

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Thursday, 29 September 2022 at 7.00 pm  
Council Chamber, Civic Centre, Silver Street,  
Enfield, EN1 3XA

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Councillors : Margaret Greer (Chair), Bektas Ozer (Vice-Chair), Maria Alexandrou, Nawshad Ali, Elif Erbil, James Hockney, Mohammad Islam and Michael Rye OBE

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

Enfield Youth Parliament Co-optees (2)  
Support Officer – Marie Lowe (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. MINUTES OF PREVIOUS MEETINGS (Pages 1 - 6)**

To agree the minutes of the Overview and Scrutiny Committee meeting held on 23 June 2022.

### **4. ENFIELD COUNCIL CORPORATE COMPLAINTS ANNUAL REPORT 2021-22 (Pages 7 - 32)**

The report summarises the findings of the Corporate Complaints Annual Report 2021-22 and focuses on the nature of complaints and learning they provide to improve services in the future.

### **5. SCRUTINY ANNUAL WORK PROGRAMMES 2022/23 (Pages 33 - 52)**

The report and appendices sets out the draft work programmes for Overview

and Scrutiny Committee and the seven standing Scrutiny Panels for 2022/23.

**6. DATE OF NEXT MEETING**

To note that the next Overview and Scrutiny Committee business meeting is scheduled to take place on **Thursday, 10 November 2022**.

## OVERVIEW &amp; SCRUTINY COMMITTEE - 23.6.2022

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 23 JUNE 2022****COUNCILLORS**

**PRESENT** (Chair) Margaret Greer, (Vice Chair) Bektas Ozer, Maria Alexandrou, Nawshad Ali, Mohammad Amirul Islam, James Hockney and Michael Rye OBE

**ABSENT** Elif Erbil

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

**OFFICERS:** Marie Lowe (Secretary)

**Also Attending:** Councillor Nesil Caliskan (Leader of the Council)  
Ian Davis (Chief Executive)

**1****WELCOME & APOLOGIES**

The Chair welcomed everyone to the meeting and introductions were made.

The Chair explained that the Overview and Scrutiny Committee would hear from the Leader, Councillor Nesil Caliskan and Ian Davis, Chief Executive, outlining the Council and priorities and areas of challenge for the upcoming municipal year. The Leader, and the Chief Executive Cabinet Officer would then be asked to leave the meeting, at which point the Committee members would discuss topics and agree a work programme for 2022/2023.

Apologies had been received from Councillor Elif Erbil.

**2****DECLARATIONS OF INTEREST**

No Declarations of Interest were received.

**3****MINUTES OF PREVIOUS MEETINGS**

AGREED the minutes of the meeting held on 21 March 2022.

**4****OVERVIEW AND SCRUTINY COMMITTEE TERMS OF REFERENCE**

**OVERVIEW & SCRUTINY COMMITTEE - 23.6.2022**

NOTED, for information, the Terms of Reference for the for the Overview and Scrutiny Committee, as set out in the Council's Constitution.

**5**

**CABINET PRIORITIES FOR 2022/23**

The Chair invited the Leader of the Council, Cllr Nesil Caliskan to out-line the Council's Priorities for the coming year.

Cllr Caliskan reminded members that the administration's priorities were set out and detailed in the Council Plan.

The Chair noted that many areas raised by the Leader were in relation to the scrutiny panels in place and these will be picked up by the panels. It was confirmed that the minutes of this meeting will be circulated to all the panel chairs.

The Leader of the Council, Councillor Nesil Caliskan presented the Council's local priorities for 2022/23.

**Cost of Living Increases**

Identify ways to provide as much support as possible across the Borough, particularly from the residents' perspective. Including benefits, homelessness, debt management and advice, debt welfare teams maintain council tax support scheme, protect the hardship fund.

**More and Better Homes**

Interventions into the housing market by the Council as soon as possible. Quality of homes and the impact of the changes to the private rented sector which has increased homelessness in the Borough.

The use of strategic industrial land, e.g. Meridian Water, in the provision of thousands of affordable homes already pledge and additional units. The renewal of the Council's estate. Recognition that the Council could not provide the homes needed alone and needed to work with the private sector to find resolutions. The Council's policy documents were pivotal to land designation.

**Skills and Local Economy**

The Council is to provide support around homes which are not connected to public transport links. Renewal and regeneration of the Borough's high streets and town centres. The use of strategic industrial land to provide two academies, one for construction and for the film industry to train over 1,000 each year.

**Young People – Best Start**

Continue to provide early intervention. Rollout additional school streets and encourage active travel. The introduction of free-swimming lessons, if possible. A review of the unsatisfactory leisure provision across the Borough.

## OVERVIEW & SCRUTINY COMMITTEE - 23.6.2022

The creation of five new family hubs and children's centres to meet the particular needs of communities in which they are located and to work with Ward Councillors.

### **Healthier Enfield**

To reduce inequalities. New health and wellbeing centres once sites have been identified. To review adult social care and the impact on the Council's budget.

### **Safer Enfield**

Creation of a new Enfield Council Law Enforcement Team of 50 officers, working with but independent of the Police. There was much work to be completed to scope the roles and how these would support the role of the Police.

### **Parks and Open Spaces**

Enhancement of parks and open spaces across the Borough, the facilities in the parks were an important part of the Council's work.

The Chief Executive, Ian Davis presented the regulatory changes and inspections affecting Local Government.

### **Adult Social Care**

Care Quality Commission (CQC) inspections challenges were around having the right systems in place to meet the needs of adult social care required. Significant changes ahead including funding which are unclear at this stage. There is a budget gap, which will increase as interest rates increase.

### **Housing Regulator**

Impact on the Council in terms of registered social landlords, social housing provision, age of stock and the number of high-rise residential buildings. Ensure that the regulations are fully understood.

### **Grenfell Inquiry**

Impact on the Council of the Grenfell inquiry around structure and fire safety.

### **Budget**

Energy costs for schools – knock on effect on the school structure and teaching budget, better insulation to reduce energy costs, additional Special Educational Needs (SEN) provision, the cost of transport to school and impact on the revenue budget. Increase of materials associated with housing construction, maintenance and repairs, both in the private sector and for the Council. The impact of the increase in the cost of materials and freeze on construction.

### **Local Government Pay**

4% pay increase suggested and resulting budget pressures. The Council was looking for 2-2.25%.

Recruitment and Retention of staff, particularly in children's services and social workers but across the organisations.

OVERVIEW & SCRUTINY COMMITTEE - 23.6.2022

**Merger of five NHS Clinical Commissioning Groups (CCGs)**

Continued and developing relationships with the NHS before during and after transition.

The Leader of the Council and Chief Executive provided the following responses to questions raised by Members of the Panel.

- The covid pandemic had a significant impact on the Borough and a flexi approach needs to be taken towards the recovery, focussing resources where they are needed most for example the increase in evictions now that the restrictions to prevent evictions had been lifted.
- Innovative ways to support residents and to provide a better Council presence across the Borough would be identified and implemented where practical such as touch points in libraries.
- The timelines for the Local Plan, Meridian Water and the Council's estate were crucial to drawing many areas of work together from across the Council such as the provision of better homes, the housing crisis and the private rented sector. There were a number of elements to this - grant funding, the Council's partnership working, using empty homes to help address homelessness and the number of people in temporary accommodation as well as how the housing gateway is addressing voids to make those properties available.
- There were additional pressures on the supply chain with many small businesses operating on very limited cash flow. The Council were supporting these businesses where possible.
- The merger of the five NHS Clinical Commissioning Groups (CCGs) provided a window of opportunity for the Council to work with the NHS to improve and secure the best provision of services for the residents of the Borough.
- The Leader and the Chief Executive were confident that the Council would deliver 3,500 additional affordable homes despite the current challenges and those following the two-year pandemic and significant increases in the development costs which will affect the level of affordable housing. The prices were unlikely to go down to the previously level due mainly to the increases in the interest rate.

**(Actions:** Leader to circulate the current draft Local Plan timetable. Chief Executive to circulate advice of the London Fire Brigade on fire safety in high rise buildings).

The Chair, on behalf of the Members of the Overview and Scrutiny Committee, thanked the Leader of the Council and Chief Executive for attending the meeting and presenting a comprehensive set of Council priorities and answering questions in relation to the Overview and Scrutiny Committee work programme for the forthcoming year.

At 8.40pm the Leader of the Council and Chief Executive, as asked by the Chair and endorsed by the Scrutiny Panel members, left the meeting.

**OVERVIEW & SCRUTINY COMMITTEE - 23.6.2022**

**6**

**PLANNING THE WORK PROGRAMME FOR 2022/23**

Members of the Overview and Scrutiny Committee, following the presentation from and question and answer session with the Leader of the Council and the Chief Executive a detailed discussion ensued, and it was **AGREED** that:

1. The presentations on the 2022/23 Local priorities received from the Leader of the Council and the Chief Executive be welcomed and noted;
2. Two to three items be considered at each scheduled meeting be agreed;
3. Following the meeting, the draft 2022/23 work programme for the Overview and Scrutiny Committee, as attached as Appendix A, be circulated to the Chair, of the Overview and Scrutiny Committee for consideration with all the draft work programmes of the Overview and Scrutiny Committee and Scrutiny Panels to ensure there is no overlap or duplication of topics; and
4. The draft 2022/23 work programmes for the Overview and Scrutiny Committee and Scrutiny Panels be referred to Cabinet on 14 September 2022 and Council on 21 September 2022 for ratification and approval, endorsement.

**7**

**DATES OF NEXT MEETINGS**

Noted that:

The next Overview & Scrutiny Committee business meeting was scheduled to take place on Thursday 14 July 2022; and

The next provisional Call-in Overview & Scrutiny Committee meeting was scheduled to take place Thursday 21 July 2022.

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**London Borough of Enfield****Overview and Scrutiny Committee****29<sup>th</sup> September 2022**

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**Subject: Enfield Council Corporate Complaints Annual Report 2021-22****Cabinet Member:****Executive Director: Fay Hammond, Executive Director of Resources****Key Decision: N/A**

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**Purpose of Report**

1. To summarise the findings of the Corporate Complaints Annual Report 2021-22. The report focuses on the nature of complaints and learning they provide to improve services in the future.

**Proposal(s)**

2. Note the findings and improvement actions included in the Corporate Complaints Annual Report

**Relevance to the Council's Corporate Plan**

3. Analysing corporate complaints, Members Enquiries (MEQs) and compliments on an annual basis provides valuable insight into customer experience. This learning informs Enfield Council's future approach to service improvement.

**Background**

4. This annual report covers the period of 1st April 2021 to 31st March 2022. It focuses on the nature of complaints received by the Council, handling performance and learning elicited to shape future service improvements. It also provides insight into MEQs and compliments received during the same period.
5. As discussed at February 2022 OSC, the report content has changed compared to previous years to provide improved insight and learning such as multiple year trend analysis, greater granularity regarding service volumes and response performance breakdowns. Recent technology changes will provide further detailed insight for 2022/23 report.
6. In addition, the annual Ombudsman Complaints Report is now incorporated into the Annual Corporate Complaints Report to provide a holistic overview of complaints and learning.

7. The Annual Statutory Complaints reports for Adults and Children Social Care are produced separately to the Corporate Complaints report as these complaints are processed and monitored under a specific statutory framework. The social care reports are currently being finalised and will be presented to the relevant scrutiny panels in the coming months.

### **Main Considerations for the Council**

8. This section summarises the key findings from the Corporate Complaints Annual Report which is an appendix to this covering OSC paper.

### Findings

9. During 2021/22, Enfield Council received 2,069 complaints and 7,844 MEQs. Response time performance targets were not achieved although there were in-year performance improvements (Complaints - 77% on time responses; MEQs – 78% on time responses).
10. When comparing 3 year-trends, both Complaints and MEQ volumes have increased year-on-year with the highest received for both areas between April 21 to March 22. Complaint response performance time has remained broadly the same despite the increase in volume. MEQ volumes have significantly increased year-on-year whilst response performance has decreased.
11. There were reduced escalations from first to final stage complaints as well as the number of decisions upheld in favour of the complainant by the Ombudsman.
12. The majority of complaints related to service delivery, quality and staff conduct. High volume service areas included Waste Operations, Housing Repairs, Housing Advisory and financial assessment, income & debt services. These also represent high contact service areas (e.g. bin collections and council housing repairs) and services which have experienced significant demand increase, notably homelessness applications post Covid-19 which almost doubled compared to the previous year.
13. Member Enquiries demonstrated significant focus on fly-tipping, resident missed bin collections as well as maintaining public spaces, preventing homelessness and traffic calming measures.
14. Ombudsman upheld complaints identified development opportunities to reduce service delays and improve documentation processes.

### Improvement Actions

15. A series of corporate and individual service improvements are underway to improve response times, quality and service delivery.
16. At an organisational level, changes to resources structures, processes and systems are being implemented and embedded throughout 22/23 to improve

initial handling delays and provide improved insight to inform targeted service improvements.

17. Complaints learning from 21/22 have informed a series of specific service level action plans. These include enhanced staff training and induction programmes, service redesigns, recruitment drives and improved customer communication processes to enhance service delivery and reduce the initial complaints received.

### **Financial Implications**

18. The improvements in service delivery associated with changing the structure, processes and systems have been incorporated into the 2022-23 budget

### **Legal Implications**

19. There were no legal implications

### **Workforce Implications**

20. There are no workforce implications

### **Property Implications**

21. There are no property implications

### **Other Implications**

22. There are no other implications

### **Options Considered**

23. Not applicable as this report is to note the findings from the Annual Corporate Complaints Report 2021-22.

### **Conclusions**

24. 2021/22 saw the largest volume of Complaints and MEQs compared to the last three years and challenges regarding response performance. However, there were reductions in the number of complaints escalated from first to final stage. The Ombudsman also upheld fewer complaints compared to the previous year.
25. From a customer perspective, there were high complaint volumes regarding waste management, housing, homelessness and financial support. Member Enquiries demonstrated significant focus on fly-tipping, resident missed bin collections as well as maintaining public spaces, preventing homelessness and traffic calming measures.
26. In addition to redesigning corporate resource structures, processes and systems to improve response time and quality, a number of actions plans are

underway at an individual service level, informed by complaints learning throughout the year. These include enhanced staff training and induction programmes, service redesigns, recruitment drives and improved customer communication processes to improve service delivery and reduce the initial complaints received.

Report Author: Eleanor Brown  
Head of Transformation & Complaints and Access to Information  
Services

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Date: 23/08/22

Appendix: Enfield Council Corporate Complaints Annual Report 2021/22  
(attached separately).

# Enfield Council

## Corporate Complaints Annual Report 2021 - 2022

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**Author:** Eleanor Brown, Head of Complaints & Access to Information Service

**Date:** July 2022

***Suitable for publication***

## Executive Summary

### Introduction

During 2021/22, London Borough of Enfield received 2,069 corporate complaints and 7,844 MEQs. Adults & Children's Social Care complaints are not included in this figure as these annual statutory reports are produced separately.

For corporate complaints and MEQs response time performance targets were not achieved although there were in-year performance improvements (Complaints - 77% on time responses; MEQs – 78% on time responses).

### Findings

When comparing 3 year-trends, both Complaints and MEQ volumes have increased year-on-year with the highest received for both areas between April 21 to March 22. Complaint response performance time has remained broadly the same despite the increase in volume. However, MEQ volumes have significantly increased year-on-year whilst response performance has decreased.

There were reduced escalations from first to final stage complaints as well as the number of decisions upheld in favour of the complainant by the Ombudsman.

The majority of complaints related to service delivery, quality and staff conduct. High volume service areas included waste management, housing repairs, homelessness and financial support. These also represent high contact service areas (e.g. bin collections and council housing repairs) and services which have experienced significant demand increase, notably homelessness applications post Covid-19 which almost doubled compared to the previous year. Member Enquiries demonstrated significant focus on fly-tipping, resident missed bin collections as well as maintaining public spaces, preventing homelessness and traffic calming measures.

Ombudsman upheld complaints identified development opportunities to reduce service delays and improve documentation processes.

### Improvement Actions

A series of corporate and individual service improvements are underway to improve response times, quality and service delivery. At an organisational level, changes to resources structures, processes and systems are being implemented and embedded throughout 22/23 to reduce initial handling delays and provide better insight informing targeted service improvements. Complaints learning from 21/22 has informed a series of specific service level action plans. These include enhanced staff training and induction programmes, service redesigns, recruitment drives and improved customer communication processes to enhance service delivery and reduce the initial complaints received.

## 1. Introduction

This is London Borough of Enfield's Annual Corporate Complaints report for the period of 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022. It focuses on the nature of complaints received by the Council, handling performance and the learning elicited to shape future service improvements.

In addition, the report includes a summary of performance, decisions and learning from the Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) complaints during the same period. It also includes performance and insight regarding Members Enquiries (MEQs) submitted by Members and MPs.

Complaints regarding Adult and Children's Social Care are processed and monitored under a specific statutory framework. Consequently, these annual reports are produced separately and not included in this report.

## 2. Complaints Procedures

### 2.1 Corporate Complaints

A complaint can be wide-ranging but is broadly defined as an expression of dissatisfaction with a service provided, or lack of action by the Council or its staff which requires a response. Generally, issues brought to the Council for the first time are dealt with as a service request and are not processed as a complaint. However, these are escalated to a formal complaint if the resident/customer remains unsatisfied.

London Borough of Enfield has a two-stage internal complaints process:

- **First Stage:** We aim resolve the complaint as soon as possible and within 10 working days of acknowledgement.
- **Final Stage:** If a complainant is unsatisfied with the response, they can escalate their complaint to the final stage for further consideration. We aim to provide a response within 20 working days. If the complainant remains dissatisfied, they can escalate their complaint to the relevant Ombudsman.

### 2.2 Ombudsman

Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO) are independent organisations providing impartial reviews of citizen complaints. Whilst most complaints come under the LGSCO's remit, HO deals with social housing related complaints. The Ombudsman decision is final, bringing the complaint to a close.

There are 2 stages for Ombudsman complaints:



- **Preliminary Enquiry:** Ombudsman requests original complaint and LBE responses (first and final stages). Depending on their findings they may decide to investigate the complaint further (see below).
- **Investigation Request:** Ombudsman conducts investigation (often escalation from Preliminary Enquiry stage) resulting in Ombudsman final decision, actions for Local Authority etc.

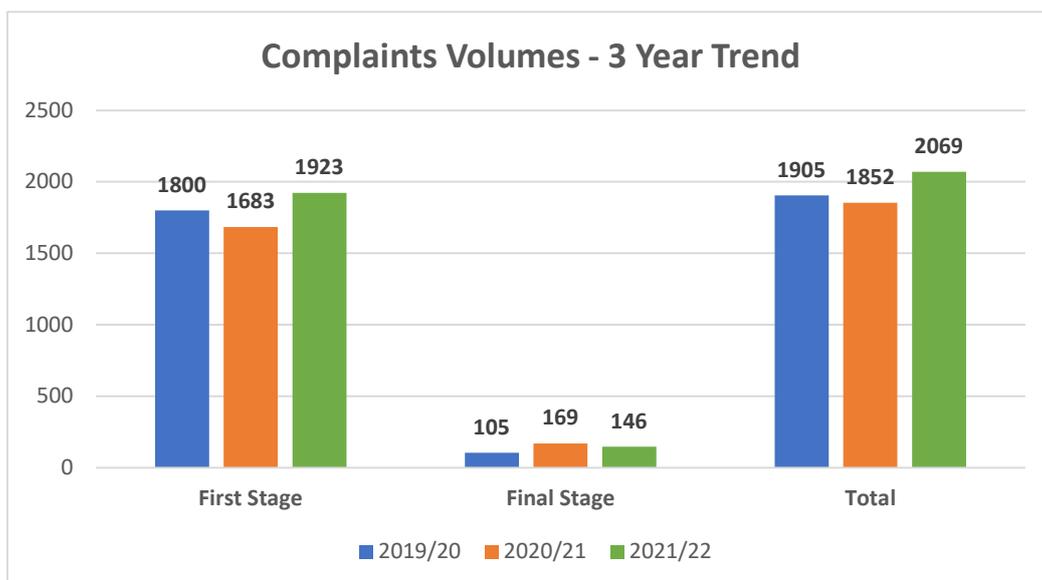
### 3. Corporate Complaints Analysis – 2021/22

#### Customer Contact Context

Serving circa 330,000 residents (6<sup>th</sup> highest in London) initial customer contact volumes alone are significant. During 2021/22, the organisation received nearly 516,000 calls, handled over 55,000 webchats and supported 22,000 customers face-to-face. Over 13 million webpages were viewed and over 114,000 online service request and payment forms submitted by customers.

In addition, the organisation collected approximately 940,000 bins per month; maintained 10,080 social housing properties; processed 83,471 Housing Benefit changes; supported 2,579 households regarding benefit and debt assistance; and processed over 4,000 homelessness applications.

#### 3.1 Complaint Volume

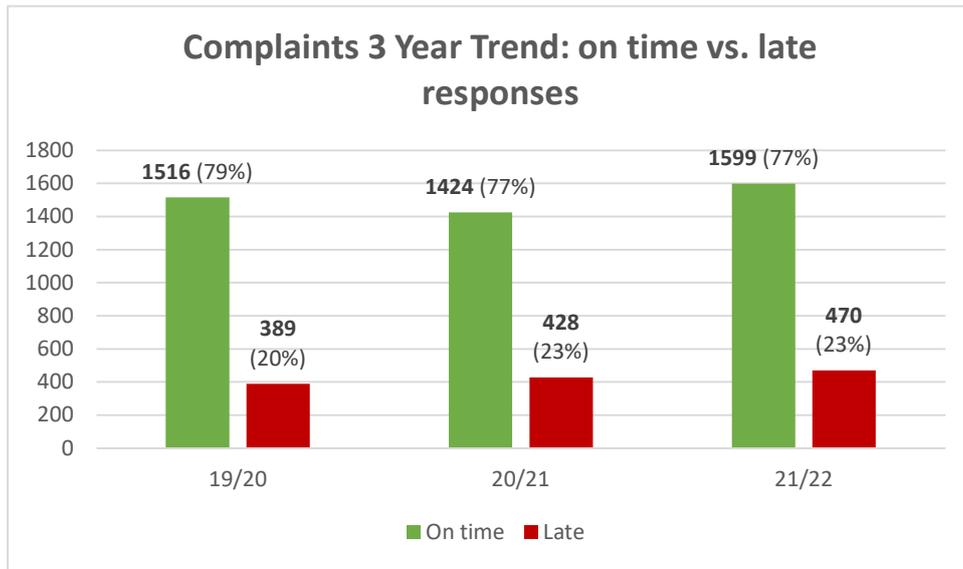


In 2021/22, the Council received 1,923 first stage and 146 final stage complaints, totalling 2,069 complaints. Compared to previous years, complaint volumes have

increased, although final stage volumes have decreased slightly. This demonstrates an improvement in successfully resolving complaints at the initial stage. It should be noted that the category approach changed in 2020/21 from 3 stages to 2 stages. Therefore, 2019/20 data is harder to compare with 20/21 and 21/22.

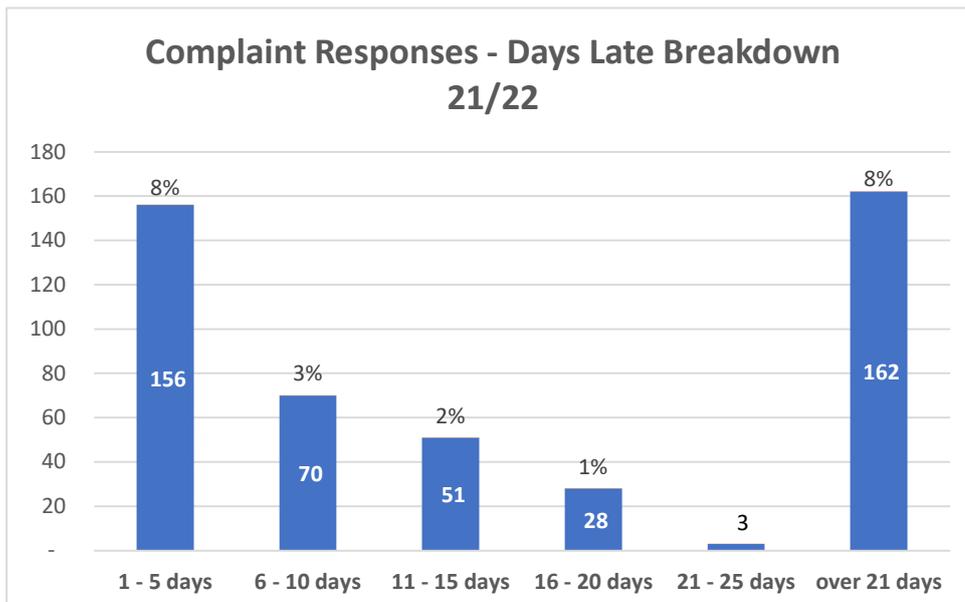
### 3.2 Response Timescale Performance

The Council aims to answer 95% of complaints on time.



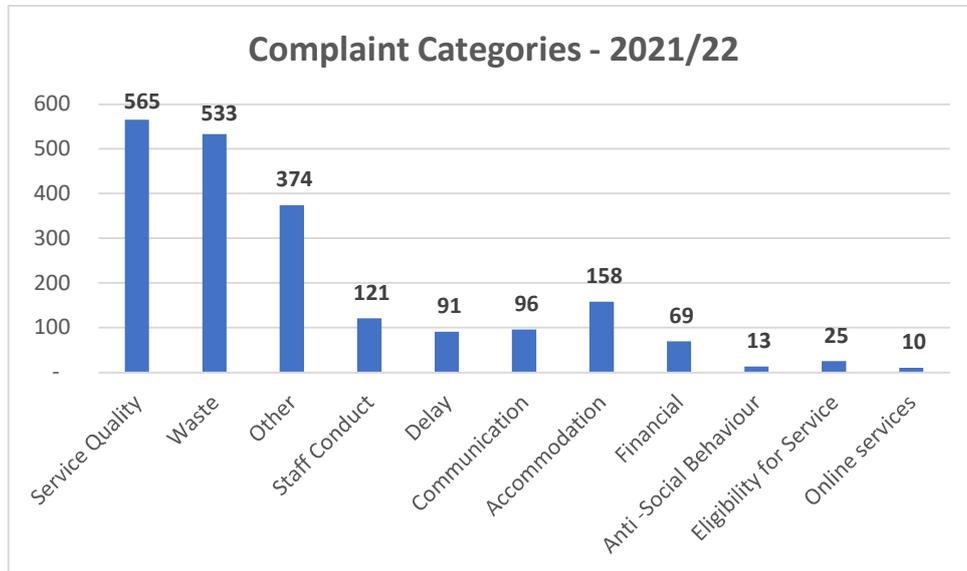
77% of complaints were responded to on time which is below the performance target (95%) and remains the same as the previous year.

The below graph provides further analysis regarding the extent of late responses.



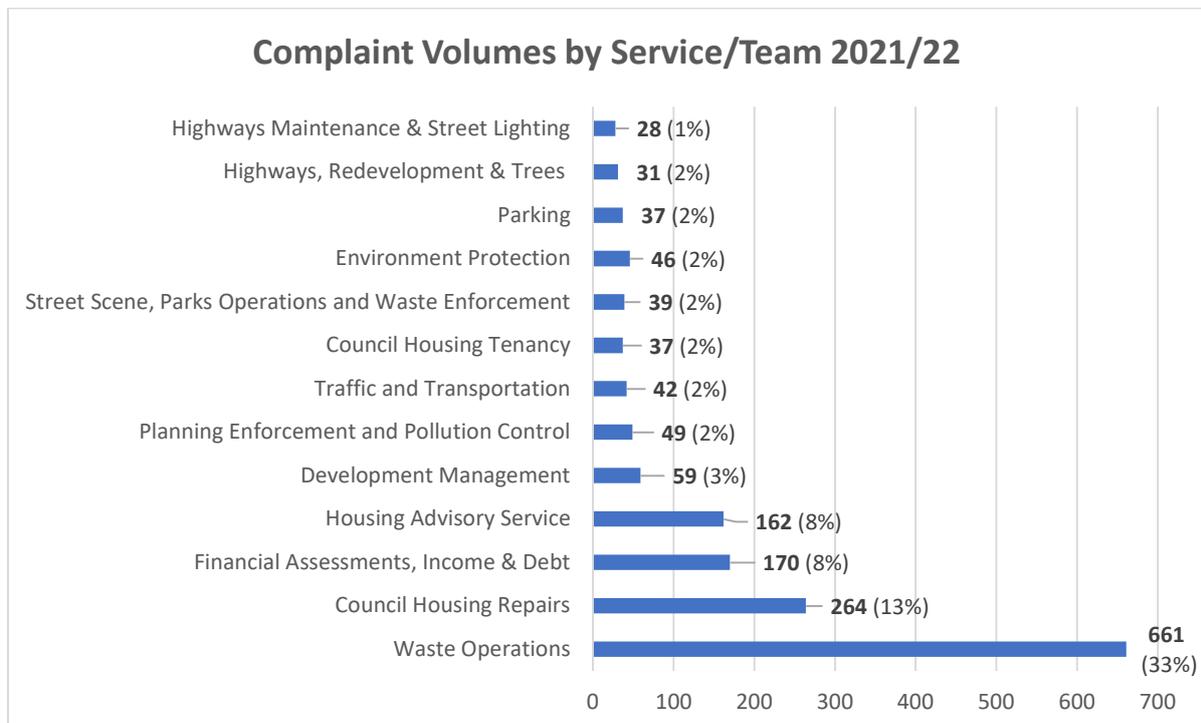
Overall, responses were mostly either 1-5 days late (8%) or over 21 days late (8%). Those taking longer were more complex cases such as homelessness, planning, anti-social behaviour and staff conduct.

### 3.3 Complaint Themes



The highest numbers of complaints related to service quality (27%) and waste (26%).

The below graph provides a service specific breakdown of complaints.



There are four high volume complaint service areas: Waste Operations, Council Housing Repairs, Financial Assessments Income & Debt and Housing Advisory Service. These four service areas receive high contact as well as complaint volumes compared to other service areas.

During 21/22:

- Waste Operations complaints related to repeatedly missed bins (residential), issues with green waste subscriptions, residential bin damage and delays in replacing these and staff conduct;
- Housing Repair complaints related to service quality and repair delays;
- Financial Assessment, Income & Debt complaints related to communication, information transparency, service quality and council tax payments
- Housing Advisory Service complaints related accommodations issues and lack of suitability, staff conduct and communication

These complaint levels are taken very seriously and Section 5 outlines learning and resulting improvement actions which are currently under way and scheduled for implementation during 2022/23.

## 4. Ombudsman Complaints

### 4.1 Local Government and Social Care Ombudsman

The following table summarises the data available on Enfield Council's LGSCO complaints received and decided in 21/22 compared to 20/21.

	Received		Decided		Upheld		Compliance	
	20-21	21-22	20-21	21-22	20-21	21-22	20-21	21-22
<b>Enfield</b>	106	<b>137</b>	102	<b>144</b>	17	<b>27 (73%)</b>	100%	<b>100%</b>
<b>London average</b>	87	<b>117</b>	88	<b>118</b>	16	<b>19 (71%)</b>	99%	<b>99.4%</b>
<b>National average</b>	33	<b>44</b>	33	<b>46</b>	6	<b>7.5 (66%)</b>	99.5%	<b>99.7%</b>

#### 4.1.1 Complaints Received

During 2021/22, there was an increase of 29% complaints to the LGSCO compared to the previous year. However, this was consistent with a national average increase of 33%, and 32% London-wide average increase. This is likely at least in part due to

the closing of the Ombudsman's operations for three months in 2020-21, during the first Covid-19 restrictions, causing a backlog of complaints lasting into 2021-22.

Enfield Council receives a high rate of absolute LGSCO enquiries compared to both national and London averages. However, adjusted for population, Enfield Council receives less per capita than some other London boroughs: Enfield is the fifth most populous London borough but received the 10<sup>th</sup> most Ombudsman complaints.

The number of complaints referred to Enfield Council for officer input was 72. Comparative data to previous years and other boroughs is unfortunately not available for this metric.

Of the 72 complaints referred to Enfield for action, the Ombudsman elected to further investigate 37 (the remaining the Ombudsman decided not to investigate). Out of these, the Ombudsman upheld 27 complaints (73%). The previous year, 85% were upheld, indicating quality improvement regarding the Council's internal response and investigations outcomes.

The table below identifies complaints received by directorate, as per the Ombudsman's classifications.

Directorate	Area	Complaints		Percentage	
		20-21	21-22	20-21	21-22
Chief Executive	Corporate Services	7	9	6.6%	6.6%
People	Adult Care Services	11	17	18.9%	22.6%
	Education & Children's Services	9	14		
Place	Highways & Transport	14	19	59.4%	62.0%
	Environmental Services	13	24		
	Housing*	27	29		
	Planning & Development	9	13		
Resources	Benefits & Tax	10	12	9.4%	8.6%
Unknown – listed null or other		6	0	5.7%	0%
<b>TOTAL</b>		<b>106</b>	<b>137</b>	<b>100%</b>	<b>100%</b>

\*Relates to Temporary Accommodation, Housing Allocations and Private Sector Housing. Tenancy related complaints are addressed by the Housing Ombudsman Service.

This mix by directorate has remained consistent in the current year, with the percentage divide remaining similar to the previous year. Within the Place department, Environmental Health complaints have increased, while Housing remained relatively static.

#### 4.1.2 Complaints Decided and Upheld

The following complaints were decided by the LGSCO within 2021-22 compared to the previous year:

Decision	Number		Percentage	
	2020-21	2021-22	2020-21	2021-22
Advice Given	9	7	8.9%	4.9%
Closed following preliminary enquiries	35	40	34.3%	27.7%
Incomplete/Invalid	7	4	6.9%	2.8%
Referred back to LBE (premature complaint to Ombudsman)	31	56	30.4%	38.9%
Not Upheld	3	10	2.9%	6.9%
Upheld	17	27	16.7%	18.8%
<b>TOTAL</b>	<b>102</b>	<b>144</b>	<b>100%</b>	<b>100%</b>

LGSCO decided on 41% more complaints compared to 2020-21. Again, this was consistent with a national average increase of 39%, although higher than the London average increase of 34%. Similar to complaints received increase, the decision increase is likely due to the closing of the Ombudsman's operations for three months in 2020-21, during the first Covid-19 restrictions. Consequently, a number of complaints received in 2020-21 will not have been decided upon until 2021-22.

The rate of complaints decided per capita is consistent with Enfield's population, having the sixth highest number of complaints decided amongst London boroughs. This was similar for the complaints upheld, with Enfield Council having the fifth highest absolute number of complaints upheld.

Of complaints closed before investigation, 16 were closed due to insufficient evidence of any fault by Enfield Council.

This table further identifies that the largest single reason for refusal was complaints referred back to Enfield Council as premature, i.e. the Council's internal complaints process had not been completed, representing almost a third of complaints decided.

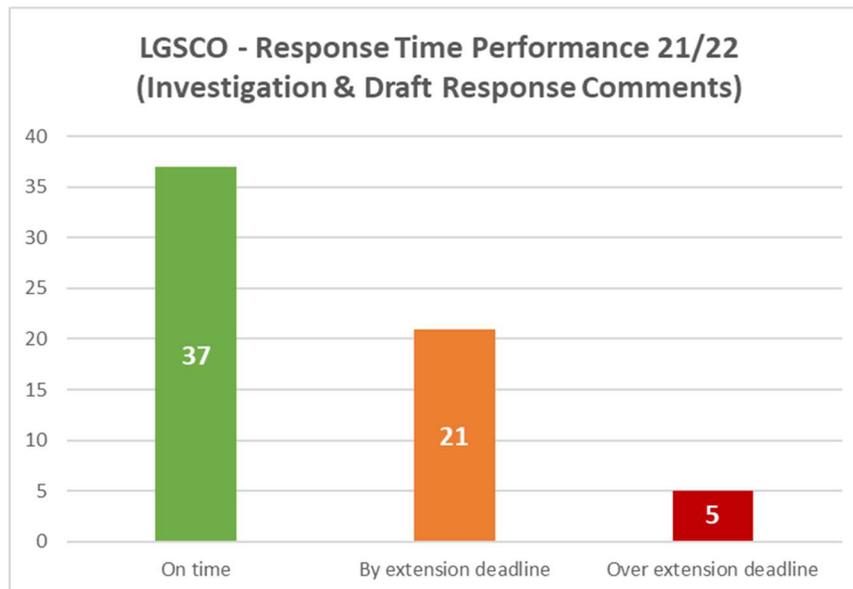
This is a continuing feature from previous years. In particular, a number of complaints were referred back due to the complainant approaching the Ombudsman after completing the First Stage of the Council's process. The Complaints Service is working on processes and consistency of template usage across the organisation to limit this occurring in the future.

The Ombudsman records 27 complaints as upheld, with 10 not upheld. This gives an upheld percentage of 73%, slightly above the London average of 71%. However, this is an improvement from Enfield Council's previous year's percentage of 85%.

The LGSCO reports that satisfactory remedy has now been made in all 23 cases where actions were required by 31<sup>st</sup> March 2022.

#### 4.1.3 Response Time Performance

In terms of response time performance, although very few responses were late, there were a number of deadline extensions agreed with the Ombudsman indicating complexity of cases.



In the LGSCO's annual performance letter (issued 20<sup>th</sup> July 2022), it noted 100% satisfaction that Enfield Council had satisfactorily implemented the Ombudsman's recommendations. However, LGSCO advised that there were delays in obtaining information from the Council regarding enquiries and implementing recommendations. Further information was requested to refine learning and improvements, however this was not available.

The investigations highlighted three main areas for improvement:

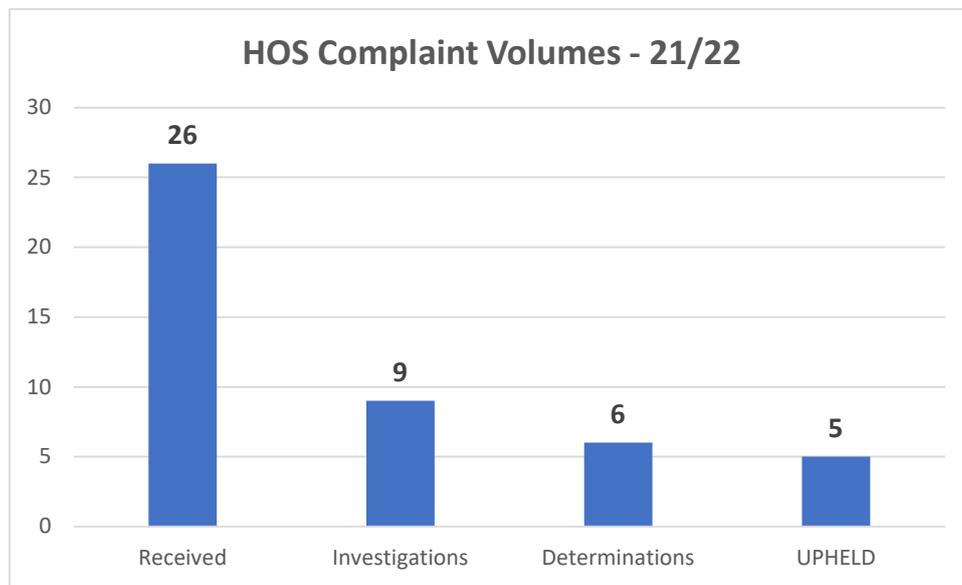
- Delays in provision or assessment of services
- Issues with record keeping and documenting decisions
- LGSCO disagreed with some discretionary policies where they are of the opinion that optional elements should be included

To improve response times and address the performance issues raised by the LGSCO, the following improvements are underway:

- Fortnightly open case reports increased to weekly;
- Additional resilience in the central Complaints Service to chase and collate responses

#### 4.2 Housing Ombudsman

During 21/22, complainants escalated 26 complaints to the Housing Ombudsman (HO).



Of the 26 complaints received by the Ombudsman, they chose to investigate 9 of these which resulted in 6 determinations. In total 5 of these were upheld by the Ombudsman.

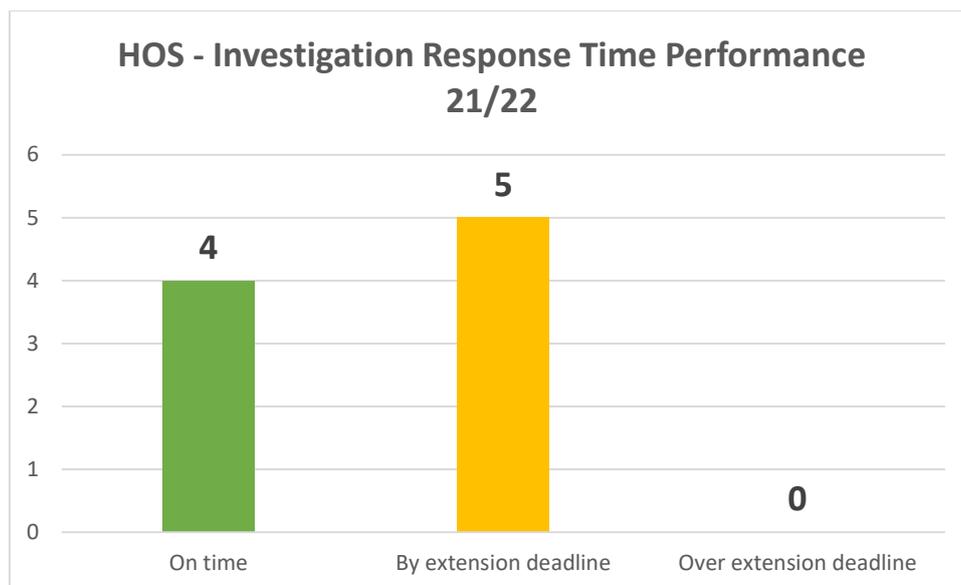
The reasons for upholding these complaints were as follows:

- In one case, failing to follow correct ASB processes
- In the remaining 4 cases, substantial delays to the implementation of repairs

Consequently, the following improvements are underway:

- ASB procedures were reviewed and updated, and distributed to staff. The specific case concerned was reviewed and completed in the correct way.
- Improved processes to manage complaints, track repair progress and sharing learning





In terms of response time performance, 4 were responded to within the HO's original timeframe requests. 5 were responded to within HO agreed extensions. There were no late responses.

The investigations highlighted two main areas of complaints:

- Council Housing 'Major Repairs' delays
- Anti Social Behaviour and documenting decision-making process

## 5. Learning from Complaints & Improvement Actions

This next section combines learning from Corporate and Ombudsman complaints shaping future service provision. Focusing on the four highest complaint volume service areas, it details further context and ongoing improvement actions. It concludes with improvements designed to improve corporate response time performance.

### 5.1 Council Housing Repairs Service

During the Covid-19 pandemic and national lockdowns, the Service carried out emergency repairs only in line with government guidelines. Booking new routine appointments recommenced in April 2021, however there was a high number of routine repairs to be carried out which resulted in a repairs back log.

Although the routine repairs response time was extended to 90 working days, delays in completing repairs continued. Firstly, there were delays in recruiting permanent staff. Secondly, specialist sub-contractors experienced delays resulting from labour and material shortages as a result of the pandemic.

## Improvement Actions

- New Customer Support Team now in place who have completed full induction and training.
- Implemented a new process for managing complaints which includes calling the customer when the complaint is received to understand the resolution; full background checks to understand the history of the complaint and the whole issue (to ensure holistic approach across multiple teams when resolving the issue); and weekly meetings with relevant Team Managers to discuss complex complaints and agree next steps.
- Tracking follow on actions and progress to ensure that the repair is completed and identified learning is shared with the team.
- All the Housing Resolution Team have completed external HQN (Housing Quality Network) training to improve repairs diagnosis process thereby increasing the first time fix rate and reduce delays.
- Repairs Operations Team are carrying out post inspections to check the quality of the works and address issues thereby improving repair quality

### 5.2 Housing Advisory Service

In 21/22 the Council received a significant rise in homelessness applications compared to the previous year (4,013 in 21/22 compared to 2,273 in 20/21). This was due to the unprecedented increase in demand driven by the Covid-19 pandemic and notably the impact of evictions ban and introduction of Domestic Abuse legislation.

The highest volume of complaints received by the Housing Advisory Service relate to the suitability of temporary accommodation and the quality of provision that has been provided. This results from procurement challenges due to shortages of supply and quality issues available to London Borough of Enfield.

#### Improvement Actions:

- To address accommodation suitability issues, Temporary Accommodation standards are undergoing improvement through the service's Inspection Regime.
- In addressing complaints relating to staff conduct and communication a Quality Management Team has been created and recruited to. The team is responsible for delivering customer service training including the new corporate Mary Guber training programme. The team will review repeated episodes of such complaints and ensure that these are escalated quickly to senior management for further investigation and performance management.

### 5.3 Waste Operations

This has been a challenging year for frontline services and there has been higher than usual numbers of agency staff used. Covid-19 has resulted in resident

behaviour change increasing demand across the service areas, as well as requiring increased operational resilience to maintain service delivery. Consequently, there has been an increase in agency staff deployment during this period whilst the extent of behaviour and demand change permanency is assessed.

#### **Improvement Actions:**

- Reviewed service areas and rationalised service provision. In line with these findings, recruitment is currently underway to reduce dependency on agency staff which will support improved service delivery
- Missed Bin transformation project is underway throughout 22/23 to understand poor performance root causes and design solutions which will improve the customer experience and significantly reduce failure demand

#### **5.4 Financial Assessments and Income & Debt Service**

Last year the service administered a large number of covid related grants schemes for businesses and individual households. As a result, the website required a higher frequency of updates and further clarity on the support available to residents and businesses. This impacted communication and transparency to residents reflected in the complaints received.

Regarding council tax payment complaints, a greater understanding is essential for residents and businesses regarding the processes we have to follow to recover arrears and the legislation to support this. More flexibility is required regarding payment dates for businesses via Direct Debt.

Lastly, 2021-22 was particularly challenging which impacted service quality. The Government offered grants to support during the Covid-19 pandemic and grants were delivered by the team during this year in addition to the normal service delivery and with staff intermittently falling ill with the virus. Although the Service tried to adapt processes and bring in more staff, recruitment and training takes time. Some complaints were therefore due to customers needing to chase and having to wait too long for a response. More staff have been recruited with new and existing staff extensively trained in new procedures designed to increase agility when responding to changes. Enforcement agents work on the Service's behalf advising of any issues raised at the doorstep. Regarding Benefits, some complaints are due to resident dissatisfaction with the decision or the criteria applied. This may result in a reassessment or further explanation about the assessment criteria or advice about discretionary support that the resident can access even if they do not meet the criteria of the benefit they had applied for.

#### **Improvement Actions:**

- Communication & transparency: website updates have increased in frequency and new initiatives are being updated in a timely manner. The service has learned to ensure the information on new schemes such as the Council Tax

Rebate is on various social media platforms, website etc. A review of correspondence is underway with the focus on clearer messages and details of the processes in practice (which are also published on the website to improve transparency).

- Council tax payments: The Service is working with residents to assist with longer payment arrangements and support with multiple debts. A review of communications to residents is planned for 22/23. Comprehensive training provided for new Council Tax officers is underway. A review of systems technology (CIVICA On Demand) supporting the service is also required.
- Service Quality: Staff recruitment is ongoing although remains a challenge due to market forces and therefore supported by external CIVICA on Demand resource. An additional 2 Enforcement companies have been appointed which will improve competition and performance enhancement. A self-service portal for benefits, Council Tax and NNDR is planned for implementation during 22/23 ensuring customers have more ownership of their accounts. The system will allow residents and businesses to self-serve with post and correspondence numbers enabling faster turnaround times. A new IT system to improve the workflow for concessionary travel is also requested designed to increase the response rate.

## 5.6 Response Timescale Performance

In addition to specific service complaints, timeliness response performance across the organisation requires further improvement. Manual processes and central resource challenges resulted in initial processing backlogs which contributed towards timescale performance issues.

### **Improvement Actions:**

The following actions will be implemented during 2022/23

- New case management IT system to automate manual processes, improve data and performance insight
- Implementation of new resource structures and processes to increase performance and increase targeted improvements at service levels

## 6. Compliments

In 21/22, the Council logged 287 compliments centrally, an increase of 145 compared to the previous year. 55% complimented a staff member with the remaining primarily relating to a service received.

Some of these compliments are provided below.

### Place Department

*"I would like to say thank you and compliment XX, Waste and Recycling Office. I would like to express that X takes pride in their work and will always come back to me to ensure that the issue is resolved. It is really admirable and refreshing."*

*"I've been using Barrowell Green Recycling centre for a number of years, and the attitude and service from the team that works there is second to none. They are always helpful, cheerful and polite. The whole team deserve a lot of credit. Even when it's cold and raining, they stay positive and are very helpful."*

*"Thank you for always smiling and waving back to our children who absolutely love watching you collect the recycling bins."*

*"I would like to compliment the street cleaners who were working on X Road. The work they carried out was fabulous. The pavement and road, particularly outside my flat are absolutely so clean"*

*"I would like to give a huge thank you, and well done to your refuse collectors. I left my blue bin out in front of my property, instead of the black. (I had been away for 5 week so I was out of sync). The operators went the extra distance and collected the black bin from the house. I was thrilled. If they had not I would have considered it my fault, not theirs. So thank you again for going that extra mile."*

*"We are very pleased with how the trees and bushes - and dead leaves - have been trimmed, collected and generally kept in order where we live over recent months. This was a tremendous effort. Thank you".*

### Chief Executive's Department

*"My child got married on X and I got delayed in terrible traffic...The Registrar was amazing ....he allowed me to park in the car park and calmed me down"*

*"Just had the absolute pleasure of speaking with a lady who booked our wedding notice. Absolutely wonderful customer experience"*

### People Department

*"I am moving out of Enfield and I wanted to say how fantastically helpful, friendly and supportive the Enfield SEN team had been"*

*"Thank you for your visit and positive, understand and sensitive approach to my mother. She smiled at you at the end and it was meant. She appreciated how you handled. Thank you for the invaluable information and links. This makes things a lot easier to research and manage. Carry on doing the amazing job you are doing."*

*"Thank you so much for all your help, support & information. You have been amazingly prompt in everything and we as a family are so very grateful to you. I can't begin to tell you the amount of stress it relieves from our end"*

*"Thank you so much for arranging the rail fittings in my daughter's house so quickly. It is really appreciated. It was lovely to meet you and we are really grateful for your care."*

*"My Aunt who passed away recently spent her last days at home with family and friends around her and I wanted to pass on my thanks for the support that Enfield Council arranged for her. Without this support, we could not have carried on with the live-in carer and her life would have been much harder in the last few months. Thank you so much for your care and compassion and for helping us to continue with the support she needed."*

### Resources Department

*"I spoke to X from customer services. She was very helpful and very kind and an asset to the council. Thank you very much."*

*"X was very helpful ..very efficient ..as I was stressed as I was having difficulties to send my documents via email but X was very patient to help me to send all documents requested. Thank you very much again for all your great support."*

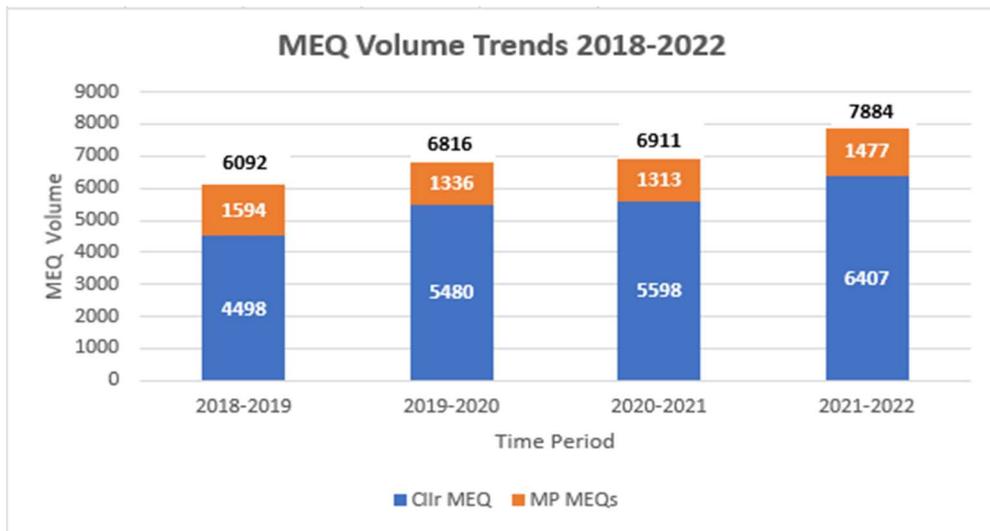
*"I took my 3 children to Palmers Green library today and was absolutely delighted with the service from the staff there. My children are taking part in the summer reading challenge and one member of staff came and spoke to the children at length about what they had read- the kids were so excited and enthused by this. The other staff member helped me with my (numerous) membership enquiries and was so kind, patient and helpful. Please pass on my thanks and compliments for their outstanding service."*

## 7. Member Enquiries (MEQs)

This section provides performance and data insight into Member Enquiries (MEQs) submitted by the Council's Members and MPs during 2021/22.

### 7.1 MEQ Volume

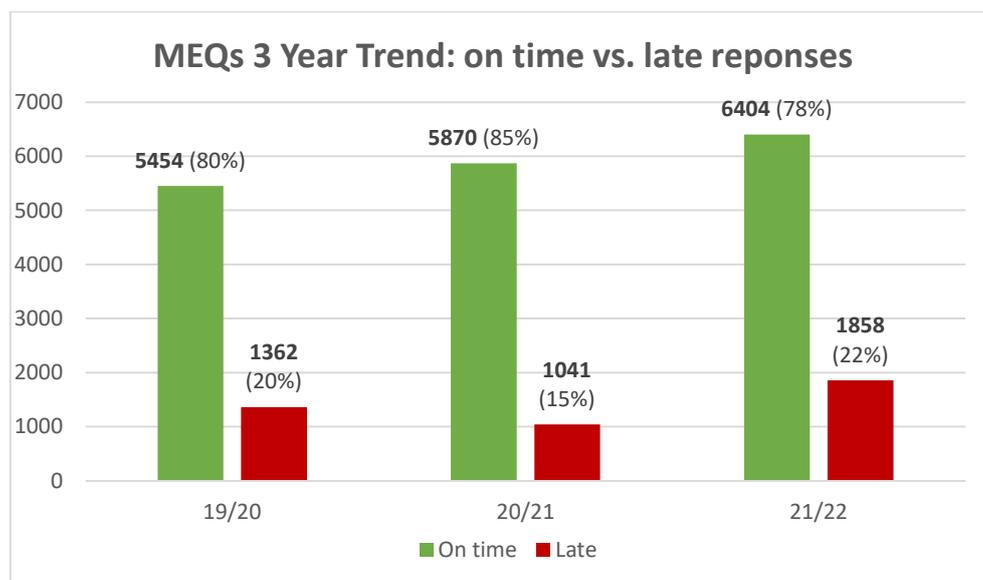
London Borough of Enfield's local elections took place in May 2022. Therefore, the below yearly trend analysis reflects on the previous 4-year political cycle. During this time the volume of MEQs received has increased year-on-year.



During 21/22, the highest volume of MEQs was received over the 4 year period totalling 7,884 (6407 Member and 1,477 MP MEQs).

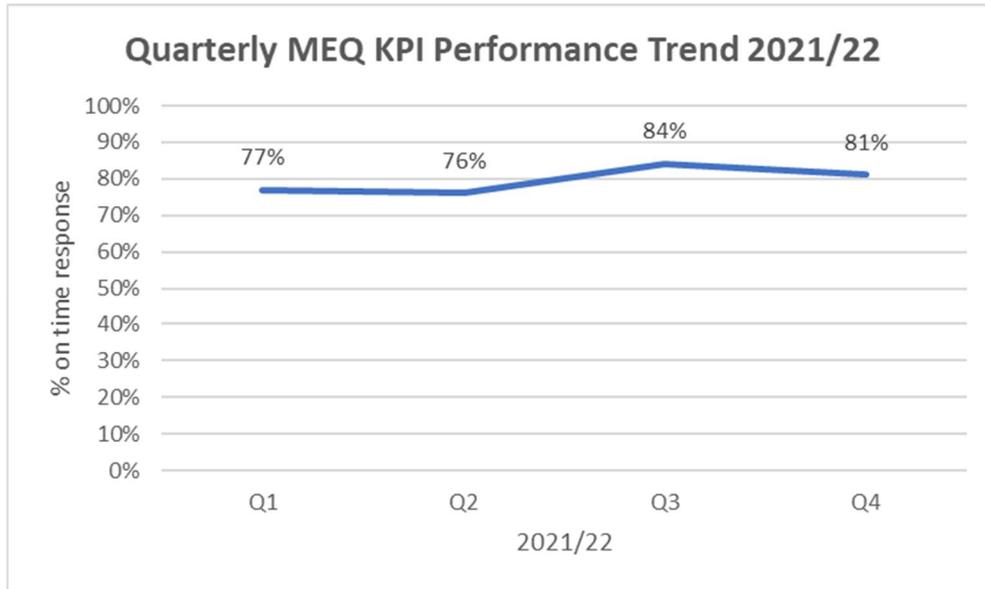
### 7.2 Response Timescale Performance

The Council aims to respond to 95% of MEQs within 8 working days.



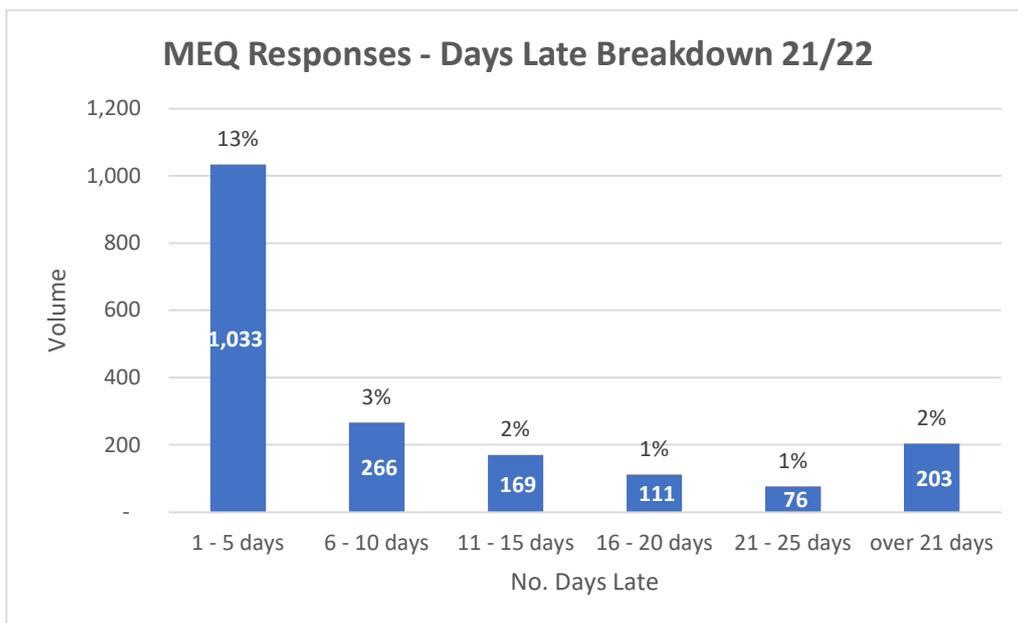
Compared to the previous two years, 21/22 MEQ response time performance has decreased.

However, there have been in-year improvements when comparing Q1 to Q4 performance as per the graph below.



During 21/22 there were delays when initially processing MEQs due to lack of automation, staff sickness (long absence) levels. The manual process led to initial bottlenecks during Q1 & Q2 which were subsequently alleviated in Q3 & Q4. The introduction of a new MEQ case management system, resource structure and handling policy during 2022/23 are designed to improve response performance and quality. These will also increase reporting quality and data insight to enhance a targeted approach when improving service delivery.

The below graph provides further analysis regarding the extent of late responses.





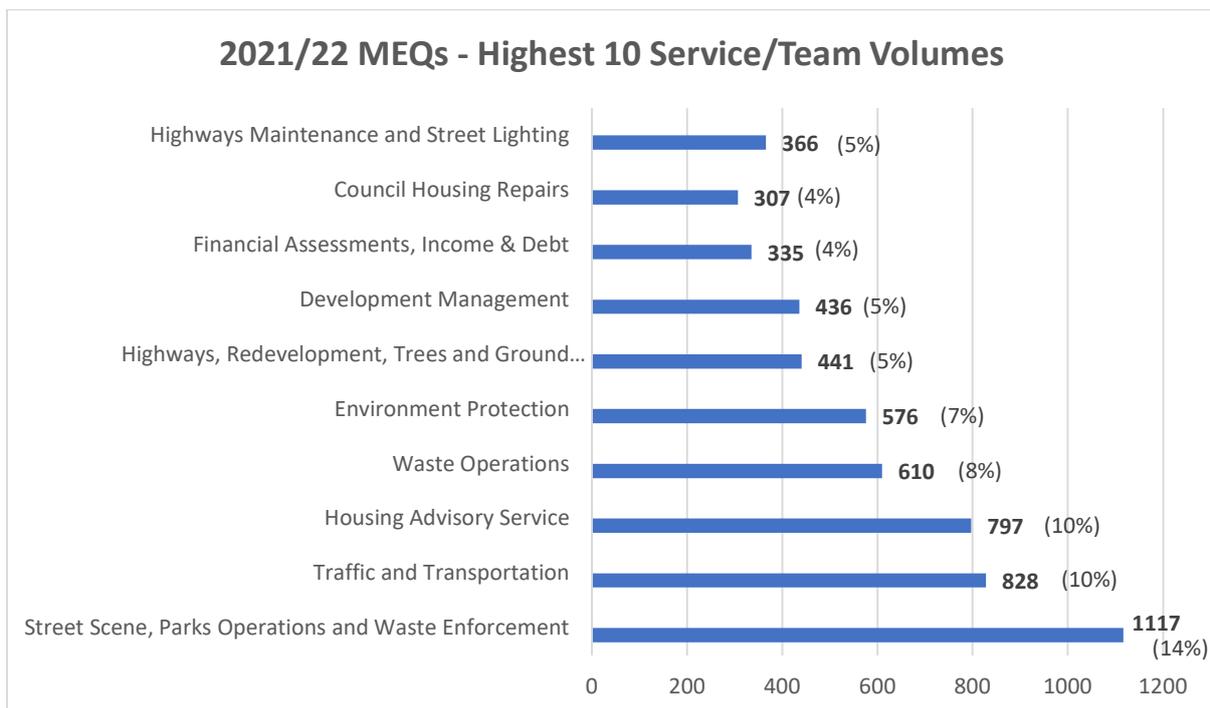
The majority were 1-5 days late. For those over 21 days late, there were a range of service areas including:

- Housing (unsuitable accommodation, eviction/homelessness, housing allocation and council housing tenancy)
- Development Management (planning applications and enforcement and applications)
- Anti-social behaviour
- Low Traffic Neighbourhoods (LTNs)
- Property management
- Missed bin collections
- Fly-tipping
- Green space maintenance

Some MEQs related to complex cases, in particular Housing related enquiries and therefore additional time was required to provide complete responses.

### 7.3 Enquiry Themes

The below graph lists the 10 highest service/team areas regarding MEQ volumes during 21/22.



A further topic breakdown of the top 5 areas is as follows:

- **Street Scene, Parks Operations & Waste Enforcement:** litter bins/overflowing bins, fly tipping, graffiti, green space maintenance
- **Traffic & Transportation:** LTNs, traffic calming measures, Controlled Parking Zones

- **Housing Advisory Service (homelessness prevention advice & relief):** residents requiring housing assessments, evictions, unsuitable accommodation, accommodation repairs/condition issues
- **Waste Operations:** missed bin collections, damaged bins, replacement bin delays, green waste subscription issues
- **Environment Protection:** fly tipping & enforcement, abandoned vehicles, Fixed Penalty Notices, pest infestations, overgrown gardens, noise issues

## 8. Conclusion

2021/22 saw the largest volume of Complaints and MEQs compared to the last three years and challenges regarding response performance. However, there were reductions in the number of complaints escalated from first to final stage. The Ombudsman also upheld fewer complaints compared to the previous year.

From a customer perspective there were high complaint volumes regarding waste management, housing, homelessness and financial support. Member Enquiries demonstrated significant focus on fly-tipping, resident missed bin collections as well as maintaining public spaces, preventing homelessness and traffic calming measures.

In addition to redesigning corporate resource structures, processes and systems to improve response time and quality, a number of actions plans are underway at an individual service level, informed by complaints learning throughout the year. These include enhanced staff training and induction programmes, service redesigns, recruitment drives and improved customer communication processes to improve service delivery and reduce the initial complaints received.

**London Borough of Enfield****Cabinet 14 September 2022****Overview and Scrutiny Committee 29 September 2022****Council 12 October 2022**

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**Subject: Scrutiny Annual Work Programmes 2022/23****Director: Terry Osborne****Key Decision: N/A**

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**Purpose of Report**

1. This report and Appendices set out the draft work programmes for Overview and Scrutiny Committee (OSC) and the seven standing Scrutiny panels for 2022/23.

**Proposal(s)**

2. To agree the proposed work programmes for the Overview and Scrutiny Committee and the Scrutiny Panels for 2022/23, subject to any amendments required to manage any areas of duplication, and to recommend to Council for adoption.

**Reason for Proposal(s)**

3. The Council's Constitution requires that the scrutiny work programmes are adopted by Council on the recommendation of the Overview and Scrutiny Committee, following consultation with the Cabinet and the Executive Management Team (EMT).

**Relevance to the Council Plan**

4. The Scrutiny Panels are focussed and aligned to areas where they can add most value to the delivery of the Council's plan.

**Background**

5. The Overview and Scrutiny Committee and Scrutiny Panels set out their own work programmes for the year, taking into consideration wider consultation with Cabinet, Executive Management Team (EMT).

6. The seven scrutiny Panels are:

- (i) Children, Young People and Education
- (ii) Crime
- (iii) Environment and Climate Action
- (iv) Finance and Performance

- (v) Health and Adult Social Care
- (vi) Housing
- (vii) Regeneration and Economic Development

7. Membership of the Overview and Scrutiny Committee and the Scrutiny Panels were approved by Council, including Chair and Vice Chair
8. Each of the Panels held a work planning meeting with the Cabinet member and Executive Director who were invited to attend and present their priorities. Following this presentation each Panel decides on a topic for the remaining scrutiny meeting for the year.
9. Co-ordinating the Panels work programmes and ensuring there is no duplication across the panels is part of the function of OSC, therefore the work programmes will be considered by OSC on the meeting of 8 September 2022 rescheduled to 29 September 2022 due to the passing of the Queen Elizabeth II.
10. Executive Management Team (EMT) and Cabinet are asked to comment on the work programmes, and these comments will be incorporated into the report to be considered by Council on the 21 September 2022.
11. OSC and Scrutiny Panels are scheduled to meet a minimum of four times per year, however, it is likely that the OSC will meet more often to deal with call-ins and pre-decision Scrutiny.
12. The Scrutiny work programmes will be sent to key stakeholders such as Health, Police and Enfield Voluntary Actions (EVA).

### **Main Considerations for the Council**

13. Members are asked to approve the Overview and Scrutiny and Scrutiny Panel work programmes.
14. Where there are overlaps in topic on the work programmes, OSC will agree which Committee/Panel will take the lead.

### **Safeguarding Implications**

15. None identified.

### **Public Health Implications**

16. There are no direct public health implications linked to this report, but rather what happens as a result of scrutiny.

### **Equalities Impact of the Proposal**

17. Equalities impact assessments relating to recommendations that scrutiny may make will be assessed through the scrutiny process.

## **Environmental and Climate Change Considerations**

18. There are no direct environmental or climate change implications linked to this report, but rather what happens as a result of scrutiny.

## **Risks that may arise if the proposed decision and related work is not taken**

19. There are no risks associated with this report.

## **Financial Implications**

20. Any cost implications of recommendations made from scrutiny must be contained within budgeted resources.

## **Legal Implications**

21. The Council has statutory duties within an existing legal framework to make arrangements for the scrutiny of its decisions and service delivery, including the areas of crime and health, which are covered within these recommendations.

22. The setting of the annual scrutiny work programme is a matter for the Council, following consultation with EMT, members and key stakeholders within an agreed protocol. These requirements are set out in the Council's Constitution.

## **Other Implications**

23. None identified

## **Options Considered**

24. The Overview and Scrutiny Committee is required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

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Report Author: Marie Lowe  
Governance & Scrutiny Officer

Date of report September 2022

## **Appendices**

Draft OSC and Scrutiny Panel work programmes.

## **Background Papers**

None

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/Director	Reason for proposal	Other Committee/Cabinet/Council approvals?
23 July 2022	Work Planning					
<b>8 September 2022</b>	Scrutiny Annual Work Programmes 2022/23	Marie Lowe	Cllr Greer	Terry Osborne	The Committee will note and agree the work programmes for the scrutiny panels for approval at Council	Cabinet 14 <sup>th</sup> Sept Council 21 <sup>st</sup> Sept
	MEQ and Complaints -	Eleanor Brown	Cllr Ergin Erbil	Fay Hammond	Update to members following implementation of the new MEQ system	
<b>10 November 2022</b>	Regulatory Changes to Local Government	tbc	Cllr Susan Erbil	Sarah Cary	Priority presented to the panel and agreed to be on the work programme.	
	Grenfell Tower Inquiry to review the impact on Enfield's structures and fire safety.	Joanne Drew	Cllr Savva	Sarah Cary	The Panel felt this was a priority following the Grenfell review	
	Annual Safeguarding reports	Bharat Ayer & Sharon Burgess	Cllr Cazimoglu & Cllr Abdullahi	Tony Theodoulou	It is proposed that the relevant Panels take this item.	Cabinet 12 <sup>th</sup> Oct Council 16 <sup>th</sup> Nov
<b>12 January 2023</b>	Budget consultation for members of the Committee	James Newman	Cllr Leaver	Fay Hammond	Item goes to OSC as part of the formal Budget process.	Cabinet 18 <sup>th</sup> Jan Council 23 <sup>rd</sup> Feb

<b>9 February 2023</b>	Equalities with a focus on reduction of inequalities across the borough	Harriet Potemkin/Lucy Nasby	Cllr Ergin Erbil	Ian Davis	This was set out as a priority for 2022/23	
	Impact on the cost of living on residents in Enfield	Sue Nelson	Cllr Leaver	Fay Hammond	One of the priorities presented by the Leader for 2022/23.	
<b>9 March 2023</b>	Review of Leisure Provision in the borough	tbc	Cllr Anyanwu	Sarah Cary	This was requested by the Committee	
	Local Plan information on any updates and the timeline of proposals	Helen Murch	Cllr Caliskan	Sarah Cary	Regeneration & Economic Development Scrutiny Panel to lead on this item.	
	Fly Tipping with an overview and update on statistics and improvements	Doug Wilkinson	Cllr Jewell	Sarah Cary	This is a priority area presented by the Cabinet member.	
<b>9 April 2023</b>	Merger of five NHS Clinical Commissioning Groups (CCGs)	Dudu Sher-Arami	Cllr Cazimoglu	Tony Theodoulou	One of the Leader's priorities for 2022/23.	
	Meridian Water update	Peter George	Cllr Caliskan	Sarah Cary/ Peter George		

**Note:**

Provisional call-in dates: 21 July 2022, 4 August 2022, 29 September 2022, 27 October 2022, 24 November 2022, 8 December 2022, 31 January 2023, 22 February 2023, 30 March 2023.

These dates may also be used for pre-decision scrutiny as necessary. Any call-ins received will take precedence at this meeting

CHILDREN, YOUNG PEOPLE AND EDUCATION SCRUTINY WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/Director	Reason for proposal	Other committee/ Cabinet/Council approvals?
29 June 2022	Work Programme					
27 September 2022	Annual Safeguarding report	Bharat Ayer	Cllr Abdullahi	Tony Theodoulou	The Annual report is brought to this Panel for discussion.	
	Quality & consistency of school meals across the borough	Cheryl Headon	Cllr Abdullahi	Sue Nelson	This item was proposed by Councillor Thorp during the meeting	
2 November 2022	School Attendance issues, including the upcoming white paper.	Jo Fear	Cllr Abdullahi	Peter Nathan	This was highlighted as priority for the Cabinet Member and was also proposed by Councillor Thorp	
	SEND places update on the creation of 100s more SEN places and build a new SEN school	Neil Best Barbara Thurogood	Cllr Abdullahi	Peter Nathan	This was highlighted as priority for the Cabinet Member	
10 January 2023	Updates to be provided on the level of care places in the	Ramasasi Ramasubramanian	Cllr Abdullahi	Anne Stoker	This will be follow up following a national shortage of care places	



	borough				within the borough	
	Recruitment & retention of Social Workers, including the social work apprenticeships	Angela Bent	Cllr Abdullahi	Tony Theodoulou	This was highlighted as priority for the Cabinet Member	
	Recruitment & retention of Foster Carers	Debbie Michael	Cllr Abdullahi	Anne Stoker	This was highlighted as priority for the Cabinet Member	
<b>23 March 2023</b>	Information to be provided on the development of Family Hubs & Children's Centres	Ivana Price	Cllr Abdullahi	Anne Stoker	This was highlighted as priority for the Cabinet Member	
	Violence towards teachers the Panel wish to see data, patterns, intervention, safeguarding for staff	Sarah Fryer Paul Bishop	Cllr Abdullahi	Peter Nathan	This item was proposed by Cllr Thorp during the meeting	
	Youth Offenders – activities to help stop reoffending, youth centres, cadets	Ivana Price	Cllr Abdullahi	Anne Stoker	This item was proposed by Cllr Islam during the meeting	
	Safeguarding Enfield strategy consultation	Bharat Ayer	Cllr Abdullahi	Tony Theodoulou	The Safeguarding Adults Board currently has a strategy which the SAB will be reviewing and updating in 2023. As with the annual reports, we will be developing a joint strategy that covers	

					adults and children's safeguarding.	

CRIME SCRUTINY PANEL WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/ Director	Reason for proposal	Other Committee/ Cabinet/Council approvals?
28 June 2022	Work planning					
13 September 2022	12 HRA Enfield Funded Officers	Andrea Clemons	Cllr Needs	Tony Theodoulou	Proposed review of effectiveness and impact of the police officers funded by Enfield Council	
	Crime Prevention & Detection with a focus on serious crime including knife crime	Andrea Clemons	Cllr Needs	Tony Theodoulou	Police priority for 2022/23	
	SSCB Performance Management – provide a monitoring overview of performances	Andrea Clemons	Cllr Needs	Tony Theodoulou	Standard agenda item	
7 December 2022	Violence against women and girls	Julie Tailor (Police)	Cllr Needs	Tony Theodoulou	Panel requested further details on awareness and prevention. This was previously a MOPAC priority.	
	Serious youth crime	Ivana Price	Cllr Abdullahi	Tony Theodoulou	This was a priority highlighted by Anne Stoker	
	SSCB Performance Management –	Ivana Price	Cllr Needs	Tony Theodoulou	Standard agenda item	

	provide a monitoring overview of performances					
<b>1 March 2023</b>	Pledge for 50 additional officers in Enfield	tbc	Cllr Needs	Tony Theodoulou	Cabinet Member presented this item to the Panel	
	Streetlighting – focusing on the potential impact on crime	Doug Wilkson/ Stephen Skinner	Cllr Jewell	Sarah Cary	This was presented to the Panel as a Police priority for 2022/23	
	SSCB Performance Management – provide a monitoring overview of performances	Ivana Price	Cllr Needs	Tony Theodoulou	Standard agenda item	

ENVIRONMENT AND CLIMATE ACTION SCRUTINY PANEL WORK PROGRAMME

Date of meeting	Topic	Lead officer	Lead Members	Executive Director/ Director	Reason for proposal	Other Committee/ Cabinet/ Council approvals?
<b>7 July 2022</b>	Work Planning					
<b>11 October 2022</b>	Climate Action Plan Review	Rafe Bertram/Tilly Ford	Cllr Ergin Erbil	Doug Wilkinson	The Plan is being refreshed following the election.	Council
	Proposed ULEZ expansion for 2023	David Taylor	Cllr Jewell	Doug Wilkinson	This was proposed as it will affect Enfield residents directly and Enfield will be expected to respond to the Consultation.	
<b>17 January 2023</b>	Parking Strategy – This will come to the Panel for information	David Morris	Cllr Jewell	Doug Wilkinson	This was highlighted as a priority during the work planning meeting.	
	Parks & Wetlands looking at rewilding and the number of trees planted	Ian Russell	Cllr Ergin Erbil/Cllr Anyanwu	Doug Wilkinson	This was highlighted as a priority during the meeting by the Cabinet Member.	
<b>14 March 2023</b>	Review the implementation of School Streets	Richard Eason	Cllr Jewell	Doug Wilkinson	This was highlighted as a priority during the meeting by the Cabinet Member.	
	Waste Recycling Management Performance	Jon Sharkey	Cllr Jewell	Doug Wilkinson	This was highlighted as a priority during the meeting by the Cabinet Member.	

FINANCE AND PERFORMANCE SCRUTINY PANEL WORK PROGRAMME

Date of meeting	Topic	Report Author	Lead Members	Executive Director/ Director	Reason for proposal	Other committee/ Cabinet/Council approvals?
<b>20 July 2022</b>	Work Programme Planning					
<b>19 October 2022</b>	Procurement, including p-card payment monitoring.	Julie Barker	Cllr Tim Leaver	Fay Hammond	Update to the Panel following a Council review and legislative changes	
	Commercial property assets and investment return/income generation	Adrian Smallwood	Cllr Tim Leaver	Peter George	An area of interest for the Panel	
	Information on Quarterly Monitoring Reports (Revenue, Capital and Performance)	Olga Bennet (capital) James Newman (revenue) Eleanor Brown (performance)	Cllr Tim Leaver	Fay Hammond	This item was recommended by the Executive Director.	
<b>11 January 2023</b>	Housing Revenue Account budget overview	Clare Eldred	Cllr Tim Leaver	Olga Bennet Joanne Drew	This was recommended by the Executive Director.	
	Adult Social Care funding reform 2023		Cllr Tim Leaver & Cllr Alev Cazimoglu	James Newman	An area of interest for the Panel	
	Information on Quarterly Monitoring Reports (Revenue,	Olga Bennet (capital) James Newman	Cllr Tim Leaver	Fay Hammond	This was recommended by the Executive Director.	

	Capital and Performance)	(revenue) Eleanor Brown (performance)				
<b>29 March 2023</b>	Fair funding: Impact for Enfield	tbc	Cllr Tim Leaver	James Newman	Discussed and agreed at the work planning session as an area of interest.	
	Performance, with particular focus on customer service and the Council Website	Lee Shelsher	Cllr Ergin Erbil	Sue Nelson	Discussed and agreed at the work planning session as an area of interest.	
	Information on Quarterly Monitoring Reports (Revenue, Capital and performance)	Olga Bennet / James Newman	Cllr Tim Leaver	Fay Hammond	This was recommended by the Executive Director.	
<b>Additional Meeting date tbc</b>	Council Companies how these are developed and how they operate	Will Wraxall	Cllr Leaver	Fay Hammond	This was recommended at the work planning meeting as an item the Panel may want to discuss.	
	Medium Term Financial Plan/Strategy Overview			James Newman	An area of interest for the Panel	

HEALTH & ADULT SOCIAL CARE SCRUTINY WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/ Director	Reason for the proposal	Other Committee/ Cabinet/Council approvals ?
27 <sup>th</sup> July	Work Planning					
15 <sup>th</sup> September 2022	Annual Safeguarding Report	Bharat Ayer	Cllr Cazimoglu	Tony Theodoulou	The Annual report is brought to this Panel for discussion.	Cabinet 12 <sup>th</sup> Oct Council 16 <sup>th</sup> Nov
	Public Health – smoking/vaping	Glenn Stewart	Cllr Cazimoglu	Tony Theodoulou/Dudu Sher-Arami	Local priority to reduce smoking & vaping	
6 <sup>th</sup> December 2022	Integrated Care Systems/NCL	Deborah McBeal	Cllr Cazimoglu	Tony Theodoulou/Bindi Nagra	Updates required on changes and impact on LBE	
	Mental Health Transformations/ Reforms	Natalie Fox	Cllr Cazimoglu	Tony Theodoulou/Bindi Nagra	Concerns about services provided	
19 <sup>th</sup> January 2023	Regulation of Adult Social Care, CQC reports	Bindi Nagra	Cllr Cazimoglu	Tony Theodoulou	Updates required on changes and impact on LBE	
	Covid Recovery – vaccinations, inequalities	Dudu Sher-Arami	Cllr Cazimoglu	Tony Theodoulou	National issue and how LBE is taking forward	
8 <sup>th</sup> March 2023	Primary Care Access	Deborah McBeal	Cllr Cazimoglu	Tony Theodoulou/B	Concerns about access issues with GPs, dentists	



				indi Nagra		
	Women's Health – cervical cancer motion, access to family planning, pregnancy packs, health visitor drop-ins	Dudu Sher-Arami	Cllr Cazimoglu	Tony Theodoulou	Update requested by panel members	
	Safeguarding Enfield strategy consultation	Bharat Ayer	Cllr Cazimoglu	Tony Theodoulou	The Safeguarding Adults Board currently has a strategy which the SAB will be reviewing and updating in 2023. As with the annual reports, we will be developing a joint strategy that covers adults and childrens safeguarding.	

## HOUSING SCRUTINY PANEL WORK PROGRAMME

<b>Date of meeting</b>	<b>Topic</b>	<b>Lead officer</b>	<b>Lead Members</b>	<b>Executive Director/ Director</b>	<b>Reason for proposal</b>	<b>Other committee/ Cabinet/Council approvals?</b>
<b>5 July 2022</b>	Work Planning					
<b>22 September 2022</b>	Social Housing Regulation Bill & the impact on Enfield	Richard Sorenson	Cllr Savva	Joanne Drew	A priority as set out by the Cabinet Member and Director.	
	Private Renters Reform Bill & the impact on Enfield	Richard Sorenson	Cllr Savva	Joanne Drew	A priority as set out by the Cabinet Member and Director.	
	Enfield Repairs Direct - overview on delivery, efficiency, response times and out of hours repairs.	Martin Greenway	Cllr Savva	Joanne Drew	A priority as set out by the Cabinet Member and Director.	
<b>29 November 2022</b>	Draft Housing & Good Growth Strategy to inform the Panel	Nnenna Urum - Eke	Cllr Caliskan	Joanne Drew	A priority as set out by the Cabinet Member and Director.	
	Delivery of Social & Affordable Housing (to include an update on Meridian Water)	Amena Martin / Penny Halliday	Cllr Savva	Joanne Drew/Peter George	A priority as set out by the Director as a new bill is due out on this.	
<b>22 March 2022</b>	Housing Gateway/Enfield Let - Update	Kayt Wilson	Cllr Savva	Joanne Drew	A priority as set out by the Director.	
	Temporary	Richard	Cllr Savva	Joanne Drew	A priority as set out by the	

	Accommodation and Empty Homes focusing on the levels and strategy to reduce.	Sorenson			Cabinet Member and Director.	
	Preventing Homelessness and Rough Sleeping – the Panel will receive an update of the Strategy	Richard Sorenson	Cllr Savva	Joanne Drew	A priority as set out by the Cabinet Member and Director.	

REGENERATION AND ECONOMIC DEVELOPMENT SCRUTINY WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/Director	Reason for the proposal	Other committee/Cabinet/Council approvals?
12 July 2022	Work planning					
28 September 2022	Consultation on the reports prior to Cabinet relating to: Meridian Water, Joyce and Snell's Montague Industrial Estate	Penny Halliday Nnenna Urum Eke David Childs	Cllr Caliskan	Peter George Joanne Drew	Pre- Decision Scrutiny recommended by the Executive Director	Cabinet 12 <sup>th</sup> Oct
30 <sup>th</sup> November 2022	Local Plan – Progress & Timelines	Helen Murch/Vincent Lacovara	Cllr Caliskan	Brett Leahy	A priority as set out by the Leader.	
1 February 2023	Industrial Estates: Council Sites, including Claverings and Montague Private sector key sites	Adrian Smallwood/ Doug Ashworth	Cllr Tim Leaver	Peter George	A priority as set out by the Executive Director.	
	Strategic Industrial Sites: <ul style="list-style-type: none"> <li>• Planning Policy;</li> <li>• Enfield Local Plan;</li> <li>• Relevance to Meridian Water</li> </ul>	Helen Murch/Vincent Lacovara	Cllr Caliskan	Brett Leahy	A priority as set out by the Leader.	
	CIL and S106: Annual Infrastructure	Vincent Lacovara	Cllr Susan Erbil	Sarah Cary	A priority as set out by the Leader.	

	Statement					
<b>26 April 2023</b>	Town Centres across the Borough: Action Plan for the regeneration and redevelopment of the Town Centres across the Borough Investment in the high streets	Rebekah Polding	Cllr Anyanwu	Brett Leahy	A priority as set out by the Leader.	
	Cultural Strategy briefing.	Rebekah Polding	Cllr Anyanwu	Brett Leahy	A priority as set out by the Executive Director.	
	Skills Academies briefing.	Simon Gardener/Ann-Marie Liddiard/ Rebekah Polding	Cllr Caliskan	Peter George Brett Leahy	A priority as set out by the Leader.	

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