

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON WEDNESDAY, 17 FEBRUARY 2021**

COUNCILLORS

PRESENT (Chair) Susan Erbil, Achilleas Georgiou, Edward Smith, Lee David-Sanders, Hass Yusuf, Birsen Demirel, Elif Erbil and Margaret Greer (Vice Chair)

ABSENT Cllr Elif Erbil

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, Claire Reilly, Head of Procurement & Commissioning, Glenn Stewart, Assistant Director Public Health, Sarah Cary, Executive Director Place, Gary Barnes, Head of Build the Change, Claire Johnson, Head of Governance, Scrutiny & Registration Services and Susan O'Connell, Governance & Scrutiny Officer

Also Attending: 7 members of the public

1

WELCOME & APOLOGIES

The Chair welcomed everyone to the meeting. Apologies had been received from Councillors Elif Erbil and Mahtab Uddin.

2

DECLARATIONS OF INTEREST

There were no declarations of interest.

3

MINUTES OF PREVIOUS MEETINGS

The minutes of the meetings held on 21 October and 12 November 2020 were agreed.

The minutes of the OSC Budget meeting held on 4 February 2021 were agreed subject to the following amendments:

Minute number 28 should read 2021/2022 instead of 2020/2021

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The introduction to the budget item should include reference to government support for 2021/22. Fay Hammond to confirm details which will then be included in the minutes.

Minute number 15 does not detail the question asked which was the next financial year the fees and charges have been increased by 5% what was the reason there was such a substantial increase? Fay Hammond confirmed all fees and charges have been reviewed, some have increased by 5% but not all of them. This would be dependent on a combination of factors such as market arrangements for certain fees and costs to deliver services. A combination of factors drove increases.

4 PROCUREMENT SERVICES

Fay Hammond, Executive Director Resources and Claire Reilly, Head of Procurement & Commissioning (Corporate & People) introduced the report.

NOTED:

1. The report provides an update following on from the former workstream on Procurement Services which was paused due to Covid and then a change in Council Meetings, replacing workstream with the Overview & scrutiny Committee updates.
2. The reports set out the original workstream and the progress that has been made, and changes that have occurred since the workstream, particularly those driven by Brexit and the opportunities to buy local in the future.
3. The work undertaken since the workstream is set out in the report including the restructure to make the service more commercial and professional; focussing on a peer review that identified some areas where development and improvements were needed. An example of this is improving Contract Management.
4. Progress is being made on ensuring that there is a sustainable procurement policy, one of the key areas of this is a focus on small businesses.
5. The new Corporate Procedure Rules have been implemented.
6. A draft revised Procurement strategy is currently being refreshed.
7. It was suggested that further updates on this as it progresses could come either to the Overview & Scrutiny Committee or the Finance & Performance Scrutiny Panel.

Comments, queries and questions:

8. Councillor Smith as the former Chair of the Procurement Workstream was invited to comment. Councillor Smith provided background on this. A large amount of expenditure each year goes to outside contractors and suppliers, so it is vital that value for money is achieved. The workstream was originally set up following concern that too many call ins were being raised on procurement processes where there had been only one or very few providers responding to the tenders. It was noted that there is a green paper from the government awaited.
9. Following Brexit, it was queried whether the whole framework process set out by the EU will remain? Officers advised that there is a paper currently

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out for consultation detailing what is being proposed for procurement law post Brexit. The main thrust of this paper is transparency, accountability and simplification. The paper looks at simplify to one set of regulations and three routes to market; emergency, open and flexible. The department is reviewing the green paper and collectively as a London Heads of Procurement group this is also being reviewed to provide comments on the proposals. It is anticipated that new rules will not come in before January 2022. This means that the Public contract Regulations 2015 still apply, and the thresholds are still set by the EU. Officers agreed to check whether frameworks are referenced in the green paper.

10. With regards to Strategic Lead Management, how are the roles and responsibilities working within the teams and the central management of the process and how can this be improved? It was confirmed that as part of the peer review this is being looked at, going forward looking to lower the threshold value of procurement where the central team supports services.
11. How is Contract Management supervised? It was noted that the report states more resources are required for effective contract management. Officers confirmed that it is recognised that there are pockets of good practice and areas for improvement. A Contract Manager role will be bought in to help facilitate Contract Management with services, providing support on contract reviews, setting KPI's and measuring contracts throughout their life cycle.
12. What does ethical procurement mean in practice and how is this measured? It was confirmed that the Council is currently looking at bringing in modules to the E-Tendering system to help monitor contracts. This will include KPI's around ethical procurement and will form part of conversations with suppliers at KPI meetings. A social value portal will also be bought in and this crosses over into some ethical elements of procurement.
13. Given that the Sustainable Procurement policy has expired, and a new policy is due to go to Cabinet in September 2021 for approval. What policy is currently being used? It was confirmed that the expired policy is still being used and the Contract Procedure Rules cover some things such as Social Value. The new policy will be broader reflecting delivering the Council's Plan through ethical procurement by looking at Climate Action objectives, Fairer Enfield policy and social value.
14. How far is training plan referred to in the report being developed and what does this entail? It was confirmed that the training being developed is to upskill services where they are responsible for contract management. This includes; what is good contract management and types of skillsets and practices that should be followed.
15. The scope of the sustainable Procurement policy has been expanded to include equalities. Councillor Greer requested a copy of the current policy and details of the changes. Officers advised that the previous policy did not any reference to equalities, it only mentioned local economy, supporting local businesses, opportunities through apprenticeships and training and environmental issues. However, this is not in the depth of the climate action objectives. The reason for expanding the policy is to strengthen the equalities element. The idea is that suppliers will be asked

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about their policies on recruitment, staff wellbeing and what they are doing to promote underrepresented groups.

16. Equality Impact of Proposal and Environment and Climate Change considerations comments queried in the report. It was queried why these and other implications such as financial had not been completed members felt that there would be implications and that there would be positive changes under these sections. Officers advised that all actions being undertaken on procurement will have a positive impact on climate change and equalities. This report is an update report and is not making any recommendations or taking any decisions. The implications part of the report relates to the implications of the decision being made. Therefore, the report does not have comments as it is an update report. Officers noted members comments. Members suggested that if no comments made, reference could be made to other reports where implications had been completed.
17. Are local councils working together on procurement or are there any relationships with outside bodies? What are the challenges on recruitment? It was confirmed that there is a London Heads of Procurement Network where collaboration is explored and there are pan London agreements in place. The council work with external groups for information and learning. With regards to recruitment this is challenging to attract good staff due to pay rates in private sector. There tends to be interims in the public sector as procurement managers are paid more on the interim market rather as opposed to the salary for permanent staff.
18. Social value, what is this and how is this measured? Officers advised that social value is something that has value or meaning to the council but cost the supplier little to deliver. Themes, outcomes and measures (TOM's) will be used to bring uniformity. Suppliers will bid against TOM's and be scored and evaluated during the tender process and then measured to deliver them through the lifetime of the contract. It was confirmed that when the strategy goes to Cabinet it will contain a definition of social value.

Officers were thanked for their report.

5 COVID-19 UPDATE

Glenn Stewart, Assistant Director of Public Health introduced the presentation

NOTED

1. In broad terms the data is moving rapidly in the right direction; the infection rate is going down, death rates are going down and vaccination rates are going up.
2. Enfield has more testing sites than most other boroughs.
3. The summary slide details Covid data for 6-12 February 2021. Data moves on very quickly for example vaccinations now stand at 60k.
4. The slide detailing excess deaths since the start of the pandemic shows Enfield having the highest rate per 100,000 of the North Central London (NCL) boroughs. This may be due to the high number of care homes in the

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- borough. The Covid-19 Actuaries Resource Group indicates that 30% of deaths are in the over 70's and 36% in care homes.
5. Page 12 of the agenda to follow pack shows the analysis undertaken on different ethnicities. This shows the rate per 100,000 and the figure on the top is the number of deaths.
 6. The siting of the test centres tries to follow where the infections are.
 7. The numbers of infections are higher in the younger age groups as demonstrated on page 14.
 8. The vaccinations data, where it shows a minus figure for example -469 for the 80+ age group means that the target (over 75% of this age group being offered the vaccine) has been overachieved.
 9. Vaccine uptake is shown by ward, the uptake is higher where the population is older. The vaccine programme was initially offered to those aged 85 and over.
 10. The slide showing declined first dose of the vaccine covers two groups, those who do not want the first dose (under 1%) and those who have been texted but have not responded. The groups that have been disproportionately affected by Covid are those who are less willing to take the vaccine.
 11. There is lots of work underway to increase uptake and combat vaccine hesitancy. The key focus of the communication is to build up confidence that the vaccine is safe. The approach is to map out the key communities, who the key community leaders are and look at how best the message may be given such as through community leaders, trusted people in appropriate languages and forms.
 12. A vaccine hub has been set up at Chase Farm for people with disabilities and learning difficulties. This will have longer appointments to allow more time for reassurance and will also allow for carers to be vaccinated at the same time.
 13. NCL uses a hybrid model for vaccinations hubs, roving model to pick up housebound patients and Romany and travelling communities and street or out-reach model to pick up any other groups.
 14. There are 8 vaccinations sites in Enfield, 3 GP sites (Carlton House, Winchmore Hill & Evergreen Surgery, 4 Pharmacy sites (Aldermans, Atkinsons, Parkview and Pyramid pharmacies) and 1 mass site (Dugdale Centre).

Questions comments and queries

15. The Chair acknowledged how quickly figures change. Officers were praised on how well Enfield has done with vaccinations and the availability and arrangements for vaccines were also praised.
16. What support is there for disabilities and those for need support and cannot travel? Officers advised that Barnet Enfield & Haringey Mental Health Trust are responsible for these groups and that they are currently going through GP lists to identify patients who may not be able to get to vaccine centres and ringing them to arrange to visit them at home. The vaccine should have been offered to all housebound patients by the end of this month.
17. Text messages are received from GP's to arrange vaccines is this only in English what happens is English is not their first language? It was

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confirmed that in terms of the text messages being in English this is being raised with the NHS. There are targeted events happening with different communities' groups, at present there are 130 lines of actions and this is being added to all the time. An example was given of a Turkish event which had occurred today.

18. In Bowes Ward particularly around Bowes school the uptake of the first dose is quite low. In West Bowes there are no GP's on Enfield side, the closest vaccination centre is in Winchmore Hill which is two buses. The Bounds Green Health Centre although not in Enfield is only 5 minutes away. Can this centre be used for Enfield residents? Glenn Stewart agreed to take this back to the NHS and will keep monitoring vaccine uptake across Enfield.
19. Looking at vaccination sites there seems to be a gap in Ponders End, could there be consideration for a hub to be placed here. It was confirmed that this point will be taken back.
20. In terms of those in temporary accommodation and not registered with GP's, what work is going on for this? There is a workstream going forward on how to target people who have not registered with GP's
21. What is done with groups who are perceived to have declined but may not be aware what they need to do? Officers referred to slide 17 in the report pack. A lot of work is being undertaken to make people aware and encourage vaccine take up. Councillors, community leaders and religious leaders has filmed themselves being vaccinated to encourage others. As part of the communication, various communities will be targeted looking at; what their needs are, what the misconceptions or misinformation might be, then tailoring communication to this community to address these concerns in the most appropriate way.
22. Concerns were raised over people floating Covid rules particularly in supermarkets where in addition to mask wearing issues there was too many people inside stores. What enforcement is there in supermarkets? Members were advised that the Council had their first successful prosecution of a business was last week. It is very difficult to enforce, cannot be everywhere. The communication message is being pushed all the time. Officers will speak to the stores mentioned (Morrisons and Tesco's).
23. How is the vaccination going with those who are housebound, care homes and care home staff? In terms of the housebound those will be offered by the end of the month, with care homes there is good coverage across the homes. In terms of care home staff there has been reluctance at first, although this is improving following communications.
24. How prepared are we for the second dose with the first dose going on at the same time? There is a 12-week gap between doses, there are conversations within the NHS on how to maintain and promote the current capacity. The NHS is looking at keeping the productions going whilst looking to bring back other services that have been cut due to the pandemic. The capacity is there although will be more difficult as normal services start to return.

Officers and the team were thanked for the work being undertaken and members commented that there were very pleased and proud with how well Enfield is doing.

6

BUILD THE CHANGE PROGRAMME

Gary Barnes, Head of Build the Change and Sarah Cary, Executive Director Place introduced the report.

NOTED:

1. Last March Cabinet approved the Corporate Property Investment programme as part of this approved the Build the Change programme.
2. The vision of the Build the Change programme was to improve working practices, the environment, modernising the offices and bringing services closer to people who needed it most.
3. Under the Build the Change programme Cabinet approved; the relocation of Housing/ Homelessness Service from John Wilkes House to Edmonton Green; relocation of Children's and Family Services from Triangle House, Charles Babbage House and Claverings to Thomas Hardy House; design feasibility work should start to reconfigure Civic Centre and in principle to dispose of John Wilkes House and Charles Babbage House.
4. In terms of Edmonton Green there has been very close working with the workforce. Now out to tender on this, expecting tender back in March with a Cabinet Member approval in early April, work to commence in May and completion in November 2021.
5. The key issue for Build the Change is changing the ethos for staff. Work is not a place you go to, it is something you do. Rather than come into the office to write a report officers will come into office to work collaboratively with colleagues. This means the style of work will change, reducing the number of desks with more open collaborative spaces.
6. In terms of progress of Children and Family Services hub, this is slightly behind, currently at end of concept design stage. Going forward looking at final designs before going to the market. Work is ongoing on relocating Archives Services away from Thomas Hardy House.
7. In terms of the Civic Centre progress a major exercise on Test and Fit has been completed. The test fits demonstrate that all back-office staff (not depot or Park Avenue Staff) including Clavering staff will fit into the Civic Centre. Claverings will not meet EPC energy Staff in 2023, so major investment or redevelopment would be required if staff were not relocated.
8. The April Cabinet report will suggest phase 1 focuses on reconfiguring ground Floor and floors 1-5 of the tower block and the ground and first floor of D Block. There will be a further report to Cabinet for phase 2 which will be B Block or the 5 remaining tower blocks. The Cabinet Report will seek approval of reprofiled budgets for Edmonton Green and Thomas Hardy House and seek approval of budget for works for phase 1 at the Civic Centre.
9. Triangle House has been vacated and lease is being terminated. The IDLS Service will relocate from St Andrews to Enfield Highway Carnegie Building next month.

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10. A key part of the Build the Change programme is smarter working policies and new ways of working for staff. The policy has identified 4 working style classifications; workplace specific workers, home based workers, flexible workers and Leadership roles. The majority of the council's workforce will be flexible workers. This will lead to a change of desk ratios reducing from 10:7 to 10:3.2. Other than staff with disability requirements staff will not have allocated desks. The key cultural change is a move away from management by presence to management by results. As part of this there will be new IT, staff will be offered the right technology, tailoring IT for staff to allow them to work flexibly from home or the office.

Comments, queries and questions:

11. It was observed that as most staff are currently working from home due to the pandemic that this has been a good test for smarter working.
12. What is the timeframe for the Civic Centre progress? Officers confirmed that if the Cabinet report is approved in April, phase 1 would look to get this through to design complete and out to market within one year. There would need to be a phased programme of work with ground, first and second floor and probably D Block being undertaken first to allow staff to be moved around within the newly converted floors. During that year there will be an opportunity to undertake an options appraisal for either B Block or the top 5 floors of the tower.
13. How is the Council working with those who have rented out floors at the Civic Centre? It was confirmed that there are 5 leases with 4 organisations, all of the leases are long term and cannot be broken by the Council. The expectation is that all organisations will also be reviewing how they work and how much space they need. Part of the review process will be to talk with the organisations to see what their intentions are going forward.
14. It was queried whether office space will be greatly reduced, what will the annual savings be? With regards to staff what happens with staff who live in cramped spaces and would find onerous to work at home in these spaces -What flexibility is there for these staff? It was confirmed office space is not being reduced instead the council is looking to use space more effectively. Service Managers will be managing the staff requirements and mental health issues are considered and taken account of as part of this process. Staff can also work in library hubs should this suit them to do so. In relation to cost it is about effectively using office space. There are a large number of staff on the Claverings estate. As a Council we have a responsibility to provide good quality office accommodation to work in. This is not the case with Claverings which would cost approximately circa 20m to bring up to standard, this would not be cost effective. There will be savings from the annual running costs, Claverings is not energy efficient, have already moved out of Triangle House. There will be year on year savings in terms of rental/ energy costs for buildings not being used. However, this is an expensive capital programme so there are the offsets in terms of the capital costs of borrowing to deliver that saving.
15. Does the Council own John Wilkes House and Charles Babbage House? What is happening with Triangle House at St Andrews Court? What will

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happen with these spaces? It was confirmed that John Wilkes and Charles Babbage are owned by the Council. The documentation is ready to go out to the market for disposal on John Wilkes House. However, it is not clear at present whether the NHS is still considering the use of this building for a vaccination hub. Both the NHS and DWP are looking at the use of this space so it likely one of them will use while a disposal is worked out. Triangle House has been vacated relocated staff to Charles Babbage and are unclear what the leaseholder will do with this building. The lease on St Andrews Court terminates at the end of March.

16. How confident are we that the Housing Hub will be up and running by November 2021, will Covid have an impact? Officers advised that they are confident that they can meet the deadline, this was approved in the midst of Covid. Should there be any issues this will be brought to members attention
17. With regards to Hot desk/ desk ratio- what work is going on with staff and unions on this? There are regular meetings with the trade unions on the Build the Change programme. The programme whilst in Covid will concentrate the communications exercise with directly affected workforces to start with. It will be with Heads of Service to then deliver how the organisations works on the ground. Work is ongoing with Heads of services and unions to ensure that the programme can be delivered.
18. Concern was raised over hot desking and that this can create no sense of ownership, has research been done on this? How will officers know that there is a desk available for them to work at? There will be IT technology to allow staff to work anywhere. Covid has allowed staff to get used to working from home and shown that productivity and effectiveness has not decreased. There will be technology allowing officers to book a desk so that they know that a desk is available with them. There is ongoing work with Heads of Service around communicating how this will work.
19. Around working from home there is a lot of expectation on Service Managers. What support is there for them? What planning is there for managing this e.g. desk space, appropriate chairs, screens etc. What thought has been put into people overworking and achieving work life balance with the team feeling under pressure to get results. What pastoral support is there? It was confirmed that there are a number of workstreams for Build the Change, one of the workstreams is the modal shift in terms how officers work. This is being driven by HR and the Development team. The first rollout will be to Housing, then to Children and Families. There will be a range of presentations and development aids for Service Managers and team individuals about how they should and will work. It is important to get the balance right between balance/ productivity and a very long day. This will be a learning exercise.
20. How many staff will be moving over or are affected? Officers advised that would need to clarify the figures with regards to Children and Families this is 500 staff being brought together. The figures would need to be confirmed for housing. The smarter working policy is going to affect all staff over a 5-year period.
21. The Governance arrangements are detailed in slides. The Build the Change programme Board includes Head of HR, Director of Technology and Digital, representation from Facilities Management, staff

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representation including disabled representation. This group leads the whole project and sub boards sit underneath this. The issues raised today are regularly discussed and debated at these boards.

22. What has been the biggest learning curve in the last year? Officers advised that this has been that the organisation has continued to function effectively during Covid. The Pandemic has proved to service managers that this can work and has also smoothed the process given staff have had to adapt to working from home.

Officers were thanked for their presentation and members looked forward to receiving further information on this

7

WORK PROGRAMME 2020-21

The item on ICT & Digital Services went to the October meeting so this will be removed from the agenda in April.

The Executive Director Place requested details of what was required for the Partnership & Businesses item. It was noted that Partnerships & Business item will be on the agenda at the next meeting. Officers will liaise and confirm outside of this meeting.

It was queried when the item on fly tipping was due to come to OSC. This had not been allocated to a meeting. It was suggested that this could come to the next meeting. Officers will liaise further with the Chair on this.

It was felt that fly tipping is a very important issue. As fast as the fly tipping is cleared more rubbish is dumped. Very stressful for residents on a daily basis. Cllr Yusuf confirmed that this item also went to the Environment & Climate Action Scrutiny Panel last year but felt that would also be helpful for OSC to consider this item.

Members identified the following issues for consideration under this item:

- What is the strategy, plan vision on fly tipping?
- What are the prosecutions like? How are we monitoring?
- What are the long-term plans?
- The report should cover the criminal activity and organised crime involved in fly tipping.
- There has been a culture of fly tipping how can this be broken? Message needs to go to residents on this, how can you dispose safely, local charities, must change the attitude of residents, educate residents.

Councillors confirmed fully supportive of work undertaken but felt a broader approach is needed including prosecutions and the criminal element. Felt enforcement should be very harsh

8
DATES OF FUTURE MEETINGS

The dates of future meetings were noted.