<b>Department</b>	<b>Proposal Summary (from template)</b>	<b>Category</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>Total £000</b>
Customer Experience & Change 2	Resources	IT Team staffing	Investment	350	350				700
Finance	Resources	Debt Strategy - increasing staff levels to focus on debt prevention and benefit maximisation	Investment	170					170
Customer Experience & Change	Resources	Customer Operations - quality manager and training post	Investment	89					89
<b>Total Investment / Capital Financing</b>				<b>7,820</b>	<b>5,069</b>	<b>5,930</b>	<b>4,793</b>	<b>4,950</b>	<b>28,562</b>
<b>North London Waste Authority</b>									
NLWA	Corporate	North London Waste Authority (NLWA) - new waste facility	NLWA		194	753	753	753	2,453
<b>Total NLWA</b>				<b>0</b>	<b>194</b>	<b>753</b>	<b>753</b>	<b>753</b>	<b>2,453</b>
<b>Pressures</b>									
Emergency Planning	CEX	Annual contribution to London Resilience Team (new)	Pressure	30					30
ASC	People	Increasing costs of services delivered by IWE - (original pressure of £2.0m reduced to £1.5m)	Pressure	1,500					1,500
CSC	People	National Accreditation and Assessment System (NAAS) for Social Workers - new requirement (original pressure of £200k reduced to £50k)	Pressure	50					50
Schools Traded	People	Prior year legacy income unrealisable: School traded	Pressure	600					600
ASC/PH	People	Use of one-off Public Health Reserves to support 2019-20 budget reversed	Pressure	937					937
Supporting People	People	Overspend forecast for 2019/2020	Pressure	300					300
R&E_P10_1718	Place	Street Lighting PFI Reserve	Pressure	291					291
R&E_P11_1718	Place	Planning Policy - establish a base budget for the function	Pressure	88					88
ENV_S9_1819_T1	Place	Traffic and Transportation Income (18/19 saving for 3 years only)	Pressure		130				130
Property & Economy	Place	Vacant Properties / Disposals - creation of base budget for function	Pressure	150					150
Trespass and Enforcement Actions On Council Land	Place	Trespass and Enforcement Actions On Council Land £250k per annum	Pressure	250					250
Property & Economy	Place	In sourcing cleaning contract (loss of JV income from NORSE JV £123k)	Pressure	123					123
Property Lease	Place	Increased property lease costs	Pressure	500					500
Customer Experience & Change 3	Resources	Out of hours service-one off contract termination cost	Pressure	31	(31)				0
Commercial	Resources	Procurement Contract review/forward plan legacy savings	Pressure	520					520
Commercial	Resources	Schools Traded Catering Service - Subsidy (originally £200k, now increased to £600k)	Pressure	600					600
IT	Resources	Prior Year Legacy income unrealisable: IT Network Assets and Infrastructure	Pressure	300					300
<b>Total Pressures</b>				<b>6,270</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,369</b>
<b>Overall Pressures in the MTFP 2020/21 - 2024/25</b>				<b>29,748</b>	<b>15,888</b>	<b>17,233</b>	<b>16,122</b>	<b>16,305</b>	<b>95,296</b>
<b>Full Year Effect of savings already agreed</b>				<b>(3,279)</b>	<b>(1,840)</b>	<b>(439)</b>	<b>0</b>	<b>0</b>	<b>(5,558)</b>
<b>Spending Pressures net of FYE savings</b>				<b>26,469</b>	<b>14,048</b>	<b>16,794</b>	<b>16,122</b>	<b>16,305</b>	<b>89,738</b>
<b>Pensions - Actuarial Review</b>				<b>(3,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,600)</b>

**Funding Assumptions in the Medium Term Financial Plan 2020/21 - 2024/25**

<b>Proposal</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Council Tax</b>						
Council tax single person discounts and other discounts. Use our internal records to identify savings	(500)	(1,000)				(1,500)
Review Council Tax Reduction Scheme	(200)					(200)
Adult Social Care Precept 2020/21 <b>2.00%</b>	(2,559)					(2,559)
Core Council Tax Increase <b>1.99%</b> (no tax base growth)	(2,533)	(2,584)	(2,635)	(2,688)	(2,741)	(13,181)
Original Assumed Tax Base Growth - 300 Band D Equivalents each year	(402)	(417)	(434)	(449)	(468)	(2,170)
Tax Base adjustments and Tax Base Growth - additional 500 Band D Equivalents each year rather than 300	(268)	(278)	(289)	(301)	(312)	(1,448)
<b>Business Rates</b>						
Business Rates Pool arrangement ending	2,950					2,950
SFA/Business Rates increase	(2,032)					(2,032)
Business Rates Benefit from London Pool (new)	(425)					(425)
<b>Grants</b>						
Social Care Grant (£1bn nationally)	(5,411)					(5,411)
New Homes Bonus - grant reduction from 21/22		400	400	400	394	1,594
Reduction in Housing Benefit Admin Grant (10% per annum)	158	142	128	115	103	646
Homelessness Grant - reducing by £800k per year from 21/22 (updated)		800	800	800	800	3,200
<b>Other Items</b>						
One off Use of Reserves in 2019/20 reversal	1,000					1,000
Collection Fund Deficit	1,314	700	(700)			1,314
CPI Increase in Base Funding 2020/21 (Settlement Funding Assessment) (new)	(1,000)					(1,000)
<b>Total Funding</b>	<b>(9,908)</b>	<b>(2,237)</b>	<b>(2,730)</b>	<b>(2,123)</b>	<b>(2,224)</b>	<b>(19,222)</b>
One off Use of Reserves in 2020/21	(1,565)	1,565				0
<b>Revised Total funding</b>	<b>(11,473)</b>	<b>(672)</b>	<b>(2,730)</b>	<b>(2,123)</b>	<b>(2,224)</b>	<b>(19,222)</b>

**Full Year Effect of Prior Year Savings in 2020/21 - 2024/25**

			2020/21	2021/22	2022/23	2023/24	2024/25	Total
Directorate	Department	Title	£000	£000	£000	£000	£000	£000
Corporate	Corporate	Taxbase Growth	(75)					(75)
People	Adult Social Care	Reardon Court - Extra Care		(113)	(377)			(490)
People	Adult Social Care	Reduction in management as a result of service re-modelling	(157)					(157)
Place	Place	Edmonton Cemetery Expansion - sales of mausolea and vaulted graves	(6)	(6)	(6)			(18)
Place	Place	Additional T&T income from recharges to capital			25			25
Place	Place	Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery	(390)	(60)	(31)			(481)
Place	Place	Meridian Water Meanwhile Use income - reversal of 2019/20	1,190					1,190
Place	Place	LED Street Lighting	(250)					(250)
Place	Place	Stop School Crossing Patrols	(34)					(34)
Place	Place	Building Control Income	(50)					(50)
Place	Place	Temporary Accommodation - Future Years	(780)	(711)				(1,491)
Place	Place	Market Rentals for Council Properties	(50)	(50)	(50)			(150)
Place	Place	Management actions to contain pressure	(379)					(379)
Place	Place	Increase income across R&E	(250)					(250)
Place	Place	Organisational Review Savings	(198)					(198)
Place	Place	Waste Savings	(1,800)	(700)				(2,500)
Resources	CEX/Resources	Payments Programme - new system allowing efficiencies in Exchequer	(200)	(200)				(400)
Resources	CEX/Resources	Energy Saving Initiatives - reversal of 2019/20 one-off	150					150
			<b>(3,279)</b>	<b>(1,840)</b>	<b>(439)</b>	<b>0</b>	<b>0</b>	<b>(5,558)</b>

**Tranche 1&2 Savings and Income Generation Proposals 2020/21 - 2024/25**

Reference	Department	Description of Saving/Income Generation Proposal	Tranche	2020/21	2021/22	2022/23	2023/24	2024/25	Total
				£000	£000	£000	£000	£000	£000
<b>Corporate</b>									
CORP 20-21 S01	Corporate	Take system credits as a one-off saving, then assume £500k each year ongoing saving	1	(2,000)	1,500				(500)
CORP 20-21 S02	Corporate	Tail spend savings. Supplier manages spend for the council. Savings achieved through economies	2	(150)	(150)				(300)
CORP 20-21 S03	Corporate	Review HRA recharges, MRP policy and capitalisations and application of grants	2		(500)	(500)			(1,000)
CORP 20-21 S04	Corporate	Obtain rebates by using Purchase Cards for energy bills and matrix invoicing	2	(100)					(100)
<b>Corporate Total</b>				<b>(2,250)</b>	<b>850</b>	<b>(500)</b>	<b>0</b>	<b>0</b>	<b>(1,900)</b>
<b>Resources/CEX</b>									
RES 20-21 S01	Resources	Organisational Review Saving (original saving £450k; reduction to £225k)	1	(225)					(225)
RES 20-21 S02	Resources	Update of financial systems. Alternative to SAP & BPC.	1				(250)		(250)
RES 20-21 S04	Resources	Payroll Service expansion to schools	1					(200)	(200)
RES 20-21 S05	Resources	Staff savings from implementation of a vendor payment portal	1					(200)	(200)
RES 20-21 S06	Resources	Single view of the customer debt	1					(50)	(50)
RES 20-21 S07	Resources	On line forms and ability to upload information required to go into back office systems for revenues and benefits	1	(20)	(120)				(140)
RES 20-21 S08	Resources	Greater automation to reduce staff resources in administering DWP notifications	1		(60)				(60)
RES 20-21 S09	Resources	Review of out of hours contracting arrangements; early exit termination fees apply.	1	(14)	(42)				(56)
RES 20-21 S10	Resources	Customer Service Centre demand reduction and channel shift	1		(100)				(100)
RES 20-21 S11	Resources	Sustainable council: reduction in printing across the council by 15%	1	(50)					(50)
RES 20-21 S12	Resources	Re-procurement of bulk printing and postage contract	1	(200)					(200)
RES 20-21 S13	Resources	New arrangements for hosting ICT applications and mobile phone contract reductions	1	(1,300)					(1,300)
RES 20-21 S14	Resources	Reducing costs associated with data storage	1	(300)					(300)
RES 20-21 S15	Resources	Reducing cost of maintaining staff laptops and devices	2			(60)			(60)
RES 20-21 S16	Resources	Procurement saving resulting from replacing our digital customer platform	1	(800)					(800)
RES 20-21 S17	Resources	Application Rationalisation - ongoing reduction of other applications	2		(200)	(200)			(400)
RES 20-21 S18	Resources	Rationalisation of telephony contracts	1		(200)				(200)
RES 20-21 S19	Resources	Automation of routine processes including the exploration of Artificial Intelligence	1		(50)				(50)

**Tranche 1&2 Savings and Income Generation Proposals 2020/21 - 2024/25**

Reference	Department	Description of Saving/Income Generation Proposal	Tranche	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
RES 20-21 S20	Resources	Reduction in the usage of the interpreting contract	1		(20)				(20)
RES 20-21 S21	Resources	Digital support to the UK immigration and visa verification service.	1	(140)	(140)				(280)
RES 20-21 S22	Resources	Community libraries. Wireless self service printing to generate income	2	(50)					(50)
RES 20-21 S23	Resources	Investment in a sensory room for use by individuals, companies and schools	1	(20)					(20)
RES 20-21 S24	Resources	Makerspaces. Equipping community rooms to support crafting and other skill development	1	(20)					(20)
CEX 20-21 S01	CEX	Improve our registration offer to local residents	2		(50)				(50)
CEX 20-21 S02	CEX	Reduce printing	1	(50)					(50)
CEX 20-21 S03	CEX	Organisational Review Saving	1	(150)					(150)
CEX 20-21 S04	CEX	Review of recharges	1	(100)					(100)
<b>Resources/CEX Total</b>				<b>(3,439)</b>	<b>(982)</b>	<b>(260)</b>	<b>(250)</b>	<b>(450)</b>	<b>(5,381)</b>
<b>Adults and Public Health</b>									
PEOPLE 20-21 S05	Adult Social Care	Increased income through fees and charges for chargeable Adult Social Care Services	1	(320)	(100)	(100)	(100)	(100)	(720)
PEOPLE 20-21 S06	Adult Social Care	Maximisation of IWE resource for day services	1	(90)					(90)
PEOPLE 20-21 S07	Adult Social Care	Review of residential placements to secure appropriate supported living	1	(200)					(200)
PEOPLE 20-21 S08	Adult Social Care	Increased use of Assistive Technology and support through the VCS	1	(100)					(100)
PEOPLE 20-21 S09	Adult Social Care	Reduced costs of care through early intervention	1	(110)					(110)
PEOPLE 20-21 S10	Adult Social Care	More efficient processing of DoLs and care of Pets	1	(40)					(40)
PEOPLE 20-21 S11	Adult Social Care	Reduction in print costs	1	(25)					(25)
PEOPLE 20-21 S13	Public Health	Review of commissioning contracts and out of borough Sexual Health spend	1	(970)					(970)
<b>Adults and Public Health Total</b>				<b>(1,855)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(2,255)</b>

**Tranche 1&2 Savings and Income Generation Proposals 2020/21 - 2024/25**

Reference	Department	Description of Saving/Income Generation Proposal	Tranche	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
<b>Children's and Education</b>									
PEOPLE 20-21 S04	Education	DSG Funding and capital recharges	1	(90)					(90)
PEOPLE 20-21 S03	Children Social Care	Reduction in business support (vacant post)	1	(39)					(39)
PEOPLE 20-21 S01a	Children Social Care	Reduction in early retirement pension budget	1	(58)					(58)
PEOPLE 20-21 S01b	Children Social Care	Reduction in reparation due to Police contribution	1	(10)					(10)
PEOPLE 20-21 S02a	Children Social Care	Block booking semi-independent accommodation (original £125k; revised to £60k)	1	(60)					(60)
PEOPLE 20-21 S02b	Children Social Care	Reducing placement costs	1	(140)					(140)
<b>Children's and Education Total</b>				<b>(397)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(397)</b>
<b>Place</b>									
PLACE 20-21 S01a	Place	Increase in fee income in the planning service	1		(170)	(20)			(190)
PLACE 20-21 S01b	Place	Building Control Plan Drawing Service	1		(30)	(20)			(50)
PLACE 20-21 S02a	Place	Genotin Road Car Park Redevelopment	1	93	(1,579)				(1,486)
PLACE 20-21 S02b	Place	Montagu Industrial Estate Redevelopment	1				(300)	(900)	(1,200)
PLACE 20-21 S02d	Place	Security contract saving	1	(78)					(78)
PLACE 20-21 S02g	Place	Reardon Court Development Rental Income	1				(600)	(30)	(630)
PLACE 20-21 S02j	Place	Insource Cleaning Contract ongoing efficiencies	1		(50)				(50)
PLACE 20-21 S02l	Place	Sub-stations rent reviews	1		(50)				(50)
PLACE 20-21 S03	Place	Crematorium Development	1			(1,544)			(1,544)
PLACE 20-21 S02	Place	Rationalisation of property estate	1	156	(408)	(440)			(692)
PLACE 20-21 S04	Place	Traffic order income (original £60k; increased to £100k)	1	(100)					(100)
PLACE 20-21 S05a	Place	Meridian Water Meanwhile use income	1	(1,109)	387	86	0	(81)	(717)
PLACE 20-21 S05b	Place	Meridian Water Non-Residential Rental Income	1					(194)	(194)
PLACE 20-21 S06a	Place	Parking Contract Renewal	1	(165)	(35)				(200)
PLACE 20-21 S06b	Place	Crown Road Lorry Park and Shared Pound	1		0				0
PLACE 20-21 S07	Place	Additional LED street light savings	1		(260)				(260)
PLACE 20-21 S08	Place	Scaffolding Permit Income	1	(50)					(50)

**Tranche 1&2 Savings and Income Generation Proposals 2020/21 - 2024/25**

Reference	Department	Description of Saving/Income Generation Proposal	Tranche	2020/21	2021/22	2022/23	2023/24	2024/25	Total
				£000	£000	£000	£000	£000	£000
PLACE 20-21 S09	Place	Organisational Review Saving	1	(150)					(150)
PLACE 20-21 S10	Place	Inflation uplift on external clients and receipts income	1		(180)	(180)	(180)	(180)	(720)
PLACE 20-21 S11	Place	Homelessness Service Review	1	(1,000)	(125)	(125)			(1,250)
PLACE 20-21 S12	Place	Southgate Cemetery Cemeteries Mausoleum and Vaulted graves sales	1	318	70	30	(769)		(351)
PLACE 20-21 S13	Place	Vehicle Fleet Replacement – through borrowing instead of leasing.	1	(1,200)					(1,200)
PLACE 20-21 S14	Place	In house Parks/Cemeteries contracts efficiency	1	(50)					(50)
PLACE 20-21 S15	Place	Commercialisation of the Fleet Workshop	1	(50)					(50)
PLACE 20-21 S16	Place	Staff capitalisation to MW, due to increased staffing levels to meet the revised MW scope	1	(70)					(70)
<b>Place Total</b>				<b>(3,455)</b>	<b>(2,430)</b>	<b>(2,213)</b>	<b>(1,849)</b>	<b>(1,385)</b>	<b>(11,332)</b>
<b>Total Savings and Income Generation proposals</b>				<b>(11,396)</b>	<b>(2,662)</b>	<b>(3,073)</b>	<b>(2,199)</b>	<b>(1,935)</b>	<b>(21,265)</b>

## OVERVIEW &amp; SCRUTINY COMMITTEE - 30.10.2019

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON WEDNESDAY, 30 OCTOBER 2019****COUNCILLORS****PRESENT**

Susan Erbil (Chair), Tolga Aramaz, Sinan Boztas, Achilleas Georgiou, Bernadette Lappage, Lee- David Sanders and Edward Smith.

**STATUTORY  
CO-OPTES:**

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

**OFFICERS:**

Susan O'Connell (Scrutiny Officer)  
Elaine Huckell (Scrutiny Secretary)

**Also Attending:** One member of the public

**305****WELCOME & APOLOGIES**

Councillor Susan Erbil welcomed everyone to the meeting.

Apologies for absence had been received from Councillor Guner Aydin and, also from the Associate Cabinet Members – Councillor Ahmet Hasan, Councillor Mustafa Cetinkaya and Councillor Claire Stewart.

Members were concerned that the Associate Cabinet Members were not in attendance. It was mentioned that the meeting had been specially arranged for this item. A work programme report, for each of the Associate Cabinet members had been included with the agenda which had been circulated. The reports were given at items 3, 4 and 5 of the agenda.

Members had acknowledged that the Monitoring Officer had previously provided the following advice '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'

Members asked for the following points to be noted-

- All Members of OSC should have been notified beforehand that the Associate Cabinet Members had sent apologies and would not be attending the meeting.
- Members felt that whilst the ACM's were not obliged to attend, in the spirit of scrutiny they should have attended, and felt it was disrespectful not to do so.
- The Leader should be invited to a future meeting of OSC to discuss the ACM's work programmes, if the ACM's are unable to attend.

**OVERVIEW & SCRUTINY COMMITTEE - 30.10.2019**

- There had been a waste of resources, in terms of officers and councillors' time in allowing the meeting to go ahead, as the ACM's were unable to attend, and this was the main agenda item.

**AGREED**

- The ACM's would be invited to attend a future meeting of OSC. If they do not wish to be present the Leader would be asked to attend and speak on their behalf.
- For future meetings it was agreed that all OSC members will be informed ahead of the meeting if apologies had been given which affects the majority of agenda items.

**306**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**307**

**ASSOCIATE CABINET MEMBER (ENFIELD NORTH) WORK PROGRAMME**

The report was NOTED.

**308**

**ASSOCIATE CABINET MEMBER (ENFIELD SOUTHEAST) WORK PROGRAMME**

The report was NOTED.

**309**

**ASSOCIATE CABINET MEMBER (ENFIELD WEST) WORK PROGRAMME**

The report was NOTED

**310**

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

Crime Scrutiny Panel

Councillor Lee David -Sanders, (Chair of Crime Scrutiny Panel) updated the meeting on the work of the Panel. He highlighted the following -

The Work Planning Meeting on 13 June 2019 had looked at priorities for the coming municipal year with the following items to be included on the work programme

- Update from the Fire Brigade on the work they are doing to reduce crime
- Prostitution
- Burglary
- Cuckooing

**OVERVIEW & SCRUTINY COMMITTEE - 30.10.2019**

- Parks (issues of safety and vandalism)

The meeting of the 12 September 2019 had held discussions on the following:

- An update from the Chief Inspector giving details of crimes in the borough recorded within parks, other crime statistics and it was noted the increase in serious youth violence, knife crime and residential burglaries.
- The Fire Brigade gave an overview of various initiatives being undertaken, in an attempt, to reduce crime.
- The meetings are generally well attended.

Councillor David-Sanders said it was important to have good attendance of members at this meeting and it was a useful means for the public to engage with the police and members.

The following issues were raised:

- Councillor Smith referred to his attendance at CAPE meetings for Cockfosters and said this was a successful means of bringing the police and members of the public together. He also referred to the use of 'Whats App' for Neighbourhood Watch which had been very useful as a means for neighbours to keep in touch with the police about any problems. Whilst this may be useful as a means of communication – members said there may be issues with data protection.
- Reference was made to the increase in car thefts and it was noted that there had been suggestions that people may wish to return to using steering locks as a means of securing their cars.
- Councillor Lappage referred to the successful CAPE for Jubilee ward.
- That the challenge for policing in the borough is that the borough command unit now covers two boroughs and often police officers who would normally cover Enfield may need to help in other areas. A recent example when officers needed to help with the 'extinction rebellion' protests.
- It was thought it may be useful for new councillors to be offered training regarding CAPEs and how to promote them to encourage members of the public to participate.

Health Scrutiny Panel

Councillor Sinan Boztas, (Chair of Health Scrutiny Panel) updated the meeting on the work of the Panel.

The Work Planning Meeting in June 2019 had included input from Cabinet Members and Senior Managers from Enfield Council and Enfield Clinical Commissioning Group. The Work Plan for the year reflects issues which directly affect residents and includes scrutiny of hospital trusts, public health and primary care.

He highlighted the following:

**OVERVIEW & SCRUTINY COMMITTEE - 30.10.2019**

- Members of the panel attended a meeting with Enfield CCG in August to discuss services provided at the 4 GP Hubs in the borough.
- In early September prior to the first Panel meeting members were given a tour of the new facilities at Chase Farm Hospital by their Chief Executive Officer.
- At the September panel meeting there were presentations on Chase Farm hospital and the GP Hubs. Issues raised following the Chase Farm presentation included – opening hours of the urgent care centre, funding for changing dressings, x-ray facilities, hospital transport and blood test provision. The update on walk in services at GP Hubs – included discussion on communications, liaison with community groups, patient pathways and appropriate triage.
- The meeting in January will focus on North Middlesex hospital and the outcome of the Care Quality Commission inspection also immunisation services will be discussed.
- The meeting in March will include Continuing Healthcare and Primary Care Networks.
- Councillor Clare De Silva and Councillor Boztas represent Enfield at the joint Health overview and Scrutiny Committee for North Central London. The panel meets five times a year the next meeting will be held on 29 November 2019.

The following points were raised:

- Councillor Smith referred to Holbrook House which is a large office building which houses NHS staff. He understands that this is being considered for residential use, he thought there had been space allocated there for a GP practice however he has been unable to find out where this practice is to go. Councillor Boztas did not have any further information on this issue.
- Councillor Boztas referred to the GP Hubs which now provide additional service up to 8pm.

**311**

**MINUTES OF THE MEETING HELD 4 SEPTEMBER 2019**

**AGREED**

The minutes of the 4 September 2019 meeting were confirmed.

Under item 2 - Declarations of Interest, additional clarification was provided that Councillor Erbil had joined the meeting at agenda item 4 (Fostering and Adoption services in Enfield – Annual Report)

**312**

**WORK PROGRAMME 2019/20**

Members noted the Work Programme for 2019/20 and agreed that the Associate Cabinet members should be invited to attend one of the next OSC scheduled provisional Call in meetings either on Thursday 28 November 2019 or Thursday 30 January 2020.

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**313**

**DATES OF FUTURE MEETINGS**

The dates of future meetings were noted:

Call- in meeting : Thursday 14 November 2019

Business meetings of OSC

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

Provisional Call-In dates

- 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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**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 7 NOVEMBER 2019**

**COUNCILLORS**

**PRESENT**

Susan Erbil (Chair), Achilleas Georgiou (Vice-Chair), Tolga Aramaz, Sinan Boztas, Bernadette Lappage, Edward Smith and Glynis Vince.

**STATUTORY  
CO-OPTES:**

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

**OFFICERS:**

Joanne Drew (Director of Housing), Nick Martin (Head of Service Temporary Accommodation), Anne Stoker (Director of Children and Family Services), Angela Bent (Head of Service Practice Improvement & Partnerships, Children's Services), Florah Shiringo (Head of Early Help and Protection), Matt Bowmer (Interim Director Finance & Commercial), Claire Johnson (Head of Governance, Scrutiny & Registration Services), Elaine Huckell (Scrutiny Secretary)

**Also Attending:**

Councillor Gina Needs (Cabinet Member Social Housing), Simon Alin (Press)

**320**

**WELCOME & APOLOGIES**

Councillor Susan Erbil welcomed everyone to the meeting.

Apologies had been received from Councillor Lee-David Sanders and Councillor Glynis Vince was substituting for him. Apologies were also received from Councillor Guner Aydin, Fay Hammond and Tony Murphy.

**321**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**322**

**TEMPORARY ACCOMMODATION**

Councillor Gina Needs (Cabinet Member Social Housing) introduced this item and together with Joanne Drew (Director of Housing) and Nick Martin (Head of Service Temporary Accommodation) a report was presented on Temporary Accommodation. The report set out how the Temporary Accommodation

**OVERVIEW & SCRUTINY COMMITTEE - 7.11.2019**

service is run and the role of 'Housing Gateway' in helping to support the council to meet and discharge its homelessness obligations.

A report by the Smith Institute on 'Why is Enfield facing high levels of homelessness and what are the options for change?' had been circulated with the report and it was noted that a report on the future of the Homelessness service had been submitted to Cabinet in September 2019

The report explained how the temporary accommodation service works and the main reasons why there were such high levels of temporary accommodation in Enfield.

The following points were raised:

- It was asked how the ambition to ensure there are no households in temporary accommodation for more than 6 months would be achieved. Nick Martin explained that there would be a different approach introduced, with more resources used to help people at an earlier point to prevent homelessness. A new intelligence- based IT system would highlight people who are at risk and they would be supported. The IT model is being developed and would be used from April, it is anticipated it would take a year to mobilise. It was mentioned that sometimes people may be reluctant to move into alternative accommodation which may be inferior to their existing residence. Some people are legally entitled to a council home and cannot be moved into private rented property.
- In answer to a question about the length of time people spend in temporary accommodation it was stated that whilst the average time is 2½ years there have been cases of people being in temporary accommodation for 20 to 21 years.
- There would be incentives for people to sustain their tenancies (extra points allocated) to try to prevent people from becoming homeless.
- It was noted that support packages are provided in Croydon and it was asked what support is provided for people in Enfield. An answer was given that we refer people to other housing providers, and that we will be improving the information and advice available so people can make informed decisions. We would be setting up a 'housing academy' to equip tenants with the skills and training needed to sustain future tenancies in the private sector.
- Reference was made to the number of older residents who would be happy to downsize to smaller properties if they were available. Joanne stated that they were working on this, investment was needed to provide a better offer for residents.
- Councillor Smith spoke of his support for this initiative for early interventions to prevent people from becoming homeless. He said he would like officers to report back on this in 12 months and provide an update.
- It was noted that it was often cheaper for other local authorities to rent properties for their residents in Enfield than in central London, the amount of Private Rented Sector (PRS) properties available for Enfield is therefore less. It is estimated that approximately 60% of PRS

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properties in Enfield are rented to LA's other than Enfield. Similarly, Enfield has rented properties for residents outside of the borough, for example in Harlow. It is anticipated that Enfield will join 'Capital Letters' which is a collaboration between London boroughs working together to improve housing options for homeless households with an aim to reduce competition between boroughs. A report is to be submitted to Cabinet on this.

- Members noted that in some situations it is necessary for residents to be placed in properties out of the borough, for example in cases of domestic violence.
- It was mentioned that by having additional people coming into the borough as a result of cheaper rents, this is having a detrimental effect on Enfield services - for example, with extra school places needed.
- The net loss for Enfield for temporary accommodation in 2018/19 was £7.9m.
- Reference was made to placements in Harlow from Enfield. A number of residents had stated that they were happy to stay in Harlow and did not wish to move back to Enfield. It was noted that the process of discussions with Haringey are ongoing on exchanging properties as Haringey have 600 households placed in the Enfield area and we have 300 placements in the Haringey area. It was noted that these were mainly studio or one-bedroom properties.
- There were now more stringent controls for all London boroughs on nightly paid accommodation, with reduced rates set in 2014..
- A table on page 4 of the report shows the 3- year budget profile for temporary accommodation/ homelessness which shows an anticipated £1.8m decrease in the budget for next year (2020/21) compared to this year (2019/20). It was asked how we can expect such a drastic decrease. Joanne Drew referred to significant targets for turning around properties and that resources for this in future will be under the remit of the Head of Service, Temporary Accommodation.
- It was noted that we were investigating the viability of a social letting's agency with a mixed rent model, Local Housing Allowance, intermediate, and an additional market rent option (Enfield Let).
- It was questioned whether Enfield could or should provide additional funding to subsidise rent levels. It was pointed out that by doing this, we would rapidly reduce the number of properties that could be provided. At present, the priority was to be able to maximise supply.

**AGREED**

1. The report was NOTED.
2. Members asked officers to provide an update next year, on the initiative for early interventions to prevent people from becoming homeless (November 2020).

The Chair thanked Councillor Needs and officers for this informative report.

Councillor Needs, Joanne Drew and Nick Martin left the meeting at this point.

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**OFSTED IMPROVEMENT PLAN**

Anne Stoker (Director of Children and Family Services) introduced the report. Angela Bent (Head of Service Practice Improvement & Partnerships, Children's Services) explained that the action plan was developed following the Ofsted inspection of Children services in March 2019.

The Ofsted inspection had judged the following four key areas to be judged as Good

- To help and protect children
- The experiences and progress of children in care wherever they live, including those who return home
- The arrangements for permanence for children who are looked after, including adoption
- The experiences and progress of care leavers

The Ofsted inspection identified four areas where further improvement was required, and the improvement plan set out actions undertaken and ongoing actions in respect of the following areas –

- The quality of plans for children in need
- Return home interviews for children missing from home
- Private fostering responses, including timely statutory checks and regular visits to ensure that children live in safe arrangements to meet their needs
- Health information for care leavers.

The following issues were raised:

1. Audit of the quality of CIN (Children in Need) plans - p56 of the report (improvement action para1.3) mentioned that cases would be re-audited in November 2019 to ensure that practice had improved. It was stated that this had been added to our audit programme, reported back in December and we have a robust service audit every six weeks which is, an in-depth review.
2. Members congratulated the service for the positive findings from the Ofsted inspection. Councillor Vince praised the work of foster carers and the support they are given.
3. Officers were asked what they would consider to be the challenges for the service going forward. It was explained there is a process of self-evaluation with an emphasis on continuous improvement. Challenges for the service were due to the complexity of some cases, with hundreds of referrals each week and risks considered on a daily basis, also delays in the court process. It was essential to maintain a high calibre workforce and for us to be confident in their abilities. As part of this, we have a good training programme with a strong network for newly qualified social workers. We link with Kent University as a centre of excellence, who, it is understood will be setting up a base in Enfield.
4. Anne Stoker spoke of the need for consistency in the provision of the service – for example with CIN plans where there have been regular visits with social workers, she would want to hear from the children involved.

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5. Members asked for an indication of the scale of the problem when children go missing from a care home. Anne Stoker said a Missing Persons Debriefing Service is now based in the MASH (Multi-Agency Safeguarding Hub). All missing children are offered an independent debriefing on their return and key information shared with relevant agencies to ensure our ability to keep them safe.

**NOTED**

Members noted the progress made against the Enfield Improvement Plan following on from the Ofsted Inspection of Children Services in March 2019.

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**ANNUAL CHILDREN'S SELF EVALUATION FRAMEWORK ASSESSMENT (SEF) 2019**

Anne Stoker (Director of Children and Family Services) and Angela Bent (Head of Service Practice Improvement & Partnerships, Children's Services) presented the report which updated the committee on the Children Self Evaluation (SEF) 2019. The SEF is the Children's Services self- evaluation of the quality and impact of social work practice in the borough over the past year.

The report covers six core areas and the Self- Evaluation should answer three questions:

- What do you know about the quality and impact of social work practice in your local authority?
- How do you know it?
- What are your improvement plans for the next 12 months?

The following was highlighted

- The self-evaluation of the quality and impact of social work practice shows that across children's service practice is improving.
- The introduction of a 6-weekly in-team audit and moderation process gives oversight and provides assurance to senior officers.
- There have been 'Practice days' and we now have 'Practice weeks' which supports protected learning time and enables senior managers to understand how practitioners work with children and their families through practice observations.
- There has been a significant increase in the number of referrals coming through.
- Where a decision has been taken to initiate a Section 47 investigation (the LA statutory duty to make enquiries when a child is suspected to be suffering or likely to suffer harm) a review found the decision making and application of threshold had been appropriate and proportionate.
- There had been an increase in the number of unaccompanied asylum-seeking young people needing to be looked after by the local authority.

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- There had been an increase in children that have been adopted. Enfield is to become part of the regional adoption agency – Adopt London North Regional Adoption Agency
- There are pressures on the team, and it is important that we manage to retain staff

The following issues were raised:

- It was asked why there had been a reduction in the number of adoptive families approved during 18/19 compared to the previous year. An answer was given that matching can be an issue. As Enfield had joined the Adopt London North Regional Adoption Agency from October 2019 it was hoped that there would be a 'bigger pool' which should be beneficial.
- A question was asked about the decrease in the number of foster carer approvals and whether the level of deprivation in the borough would have an effect on this? Anne Stoker referred to a change in legislation which had resulted in less children being adopted, and more being looked after by friends and families under 'special guardianship orders'. She pointed out however that the same processes are undertaken beforehand to determine their suitability. She said deprivation in the borough was not a factor in the number of foster carers.
- The report had referred to there being 382 children in care at the end of March 2019 an increase of 10% from the previous year. A Member stated that the number of children adopted was very small compared to this, and asked approximately how many special guardianship orders were granted in a year? There were approximately 20 guardianship orders granted and of these approximately half were for children who were LAC (Looked after children).
- It was noted that between April 2018 to March 2019 there were 487 episodes of children going missing which was attributable to 158 children. The danger of these children being involved in criminal activity such as 'county lines' was raised. Anne Stoker confirmed that this was of great concern and, also to a greater extent there was a risk to these children of sexual exploitation. She said regular partnership meetings were held through the MASH (Multi-Agency Safeguarding Hub) and a debriefing system is in place here as it is important to ascertain information and put in place interventions as soon as possible. Members were informed of plays that had been presented primarily for children - 'Chelsea's Choice' and one on County Lines to raise awareness of these issues. It was noted that the plays had also resulted in some disclosures being given.

**AGREED**

1. Members of OSC supported the development priorities for 2019/20 as outlined within the self-evaluation

Officers were thanked for their reports

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**BUDGET PROGRESS UPDATE**

Matt Bowmer (Interim Director Finance & Commercial) updated the Committee on the formulation of the Council's 2020/21 Budget and Medium-Term Financial Plan 2020/21 to 2024/25.

The following was highlighted:

- The aim is to put in place robust and resilient finances to enable the council to safeguard services and protect the most vulnerable in the borough.
- Progress has been made in identifying savings and income generation initiatives to address the financial gap which were presented to Cabinet in October. The Overview and Scrutiny meeting in December will review the Medium-Term Financial Plan and proceed on to Council meeting in February 2020.
- The Settlement due to be published 5 December will be delayed because of the election. We are hopeful to have this information before Christmas.
- Residents have been given the opportunity to put forward their views on council rate setting and we would engage with interest groups such as voluntary organisations. Briefing papers are being prepared for councillors to engage with residents.

The following issues were raised

- It was mentioned that there still appeared to be a funding gap to find of £3m? Matt Bowmer answered that the bulk of the proposals have been published and the remainder will be shown for the December Cabinet meeting.
- It was asked if it was intended to find further savings or will the balance be funded from reserves? It was thought this would be coming from a variety of sources. There would be a focus to protect funding for customer services and IT.
- There was concern as to whether councillors had received notification of the opportunity for residents to put forward views on council rate setting and whether this had been widely publicised? It was noted that a press release had been given and consultation details were shown on the Council website. Matt Bowmer said we should be mindful of costs involved in the process – last year only 60 responses had been received.
- Councillor Georgiou requested further information in relation to commercial property investment. Mark Bradbury, Director of Property & Economy would attend the meeting of the Overview and Scrutiny Committee on 19 December 2019 when the meeting would be to review the Medium-Term Financial Plan.

**NOTED** - The Overview and Scrutiny Committee noted

1. The current financial position outlined
2. The opportunity to scrutinise the savings and income generation proposals and the underlying spending and funding assumptions to the meeting of OSC on 19 December 2019.

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3. The future reports to Cabinet with the Tranche 2 proposals in December and to Council for final approval in February 2020.

Matt Bowmer was thanked for his report.

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**WORK PROGRAMME 2019/ 20**

**NOTED**

Members noted the Work Programme for 2019/20 and agreed that an invitation be sent to the three Associate Cabinet Members for them to attend a meeting of the Overview and Scrutiny Meeting on either the 28 November 2019 or the 30 January 2020. If ACM's were unable to attend then the Leader would be asked to attend in their place'.

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**DATES OF FUTURE MEETINGS**

The dates of future meetings were noted:

Call-In Meeting

- Thursday 14 November 2019

Business meetings of OSC

- Thursday 19 December 2019 (Budget meeting)
- Thursday 13 February 2020
- Thursday 2 April 2020

Provisional Call-In dates

- Thursday 28 November 2019
- Thursday 30 January 2020
- Thursday 6 February 2020
- Wednesday 4 March 2020
- Thursday 26 March 2020
- Tuesday 28 April 2020

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 14 NOVEMBER 2019**

**COUNCILLORS**

**PRESENT** Susan Erbil, Tolga Aramaz, Guner Aydin, Sinan Boztas, Bernadette Lappage, 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:** Mark Bradbury (Director of Property & Economy)  
Jayne Middleton-Albooye (Head of Legal Services)  
Stacey Gilmour (Governance & Scrutiny Officer)

**Also Attending:** Councillor Mary Maguire (Cabinet Member, Finance & Procurement)  
Councillor Derek Levy (Call-In Lead)  
Councillor James Hockney (Call-In Lead)  
Councillor Daniel Anderson (Observing)  
Councillor Charith Gunawardena (Observing)  
Councillor Anne Brown (Observing)  
Simon Allin (Press)

**347  
WELCOME & APOLOGIES**

Councillor Erbil welcomed all attendees to the meeting. Apologies for lateness were received from Councillors Boztas and Lappage.

**348  
DECLARATIONS OF INTEREST**

There were no declarations of interest.

**349  
CALL IN: QUARTERLY CORPORATE PERFORMANCE REPORT**

NOTED that this item had been deferred to a meeting of OSC on Thursday 21 November 2019.

**350  
CALL IN: THE FUTURE DELIVERY OF CLEANING SERVICES - COUNCIL CORPORATE BUILDINGS**

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The Committee received a report from the Director of Law and Governance outlining details of the two call-ins received on the cabinet Decision taken on The Future of Cleaning Services - Council Corporate Buildings (Report No: 142).

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

Councillor Erbil reminded everyone of the Purdah guidance and that discussion on the call-ins 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. She also advised that Councillor Gunawardena (who was in the audience observing the meeting) would be asked to leave the room for the part 2 discussions as he was a Director of Enfield Norse. The press would also be asked to leave the meeting for the part 2 agenda.

Councillor Erbil invited Councillor Levy to give an outline of the reasons for the first call-in.

NOTED

1. Councillor Levy set out the reasons for calling in the decision:
  - The reasons for call-in were very intensive, with nine questions raised, six of which would be addressed under the Part 2 agenda.
  - Councillor Levy had attended the Cabinet meeting when this report had originally been discussed and not one question had been raised. He was therefore concerned that decisions were not taking place in an open and transparent way and he questioned the robustness of the governance process.
  - The report refers to a conservative assessment of future cleaning needs. However, these detailed future cleaning needs have not been discussed with Enfield Norse to make a reasonable comparison.
  - The report wrongly assumes that the joint ventures may not terminate. The full cost of the probable termination has not been considered.
  - Although around 140 individual members of staff (up to 60 FTE) shall be considered under the TUPE process, Enfield Norse have over 300 employees. The full status and costs associated with the remaining employees have not been discussed in the report.

Councillor Boztas joined the meeting at this point.

2. Councillor Maguire, Cabinet Member, Finance & Procurement and Mark Bradbury, Director of Property & Economy responded to the reasons as follows:

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- Councillor Maguire was surprised that this call-in was about what questions had or hadn't been asked with regards to the report and felt that this showed that it was a very clear and in-depth report which spoke for itself.
- The contract had been considered in great detail and this was evident from the information provided in the Part 1 and 2 reports.
- As an Authority we have a responsibility to set good and clear standards of employment therefore bringing this contract back in-house will entitle some of the lowest paid employees in the borough to benefit from decent employment conditions in line with existing Council staff. This is good employment practice and the right thing to do.
- This option is the only one that also allows alignment of employee terms and conditions with those of Council employees, offering staff better terms than they currently enjoy including the option to join the Local Government Pension Scheme
- The council had sought to agree new terms prior to the contract ending and had subsequently supplied a specification and provided Enfield Norse with two opportunities to bid. However, they did not respond to the tender process.
- The decision does not propose closure of the Joint Venture (JV). The future business plan for the JV is a matter for the JV Board to agree with the shareholder but is not part of this report whatsoever.
- With regards to the remaining Enfield Norse staff (referred to above) they are employed to deliver other contracts between the JV and Schools and Academies. The future of those contracts is not a matter for this decision as the staff designated to provide cleaning services to the Schools contracts will not transfer under TUPE to the Council. The eligibility of the employees to TUPE transfer will become evident once the Council has obtained and analysed the Employee Liability Information from Enfield Norse. The decision does not propose closure of the JV.

Councillor Lappage joined the meeting at this point.

3. Other issues raised by members and responded to be the Cabinet member and officer as follows:
  - Have we considered bringing the Enfield Norse School cleaning contract in-house?
  - We are not here to discuss Enfield Norse; we are here to discuss a specific contract that is coming to an end. The contract between Enfield Norse and Schools is not our contract and therefore we are not in a position to consider it at this stage.
  - The insourcing of the service will be managed within the Facilities Management function within the new Construction,

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Maintenance and Facilities Management Team under the Director of Property & Economy. This team currently manages the contract relationship with Enfield Norse so has a detailed understanding of the properties, specification and cleaning related issues. The proposed structure includes management and supervision staff. Costs have also been allowed for additional HR resources to manage the TUPE.

- It was suggested that the whole arrangement with Enfield Norse required more scrutiny and explanations were sought as to why they hadn't tendered for the contract, bearing in mind their contractual arrangement with Enfield Council for the past ten years. It was felt that the committee needed to be persuaded that all the costs and implications of bringing this service in-house had been fully and properly considered.
- There had been various conversations with Enfield Norse prior to the contract coming to an end and they had been given opportunities to negotiate and tender. Specifications and required changes were discussed and following which Enfield Norse said they would be happy to continue with the same contract but not on the new specification that Enfield Council wanted.
- With regards to increasing salaries above the London Living Wage this forms part of the National and London Living Agreement and is not something that is agreed at local council level.
- Will the desire to reduce council buildings by 10% over the next four years result in a reduction in staff?
- The 10% reduction is an estimate not a target. Although this may result in a need for less cleaners in time, there will be no compulsory redundancies.
- By ending this contract with Enfield Norse do we know what the viability of them continuing to work with schools is?
- This report and call-in is not about the JV or the viability of Enfield Norse. When a contract comes to an end, whether a company is a JV or not all options are considered. Every decision will have an impact somewhere; however, we have to look at what is best, and it was felt that in-sourcing this service was ultimately the best decision, especially for the cleaning staff affected.
- Maximum flexibility lies when you have complete control and this option allows this and is detailed in the report.
- Although this option is not the cheapest one, all costs are covered in the budget going forward, and again all financial costs are detailed in the Cabinet report. It should also be remembered that cost is not the only consideration, it is about how we treat staff and ensuring they are offered the best employment terms, conditions and benefits.
- Comments were made regarding the costs attached to the Local Government Pension Scheme which meant that bringing this

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service in-house would be the most expensive option. Enfield Norse employees already have the option of joining a pension scheme if they so wish. Also, low paid staff are often reluctant to join a pension scheme as it costs money. Therefore, is it fair to say that you are improving working conditions?

- Portable pensions are often very poor schemes, especially in comparison to the Local Government Pension scheme. It is wrong to start making assumptions that low paid staff won't join a pension scheme especially as contributions are based on a percentage of an individual's wage.
- Although the sentiment of what was trying to be achieved was agreed, it was felt that the process on which the decision has been made was flawed and therefore Cabinet needed to look at the process as a whole.

4. The summing up of Part 1 by Councillor Levy that:

- Good governance and good robust decision making should take place in the public domain.
- This decision generates a lack in confidence of the Cabinet to fully understand the ramifications of the decision. The lack of discussion and questions on this report at the meeting of the Cabinet indicates that they did not have the correct evidence and knowledge on which to base their decision and it was felt that this decision required a bit more time and consideration and should therefore be referred back for further discussion for the long term good.

Overview & Scrutiny considered the reasons for the call-in and the responses provided.

NOTED that Councillors Boztas and Lappage were unable to vote on this first call-in as they had not been present for the start of the discussions

Councillors Aramaz, Aydin, Erbil and Georgiou voted in favour of the above decision. Councillors David-Sanders and Smith voted against. The original cabinet decision was therefore agreed.

Councillor Erbil invited Councillor Hockney to give an outline of the reasons for the second call-in.

NOTED

1. Councillor Hockney set out the reasons for calling-in the decision.

- The decision risks increased unemployment in the borough due to the phase reduction in service requirements.
- The report relies on staff turnover for reductions in service provision but fails to evidence with actual industry information.
- There is insufficient detail on how the authority/HR will handle the lack of job security for the new staff members.

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- The report discusses the creation of a two-tier workforce however, it is unclear whether the full ramifications of this were considered. There is also insufficient detail of how proposed harmonisation of conditions will be approached.
  - Insufficient detail as to why commercial services will be insourced, yet Enfield Norse will continue other contracts with the authority. The report does not explain why this inconsistent approach was taken.
  - The report failed to detail a draw down timetable of corporate buildings.
  - The report suggests that the commercial tender did not have a flexible reduction of service team, whereas insourcing does. This approach could mean unequal consideration of options.
2. Councillor Maguire, Cabinet Member, Finance & Procurement and Mark Bradbury, Director of Property & Economy responded to the reasons as follows:
- Rationalisation of the Council's corporate operational property does not in and of itself mean there will be a reduction in services. More efficient use of buildings reduces costs and increases income enabling the continued delivery of council wide services and the safeguarding of council jobs. Reuse and/or redevelopment of surplus property should also create further employment opportunities.
  - The Cabinet Member disagreed with the assumption made that this decision will be creating unemployment. Insourcing this contract is about creating jobs, job security and affording staff better employment benefits.
  - On average, around one in seven (14.6%) of employees resigned from their jobs in 2018. The median voluntary resignation rate stood at 12.9%. In the public sector the total turnover rate for 2018 was 15.7%. The rate for semi-skilled or unskilled workers was slightly higher at 19% and the rate for the service provision category was 17.8%. The assumptions for the insourcing option assume a reduction in staff numbers of between 4 and 5% per year.
  - The report is clear in that any reduction in numbers will be managed through managing staff turnover. There should therefore be no issue around job security.
  - All staff transferring under TUPE will be offered the chance to switch on to Council T&C's. All new staff will be appointed on Council T&C's.
  - The Corporate Properties Contract has come to an end, so we have reviewed our options for future delivery. As set out in paragraph 6.2.6 of the Part 1 Cabinet report whichever option was recommended it should be noted that no immediate decision has been made to include schools within the provision as they have their separate contracts with the existing JV. The service being procured will namely be with regards to Corporate buildings.  
The JV will remain in existence in order to provide cleaning services to the schools. The Council will need to review its involvement of the JV after 3 months of the services being brought in house in order to see how economical it is to have the JV running.

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- The details of the corporate property rationalisation strategy will be the subject of a future report to Cabinet. The report assumes a reduction of approximately 10% in the space requiring cleaning over the 4-year period.
  - Different options will have different characteristics and the statement recognises that some options will offer different levels of flexibility should service requirements change. It does not say that the other options have no flexibility, however for bidders to be able to cost a bid, assumptions were made for the tender process and bids assessed against these. These assumptions may change during the contract and whilst it is always possible to include flexibility in contracts or negotiate with contractors during a contract, the council will maximise flexibility if it is delivering the service itself.
3. Other issues raised by members and responded to be the Cabinet member and officer as follows:
- How quickly will the staff transferring under TUPE be switched to Council T&C's?
  - Once the staff are in the organisation the proposal is to offer them to move from their current conditions to a Council contract. The choice will be theirs if they wish to do so.
  - We are not in favour of prolonging a two-tier workforce and therefore want to see harmonisation as soon as humanly possible.
4. The summing up of Part 1 by Councillor Hockney that:
- It was felt that there is not enough detail on harmonisation and a two-tier workforce in the report.
  - Insufficient detail in the report to support the suggestion that staff will not lose jobs as a result of this decision.
  - Concerns that no questions were raised when this report initially went to Cabinet, resulting in two call-ins to the Overview & Scrutiny Committee
  - This decision should be referred back to Cabinet to allow for a full and robust discussion to take place.

Overview & Scrutiny considered the reasons for the call-in and the responses provided.

Councillors Aramaz, Aydin, Boztas, Erbil, Georgiou and Lappage voted in favour of the above decision. Councillors David-Sanders and Smith voted against. The original cabinet decision was therefore agreed.

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**DATES OF FUTURE MEETINGS**

NOTED the dates of future meetings as follows:

Business meetings of OSC

- Thursday 19 December 2019 (Budget meeting)

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- Thursday 13 February 2020
- Thursday 2 April 2020

Call-In date

- Thursday 21 November 2019

Provisional Call-In dates

- Thursday 28 November 2019
- Thursday 30 January 2020
- Thursday 6 February 2020
- Wednesday 4 March 2020
- Thursday 26 March 2020
- Tuesday 28 April 2020

Concerns were raised regarding the recent addition to meeting dates that had not previously been scheduled in the Council calendar to accommodate individuals who had not been able to attend pre-scheduled meetings. This is not how things have been done or should be done going forward.

Members also expressed their concerns at the date of the OSC budget meeting which was now scheduled to take place very close to Christmas on the 19<sup>th</sup> December 2019 and whether this date would affect public attendance for this very important meeting. Councillor Erbil advise that all OSC members will be provided with details of how this meeting will be advertised by email very shortly.

**Action: Claire Johnson, Head of Governance & Scrutiny**

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**EXCLUSION OF PRESS AND PUBLIC**

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

**353**

**CALL IN OF DECISION: THE FUTURE DELIVERY OF CLEANING SERVICES - COUNCIL CORPORATE BUILDINGS**

The Committee received the report on the Call-In of Decision: The Future Delivery of Cleaning Services – Council Corporate Buildings which had been included in the part 2 section of the agenda.

**NOTED**

The information was considered in conjunction with the report on the part 1 agenda.

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

Councillor Levy reiterated his reasons for call-in as detailed in the Part 1 minutes above.

Other points discussed included:

- Information and details relating to the findings of the Internal Audit Report were provided.
- The share of profit and financial implications were discussed, and figures provided.
- Figures relating to rental income were discussed.

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

Councillor Hockney reiterated his reasons for call-in as detailed in the Part 1 minutes above.

Other points discussed included:

- TUPE costings were provided and further details discussed.
- Discussions took place relating to the different tender options.

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**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 21 NOVEMBER 2019**

**COUNCILLORS**

**PRESENT** (Chair) Susan Erbil, Tolga Aramaz, Bernadette Lappage, Achilleas Georgiou and Lee David-Sanders, Margaret Greer and Lindsay Rawlings

**ABSENT** Guner Aydin, Sinan Boztas and Edward Smith

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

**OFFICERS:** Fay Hammond,(Executive Director Resources), Sam Buckley,(Head of Knowledge and Insight( and Susan O'Connell (Governance and Scrutiny Officer)

**Also Attending:** Councillor Ian Barnes (Deputy Leader)  
Councillor Daniel Anderson (Call-In Lead)  
Councillor Ann Brown (Observing) and 2 members of the public

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**WELCOME & APOLOGIES**

Apologies had been received from Councillors Boztas and Smith. - Councillor Greer was substituting for Councillor Boztas. Councillor Rawlings was substituting for Councillor Smith. Councillor Aydin has also sent apologies.

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**DECLARATIONS OF INTEREST**

Councillor Susan Erbil declared a non-pecuniary interest that she is related to Councillor Guney Dogan, Cabinet Member, Environment and Sustainability

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**CALL IN: QUARTERLY CORPORATE PERFORMANCE REPORT**

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-Quarterly Corporate Performance Report (Report No:141)

Councillor Erbil reminded everyone of the Purdah guidance and that discussion on the call-in should not be a political debate. An argument would

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need to be made to persuade members to revert the Cabinet decision back for their reconsideration, or the decision should stand.

Cllr Erbil advised that the committee will deal with all reasons, responses and comments other than the environment item. She will then leave the room and the environment section will be discussed.

Cllr Anderson was invited to outline the reasons for calling in the report other than the section on Waste, Recycling and cleanliness.

Cllr Anderson thanked officers for the initial response that had been provided and highlighted the following:

- He does not feel that the response has provided assurance or addressed all his points.
- He did not agree with the comments on the Community Safety section that the authority has limited or no influence in these areas. He stated that there is a Cabinet Member with responsibility for this area; a Community Safety team at the council and the Crime Scrutiny Panel so there is clearly a role as an authority and a responsibility to hold people accountable. He highlighted concerns over massive deterioration in Community Safety section
- He drew attention the lack of consistent colour codes and Q1 targets throughout the report.
- The report was not clear for the layperson and you would need to go back to the previous reports to work out trends over time, without targets you cannot determine value.
- Temporary accommodation as an example he reiterated that the deteriorating figure should be colour coded red instead of not colour coded at all. Recovery of Council properties is colour coded green but without a quarter 1 target this is not clear why.
- The social care targets have no comparator, colour coding or narrative so it is not clear if the figures are good, bad or indifferent.
- Public Health confusing to have two categories on pages 7 and 13, not clear why these have been split up. The DAAT has no values and the comments appear to be the same from previous report and do not make sense. The obesity targets on page 13 have national and London figures but no figures for Enfield.
- The Executive Summary states that Appendix 2 focuses on a selection of priority measures where performance is currently off target and or direction or trend is negative. It states that for each measure there is an action plan with delivery timeframes, however these plans are not shared so there is a lack of timeframes in evidence across the 4 areas identified
- Cllr Anderson appreciates that this is an evolving process that is subject to change, but the report should show clearly how the council is doing.
- Customer Experience is not meeting targets and felt that this should be escalated to Appendix 2.

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- MEQ and complaints there has been no consistent improvement and no qualitative analysis. For example, just because an MEQ has been closed does not mean that it has necessarily been satisfactorily answered, it may be necessary to raise a further MEQ.
- Planning the speed may have been improved but there is nothing to indicate that the quality has.

Cllr Barnes, Deputy Leader responded to the reasons as follows:

- Cllr Barnes apologised that this item could not be heard last week as he had a resident matter to deal with.
- He felt that this could have been dealt with in an email exchange instead of coming to scrutiny.
- He is satisfied that the report has been properly scrutinised and that the Red, Amber, Green system works. Progress is tracked to ensure the level of quality of service is on course or improved.
- Many other factors outside the report are taken into account as part of this process. Councillors can attend Cabinet and hear the discussion around the report. There were 8 points minuted around this item at Cabinet.
- Appendix 2 deals with 4 areas where performance has been poor for a while.
- Cllr Savva reviews the planning issues, progress needs to be made if not further action will be taken.
- Customer Waiting time is an area for possible inclusion in the future.
- If there is an area that members are particularly concerned with it may be more appropriate that the individual Cabinet Member is invited to attend the committee.
- He states that there are no annual targets for some indicators as these are included for information only such as the NHS waiting time where the council does not have control and can only exert some influence. However, it is helpful to see this as may identify a service issue.
- They are 77 indicators, 19 are for information only. Future reports will make this clearer.
- Cllr Barnes felt that appropriate attention is paid to Community Safety and advised that this report also goes to the Executive Management Team, Safer & Stronger Communities Board, Enfield Crime Reduction Implementation Team and Crime Scrutiny so there are already 4 levels of scrutiny on this section.
- The Leader and Chief Executive talk to the Police Borough Commander regularly.
- The chair of the Crime Scrutiny Panel clarified the role of Crime Scrutiny, which is to look at the Community Safety partnership, the panel does not have direct responsibility for targets, and provides advice and support. Some figures are received by Crime Scrutiny but these are as a point of reference.
- There is a small number of indicators that have been red for a sustained period, he is satisfied that appropriate scrutiny is applied to these areas.

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- The report will be adjusted in light of the suggestions made in the call in, suggestions for improvement are always welcome.
- Cllr Barnes thanked the officers for preparing the report.

The following comments/questions/ issues were raised:

- Members felt the opening statement by the Deputy Leader was degrading to the scrutiny function and the usefulness of scrutiny. The idea of scrutiny is to provide public accountability and this an important function.
- Cllr Barnes apologised and stated that his intention was to say that both he and officers are always open to feedback and that he did appreciate the value of scrutiny.
- Section A on Planning. It was not clear why there was variation in the percentages. As last year's target was not there you could not see the progress. Members were advised that previous targets were not previously provided but could be provided in future.
- Section C on Temporary Accommodation, the Committee had received a report on this to their last business meeting. The ambitions and targets presented to the committee are not reflected in the performance report.
- All figures should have been in the report for temporary accommodation.
- Section 2D Council Homes, should there not be a target for building council homes, given that good homes in well-connected neighbourhoods is a council priority.
- There is no continuity throughout the report this makes it hard to understand and to see if progress is being made.
- Serious Youth violence there are no targets, but the council still provides some youth services so does have an influence.
- Where there is an empty box there should be a clear explanation as to why this is empty.
- There are a lot of missing figures throughout the report, how much time is put into preparing this. Members were advised that there are a lot of governance structures in place around this report. The Departmental Management Team will review the issues in their service areas. The report also goes to the Executive Management Team (EMT), individual Cabinet Members will look at their own areas and the report will then go to Cabinet.
- Officers and Cabinet Members are always looking to try to improve the report for the future. In future all empty boxes will contain an explanation as to why there are no figures in them and details of when they will be available. Where information is carried from report to report in future there will be an explanation as to why this is.
- The ongoing purpose of the report is to push up and improve performance, who is the audience for the report. The performance will be reviewed by the Executive Management Team for the relevant service area their service area where they will discuss the red areas, then the EMT and then Cabinet where it becomes a public document.

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- Members were advised that If Customer Experience does not improve it will be escalated in the next quarter.
- Members queried how quickly are action plans put together and who do these go to. Officers provided an example of planning where the Action Plan will be scrutinised by the relevant Cabinet Member, Cllr Savva. The manager of the service will be held to account by the Executive Director at operational level. There is a monthly performance board looking at the figures and figures underneath this. The Deputy Leader felt that it is hard to put a timeline on this. The action plan is monitored for incremental improvement. If no improvement or deterioration is seen, this will be escalated to the Chief Executive and Leader.
- Members acknowledged that this report has evolved and changed over the years and wanted to understand what changes have been made and why. Officers advised that there have not been significant changes, some tables have been added but the basis of the report is the same. They excepted the points members had made regarding the omissions
- The missing targets for Q1 and annual make the report very hard to determine an overview of performance. The report needs to make sense and be understandable for the public. It is not clear why some indicators have no colour coding, or annual targets and why there are no targets for other indicators. There should be quarterly targets in the report.
- Officers advised that the report used Quarter 4 as a basis so annual to annual and did not have quarterly targets these will reappear in the future.
- Members felt that Community Safety needs to be colour coded and all indicators should have targets. Cllr Barnes advised hard to set targets as ideally this would be zero.
- Members felt that there needs to be targets to measure without targets or timescales how can improvements be seen. For example, Burglary has a target of 2209 to see what can be expected and whether measures in place for improvement.
- There is missing information in Education and Public Health Section
- Not all Annual targets are included in the report, targets are needed for context or target itself.
- The data presentation of the report is not user friendly, the information in the Main Report could be used to provide an overview and to identify trends.
- At Crime Scrutiny all figures are colour coded based on year on year figures why are these not used, without trends or annualised figure you cannot determine the direction of travel.
- Sickness section, no monthly information for April, May or June. Officers advised that this information is available quarterly.
- If the report included information on things outside the council's control this must be contextualised to explain why this is included in the report
- 11 areas have N/A this needs clear explanation
- Planning this section shows red, amber and green at different points, would be helpful to not just have comments but reasons behind this to contextualise and provide an explanation.

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- Community Safety lots of percentages but cumulative figures are needed to see what goes towards targets.
- Would be helpful to include in the report the definition of Red, Amber and Green in the report. Officers advised Red is behind target, Amber is 10% variance on target and Green is on target.
- Where has the targets originated from would be helpful, more clarity and explanation are needed.
- There is a risk in having colour coding for some but not all categories in the report and felt in the interests of transparency for the public; colour coding must have continuity throughout.
- Following members queries on the lack of an Enfield figure for obesity, members were advised that there is not an up to date figure for Enfield but acknowledged that a figure could have been included for 2017/18 as it has been for London and nationally. Members felt that whilst the London and national figures are helpful, the figures relating to Enfield and needed.
- Sickness, first 3 indicators all red. Members were advised that there is a plan in place and the council now has a new director of HR and are hoping to see an improvement.
- Members queried whether there are indicators around why people leave. Officers advised that there are no indicators, however exit interviews are undertaken and HR also get verbal feedback on this.
- Members felt it would be helpful to know if there was a trend and if the council had the right support in place for staff.
- Fay advised that she as a manager of people, she reviews the HR stats for her staff and the reasons that they are off sick, paying particular attention to stress related and those with long term conditions.
- Members queried whether information was taken on home working and measures of happiness. Officers advised staff surveys have been undertaken in the past. The new HR director has ideas for improvement, and this may include looking at home working. The Remuneration Committee which has councillor representation looks HR issues.
- Members queried whether long term sickness could be skewing the figures and if so suggested that it would be helpful to add clarification comments.
- As an aside the recruitment of BME and the levels of this employment were raised lots of work had been done on this in the past, including the introduction of blind recruitment. At the time more work was clearly needed in this area. It should be acknowledged that lack of black staffing at a senior level is a national not an Enfield specific issue. There has been an improvement on gender not sure whether this is true for BME. Cllr Barnes agreed to see what difference blind recruitment had made.
- A member of the audience stated they were greatly encouraged that the feedback had been taken on board and highlighted that the flawed information should have been picked up at Cabinet. There was an oversight in the Temporary accommodation figures which had been missed. Given that the omissions had not been picked up queried how

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can the public be reassured that proper due process and diligence applied in this process

This concluded the discussion on all sections except environment, Cllr Erbil left the meeting at this point and the Vice Chair Cllr Georgiou took over as the Chair.

Cllr Anderson was invited to summarise the reasons on the waste, recycling and Cleanliness section and highlighted the following:

- He was very concerned that the figures showed that more waste had been generated.
- The figures in the report were not clear on recycling as annual target from last year was needed to understand the 6.96% decrease in recycling.
- The target for recycling has reduced which is a major concern
- No colour coding for customer reported street scene, but the notes show increases in reporting and that it is on course to exceed the target.
- In summary very concerned that we are generating more waste, recycling less and receiving more complaints and felt that this should be escalated to Appendix 2

The Deputy Leader and officers in response to this advised:

- These are all valid points that have been raised. There have been significant service changes and developments to this area, waiting to see what happens at the end of these changes if no improvement then this area will be escalated.
- Street scene if deterioration seen this will be escalated to Appendix 2

The following queries/issues were raised:

- No figures have been included for indicators 191 and 192 without these you cannot see changes. Officers advised figures not available at present.
- Members queried should indicator 192 be separated following the introduction of food bins.
- Members frequently raise MEQ's on Street Scene so the actual number of reported issues would be a lot higher as this section does not take into account these issues. Officers agreed to look into whether MEQ's could be broken down to extract this information.
- Members suggested that the number of green bins, which has exceeded target could have been incorporated in the report.
- Officers advised that there is a Waste Implementation Board that looks at these figures. If Q2 does not show improvement will look to escalate in Quarter 3 with an action plan.
- Members brought to attention an error in the response to the reasons contained within the agenda pack and said that attention to detail is vital. This was acknowledged.

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- This performance report has been to service areas, Directors, Cabinet Members and then Cabinet. Details should not be missing given the number of places that this has been.

Cllr Anderson was invited to sum up:

- He has raised a number of points and concerns
- This report has been to many internal levels so there should be no omissions.
- He was pleased that the Deputy Leader had taken on board all of the comments that had been raised at the meeting.
- He still felt that planning should have a clear timescale for improvement
- Going forward Cllr Anderson felt that the report should draw attention and tell you a story. The appendix must be accurate; all missing information needs clear narrative
- Colour coding must be consistent throughout report.
- Community Safety is an area of concern

Cllr Barnes thanked both Cllr Anderson and the committee for the very helpful points that had been raised.

There will always be an element of human error. However, clarity is very important and if information is missing it will be spelt out why in future.

There are no dates on planning as department had been given a chance to enact actions. However, unless there is significant improvement in performance this will be escalated to the Chief Executive and the Leader.

Cllr Barnes confirmed that the Quarter 2 report will reflect the feedback from the meeting

Members stated that they felt that Cllr Barnes had provided assurance and that his response was genuine and that they could see a change of opinion to the value of scrutiny and its value as a checks and balances function.

Cllr Barnes said that he had greatly valued the session and felt discussions had been very worthwhile for everyone.

Cllr Anderson stated that given the Cllr Barnes has said that the feedback will be taken on board he is happy for the decision not to be referred back to Cabinet and will look forward to seeing the Quarter 2 report in an improved format.

Overview & Scrutiny Committee considered the reasons provided for the call-in and responses provided. Having considered the information provided the Committee with the caveat that the Quarter 2 report will reflect the feedback received at the meeting voted to confirm the decision.

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

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Councillors Georgiou, Greer and Lappage voted in favour of the above decision. Councillors Aramaz voted against and Councillors David-Sanders, and Rawlings abstained. The original Cabinet decision was therefore agreed.

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**DATES OF FUTURE MEETINGS**

Cllr Erbil re-joined the meeting at this point

The dates of future meetings were noted:

Business meetings of OSC

- Thursday 19 December 2019 (Budget meeting)
- Thursday 13 February 2020
- Thursday 2 April 2020

Provisional Call-In dates

- Thursday 30 January 2020
- Thursday 6 February 2020
- Wednesday 4 March 2020
- Thursday 26 March 2020
- Tuesday 28 April 2020

Concern was expressed on the date of the budget meeting and whether this date would affect the public attendance for this very important meeting. Cllr Erbil advised that all OSC members will be provided details of how this meeting will be advertised by email very shortly.

Cllr Erbil advised that the provisional Call in date of the 28<sup>th</sup> November will not be used. The Associate Cabinet Members (ACM's) have recently informally advised the chair that they will not be attending the committee. Therefore, an invitation has been sent to the Leader for the 30<sup>th</sup> January on this item.

Members were extremely disappointed that the ACM's had chosen not to attend.

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