

Public Document Pack



Contact: Jacqui Hurst
Cabinet Secretary
Direct : 020 8379 4096
or Ext: 4096

Fax: 020 8379 3177 (DST Office only)
Textphone: 020 8379 4419 (in Civic Centre)
e-mail: jacqui.hurst@enfield.gov.uk

THE CABINET

**Wednesday, 21st October, 2015 at 8.15 pm in the Conference
Room, Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader of the Council), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community Organisations & Culture), Alev Cazimoglu (Cabinet Member for Health & Social Care), Nneka Keazor (Cabinet Member for Public Health & Sport), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration), Alan Sitkin (Cabinet Member for Economic Regeneration & Business Development) and Andrew Stafford (Cabinet Member for Finance & Efficiency)

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Bambos Charalambous (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Vicki Pite (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

Members of the public and representatives of the press are entitled to attend meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS

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

DECISION ITEMS

3. URGENT ITEMS

The Chairman will consider the admission of any reports (listed on the agenda but circulated late) which have not been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012.

Note: The above requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

4. DEPUTATIONS

To note that no requests for deputations have been received for presentation to this Cabinet meeting.

5. ITEMS TO BE REFERRED TO THE COUNCIL

To agree that the following items be referred to full Council:

1. Report No.78 – Enfield Safeguarding Adults Board Annual Report 2014-15 (for information and noting only)
2. Report No.79 – Enfield Safeguarding Children Board Annual Report 2014-15 (for information and noting only)

6. ENFIELD SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2014-15 (Pages 1 - 52)

A report from the Director of Health, Housing and Adult Social Care is attached. This presents the Enfield Safeguarding Adults Board Annual Report 2014-15. (Non key)

Members are asked to note that the Chair of the Enfield Safeguarding Adults Board has been invited to attend the meeting in order to present the annual report.

(Report No.78)
(8.20 – 8.25 pm)

7. ENFIELD SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2014-15 (Pages 53 - 124)

A report from the Interim Director of Children's Services is attached. This presents the Enfield Safeguarding Children's Board Annual Report 2014-15. (Non key)

Members are asked to note that the Chair of the Enfield Safeguarding Children Board has been invited to attend the meeting in order to present the annual report.

(Report No.79)
(8.25 – 8.30 pm)

8. REVENUE MONITORING REPORT: AUGUST 2015 (Pages 125 - 142)

A report from the Director of Finance, Resources and Customer Services is attached. This provides the latest revenue monitoring position as at 31 August 2015 for the Council as a whole. **(Key decision – reference number 4149)**

(Report No.80)
(8.30 – 8.35 pm)

9. ANTI-MONEY LAUNDERING POLICY AND GUIDANCE (Pages 143 - 158)

A report from the Director of Finance, Resources and Customer Services is attached. This presents the updated anti-money laundering policy and guidance for its implementation. (Non key)

(Report No.81)
(8.35 – 8.40 pm)

10. CORPORATE RISK MANAGEMENT STRATEGY (Pages 159 - 180)

A report from the Director of Finance, Resources and Customer Services is attached. This presents the refreshed Corporate Risk Management Strategy for the Council. (Non key)

(Report No.82)
(8.40 – 8.45 pm)

11. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 181 - 192)

A report from the Chief Executive is attached. This presents the latest available performance data at the end of quarter one 2015/16. **(Key decision – reference number 4143)**

(Report No.83)
(8.45 – 8.50 pm)

12. HOUSING REVENUE ACCOUNT (HRA) TENANCY POLICY AND HRA RENT SETTING POLICY (Pages 193 - 216)

A report from the Director of Regeneration and Environment is attached. This presents an updated HRA Tenancy Policy and HRA Rent Setting Policy for the Council. **(Key decision – reference number 4126)**

(Report No.84)
(8.50 – 8.55 pm)

13. STRATEGY AND APPROACH TO DELIVERING PUPIL PLACES (Pages 217 - 248)

A report from the Director of Finance, Resources and Customer Services and Chief Education Officer is attached. This sets out the Council's approach to the provision of school places for Enfield residents and updates the strategy for the provision of places. **(Key decision – reference number 4141)**

(Report No.85)
(8.55 – 9.00 pm)

14. ALMA - APPROPRIATION FOR PLANNING PURPOSES (Pages 249 - 256)

A report from the Director of Regeneration and Environment is attached. This seeks authority for the council to use its powers to appropriate land for planning purposes to enable the Alma Estate development to proceed. **(Key decision – reference number 4195)**

(Report No.86)
(9.00 – 9.05 pm)

15. ESTATE RENEWAL PROGRAMME 2016-2025

A report from the Director of Regeneration and Environment **will be circulated as soon as possible**. This sets out a programme of further estate renewal schemes for 2016-2025. (Report No.91, agenda part two also refers). **(Key decision – reference number 3980)**

(Report No.87)
(9.05 – 9.10 pm)
TO FOLLOW

16. MERIDIAN WATER AND PONDERS END HIGH STREET (ELECTRIC QUARTER): PROGRAMME UPDATE

A report from the Director of Regeneration and Environment **will be circulated as soon as possible**. This seeks authority to move the regeneration forward. **(Key decision – reference numbers 4033/3687)**

(Report No.88)
(9.10 – 9.15 pm)
TO FOLLOW

17. FUTURE OPTIONS FOR IMPROVEMENTS TO ENFIELD'S NURSING AND RESIDENTIAL DEMENTIA CARE SERVICES (Pages 257 - 264)

A report from the Director of Health, Housing and Adult Social Care is attached. This considers strategic recommendations for the future care provision of nursing and residential dementia care services for the Borough. (Report No.92, agenda part two also refers). **(Key decision – reference number 4189)**

(Report No.89)
(9.15 – 9.20 pm)

18. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 265 - 270)

Attached for information is a provisional list of items scheduled for future Cabinet meetings.

19. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

No issues have been submitted for consideration at this meeting.

20. MINUTES (Pages 271 - 282)

To confirm the minutes of the previous meeting of the Cabinet held on 16 September 2015.

INFORMATION ITEMS

21. ENFIELD STRATEGIC PARTNERSHIP UPDATE

To note that there are no written updates to be received at this meeting.

22. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 18 November 2015 at 8.15pm.

CONFIDENTIAL ITEMS

23. EXCLUSION OF THE PRESS AND PUBLIC

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and the public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).
(Members are asked to refer to the part two agenda)

MUNICIPAL YEAR 2015/2016 REPORT NO. **78****MEETING TITLE AND DATE:**

**Cabinet – 21 October
2015**

REPORT OF:

Director of Health, Housing and Adult
Social Care

Contact officer and telephone number:

Georgina Diba, 020 8379 4432

E mail: Georgina.diba@enfield.gov.uk

Agenda – Part: 1	Item: 6
Subject: Enfield Safeguarding Adults Board Annual Report 2014/15	
Wards: All	
Non Key	
Cabinet Member consulted: Cllr A.Cazimouglu	

1. EXECUTIVE SUMMARY

The Safeguarding Adults Board are presenting their Annual Report for 2014-2015, which highlights the accomplishments of a partnership working in co-production with local people, service users and carers to prevent and respond robustly to the abuse of adults at risk. The Safeguarding Adults Board is a partnership of statutory and non-statutory organisations committed to preventing and responding to the abuse of adults at risk. The primary aim of the SAB is to work with local people and partners, so that adults at risk are:

- safe and able to protect themselves from abuse and neglect;
- treated fairly and with dignity and respect;
- protected when they need to be; and
- able to easily get the support, protection and services that they need.

The Care Act 2014 has placed Safeguarding Adults Boards on a statutory footing. This will present an opportunity to work in a strengthened partnership and a starting point with clear aims and priorities. The Safeguarding Adults Board have consulted on the next three year strategy and through feedback from service users, carers and local people, the Safeguarding Adults Strategy 2015-2018 is now complete.

The Annual Reports presents the key accomplishments of the Safeguarding Adults Board, both in their strategic and assurance role for safeguarding in Enfield, but also the actions across the partnership which prevent abuse and ensure a robust response when harm does occur. The annual report aims to set out a summary of Board activities and its effectiveness in assessing and challenging safeguarding practice which keeps adults at risk safe.

2. RECOMMENDATIONS

The report is referred to full Council for noting; to note the progress being made in protecting vulnerable adults in the Borough as set out in the annual report of the Safeguarding Adults Board.

3. BACKGROUND

The Safeguarding Adults Board meets quarterly and has the key roles of:

- assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance
- assuring itself that safeguarding practice is person-centred and outcome-focused
- working collaboratively to prevent abuse and neglect where possible
- ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred
- assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.

Our annual report sets out how we have meet these aims and the significant accomplishments over 2014-2015. Enfield achieved Gold Standard in **Making Safeguarding Personal**, which means we have worked hard to ensure adults who have experienced abuse are in control of decisions and services which affect them. Further, we are one of the first London Boroughs to have set up an adult **Multi Agency Safeguarding Hub**(MASH). The MASH is a range of professionals who receive alerts or concerns and through sharing information appropriately and including this wishes of the person being harmed, can make judgements on the most appropriate route to process the referral.

Over the last year we saw **996 reports of abuse** made to the Local Authority. Of these 34% related to multiple abuse and 28% related to neglect. Further the majority occurred in people's own homes followed by being alleged to have occurred in residential or nursing homes. At the time of this report 73% of these progressed to an enquiry, while 5% required further information gathering. Our full data can be found in Appendix B of the annual report.

The Safeguarding Adults Board has a strong assurance role and in holding partners to account. Over the last year this has been achieved through actions including ensuring leadership in safeguarding adults; providing partnership oversight and scrutiny of data; receiving assurances that adults at risk and carers are partners in the development of partnership services; and through external audits of practice presented to the Board.

A key part of our quality assurance is through hearing from those who have been harmed and whether their outcomes were achieved. We found overall positive feedback, particularly around ensuring people felt listened to and being invited to meetings about them. There is always more that we can do, and we have set out recommendations and actions from this learning and other external audits which hold us to account.

The work of **our Quality Checkers** continues to grow and was acknowledge through an LGC Award joint with Children's for excellence in engagement in March 2015. Quality Checkers also contribute to the Dignity in Care Panel, which checks that adult social care are meeting the key Dignity in Care Standards.

Looking forward we have set ourselves some clear tasks to accomplish, which have been set out by requirements in the Care Act 2014, identified via themes and trends in our data, and through consultation feedback from service users, carers and local people:

- Develop strategies for management of self neglect, hoarding and honour based violence and domestic abuse which enables adults to have choice and control
- Continue to have receive assurances from all partners that co-production and participation with those who use services and their carers informs the development and delivery of safeguarding activity
- We will look at partnership data as a means to identify themes and trends and direct our activities to prevent abuse or address issues of significance
- Strengthen the partnership between Board and Voluntary Sector

Every partner on the Board has a strong commitment to safeguarding adults and activities take place within each organisation to contribute towards enabling people to keep themselves safe and respond when harm does occur. Our statement from partners, which includes their planned actions over the coming year, can be found in Section 8 of the annual report.

4. ALTERNATIVE OPTIONS CONSIDERED

The Care Act places a duty on Safeguarding Adults Boards to publish an annual report. Further guidance goes onto state that the SAB must publish a report on:

- what it has done during that year to achieve its objective,
- what it has done during that year to implement its strategy,
- what each member has done during that year to implement the strategy,
- the findings of the reviews arranged by it under section 44 (safeguarding adults reviews) which have concluded in that year (whether or not they began in that year),
- the reviews arranged by it under that section which are ongoing at the end of that year (whether or not they began in that year),
- what it has done during that year to implement the findings of reviews arranged by it under that section, and

- where it decides during that year not to implement a finding of a review arranged by it under that section, the reasons for its decision.

The statutory requirement for an annual report negates any alternative options.

5. REASONS FOR RECOMMENDATIONS

The report is being presented to the Cabinet to bring to attention the progress which has been made to support and enable adults at risk to be safe from harm, abuse and neglect.

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

6.1 Financial Implications

During 2014-2015 the Safeguarding Adults Board was not statutory, therefore there was no partner contribution or budget; primary support to the Board was provided via the LBE Strategic Safeguarding Adults Service.

With Boards becoming statutory from April 1, 2015, the Care Act states that members of the SAB are expected to consider what assistance they can provide in supporting the Board in its work. This might be through payment to the local authority or to a joint fund established by the local authority to provide, for example, secretariat functions for the Board. Partners have considered a pooled budget to ensure it is able to meet its statutory functions going forward for the coming financial year.

6.2 Legal Implications

Section 42 of the Care Act 2014 imposes a duty on each local authority to establish a Safeguarding Adults Board (SAB) for its area. Schedule 2 of the Care Act 2014 sets out various requirements for SABs, including at paragraph 4 the duty to publish an annual report. Paragraph 4 prescribes the subjects which must be covered in an annual report and the people and bodies to whom the SAB must send copies.

The parts of the Care Act 2014 concerning SABs have been in force since 1 April 2015.

The proposals set out in this report comply with the above legislation.

6.3 Property Implications

None identified.

7. KEY RISKS

Mitigation of risks in relation to vulnerable adults is demonstrated in the Board's annual report. The Board is required to work effectively within partner resources while ensuring it can meet the changing needs and trends emerging in relation to the harm and abuse of adults in its area. The Board is continually looking at options to enhance efficiency and joint working that minimises duplication while provide quality and safe services to adults at risk. Needing to deliver in times of austerity, the Board will work in partnership with its statutory partners, namely the Police and Clinical Commissioning Group, alongside existing partnership Boards, to maximise its impact.

Restructures across organisations have to be carefully managed, particularly taking into account the changes required to be delivered by the Care Act. The Board has quality assurance mechanisms to consider the contribution from partners to keep people safe and are able to manage risks within this.

Delivering on the strategy action plan is a key priority for the Board and risk has been mitigated through identifying a project manager in the Strategic Safeguarding Adults Service. The Board's action plan will be reviewed at each quarterly meeting, which will highlight progress against each action.

Co-production and challenge on safeguarding adults is crucial and a clear requirement in the Care Act. This risk has been mitigated by the Service User, Carer and Patient sub group of the Safeguarding Adults Board.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Board is committed to tackling inequalities and ensuring those disadvantaged and at risk of abuse are provided support and opportunities to protect themselves from harm and improve their well-being; this is demonstrated in the report by the range of activities being undertaken to work across communities and with those who are identified at increased risk of harm.

Accessibility is a key part of ensuring service users, carers and local people understand what abuse is and how to report concerns. The Boards annual report demonstrates the activities the partnership has undertaken, in addition to the plans to develop this area further in the coming year.

8.2 Growth and Sustainability

The Board's work has not directly impacted on the Council's priority of growth and sustainability.

8.3 Strong Communities

The Safeguarding Adults Board has strong leadership through an independent chair. In addition, partners on all Board are of appropriate seniority and commitment to promote the vision that 'safeguarding is everyone's business.' The work of the Boards is responsive to the needs of local people and those who use services; this is achieved through a range of activities, including consultations, events, sub-groups of the Board and quality assurance activities.

Above all, the Boards work in partnership to improve safety of people in Enfield, linking to issues such as hate crime, domestic abuse, and female genital mutilation in partnership with other Boards, such as Safeguarding Children's Board and Safer and Stronger Communities Board.

9. EQUALITIES IMPACT IMPLICATIONS

The data from reports of abuse made to the Local Authority is considered at each Board meeting and includes information on those who are alleged to have been harmed and against the person alleged to have cause harm. The data is considered to ensure we are targeting work appropriately to support those most at risk or under represented.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

This annual report reflects the third and final year of the Board implementation of the Safeguarding Adults Strategy 2012-2015. The performance of the Board has been monitored quarterly at each meeting to ensure that they have met the objectives set. Going forward the Board has an agreed Safeguarding Adults Strategy 2015-2018, created in consultation with local people, service users and carers, to which it will hold itself to account at each Board meeting.

11. PUBLIC HEALTH IMPLICATIONS

Safeguarding of adults at risk is recognised as a significant public health issue; preventing abuse and promoting of choice will increase wellbeing within these populations.

Our work over the last year has been based on an approach that concentrates on improving the life for the adults concerned; being safe is only one of the things people want for themselves and there is a

wider emphasis on wellbeing. Our work includes prevention of abuse and working with services and organisations to assure that they provide safe care that has quality at its centre.

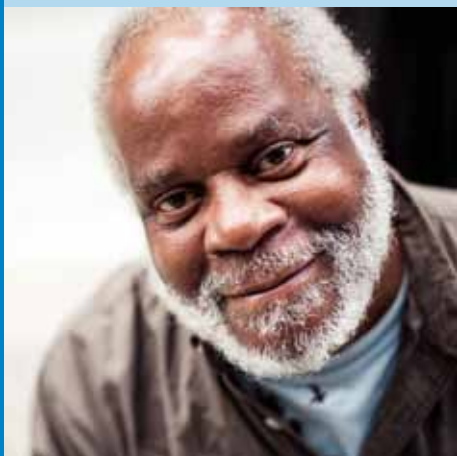
Further, there is representation on the Safeguarding Adults Board from safeguarding children, with a joint sub-group to enable issues which cross over to be addressed. This group ensures that wellbeing and safety from abuse is considered across all ages, such as joint working between adults and children's services when parents or carers have mental ill health and/or drug and alcohol problems.

Background Papers

None.

This page is intentionally left blank

ENFIELD SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2014/15





WORKING IN PARTNERSHIP WITH LOCAL PEOPLE AND



STATEMENT FROM CHAIR

Thank you for your interest in safeguarding adults in Enfield. As independent chair of the Adult Safeguarding Board I am pleased to be introducing this Annual Report. This has again been a challenging year for the partnership with all partner organisations experiencing significant challenges in this period of austerity. Nonetheless we have done everything we can to ensure we keep adults at risk as safe as possible.

One of our main areas of focus this year has been to make sure that we hear the voice of people who have been identified as “at risk”. We wanted to make sure that they were included in the investigation and their views were listened to. Most importantly we wanted to make sure felt safer at the end of the safeguarding investigation. We have heard positive messages from the great majority of people we surveyed. Nationally Enfield has been identified as an area where we have made significant progress in involving victims in the safeguarding process but we recognise there is more that we can do and will continue to develop this area in the next year.

The Council Quality Checker programme has ensured that the quality of care services is checked by independent people, many of whom are users of social care services or their carers. From this programme we have developed a Dignity in Care Panel which has looked in depth at the quality of service provide by the Council. One of our panel members reminded us all “it is the small changes that can really make a difference” and we have ensured this prompts continuous improvement in the services visited.

We have continued to raise public awareness about what adult safeguarding is and how people can report concerns they may have about an adult at risk. All partners have contributed to this work and ensured that information about adult safeguarding is included in their public events.

The number of referrals for investigation as adult safeguarding enquiries continues to increase year on year. Financial abuse is a significant issue in Enfield and we will work with financial institutions and the police to minimise this. We have heard nationally in recent years of cases where adults have suffered harm in care homes and hospitals. Enfield is in a unique position with a large number of both residential and nursing care homes and because of this we are working closely with Healthwatch and our safeguarding information panel to identify places where poor care may be happening.

The partnership has continued to strengthen this year and the Clinical Commissioning Group has increased their efforts to ensure good quality services are available in Enfield, particularly by providing advice on good medical and nursing practice. I am very grateful for the support of all partner organisations for our work. I would particularly like to thank Ray James Director of Health, Housing and Adult Social Care at Enfield Council for his huge support and enthusiasm and the Councillors in Enfield, particularly Councillor McGowan for their interest and encouragement. Lastly I would like to thank the people of Enfield for their vigilance.



EXECUTIVE SUMMARY

The Safeguarding Adults Board are presenting their Annual Report for 2014-2015, which highlights the accomplishments of a partnership working in co-production with local people, service users and carers to prevent and respond robustly to the abuse of adults at risk.

The Care Act 2014 has placed Safeguarding Adults Boards on a statutory footing. This will present an opportunity to work in a strengthened partnership and a starting point with clear aims and priorities. The Safeguarding Adults Board have consulted on the next three year strategy and through feedback from service users, carers and local people, the Safeguarding Adults Strategy 2015-2018 is now complete.

Over 2014-2015 there have been a number of significant accomplishments. Enfield achieved Gold Standard in **Making Safeguarding Personal**, which means we have worked hard to ensure adults who have experienced abuse are in control of decisions and services which affect them. Further, we are one of the first London Boroughs to have set up an adult **Multi Agency Safeguarding Hub (MASH)**. The MASH is a range of professionals who receive alerts or concerns and through sharing information appropriately and including this wishes of the person being harmed, can make judgements on the most appropriate route to process the referral.

Over the last year we saw **996 reports of abuse** made to the Local Authority. Of these 34% related to multiple abuse and 28% related to neglect. Further the majority occurred in people's own homes followed by being alleged to have occurred in residential or nursing homes. At the time of this report 73% of these progressed to an enquiry, while 5% required further information gathering. Our full data can be found in Appendix B of this report.

The Safeguarding Adults Board has a strong assurance role and in holding partners to account.

Over the last year this has been achieved through actions including ensuring leadership in safeguarding adults; providing partnership oversight and scrutiny of data; receiving assurances that adults at risk and carers are partners in the development of partnership services; and through external audits of practice presented to the Board.

A key part of our quality assurance is through hearing from those who have been harmed and whether their outcomes were achieved. We found overall positive feedback, particularly around ensuring people felt listened to and being invited to meetings about them. There is always more that we can do, and we have set out recommendations and actions from this learning and other external audits which hold us to account.

The work of our **Quality Checkers** continues to grow and was acknowledge through an LGC Award joint with Children's for excellence in engagement in March 2015. Quality Checkers also contribute to the Dignity in Care Panel, which checks that adult social care are meeting the key Dignity in Care Standards.

Looking forward we have set ourselves some clear tasks to accomplish, which have been set out by requirements in the Care Act 2014, identified via themes and trends in our data, and through consultation feedback from service users, carers and local people:

- Develop strategies for management of self neglect, hoarding and honour based violence and domestic abuse which enables adults to have choice and control
- Continue to have receive assurances from all partners that co-production and participation with those who use services and their carers informs the development and delivery of safeguarding activity
- We will look at partnership data as a means to identify themes and trends and direct our activities to prevent abuse or address issues of significance
- Strengthen the partnership between Board and Voluntary Sector

Every partner on the Board has a strong commitment to safeguarding adults and activities take place within each organisation to contribute towards enabling people to keep themselves safe and respond when harm does occur. Our statement from partners, which includes their planned actions over the coming year, can be found in Section 8 of this report.

TABLE OF CONTENTS

SECTIONS

1	INTRODUCTION AND AIMS.....	5
2	KEY DEVELOPMENTS, OBJECTIVES AND PROGRESS.....	6
3	OTHER ACHIEVEMENTS, CHALLENGES AND OPPORTUNITIES.....	8
4	QUALITY ASSURANCE AND ORGANISATIONAL LEARNING	11
5	DIFFERENCE THAT SAFEGUARDING ADULTS MADE TO ADULTS WHO HAVE BEEN HARMED.....	13
6	SAFEGUARDING ADULT REVIEW	14
7	SAFEGUARDING ADULTS BOARD SUB-GROUPS.....	15
8	PARTNER STATEMENTS	17
	Barnet Enfield and Haringey Mental Health Trust	18
	Enfield Borough Police	20
	NHS Enfield Clinical Commissioning Group	22
	London Community Rehabilitation Company	24
	London Fire Brigade - Enfield Borough	25
	North Middlesex Hospital NHS Trust	28
	One-to-One (Enfield)	30
	Royal Free London NHS Foundation Trust	31
	Safer and Stronger Communities Board	32

APPENDICES

A	PERFORMANCE DATA	35
B	OUR SUMMARY ACTION PLAN.....	40

SECTION 1 INTRODUCTION AND AIMS

This is the annual report for the Enfield Safeguarding Adults Board, setting out how we work together to prevent and respond to the abuse of adults at risk. The Board is a multi-agency partnership which includes input from those who use services and local residents. The role of the Board is to assure themselves the way which local arrangements and partners act to help and protect adults from abuse is robust.

This annual report reflects the final year of implementing the Safeguarding Adults Strategy 2012-2015. Our aim has been to work with local people and our partners, so that adults at risk are:

- Safe and able to protect themselves from abuse and neglect;
- Treated fairly and with dignity and respect;
- Protected when they need to be; and
- Able to easily get the support, protection and services that they need.

We have worked hard to make safeguarding adults everybody's business, which means all of the communities which make up the borough of Enfield. We aimed to ensure that people could understand and recognise abuse when it happens, knowing how to stop it and prevent it happening in the first place. We wanted people to know how to report abuse and receive a quality service when they seek support where they are listened to, taken seriously and believed. In addition, we wanted people to receive services that are safe and do not cause harm.

We wanted people to know how to report abuse and receive a quality service

The Board will set out in this report how it has met these aims over the last year and most importantly how it will work going forward. The **Care Act 2014** and Care and Support Statutory Guidance has had a tremendous impact on safeguarding adults and preparation for when it comes into effect on April 1, 2015.

The Act is placing Safeguarding Adults Boards on a **statutory footing**, with the three core duties of publishing a strategic plan, producing an annual report and conducting Safeguarding Adults Reviews.

Our strategic plan for 2015-2018, built through consultation with a range of stakeholders, those who use services and with Healthwatch, sets out our ambitions for the coming years to make Enfield a safe place to live and work. Safeguarding services are aimed at supporting people as human beings to lead whole lives; being safe may be only a part of this.

SECTION 2

KEY DEVELOPMENTS, OBJECTIVES AND PROGRESS

The Safeguarding Adults Board has a strong role in assuring and holding to account across the partnership how we work together to provide a safe and quality service around safeguarding adults. As a Board we have done this by:

- Ensuring leaders and senior officers show a commitment to safeguarding adults
- Provide a partnership oversight and scrutiny of data which directs focus on areas of risk
- Regularly review and work to progress the sub-groups of the Board which deliver and facilitate interventions
- Receive assurances that adults at risk, carers and local people are integral partners in the development of partnership services
- Been assured by external audits of practice which are delivered to the Board
- Have worked to widen the scope of safeguarding and our strategic view, which for example included presentation and discussion around safeguarding adults

The work of the Safeguarding Adults Board is shaped by our strategy and its action plan, which is developed through our conversations with service users, local people and many partners. Our action plan required us to ensure a range of information, advice and guidance on keeping safe is promoted by partners and easy to use. The Board believes strongly in raising awareness of abuse, so that not only adults at risk can report concerns about their safety, but their families, carers, those who work with them and the wider public. Across our partnership a range of awareness raising activities were undertaken, including the Enfield Town Show, presentations with the Fire Brigade and information to Probation Services. Awareness raising is also important within partner organisations for staff and Barnet Enfield and

Haringey Mental Health Trust have been delivering training in issues around domestic violence, adult and children's safeguarding and the Mental Capacity Act and Care Act 2014. Council Housing partners have run articles in our tenant and leaseholder magazine promoting safeguarding issues. We believe we can do more around this area so have set ourselves plans for the coming year to target community awareness campaigns, including links with children's services around Female Genital Mutilation, a joint Keep Safe Week in September 2015 and looking at the use of radio to target specific communities.

Safeguarding is about the person rather than the process; enquiries should seek to enable people to resolve their circumstances, recover from abuse or neglect and realise the outcomes they want. One of the biggest shifts during the year was in embedding Making Safeguarding Personal, which seeks to transform how adults who have experienced abuse are in control of decisions and services which affect them. Safeguarding adults is not linear but steps, considerations and decisions which are led by individuals and/or their representatives. The overarching intention of MSP is to facilitate person-centred, outcome-focused responses to adult safeguarding situations. MSP records 3 levels of engagement from Bronze, Silver and Gold. Enfield aimed for Gold which required an independent evaluation of work by a university.

In January 2015 we had Bournemouth University complete an independent evaluation of Making Safeguarding Personal and they found that:

- London Borough of Enfield clearly demonstrated six principles of safeguarding set out by the Department of Health are being met through MSP practice
- London Borough of Enfield demonstrated a clear commitment to empowering service users through personalised information and advice, with service users involved in the safeguarding process
- Creative methods used to engage and support service user voice

The work of the Safeguarding Adults Board is shaped by our strategy and its action plan

- Key strength is the commitment to work collaboratively with external agencies
- Evidence of learning culture
- Development of Information Technology systems and to capture outcomes

Areas for future consideration and development include:

- Exploring how information is presented to make the best impact
- Building on successful projects such as the Quality Checkers and committing to on-going recruitment and training of this resource
- Delivering an on-going commitment to share good practice within a learning culture promoted throughout the organisation and with partners
- Exploring new resources such as apps which can be used by practitioners to support their professional decision making and judgement in relation to risk and choice for service users

Enfield is operating at the Gold for Making Safeguarding Personal in March 2015. All partners on the Board are expected for the coming year to have an action plan around how Making Safeguarding Personal will be implemented. Many organisations already do, such as the Barnet Enfield Haringey Mental Health Trust, with monthly surgeries within the Trust attended by Clinicians.

A culture change in practice around how we involve adults who are harmed is challenging but not impossible. Enfield has created a shift to more personalised safeguarding which has been evidenced through face to face interviews with people who have been harmed or their advocates. These interviews identified that being part of these partnership meetings and feeling informed helps to make adults central to the safeguarding enquiry.

Building blocks of successful safeguarding include advocacy, personalised supporting, decision making by the adult at risk and access to services which prevent isolation and meet individual needs. Enfield Adult Social Care Commissioners completed a marketplace review of advocacy services, which means that we are clear which individual and organisations can provide advocacy and where their skills are. The Care Act 2014 has set very clear requirements for advocacy going forward and this will form part of our action plan for the coming year. We

found from our adult social care that data that 567 out of 731 adults at risk had a nominated advocate in place to support them through the safeguarding process.

Enfield is working hard to set up a Multi-Agency Safeguarding Hub (MASH) from April 2015. A MASH has a range of professionals who receive concerns and alerts related to adults at risk and seek a range of information to understand the circumstances surrounding this alert, including the wishes of the person being harmed. The information gathered will be used by MASH staff to make judgements about the most appropriate route to process the referral; this may include passing to social work team to meet with the adult at risk, redirected to another agency or to the Police if a crime has been committed. MASH will comprise of partners from a number of agencies, some are co-located and full time and others will attend on a part time or virtual basis. The three key agencies are Police, Health and Adult Social Care.

SECTION 3 OTHER ACHIEVEMENTS, CHALLENGES AND OPPORTUNITIES

As we come to the close of our three year strategy we have time to reflect on a number of achievements across the partnership that has improved the safeguarding care and support to adults at risk. We have an action plan which we review regularly and help us to monitor progress.

The partnership has helped to prevent and respond to abuse by also:

- Holding a Pressure Ulcer Forum at BEH MHT
- Developed tools to help ensure family and friend engagement when concerns occur within provider services. We use feedback to quality assure if the provider is indeed improving.
- Looking for trends or patterns emerging of safeguarding and quality care issues through our Safeguarding Information Panel – we want to support providers from failing by preventing poor quality care escalating
- Continuing to support the Enfield Adult Abuse Line, so that there is a single point of contact for any person to use to report concerns, which is open 24 hours a day, 7 days per week.
- A seminar by the London Fire Brigade which focused on vulnerable adults and was open to a range of partners, including housing officers.
- Council Housing partner having refreshed safeguarding adults policy and appointing four safeguarding champions to support staff

Carers are people who provide unpaid care to family or friends due to a range of issues, for example such as a learning disability or mental health. The Board recognises the contribution that carers make to supporting others in what can often be a challenging role. Carers may be at risk of harm from the person they care for or they may be at risk of harming.

Actions which took place to support carers include:

- Ensured carers had information on how to keep themselves safe from abuse and who to contact if they were at risk of harming the person they cared for. This was done through our Carers Leaflet on safeguarding which was designed with service users, carers and local people.
- Our Carers Centre has posters on the Adult Abuse Line (tel: 020 8379 4432).

In spite of all the work undertaken by partners of the Board and many others, safeguarding those most vulnerable to abuse continues to be a challenge. We know from data that the number of alerts made continues to rise; there were 996 alerts in 2014-2015 compared with 957 in 2013-2014. While this is positive in that more adults at risk are getting access to support and care to help stop the abuse from happening, it also highlights the prevalence of abuse and that many more people need support.

We found from our data that the most prevalent type of abuse reported was multiple abuse in 34% of cases (this is where there are two types of abuse being experienced by the adult, such as verbal and physical). This was followed by neglect in 28% of cases. When we look at national data from the last financial year we found this is similar in neglect being reported the most. Neglect can occur anywhere, but many in the home or within care homes. Isolation can contribute towards neglect going unnoticed and for this reason the Board is looking at how we can gain assurance from partnership that there is support for people living in isolation.

In the news we often hear nationally of cases where adults have been harmed in care homes. Enfield is in a unique position with the large number of both residential and nursing care homes and because of this we remain vigilant. Our data showed that 26% of cases were of abuse that was alleged to have happened in residential or nursing homes. In light of this we will review how we manage concerns relating to safeguarding and provider failure within those organisations which provide care. Through organisational learning over the last year we discovered that how we respond to concerns without our Hospital Trusts and in partnership with Clinical Commissioning Groups has to be clarified and partnership work strengthened. We also need to work at preventing care homes from coming repeatedly under our provider concerns process.

We also found that most abuse happens in people's own homes, which can often make it hidden. For this reason it is important that we continue to raise awareness across all people who live and work in Enfield to identify and recognise what abuse is and how to report. Our data also showed that a family member was the person alleged to have caused harm in 136 cases. We will for this reason look at how we can work with those who are at risk of harming to understand the cause and whether we can prevent repeat incidences of abuse.

Our data also showed that:

- There were 996 reports of abuse this year compared to 957 the previous year
- 40% were alleged to have occurred in the person's own home
- Multiple abuse and neglect were the most reported, but there were also a high number of financial abuse (118 cases) and physical abuse (134 cases)
- We did not have any reports of discriminatory abuse, so now we need to work on raising awareness of hate crime against vulnerable groups and ensuring these are reported
- Hospital staff raised the most alerts (23%) followed by independent and private providers (in 19% cases). This was similar to previous years.

We found that 73% of alerts raised proceeded under safeguarding adults, while 5% 'requires further information gathering' at the time of this report. Of these 731 cases which progressed, 567 had a nominated advocate involved (77.5% of cases).

We can report further on those cases which have come to a conclusion. We have a conclusion on 226 cases:

- 45% of these were substantiated or partially substantiated, 19.5% were inconclusive and 29% were not substantiated. In the remaining cases no further action was taken.
- Less than half the cases were closed within 7 weeks, so we have identified timeliness as an area that we have to focus attention upon.
- Outcomes for adult at risk was no further action in 33% of cases, followed by increased monitoring in 16% of cases and move to increase or different care in 10% of cases.

- For the person alleged to have caused harm there was 24% cases of increased monitoring and 26% cases of no further action recorded.

We are changing how we report data in future so that when we speak about 'outcomes' this represents what adults at risk have identified they would like to happen. When we talk about whether we were able to substantiate or not if abuse occurs, this will relate to judgements in the future. We believe it is important that we are more accurately identifying the outcomes for people so will be looking more closely at how we record our data.

The Safeguarding Adults Board also looks at the Deprivation of Liberty Safeguards (DoLS). The DoLS are part of the Mental Capacity Act 2005. They aim to make sure that people in care homes and hospitals are looked after in a way that does not inappropriately restrict their freedom. Where someone needs to be detained in a care home or hospital to keep them safe a DoLS can be authorised which outlines the safeguards for that particular individual. There are six assessments which have to take place before a standard authorisation can be given. The Association of Directors of Adult Services (ADASS) and the Department of Health have now created new application forms to simplify the application process to Local Authorities. If a standard authorisation is granted, one of the most important safeguards is that the person has someone appointed with legal powers to represent them, to ensure that their placement or treatment stay remains in their best interests. This is called the relevant person's representative and will usually be a family member or friend. If a person is unbefriended or has no family, they will have a paid representative appointed for them and they can access the services of an Independent Mental Capacity Advocate (IMCA) if they need this level of representation. Other safeguards include rights to challenge DoLS Authorisations in the Court of Protection. There is also a streamlined process for having such safeguards put in place for people in Supported Accommodation or other settings than a care home or hospital. These judicial DoL Safeguards have to be authorised by the Court of Protection who have now streamlined the application process for these cases.

There were 996 reports of abuse this year compared to 957 the previous year

In the last year there have been 585 requests for a Deprivation of Liberty Safeguard and 66 the year prior, which is a 786% increase.

These DoLS requests can be broken down further:

- 439 were authorised
- 88 were not authorised (declined)
- 10 were found to not be appropriate to be referred for a DoLS
- 48 of the cases are still in progress

The Care Act and its implementation will be the biggest challenge over the coming year. But, with this challenge comes many opportunities. Placing Safeguarding Adults Boards on a statutory footing will help to form stronger and clearer partnerships committed to safeguarding adults; the Board already has strong links with safeguarding children, our community safety partners and working with colleagues in Trading Standards. The requirement to have Safeguarding Adults Reviews when there is a death or serious abuse occurs will aid in preventing similar occurrences where we can share learning and improve our practice.

SECTION 4

QUALITY ASSURANCE AND ORGANISATIONAL LEARNING

Ascertaining service user views and experiences of the Safeguarding process is vital so that we can hear what we do well and where we can make improvements. This year we contacted 20 service users and carers who had recently been through the Safeguarding Adults process in order to find out what the outcomes for them were and where we could make improvements to ensure their wishes are met. We did this through face-to-face interviews and found that:

- Most of those interviewed felt that they would now recognise abuse or neglect if it happened again and they would know who to contact.
- The majority of those interviewed felt listened to and able to state what outcomes they wanted.
- Service users/representatives that had the opportunity to attend the relevant meetings felt very positively about the whole Safeguarding experience and felt that their wishes were central to the process and they were listened to.
- The majority (18 out of 20) of service users/representatives were very positive in terms of their ability to direct the process and give their views. Again, involvement in meetings is a key element in terms of adults at risk feeling involved and valued.
- Those who felt that protective measures were appropriate and had been followed through also felt that they were safer following the process.

Overall, it is clear that those who felt safer and involved in the Safeguarding Adults process were those who were invited to meetings (even if they were unable to attend) and received clear and concise communication. Planned work and recommendations include:

- Increase number of adults at risk or representatives invited to meetings

- Adding prompts into templates for staff to aid communication
- More resources for adults at risk to explain the safeguarding adults process
- Ensure adults at risk or their representative can give feedback more regularly.

In Adult Social Care cases are also audited, both within teams and by the Strategic Safeguarding Adults Service. These audits have highlighted that there is an improvement in practice that keeps that adult at risk central to the process and involved in decision making. There is demonstrated improvements in areas such as partnership working, which acknowledges that combining skills and expertise to achieve outcomes for individuals is the best way forward.

External audits are also very important to provide challenge to our work. In April 2014 we had an external audit report of cases, which was followed up by a focused audit of mental health case in July 2014. This audit identified a number of areas for improvement, such as a lack of evidence of partnership work, need to keep adults at risk more central and more work on the prevention agenda of safeguarding. The Mental Health Trust responded swiftly to these concerns by:

- Arranging a 'safeguarding surgery' with experts from different areas. The surgery has ensured better partnership working, bringing new legislation to staff awareness, promoting quality care in terms of safeguarding people, supporting staff in their practice and promoting a patient centred approach.
- Safeguarding champions, who can also address issues with performance
- Internal audit on monthly basis by managers
- Bespoke training on mental capacity and the deprivation of liberty safeguards. Subsequently awareness on the Independent Mental Capacity Advocates and Advocacy services has improved.

Enfield have a Dignity in Care Panel which checks that adult social care are meeting the key Dignity in Care standards, share examples of good practice and identify improvement where necessary. The Dignity in Care Panel are continuing to complete their pilot to review all services provided by the Independence and Wellbeing Services Teams focusing on dignity and respect.

The findings of the reviews are shared at a management level, along with recommendations for improvement and a timely revisit measures progress and the meeting of outcomes. A successful 'Launch' event of the panel took place on the 27th of February 2015, where Cllr Don McGowan and Ray James presented at the event along with the volunteer panel members. This event celebrated the significant achievements of the panel and the work plan for the future. An application for the Dignity in Care Panel has been made to present at the National Children and Adults conference in Bournemouth this year.

WHAT ARE THE DIGNITY IN CARE STANDARDS?

1. Have a zero tolerance of all forms of abuse
2. Support people with the same respect you would want for yourself or a member of your family
3. Treat each person as an individual by offering a personalised service
4. Enable people to maintain the maximum possible level of independence, choice and control
5. Listen and support people to express their needs and wants
6. Respect people's right to privacy
7. Ensure people feel able to complain without fear of retribution
8. Engage with family members and carers as care partners
9. Assist people to maintain confidence and a positive self-esteem
10. Act to alleviate people's loneliness and isolation

The Quality Checker Program in Enfield won at the LGC Awards for excellence in engagement in March 2015. The Quality Checker Project has continued to visit social care providers to collect meaningful feedback from social care customers. The feedback collected is shared and heard at a strategic level to drive service improvement and highlight areas of concern for appropriate consideration and interventions if necessary. The Quality Checker Project attended and contributed at a focus group facilitated by the Bournemouth University auditing Enfield's response to the Making Safeguarding Personal agenda. The Quality Checker Project are planning a recruitment drive for more volunteers to ensure that the Quality Checkers are representative of the community that they serve.

The Quality Checker Program in Enfield won at the LGC Awards for excellence in engagement

SECTION 5

DIFFERENCE THAT SAFEGUARDING ADULTS MADE TO ADULTS WHO HAVE BEEN HARMED

We use this section to report on cases where adults at risk have identified a positive outcome by means of the safeguarding process. We can't always report details because it is important for people to retain their privacy, but the Integrated Learning Disabilities Service has demonstrated how adults at risk can and should have access to the justice system. They have:

- Supported people who have experienced sexual assault and rape through the criminal justice system and secured convictions.
- When abuse has occurred within families, supported people to maintain contact with other members of the family, when these relationships have been important to them. This has include working with the court of protection to obtain orders allowing supervised contact, and supporting people to hire staff who share a first language (when not English) to make sure the person remains safe.
- Obtained a number of 'Forced Marriage Orders', that both protect people from abuse and enable them to be fully engaged in cultural and family activities, including travel overseas.

In the Older People's Service we also have examples of practice which enables individuals experiencing harm to maintain control over decisions and services which affect them. Mrs Q was an older woman who lived in her marital home and had support from a number of adult children. She had experienced a history of psychological and emotional abuse on the part of her younger son and the previous year a non-molestation order was served on him following incidents of domestic abuse which had since lapsed thus allowing him to return to the family home. The Care Agency had to pull out of providing a service as it was deemed 'unsafe' for the care worker due to the son's behavior and alcohol intoxication. The social worker met with Mrs Q and had to ensure this was

done in an environment where Mrs Q was not under undue influence and able to speak freely. Through this the Care Management Team along with support from the Community Safety Unit were able to support Mrs Q to meet her identified outcomes. Consequently her daughter agreed to cover some of her mother's care and support needs supported by care workers from the crisis intervention team. Additionally a number of measures were taken to secure the property should the son attempt to return and a community alarm installed enabling Mrs Q to alert the Community Safety Unit in the event of any concerns.

Mrs Q supported by her family was referred to an organization supporting women suffering domestic abuse in pursuit of legal advice and support. This was also important because despite the risks Mrs Q wanted to maintain some contact with her son. The care agency was able to begin providing a service to Mrs Q and she was supported to attend a local day support service enabling her to meet people in her local community.

SECTION 6 SAFEGUARDING ADULT REVIEW

A Safeguarding Adults Review (SAR) is defined in the Care Act 2014 and is what was previously known as a Serious Case Review. The Safeguarding Adults Board has to carry out a SAR when an individual in their area dies or experiences serious injury as a result of abuse or neglect, and there is concern that partner agencies could have worked more effectively to protect the adult.

SARs are agreed by the Safeguarding Adults Board and an independent person is set up in Enfield to lead the enquiry. There is a separate protocol which sets out on behalf of the Board what a SAR is, how the process runs and the outcome.

Two Safeguarding Adults Reviews were set up on behalf of the Board in 2014-2015. These reviews have not been concluded but are expected to do so in the coming year. Any learning will be shared and each SAR will have an action plan which is reported to the Safeguarding Adults Board.

SECTION 7 SAFEGUARDING ADULTS BOARD SUB-GROUPS

During 2014-2015 there were four established groups which supported the work of the Safeguarding Adults Board, with a new additional group dedicated to work between Safeguarding Adults and Safeguarding Children commencing.

LEARNING AND DEVELOPMENT GROUP

Co-chaired by the Enfield Councils Learning and Development Team and a representative from the Barnet Enfield and Haringey Mental Health Trust, this group focused on how to improve the practice, understanding and the skills of those who work with adults at risk. This included for example setting up courses on Safeguarding and the Care Act, training for front line staff and managers, and completing investigations jointly with the Police.

In 2014-2015 we held the following courses and the number of staff which attended where:

Course Name	Session Date	Places Taken
Care Act – The New Safeguarding Structure	12/01/2015	29
	22/01/2015	21
	22/01/2015	25
Charing Strategy Meetings	02/10/2014	15
Investigators – Working with the Police	08/09/2014	15
	27/01/2015	16
Safeguarding Alerters for New Starters	23/06/2014	15
	03/09/2014	21
	11/02/2015	22
Safeguarding Alerters Refresher	01/09/2014	17
	01/09/2014	16
	14/01/2015	17
	14/01/2015	19
Safeguarding Structure to SAB	23/02/2015	11

In the coming year we are expanding upon the training we provide

An e-learning package is also provided to the partnership which saw 46 staff members access this suite of courses.

In addition to the above, the Strategic Safeguarding Adults Service in London Borough of Enfield provides some specific and focused training when requested. This included for example to partners in the London Fire Brigade, Parent Champions, supporting training with Mental Health for Barnet Enfield Haringey Mental Health Trust, Learning Disabilities Partnership Board on safeguarding.

All of the courses we run have been reviewed to ensure they are compliant with the Care Act, Making Safeguarding Personal and with relevant information on the Multi Agency Safeguarding Hub.

In the coming year we are expanding upon the training we provide by providing additional courses on:

- Safeguarding and Domestic Abuse
- Female Genital Mutilation
- Completing Section 42 enquiries
- Mediation in social care
- Safeguarding from referral to closure
- Expert to enabler
- Positive record keeping

POLICY PROCEDURE AND PRACTICE GROUP

With the imminent implementation of the Care Act 2014 from April 1, 2015, the Policy Procedure and Practice group have a remit around developing the information which supports those who safeguard adults to effectively carrying out their work. This will include, for example, making sure that staff have guidance on how to involve adults at risk to make decision about their safety and the outcomes they would like so. This will also include developing procedures around self-neglect, which is now recognised formally under safeguarding.

SERVICE USERS, CARERS AND PATIENTS

The Service User, Carer and Patient group represents those in the community in Enfield who are passionate and committed about keeping people safe. The group

provide a challenge and steer to actions that partners take and also take forward projects that are of interest to them.

Over the last year the group:

- Gave feedback on the Making Safeguarding Personal toolkit to the Local Government Association
- Received training on the Care Act and safeguarding, while raising questions about areas such as advocacy
- Has been discussing issues around equalities and communication, with a particular focus on health services and barriers to access
- Received presentations from Healthwatch and Local Authority on equalities
- Feedback on the Safeguarding Adults Board strategy and action plan.

The group also reviewed their terms of reference and developed an action plan for the coming year. This will include for example reviewing and developing the publicity and communication for safeguarding adults. The group also feel there was a gap in how the care industry responds and supports the Lesbian, Gay, Bisexual and Transgendered community so are looking to address this area.

QUALITY, SAFETY AND PERFORMANCE

The Quality, Performance and Safety sub group of the Safeguarding Adults Board has been set up to monitor the performance of partners in terms of how they keep adults at risk of abuse safe. In addition, this will include going forward the quality of services which both prevent and respond to abuse within their organisations.

The Group will agree the ToR yearly in order to focus on areas requiring oversight or additional challenge from partnership to embed service improvements. New terms of reference and an action plan has been drafted which will include focusing on:

- Scoping audits across partnership and providing quality assessments and gap analysis
- To assure the Board that partners are appropriately flagging domestic violence where there is an adult at risk, with appropriate outcomes recorded.

- To ensure that Serious Incidents within Hospitals which are appropriate for safeguarding adults are being referred in line with current pan London Policy.
- Establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements.
- Establish ways of analysing and interrogating data on safeguarding notifications that increase the SAB's understanding of prevalence of abuse and neglect locally that builds a picture over time.

SAFEGUARDING ADULTS AND SAFEGUARDING CHILDREN

Both the Enfield Safeguarding Adults Board and Enfield Safeguarding Children's Board recognises the importance of working together. A group has been set up to help support the completion of actions which will benefit the safety of children, young people and adults at risk.

This group has agreed to focus on the following areas:

- 'What about the Children?' A report by Ofsted on joint working between adults and children's services when parents or carers have mental ill health and/or drug and alcohol problems.
- Awareness raising events across services
- Community Help Point Scheme
- Child sexual exploitation and supporting adults who have experienced sexual exploitation as a child

Both the Enfield Safeguarding Adults Board and Enfield Safeguarding Children's Board recognises the importance of working together

SECTION 8 PARTNER STATEMENTS

- Barnet Enfield and Haringey Mental Health Trust
- Enfield Borough Police
- NHS Enfield Clinical Commissioning Group
- London Community Rehabilitation Company
- London Fire Brigade – Enfield Borough
- North Middlesex Hospital NHS Trust
- One-to-One (Enfield)
- Royal Free London NHS Foundation Trust
- Safer and Stronger Communities Board

BARNET ENFIELD AND HARINGEY MENTAL HEALTH TRUST

INTERNAL ARRANGEMENTS FOR GOVERNANCE REGARDING SAFEGUARDING ADULTS

Barnet, Enfield and Haringey Mental Health Trust (BEHMHT) and Enfield Community Services (ECS) understands and acknowledges that safeguarding adults is everybody's business and that everyone working in health care has a responsibility to help prevent abuse and to act quickly and proportionately to protect adults where abuse is suspected. The safeguarding of all our patients remains a priority for the Trust as we see it as a fundamental component of all care provided. Maintaining the consistency and quality of all aspects of safeguarding practice across the Trust is essential. Over the past year, the safeguarding arrangements across all Trust services has continued to be strengthened, with a particular focus on ensuring our staff receives an appropriate level of safeguarding training.

The Executive Director of Nursing, Quality and Governance is the Executive Lead for Safeguarding Adults in the Trust. The Trust has a Safeguarding Team consisting of the Head of Safeguarding People, the Safeguarding Adults Lead and Safeguarding Children's Lead.

The Trust's Safeguarding Annual Report and work plan continues to be developed on a yearly basis, for consideration and approval at the Governance and Risk Management Committee (GRMC) and is ratified by the Trust Board. The executive lead represents the Trust at the three Safeguarding Adults Boards. The management of safeguarding cases in Haringey is co-ordinated by Haringey Council. In Barnet, the management of safeguarding cases is co-ordinated by the Community Mental Health Team Managers and Team Managers within the integrated teams. This is similar to Enfield for the year 2014/15.

As part of our integrated governance structure, the Board receives an Annual Report and work plan on the Trust's Safeguarding Adults activities. At each

public Board meeting the Trust Board receives an update on the number of alerts, investigations and related activities.

The Trust ensures the Safeguarding Adult Committee meets on a quarterly basis. The Committee is chaired by the Executive Director of Nursing, Quality and Governance. Other members of the committee are assistant directors from each service line or their representatives and safeguarding leads from the local authorities and CCGs. This meeting affords for the discussion and follow up on actions from both internal and external issues regarding safeguarding adults. The function of the Trust Safeguarding Adults Committee is to direct and ensure an overview of the safeguarding adult work programme and practice in the Trust. The Committee ensures that national and local practices are adhered to within the organisation and the sharing of learning.

There is a bi monthly practice development group co-ordinated by the Enfield Safeguarding Adults Team of which the Trust is a member. This forum allows for sharing of best practice and learning across all agencies.

The Trust has in place a Safeguarding Surgery. The surgery was developed in 2014 and has been well received and utilised by staff. The forum promote patient-centred approach; Making Safeguarding Personnel (MSP), collaborative working with our partners and bringing new legislation to staff awareness.

The Trust has a safeguarding audit that is completed on a monthly basis by managers. Strengths, areas for improvement and actions plans are agreed and delivered. The Trust's safeguarding committee has oversight of the process and improvements.

NOTABLE ACHIEVEMENTS IN ADULT SAFEGUARDING 2014/15

- The Safeguarding team has been working closely with the local authority and the various teams in driving the MSP agenda.
- Strong multi-agency partnership working, including internal and external partners.
- Review the DoLS and MCA policies and frameworks in light of Cheshire West ruling

- There are monthly safeguarding surgeries in the trust, attended by clinicians from across the organisation. Presentation includes the Care Act- (MSP), domestic violence/abuse, Child Protection and opportunity to discuss complex issues concern to staff.
 - The pressure ulcer forum now meets monthly and is attended by clinicians from across services, the protocol has been agreed and a plan for roll out is being implemented.
 - Datix Incident Reporting to link with safeguarding team enabling automatically generated alerts when incidents with a safeguarding element are reported.
 - A restraint in care protocol has been developed for our older adults services.
 - The Trust took part in the Oaks learning event. Areas for improvement/development have been fully implemented.
 - Compliance inspections against the criteria in Outcome 7 (safeguarding) of the CQC's regulatory framework on all inpatient units and Community Teams. The Trust is fully compliant
 - The Safeguarding Team have been delivering bespoke training to teams which has led to an increase in awareness that safeguarding is everyone business to ensure that the Trust deliver a safe, friendly and caring environment where people are treated with respect, courtesy and dignity
 - We have developed safeguarding champions in different areas to support staff. Issues where processes are not understood or where there are performance issues these are brought to the attention of the champions and staff are supported to address issues/concerns.
 - MCA/DoLS lead for the Trust has led on the delivery bespoke training to teams. Subsequently awareness in IMCA and Advocacy services has improved.
 - Adult Safeguarding training level 1 is part of the mandatory training programme for all staff of which compliance is monitored through the Electronic Staff Record. Attendance record achieved above 85% throughout the year.
 - There has been an increase in referrals for MARAC by the Trust as compared to last year. This is due to domestic violence training through the Safeguarding surgery.
 - Safeguarding training have included the following; Female Genital Mutilation, Prevent and whistleblowing. This ensures staff are trained and understand the issues and know how to report concerns.
- WORK PLAN AND PRIORITIES FOR 2015/16 IN ADDITION TO REGULAR AND CONTINUING ADULT SAFEGUARDING WORK TO SUPPORT BEST PRACTICE AMONGST PRACTITIONERS IN BEHMHT**
- Have a continued programme of level 1 Safeguarding Adults training with 85% compliance achieved.
 - Review of the Trust Self-Assessment using the Safeguarding Adults Assurance Framework for Healthcare Services.
 - BEHMHT recognises the importance of people's voices being heard and listened to within the safeguarding adult's procedures, staff to be compliant with the Care Act in relation to Making Safeguarding Personal (MSP) and the use of Advocacy services.
 - Ensure learning from safeguarding cases is embedded into practice, via supervision and Trust training programmes.
 - Remain responsive and reactive to changes as they occur in policy directives or good practice guidance.
 - Continue to raise awareness of the PREVENT agenda and support staff to raise concerns
 - Raise awareness and promote the system of reporting Mental Capacity Assessments (MCA) and Deprivation of Liberty (DoLS) applications amongst staff.
 - As part of a quality measure, team managers to audit one case file per month on Meridian. Action plans, recommendations and lesson learnt for followed up to improve practice.
 - The Trust will be strengthening the links between safeguarding and complaints and/or incident investigations.

ENFIELD BOROUGH POLICE

Enfield Borough Police is committed to making Enfield a safer place to live, work and visit. This will be achieved by working together, and safeguarding some of the people who are most at risk of abuse, harm and neglect. The Enfield Borough Police is now a statutory partner on the Safeguarding Adults Board, as set out by the Care Act 2014. This presents a real opportunity to work with partners, communities and local people to prevent abuse and ensure a robust and transparent response when abuse of a vulnerable adult occurs.

ACHIEVEMENTS OVER 2014-2015

There have been some key developments across this year, each of which have been founded upon excellent working relationships and partnerships. The innovative activity around setting up an adult Multi Agency Safeguarding Hub, to ensure greater cooperation and sharing of information, has been an exemplar of practice. The Enfield Borough Police has recruited a new Public Protection Lead, T/DCI Ben Warriss, who is committed to continue to drive forward improvements.

- Continued use of the Merlin System to properly record and identify vulnerable adults encountered by Police and share concerns with our strategic partners
- Officers have had ongoing training and the use of Vulnerable Adult Toolkit provide to officers which assured that officers are able to identify adults at risk
- Senior Police attend and actively participate in Safeguarding Adults Board and are an acting co-chair for the Quality, Safety and Performance sub-group of the Board
- Actively participated in the identification, then implementation of actions as a consequence of the Care Act 2014
- The Police is proud to have collaborated with the Local Authority and partners to be one of the first London boroughs to set up and deliver the adults Multi Agency Safeguarding Hub (MASH)

ACTIVITIES PLANNED 2015-2016

The work of 2014-2015 has put our partnership in an excellent position to drive forward the safeguarding agenda over the next 12 months.

- We will strive to provide an outstanding service to adults at risk who have experienced abuse and come to the attention of the Police, to ensure a level of satisfaction with the support that is provided; this sits within the MPS Total Victim Care Strategy
- We will strive to engage with all the communities in the Enfield Borough with the ambition to improve confidence in the services provided
- We will continue to develop and contribute to the adults Multi Agency Safeguarding Hub, with the aim of capturing as many safeguarding adult concerns and referring to appropriate service.
- Ensure process are in place that identify Vulnerable adults victims of crime at an early stage and that these cases are appropriately resourced by specialist officers to improve victim care and case outcomes.

PROPOSED ACTIVITY RELATING TO TRAINING

- Police will participate at DI and DCI level in Local Authority commissioned training. This will include undertaking Section 42 enquiries.
- We will refresh training, particularly for new officers to the Borough on vulnerable adult crime and circumstances where a Merlin report can be completed.

PROPOSED ACTIVITIES IN RELATION TO PROCESSES

- Daily review at management level of all crimes involving vulnerable adults
- All adults who come to notice (ACN Merlin) to be reviewed daily by police officers who form part of the adult Multi Agency Safeguarding Hub. Any of which that amount to a crime are to be fed back to the unit Detective Inspector.

PROPOSED ACTIVITIES IN RELATION TO QUALITY ASSURANCE

- Detective Chief Inspector to co-chair the Quality Safety and Performance sub-group of the Safeguarding Adults Board

- Monthly oversight by unit Detective Inspector of all open and ongoing vulnerable adult crime investigations.

ORGANISATIONAL LEARNING AND ENGAGEMENT

With Safeguarding Adults Boards on a statutory footing there is now a requirement to complete Safeguarding Adult Reviews where there has been a death or serious injury and (insert wording). The Enfield Borough Police will contribute and ensure that any learning in the coming year from SARs are fully embedded in the organisation.

STATEMENT WRITTEN BY:

T/DCI Ben Warriss

Enfield Police, Public Protection

Enfield Safeguarding Adults Board representative

NHS ENFIELD CLINICAL COMMISSIONING GROUP

Enfield CCG unequivocally has clear safeguarding expectations of organisations that provide both NHS services and private health care, ensuring that safeguarding is embedded into their core business. Specific safeguarding standards are included in the NHS contracts. With the current statutory requirements set out in the Care Act (2014); Enfield CCG will ensure NHS health care delivery complies with the criteria laid down in the Clinical Quality Review Group (CQRG). This group provides the accountability for providing proactive assurance, challenge and robust governance processes, for adults at risk in the population of Enfield. The CQRG meetings ensure that health services are working together with partners to protect people from abuse. With private providers of health care they are invited to the CCG strategic safeguarding committee to discuss and give assurance of how they discharge their safeguarding responsibilities. In Enfield nursing homes the safeguarding nursing team provides quality assurance and challenge in relations to the quality of nursing care offered.

Quality is at the heart of the work with the CCG, this can be seen in the Corporate Objective agreed for 2013/14: Delivery of Quality and Safety of the services.

Commissioning for quality is everyone's business and will be delivered through integrated, collaborative working which is fundamental to the principles of the CCG and central to the CCG's Quality Strategy which underpins the work of safeguarding adults at risk.

Through a partnership approach, the CCG will:

- Continue to work with people in aiming to improve their health and well-being by focusing on preventative services, reducing health inequalities, and enabling the population to take responsibility for their own health.
- Work with people to ensure the provision of safe, high quality, efficient and effective health services within available resources.

- Facilitate integration between health and social care services.
- Ensure good quality, safe healthcare in all settings.
- Have an Enfield Quality strategy that is clinically led; draw on research evidence and uses innovative, radical solutions to deliver the best possible care to patients and their carers.
- Focus on education and development support for clinicians to improve care and ensure that high quality services are delivered.
- Take action when we are not receiving high quality, efficient and effective health services.

The Quality Strategy is delivered using a patient-centred approach and implemented through working in a collaborative manner with patients, healthcare professionals and other non-clinical staff, as well as effective working relationships with the Commissioning Support Unit, London Borough of Enfield and other appropriate organisations.

A focus on the patient not only creates a positive experience of care for patients and their families but also supports clinical effectiveness and patient safety. The Quality Strategy will build upon the integrated approach to service planning and delivery already established locally.

Provider organisations and clinical staff will therefore be encouraged to focus on the needs of patients, as well as satisfying the requirements of regulators or other external bodies. This has shown to be a recurring theme in documents on quality in the NHS: 'Effective involvement of patients and carers is essential to ensuring that everyone is fully engaged in the drive for quality, and that this focuses on what really matters' (Department of Health 1998, para 3.10). Enfield CCG has devised and piloted a Patient Engagement Questionnaire in Enfield Nursing homes. This is to assist in gaining a holistic view of what the quality of life is for clients who live in Enfield nursing homes. The results are currently being populated.

STAFF TRAINING

- The Safeguarding team has provided Safeguarding Adult Training to all the CCG staff to help them identify how they might recognise abuse
- All staff with Enfield CCG has had PREVENT training.

KEY ACHIEVEMENT 2014-2015

- In September 2014, NHS England circulated a guide to all Clinical Commissioning Groups and gave advice on what assurances the CCG should be looking for from their providers regarding the Mental Capacity Act (2005) (MCA) and Deprivation of Liberty Safeguards (DoLS). Based on the guidance, an audit and information collection tool was developed by Enfield CCG. The audit has been project managed as part of the MCA programme work being undertaken by Enfield and funded by NHS England.
- A number of nurse practitioners have been identified as requiring the Best Interest Assessors training (MCA and DoLS). Enfield CCG has ring-fenced funding for 6 practitioners.
- The Assistant Director for Safeguarding has undertaken and passed the Best Interest Assessors Course and is now assessing the Mental Capacity of patients in Enfield.
- Enfield CCG hosted a MCA and DoLS Conference in October 2014. The conference aimed to deliver a learning and awareness opportunity to providers across the borough of Enfield. Initially targeted at nursing homes and domiciliary care providers, the event was broadened to include health professionals from Primary Care mental health and the acute sector providing an opportunity for networking across the care pathway.
- Following the conference, workshops were developed by the CCG and the MCA and DoLS lead for the local authority to facilitate care home managers to attend to continue increasing awareness and training on this issue.

The CCG has secured some further funding to promote training of MCA and DoLS amongst GPs and other primary care staff. Training will take place in 2015-16.

- NHS Enfield designed and piloted a Patient Engagement Questionnaire in Enfield nursing homes. Analysis of findings will be included in the CCG Annual Report and reported at the Safeguarding Adults Board.
- The borough-wide Pressure Ulcer Protocol was facilitated and completed by Enfield CCG safeguarding staff.

- As part of the roll out programme for the Pressure Ulcer Protocol, the CCG have arranged workshops to be held locally to facilitate increased awareness and training on this issue for care homes and residential home staff. The workshops are open and available to staff at all levels in the care home. The workshops have been positively evaluated.
- Enfield CCG nursing staff has produced a number of investigator reports on nursing homes and the Coroners' office.

PRIORITIES AND WORKPLAN 2014/15

- To continue face-to-face Safeguarding and PREVENT training for the continuation of promoting Safeguarding awareness in health professionals.
- Continue to ensure that the CCG provide assurance and monitoring of provider agencies in their delivery of the safeguarding adults' agenda.
- Ensure that CCG Staff in relation to Safeguarding adult receives adequate supervision.
- The CCG will work jointly with the local authority in embedding the Making Safeguarding Personal agenda, ensuring staff are trained in this concept.
- Support all identified staff in completing the Best Interest Assessors course in their understanding of Mental Capacity and DoLS.
- To work with the local authority in monitoring and reporting of pressure ulcers using the borough-wide Pressure Ulcer Protocol.
- Roll out Safeguarding training across the nursing homes.
- To continue to focus on delivering CQRG work plan in conjunction with the providers.
- CCG will continue with quarterly GP forums in updating on Safeguarding adults at risk issues.
- To ensure that GP's are trained in PREVENT.
- Safeguarding Conference to be held in July 2015 for the health economy and partner agencies.

STATEMENT WRITTEN BY:

Carole Bruce-Gordon

Assistant Director for Safeguarding
Enfield Safeguarding Adults Board representative

LONDON COMMUNITY REHABILITATION COMPANY

COMMITMENT TO SAFEGUARDING ADULTS AT RISK

The London Community Rehabilitation Company is committed to eliminating discrimination and encouraging diversity amongst the services we provide. Our aim is that we provide equality and fairness for all and not to discriminate on the grounds of gender, marital status (including civil partnership) race, disability, sexual orientation, age, gender reassignment, pregnancy or maternity and religion or belief. We oppose all forms of unlawful and unfair discrimination.

Safeguarding adults needs to be considered alongside responsibilities for safeguarding children.

Probation staff who work directly with service users who become aware, or have concerns that a service user; a) has care or support needs, b) is experiencing, has experienced or is likely to experience abuse and c) is unable to protect themselves, have a duty to act in a timely manner. Similarly, if they become aware of a service user presenting a risk of harm to an adult 'at risk'. This applies to staff in any probation setting.

The London CRC has introduced single points of contact in each area that are required;

- To be aware of what safeguarding adults arrangements are, including to whom they apply.
- To undertake training in Safeguarding Adults – probation, local authority.
- To promote Safeguarding Adults practice within the Cluster. For example, team meetings, daily briefings, discussions with colleagues.
- To undertake Suicide Prevention Training and cascade learning to colleagues within their Cluster.
- To promote Suicide Prevention best practice within their Cluster. For example, team meetings, daily briefings, discussions with colleagues.

- To be aware of how to contact/make referrals to the local authority Adult Safeguarding team within their Cluster and to share these details with their Cluster.
- To identify and promote local services for 'adults at risk'. For example, local adult learning disability services.

The London CRC intranet lays out the commitment of the London CRC to ensuring that all vulnerable adults get the service(s) that they require. The page has links to internal and external resources with practitioners guides and links to the Care Act.

LONDON FIRE BRIGADE – ENFIELD BOROUGH

The London Fire Brigade has a strong commitment to safeguarding adults at risk and continues to work to develop service delivery by focusing preventative work streams to better identify at risk individuals as well as responding appropriately following referral through links with inter professional groups. We recognise that robust safeguarding arrangements are essential to managing risk. We believe that all residents have the right to be treated fairly and with dignity and respect.

The London Fire Brigade has a good reputation for working closely with and supporting multi agency teams to deliver adult safeguarding services in accordance with the pan London 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse ' framework.

Our aim to reduce the risk of harm from fire to those most vulnerable within the community.

CURRENT POSITION

As part of the London Fire Brigade's adult safeguarding responsibilities, it is required to provide a representative as board members on the local multi agency safeguarding adult board. The Borough Commander Enfield Borough is currently on Enfield Safeguarding Adults Boards and is an integral decision maker in the development and progression of the local safeguarding agendas. The London Fire Brigade has maintained an active participation in the Safeguarding Adults Board, undertaking work streams as required throughout the year.

The Borough Senior Officer for Community and Fire Safety has also been nominated to attend Enfield Safeguarding Adults Board subgroup for the multi-agency Safeguarding Adults Policies, Procedures and Practice Group.

KEY ACHIEVEMENTS 2014 TO 2015

Last year London Fire Brigade Enfield Borough planned the following activities and achieved the following outcomes:

- Raise awareness of partners, organisation and agencies of risks to adults from fire in particular dangers of hoarding and the benefits of a fire suppression system in domestic and sheltered housing. To increase the total amount of Home Fire Safety Visits (HFSV's), compared to previous years, where we can provide safety information and fit where necessary, smoke alarms to provide early warning of fire within the home
 - Outcome: Partners were encouraged to consider the benefits of fire suppression systems to reduce the damage caused by fire, reduce the number of injuries and death to vulnerable people. Work commenced on the development of a Multi agency Hoarding Protocol through the Policies, Practices and Protocols sub group of the Adults Safeguarding Adults Board
 - All Borough fire officers were updated by the Enfield borough council safeguarding team in regards to considerations and legal requirements when carrying out their daily roles in emergency incidents at the annual information day workshops
 - Senior fire officers attending borough area forums to ensure that all communities are aware of the important fire safety work carried out by fire officers and delivering 'Home Fire Safety Visits' to the most vulnerable members of our community
 - Attended a number of Community based events to promote home fire safety and raise awareness of the provision of arson proof letter boxes
 - Two thousand three hundred and eighty six home fire safety visits were completed within the borough and at least 80% of these were carried out in homes that statistically, were most likely to have a fire.
 - A Housing providers Forum was held in partnership with Enfield Council, where 68 housing providers attended, where we educated/informed them of the services we provide. Most importantly we stressed the importance of the responsible person concept for care homes and housing stock. Highlighting the importance of providing adequate care and fire protection for residents.

- Work with partners to ensure a robust information sharing process is established that sits within data protection act
 - Incorporated data sharing provision within Multi agency Hoarding Protocol which is currently being drafted
 - Maintained current information sharing provision within current Safeguarding Adults procedures
- To develop protocol between LFB and adult social services reporting referral outcomes in relation to safeguarding
 - Local systems within London Fire Brigade Enfield have been developed to ensure follow up calls are made with Adult Social Services following referral
 - Following 1 fatal fire, an internal review recommended considerations for serious case review where appropriate and recommendations made to housing providers to risk assess residents with medical conditions in regards to fire and escape routes.
 - Through joint working with Enfield Adult Social Services and Enfield Borough Council Safeguarding Adults Service identified and offered a free home fire safety risk assessment to adults vulnerable to fire incidents in the home
- Raising awareness of fire crews as to what other services are available for adults at risk
 - A training programme is incorporated into each Fire Stations training plan in relation to Safeguarding policy and procedure for both Children and Adults
- Monitor outcome reports.
 - Standing agenda item on all Borough management meetings to monitor and evaluate/ quality assure previous 28 days safeguarding issues and referrals
- Working with at risk groups such a the deaf community to improve services, involving the provision of free smoke detectors for the deaf and provision of information about home fire safety and calling the emergency services.
 - London Fire Brigade have made excellent links with the local drop in services and received a number of referrals from the deaf community for home fire safety visits. This has been delivered by fire fighters with British Sign Language level 2 proficiency
- Officers to refer to appropriate agency through Safeguarding protocol where evidence suggest this is necessary
 - London Fire Brigade Watch officers have made a number of referrals throughout the year in accordance with Brigade Policy. Of these only a small number have been referred through the urgent referral agreement. The remainder have been referred to appropriate services and agencies.
- Work with partners to address vulnerable adults at risk from exploitation by unscrupulous land lords to receive support through implementation of statutory enforcement.
 - London Fire Brigade Regulatory Fire Safety Team have worked with Enfield Council to raise awareness of these issues and offer assistance and advise when necessary
- Officers to identify evidence of abuse, preserve scene and early passing of information to the Police as possible crime scene.
 - London Fire Brigade Officers have received awareness training and referred cases to Police where appropriate
- Support partners by providing advice in relation to fire safety in the home when requested.
 - Senior Officers attended a seminar hosted by Enfield Borough Council Safeguarding Adults Services, for Residential Social Landlords, to raise awareness of home fire safety and regulatory fire safety matters
- A centrally held safeguarding referral database to identify safeguarding adults trends pan London, by developing LFB policy and outcomes shared with partners is ongoing.

STAFF TRAINING IN SAFEGUARDING ADULTS

Safeguarding adults training is mandatory for all staff. The training is provided internally by the Watch based managers. This is programmed for refresher training at least twice per year per member of staff.

As Safeguarding encompasses a wide range of legal responsibilities the training sessions include coverage of:

- Policy Statement
- Definition of Adults at risk
- Disclosure and Barring Service (previously Independent Safeguarding Authority)
- Recognising harm to adults
- Reporting procedures
- Information sharing and data protection

PRIORITIES FOR 2015/16

- Carry out home fire safety visits to all sheltered housing facilities within the borough
- Continually seeking improvements to reduce the number of incidents in sheltered accommodation by working closely with service providers
- Continue to raise awareness of the availability and provision of domestic fire suppression systems for very high risk adults
- Raising staff awareness of domestic violence
- Focusing our prevention and protection activities on ensuring that older people living in care home and in sheltered housing are as safe as possible.
- Developing further local recording and quality assurance programmes
- Continue to raise awareness of partners, organisation and agencies of risks to adults from fire, in particular dangers of hoarding and provision of arson proof letter boxes and fire retardant bedding.
- Continue to develop protocol between LFB and adult social services reporting referral outcomes in relation to safeguarding adults or otherwise.
- Support partners by providing advice in relation to fire safety in the home when requested.
- Regular analysis of centrally held safeguarding referral database and other incident related databases, to identify safeguarding adults trends pan London to develop LFB policy and outcomes shared with partners.

STATEMENT WRITTEN BY:

Les Bowman

Enfield Borough Commander
London Fire Brigade

NORTH MIDDLESEX HOSPITAL NHS TRUST

COMMITMENT TO SAFEGUARDING ADULTS AT RISK

The Trust's Board takes the issue of safeguarding extremely seriously and receives annual reports on both safeguarding children and safeguarding adults. The Director of Nursing and Midwifery is the Trust's board lead for safeguarding adults.

This report outlines the work that has been undertaken by the Trust over the past year in respect of its commitments and responsibilities in maintaining the safety and protection of adults at risk. It contains a review of the Trust's progress against national and local commitments and identifies key objectives for further developments in Safeguarding Adults for 2015 to 2016.

KEY ACHIEVEMENT FOR 2014-2015

The Trust is committed to learning so that we can make improvements. Some examples include:

- the Mental Capacity Act and Deprivation of Liberty Safeguards Policy has been updated to reflect the guidance provided following the Cheshire West Case Law issued in April 2014
- updated the Deprivation of Liberty Safeguard application forms issued by ADASS in January 2015
- the Trust has developed a Domestic Violence Policy which is available on the hospital intranet
- on 25th June 2014, Ward Managers and Matrons were invited to attend a Mental Capacity Act and DoLS training update
- a significant amount of work has been done to ensure that staff are trained to the correct level for level 1 and level 2 Safeguarding Adult training
- a DoLS briefing sheet/flowchart has been agreed and this has been circulated to all Consultant Medical Staff, Matrons and Ward Managers

The number of DoLS applications progressed by the Trust has gradually increased over the previous year as ward staff are now more aware of the requirements of the Mental Capacity Act and Deprivation of Liberty Safeguard requirements.

We continue to train staff through face-to-face training and e-learning packages. Safeguarding Adult Level 1 training is mandatory in the Trust for all new staff at induction. At the end of March 2015, 80% of all staff had completed their Safeguarding Adult level 1 training.

Safeguarding Adult Level 2 training is provided as face to face training for relevant groups of staff and covers the Mental Capacity Act and Deprivation of Liberty Safeguards. The training figures are presented to the Trust Risk and Quality Committee on a quarterly basis. At the end of March 2015, 66% of relevant staff had completed their level 2 Safeguarding Adult training.

There is also an ongoing training programme to raise staff awareness on the Government PREVENT programme, which teaches staff how to recognise vulnerable individuals who may be at risk of being drawn into terrorist activity.

PRIORITIES AND WORK PLANNED FOR THE COMING YEAR

The Trust needs to update its Safeguarding Adults Strategy in line with the recommendations from the Department of Health Care Act 2014 statutory guidance for implementation¹ and in response to national directives arising from the Supreme Court judgement on the Cheshire West case.

Key priorities for the Trust in 2015/16 are to:

- ensure that Trust Safeguarding Adults Policies and procedures are up to date and comply with current legislation and implications of the Care Act 2014
- progress further work on the 'Making Safeguarding Personal' programme, to ensure that the adult, their families and carers are working together with agencies to find the right solutions to keep people safe and support them in making informed choices
- further work to develop a training plan for Mental Capacity, Best Interest Decisions and Deprivation of Liberty Safeguards
- ensure that reasonable adjustments are made as necessary for those with Learning Disabilities

¹ <https://www.gov.uk/government/publications/care-act-2014-statutory-guidance-for-implementation>

- improve Domestic Violence support available to patients
- further work in PreventWrap training for all staff to be progressed in 2015/16
- strengthen links for Safeguarding Adults and Child Protection work
- continue to implement recommendations from lessons learned from Safeguarding Adult investigations.
- develop our work with patients who may need to have restrictions and restraints on their behaviours in their best interests
- ensure that Deprivation of Liberty Safeguard applications are progressed as required
- ensure that Mental Capacity Assessments are audited by CBU Matrons.
- ensure that a Best Interest Assessment is completed and documented on patient's medical file, in the event that treatment is withheld
- give consideration to completing an End of Life plan, in the event that treatment is withheld
- give consideration to making applications for Deprivation of Liberties Safeguard for patients who lack capacity and are provided with one to one supervision

STATEMENT WRITTEN BY:

Eve McGrath

Safeguarding Adults Lead

ORGANISATIONAL LEARNING AND SERVICE USER PARTICIPATION

The Making Safeguarding Personal programme requires us to ensure that the adult, their families and carers are working together with agencies to find the right solutions to keep people safe and support them in making informed choices. Family or representatives are now routinely invited to Safeguarding Adult Strategy meetings and Case Conferences to ensure their early involvement in decisions made and Protection Plans. Examples of recommendations made in respect of the substantiated SOVA's have been for staff to:

- ensure adequate handover of information about the patient's condition on discharge, including a discharge letter with a body map and description of any injuries and pressure ulcer management required
- utilise discharge checklists for discharge procedures in order to ensure that patients are discharged with relevant and up to date information
- ensure that capacity assessments (Mental Capacity Act 2005) and rationale for Best Interest Decisions are fully completed and discussed with family members
- discuss medical decisions/recommendations regarding treatment and care with family i.e. withholding treatment

ONE-TO-ONE (ENFIELD)

One-to-One (Enfield) is very committed to protecting our members' physical and psychological well-being and safeguarding them from all forms of abuse. At One-to-One we recognise that safeguarding is a responsibility for everyone, and therefore seek to ensure that safeguarding is a priority throughout the organisation.

One of our key achievements for the year 2014-2015 is our work on Hate Crime. On 14th May 2015 One to One held a conference with over 100 people attending. This involved raising awareness on Hate Crime for our members, staff, volunteers, services working with people who have LD and carers. Hate crime is when someone does something bad to someone or takes advantage because the person has a learning disability. We want all safeguarding alerts to be considered as a potential Hate Crime.

To ensure our members are safeguarded against any abuse we work with the integrated learning disabilities team. At One-to-One we have a positive relationship between members, staff, volunteers and other partner organisations that encourages people to be open about concerns and helps people to learn from each other. There are continuous training and development opportunities for staff and volunteers.

We are currently working on our website to include information about One-to-One including safeguarding adults and protecting people from risks. Our website will have links to other service providers.

ROYAL FREE LONDON NHS FOUNDATION TRUST

Since the acquisition of Barnet and Chase Farm hospitals we have continued to build on the strong foundations of safeguarding that were already in place. Our commitment to safeguarding has been demonstrated through the development of a forward looking safeguarding strategy which aims to achieve excellence in practice. Our strategy sets out how we plan to drive forward our safeguarding activities and our reputation over the next 3 years.

Our safeguarding strategy acknowledges the requirement of the Royal Free London NHS Foundation Trust to ensure there is board level focus on the needs of patient safety and that safeguarding is an integral part of the governance framework. To this end we have a newly formed Integrated Safeguarding Committee which reports into the Trust board. In addition we have strengthened our safeguarding team by appointing a head of safeguarding and a lead nurse for safeguarding adults based at Barnet and Chase farm Hospitals. We have also appointed a full –time learning disability nurse.

We recognise that safeguarding is a shared responsibility with a need for effective joint working between partner agencies and professionals. In order to do this we are committed to working closely with others to ensure that all the services we provide have regard to our duty to protect individual human rights, treat individuals with dignity and respect and safeguard against abuse, neglect, discrimination, embarrassment or poor treatment.

As a health care provider we are required to demonstrate that we have strong safeguarding leadership and a commitment to safeguarding at all levels of the organisation. This includes safe recruitment practices, effective safeguarding training for all staff, effective supervision arrangements and the identification of named safeguarding leads. We have ensured that we have a robust safeguarding policy and that staff know how to raise a concern; and that a culture exists where safeguarding really is everybody's business. This means that safeguarding is viewed as

an individual responsibility for all our staff as well as an organisation priority.

In order to support our strategy a dynamic work plan has been developed based on 10 key aims:

1. To provide positive assurance that safe and effective processes and systems are in place to effectively safeguard all patients who access services across the Trust
2. To ensure effective systems for prevention, reporting, responding and learning
3. To work in partnership with other agencies to ensure an effective and joined up approach to safeguarding
4. To ensure safeguarding is given a high priority across the organisation
5. To ensure we are a learning and improving organisation
6. To ensure we have a safe and effective workforce in relation to safeguarding
7. To ensure we are continually responsive to changes in the safeguarding landscape, both at a national and local level
8. To ensure we continually drive the safeguarding agenda forward
9. To ensure we improve practice in relation to the Mental Capacity Act and Deprivation of Liberty Safeguards
10. To ensure we are responsive to vulnerable groups such as patients with learning disabilities and patients who disclose domestic abuse

STATEMENT WRITTEN BY:

Deborah Sanders

Director of Nursing

SAFER AND STRONGER COMMUNITIES BOARD

The Enfield Safer and Stronger Communities Board (SSCB) is the statutory Community Safety Partnership locally. The Crime and Disorder Act 1998 as amended by the Police and Justice Act 2006 places a duty on responsible authorities to work together to understand the issues related to crime and community safety in their area and to have an agreed partnership plan to bring about improvements.

The Enfield SSCB have been recognised for strong achievement and good practice both nationally and internationally, contributing to current agendas such as tackling serious and organised crime, counter terrorism and tackling gangs and CSE (child sexual exploitation).

CURRENT POSITION

The Safer and Stronger Communities Board comprises the local authority, the police, the fire brigade, probation services and the clinical commissioning group (CCG). Senior officers from these agencies promote the activity of the Safer and Stronger Communities Board within their own agencies. The lead member for Community Safety is also a member of the SSCB.

There have been significant changes to probation services as a result of the transforming rehabilitation agenda and the probation service has now been split into two different agencies providing the statutory offender management services. These are the National Probation Service (NPS) and the Community Rehabilitation Company (CRC). In London the services of the CRC are being provided by MTCnovo. Both of these agencies are responsible authorities under Section 5 of the Crime and Disorder Act 1998 and are represented on the SSCB.

The SSCB work in partnership with community groups, neighbouring boroughs, central government and the Mayor's Office for Policing and Crime and has representatives from the local Youth Offending Unit, other criminal justice agencies, housing providers and voluntary organisations. It has embedded links

with other key groups such as Safeguarding Boards, the Health and Wellbeing Board, Drug Alcohol Action Team (DAAT) and the Enfield Targeted Youth Engagement Board (ETYEB). Regular representation and updates between these boards help us tackle areas of joint concern such as domestic abuse.

The partnership receives support from the Council's Regeneration and Environment Department and the Head of the Community Safety Unit is a member of the Safeguarding Adults Board.

It is within the Safeguarding Adults Board that the wider agenda of community safety is brought to the attention of partners and links made with those adults who may be more at risk to harm, abuse and exploitation. In this year we saw a presentation on Human Trafficking and how partner organisations on the Safeguarding Adults Board can contribute towards tackling this area. Further, we are going to work with the Metropolitan Police Service to develop a Serious and Organised Crime plan which will include this issue.

In addition, we found that Hate Crime against vulnerable adults continues to be underreported and that this is an important issue for the Safeguarding Adults Board. In the coming year we hope to improve on this area through awareness raising and links with the voluntary sector who support many adults at risk to report.

We know from data that domestic violence against adults at risk continues to be highly reported. In particular, there are specific issues faced by older women who have experienced domestic violence and a more tailored approach to support individuals will be developed along with our colleagues in the Council's strategic safeguarding adults service.

KEY ACHIEVEMENTS OF 2014-15 INCLUDE:

- Continued investment in CCTV provision across the borough
- Serious acquisitive crime has shown significant improvement in 2014-15, and has fallen by 22.5% (as at 12th March 2015)
- Continued to support our Safehouse scheme to support the target hardening of vulnerable residents' homes
- Delivered high profile seasonal crime prevention messages around personal safety to appropriate audiences

- We have improved our links and data sharing with health agencies, notably North Middlesex Hospital
- Delivered further Court “Call-ins” sessions to highlight the risks of gang membership and offer support to exit the gang lifestyle
- Better oversight of anti-social behaviour cases through the action group (ASBAG) and regular case management meetings
- Further work around Domestic violence including a further 12 months support for Project IRIS working with GPs to identify domestic violence and intervene safely

PRIORITIES IN THIS YEARS’ PARTNERSHIP PLAN ARE:

Our Mayor’s Office for Policing and Crime (MOPAC) 7 priorities are:

- Burglary
- Criminal Damage
- Robbery
- Theft from a motor vehicle
- Theft of a motor vehicle
- Theft from a person
- Violence with injury

Our SSCB priorities are:

- Tackling serious youth violence
- Tackling domestic abuse and violence against women and girls
- Tackling Anti-Social Behaviour
- Reducing property crimes such as burglary and car crime
- Delivery of the Prevent agenda locally
- Development of a Serious and Organised Crime plan in conjunction with the MPS and local partners

We are also aware of key cross cutting themes that impact on all of the above such as substance misuse, the management of offenders in the community and hate crime. These themes will also be key areas of work for us during 2015-16.

STATEMENT WRITTEN BY:

Andrea Clemons

Head of Community Safety

Enfield Safeguarding Adults Board representative



APPENDIX A PERFORMANCE DATA

This summary report is intended to draw attention to the patterns or trends identified in the safeguarding adults data report for Q4 2014-2015.

The data sets considered for the Safeguarding Adults Board include the following:

- Total number of alerts
- Number of alerts via team
- Types of alleged abuse
- Place of alleged abuse
- Route of safeguarding referral
- Relationship of the person alleged to have caused harm
- Outcome of alerts in terms of progression under safeguarding adults
- Involvement of a nominated advocate
- Outcome of cases
- Outcome for adult at risk
- Outcome for person alleged to have caused harm

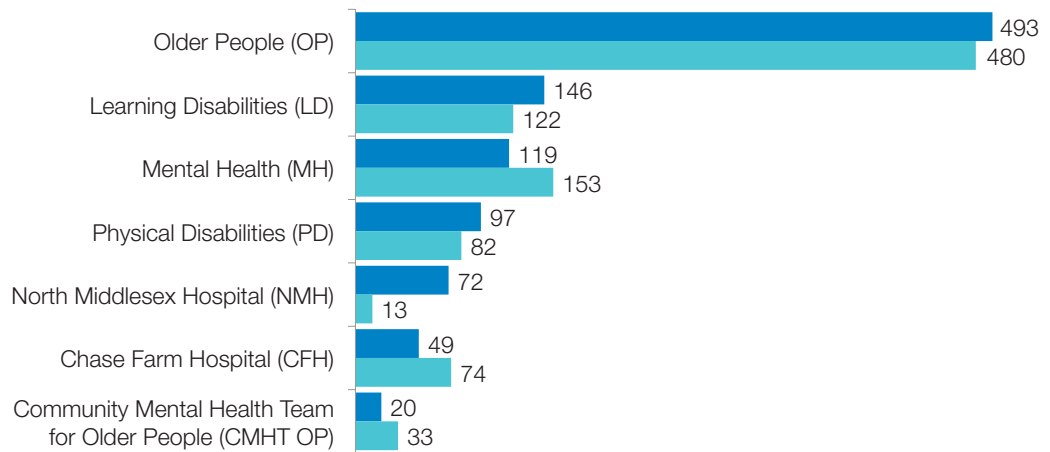
Some of the key patterns or areas of notice identified this quarter are as follows:

1. During 2014/15 there were **996 alerts** raised to adult social care, compared to 957 in 2013/14 (4% increase). This is a change from the previous trend where the number of alerts reported in 2012/13 had increased by 16% from 2011/12. This trend continued into 2013/14 with a 20% increase in the count of alerts from 2012/13.
2. The **largest referrals increase** across all teams is **North Middlesex Hospital 454%**, (13 alerts in 2013/14 to 72 alerts in 2014/15). The Mental Health team reported a 21% decrease in the number of referrals reported for 18-64s (146 to 116).
3. Most alerts relate to **Multiple Abuse** (34%) with Neglect at (28%). Neglect is higher when compared to 2013/14 which has seen a 22% increase (227 to 278).
4. **40%** referrals are in relation to alleged abuse in the **Adult at Risk's own home** and 26% are in a residential/nursing home. Referrals where the location of abuse is 'Mental health inpatient setting' is lower when compared to 2013/14 (61 to 44).
5. Of the 76 alerts where the location is alleged abuse as 'acute hospital' the count of alerts against each named hospital is confirmed as North Middlesex 45, Chase Farm 19, Barnet 9, Royal Free 2, University College London Hospitals 1.
6. The **largest referral** source continues to be **Hospital Staff at 23%**, followed by Private/Independent Provider at 19%.
7. **Family members** and **paid staff** continue to be the **highest** proportion of those alleged to have **caused harm**. Other vulnerable Adults make up 8% of those alleged to have caused harm, this is compared to 14% in 2013/14 (69 to 35).
8. The outcome of the initial alert is 73% 'proceed with Safeguarding' and 5% 'require further information gathering' (at the time of reporting).
9. There is an increase in the number of adults at risk whom have a nominated advocate involved 31% (433 to 567) since 2013/14. The type of advocacy is set by the request or requirement of the adult at risk and can include family members, friends, or paid advocates for example.
10. 45% of closed cases were substantiated or partially substantiated (compared to 48% in 2013/14). The outcome in 29% of referrals concludes 'The allegation has not been substantiated' this is an increase from 2013/14 with 24%.
11. 38% of alerts raised during 2014/15 were closed within 7 weeks, this is a decrease when compared to 2013/14 with 48%.
12. The proposed outcome for the adult at risk is recorded as 'no further action' in 53 (33%) of closed alerts, this is an increase when compared to 2013/14 (28%).
13. The main outcome for the Adult alleged to have caused harm is 26% 'no further action' followed by 24% 'action by continued monitoring' this is a change when compared to 2013/14 which reported 26% and 35% respectively.

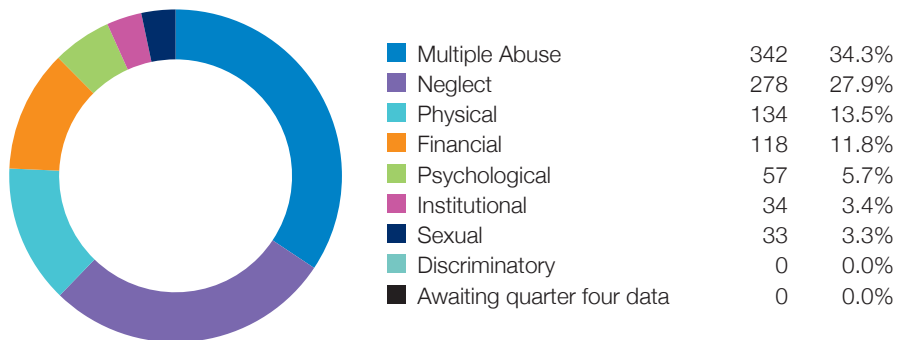
REFERRALS (ALERTS)

INITIAL ALERTS BY TEAM

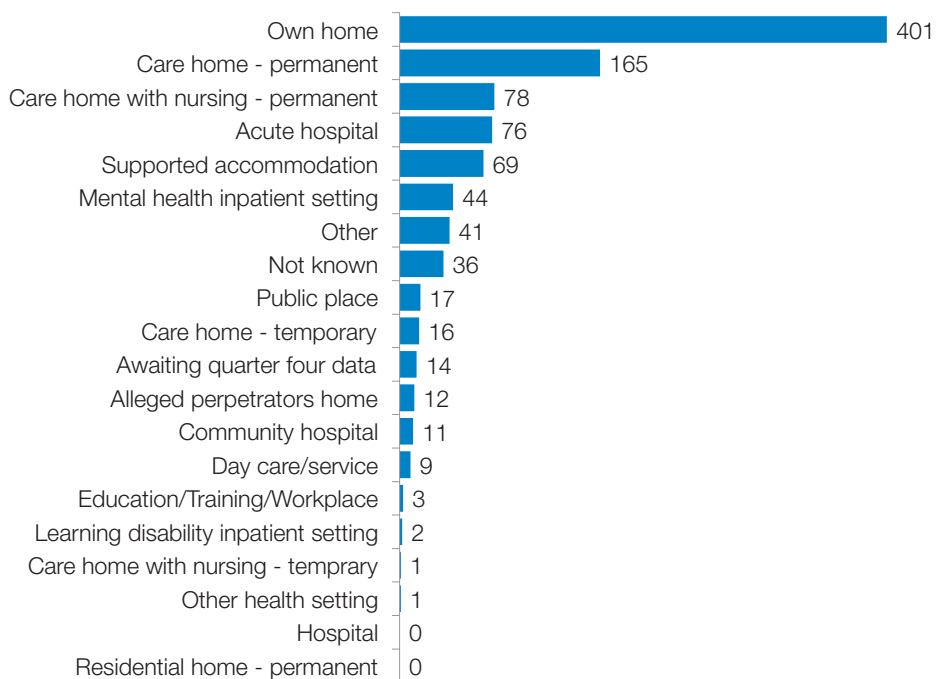
■ 2014/15
■ 2013/14



TYPES OF ALLEGED ABUSE



PLACE OF ALLEGED ABUSE



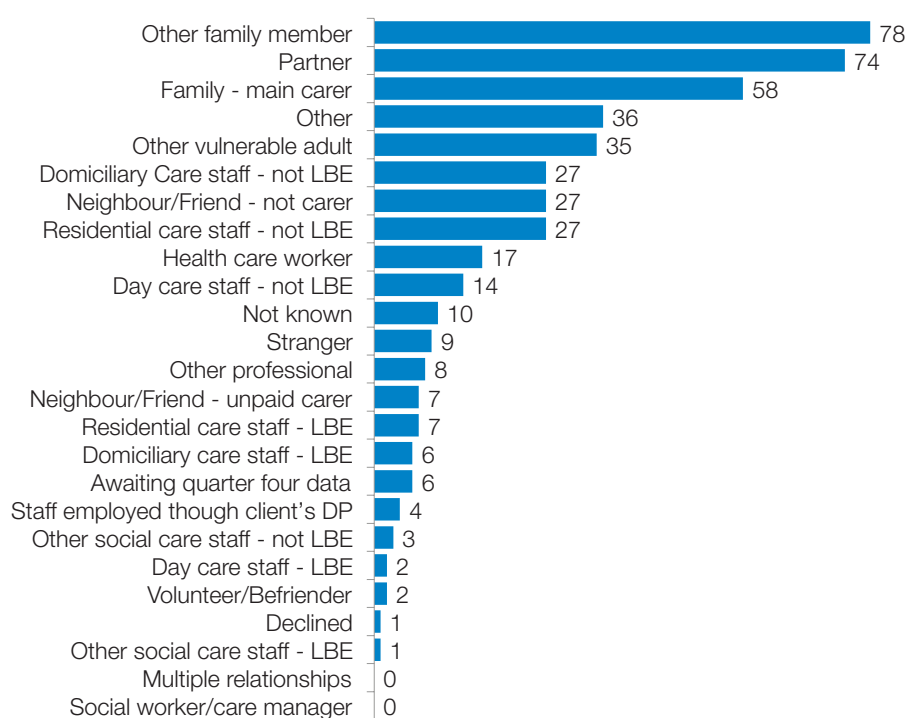
ROUTES OF REFERRAL

Referrer	2012/13	2013/14	% change	Referrer	2012/13	2013/14	% change
Hospital staff	225	208	8.2%	Neighbour/Friend	9	9	0.0%
Private/Independent Provider	188	151	24.5%	Carer	7	7	0.0%
Community Health Professional	136	95	43.2%	Housing/RSL	5	17	-70.6%
LBE - HASC	129	139	-7.2%	Awaiting quarter four data	5	5	0.0%
Relative	57	68	-16.2%	Partner	3	0	0.0%
LBE not HASC	39	33	18.2%	Mental Health staff - joint teams	0	32	-100.0%
Domiciliary staff	33	27	22.2%	Council staff	0	7	-100.0%
Voluntary/Religious	31	11	181.8%	Education provider	0	0	0.0%
Ambulance Service	27	30	-10.0%	Financial Institution - Bank	0	0	0.0%
CQC	23	21	9.5%	Guardian/Office of Public Guardian	0	0	0.0%
Self referral	15	13	15.4%	Other service users	0	0	0.0%
Police	14	15	-6.7%	PCT	0	0	0.0%
General Practitioner	14	11	27.3%	Public	0	0	0.0%
Other	12	27	-55.6%	Social Services staff - not LBE	0	0	0.0%
Day care staff	12	16	-25.0%	Total	996	957	4.1%
Anonymous	12	15	-20.0%				

INFORMATION ABOUT THE PERSON ALLEGED TO HAVE CAUSED HARMS

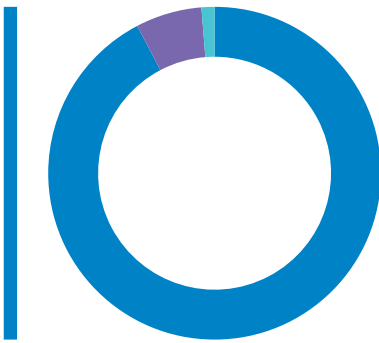
Relationship to Adult at Risk of those alleged to have caused harm. Only for those alerts where the type of alleged perpetrator is an individual.

PERSON ALLEGED TO HAVE CAUSED HARMS RELATIONSHIP TO ADULT AT RISK



OUTCOMES OF ALERTS

OUTCOME OF INITIAL ALERT



Proceed with Safeguarding	731	92.3%
Further information gathering required	51	6.4%
Awaiting quarter four data	10	1.3%

NOMINATED ADVOCATE INVOLVED?

	2014/15	2013/14	% change
Yes	567	433	30.9%
No	48	264	-81.8%
Not applicable	110	31	254.8%
Awaiting quarter four data	6	5	20.0%
Total	731	733	-0.3%

OUTCOMES OF CLOSED CASES

OUTCOME OF THE SAFEGUARDING ADULT INQUIRY/ INVESTIGATION



Substantiated	49	31.8%
Not substantiated	44	28.6%
Inconclusive	29	18.8%
Partially substantiated	20	13.0%
No further action	12	7.8%

DAYS FROM ALERT TO INQUIRY CLOSED



Within 7 weeks	59	38.3%
More than 7 weeks	76	49.4%
Awaiting quarter four data	19	12.3%

**OUTCOME
PROPOSED
FOR ADULT AT
RISK**

Data Measured	2014/15	2013/14	% change
Community Care Assessment and Services	6	11	-45.5%
Increased Monitoring	37	57	-35.1%
Restriction/Management of access to AP	3	4	-25.0%
Moved to increase / Different Care	8	23	-65.2%
Review of Self Directed Support	3	1	200.0%
Management of Access to Finances	3	4	-25.0%
Application to change appointee-ship	0	2	-100.0%
Continuing care placement required to meet patients cultural needs	0	2	-100.0%
Removed from Property or Service	9	10	-10.0%
No Further Action	53	63	-15.9%
Other Outcome	9	25	-64.0%
Awaiting quarter four data	16	18	-11.1%
Application to Court of Protection	2	3	-33.3%
Referral to Counselling /Training	3	1	200.0%
Referral to MARAC	2	2	0.0%
Total AAR Outcomes	154	226	-31.9%

**OUTCOME
PROPOSED
FOR PERSONS
ALLEGED TO
HAVE CAUSED
HARM**

Data Measured	2014/15	2013/14	% change
Action by CQC	0	3	-100.0%
Action by Contract Compliance	6	9	-33.3%
Action by Continued Monitoring	38	78	-51.3%
Community Care Assessment	0	1	-100.0%
Counselling/Training/Treatment	12	6	100.0%
Criminal Prosecution/Formal Caution	1	2	-50.0%
Disciplinary Action	6	15	-60.0%
Exoneration	7	4	75.0%
Management of Access	7	8	-12.5%
Police Action	1	2	-50.0%
Removal from Property or Service	5	8	-37.5%
No Further Action	42	59	-28.8%
Other (specified)	0	0	0.0%
Awaiting quarter four data	17	20	-15.0%
Not Known	12	9	33.3%
Referral to Registration Body	0	2	-100.0%
Total AP Outcomes	154	226	-31.9%

APPENDIX B OUR SUMMARY ACTION PLAN

KEY PRIORITY 1: EMPOWERMENT

PEOPLE BEING SUPPORTED AND ENCOURAGED TO MAKE THEIR OWN DECISIONS AND INFORMED CONSENT

- The Partnership will develop strategies for management of self neglect, hoarding and honour based violence and domestic abuse which enables adults to have choice and control.
- The Board will assure itself that adults at risk are involved strategically in safeguarding and through to involvement in individual cases.
- We will ensure children and young people are aware of adults at risk and who they can speak to if they have concerns.
- Board partners to provide assurances that they can achieve requirements of 'Making Safeguarding Personal'.

EMPOWERMENT OUTCOMES WE EXPECT TO SEE AND REPORT ON:

- Guidance available that supports staff to deal with specific safeguarding issues with adult at risk central to interventions and support.
- Evidence of service user, carer and patient engagement at strategic board level, in partner organisation safeguarding development, and through to the safeguarding adults process.
- Data show that children and young people have information, understanding and feel able to report concerns.
- All partners are working to the ethos of Making Safeguarding Personal and have action plans that demonstrate deliverance.

KEY PRIORITY 2: PROTECTION

SUPPORT AND REPRESENTATION FOR THOSE IN GREATEST NEED

- Safeguarding Adults Board will meet its statutory requirement as set out by the Care Act 2014.
- The Board will clarify the surveillance and community alarm options for adults at risk and their representatives and have assurances this in within legal parameters.
- Partners on the Board will facilitate intervention on the issue of dehydration and hold providers to account for implementation.

PROTECTION OUTCOMES WE EXPECT TO SEE AND REPORT ON:

- There is a Safeguarding Care Act Implementation Group which reports and is accountable to the Board.
- Surveillance or community alarm options are set out and we are able to report back on uptake.
- Through quality checks we can evidence that dehydration interventions are being appropriately implemented by care providers.

KEY PRIORITY 3: PREVENTION

IT IS BETTER TO TAKE ACTION BEFORE HARM OCCURS

- Our local health economies will be monitored and have indicators that ensure people are kept safe from abuse.
- Board will have partnership data through an integrated performance report from the Police, Local Authority and CCG.
- The Board will develop and deliver on creating pathways of support for those isolated and at increased risk of abuse and exploitation.

PREVENTION OUTCOMES WE EXPECT TO SEE AND REPORT ON:

- Partnership demonstrates through Board and Quality Assurance Groups that we are acting on data to prevent harm.

- Board meetings have partnership data report which informs trend and theme analysis to support performance risk prediction.
- Partnership approach to identifying isolated individuals who we can evidence are able to access support from across services.

KEY PRIORITY 4: PROPORTIONALITY

THE LEAST INTRUSIVE RESPONSE APPROPRIATE TO THE RISK PRESENTED

- The Board will support strategic discussions around the Multi-Agency Safeguarding Hub (MASH) for adults at risk, to ensure information sharing and cooperation in line with the Care Act.
- We will seek service user feedback from those who have been harmed to improve practice.
- Board will facilitate pathway programme in place for people at risk of harming others.

PROPORTIONALITY OUTCOMES WE EXPECT TO SEE AND REPORT ON:

- Our recording can inform practice and provide aggregated outcomes for the SAB.
- Feedback from adults at risk confirm that they feel safe and have a positive experience of care and support.
- People at risk of harming others access support to prevent harm or prevent repeat abuse.

KEY PRIORITY 5: PARTNERSHIP

LOCAL SOLUTIONS THROUGH SERVICES WORKING WITH THEIR COMMUNITIES COMMUNITIES HAVE A PART TO PLAY IN PREVENTING, DETECTING AND REPORTING NEGLECT AND ABUSE

- Develop a quality assurance framework for the Board to embed learning culture across the partnership.
- Partners will provide assurance to the Board that their service provision is in line with the Dignity Standards.

- We will strengthen the partnership between Board and the voluntary sector.

PARTNERSHIP OUTCOMES WE EXPECT TO SEE AND REPORT ON:

- The Board has set out how it will quality assure itself and partners, with a timetable in place and activities underway.
- We can look at the strategic plans of partners on the SAB and find evidence of safeguarding adults.
- Voluntary sector report feeling more engaged with safeguarding through the SAB and evidence of more joined up activities as reported in the annual report.

KEY PRIORITY 6: ACCOUNTABILITY

ACCOUNTABILITY AND TRANSPARENCY IN DELIVERING SAFEGUARDING

- Board will set out its arrangements for peer review and self-audits.
- Board will assure itself that decision to proceed under safeguarding and decisions to prosecute are transparent.
- Carry out Safeguarding Adults Reviews (SAR) where there is a statutory obligation and ensure learning is widely disseminated.

ACCOUNTABILITY OUTCOMES WE EXPECT TO SEE AND REPORT ON:

- Board has evidence of how it has been audited against statutory requirements and action plans in place to address gaps.
- We can evidence number cases which went to prosecution and access to justice system.
- SAR included in annual report and wider learning across the partnership with action plans in plan.

This report is designed by Enfield Council Design & Print Service. Please call 020 8379 5283 for information on how they can help you with your design and print requirements.

Safeguarding Adults
Health, Housing and Adult Social Care

June 2015



MUNICIPAL YEAR 2015/2016 REPORT NO. **79**

MEETING TITLE AND DATE:Cabinet 21st October 2015**REPORT OF: Tony Theodoulou**Interim Director of
Children's Services

Contact officer and telephone number:

Anne Stoker

0208 379 4075

Email: anne.stoker@enfield.gov.uk

Agenda – Part: 1**Item: 7****Subject: Enfield Safeguarding Children
Board Annual Report 2014 - 2015****Wards: All
Non key****Cabinet Member consulted: Cllr Ayfer
Orhan****1. EXECUTIVE SUMMARY**

- 1.1 2014-2015 has been a successful year for the work of the Enfield Safeguarding Children Board (ESCB). The Office for Standards in Education, Children's Services and Skills (Ofsted) carried out an inspection in Enfield from **20 January 2015 to 11 February 2015** the report was published **27 March 2015**. Ofsted found the work of the Board as **Good** and the overall judgement of Enfield Local Authority also **Good**. Whilst there are areas that we need to improve on, the Ofsted judgement does illustrate that the Safeguarding Children Board partnership is a strong one.
- 1.2 The Enfield Safeguarding Children Board Annual Report covering 1 April 2014 to 31 March 2015 is attached as a background paper. It describes the Board's structure, activity and progress during 2014/15. The Board has followed through on the priority areas in the Business Plan 2014-2016 which still has another year to run.
- 1.3 The Board met 8 times during 2014/15 and was attended by senior managers from statutory and voluntary organisations, and by Lay Members. Enfield's Lead Member for Education, Children Services and Protection, Cllr Ayfer Orhan attends each board meeting and continues to challenge the work of the ESCB through discussion, asking questions and seeking clarity. This provides an important scrutiny and challenge function to the Board and further ensures the Board is supported by the Council.
- 1.4 There are currently five Subcommittees operating within ESCB, in which a significant amount of the Board's work is progressed. As with the full Board, membership is multi-agency. All Terms of Reference have been updated within the last year and there is recognition by all Chairs that the success, effectiveness and thoroughness of the Board require each Subcommittee interacting with that of the others.

2. RECOMMENDATIONS

- 2.1 Cabinet to note for information this report and the Enfield Safeguarding Children Board Annual Report which is attached as a background paper to this document.
- 2.2 Cabinet to specifically note the summary of achievements on page 10 of the ESCB Annual Report.
- 2.3 Cabinet to refer the Enfield Safeguarding Children Board Annual Report to full Council.

3. BACKGROUND

- 3.1 The Children Act 2004 places a duty on every local authority to establish a Local Safeguarding Children Board. Enfield Safeguarding Children Board (ESCB) is made up of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (Cafcass), Youth Offending, the Community & Voluntary Sector as well as Lay Members.
- 3.2 The main role of the ESCB is to coordinate what is done locally to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The effectiveness of ESCB relies upon its ability to champion the safeguarding agenda through exercising an independent voice.
- 3.3 There are currently five Sub Committees operating within ESCB, in which a significant amount of the board's work is progressed. The subcommittees are:
 - Quality Assurance
 - Learning and Development
 - Serious Case Reviews
 - Child Death Overview Panel
 - Trafficking, Sexual Exploitation and Missing

There is also a Female Genital Mutilation task group that meets regularly.

- 3.4 **The Quality Assurance Sub Committee** has worked hard to improve the quality of service improvement and delivery of outcomes consistently across the partnership. The majority of monitoring and evaluation of multi-agency practice is monitored through the subcommittee which meets on a six-weekly basis. The group's key areas of focus are;

- To monitor and ensure compliance with the ESCB Performance Dataset and to report key findings and areas of concern to the board.
- To ensure partner agencies' compliance with Section 11 Audit Tool.
- To commission and oversee focused audits regarding performance and compliance with procedures and policies as necessary.
- To closely monitor compliance with performance around the child protection processes, such as agency attendance at conference and core groups, numbers of children subject to CP Plans.
- To oversee the development and review of multi-agency policies and protocols and sign them off when completed.
- To oversee Peer audits carried out on individual cases to identify learning points and areas for improvement.

3.5 **The Learning and Development Sub Committee** key drivers and priorities for the Training Programme have included;

- The development of the **Child Sexual Exploitation (CSE)** Strategy and activity to identify and tackle CSE in Enfield.
- Awareness raising around the issue of **Female Genital Mutilation (FGM)**
- Increasing awareness of understanding of gang related issues and links with other issues, such as CSE.
- The development of the **Multi-Agency Safeguarding Hub (MASH)** and the **Single Point of Entry (SPOE)** service
- The ongoing issue of neglect
- **Domestic Abuse and Violence Against Women and Girls**
- **PREVENT** – The national anti-radicalisation agenda

All evaluation reports are sent to training providers and all are analysed by the Training and Workforce Group. This analysis has resulted in amendments to course content over the course of the year and has informed the Training Needs analysis for 2015/16.

3.6 **The Serious Case Review Sub Committee** must consider whether to initiate a serious case review when a child dies (including death by suspected suicide) or is seriously injured, and abuse or neglect is known or suspected to be a factor. The main purpose of a serious case review which is to learn lessons to improve the way in which agencies and professionals work both individually and collectively to safeguard and promote the welfare of children.

In 2014/15 one new Serious Case Review was initiated with close collaboration with neighbouring London Borough of Barnet. Publication is planned for summer 2015. A number of learning points have been identified during the process of the review and an action plan is already being implemented and monitored through the subcommittee.

A SCR, which was undertaken jointly with neighbouring London Borough of Haringey which commenced in 2013, this was published just after the end of the year in May 2015. Most of the work was undertaken during 2014 –

2015. There are proposed learning events to take place in 2015 with regard to both serious case reviews.

3.7 **The Enfield Child Death Overview Panel (CDOP)** reviews the deaths of all children normally resident in Enfield. The panel looks to identify any issues that could require a Serious Case Review (SCR); any matters of concern affecting the safety and welfare of children in the area; or any wider public health or safety concerns arising from a particular death or from a pattern of deaths in the area; and will make specific recommendation to the ESCB.

3.8 The **Trafficking, Sexual Exploitation and Missing (TSEM)** subgroup of the ESCB has existed since early 2012. It is a multi-agency group which coordinates and oversees our operational and strategic response to child sexual exploitation (CSE) and other associated vulnerabilities including the implementation of the CSE strategy and action plan.

Meetings provide a forum for agencies to:

- share operational issues with each other
- provide transparent information on issues within their own agencies
- develop strategy and protocols where required to deal more effectively with the issues
- highlight any specific areas of risk

It has representation from all agencies working with children and young people in Enfield.

3.9 In February 2015 Enfield councilors demonstrated a strong commitment to tackling CSE by agreeing to establish a specialist dedicated members Task Group with a clear focus on Child Sexual Exploitation and associated risks for children and young people. The aim was to review and scrutinise all matters relating to Child Sexual Exploitation (CSE). The terms of reference were agreed in early 2015 and the group had its first meeting in June 2015.

3.10 **The Female Genital Mutilation (FGM) task group** has progressed work in supporting the identification, assessment and safeguarding of children and risk of female genital mutilation through the completion of a Health Needs Assessment and FGM Strategy. A very successful conference focussing upon FGM was held on the Borough in early 2015.

3.11 The ESCB now has a fantastic network of young people's Safeguarding Champions who have produced a film as well as other activities. The Safeguarding Champions are a group of young people committed to promoting the protection of Enfield's children and young people. The Champions programme facilitates young people to get involved in working directly with the Enfield Safeguarding Children Board. This ensures the voice of children and young people informs

strategy, priorities and interventions that are designed to safeguard them.

3.12 In 2015 Ofsted judged the ESCB to be **GOOD**. The inspectors highlighted a number of strengths as follows:

A. Partnership arrangements

- Strong and effective partnerships meaning that partners are holding each other to account for the delivery of good multi-agency services to children and families in need of help and protection.
- Thresholds are understood, embedded and applied well by partner agencies. They are supported by an escalation policy that is well understood.
- The Board is pro-active in seeking to work with neighbouring safeguarding boards to protect vulnerable children and young people most effectively. The two most recent serious case reviews (SCRs) have been undertaken in partnership with neighbouring LSCBs.
- The multi-agency training plan is comprehensive and well evaluated. Training is responsive to emerging need, including learning from SCRs.

B. Scrutiny and challenge

- Annual Section 11 audits are conducted well. They feature peer review and challenge to identify gaps in agency safeguarding practice, policies or procedures. Gaps are addressed effectively.

C. Policies and procedures

- ESCB policies and procedures are routinely updated and responsive to local and national developments. A recent focus on child sexual exploitation and female genital mutilation has accelerated and improved practice in these domains.

D. Children's views

- The ESCB ensures that the views of children and young people play a pivotal role in the work of the Board and have influence over service developments.

3.13 Four areas for improvement were identified as follows:

- Ensure that the ESCB robustly monitors, evaluates and influences the effectiveness of early help services.
- Improve the scrutiny of multi-agency audit activity to evidence effective oversight of the Board's priorities.
- Ensure that the current data set is refined to provide analytical commentary from contributing agencies and the quality assurance sub-

group, so that the Board will be better able to identify themes and trends and take necessary actions as required.

- Ensure that the Board demonstrates influence with Enfield Council to use its powers under the Licensing Act 2003 so that taxi companies and taxi drivers are subject to appropriate scrutiny.

Each of these areas has been directly addressed in the Enfield Ofsted Improvement Plan and activity is already underway to ensure that actions are completed quickly and robustly.

4. ALTERNATIVE OPTIONS CONSIDERED

Not applicable.

5. REASONS FOR RECOMMENDATIONS

Enfield Safeguarding Children Board will require the commitment and support from multiple partners and from colleagues across the Council in order to continue to focus on improvements with the clear aim of reducing harm.

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

6.1 Financial Implications

The Enfield Safeguarding Children Board is financed through contributions from partner agencies. The contributions for 2015 – 2016 are as follows:

Agency	Contribution
Enfield Clinical Commissioning Group	33,600
North Middlesex University Hospital	3,000
Royal Free Hospital	3,000
Barnet Enfield Mental Health Trust	3,000
Met Police	5,000
CAFCASS	550
London Borough of Enfield	135,943
Total	184,093

The contribution from the London Borough of Enfield is funded by a revenue budget specifically for this purpose within Children's Services.

6.2 Legal Implications

Section 13 of the Children Act 2004 ('the Act') places a duty on every Local Authority to establish a Local Safeguarding Children Board (LSCB). Section 14 of the Children Act sets out the objective of a LSCB. Section 14A of the Act requires a LSCB to 'prepare and publish a report about safeguarding and promoting the welfare of children in its local area' which must be submitted to the local Children's Trust Board. The Government's Statutory Guidance, Working Together to Safeguard Children (2015), gives guidance on the operation of LSCBs.

The proposals set out in this report comply with the above legislation.

The Ofsted review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004 and Regulation 2 of the Local Safeguarding Children Boards (Review) Regulations 2013.

6.3 Property Implications

Not applicable.

6.4 HR Implications

Not applicable.

7. KEY RISKS

The Enfield Safeguarding Children Board is reliant upon a strong commitment from partners and is financed through contributions from partner agencies. There are risks that that the austere climate may impact upon the financial contributions and reduce the ability to deliver on the key priorities within the business plan. Failure to deliver the business plan would have a detrimental impact upon the Council's reputation.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All, Growth and Sustainability and Strong Communities

The work of the ESCB meets all 3 of the council's key aims and the 9 objectives within the Children and Young People's Plan. With particular emphasis and more weighting upon improving services to those

children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum from early help to statutory interventions.

9. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report. Safeguarding forms part of the Councils programme of retrospective equalities impact assessments (EQIA) and this was completed in July 2015. The retrospective EQIA collates equalities monitoring of service users, and consider how the service impacts on disadvantaged, vulnerable and protected characteristic groups in the community.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

This ESCB has a robust data set and annual audit programme supporting the continuous drive for improvement by the Council and its partners in relation to outcomes for children.

11. PUBLIC HEALTH IMPLICATIONS

The ESCB has strong links with the Health and Wellbeing Board and the Director of Public Health is a standing member of the Safeguarding Children Board. The ESCB has promoted and supported a number of public health issues and specifically coordinated the Female Genital Mutilation task group, which is chaired by a Consultant in Public Health. The ESCB is working closely with the Adult Safeguarding Children Board to look at strengthening the partnership working with specific emphasis upon the health areas that are key priorities for both Boards such as Domestic Abuse and Female Genital Mutilation.

The ESCB coordinates local programmes to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements. Improved outcomes in early life and childhood lead to healthier, successful adults and improve the health of the population. For example: protecting children and young people results in improved population health outcomes by reducing mental health issues, sexually transmitted diseases and other issues e.g. obstetric complications in FGM victims.

The work of the Child Death Overview Committee contributes to reducing infant mortality in the borough by recognising risk factors and acting to prevent such deaths where possible. This increases life expectancy in the borough population.

Background Papers

None

Appendix

1. Enfield Safeguarding Board Annual Report 2014- 2015

This page is intentionally left blank

Enfield Safeguarding Children Board

Annual report

April 2014 - March 2015

Enfield
Safeguarding
Children Board
...because safeguarding children
is everybody's business

Contents

<i>Introduction from the Chair</i>	3
<i>Executive summary</i>	5
<i>ESCB Business Plan 2014 – 2016: A summary of achievements</i>	10
<i>Role of the Board</i>	12
<i>Governance and Accountability</i>	13
<i>Monitoring & Evaluation</i>	15
<i>Private Fostering</i>	17
<i>Child Sexual Exploitation and Missing Children</i>	19
<i>Female Genital Mutilation (FGM)</i>	23
<i>Ofsted</i>	25
<i>Serious Case Reviews</i>	27
<i>Enfield Young Safeguarding Champions</i>	28
<i>Learning & Development</i>	30
<i>ESCB Member Agencies Safeguarding Reports</i>	33
<i>ESCB Finance and Resources</i>	50
<i>Conclusion and Challenges for 2015 - 16</i>	54
<i>ESCB Business Plan 2015 - 16</i>	57



Introduction from the Chair

2014-2015 has undoubtedly been a successful year for the work of the Enfield Safeguarding Children's Board. Ofsted as the national regulators after an intense and very thorough inspection period and review (January 21st - February 11th) deemed the work of the Board as Good and the overall judgement of Enfield Local Authority also Good. Whilst there are still plenty of areas that we need to improve on, the Ofsted judgement does illustrate that the partnership is a strong one, colleagues across the many disciplines are striving to do well and keep children safe and importantly it also suggests that communications across the Local Authority, Local Politicians, Members, Metropolitan Police, Health Partnerships and other related groups including Probation, Education, and the thriving local Voluntary Sector are active, ongoing and relevant.

A major breakthrough for the ESCB this year has been the dialogue and authentic contact between the Board and various young people in the Borough. The ESCB now has a fantastic network of young people's Safeguarding Champions who have produced a film as well as other activities. We continue to have two excellent lay members who attend the ESCB regularly, they are both active and make valuable contributions which the Board takes seriously. The Board now benefits from having closer relationships with local Headteachers, this area has gone from strength to strength during 2014-15 and consequently the partnership is stronger around the table.

We are all too aware of the very serious issues around information exchange and sometimes the lack of it when cases hit the national headlines. All agencies in Enfield are aware of the need to keep improving this critical aspect of protecting children.

A major responsibility of the ESCB is to assess the effectiveness of safeguarding policies and procedures across the myriad of agencies represented around the table. This is taken seriously and face to face meetings are a regular ongoing activity as well as paper analysis. This method was endorsed during the Inspection.

The Board has followed through on the Business Plan 2014-2016 which still has another year to run. Whilst we continue to work to the agreed plan we also need to be reasonably agile and flexible as often there are often national developments which need to be incorporated into the local plan. During 2014-15 this has included the very specific focus on Child Sexual Exploitation, the related areas of Children Missing from school, home and or education, as well as a local campaign to eradicate and prevent future harm by Female Genital Mutilation.

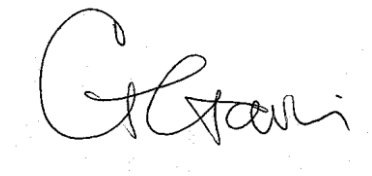
It is essential that the ESCB creates a learning environment and reflects on practice, policies, effective communication, and is constantly striving to improve. This is a taxing and demanding agenda for all the agencies around the table, especially when virtually all organisations are having to manage often increased expectations whilst the overall budgets are reducing.

The Board has continued to work with neighbouring Boards in particular, Haringey, Barnet and Waltham Forest, young people move across Borough boundaries with ease and we need to make sure we can all learn together and have frank and open discussions when arrangements need to improve. This important work will continue into 2015-16 as there are Serious Case Reviews to be published which have all been completed with liaison and contact with our neighbours.

Last year's Annual Report highlighted various headlines regarding historical sexual abuse that dominated the news and whilst this has continued to some extent, the National Enquiry now led by Judge Lowell Goddard has begun its work and this will continue over the next few years. We need to acknowledge that this may have far reaching conclusions for all agencies and we will be cooperating in whatever way is required.

Finally I do want to say a big Thank You to the many staff across the agencies who are energetically working hard to prevent harm to the children and young people of Enfield. My role of Chair is made easier by going out on regular visits and talking to staff about their work and trying to unblock issues that the ESCB needs to be aware of. Protecting children is so very important and yet we all know that there are still too many times when agencies together are sometimes still too slow to respond or indeed act. The ESCB must continue to focus on improvements with the clear aim of reducing harm.

During 2014-15 Ofsted published 43 Inspection Reports and whilst the ESCB is pleased to receive a positive endorsement of its effectiveness, there are clearly no grounds for complacency. What is strikingly noticeable is the total absence of any Board or Local Authority being assessed as 'outstanding'. Nationally the state of the Child Protection Landscape as described by Ofsted has created national attention and we need to be alert to this during 2015-16.

A handwritten signature in black ink, appearing to read 'G. Gavin', written in a cursive style.

Geraldine Gavin

Independent ESCB Chair

Executive summary

This Executive Summary summarises each section of the Enfield Safeguarding Children Board Annual Report covering 1 April 2014 to 31 March 2015. It describes the Board's structure, activity and progress during 2014/15, with a focus on the priority areas as outlined in the Enfield SCB Business Plan 2014 – 16

There are approximately **84,200 children** (aged under 18) living in Enfield, making up **26% of the borough's population** (Source GLA estimate). Due to the often duplicitous and secretive nature of abuse and neglect, it is not possible to know every child at risk in Enfield, but keeping children safe will always be our number one priority.

We are committed to strengthening safeguarding and child protection and to promoting early intervention and prevention to bring about better outcomes for the children living in the borough.

ESCB Business Plan 2014 – 2016: Summary of achievements (page 10)

Our current Business Plan was developed at the end of 2013/14. This section looks at the strong progress we have made in 2013/14 against that plan.

Role of the Board (page 12)

This section outlines the role and purpose of the ESCB, describing how it is made up of statutory and voluntary partners, these include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (CAFCASS), Youth Offending, the Community & Voluntary Sector as well as Lay Members.

Our purpose is to make sure that all children and young people in Enfield are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow procedures and guidance based on best practice and are well informed and trained.

Governance and Accountability (page 13)



The Children Act 2004 places a duty on every Local Authority to establish a Local Safeguarding Children Board (LSCB). The Government's Statutory Guidance, Working Together to Safeguard Children (2015) defines safeguarding and promoting the welfare of children as: Protecting children from maltreatment; preventing impairment of children's health or development; Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; Taking action to enable all children to have the best life chances. This is to enable children to have optimum life chances and enter adulthood successfully. The annual report provides an analysis of the effectiveness of the ESCB in reflecting on the best approaches to ensure constant improvement. This section of the report describes positive advances in the role of the ESCB in challenging partners and in the ongoing development of links across key strategic partnerships.

Monitoring & Evaluation (page 15)

This section provides some analysis of the work that has taken place in terms of developing a robust approach to performance monitoring. There are summaries of some of the key learning arising from multi-agency themed audits and detailed information on the ESCB's effectiveness in monitoring the safeguarding system, including **Section 11 Audits, Private Fostering and Management of Allegations of Adults working with Children**

Performance management has been a key priority for 2014/15. The full Board and the Quality Assurance Sub Committee have throughout the year reviewed child protection activity and performance data. The ESCB has established a more robust multi agency dataset to give the Board a complete and assured picture of how our work is making a difference to children and to adequately alert the Board of any risks in the system. Whilst progress has been made, this remains an area of improvement for the ESCB. This section provides a general analysis of current data around safeguarding children

Private Fostering (page 17)

We take our responsibilities with regard to private fostering very seriously. Whilst numbers of known arrangements in Enfield remain relatively low they are good compared to other London authorities. Assessments are carried out on all notifications received and initial visits have been carried out in 100% of cases.



Child Sexual Exploitation and Missing Children (page 19)

This year has seen a sharp focus on the issue of Child Sexual Exploitation across the United Kingdom which has been reflected in Enfield. We have been proactive in meeting the challenge locally and a wide range of activities have been undertaken. These include:

- Agreement to set up an elected members **CSE Task Force**
- Development of a dedicated multi-agency **CSE Team**
- Development of **CSE Strategy** and **Action Plan** and a multi-agency **CSE operation protocol**
- A local even to mark **National CSE Awareness Day** and the launch of the **Met Police CSE Procedures**.



Female Genital Mutilation (FGM) (page 23)

Enfield has a very diverse community with populations from all over the world and almost 10% of the population of the borough identifies themselves as Black African and the countries that many of the members of these communities hail from are those with some of the highest prevalence of FGM. There are an **estimated 2823 girls and young women at risk of FGM in Enfield**. Many of these may have already become victims of this abuse.

This year the LSCB's **FGM Task and Finish Group** has overseen:

- The development of the **FGM Health Needs Assessment and Strategy**
- Organised, with partners, a very successful borough-wide **Standing up to FGM conference** which took place in March 2015 which attracted politicians and prominent speakers
- Supported the establishment of an **FGM clinic and North Middlesex Hospitals and Barnet General Hospital**
- Supported and overseen an extensive **FGM training programme** on behalf of the ESCB

- Ensured the FGM is a feature of other training programmes including those delivered in schools.
- Made links with the Home Office and Department of Health teams working to end FGM
- Taken part **in community events**, including one with the Somali community, to ensure that the issue of FGM is debated in communities affected

Ofsted (page 25)

Ofsted conducted an inspection of services for children in need of help and protection; children looked after and care leavers and a Review of the effectiveness of the Local Safeguarding Children Board in January and February 2015. The overall judgement for both Children’s services and the ESCB was **GOOD**. A number of areas for improvement were identified and these have been brought together in a Post Ofsted Improvement Plan. This section details the report with a specific focus on identified for improvement.

Serious Case Reviews (SCRs) (page 27)

In 2014/15 one new Serious Case Review was initiated in Enfield. The review has been conducted using a systems approach and there has been close collaboration with neighbouring London Borough of Barnet. Publication is planned for summer 2015. A number of learning points have been identified during the process of the review and an action plan is already being implemented and monitored through the subcommittee.

An SCR, which was undertaken jointly with neighbouring London Borough of Haringey which commenced in 2013, was published just after the end of the year in May 2015. It is appropriate and helpful to make reference to that SCR in this year’s report as much of the work was undertaken during 2014/15.

Enfield Young Safeguarding Champions (page 28)

Our young safeguarding champions have had a very active year. Key achievements have been the production of a powerful video highlighting the risks and dangers of becoming involved in buying and selling drugs and the development and publication of an awareness raising leaflet for young people about Child Sexual Exploitation.

Learning & Development (page 30)

ESCB has a responsibility to develop policies and procedures in relation to: “... training of persons who work with children or in services affecting the safety and welfare of children ... to monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the

welfare of children”. (Working Together, 2015). This section looks at the work of the ESCB’s Learning & Development Sub Committee and the wide range of learning events that have been delivered thus year.

ESCB Member agencies Safeguarding Reports (page 33)

The ESCB is very much a partner organisation. Whilst the bulk of this report focuses on what has been undertaken at a partnership level it is important too to ensure that each member agency is undertaking effective safeguarding work individually. This section focuses on what each partner had achieved in 2014/15 and what impact it has had on the lives of children and young people

ESCB Finances & Resources (page 50)

All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be well organised and effective. In principle, members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on one or more partner agencies. Locally, Enfield Council has contributed around 70% of funding.

Conclusion and Challenges for 2015/16 (page 54)

This section discusses the positive progress we have made in 2014/15 and outlines a number of key challenges which will inform our revised Business Plan.

ESCB Business Plan 2015 - 16 (page 57)

Our revised priorities and Business Plan for 2015/16



ESCB Business Plan 2014 – 2016: A summary of achievements

Our 2014/16 Business Plan was developed at the end of the year 2013/14. We have used it to inform all of our activities and we routinely measure our progress against it.

- The work of the Board is informed by clear agreed **priorities** underpinned by an up to date and well-structured Business Plan
- We have improved our **Monitoring & Evaluation** function with a varied multi-agency audit programme which analyses and uses findings to drive improvement
- We have enhanced and extended our Section 11 programme which includes a programme of challenge interviews and clear action plans.
- We have improved and refined the multi-agency **data set** which is used to routinely scrutinise partners performance, and challenge and audit where necessary (ongoing improvement of the process)
- We have raised the **profile** of ESCB by developing and maintaining the ESCB website, getting articles into the local press, publishing messages from the board, establishing a presence on Facebook and Twitter and developing links and building relationships with existing parents & carers groups & forums
- We have increased the influence of the Board by strengthening **relationships** with other **key strategic** groups, e.g. the Health & Wellbeing Board and the Adult Safeguarding Board
- We have demonstrated our commitment to ensuring Board partner agencies are capturing the experiences of children, young people and families to inform service improvement through the development and support of the **Enfield Young safeguarding Champions Group**.
- We have progressed work in supporting the identification, assessment and safeguarding intervention of children at risk of **sexual exploitation** through the development of a CSE Action plan and operating protocol.
- We have progressed work in supporting the identification, assessment and safeguarding of children and risk of **Female Genital Mutilation** through the completion of a Health Needs Assessment and FGM Strategy.
- We have routinely reviewed the work of all LSCB Subcommittees to ensure this is being effectively undertaken and where applicable **influencing practice**
- We have delivered a comprehensive programme of Safeguarding **training** across the partnership, ensuring that all staff have access to good quality training, which helps support sustained improvements across all safeguarding services

Messages for Readers

Board Members

Identify and act on child protection concerns

Work effectively to share information appropriately

Collectively make decisions about how best to intervene in children's lives where their welfare is being compromised, and collectively monitor the effectiveness of those arrangements.

Staff working in Board partner agencies

Book onto ESCB Multi agency training and learning events pertinent to your role

Be familiar with the Pan London Safeguarding Procedures

Be familiar with the Threshold document to ensure an appropriate response to children and families

Find out who your agency representative is to make sure the voices of the workforce, children and young people are heard

Chief Executives & Directors

Show ESCB that your agency is committed to a culture of safeguarding

Ensure your workforce contributes to the provision of ESCB multi agency safeguarding training

Have an open dialogue about any barriers that may impact on your organisations ability to safeguard children and young people

The Community

You are in the best place to look out for children and young people and to report any of your concerns

Safeguarding children and keeping them free from harm is everyone's responsibility, if you are worried about a child or young person please follow the steps on the Enfield LSCB website:

www.enfieldlscb.org

Local Politicians

2014/15 Councillor Ayfer Orhan was lead member for children and families, making sure their voices are heard by the LSCB. She continues to fulfil this role in 2015- 2016, widely promoting the work of the Board to members communicating the core priorities and key safeguarding messages that everyone needs to be aware of.

All politicians should keep the protection of children and young people at the forefront of thinking when scrutinising and challenging any plans for Enfield.

Commissioners

Scrutinise and challenge governance and planning arrangements by your providers for children, young people and their families in Enfield

Discharge safeguarding responsibilities fully to ensure services are commissioned for the most vulnerable children

Monitor how information is shared across and between your providers

Children and Young People

You are at the heart of the child protection system.

We want to make sure that your voices are heard and that we know how you are experiencing the services in our Board partner agencies. If you would like to know more about how you can influence the work of ESCB please contact us at www.enfieldlscb.org.uk/contact

Role of the Board

Enfield Safeguarding Children Board is made up of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (Cafcass), Youth Offending, the Community & Voluntary Sector as well as Lay Members.

Our main role is to coordinate what is done locally to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The effectiveness of ESCB relies upon its ability to champion the safeguarding agenda through exercising an independent voice.

Safeguarding children is everybody's responsibility. Our purpose is to make sure that all children and young people in the borough are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow procedures and guidance based on best practice and are well informed and trained.

A **key element of the ESCB's** work is the provision of information to and from the public, potential and actual service users, staff working in partner agencies and others interested in children's welfare. We work hard to ensure our website www.enfieldscb.org is as helpful and up to date as possible.



Governance and Accountability

The Children Act 2004 places a duty on every local authority to establish a Local Safeguarding Children Board (LSCB).

The Government's Statutory Guidance, Working Together to Safeguard Children (2015) defines safeguarding and promoting the welfare of children as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care
- taking action to enable all children to have the best life chances.

This is to enable those children to have optimum life chances and enter adulthood successfully.

LSCBs do not commission or deliver direct frontline services although they may provide training. Whilst LSCBs do not have the power to direct other organisations they do have a role in making clear where improvement is needed. Each Board partner retains their own existing line of accountability for safeguarding

The Board met 8 times during 2014/15 and was attended by senior managers from statutory and voluntary organisations, and by Lay Members. Enfield's Lead Member for Children Services, Cllr Ayfer Orhan attends each board meeting and continues to challenge the work of the ESCB through discussion, asking questions and seeking clarity. This provides an important scrutiny and challenge function to the Board and further ensures the Board is supported by the Council.

Where there has been insufficient attendance or engagement at the Board, this has been appropriately challenged by the Independent Chair.

There are currently five Subcommittees operating within ESCB, in which a significant amount of the board’s work is progressed. As with the full Board, membership is multi-agency. All Terms of Reference have been updated within the last year and there is recognition by all Chairs that the effectiveness and thoroughness of the Board requires that the work of each Subcommittee interacts with that of the others.

Key Relationships

Health and Wellbeing Board (HWB)

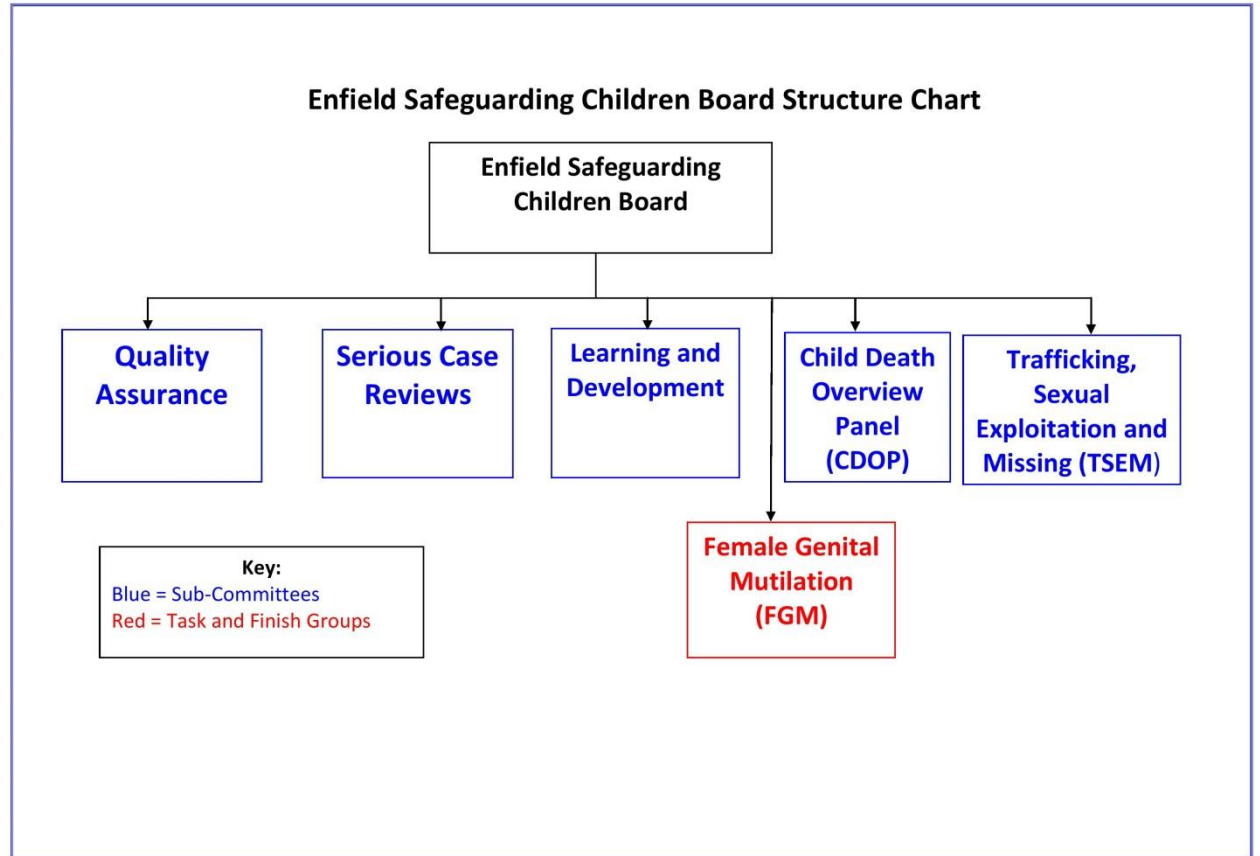
The HWB assumed its full statutory powers in April 2013 and the ESCB Chair is now a participant observer, increasing the influence of the Board by strengthening the relationship with this key strategic group. Clearer lines of accountability have been developed over the year and ESCB report regularly to the HWB and continue to make sure key safeguarding issues are addressed.

Safeguarding Adults Board

The ESCB Chair is a participant observer on the Adult Safeguarding Board and the Chair of the Adult Safeguarding Board has been a participant observer at the ESCCB

Member Agencies Executive Management Boards

Board members are senior officers within their own agencies; this provides a direct link between ESCB and the various agencies' Boards.



Monitoring & Evaluation

What did we do? How well did we do it? What difference did we make?

There is a well-established culture of accountability and challenge across the ESCB and the **Quality Assurance Sub Committee** has worked hard to improve the quality of service improvement and delivery of outcomes consistently across the partnership. The majority of monitoring and evaluation of multi-agency practice is monitored through the subcommittee which meets on a six-weekly basis. The group's key areas of focus are;

- To monitor and ensure compliance with the ESCB Performance Dataset and to report key findings and areas of concern to the board.
- To ensure partner agencies' compliance with Section 11 Audit Tool;
- To commission and oversee focused audits regarding performance and compliance with procedures and policies as necessary;
- To closely monitor compliance with performance around the child protection processes, such as agency attendance at conference and core groups, numbers of children subject to CP Plans;
- To oversee the development and review of multi-agency policies and protocols and sign them off when completed
- To oversee Peer audits carried out on individual cases to identify learning points and areas for improvement.

Peer Reviews

A number of multiagency **Peer Reviews** have been undertaken during the course of the year on individual cases where there was cross agency involvement and concerns about elements of practice were identified. For each peer review undertaken an Action Plan is put in place which is then monitored through the Quality Assurance Sub-Committee. Actions / Outcomes from these Peer Reviews include;

- Daily presence of health visitors at the SPOE and weekly presence of Probation workers supporting information sharing and triage at point of entry and the full flow of information between Children's Services and Police decision makers and the Probation Service.

Section 11 Audit

ESCB conducts annual Safeguarding audits under **Section 11 of the children Act (2004)** which deals with the duty to make arrangements to safeguard and promote the welfare of children in the local area by seeking assurance that agencies have effective and robust arrangements in place.

This year, for the first time, return of the completed Section 11 templates was followed by a panel Section 11 challenge interview. The panel was chaired by the ESCB independent chair who was joined by LSCB members including the Designated Nurse for Safeguarding from the CCG, the Head of Safeguarding from the local authority and the lay member. The panel invited a senior agency representative to discuss the Section 11 return and discussed with them areas of strength and weakness. At the conclusion of the meeting a short summary of the discussion was drawn up along with an action plan for the agency identifying where improvement and/or clarification was required.

The process was very effective and well received by partners. Some key actions are listed here;

- The Priory Private Hospital undertook a full review of its Safeguarding processes and has held regular progress meetings with the Designated Nurse and Head of Safeguarding.
- Youth and Family Services now have permanent representation in the Single Point of Entry (SPOE) service and act as lead professional on a large number of cases. This ensures a quicker, focused response.
- An Information sharing agreement between BEH-MH Trust and the SPOE was developed and implemented to ensure timely flow of information relating to vulnerable children/young people and their families.
- All actions will be reviewed as part of this year's Section 11 audit process which is underway.

Themed Audits

A range of themed case file audits have been undertaken over the year focusing on key areas of safeguarding activity. Audits this year include;

- understanding the views of children and young people and ensuring they are able to influence plans
- monitoring the quality and effectiveness of Child Protection Plans and minutes from conferences
- an analysis of contacts to the Single Point of Entry (SPOE) to monitor how quickly and effectively they are progressed
- an analysis of the timeliness and effectiveness of Statutory visits to Looked After Children and children subject to a Child Protection Plan
- a review of Child Sexual Exploitation (CSE) cases to ensure processes are adhered to and CSE concerns are identified and acted on.

A number of actions have been implemented as a consequence of these audits. These include;

- improvements to the way children and young people participate in CP conferences and LAC reviews
- amendments to action plans from Child Protection Conferences to ensure they are SMART
- procurement of a new IT system to process and monitor contacts to SPOE

Private Fostering

A private fostering arrangement is one that is made privately (without the involvement of a local authority) for the care of a child under the age of 16 years (under 18, if disabled) by someone other than a parent or close relative, in their own home, with the intention that it should last for 28 days or more. Current arrangements for the regulation of private fostering originate from concern following the death of Victoria Climbié in 2000. Victoria

was privately fostered by her great aunt. Given concerns about the level of 'hidden' private fostering, local authorities are required to raise public awareness of the requirement to notify the local authority of private fostering arrangements and therefore to reduce the number of 'unknown' private fostering arrangements.

A range of initiatives have been undertaken in Enfield to highlight the notification arrangements to existing and potential private foster carers, voluntary and statutory agencies.

Enfield continues to ensure that detailed and thorough information about Private Fostering available via the ESCB website with dedicated web pages of information and links to other sites

Whilst numbers of known Private Fostering arrangements remain relatively low they are good compared to other London authorities. Assessments have been carried out on all notifications received and initial visits have been carried out in 100% of cases.



LA	Under 18 pop figure	Notifications received	Private Fostering Assessment carried out	New Arrangements in 2014	Continuing PFA	Ended in 2014	Number of PFA in place at 31/03/14	Rate per 10,000 pop
Enfield	81,400	25	25	20	10	15	15	1
Outer London ave	67,000	15	14	14	11	13	12	1

We recognise that further work to do to ensure that private fostering arrangements are being brought to the attention of the local authority. An action plan has been developed for 205/16.

	Action	Timescale
1.	Develop and distribute two new leaflets/ Flyers aimed at members of the public and professionals describing Private Fostering and providing details of responsibilities and referral routes	October 2015
2.	Commission a series (up to 5) of bite-size sessions on private fostering targeting professionals most likely to encounter PF arrangements (schools, early years and health settings)	June 2015
3.	Develop Private Fostering communication strategy to include Press Release(s), detailed information on the ESCB website , links to other websites and communicated via social media	June 2015

Child Sexual Exploitation and Missing Children

This year has seen a sharp focus on the issue of Child Sexual Exploitation across the United Kingdom. A number of national and regional reports and studies were published identifying both the scale of the problem and potential strategies for tackling it. Enfield Safeguarding Children Board (ESCB) has been proactive in meeting the challenge locally and a wide range of activities have been undertaken. Recommendations from national and local reports have been collated and used to steer our activity and to directly inform our **CSE Strategy and Business plan**.

Enfield's **Multi-agency Sexual Exploitation (MASE)** meetings have been in operation since 2013. The meetings are police lead and convened on a monthly basis. They are attended by the strategic CSE lead for each agency. The meetings are designed to provide a forum in which to;

- Share information and intelligence to help develop an understanding of individual cases where CSE has been identified and to identify trends, perpetrators, hotspots etc.
- Provide a strategic approach to confronting CSE in premises or businesses, utilising preventative action (media, youth services) and enforcement (Police, Licensing etc.) where appropriate.

The meetings provide an opportunity for each of the leads to review progress of each case where children are identified as being at risk of sexual exploitation and ensure actions are being taken by all agencies. MASE meetings are underpinned by the [The London Child Sexual Exploitation Operating Protocol \(2015\)](#) developed by the Metropolitan Police Service and used across London.

The **Trafficking, Sexual Exploitation and Missing (TSEM)** subgroup of the LSCB has existed since early 2012. It is a multi-agency group which coordinates and oversees our operational and strategic response to CSE including the implementation of the CSE strategy and action plan. Meetings provide a forum for agencies to share operational issues with each other and also to provide transparent information on issues within their own agencies and to develop a strategy and protocols where required to deal more effectively with the issues and highlight any specific areas of risk. It has representation from all agencies working with children and young people in Enfield.

Developing our understanding of the local picture

There has been a lot of work to help us increase our understanding of the local problem in order to help us address it effectively. A **CSE ‘Problem Profile’** which has provided us with greater knowledge about prevalence of CSE and the vulnerabilities and risk factors for young people was completed to complement the work that is already being done through TSEM the MASE.



In September 2014, a **survey was commissioned by the ESCB** to ascertain the level of awareness of CSE amongst professionals who work in child-related roles both within the Council, in external agencies and in voluntary organisations. Over 100 responses were received, offering an insight into professionals' understanding of the issues, of the levels of training undertaken, and suggestions on how Enfield could improve its response to tackling CSE in the borough. These findings were presented to the Board in November 2014 and have informed the CSE Strategy and Action Plan, as well as discussions at the Training and Workforce sub-group.

Enfield is part of a North London cluster of Local Safeguarding Boards which successfully bid for a **programme of support on tackling CSE from [MsUnderstood](#)** a third sector organisation which aims to improve local and national responses to young people's experiences of gender inequality. The programme will help us improve our strategic response to CSE and specifically ensure we have robust and effective links with key related initiatives such as the work being undertaken to tackle gang related activity.

We are already working with the Gangs Partnership Group to build our understanding of CSE in relation to associated issues. Together we have **mapped the locations of looked after children's placements** in Enfield and overlaid them with serious youth violence hotspots and gang territories, indicating where looked after children are at greater risk of CSE. We have done the same mapping exercise with children's homes and providers of semi-independent living accommodation.

The information from the mapping exercise is being used by the Access to Resources Team (ART) to inform decisions on where to place children in care in Enfield. ART is currently piloting a new initiative from the Department for Education for boroughs to **share information when placing children across borough borders**. This means that not only are placements for Enfield children placed out of borough being assessed on the basis of CSE-related risk, but also that other boroughs wishing to place children in Enfield are being made aware of relevant issues, such as gang activity, in the areas they are considering for a placement.

Where children's homes and semi-independent providers come to our attention, either as new establishments or due to particular safeguarding concerns, the Head of Safeguarding and a

The Future – CSE Team

Opportunities for developing a multi-agency **CSE Team** were well underway by the conclusion of the year. The team will act as the central point of contact for CSE and will lead on all CSE related child protection investigations, provide advice, direct support, coordination and signposting. The team will be operational in summer 2015.

representative of the Borough Fugitive Unit have undertaken **visits to these providers** to build relationships with the staff and help them to understand their safeguarding responsibilities. As a result, particular providers who previously caused concern are now sharing information with Children's Social Care that assists us in tackling CSE risk to children placed by those providers.

CSE Members Task Group

In February 2015 Enfield council demonstrated its clear commitment to tackling CSE by agreeing to establish a specialist dedicated members Task Group with a strong focus on Child Sexual Exploitation and associated risks for children and young people. The task group will meet 4 times a year I comprise 6 Members split politically 4:2 in terms of membership in accordance with proportionality requirements. The key areas of focus for the Task Group will be:

- To review and scrutinise all matters relating to Child Sexual Exploitation (CSE) and Associated Risks for Children and Young People. This to include:
 - Monitoring and evaluating the performance of relevant services and functions in relation to both the prevention of and interventions to address CSE and associated risks for children and young people.
 - Reviewing the efficiency of services, functions and outcomes relating to CSE and associated risks for children and young people
 - Considering relevant legislation in regard to CSE and the associated risks to young people.
 - Making recommendations and reporting directly to full Council and Cabinet, taking an independent leadership role in Enfield Council's aim of continuous improvement in the performance of its tasks, functions, policies and resources as they relate to CSE and associated risks to children and young people.
 - Publishing an annual report of its work for Council
 - Receiving regular updates from appropriate officers and specialists in relation to the associated work of the Children's Safeguarding Board, Multi-Agency Sexual Exploitation Group (MASE), Young Runaways and Children Missing from Care, Home and Education.

Training and Awareness Raising

Safer London Foundation have been commissioned by ESCB to deliver two levels of multi-agency training for professionals working with young people at risk of CSE. There is a half day [‘Introduction Session’](#) and a more advanced two-day [‘Tools for Practitioners working with child sexual exploitation’](#) workshop. Both sessions have been well attended and both will be commissioned again for the coming year. The ESCB has also purchased an online [Child Sexual Exploitation training package](#) which is available at no cost to all Enfield staff.

In January 2015 Safer London Foundation provided a specialist two-day training to a group of 20 check the number I thought we had over 30? **CSE Champions**. The Champions are all front line practitioners from a wide range of agencies who work directly with young people.

There is a comprehensive **Schools Safeguarding Programme** including ‘whole school’ sessions and tailored sessions for Designated CP Leads which include up to date information on CSE and referral routes in Enfield.

The Board is working with the **Young People’s Safeguarding Champions Group** to look at ways of increasing understanding of CSE amongst children and young people in Enfield. Currently the group is involved in the design of a CSE leaflet aimed at young people and we will continue to work with them to develop innovative ways of raising awareness.

We are keen to continue to work with members and professionals in Enfield to ensure there are robust channels of communication and high levels of understanding of the issue and our strategies to deal with it.

Female Genital Mutilation (FGM)

Female Genital Mutilation (FGM) is a form of child abuse and violence against women and girls. It is illegal in the UK. The 1993 UN Declaration on the Elimination of Violence against Women defines FGM as a form of violence against women.

FGM involves procedures that include the partial or total removal of the external female genital organs for non-medical purposes. It is a practice that is medically unnecessary, painful and often results in serious physical and mental health consequences.

It is believed that FGM is carried out on British girls both in the UK and overseas, often in the family's country of origin. As a result girls are at particular risk during school holidays, especially the long summer holiday, when they can be taken overseas and have a significant period of time to recover before returning to school.

Enfield has a very diverse community with populations from all over the world and almost 10% of the population of the borough identifies themselves as Black African and the countries that many of the members of these communities hail from are those with some of the highest prevalence of FGM. There are an **estimated 2823 girls and young women at risk of FGM in Enfield**. Many of these may have already become victims of this abuse.



In January 2014 and **FGM Task and Finish Group** was established by the ESCB in response to an increasing understanding of the issue of FGM and the need for a borough wide, coordinated approach to a) identifying the scale of the problem and b) putting in place measures to tackle it and to provide support to survivors.

The group has multi-agency representation which includes professionals from adults and children's services and from our voluntary and community-based organisations, such as Project ACEi, Solace Women's Aid, and Samafal who provide advice and support to FGM victims and those at risk.

In the 18 months of its existence the group has met on a bi-monthly basis; it has overseen:

- The development of the **FGM Health Needs Assessment and Strategy**
- Organised, with partners, a very successful borough-wide **Standing up to FGM conference** which took place in March 2015 which attracted politicians and prominent speakers
- Supported the establishment of an **FGM clinic and North Middlesex Hospitals and Barnet General Hospital**
- Supported and overseen an extensive **FGM training programme** on behalf of the ESCB

- Ensured the FGM is a feature of other training programmes including those delivered in schools.
- Made links with the Home Office and Department of Health teams working to end FGM
- Taken part **in community events**, including one with the Somali community, to ensure that the issue of FGM is debated in communities affected

FGM will remain a key priority for the ESCB in 2015/16. The Task and Finish group will become an established subcommittee which will have clear links to the Health and Wellbeing Board and the Safeguarding Adults Board in addition to the ESCB. The strategy will be revised and the action plan and operating protocols updated to ensure our multi-agency response to this issue remains joined-up and focused.

Ofsted

Ofsted conducted an inspection of services for children in need of help and protection; children looked after and care leavers and a Review of the effectiveness of the Local Safeguarding Children Board in January and February 2015. The overall judgement for both Children’s services and the ESCB was **GOOD**. A number of areas for improvement were identified and these have been brought together in a Post Ofsted Improvement Plan. Some actions are specifically for the ESCB and these have been included in this action plan. The ESCB has a clear role in monitoring the implementation and progress of the Post Ofsted improvement plan. For reference, the full inspection report can be accessed on the [Ofsted website](#) by following the link

What Ofsted said about the Enfield Safeguarding Children Board (ESCB)

Ofsted judged the ESCB to be **GOOD**

Inspectors also highlighted a number of strengths,

Partnership arrangements

- Strong and effective partnerships mean that partners are holding each other to account for the delivery of good multi-agency services to children and families in need of help and protection.

- Thresholds are understood, embedded and applied well by partner agencies. They are supported by an escalation policy that is well understood.
- The Board is pro-active in seeking to work with neighbouring safeguarding boards to protect vulnerable children and young people most effectively. The two most recent serious case reviews (SCRs) have been undertaken in partnership with neighbouring LSCBs.
- The multi-agency training plan is comprehensive and well evaluated. Training is responsive to emerging need, including learning from SCRs.

Scrutiny and challenge

- Annual Section 11 audits are conducted well. They feature peer review and challenge to identify gaps in agency safeguarding practice, policies or procedures. Gaps are addressed effectively.

Policies and procedures

- ESCB policies and procedures are routinely updated and responsive to local and national developments. A recent focus on child sexual exploitation and female genital mutilation has accelerated and improved practice in these domains.

Children's views

- The ESCB ensures that the views of children and young people play a pivotal role in the work of the Board and have influence over service developments.

Four areas for improvement were identified

- Ensure that the ESCB robustly monitors, evaluates and influences the effectiveness of early help services.
- Improve the scrutiny of multi-agency audit activity to evidence effective oversight of the Board's priorities.
- Ensure that the current data set is refined to provide analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board will be better able to identify themes and trends and take necessary actions as required.
- Ensure that the Board demonstrates influence with Enfield Council to use its powers under the Licensing Act 2003 so that taxi companies and taxi drivers are subject to appropriate scrutiny.

Each of these areas has been directly addressed in the improvement plan and activity is already underway to ensure that actions are completed quickly and robustly.

Serious Case Reviews

Guidance in *Working Together to Safeguard Children* (2013 & 2015) is clear with regard to LSCBs responsibilities with regard to Serious Case Reviews. LSCBs must consider whether to initiate a serious case review when a child dies (including death by suspected suicide) or is seriously injured, and abuse or neglect is known or suspected to be a factor. It is important that the LSCB and its partner agencies remain focused on the main purpose of a serious case review which is to learn lessons to improve the way in which agencies and professionals work both individually and collectively to safeguard and promote the welfare of children.

Enfield LSCB has a standing Serious Case Review subcommittee which meets quarterly and whose key tasks are;

- to consider whether a Serious Case Review should be undertaken
- to consider whether if a case does not meet the threshold for an SCR whether a Learning Review should be undertaken.
- to monitor the progress of the action plans for all agencies formulated in response to recommendations of SCR overview reports
- to ensure that all SCRs, IMRs, and Case Reviews are completed according to statutory guidance set down in *Working Together*

In Enfield, Learning Reviews take place when, after an initial review of the case, it is decided that there are lessons to be learnt, but the threshold for an SCR is not met. The Learning Review consists of professionals from each agency involved with the child or family, meeting together, to share information, identify good practice and missed opportunities. Learning which might help to prevent similar events in the future is identified.

In 2014/15 one new Serious Case Review was initiated. The review has been conducted using a systems approach and there has been close collaboration with neighbouring London Borough of Barnet. Publication is planned for summer 2015. A number of learning points have been identified during the process of the review and an action plan is already being implemented and monitored through the subcommittee.

A SCR, which was undertaken jointly with neighbouring London Borough of Haringey which commenced in 2013, was published just after the end of the year in May 2015. It is appropriate and helpful to make reference to that SCR in this year's report as much of the work was undertaken during 2014/15.

Serious Case Review Focus – ‘CH’

‘CH’ then aged 15, murdered a young man (Mr Z) who was unknown to him, in a residential street. The Overview Report stated that the circumstance of the death of Mr Z, and CH's involvement, could not have been predicted. However, through looking at the work of all agencies involved with CH and his family, the report identified a number of areas of learning and improvement for partner agencies as well as evidence of good and effective practice. Agencies could, and should, have responded differently at key points.

A Detailed Action Plan was developed during the process of the Review and many of the actions were completed prior to publication. Key actions include:

- A Review by Enfield Children’s Services on ‘Transfer-in processes’ with updated guidance to ensure that Transfer in requests are processed in timely and effective way.
- BEH-MH Trust reviewed and amended its supervision policy and templates to ensure challenge to the practitioner is effectively recorded and that supervision includes risk assessment.
- BEH-MH Trust staff now all have access to Child Protection supervision if they are in post for more than a month
- North Mid Hospital reviewed and amended its Training for A&E workers treating young people suspected to have been involved in gang activity to ensure they are also looking for indications that they young person may have been abused.
- A joint learning event (with Haringey and Barnet) will be held in Autumn 2015 to share learning from this and another SCR focusing on young males and involvement in gangs and violence

Enfield Young Safeguarding Champions

The Safeguarding Champions are a group of young people committed to promoting the protection of Enfield's children and young people. The Champions programme facilitates young people to get involved in working directly with the Enfield Safeguarding Children Board. This ensures the voice of children and young people informs strategy, priorities and interventions that are designed to safeguard them.

'Hello my name is Charley Lia, I am 17 years old. I got involved with safeguarding champions at a time where I wasn't doing anything with my life. Being a safeguarding champion has empowered me with knowledge and I am now in a position where I am educating my peers in my role. Hearing about my peers being murdered over drugs and others getting involved in drug dealing inspired me to make this film. I now know there are other options and opportunities available. This had led to me joining the Princes Trust and leading on a Domestic abuse Campaign.'

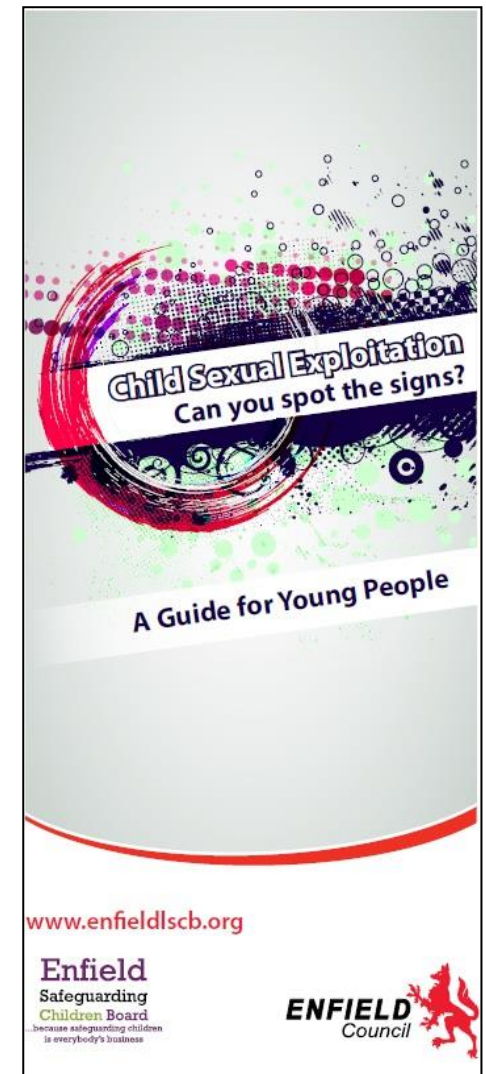
With the support of the Board, the Champions identified a number of priority areas to focus on in 2014/15. They have regularly attended Board meetings to report on progress and developments and to discuss the issues that are of concern to them and to discuss the things they feel the ESCB should be prioritising.

This year the Champions have been involved in a number of important projects. They completed a short film called *The Choice*, a docudrama inspired by real life events, in which young people explore the reasons why teenagers become drug dealers, and what the unexpected consequences might be for their friends and family. The film was premiered at a community Centre in Enfield and shown at a meeting of the ESCB. It is available on the [ESCB website](#).

In March 2015 the Champions were involved in helping the Board to mark National Child Sexual Exploitation Awareness Day. They attended an event at the Civic Offices and helped professionals to pledge support to ending Child Sexual Exploitation in Enfield by writing on their hands. They were involved in the development

and design of a new [young person's CSE leaflet](#) .

The Safeguarding Champions have pledged to tackle homophobic bullying. With the support of [Proud Enfield – LGBT Group for Young People](#), the “Tackling Homophobic Bullying” campaign was launched in October 2014.



The campaign challenges children and young people's services in Enfield to sign up to the campaign and get involved in leading the way.

Priorities for the group in 2015/16 include; engaging with more young people across Enfield, consolidating and strengthening membership of the group and continuing to identify ways to raise awareness of and tackle Child Sexual Exploitation.



Learning & Development

ESCB has a responsibility to develop policies and procedures in relation to the 'training of persons who work with children or in services affecting the safety and welfare of children...to monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children' (*Working Together, 2013*)

With oversight from the Learning & Development Subcommittee, an ESCB Training Strategy and a comprehensive multi-agency training programme was developed and delivered by the ESCB during 2014/15. Issues from national Serious Case Reviews (SCRs) and other case reviews were considered,

considered and incorporated to ensure that the content of the training programme related to emerging issues of concern, as well as to core safeguarding learning, that all practitioners working with children and their families need to understand.

It has been a very active year for Training. Key drivers and priorities for the Training Programme have included;

- The development of the **Child Sexual Exploitation (CSE)** Strategy and activity to identify and tackle CSE in Enfield.
- Awareness raising around the issue of **Female Genital Mutilation (FGM)**
- Increasing awareness of understanding of gang related issues and links with other issues, such as CSE.
- The development of the **Multi-Agency Safeguarding Hub (MASH)** and the **Single Point of Entry (SPOE)** service
- The ongoing issue of neglect
- **Domestic Abuse** and **Violence Against Women and Girls**

A total of **553** places have been filled at ESCB learning events this year.

Attendees have been from the following sectors:

2014/15		
Sector	Number	%
Local Authority	178	32
Education	90	16
Police	5	1
Health	58	10
Mental Health	18	3
Independent/ Voluntary	200	36
Out of Borough	3	1
Other	1	0
TOTAL	553	100

Comments

- Enfield has a very active Independent / Voluntary sector which, as in previous years, has been very well represented and multi-agency training events
- Attendance from Health and Education settings is quite low and work is required to raise awareness of learning events and encourage attendance from these sectors.
- Attendance from Police colleagues has been low as in previous years.
- Total numbers for the year will increase significantly following two large scale learning events on CSE and FGM in February and March

Evaluation and Impact

Attendees at all learning events are asked to complete paper evaluation immediately after the event. Completion rates have been very good. In addition to answering questions about their overall perception of the course attendees are asked whether they think the course will be effective in improving their practice.

This data provides extremely helpful information both about the relevance and quality of the course itself and about the skills and knowledge of trainers we commission. This year, for the first time, follow up evaluations for selected courses have been sent after 6 weeks to develop understanding of how learning events impact on work with children and families and thereby improve outcomes for children. Completion rates have been lower but there have been some returns which offer important insights into how training can improve practice.

The effectiveness of ESCB training is also monitored through the quality assurance and audit programme and other activities such as a recent CSE questionnaire which asked professionals about their knowledge and understanding of CSE in Enfield. Findings are incorporated into ongoing Training Needs Analysis and are used to inform ongoing training and development.

All courses delivered this year have been evaluated positively.

All evaluation reports are sent to Training providers and all are analysed by the Training and Workforce Group. This analysis has resulted in amendments to course content over the course of the year and will inform the Training Needs analysis for 2015/16. Some providers, for example will not be commissioned in 2014/15 whilst others will be considered for further training based on their feedback

In the coming year the key priority of the Training and Workforce subgroup, in addition to ensuring the training programme is robust and flexible to meet the needs of the workforce, will be to improve our understanding and ability to evidence the impact of training primarily through a structured programme of 'follow-up' which will target both training attendees and their managers.

ESCB Member Agencies Safeguarding Reports

Each member agency undertakes a range of safeguarding activities each year. This section focuses on what they have achieved in 2014/15 and what impact it has had on the lives of children and young people.

Enfield Clinical Commissioning Group

What did we do?

NHS Enfield Clinical Commissioning Group's (CCG) priority is to ensure children remain safe whilst they are receiving health care in Enfield. This priority remains at the heart of all commissioning planning and decision making. We have continued to work in partnership with all agencies in the health economy to achieve this and make sure that all health providers in Enfield understand their role in the health and wellbeing of children and young people.

Enfield CCG recognises their statutory duties and responsibilities to safeguard children and young people, which include being a statutory partner of the Enfield Safeguarding Children Board (ESCB).

NHS Enfield CCG has a statutory responsibility to ensure that the organisations from which it commissions services provide a safe system that safeguards children and young people. Safeguarding clinical expertise in the CCG is provided through the Designated Nurse and Doctor for Safeguarding children. The CCG has specific responsibilities for children looked after and supports the Child Death Overview Process. The CCG has

secured the expertise of a Designated Nurse and Designated Doctor for Looked After Children and a Designated Paediatrician for the Child Death Overview Process.

Currently the effectiveness of the children and young people safeguarding system is assured and regulated in a number of ways by Enfield CCG. These include:

- ESCB Section 11 Audit
- Quarterly Returns of safeguarding Metrics from providers
- Attendance at provider Safeguarding sub committees
- Annual Report from providers
- Health Strategic Safeguarding Children Sub-Committee
- Attendance at Enfield Safeguarding Children Board
- Supervision with Named Nurse in provider organisations
- Relevant Policies and protocols underpinning practice

Monitoring of Providers organisations

The CCG Safeguarding team are members of all the Provider Children Safeguarding committees. Barnet, Enfield and Haringey Mental Health Trust and North Middlesex University Hospital have separate bi-monthly Safeguarding Children committees. The Royal Free NHS Foundation Trust has amalgamated their Children and Adults Safeguarding committee and hold an Integrated Safeguarding committee on a bi-monthly basis. All provider safeguarding committees are chaired by the Executive Lead (or lead with delegated responsibility).

These meetings provide part of the safeguarding governance and assurance framework for the respective organisation and the CCG. The committees review quality and risk within their organisation and formulate action plans where risks are identified. The committees are also an avenue for challenge from the CCG. Any issues of concern on quality and assurance are escalated to the CCG Executive lead for Safeguarding and raised at the Clinical Quality Review Groups.

Supervision & Support

The Designated nurse is a central point for advice and support on complex cases across the health economy. This includes discussion and notification of all serious incidents and child deaths in provider organisations.

The Designated nurse also acts as a single point of contact for the heads of service in social care to escalate process issues and will liaise with the appropriate lead in the health organisation. Part of this liaison role is to work in conjunction with the Named leads and the Named GP to increase understanding of multi-agency working and to drive up the standard of services offered to children.

The Designated Nurse liaises with the Head of Safeguarding in the Local Authority regularly to discuss system changes and to influence guidance documents impacting on health staff.

The CCG has arranged a Strategic Safeguarding subcommittee to provide part of the assurance framework for the provider organisations in line with the 2015 NHS Accountability and Assurance Framework. This subcommittee is chaired by the Designated Doctor. It is proposed the Designated Doctor will be a member of the main LSCB from 2015/16.

The safeguarding team receive notification of all serious safeguarding incidents and provide the CCG governance and risk team with a safeguarding view.

The CCG is a central point for health information when Serious Case Reviews are instigated in other Local Authorities. The Designated Nurse co-ordinates the submission for all health related Individual Management Reviews required for Serious Case Reviews.

Training

All Enfield CCG staff must be able to identify and respond to safeguarding concerns, wherever they arise. Training and development for CCG are available via e-learning or face to face training sessions arranged by the safeguarding team. Compliance with staff training is over 80%.

The CCG are planning a safeguarding conference for the health economy in the forthcoming year.

All CCG staff have received **PREVENT training**. Further sessions have been arranged for GPs in June and July, 2015. The CCG are also assisting in developing bespoke training on PREVENT and children with NHS England in the forthcoming year.

The CCG continue to co-ordinate level 3 safeguarding children training updates for local GPs with 119 trained from June 2014.

The training updates included presentations on Child Sexual Exploitation from Safer London Foundation and Female Genital Mutilation from the North Middlesex University Hospital Named Doctor and Project Acei.

The participants also received training on the impact of substance misuse and Domestic Violence on children and included management pathways.

Colleagues from the Referral and Assessment team and Single Point of Entry have also attended the training sessions and updated the GPs on Early Help and referral processes.

Service Developments

The CCG established a **Safeguarding Lead GP forum** which meets quarterly. Each forum has a focus session on adults at risk and on child safeguarding.

Sessions have included updates on case conference processes, substance misuse management, sexual health referrals process and the implementation of the link health visitor protocol. The link health visitor protocol ensures each GP practice meets regularly with an allocated health visitor to discuss children of concern. This includes children subject to a child protection plan or a child in need plan.

Additionally, this forum is a method for sharing new guidance to be disseminated within each GP practice by the Safeguarding Lead.

A profile of **Child Sexual Exploitation (CSE)** in Enfield has been created using data gathered from various agencies including health between December 2013 and 5 January 2015.

The involvement of health services in the action plan has been key, particularly to the area of support, such as ensuring appropriate clinical sexual health services for victims as well as ensuring therapeutic interventions are available.

The Designated Nurse invited the author of the problem profile and the Business Manager for Enfield Safeguarding Children Board to the CCG Strategic safeguarding children committee to present the multi-agency action plan and ensure the Named leads in the provider organisations were cognisant with the action plan.

The CCG also agreed an increase in its financial contribution to the LSCB in light of the increase in activity required to focus on child sexual exploitation in Enfield.

The **Identification, Referral to Improve Safety (IRIS) project** continues to be successful in the identification of Domestic Violence and abuse. A total number of 90 referrals have been made to the service from GP practices since the initial training in November 2013 to March 2015.

The CCG chair a steering group to monitor and oversee the implementation of the project in consultation with the IRIS model national leads. This steering group also consists of a service user, the Lead GP for children and the Designated Nurse. The meeting has been extended to include a specialist health visitor for Domestic Violence and a Safeguarding Advisor who lead on attendance at the police led Multi-Agency Risk Assessment Conferences (MARAC) where all high risk cases are discussed.

There was a general criticism of GP contributions to the **child protection case conference process** raised in the joint Serious Case Review of CH.

The Named GP and Designated Nurse have worked with the Quality Assurance manager of the Local Authority to implement a process to streamline the communication pathway to improve information sharing.

An audit of this new process will be undertaken to demonstrate the impact of the new process and to evidence increased engagement in the case conference process.

How well did we do it?

- All CCG staff trained in PREVENT
- 119 GPs trained to Level 3 safeguarding children
- Financial contribution to LSCB to support Child Sexual Exploitation work and business plan of the LSCB

- Financial contribution and support to the Business plan for a specialist clinic for FGM at the North Middlesex University Hospital
-

How did we make a difference?

- Specialist FGM clinic opening in mid-September, 2015
- Increase in the number of referrals from GPs using Early Help forms
- 90 referrals to IRIS project
- Director of Quality and Integrated Governance and Designated Nurse interviewed as part of the unannounced Ofsted inspection in January, 2015 in recognition of partnership working.

North Middlesex University Hospital

Key achievements:

- Child Sexual Exploitation and Gangs. The Trust has seen a significant increase in number of referrals for assault. The Trust is represented at Enfield and Haringey MASE meetings and LSCB subgroups. The Named Doctor is working closely with Enfield Gangs Strategy and have secured money for NMUH to host a 3 year pilot of a youth worker working in A&E. Discussion are being held for Haringey to commission a joint project.
- Domestic Violence. Referrals remain one of the highest number of all referrals for the Trust. Maternity services are working with Victim Support to provide an outreach worker to be based within the Trust.
- Female Genital Mutilation. Maternity services have embedded the use of a risk assessment tool developed for all referrals in line with national guidance and are seen as an area of good practice at the national steering group which the Named Doctor is a key member of. A business case was agreed and a for a FGM clinic will be based at NMUH operational in the Summer of 2015
- Training. The Trust has supported the improved compliance levels for level 1, 2 and 3 and reported at year end compliance at 77 – 79 %.

Key challenges:

- Training review undertaken against the national framework resulted in a significant decrease in compliance levels at level 1, 2 and3.

- The Trust saw a significant increase in attendances to the accident and emergency department in early 2014 following the closure of paediatric inpatient services at Chase Farm Hospital which impacted on the safeguarding team workload.
- The Trust saw a significant increase in attendances for self-harm / overdose in early 2014 following the closure of paediatric inpatient services at Chase Farm Hospital. Improved links have been made with local CAMHS services and the Priory Hospital to improve the experience for children and young people
- The Trust has seen a number of child deaths as a result of abuse and also significant injury as a result of abuse which has had an impact on staff and resources

Barnet, Enfield and Haringey Mental Health NHS Trust

Barnet Enfield and Haringey Mental Health Trust (BEHMHT) including Enfield Community Services (ECS) provide integrated mental health and community services for adults and children of all ages across Barnet Enfield and Haringey. To assure governance and accountability for the Trust there are robust structures in place, a safeguarding team and policies that support staff to fulfil their statutory responsibility.

Safeguarding children is everybody's business and remains an on-going priority for the Trust and is a key component within all assessments and care provided. BEHMHT recognises the importance of professionals working in both adult and children's services to always have the child in mind and create opportunity for the child's voice to be heard.

The Trust has a Safeguarding Team structure that incorporates a Head of Safeguarding People, Safeguarding Children's Trust Lead (Named Nurse), Safeguarding Adult Trust Lead, Safeguarding Lead for CAMHS (Barnet) and a Safeguarding Lead for Enfield Community Services (ECS).

Over the past year, the safeguarding arrangements within all areas of the Trust have continued to be strengthened with excellent partnership working with both internal and external agencies. In response to the revised Safeguarding Intercollegiate Document, (2014) there has been a greater focus on the training needs of all staff to ensure they have the knowledge and skills to report any child protection concerns appropriately and timely to promote the welfare of all children.

A training proposal and work plan has been put forward to address the increase in demand for staff to be trained at level 3 safeguarding children as a result of changes within the Intercollegiate Document, 2014. Overall compliance for level 3 safeguarding children is 78.8%. The combined

safeguarding children mandatory training levels one and two is above the 80% standard. The safeguarding team continue to liaise with the work force team to ensure that training compliance is maintained.

BEHMHT is represented at a range of meetings and sub groups to inform safeguarding practice and has worked in partnership with Local Safeguarding Children Boards to develop a strategy for managing Child Sexual Exploitation, Domestic Violence/Abuse and Female Genital Mutilation (FGM). A successful Interface meeting has created opportunity for clinicians and Local Authority Safeguarding Team to discuss progress against the Boards agenda locally.

BEH-MHT has representation on the Serious Case Review (SCR) sub group and participated in writing Independent Management Reviews (IMR), advising on cases and supporting the SCR process. The Trust hosts and attends post incident learning events that are used to inform and develop training materials and enhance practice.

The Safeguarding Annual Report and work plan continues to be developed on a yearly basis, for presentation at the Quality and Safety Committee and the Trust Board. The Trust ensures a Safeguarding Children's Committee is held quarterly chaired by the Executive Director of Nursing, Quality and Governance and attended by senior managers from each borough or their representatives and safeguarding leads from within the Trust and local authority and designated nurses on behalf of our commissioning organisation.

The Trust is fully compliant in respect of the Care Quality Commission regulatory framework. All policies and protocols that relate to safeguarding children and young people are reviewed against guidance and lessons learnt from SCR's. The Trust completed a section 11 audit and attended challenge events in order to demonstrate compliance with its statutory obligation.

There is a combined adult and children's safeguarding surgery each month in the Trust that was developed in 2014 and has been well received and utilised by staff. The forum promotes an opportunity for staff to discuss complex safeguarding issues, work collaboratively and share ideas and be informed about new legislation.

There are safeguarding champions groups in Enfield. The champions provide support to staff in relation to complex safeguarding concerns, promoting best practice and to fulfil their statutory roles and responsibilities in relation to the Think Family Approach.

The Designated Nurse performs regular audits on the quality of the health assessments performed by the Looked After Children (LAC) nurses. The LAC nurses have continued to achieve 100% when assessed by the quality standard for all health assessments they have carried out. They equally achieved 100% in completing health recommendations in care plans following a health assessment.

CAMHS clinicians have received additional training in Children and Young People's Improving Access to Psychological Therapies (CYP-IAPT). And additional training in Cognitive Behaviour Therapy and evidence-based parenting programmes. The importance of increasing service user voice in the planning delivery and evaluation of CAMHS work is a core aspect of the CYP-IAPT programme, and has supported the development of the service to be responsive to the needs of local children and young people.

The Trust has participated in the development of the Open RIO national recording system in respect of safeguarding the children of parents with mental health concerns

All staff can access supervision. Evidence that practitioners have engaged in supervision is captured on the electronic record (RIO) and through regular audits.

Royal Free London NHS Foundation Trust

Safeguarding remains one of the fundamental components of all healthcare provided by the Royal Free London NHS Foundation Trust. As a healthcare provider we are required to demonstrate that we have strong safeguarding leadership and a commitment to safeguarding at all levels of the organisation.

Key Developments

Integrated Safeguarding Committee (ISC)

The commitment to a joined up approach to safeguarding has been demonstrated by the development of the integrated safeguarding committee (ISC). The scope of the ISC includes:

- Safeguarding adults at risk
- Safeguarding children and young people
- Safeguarding in maternity services

- Learning disabilities
- Domestic abuse (in conjunction with Public Health)

The ISC meets every quarter and is chaired by the director of nursing. The work of the committee is shaped by the safeguarding strategy and associated work plan. The aim of the committee is to not only monitor safeguarding activity across the trust (in the form of quarterly reports) but also to ensure there is a continued forward direction of travel. The work of the ISC is supported by a safeguarding children operational group and a safeguarding adult operational group.

All safeguarding activity is monitored each quarter. Key performance indicators are:

- Total number of referrals made for unborn babies, children and adults broken down by type to allow analysis of themes and trends
- Risk and governance related to safeguarding - including serious case reviews, serious incidents, domestic homicide reviews, complaints, allegations of abuse against staff
- Audits – including section 11 Children Act, commissioned audits, domestic violence screening, social history trigger stamp audits, emergency department compliance with safeguarding children procedures
- Safeguarding children supervision compliance
- Training compliance

Safeguarding strategy

The new safeguarding strategy (2015 -2018) has been built on the strong achievements made in safeguarding children and adults across the trust over previous years. The aim of the strategy is to ensure there is a shared vision that safeguarding all our patients is everyone’s business; and that safeguarding is central to core business across the trust. Ten key strategic aims have been identified and agreed by the ISC and these form the basis of the safeguarding action plan. The strategy has been developed with full regard to the trust world class values and these are seen as central to delivering a culture of compassionate care that values patients, the public and staff.

Safeguarding team

Since the acquisition of Barnet and Chase Farm Hospitals in 2014, and in order to effectively respond to the rapidly growing safeguarding agenda, the safeguarding team has been expanded and now consists of:

- Head of Safeguarding x 1

- Lead nurse for safeguarding adults x 2
- Lead nurse for safeguarding children x 1
- Named doctor safeguarding children x 2
- Safeguarding children advisors x 2
- Named safeguarding midwives x 1
- Safeguarding midwife x1 (Barnet and Chase Farm sites)
- Learning Disabilities acute liaison nurses x 2 (1WTE Barnet and Chase Farm hospitals, 1 Royal Free site)
- Safeguarding children trainer

Child Sexual Exploitation (CSE)

It is recognised that everyone who works in health and care has a significant contribution to make in identifying children and young people at risk of sexual exploitation. CSE is included in all levels of safeguarding children training and we continue to work with partner agencies to drive the agenda forward and to improve responses to suspected CSE. The lead nurse for safeguarding children is the CSE lead for the Trust.

Domestic violence and abuse

Domestic abuse continues to be key element of safeguarding adults and children and an integrated approach to safeguarding will further embed and consolidate our approach to domestic abuse. Following a successful bid to the Mayor's Office for Policing and Crime (MOPAC) via the borough of Barnet there are now 2 IDVA's in post at the Barnet Hospital site. It is anticipated that this will have a significant impact on referral rates and our response to domestic abuse across the trust.

The safeguarding team continue to attend the Multi agency Risk Assessment Conferences (MARAC) for Barnet and Camden. Since the increase in the safeguarding team capacity improved links are being made with Enfield MARAC. Ongoing work will include improved data capture and flagging systems for high risk cases who may attend our emergency departments.

Female genital mutilation (FGM)

The trust is reviewing FGM policies to harmonise the processes. It is expected the Barnet site will adopt the FGM questionnaire and audit tool currently used at the Royal Free site. All women who are identified as having undergone FGM will be follow the adopted pathway. During quarter 1 of this year 42 women have been identified as having undergone FGM across the trust.

Safeguarding training

The trust safeguarding training strategy has been revised and updated for 2015 -17 to reflect an integrated approach to safeguarding. The strategy aims to provide an effective and cohesive approach to safeguarding training provision across the trust which is in line with partner agencies and local procedures. It adopts a straightforward approach in that all training is mapped to the generic levels of competence and content. The prescriptive criterion for child safeguarding training is applied to safeguarding adult training (including MCA and DoLS), domestic abuse, female genital mutilation, forced marriage and Prevent training. Rates of all safeguarding training are monitored by the ISC each quarter.

London Community Rehabilitation Company (Probation)

What did we do?

London CRC's contribution to promoting the welfare of children and ensuring they are protected from harm recognises that "Working Together" makes clear what individuals and organisations should do to keep children safe and that effective safeguarding arrangements in every local area should be underpinned by two key principles:

- Safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part, and
- A child-centred approach. For services to be effective they should be based on a clear understanding of the needs and views of children.

To monitor our effectiveness against these requirements, the London CRC introduced new methods of recording our performance against set criteria that would enable us to improve practice. The measurements were;

- Home visits to ALL service users who have contact with children either as the parent or guardian, or where there is a child for whom they are responsible;
- ALL service users to be screened through social services to check if they have parental responsibility or visitation rights;
- ALL cases where children are identified to be living in the home or having contact with the service user, must have local management oversight of the case;
- ALL risk assessments are checked to ensure that they include risk management plans to protect any identified children

In addition to the performance checks the London CRC has appointed a small central team led by a senior manager, to ensure that the principles of 'Working Together' are implemented.

How well did we do it?

The new approach has been rigorously monitored and enforced across London and at a local level. The new owners of the London CRC – MTCNovo – have been watching this very closely and asking for weekly updates, as child safeguarding is one of their top priorities.

Under the new process safeguarding is discussed at every team and office meeting, to ensure that all staff are aware of the requirements. So this was not just about introducing new processes, but following them up and holding to account where implementation has been slow.

How did we make a difference?

By having a central management team and clear measurable performance metrics we have been able to better identify staff training needs, areas for improved partnership engagement, clear methods to record information and a golden thread of safeguarding children that runs through the organisation.

The London CRC has been able to report back to NOMS that we have gone above and beyond the minimum required standards, to provide a service that is more confident and proficient in the safeguarding of children.

There is work to do that comes from identifying the needs of an organisations staff group, but by having this valuable information we can now formulate or commission specific training to meet these requirements and improve our services.

Enfield National Probation Service (Probation)

What did we do?

Safeguarding children continues to be a priority for Enfield National Probation Service (NPS). All new cases are checked for any safeguarding issues with both the offenders and via local safeguarding procedures and processes using Single Point Of Entry (SPOE) and Multi Agency Safeguarding Hub (MASH). Enfield has a dedicated probation officer for both the MASH and as designated safeguarding lead for the borough.

There is a dedicated Head of Service who works pan London to deal with safeguarding issues; they are supported by a network of children's champions who work at operational grade across the NPS to share good practice in safeguarding children.

Through close liaison with the SPOE Enfield NPS has secured access to front end of liquid logic the case management system for Enfield social services. This helps ensure that safeguarding checks are completed in a timely, efficient fashion. Enfield NPS are the only borough in London that have managed to secure this.

To tie in with national safeguarding month (November) Enfield NPS run a full case audit of every current known case to re-check for any safeguarding issues. All front line staff are expected to attend any safeguarding conferences to feedback their dealings with any known offenders with links to children known to social services. Further localised training is run by Practice Development Officers (PDOs) focussing on child protection issues and all staff are expected to attend this on a yearly basis, colleagues from social services attend this training to feedback and advise on current practice.

Enfield social services attend all level 2 and level 3 Multi Agency Public Protection Arrangements (MAPPA) meetings. These meetings discuss high risk of harm offenders and devise multi agency approaches to risk management; social services are often a key part of these meetings to feed into any safeguarding issues that might arise. Enfield NPS are fully involved in Multi Agency Risk Assessment Conferences (MARAC) which discusses domestic abuse victims on the borough, there are often safeguarding issues linked with domestic abuse and multi-agency sharing of information at these conferences is key in managing risk of harm to children.

Enfield NPS has quality assurance processes that break down individual cases to look at component parts and risk assessments, these have dedicated sections to discuss child protection issues and take place monthly.

The National Probation Service has safer recruitment principles that underpin recruitment processes with enhanced checks and vetting for all staff.

Our priorities

- Prioritising home visiting for those who pose a high or very high risk of serious harm to others or where there are child protection concerns
- Prompt identification of risks to children and young people in cases involving domestic violence / other violent offending, substance misuse issues and mental health problems. In addition, improved ability to consider the offender's current and relevant previous behaviour and analyse sufficiently to inform risk assessments
- Attendance at child protection conferences , core-group and other multi-agency meetings

- Attendance at relevant safeguarding training events
- Ensure offenders are actively involved in the review of work completed with them and more so in cases where safeguarding children issues have been identified, reiterate expectations and encourage their cooperation with the team around the child. In addition ensure that Risk Management Plans and Sentence Plans for relevant offenders adequately address any child protection/ child in need concerns.
- Give due consideration to safeguarding children issues when preparing for offenders release / incorporate into resettlement work / devise suitable licence conditions to manage risk
- Effective management oversight is clearly evidenced in the records of all cases involving the protection of children and young people and of those classified as posing a high/very high risk of serious harm to others
- Prompt dissemination of learning from Serious Case Reviews / Serious Further Offences/ Domestic Homicide Reviews.
- Think Family approach – using the family as a resource to manage risk and also acknowledging the important role some families play in the effective resettlement of offenders.



Independent Sector – Enfield Children and Young Person’s Services (ECYPS)

What did we do?

ECYPS has continued to carry out a wide range of safeguarding working within the community – reaching out to both professionals/service providers working with children, young people and families as well as reaching out to local residents.

Training – we have run a number of both general and focused safeguarding training sessions;

- Basic Child Protection training – aimed at those new to the sector or those who have not previously accessed training.
- Child Protection and Diversity – covering issues such as FGM, Spirit Possession, Disability, Forced Marriage etc.
- FGM specific training – and in depth programme on FGM, its background, those at risk locally and national/international developments
- The Impact of Parental Mental Health on Children and Young People
- Reaching ‘hard to reach’ communities – looking at the backgrounds and concerns of families who may be harder to engage with support services
- On Line safety – run in conjunction with Children England via its Engage London programme.

Disclosure and Barring Checks - ECYPS is a registered D&B centre and we offer the service to anyone working within the third sector as well as people working within the private sector.

Community Outreach – A key part of our service is to engage with groups from different sectors and communities in Enfield. This year we have;

- Delivered Child Protection sessions with BAME community groups. These are information/training sessions that are community specific and address the issues that we know are pertinent to individual communities. Each session is bespoke and delivered in a way that will encourage local people to participate and is run in conjunction with community leaders who support with facilitation and interpreting. Materials are also provided in community languages. Part of the aim of the sessions is to make local communities more comfortable with the concept of engaging with support services and – if appropriate – social care.
- Community Events - We have had representation at a number of community festivals and fairs and have a safeguarding stand at these events to engage with larger numbers of residents.
- ECYPS has ‘shop front’ information sessions. It provides line management for the ‘Bountagu’ community centre in Edmonton which has permanent information on safeguarding and family support, as well as housing some of our outreach work with communities. In addition to this, ECYPS has space every summer in the Lancaster Centre in Lancaster Road to provide a wide range of community support information and advice.

- Coffee Mornings/Afternoons – we run regular coffee information sessions in local schools for parents – again focussing on family support, social care support and issues that may be specific to local schools or communities reflected in local schools. This is on-going and is carried out both in primary and secondary schools.
- CHiPS – community help point scheme. We have been recruiting to the scheme and maintaining a database since its inception and this is an on-going commitment.
- *I FEEL GOOD* – this is a monthly programme that offers a therapeutic environment for young people who are struggling with a number of issues such as long term health issues, disability, care responsibilities, mental health issues, problems with bullying or socialising, at risk of harm or involvement in crime and anti-social behaviour. Young people are offered a regular session where they can meet up and be pampered or have someone to talk to and a number of different activities (10 in total) are offered at each session.
- Parenting Training – within our parenting courses, we ensure that child protection and family support are addressed robustly
- Female Genital Mutilation (FGM) has been a key area of focus for us this year. With Home Office funding have offered drop in information sessions for women from affected communities; we have offered training for young FGM champions and therapeutic drop in sessions for women and girls affected by FGM.

How well did we do it?

- During the period 2014 – 2015, we offered a total of 24 training programmes catering for a total of 295 providers. Training is offered on both a daytime and evening basis as many providers are not able to access training during normal working hours. All training is offered free of charge.
- We delivered Child Protection awareness sessions to a wide range of groups for the Somali, Bangladeshi, Congolese and Polish communities.
- We have successfully established links with a number of newly arrived communities that have grown in local representation over the past few years. We offered office space and joint working space to both the Albanian speaking group *Shpresa* and the Portuguese African Speaking group *Welwitschia*. Via this mechanism we have facilitated both advice and information drop ins as well as short information sessions for members with regards community support. Links have also been made with a Bulgarian self-help group. These were all identified as target groups as a result of assessing the referrals that were coming through SPOE
- FGM – We have delivered information and discussion sessions for over 60 women and 48 men.

- We have trained 8 youth champions in FGM and trained five young people in Safeguarding with a view to their involvement as volunteers on play schemes. We have also run two youth leadership programmes where we have trained 30 young people where safeguarding has been an integral component of the training.
- We have trained 50 people on our parenting programme

How did we make a difference?

- With funding from ROSA, we have been able to set up a **therapeutic drop in for women and girls** who have experienced FGM or who may feel pressured to undergo/carry out FGM, in conjunction with Enfield Women's Centre.
- During 2014/15 we have carried out approximately **468 DBS checks** for independent sector staff
- Of the 60 women attending FGM awareness sessions 16 have come forward to become **FGM community champions** and 5 are actively involved in publicity training and promotion of support services for women who have experienced FGM.

ESCB Finance and Resources

The Enfield Safeguarding Children Board is financed through contributions from partner agencies.

Until now, when assessing overall expenditure for the board each year the total LBE Business Unit salary payments for the year have not been taken into consideration. This has meant that the true cost of the board has not been clear. In November 2014 a piece of work was undertaken through the London Safeguarding board to compare LSCB budgets and contributions across the 33 boroughs and the contributions from different partner agencies. It was clear from information provided by other LSCBs that in the vast majority of areas staffing costs are factored into LSCB budgets and consequently the contribution from the local authority is much higher. Including staffing costs the contribution from LB Enfield is £146,293. Contributions from Clinical Commissioning Groups was analysed and Enfield CCG's contribution of £5,000 was the lowest in London. It should be noted that in Enfield, unlike in other areas, there are have also been contributions from other health partners amounting to £14,000 in total. This still however, puts the total health contribution in the bottom third across London. In November last year the ESCB wrote to the CCG requesting an increase in funding to £33,600 to bring Enfield in line with the rest of London. The CCG replied positively and requested further information about how the money would be spent.

It has been agreed that moving forward the business unit salary costs will be included in the overall budget report and that the increased contributions from the Council and the CCG are reflected so that Board members have a clear understanding of costs

1. Budget

This table details the agreed agency contributions at the start of 2014/15.

Agency Contribution	Amount
METROPOLITAN POLICE	5,000.00
ENFIELD CLINICAL COMMISSIONING GROUP	5,000.00
NORTH MIDDLESEX HOSPITAL	3,000.00
ROYAL FREE HOSPITAL	3,000.00
LONDON PROBATION SERVICE	2,000.00
CAFCASS	550.00
BEH MENTAL HEALTH TRUST	3,000.00
ENFIELD CHILDREN'S SERVICES	146,293
Total	165,843
Carry forward from 2013/14	Amount
	55,000

Grand Total	220,843
--------------------	----------------

2. Expenditure

Expenditure for the year is broken down as follows;

Area	Detail	Amount
Business unit staffing costs (previously not included)		122,893
Serious Case Reviews	CH (joint with Haringey) and AX	18,754
Learning and Development	Trainer fees	7,758
Independent Chair		31,200
Consultants	Includes; Ofsted Readiness consultancy work	2,685
Room Bookings and Catering		1,892
Promotional Equipment and Printing	Includes printing of Enfield Community Handbook, CSE leaflets and other CSE promotional materials	9,263
Contribution for IT Booking system		1,500
TOTAL		195,945

This leaves a shortfall over the year from the agreed budget of £95,995 which was in effect met by London Borough of Enfield.

3. Proposed 2015/16 budget

Estimated expenditure for 2015/16 includes staffing costs and proposed agency contributions are adjusted to reflect that.

Area	Amount
Business unit staffing costs	122,893
Serious Case Reviews	15,000
Learning and Development (inc contribution for Signs of Safety)	15,000
Independent Chair	31,200
Room Bookings and Catering	2,000
Promotional Equipment and Printing	5,000
TOTAL	191,093

4. 2015/16 agency contributions

Agency	Contribution
--------	--------------

Enfield CCG	33,600
NMUH	3,000
Royal Free	3,000
BEH	3,000
Met Police	5,000
CAFCASS	550
London Borough of Enfield	146,293
Total	194,443

Conclusion and Challenges for 2015 - 16

This has been a very busy and productive year for Enfield Safeguarding Children Board and significant progress has been made in a number of areas.

- The work of the Board is informed by clear agreed **priorities** underpinned by an up to date and well-structured Business Plan
- We have improved our **Monitoring & Evaluation** function with a varied multi-agency audit programme which effectively analyses and uses findings to drive improvement
- We have enhanced and extended our Section 11 programme which includes a programme of challenge interviews and clear action plans.
- We have improved and refined the multi-agency **data set** which is used to routinely scrutinise partners performance, and challenge and audit where necessary (ongoing improvement of the process)
- We have raised the **profile** of ESCB by developing and maintaining the ESCB website, getting articles into the local press, publishing messages from the board, establishing a presence on Facebook and Twitter and developing links and building relationships with existing parents & carers groups & forums

- We have increased the influence of the Board by strengthening **relationships** with other **key strategic** groups, e.g. the Health & Wellbeing Board and the Adult Safeguarding Board
- We have demonstrated our commitment to ensuring Board partner agencies are capturing the experiences of children, young people and families to inform service improvement through the development and support of the **Enfield Young safeguarding Champions Group**.
- We have progressed work in supporting the identification, assessment and safeguarding intervention of children at risk of **sexual exploitation** through the development of a CSE Action plan and operating protocol.
- We have progressed work in supporting the identification, assessment and safeguarding of children and risk of **Female Genital Mutilation** through the completion of a Health Needs Assessment and FGM Strategy.
- We have routinely reviewed the work of all LSCB Subcommittees to ensure this is being effectively undertaken and where applicable **influencing practice**
- We have delivered a comprehensive programme of Safeguarding **training** across the partnership, ensuring that all staff have access to good quality training, which helps support sustained improvements across all safeguarding services
-

We do not however, underestimate the continued challenge and have identified a number of areas where we know we need to improve. Focus areas for improvement include;

- We need to continue to develop and improve our performance management and analysis. We are working to strengthen our **multi-agency data set** so that it drives an embedded culture of rigorous performance management, which transforms the standards of practice.
- We need to be sure that there are clear and effective governance arrangements, strategies and procedures relating to **Domestic abuse and Violence against Women and Girls** that are clear and robust in relation to the safeguarding of children and young people
- We need to continue to develop our understanding of issues relating to **Child Sexual Exploitation and Missing** children in Enfield and to be confident that there are clear policies, guidance documents and protocols in place; available to all to support effective identification, assessment and intervention.
- We need to be assured that a strong multi-agency **Female Genital Mutilation (FGM)** strategy and action plan are in place which include; multi-agency guidance, policies and procedures and engagement with professionals and the wider community
- We need to enhance our understanding of issues relating to risk of **Radicalisation** in Enfield. We need to be sure that robust and clear strategies and procedures relating to the Prevent agenda are in place and that they joined up in relation to the safeguarding of children and young people.

- We need to be confident that there is a joined up approach to issues affecting **Vulnerable Young People**, including **Gang involvement, Knife Crime, CSE and Missing**. We want to know these issues are considered together, utilising expert knowledge and mapping systems to ensure that strategies and procedures are clear and effective.
- We need to remain confident that issues relating **Serious Case Reviews (SCRs)** in Enfield are effectively followed through, that actions are completed and learning points are embedded into practice and are disseminated widely including with colleagues from neighbouring boroughs.
- We need to better understand the reach and impact of our training, learning from case reviews and outcome of audit so as to be assured they are improving the lives of children
- Whilst we have promoted the direct **participation** and input of **children and young people** in the work of Enfield at a strategic and operational level this remains an area of challenge for the Board.
- We need to continue to support the development of the Single Point of Entry (SPOE) and the Multi-Agency Safeguarding Hub (MASH) function that sits within it. We need to offer effective challenge and scrutiny of Early Help and Safeguarding processes across our member agencies.
- The **economic** situation and **organisational** change affecting public services in Enfield and across the country continues to be a **challenge** for the Board and we must ensure the safety of children is not compromised.

In order to achieve the above, specific objectives for 2015-16 have been developed which will inform our new, revised Business Plan There are a number of tasks and activities which are part of the Core Business of the ESCB which will be addressed over the course of the year in a variety of ways and outcomes and effectiveness will be monitored through the subcommittees and the Board itself. There are also a number of specific safeguarding themes which have been identified from local and national issues and drivers including Serious Case Reviews and the activity of the ESCB subcommittees which have been included among the priorities for the coming year.

The 2015-2016 plan does not go into detail about specific action and timescales. Its function is to establish the board's priorities for the year and identify means of demonstrating whether these priorities have been met. More detailed activities will be incorporated into the detailed action plans of the Board's subcommittees

Review is a key part of the process. The ESCB Strategic Business Plan 2015-2016 will be reviewed by the board in November 2015 and then again in March 2016.

ESCB Business Plan 2015 - 16

Core Priorities and areas of focus for 2015-2016

1. EFFECTIVE RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS

The ESCB has clear strategies and comprehensive approaches to specific safeguarding issues that keep children and young people safe and promote effective intervention with those who are at risk

2. EFFECTIVE SAFEGUARDING STRUCTURES & SYSTEMS

The ESCB can demonstrate that effective structures, systems, procedures and protocols are in place to safeguard children and young people in Enfield.

3. COMMUNICATION AND LEARNING

The ESCB and partner agencies communicate effectively with children and young people; their families; the community (including different sections of the Community); and staff at all levels from partners agencies

4. PERFORMANCE MANAGEMENT

The ESCB has a performance management framework which promotes different ways of knowing and learning about the effectiveness of safeguarding of children and young people in Enfield. The framework supports and promotes effective challenge by the ESCB to bring about improved outcomes for children and young people

The current ESCB Subcommittees and Task and Finish Groups continue to provide an effective way of addressing specific areas of safeguarding practice and will continue to develop practice in their particular specialism and keep the ESCB informed of the work they are undertaking and of safeguarding issues requiring attention by the ESCB.

BUSINESS PLAN 2015- 2016

1. EFFECTIVE RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS		
Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB has clear strategies and comprehensive approaches to specific safeguarding issues that keep children and young people safe and promote effective intervention with those who are at risk	1.1. The ESCB is assured of robust and effective governance arrangements from the Community Safety Unit (CSU) for Domestic Abuse / Violence Against Women and Girls and that strategies and procedures relating to Domestic abuse are clear and robust in relation to the safeguarding of children and young people	<ul style="list-style-type: none"> • Community Safety Unit • DA / VAWG Strategic and Operational Groups • ESCB
	1.2. The ESCB has a clear and thorough understanding of issues relating to Child Sexual Exploitation and Missing children in Enfield. This is informed by Police Profiles, Missing data, Section 11 audit and information gathered from the Multi Agency Sexual Exploitation (MASE) Group and Missing Children subgroup. Recommendations are implemented as part of the Child Sexual Exploitation & Missing Action Plan.	<ul style="list-style-type: none"> • Trafficking, Sexual Exploitation and Missing (TSEM) subcommittee • Missing Children Risk Management Group
	1.3. There are clear policies, guidance documents and protocols in place and available to all which support effective identification, assessment and	<ul style="list-style-type: none"> • Trafficking, Sexual Exploitation and Missing (TSEM) subcommittee

	intervention of CSE / Missing at the level appropriate to the needs of the child / young person	<ul style="list-style-type: none"> Missing Children Risk Management Group
	1.4. The ESCB is assured that a multi-agency Female Genital Mutilation (FGM) strategy and action plan are in place which include; multi-agency guidance, policies and procedures and engagement with professionals and the wider community	<ul style="list-style-type: none"> FGM subcommittee
	1.5. The ESCB is assured of robust and effective governance arrangements from the Community Safety Unit (CSU) in relation to PREVENT and RADICALISATION in Enfield and that strategies and procedures relating to Radicalisation are clear, robust and joined up in relation to the safeguarding of children and young people.	<ul style="list-style-type: none"> Community Safety Unit ESCB
	1.6. The ESCB is confident that there is a joined up approach to issues affecting Vulnerable Young People , including Gang involvement, Knife Crime, CSE and Missing . That these issues are considered together, utilising expert knowledge and mapping systems to ensure that strategies and procedures are clear and effective.	<ul style="list-style-type: none"> Community Safety Unit ESCB
	1.7. The ESCB is assured that issues relating Serious Case Reviews (SCRs) in Enfield are effectively followed through, that actions are completed and learning points are embedded into practice and are disseminated widely including with colleagues from neighbouring boroughs.	<ul style="list-style-type: none"> Serious Case Review subcommittee Learning and Development subcommittee

2. EFFECTIVE SAFEGUARDING STRUCTURES & SYSTEMS		
Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB can demonstrate that effective structures, systems,	2.1. There is a clear, robust plan in place to monitor, evaluate and influence the effectiveness of early help services across Enfield partnership. Identified actions are implemented	<ul style="list-style-type: none"> Quality Assurance subcommittee Stakeholder Management

procedures and protocols are in place to Safeguard children and young people in Enfield.		
	2.2. The ESCB is assured that that safeguarding policies, procedures and protocols are reviewed and maintained in order to ensure children receive the right service at the right time	<ul style="list-style-type: none"> • Quality Assurance subcommittee
	2.3. The ESCB has robust links to other boards including the Health & Wellbeing Board (HWB), Safeguarding Adults Board (SAB) to encourage wider organisations to recognise their responsibilities to safeguard children and ensure safeguarding is 'everybody's business'	<ul style="list-style-type: none"> • ESCB • ESCB Chair

3. COMMUNICATION AND LEARNING

Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB and partner agencies communicate effectively with children and young people; their families; the community (including different sections of the Community); and staff at all levels from partners agencies	3.1. There is on-going engagement with children and young people and parents involved with safeguarding services. The ESCB reviews the effectiveness of methods of communication and explores new means of communicating with parents and children where appropriate and giving consideration to diversity of the local population.	<ul style="list-style-type: none"> • ESCB • Enfield Young Safeguarding Champions • ESCB Business Manager
	3.2. The Enfield Young Safeguarding Champions Group is supported to identify priorities in relation to the Business Plan and to interact directly with the board on a regular basis.	<ul style="list-style-type: none"> • Enfield Young Safeguarding Champions • ESCB Business Manager
	3.3. The ESCB is represented and creates clear links on all multi-agency partnerships where safeguarding is a focus of their work e.g., Domestic Abuse Strategic and operational Group; Safeguarding Adults Board and, Health and Wellbeing Board. This is evidenced through minutes of those meetings and identification of areas of joint work.	<ul style="list-style-type: none"> • ESCB Chair • ESCB Business Manager
	3.4. The ESCB communicates with the local workforce and community to	<ul style="list-style-type: none"> • ESCB subcommittees

	raise awareness of safeguarding issues, through the ESCB website, social media Newsletters, Annual Conference, Annual Report, community partnerships and directly with public	<ul style="list-style-type: none"> • ESCB Business Manager
	3.5. The ESCB ensures that all child deaths are reviewed appropriately and in line with the Child Death Overview Panel (CDOP) procedures and that mechanisms are in place to disseminate lessons learnt and produce an annual report on the work of the CDOP	<ul style="list-style-type: none"> • Child Death Overview Panel
	3.6. The ESCB oversees a comprehensive multi-agency programme of Learning and Development which is linked closely to the priorities of this business plan and reflects and reacts to the needs of Enfield's children and young people and the professionals who work with them. The programme is monitored, reviewed and evaluated throughout the year.	<ul style="list-style-type: none"> • Learning and Development subcommittee

4. PERFORMANCE MANAGEMENT

Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB has a performance management framework which promotes different ways of knowing and learning about the effectiveness of safeguarding of children and young people in Enfield.	4.1. The ESCB is assured that the current multi-agency data set is fit for purpose providing robust analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board is able to identify themes and trends and take necessary actions as required.	<ul style="list-style-type: none"> • Quality Assurance subcommittee
	4.2. There is a robust and effective annual multi-agency audit programme in place providing effective scrutiny of multi-agency safeguarding activity in line	<ul style="list-style-type: none"> • ESCB • Quality Assurance subcommittee

The framework supports and promotes effective challenge by the ESCB to bring about improved outcomes for children and young people	with the board's priorities. This will include an annual programme of themed multi-agency audits linked directly to the priorities of this business plan and an ongoing Section 11 audit programme	<ul style="list-style-type: none"> • Children's Services Operational Management Group
	4.3. The ESCB follows an audit and review process and methodology that supports learning, can evidence improvement in practice and makes a difference to children. Findings are reported to the QA subcommittee to promote learning	<ul style="list-style-type: none"> • Quality Assurance subcommittee • Learning and Development subcommittee

MUNICIPAL YEAR 2015/16 REPORT NO:80**MEETING TITLE AND DATE:**Cabinet: 21st October 2015**Report Of:**Director of Finance, Resources and
Customer Services**Contact:**

Isabel Brittain: 0208 379 4744

AGENDA PART 1**ITEM 8****Subject: Revenue Monitoring Report
2015/16: August 2015**

Wards: All

Key Decision: KD 4149

Cabinet Member Consulted:
Cllr Andrew Stafford**1. EXECUTIVE SUMMARY**

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of August 2015. The report forecasts an outturn position of £4.0m overspend for 2015/16. This figure takes account of the mitigation of the Enfield 2017 shortfall in 2015-16 of £7.1m that will be met from reserves in 2015/16. This will be fully achieved in 2016/17.
- 1.2 Corporate Management Board are working with departmental Management Teams and Finance Officers to identify in-year savings to mitigate the £4.0m overspend.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Notes the revenue outturn projection.
- 2.2 Agrees that departments reporting pressures should formulate and implement action plans to ensure that all possible actions are undertaken to remain within budget in 2015/16.

3. BACKGROUND

- 3.1 The Council's revenue expenditure against budget is monitored by regular monitoring reports to the Corporate Management Board and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.

- Comparisons between expenditure to date, current budgets and budget profiles.
 - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
 - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
 - Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.
- 3.3 This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, the variations in this report are deliberately limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4 A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a "dashboard" style summary. It is designed to capture the key messages across the Council's main financial areas, namely:
1. Income and expenditure;
 2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
 3. Cash flow forecasting and management.

Table 1: Summary performance overview

Area of review	Key highlights	Risk Rating		
		June	July	Aug
Income and expenditure position	<ul style="list-style-type: none"> • Year-end forecast variances of £4.0m departmental overspend have been identified to date in relation to General Fund net controllable expenditure. Budget variances identified to date will need to be managed closely to ensure timely appropriate action can be taken. Plans have been implemented to manage this variance. 	Red	Red	Amber
	<ul style="list-style-type: none"> • Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. Budget holders now profile individual budgets based on anticipated spend across the year. 	Amber	Amber	Amber
	<ul style="list-style-type: none"> • The HRA is projecting a level spend in 2015-16. 	Green	Green	Green
Balance Sheet	<ul style="list-style-type: none"> • The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return. 	Green	Green	Green
	<ul style="list-style-type: none"> • The year-end projections for General Fund balances may not meet the Council's Medium Term Financial Strategy target levels based on the current forecast overspend. 	Amber	Amber	Amber
Cash flow	<ul style="list-style-type: none"> • The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due. 	Green	Green	Green
	<ul style="list-style-type: none"> • Interest receipts forecast for the year are on target with budget. 	Green	Green	Green

4. August 2015 Monitoring – General Fund

- 4.1 A summary of the departmental and corporate projected outturns and variances against budget is set out in Tables 2 & 3 as follows:

Table 2: Forecast Projected Outturn Variances

August 2015 Department	Net Controllable Budget					
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	July Variation	August Variation
	£000s	£000s	£000s	£000s	£000s	£000s
Chief Executive	3,372	(1,728)	1,644	1,644	0	0
Regeneration & Environment	28,796	(1,971)	26,825	26,524	107	(301)
Finance, Resources & Customer Services	44,365	12,232	56,597	57,412	583	815
Health, Housing and Adult Social Care	91,276	(3,184)	88,092	88,092	0	0
Children's Services	49,045	(4,007)	45,038	48,559	3,896	3,521
Enfield 2017*	(15,100)	0	(15,100)	(8,000)	7,100	7,100
Total Department Budgets	201,754	1,342	203,096	214,231	11,686	11,135
Contribution from reserves	0	0	0	(7,100)	(7,100)	(7,100)
Collection Fund	(2,825)	0	(2,825)	(2,825)	0	0
Corporate Items	36,419	(1,342)	35,077	35,077	0	0
Government Funding	(134,431)	0	(134,431)	(134,431)	0	0
Council Tax Requirement	100,917	0	100,917	104,952	4,586	4,035

*Enfield 2017 is projected to achieve approximately £8m of a £15.1m savings total included in the budget for 2015/16. Any balance of savings required will be funded by one off reserves. The full year effect of the Enfield 2017 proposals will provide £15.1m of savings in 2016/17.

5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & PROJECTED SAVINGS

5.1 Chief Executive's Department (Appendix A1)

The department is currently projecting a level spend. There are no current budget variances over £50k to report.

5.2 Regeneration & Environment (Appendix A2)

The department is currently projecting a favourable variance of £301k; explanations for variances over £50k (totalling -£194k) are detailed in Appendix A.

5.3 Finance, Resources & Customer Services (Appendix A3)

The Finance Resources and Customer Services are projecting an overspend in 2015/16 of £815k. The overspend is due mainly to loss of rent income from across the commercial portfolio as a result of redevelopment and vacant units as well as loss of income from Transport for London's bus shelter contract due

to cessation. There are additional budget pressures due to loss of government grant income from Registrar Services and non-recoverable costs of Multifunction Devices (MFDs).

5.4 Health, Housing & Adult Social Care (Appendix A4)

Adult Social Care

The department is forecasting a balanced budget at year end. Although there is currently a budget pressure of £2.359m, any overspend will be addressed through the use of one off earmarked reserves to ensure the department report a balanced position. The main forecast pressures are in Learning Disabilities (£1.5m), Older People (£1.7m) and Physical Disabilities (£0.3m). These figures include the allocation of 2015/16 Better Care Fund.

Community Housing

There is currently a projected nil variance for 2015/16. Included in this variance is a one-off contribution to reserves of 212k. However, this area of spend remains volatile and the underlying pressure due to an increased number of homeless clients still remains. There has been a £2m net budget to increase in 15/16 to reduce these pressures and there is also on-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. There is a risk around the market management of NPA as it is under severe stress due to the West London DPS procurement framework. If this goes ahead the service will not be able to achieve the £5m proposed savings target. There is also an emerging risk due to the CLG review of Homelessness Grant, which may result in removal of the £539k Homelessness Prevention Grant.

5.5 Children's Services (Appendix A5)

Children's Services are currently projecting an overspend of £3.521m. This arises due to increasing demand for Children's services, including, Leaving Care Client costs (£1.06m), Social Work Teams (£0.590m), Unaccompanied Asylum Seeking Children (UASC) and UASC aged 18+ (£0.694m), SEN Transport (£0.800m), Special Guardianship Allowances (£0.228m), Prevention of Care payments (£117k), additional Fostering Allowances (£137k) due to new placements.

The aforementioned pressures, which are a continuation of pressures reported in the previous financial year, will be monitored and management actions are being undertaken to reduce them as far as possible throughout the year. However, a significant projected year end overspend is currently anticipated due to the continued upward trend of the demographic pressures and the increasing numbers of children presenting with complex needs. This was recognised as a risk in the budget setting process for 2015/16.

5.6 Schools Budgets (Appendix A6)

These variations do not form part of the General Fund position but are reported for information.

6. OTHER GENERAL FUND ITEMS

6.1 Treasury Management and cash flow analysis

The Council's net debt position has increased since 1st April 2015 by £20 million and will continue to do so over the year. This is because of the impact of a number of key strategic land purchases for Meridian Water (£18m) and the purchase of a farm (£3m) and as the Council continues to purchase/build residential homes through Housing Gateway and Enfield Innovation. A further land acquisition for Meridian Water (£29m) is planned for later in the year, this will also need to be financed.

The Governor of the Bank of England has now confirmed that short-term rates will rise steadily over the next two years. Hence, it now looks an opportune time to move into longer term rates.

The Council will continue to look to minimise the cost of borrowing, however, this increased borrowing cost has been recognised in the Council's Medium Term Financial Plan.

A summary of this year's Treasury Management activity is set out in Appendix B.

6.2 Corporate Items (Including Contingency & Contingent Items) General Fund

The Council maintains a general contingency of £1.0m. It is expected that £0.6m of this contingency will be utilised for the funding of expenditure in Schools & Children's Services relating to No Recourse to Public Funds costs agreed by Cabinet in 2014-15. The balance of £0.4m is currently unutilised.

7. Housing Revenue Account (HRA) – Projected Level Spend

The HRA projection for August is a nil variance. This is because any identified underspends are being removed from managers' budgets in order to increase the balance carried forward into 2016/17. So far, £882k has been identified as ongoing savings to the HRA. The target is to find £1.5m in total. This has been agreed in response to the Government's new rent policy, which will lead to a shortfall in income of £2.2m in 2016/17 alone. A major review of the Business Plan is currently being undertaken, the outcome of which will be reported to Cabinet in November.

8. ACHIEVEMENT OF SAVINGS

- 8.1 The 2015/16 Budget Report included new savings and the achievement of increased income totalling £31.6m to be made in 2015/16. To date £14.1m of savings (45%) are classified as Blue or Green (on course for full achievement). £6.8m are currently Amber with £10.7m currently classed as Red. The Enfield 2017 element of this saving (£7.1m) will be met from contributions from reserves as the savings come on-line, as stated in the July monitoring report to Cabinet. Appendix C provides supporting information for the Amber / Red savings. The overall savings position in terms of traffic light classifications is set out below:

Table 4: New Savings Monitor - Summary Position August 2015

Department	Red		Amber		Green		Blue		Total
	£000's	%	£000's	%	£000's	%	£000's	%	£000's
Environment	0	0%	0	0%	(1,894)	100%	0	0%	(1,894)
Finance, Resources & Customer Services	0	0%	(56)	5%	(947)	80%	(180)	15%	(1,183)
Housing, Health & Adult Social Care	(3,560)	33%	(6,450)	60%	(750)	7%	0	0%	(10,760)
Schools & Children's Services	0	0%	(292)	18%	(848)	53%	(450)	28%	(1,590)
Corporate	0	0%	0	0%	(1,060)	100%	0	0%	(1,060)
Enfield 2017	(7,100)	47%	0	0%	(8,000)	53%	0	0%	(15,100)
Total New Savings for 2015/16	(10,660)	34%	(6,798)	22%	(13,499)	43%	(630)	2%	(31,587)

9. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

10. REASONS FOR RECOMMENDATIONS

To ensure that Members are aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.

11. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

11.1 Financial Implications

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is part of this review process and this latest monitoring report confirms that there will be a reduction in the Council's reserves in order to manage the Council's major transformation initiative Enfield 2017. In terms of the departmental projected variance of £4m, measures will be put in place to address risks identified through the monitoring process and contain expenditure within approved budgets.

11.2 Legal Implications

The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

11.3 Property Implications

Not applicable in this report.

12. KEY RISKS

There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan:-

- Achievement of challenging savings targets.
- State of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.
- Uncontrollable demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the Audit of various Grant Claims.
- Movement in interest rates.

Risks associated with specific Services are mentioned elsewhere in this report.

13. IMPACT ON COUNCIL PRIORITIES

13.1 **Fairness for All** – The recommendations in the report fully accord with this Council priority.

13.2 **Growth and Sustainability** – The recommendations in the report fully accord with this Council priority.

13.3 **Strong Communities** – The recommendations in the report fully accord with this Council priority.

14. EQUALITIES IMPACT IMPLICATIONS

The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

15. PERFORMANCE MANAGEMENT IMPLICATIONS

The report provides clear evidence of sound financial management, efficient use of resources.

Background Papers

None

Appendix A1

Chief Executive	Budget Variation August 2015 (£'000)
The department is currently projecting a level spend.	
Chief Executive Total	0

Appendix A2

Regeneration & Environment	Budget Variation August 2015 (£'000)
Overspend in Community Safety due to a delay in reconfiguring agreed budgets.	68
Overspend in Regulatory Services, this is mainly due to an under achievement in licensing income.	210
Underspend in Development Management due to an over achievement in planning fees.	(64)
Overspend in Street Lighting is forecast as a result of additional payments to the Street Lighting Reserve.	90
Underspend in Vehicle Leasing charges which is due to the planned delay as a result in service reviews in the purchase of vehicle and parks equipment.	(163)
Efficiencies identified following on-going project to review services across the department.	(160)
Underspend in Traffic & Transport Service as a result of capitalisation of salaries to approved capital schemes e.g. Cycle Enfield, additional Temporary Traffic Order income and a reduction in Traffic signal maintenance payments to TfL.	(175)
Other Variations:	(107)
Regeneration & Environment Total	(301)

Appendix A3

<i>Finance, Resources & Customer Services</i>	<i>Budget Variation August 2015 (£'000)</i>
Information & Comm. Technology (ICT) - Reduction in recovery of MFD printing costs	137
Legal & Corporate Governance Services - Reduction in citizenship income from Government and additional staff costs in Legal services due to use of agency staff.	181
Property Services - Shortfall of rent income mainly from Palace Garden Exchange, New Southgate Estate, Bus Shelters, Community House, the Ark and Swan Annexe respectively. These have been offset in part by additional rent income from the Civic Centre, Ordnance Hub, Green Towers and Housing Gateway Ltd.	618
Other Items	(121)
Finance, Resources & Customer Services Total	815

Health, Housing and Adult Social Care	Budget Variation August 2015 (£'000)
Adult Social Care	
Key assumptions within the forecast are based on projected activity and year to year trends, which suggest that this is an accurate projection at this point in the financial year. A significant risk in 2015/16, as a consequence of the Cheshire West Supreme Court ruling, has been the broadening of what is considered a Deprivation of Liberty. This ruling has had a major impact on all English Councils who have a responsibility for Adult Social Care and we have seen a significant increase in the number of people requiring a DoLs assessment.	
Strategy & Resources - The service is projecting an overspend from an increase in Deprivation Of Liberty (DoLs) applications (+£200k) and Voluntary Community Sector (+£185k). This is partly offset through Housing Related Support contracts (-£115k), due to the early achievement of future year savings.	270
Mental Health - The service is currently projecting an overspend for the year on care packages. There has been a slight movement of £17k in month due to variations in care packages.	136
Learning Disabilities - The service continues to project an overspend position as a result of managing demand led services. Not included in the monitor are additional risks of £0.5m for Continuing Health Care. The movement between months is due to the inclusion of Ordinary Residents cases (£186K) and increased costs of care packages (£176k).	1,538
Older People and Physical Disabilities (the Customer Pathway) - The service is projecting care purchasing overspends against a net budget of £34m. This position is consistent with last year's care purchasing overspend. The movement between months of £225k is due to the increased projection for complex care packages which require Residential and Nursing placements.	2,025
Independence & Wellbeing Services - The projected underspend is due to additional client income. The movement between months of £-150k is due to additional budget pressures anticipated for Transport recharges of £224k, offset by used creditor reserves of £324k accrued over a number of years for rent at Community Link.	(188)
Application of one off resources - New Burdens Grant (£1.422m) previously allocated towards the implementation of the Care Act.	(1,422)
Public Health Grant The departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2015/16 is £14.2m. The Public Health grant is ring fenced and as per the Department of Health guidance, underspends have been carried forward to meet the grant conditions.	0
Use of reserves and other control measures	(2,359)
Adult Social Care & Public Health	0
Community Housing	
The Community Housing service August 2015 position is reporting a nil variance. Any underspend or overspend is managed within the Homelessness Initiatives Reserve Fund.	
Temporary Accommodation - There is a net overspend of £83k on temporary accommodation, this is made up of a £184k overspend resulting from the loss of 100 units in the Private Sector Leased portfolio and Private Leased Annexe portfolio and £31k overspend on repairs budget due to the introduction of a new contract. However, there is a (£376k) underspend in nightly paid accommodation because the continuing inter-borough agreement has produced an average 4.8% unit cost reduction in price. Tactically it is more cost effective to make block bookings in advance, to preserve the accommodation at the agreed nightly rates. The cost of these reserved bookings is £276k and the increase in usage of out of hours accommodation is £99k, this area is not budgeted for and is currently under review . There is an overachievement of (£31k), generated from refunds collected by the cash deposit recovery officer and a further underspend of (£100k) due to reduced costs relating to prevention work.	83
Empty property Strategy - Alternative funding has been secured for Empty Property works from external grant carried forward and New Homes Bonus grant. This has resulted in a projected underspend of £295k.	(295)
Transfer back to reserve to fund initiatives. The reserve opening balance at 1 April 2015 is £2.234m, £2.1m will be utilised to fund PSL and PLA incentives, £120k will be utilised to support extra capacity in the grants team, leaving a closing balance of £226k after this contribution of £212k.	212
Community Housing Total	0
Housing, Health & Adult Social Care Total	0

Appendix A5

Children's Services	Budget Variation August 2015 (£'000)
Asset Management Projected overspend as some strategic staff expenditure cannot be capitalised.	138
Catering. An underspend of £55k is projected based on current meal numbers although this may change with the new intake from September.	(55)
School Enhanced Pensions An underspend of £75k is projected assuming the current monthly payments continue until year-end.	(75)
Educational Psychologists. An overspend in the region of £100k is anticipated as delays in restructuring the service have resulted in underachievement of the 2014/15 savings target of £350k.	100
SEN Transport. An overspend of £800k is projected based on current information from Environmental Services.	800
Education Welfare. Savings are projected in the Employee budget due to long term sickness, maternity leave and vacancies.	(94)
Children & Family Integrated Commissioning Service. Overspend due to interim agency costs and honorarium payments.	77
External Residential Child Care Placements. The external residential homes and agency fostering budget are now showing a net underpend of £140k. It should be noted that these projections are only based on current and planned placements so future new placements will cause the overspend to increase in the coming months. In the 12 months to April 2015 there has been a net increase of 50, or 16%, in Looked After Children and the numbers are expected to remain around the 350 level. Within the external agency fostering budget there is an overspend of £221k due to a larger than expected increase in adolescent children coming into care who cannot be accommodated by our in house fostering service due to their complex needs. This projection has reduced this month as a number of clients are now planned to be in care for shorter periods than previously projected. The Education / SEN placements are also reporting a £294k overspend. These are partially offset by a £328k underspend within the community homes sector and a £228k underspend in Secure Remand.	(140)
Children In Need - Social Work Teams. The increasing demand for front line social work services requires these teams to maintain their full staffing establishment to provide a safe service, resulting in non-achievement of the £237k vacancy factor within the staffing budget. A number of key vacant posts need to be covered temporarily by experienced agency staff due to maternity leave, secondments and to provide support to newly qualified less experienced social workers recently recruited to join the teams as permanent staff. Additional agency staff are also employed to cope with the significant rise in Contacts, Referrals, Child Protection Investigations and Registrations and LAC, which started last Autumn and currently shows no sign of permanently reducing. There are also additional costs arising from the interim management within Children's Division this month and an increase in the agency costs for the Family Support Team. The service will aim to reduce the overspend by reviewing cases that can be managed by our universal services and ensuring newly qualified staff are provided with sufficient support and management.	524
Prevention of Care - Section 17. The budget is overspending due to the demand for residence orders, rents & deposits for families in need. The projection has been based on the recent average monthly spend and actuals to date. An agreed contribution of £100k from the Emergency Support Scheme budget as in previous years has reduced this overspend.	117
Assessment & Intervention Team. Following a successful restructure the team is now fully staffed which means that the vacancy factor of £38k is unlikely to be achieved. There are also some PRP costs which currently cannot be contained within the budget and higher than estimated costs arising from a recharge for a clinical psychologist post, which account for the remaining variances.	66
In House Fostering Allowances. The projected allowances have increased by £15k this month mainly as a result of an increase in the number of SGO assessments this month.	137
Adoption Allowances This budget is overspending mainly due to an increase in the number of special guardianship allowances becoming payable and projected lower income from inter agency fees..	228
Leaving Care - Client Costs. The Leaving Care client costs budget is currently projecting an overspend of £1,061k. This is partially due to a 21% increase in the number of clients since June 2013 with no corresponding budget increase. There is also an increase in the number of young offenders and young people at risk of sexual exploitation who require more specialised and intensive support plus an increase in client demand/needs pressures. The LAC service are continuing to review the most expensive support packages and exploring alternative or new options for service provision for these clients where possible. There is also a shortage of semi-independent accommodation which means clients are unable to be moved from their expensive residential placements. The overspend has increased this month due to 1 new client placement and increased costs on existing clients due to their complex needs.	1,061

Appendix A5

<i>Children's Services</i>	Budget Variation August 2015 (£'000)
Unaccompanied Asylum Seeking Children. This budget is now supporting an additional 375 UASC client weeks above the original budget. The increase is due to 7 new clients since last month, but 6 of these are only short stays. Grant income has also decreased due to an age adjustment. There is also a shortage of suitable accommodation for the recent arrivals resulting in the use of more expensive agency fostering placements. The government grant is also insufficient to cover the actual client costs for some clients who require expensive placements.	198
Former Unaccompanied Asylum Seeking Children 18+ The shortage of suitable accommodation for this client group has resulted in costlier provision. As the actual client numbers are now above the 25 fee threshold, so grant funding of up to £90k will be claimable this year and is reflected in the forecast.	496
Other Minor Variations	(57)
Children's Services Total	3,521

Schools Budget	Budget Variation August 2015 (£'000)
Schools Budgets - These variations do not form part of the General Fund position.	
Behaviour Support An underspend of £107k is projected by Primary B.S. as a result of staff vacancies which in some cases will now not be filled until January.	(107)
Special Education Needs- Overspends of £179k for L.A. Special Day and £353k for Independent Day are reduced by an underspend of £194k for Independent Residential and £12k for mainstream tuition.	326
Central Licences Overspend as a result of licence costs being far greater than de-delegated budget and will be reviewed as part of 2015/16 budget process.	107
Schools Contingency- A contingency provision was set aside in the 2015/16 budget to offset anticipated pressures, mainly in the SEN service. Based on current projections a drawdown of £336k would be needed from contingency to achieve an overall balanced position.	(315)
Other minor Variations	(11)
Schools Total	0

Treasury Management Cashflow Investments & Borrowing as at 31st August 2015

The Treasury Management position as at 31st August 2015 is set out below:

	31st March 2015 £000's	30th June 2015 £000's	31st July 2015 £000's	31st August 2015 £000's
Long term borrowing	272,532	272,532	293,532	306,532
Short-term borrowing	40,500	17,000	17,000	17,000
Total borrowing	313,032	289,532	310,532	323,532
Total investments	58,370	19,315	37,540	48,980
Net debt	254,662	270,217	272,992	274,552

Movement in debt over year:

	1 st April 2015 £000's	Debt repaid £000's	New debt £000's	31st Aug 2015 £000's
PWLB	230,031	0	10,000	240,031
Commercial loan	30,000	0	0	30,000
Gloucester CC	10,000	0	0	10,000
Salix	2,501	0	0	2,501
Temporary borrowing	40,500	(32,500)	9,000	17,000
LT Borrowing Local Authorities			8,000	8,000
LT Borrowing from LEEF			6,000	6,000
EIB LT Borrowing			10,000	10,000
Total borrowing	313,032	(32,500)	43,000	323,532

London Borough of Enfield Investments at 31st August 2015

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity	Lowest Credit Rating
Call Accounts	£					
HSBC	9,480,000		On demand	0.40%	1	AA-
Handlesbanken	15,000,000		On demand	0.50%	1	AA-
Money Market Funds						
Ignis	9,000,000		On demand	0.48%	1	AAAm*
Goldman Sachs	8,000,000		On demand	0.43%	1	AAAm*
HSBC					1	AAAm*
Termed Deposits						
Lloyds Bank PLC	7,500,000	06/05/2015	05/05/2016	1.00%	251	A
Total - Investments	48,980,000		Average	0.54%	251	
Number of Investments	5					

London Borough of Enfield Short Term loans at 31st August 2015

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity
Wokingham BC	£3,000,000	11/08/2015	19/07/2016	0.50%	323
North Yorks CC	£5,000,000	01/12/2014	30/11/2015	0.70%	91
NW Leicestershire DC	£2,000,000	26/06/2015	24/06/2016	0.50%	298
Tyne & Wear Transport	£2,000,000	03/06/2015	01/06/2016	0.50%	275
Sedemoor DC	£5,000,000	04/06/2015	02/06/2016	0.50%	276
Total	£17,000,000		Average	0.54%	

2015/16 Budget & Medium Term Financial Plan (£'000)

Appendix C

Departmental Red & Amber Savings - August 2015 (Excluding Enfield 2017)

Ref No.	Proposal Summary (from template)	Risk	Total 2015/16	Remarks
Red Savings			£000's	
Health, Housing & Adult Social Care				
HHASC 15/16 S3	Reduction in unit costs - care purchasing	Red	(1,200)	HHASC 15/16 S3 & S4 being met through EY savings proposal S02. Current projected saving for 15/16 is £1,280k.
HHASC 15/16 S4	Care purchasing reduction through market management	Red	(2,000)	
HHASC 15/16 S8	Voluntary Sector Contracts	Red	(360)	Notice still needs to be given to VCS organisations re: funding reductions. Until this happens no progress can be made on this saving.
Enfield 2017				
E2017	Implementation of the E2017 Transformation	Red	(7,100)	This sum will reduce as the savings from this major transformation project come on-line. In 2015-16 any shortfall from implementation delays will be met from a contribution from reserves and fully achieved in 2016/17.
Total Red Savings			(10,660)	
Amber Savings				
Housing, Health & Adult Social Care				
HHASC 15/16 S1	Brokerage Redesign	Amber	(800)	HHASC 15/16 S1 & S2 being met through EY savings proposal S01. Current projected saving for 15/16 is £420k.
HHASC 15/16 S2	Demand Management - Dementia	Amber	(50)	
HHASC 15/16 S6	Personalisation of Transport services	Amber	(100)	Latest projected saving is £31k. Work is ongoing.
HHASC 15/16 S7	Residential Price improvement	Amber	(500)	Estimated savings achievable in 15/16.
HHASC 15/16 TA	Temporary Accommodation mitigation	Amber	(5,000)	On-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. There is a risk around the inter-borough agreement (for Nightly paid accommodation), it is under severe stress as a result of the West London DPS negotiations to protect Enfield is underway. There is another risk due to the likely removal of the £539k Homelessness prevention grant by the government.
Finance, Resources & Customer Services				
FRCS 25-1 (2)	Culture and Arts development at Forty Hall	Amber	(56)	Arts & Culture restructure is still in the process of being implemented
Schools & Children's Services				
SCS 15/16 S5	Commissioning and Community Engagement	Amber	(120)	Service currently reporting an overspend of £62k due to agency cover
SCS 15/16 S8	Early Years - Play Service	Amber	(172)	Restructure has been delayed but alternative savings are being sought from within the EY budget
Total Amber Savings			(6,798)	
Total Red / Amber Savings			(17,458)	

This page is intentionally left blank

MUNICIPAL YEAR 2015/2016 REPORT NO. 81**MEETING TITLE AND DATE:**

**Cabinet – 21 October
2015**

REPORT OF:

Director of Finance,
Resources and Customer Services

Contact officer and telephone number:

Christine Webster – Head of Internal Audit & Risk Management
(Audit and Risk Management Division) 020 8379 5837
E mail: christine.webster@enfield.gov.uk:

Agenda – Part: 1	Item: 9
Subject: Anti-Money Laundering Policy and Guidance	
Wards: All	
Non Key	
Cabinet Member consulted: Cllr Andrew Stafford	

1. EXECUTIVE SUMMARY

- 1.1 The Money Laundering Regulations 2007 brought the UK in line with other European Union countries and made it more difficult for criminals to utilise the proceeds of their crimes, as well as preventing terrorist funding. Whilst it is not law for the Council to have a policy, it is important to raise awareness of an individual's and the organisation's responsibilities for preventing and responding to suspicions of money laundering.
- 1.2 The Council's anti-money laundering policy was last presented to the Audit Committee on 9 July 2015, following a review and refresh of the policy to ensure that it remains fit for purpose.
- 1.3 This report presents the updated anti-money laundering policy as well as guidance to enable staff, members and contractors to comply with the policy. These documents support the Council's zero tolerance to fraud and identify the internal controls required to prevent and respond to instances of money laundering.

2. RECOMMENDATIONS

- 2.1 To note the updated anti-money laundering policy, and guidance for its implementation, as approved by the Audit Committee.

3. BACKGROUND

- 3.1 Money laundering involves the "cleaning" of illegal proceeds in order to disguise their criminal origin. The proceeds of criminal activity, usually

cash, but also other illegally gained assets, are introduced into the organisation's systems where they are processed, enabling them to leave the systems appearing to come from a legitimate source.

- 3.2 The aim of this policy is to reduce the risk of the Council, its employees, members and contractors being exposed to money laundering, and to enable compliance with legal and regulatory requirements.
- 3.3 The policy presented at Appendix A outlines the Council's responsibility to comply with the money laundering regulations, and updates the previous policy that was issued in 2010.
- 3.4 Guidance presented at Appendix B provides advice to enable employees, members and contractors to comply with the requirements of the policy. In particular, directions to facilitate reporting of money laundering suspicions are set out, and due diligence procedures are outlined for services that are most likely to be exposed to money laundering attempts.
- 3.5 This revised policy and supporting guidance has been discussed with the Corporate Management Board. Subject to approval by Audit Committee and the Cabinet, awareness among staff will be raised by a programme of specific training, targeted towards those who are more likely to be exposed to money laundering practices (for example, those handling cash transactions).

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There are no other options which can be considered as these matters need to be reported to the Cabinet and Audit Committee.

5. REASONS FOR RECOMMENDATIONS

- 5.1 These items are being brought to the attention of the Cabinet at the request of Audit Committee who approved the policy and guidance at the meeting held on the 9th July 2015.

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

6.1 Financial Implications

The Council is exposed to risk of financial loss if it does not have in place a mechanism to combat fraud. Therefore, this strategy will contribute towards safeguarding of the Council's financial resources.

6.2 Legal Implications

The consequences of any public service organisation or members of its staff becoming involved in money laundering, without there having been policies and procedures in place to help prevent it, may be very serious. It may result in criminal prosecutions if organisations and individuals are not fulfilling their duty under the law.

The Proceeds of Crime Act 2002 as amended by the Serious Organised Crime and Police Act 2005 established a series of criminal offences in connection with money laundering, failing to report knowledge or suspicions, tipping off and prejudicing an investigation. It created investigative powers for law enforcement and set out primary offences relating to money laundering, including the laundering of terrorist funds.

The Money Laundering Regulations 2007 require relevant businesses to take measures to identify their customers and specify the policies and procedures that must be put in place to prevent and identify activities relating to money laundering and terrorist financing.

The Chartered Institute of Public Finance and Accountancy guidelines state that local authorities should take all reasonable steps to minimise the likelihood of money laundering occurring by putting in place proper policies and procedures.

6.3 Property Implications

There are no specific property implications associated with this report.

7. KEY RISKS

- 7.1 This report forms part of the Council's risk management and governance process. There is a risk of incidents arising from not reporting money laundering and any subsequent recriminations. Without a policy, the Council is at risk of being party to money laundering and either not recognising it or not reporting it.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

An effective anti-money laundering policy and guidance are part of the Council's system of internal control, which contributes towards assurance over risks to services and other Council activities that might otherwise affect the delivery of high quality, affordable, accessible services to all residents.

8.2 Growth and Sustainability

An effective anti-money laundering policy and guidance will help the Council achieve its objectives in the area of growth and sustainability.

8.3 Strong Communities

An effective anti-money laundering policy and guidance will assist the Council achieve its objectives in the area of strong communities.

9. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that it is not relevant or proportionate to carry out an equalities impact assessment/analysis for this report.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

There are no specific performance management implications relating to this report.

11. HEALTH AND SAFETY IMPLICATIONS

There are no direct Health and Safety implications relating to this report.

12. HR IMPLICATIONS

There are no direct HR implications arising from this report, although individuals may be prosecuted if they knowingly fail to report suspicions of money laundering.

13. PUBLIC HEALTH IMPLICATIONS

Items summarised in this report do not have a direct impact on the health and well-being of the public in Enfield.

Background Papers

None.

Appendices

Anti - Money Laundering Policy and Guidance.

APPENDIX A

1. Introduction

- 1.1 The Money Laundering Regulations 2007 brought the UK in line with all European Union countries and made it more difficult for criminals to utilise the proceeds of their crimes as well as preventing terrorist funding. This policy outlines the Council's responsibility to comply with these regulations, and updates the previous policy that was issued in 2010.
- 1.2 In addition, a guidance document to this policy available to all Enfield staff, members and contractors with access to Enfield Eye, sets out the procedures which must be followed (for example the reporting of suspicions of money laundering activity), to enable the Council to demonstrate compliance with its legal obligations.
- 1.3 The legislation relating to this area is detailed and complex. Should you require further information, you should contact the Money Laundering Reporting Officer (MLRO), or the Audit and Risk Management Team, on 020 8379 5837.

2 Scope of the Policy

- 2.1 This Policy applies to all employees, members and contractors of the Council and aims to maintain the high standards of conduct which currently exist within the Council by preventing criminal activity through money laundering.
- 2.2 This Policy sits alongside the Council's Anti-Fraud and Corruption Strategies, as well as the Whistle-blowing policy.
- 2.3 Failure by employees to comply with the procedures set out in this Policy may lead to disciplinary action being taken against them. Any disciplinary action will be dealt with in accordance with the Council's Disciplinary Policy and Procedure.

3. What is Money Laundering?

- 3.1 Money laundering involves the "cleaning" of illegal proceeds in order to disguise their criminal origin. The proceeds of criminal activity, usually cash, but also other illegally gained assets, are introduced into the organisation's systems where they are processed, enabling them to leave the systems appearing to come from a legitimate source

4. Policy Statement

- 4.1 Our Policy is to do all we can to:
- i) Prevent, wherever possible, the Council, its employees, members and contractors from being exposed to money laundering.
 - ii) Identify the potential areas where it may occur.
 - iii) Comply with all legal and regulatory requirements, especially with regard to the reporting of actual or suspected cases.
- 4.2 To do this:
- i) This Policy document and the associated Guidance Note will be published on Enfield Eye.
 - ii) We will provide training to relevant staff via the Meritec Fraud Awareness Software.
 - iii) We will undertake targeted internal audit work to ensure compliance.
 - iv) The MLRO, with assistance from a nominated deputy will ensure that money laundering suspicions are reported in accordance with the legal and regulatory requirements.
 - v) Provide updates and assurance to members, via the Audit Committee, on how the Council is complying with and implementing the Money Laundering Regulations.

5. The Money Laundering Reporting Officer

- 5.1 The officer nominated to receive disclosures about money laundering activity within the Council is Christine Webster, Head of Internal Audit and Risk Management, who may be contacted by telephone on 0208 379 5837 or by email: christine.webster@enfield.gov.uk.
- 5.2 In the absence of the MLRO, Neil Hankinson, Internal Audit and Counter Fraud Manager, is authorised to deputise, and can be contacted on telephone number 020 8379 3739 or email neil.hankinson@enfield.gov.uk
- 5.3 In the absence of both the MLRO and deputy MLRO, you must contact your Head of Service for advice.

6 Key Responsibilities

- 6.1 For this policy to be effective, it is the responsibility of every employee, member and contractor to be vigilant and to report any transaction or potential transaction that may arouse suspicion to the MLRO, or deputy MLRO. This should be done as soon as possible, to protect both the Council and the member of staff from future legal action.
- 6.2 Once a report has been received, it will be the MLRO's responsibility to undertake reasonable enquiries to determine what further action is to be taken. This will include whether a Suspicious Activity Report (SAR)

should be prepared and submitted to the National Crime Agency (NCA).

6.3 All employees, members and contractors are required to co-operate with the MLRO and other investigating authorities during any subsequent money laundering investigation. Where it has been considered necessary for checks to be completed with regards to the identity of an individual for compliance with the money laundering regulations, Council departments should maintain records of evidence gathered, when, and make them available to any investigation. However, under no circumstances should an individual:

- Undertake any further enquiries into the matter themselves; or
- Raise any suspicions with the person(s) suspected of money laundering, even if consent to proceed with the transaction has been received. This would be referred to as 'tipping off'.

6.4 Failure to comply with the money laundering regulations including "tipping off" may result in an individual being fined or imprisoned.

6.5 Should an employee, member or contractor have any concerns, or require further advice, they should contact the MLRO.

**ANTI- MONEY LAUNDERING
GUIDANCE NOTE**

(July 2015)

DEFINITION

Money laundering involves the “cleaning” of illegal property in order to disguise the criminal origin. The proceeds of criminal activity, usually cash, but also other illegally acquired assets, are introduced into the organisation’s system where they are processed, enabling them to leave the system appearing to come from a legitimate source. As the Council enters into thousands of transactions every day it could be subject to money laundering attempts.

1. INTRODUCTION

- 1.1 The Money Laundering Regulations 2007 brought the UK in line with all European Union countries and made it more difficult for criminals to utilise the proceeds of their crimes as well as preventing terrorist funding.
- 1.2 The primary anti-money laundering offences are now embodied within the Proceeds of Crime Act 2002 (POCA) as amended and the Terrorism Act 2000.
- 1.3 The definition of money laundering has been broadened and there is now an increased range of activities caught by the statutory framework. As a result, the obligations now impact on certain areas of local authority business and require them to establish internal procedures to prevent the use of their services for money laundering and plan the scope of customer due diligence. There is now a stronger emphasis on professional services to know their clients and monitor how their clients use their services.

2. SCOPE OF THE ANTI MONEY LAUNDERING POLICY

- 2.1 The money laundering regulations apply to all individuals, including employees, members and contractors of the Council (including agency workers). The Council’s anti-money laundering policy aims to maintain the high standards of conduct that currently exist within the Council by preventing criminal activity through money laundering.
- 2.2 This Guidance Note sets out the procedures, which must be followed (for example the reporting of suspicions of money laundering activity) to enable the Council to comply with its legal obligations.
- 2.3 Failure by an employee to comply with the procedures set out in the policy may lead to disciplinary action being taken against them. Any disciplinary action will be dealt with in accordance with the Council’s Disciplinary Policy and Procedure.
- 2.4 Failure to comply may also result in an individual being fined or imprisoned.

ANTI- MONEY LAUNDERING GUIDANCE NOTE

(July 2015)

3. WHAT IS MONEY LAUNDERING?

3.1 There are three elements that constitute money laundering:

Concealing - you commit this offence if you conceal, disguise, convert, or transfer criminal property or remove it from England, Wales, Scotland or Northern Ireland (Section 327 POCA).

Arrangements – you commit an offence if you enter into or become concerned in an arrangement which you know or suspect facilitates (by whatever means) the acquisition, retention, use or control of criminal property by or on behalf of another person Section 328 POCA).

Acquisition use and possession – you commit an offence if you acquire, use or have possession of criminal property (Section 329 POCA).

It is also an offence to fail to disclose knowledge or suspicion of money laundering where you acquired such knowledge or suspicion in the course of your work (Section 330 POCA). There are further offences of Tipping Off and Prejudicing an investigation (Section 333A and Section 342 POCA).

4. WHAT ARE THE COUNCIL'S OBLIGATIONS?

4.1 Organisations conducting “relevant business” must:

Appoint a Money Laundering Reporting Officer (“MLRO”) to receive disclosures from employees of money laundering activity (their own or anyone else’s);

Implement a procedure to enable the reporting of suspicions of money laundering;

Maintain client due diligence procedures in certain circumstances; and

Maintain record keeping procedures.

4.2 Not all of the Council’s business is “relevant” for the purposes of the legislation. However, the safest way to ensure compliance with the law is to apply them to all areas of work undertaken by the Council; therefore, all staff are required to comply with the reporting procedure set out in section 6 below.

5. THE MONEY LAUNDERING REPORTING OFFICER (MLRO)

5.1 The officer nominated to receive disclosures about money laundering activity within the Council is the Head of Internal Audit and Risk Management, Christine Webster, who can be contacted on telephone number 0208 379 5837 or by email: Christine.webster@enfield.gov.uk.

**ANTI- MONEY LAUNDERING
GUIDANCE NOTE****(July 2015)**

- 5.2 In the absence of the MLRO, Neil Hankinson, Internal Audit and Counter Fraud Manager, is authorised to deputise, and can be contacted on telephone number 020 8379 3739 or by email: neil.hankinson@enfield.gov.uk
- 5.3 In the absence of both the MLRO and deputy MLRO, you must contact your Head of Service for advice.

6. DISCLOSURE PROCEDURE**Reporting to the Money Laundering Reporting Officer**

- 6.1 Where you know or suspect that money laundering activity is taking / has taken place, or become concerned that your involvement in a matter may amount to a prohibited act under the legislation, you must disclose this as soon as practicable to the MLRO or deputy. The disclosure should be within “hours” of the information coming to your attention, not weeks or months later. Should you not do so, then you may be liable to prosecution.
- 6.2 Your disclosure should be made to the MLRO using the pro-forma report attached at Annex 1.
- 6.3 Once you have reported the matter to the MLRO you must follow any directions they may give you. You must not make any further enquiries into the matter yourself and you must not proceed with the transaction until given the all clear. Any necessary investigation will be undertaken by the National Crime Agency (NCA). Simply report your suspicions to the MLRO who will undertake some preliminary enquiries and refer the matter on to the NCA if appropriate. All members of staff will be required to co-operate with the MLRO and the investigating authorities during any subsequent money laundering investigation.
- 6.4 Similarly, at no time and under no circumstances should you voice any suspicions or raise suspicions by your actions to the person(s) whom you suspect of money laundering, even if the NCA has given consent to a particular transaction proceeding, without the specific consent of the MLRO. Otherwise you may commit a criminal offence of “tipping off” (see 3.1 above).

Consideration of the disclosure by the Money Laundering Reporting Officer

- 6.5 Upon receipt of a disclosure report, the MLRO will advise you of the timescale within which you will be responded to. Usually this will be within 10 working days.
- 6.6 The MLRO will undertake such other reasonable enquiries considered appropriate to ensure that all available information is taken into account in deciding whether a Suspicious Activity Report (SAR) to the NCA is required.
- 6.7 Where consent is required from the NCA for a transaction to proceed, then the transaction(s) in question must not be undertaken or completed until the NCA has

**ANTI- MONEY LAUNDERING
GUIDANCE NOTE**

(July 2015)

specifically given consent, or there is deemed consent through the expiration of the relevant time limits without objection from the NCA.

6.8 The MLRO commits a criminal offence if she knows or suspects, or has reasonable grounds to do so, through a disclosure being made to her, that another person is engaged in money laundering and she does not disclose this as soon as practicable to the NCA.

7. CUSTOMER DUE DILIGENCE (CDD)

7.1 Customer Due Diligence (CDD) is a procedure which is carried out when undertaking 'regulated activities', This is the provision 'by way of business' of, amongst other things, certain legal services, accountancy, audit, and other financial services, which requires that extra care is taken to check the identity of the customer or client. It requires procedures to identify your customers and check they are who they say they are. This requires obtaining a customer's:

- name
- photograph on an official document which confirms their identity
- residential address or date of birth.

7.2 Where the Council is carrying out relevant business and:

- a) Forms an ongoing business relationship with a client which is expected to have an element of duration; or
- b) Undertakes a one-off transaction involving payment by or to the client of 15,000 Euro (approximately £12,000) or more; or
- c) Undertakes a series of linked one-off transactions involving total payment by or to the client(s) of 15,000 Euro (approximately £12,000) or more; or
- d) It is known or suspected that a one-off transaction (or a series of them) involves money laundering or terrorist financing; or
- e) Doubts the veracity or adequacy of documents, data or information previously obtained for the purposes of identification or verification;

then the CDD must be followed before any business is undertaken for that client. Verification may be carried out during the establishment of the business relationship where it is necessary not to interrupt the normal conduct of business and there is little risk of money laundering/terrorist financing occurring, provided that the verification is completed as soon as practicable after contact is first established.

7.3 The objective of completing the CDD is:

- To establish the purpose of the relationship;

ANTI- MONEY LAUNDERING GUIDANCE NOTE

(July 2015)

- Understand the intended nature of the relationship - for example where funds will come from, the purpose of transactions, and so on.

The type of information that you need to obtain may include:

- details of your customer's business or employment;
 - the source and origin of funds that your customer will be using in the relationship;
- copies of recent and current financial statements;
 - details of the relationships between signatories and any underlying beneficial owners;
- the expected level and type of activity that will take place in your relationship.

7.4 Enhanced CDD is the gathering of additional evidence of identity or source of funds to be used in a transaction where:

- the client has not been physically present for identification;
- the client is a politically exposed person, that is an individual who at any time in the previous year has held a prominent public function outside of the UK and EU or international institution/body, this also includes their immediate family members or close associates;
- there is a beneficial owner who is not your client. A beneficial owner is a person who holds more than 25% of the shares, voting rights or interest in a company, partnership or trust.

7.5 Where it is established enhanced CDD is required then the sources of evidence referred to in paragraph 7.1 and 7.3 should be applied. Such correspondence should then be placed on the Council's client file along with a prominent note explaining which correspondence constitutes the evidence and where it is located.

8. RECORD KEEPING PROCEDURES AND REPORTING

8.1 Each unit of the Council conducting relevant business must maintain records of:

- Client identification evidence obtained; and
- Details of all relevant business transactions carried out for clients

for at least six years. This is so that they may be used as evidence in any subsequent investigation by the authorities into money laundering.

9. GUIDANCE AND TRAINING

9.1 In support of the policy and procedure, the Council will provide and update training for all relevant staff in respect of its procedures to prevent and identify money laundering and anti-terrorism situations.

ANTI- MONEY LAUNDERING
GUIDANCE NOTE

(July 2015)

10. **CONCLUSION**

- 10.1 The legislative requirements concerning anti-money laundering are lengthy and complex. This Guidance has been written to support the application of the Council's anti-money laundering policy so as to enable the Council to meet the legal requirements in a way that is proportionate to the risk to the Council of contravening the legislation.
- 10.2 Should you have any concerns whatsoever regarding any transactions then you should contact the MLRO or deputy MLRO.

**ANTI- MONEY LAUNDERING
GUIDANCE NOTE**

(July 2015)



ANNEX 1

CONFIDENTIAL

Report to Money Laundering Reporting Officer

To: **Money Laundering Reporting Officer (MLRO)**
 Department of Finance, Resources and Customer
 Services,
 London Borough of Enfield
 PO Box 54
 Civic Centre
 Silver Street
 Enfield
 Middlesex EN1 3XA
 Contact details: 020 8379 5837
 Email: christine.webster@enfield.gov.uk

From:
(insert name of employee)

Ext/Tel No.....

DETAILS OF SUSPECT:

<p>Title :</p> <p>Surname :</p> <p>Forename :</p> <p>DoB :</p> <p>Address :</p> <p>IN THE CASE OF A LEGAL ENTITY (COMPANY)</p> <p>Name :</p> <p>Address :</p>
--

**ANTI- MONEY LAUNDERING
GUIDANCE NOTE****(July 2015)**

Company Number : (if known)

VAT number : (if known)

REASON FOR DISCLOSURE :

Please detail your suspicion providing an explanation of the activity and amounts. If you know or suspect what the offence behind the reported activity may be, please also provide those details.

OFFICE USE ONLY

RECEIVED BY MLRO

Date :

Signature :

Please do not discuss your money laundering suspicion with anyone you believe to be involved in the suspected activity described. To do so may constitute a tipping off offence, which carries a maximum penalty of 5 years imprisonment.

This page is intentionally left blank

MUNICIPAL YEAR 2015/2016 REPORT NO. 82

MEETING TITLE AND DATE:

**Cabinet – 21 October
2015**

REPORT OF:

Director of Finance, Resources
and Customer Services

Agenda – Part: 1	Item: 10
Subject: Corporate Risk Management Strategy	
Wards: All	
Non Key	
Cabinet Member consulted: Cllr Andrew Stafford	

Contact officer and telephone number:

Contact officer and telephone number:

Christine Webster (Head of Audit &
Risk Management) - 020 8379 5837

E mail:

christine.webster@enfield.gov.uk

Vivian Uzoechi (Insurance & Risk
Manager) - 020 8379 4615

E mail: vivian.uzoechi@enfield.gov.uk

1.	EXECUTIVE SUMMARY
1.1.	This report presents a refreshed Corporate Risk Management Strategy for the Council.

2.	RECOMMENDATIONS
2.2	To review and approve the refreshed Corporate Risk Management Strategy, as approved by the Audit Committee.

3. BACKGROUND

- 3.1 It is good practice to review an organisation's strategic approach to risk management on a regular basis.
- 3.2 The Council's Risk Management Strategy was last published in January 2013 and therefore it is deemed timely for review, to ensure it remains fit for purpose. The Corporate Management Board has been consulted in the refresh of the Strategy which was approved by the Audit Committee at the meeting on the 9th July 2015.
- 3.3 The updated Strategy is attached at Appendix 1. Changes made to the original Risk Management Strategy as a result of this review are detailed below:

Heading	Comments
'Smart and focused' approach	Repetitions removed and more succinct descriptions used, condensing the document from 34 to 18 pages
Risk Appetite	Provides guidance on the Council's appetite to risk
Key Responsibilities	Split into three key groups to support the 'three lines of defence' approach
Risk Management Process	Represented in a diagram with guidance for each stage of the process
Risk Assessment Criteria (Likelihood and Impact)	Provides guidance on the 'Impact' criteria for each category of risk (only criteria for Financial and Reputational risk highlighted in current strategy)
Risk Reporting	Highlights types of risk Registers to be held, ownership, review, reporting and escalation process for each Register

- 3.4 Subject to approval by Cabinet, the refreshed Corporate Risk Register will be rolled-out across the Council. A summary of risk Registers will be presented to Audit Committee at the November 2015 meeting and a report on key risk management activities across the Council will subsequently be presented in March 2016.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There are no alternative options to consider as a refreshed Corporate Risk Management Strategy needs to be presented to Audit Committee for approval.

5. REASONS FOR RECOMMENDATIONS

- 5.1 A Risk Management Strategy provides guidance on the organisation's approach to risk management including roles and responsibilities for the management of risks.

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

6.1 Financial Implications

There are no financial implications arising directly from a review of the Council's Corporate Risk Strategy.

6.2 Legal Implications

The Accounts and Audit (England) Regulations 2011 Section 4(1) requires the Council to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

This report has been completed as part of the Council's corporate risk management process.

6.3 Property Implications

There are no property implications arising directly from a review of the Council's Corporate Risk Management Strategy.

7. KEY RISKS

Any large complex organisation needs to have a well-established and systematic risk management framework in place to identify and mitigate the risks it may face.

This report forms a part of the Council's risk management process.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

An effective risk management process ensures full account is taken of any risks to services and other Council activities that might adversely affect the delivery of high quality, affordable, and accessible services to all residents.

8.2 Growth and Sustainability

An effective risk management process will help the Council achieve its objectives in the area of growth and sustainability.

8.3 Strong Communities

An effective risk management process will help the Council achieve its objectives in the area of strong communities.

9. EQUALITIES IMPACT IMPLICATIONS

It is not relevant or proportionate to carry out an equalities impact assessment / analysis for a review of the Council's Corporate Risk Management Strategy.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

An effective risk management process is an essential part of the performance management of the Council's services and activities.

11. HEALTH AND SAFETY IMPLICATIONS

There are no Health and Safety implications arising directly from a review of the Council's Corporate Risk Strategy.

12. HR IMPLICATIONS

There are no Human Resources implications arising directly from a review of the Council's Corporate Risk Strategy.

13. PUBLIC HEALTH IMPLICATIONS

There are no Public Health implications arising directly from a review of the Council's Corporate Risk Strategy.

Background Papers

None

Appendix

- Refreshed Risk Management Strategy (draft)

London Borough of Enfield

**Risk Management
Strategy**

July 2015

CONTENTS

INTRODUCTION	7
PURPOSE AND OBJECTIVE	8
COUNCIL AIMS AND PRIORITIES	8
RISK APPETITE	9
KEY RESPONSIBILITIES	10
RISK MANAGEMENT PROCESS	11
Annex A - Key Responsibilities	13
Annex B - Risk Identification	15
Annex C - Risk Assessment	16
Annex D - Risk Treatment	18
Annex E - Risk Reporting	19
Annex F - Monitor, Review, Assurance	20
ANNEX G – GLOSSARY OF KEY TERMS	21

INTRODUCTION

Most organisations focus on management of risks as the key to meeting key objectives and priorities. Enfield Council is no different to such organisations.

Although we face challenges such as reduced public funding, increasing service demands and changing demographics, we also know that opportunities can be created in the midst of these challenges.

Good risk management allows us to effectively minimise the consequences of threats we face to acceptable levels, seize opportunities and make informed decisions. This increases confidence in the achievement of our objectives and ability to deliver key priorities.

Risk management is not restricted to any one person or team in Enfield but is the responsibility of all staff, at all levels, across the Council.

As ***One Team***, we will continue to work together across teams, departments and partners to deliver the best possible services for Enfield's residents.

Rob Leak
Chief Executive Officer

PURPOSE AND OBJECTIVE

This Risk Management Strategy sets out how the Council will manage the threats and opportunities it faces in the delivery of its strategic Aims and Priorities. It aims to explain key responsibilities for risk management at all levels across the Council and also describes the process to be used in identifying, evaluation, controlling, reviewing and communicating risks across the Council.

COUNCIL AIMS AND PRIORITIES

The Council is committed to tackling the inequalities present in the borough and to providing high quality services for all. Underpinning this commitment are three strategic aims, the delivery of which will contribute to a better quality of life for all residents in the Borough.

Fairness for All

- Serve the whole borough fairly and tackle inequality
- Provide high quality, affordable and accessible services for all
- Enable young people to achieve their potential.

Growth and Sustainability

- A clean, green and sustainable environment
- Bring growth, jobs and opportunity to the borough.

Strong Communities

- Encourage active citizenship
- Listen to the needs of local people and be open and accountable
- Provide strong leadership to champion the needs of Enfield
- Work in partnership with others to ensure Enfield is a safe and healthy place to live.

RISK APPETITE

Many decisions taken across the Council can have positive or negative consequences on areas such as cost efficiency and service delivery across the Council. A defined risk appetite statement aims to provide guidance on the desired balance of positive and negative effects to ensure that the right risks are consistently taken for the right returns.

Risk appetites can be expressed as a series of boundaries that give clear guidance on the limits of risks which can be taken when considering a threat or opportunity.

Whilst it is not possible to define risk appetite statements for all key risks or decision points, the table below aims to provide guidance on the Council's appetite to risk.

Risk Category	Level of Risk Appetite				
	Averse	Minimal	Cautious	Open	Hungry
	<i>Avoidance of risk and uncertainty is predominant</i>	<i>Preference for ultra-safe options that are low risk and only have a potential for limited reward</i>	<i>Preference for safe options that have a low degree of risk and may only have limited potential for reward</i>	<i>Willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money</i>	<i>Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk</i>
Strategic			▶	
Operational			▶	
Financial			▶	
Reputational▶				
Regulatory▶				
People▶				
Security▶				

Using the above guidance, Departmental Management Teams, Programme, Project (and other) Boards and senior managers can set boundaries for unacceptable risks and/or risks for escalation in their respective areas.

KEY RESPONSIBILITIES

Responsibility for the management of risks across the Council is split into three main groups as detailed below.

Ownership, Responsibility & Accountability

- *Audit Committee*
- *Cabinet*
- *Corporate
Management Board*
- *Departmental
Management
Teams*
- *Programme,
Project (and other)*

Advice, Challenge & Oversight

- *Risk Management
Service*

Independent Assurance

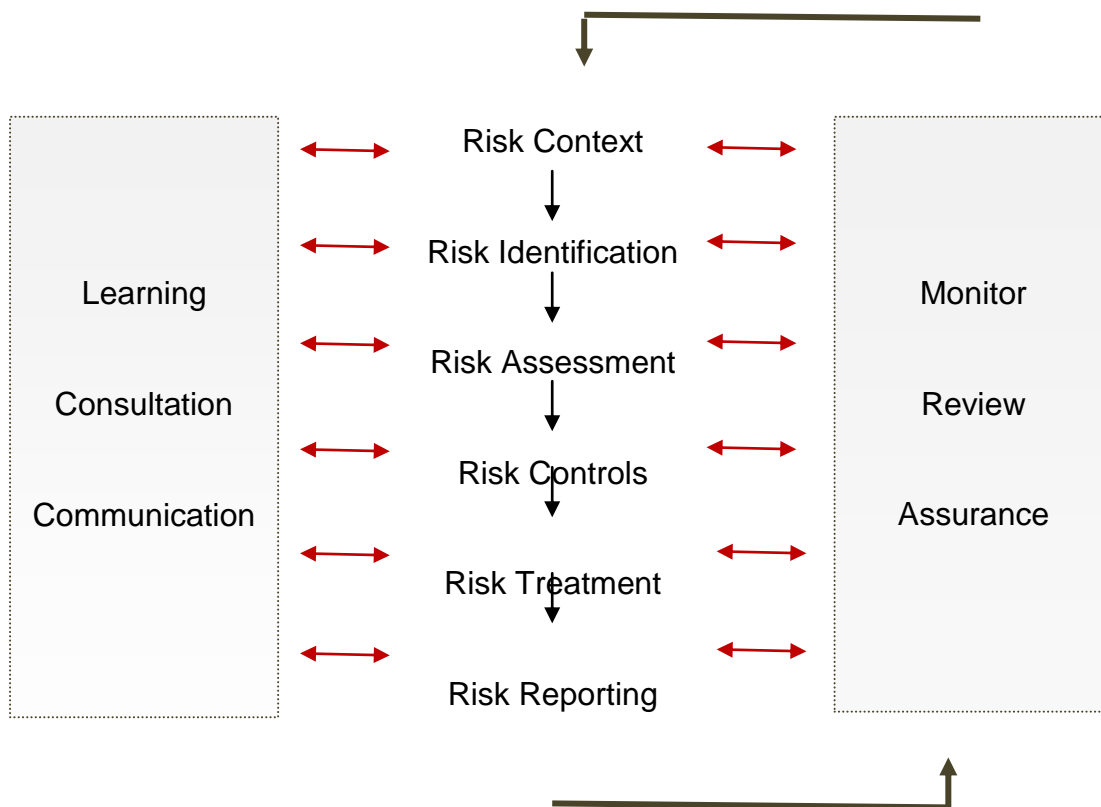
- *Internal Audit*

See [Annex A - Key Responsibilities](#)

RISK MANAGEMENT PROCESS

The management of risk is not a linear process; rather it is the balancing of a number of interwoven elements which interact with each other and which have to be in balance with each other if risk management is to be effective.¹ – The Orange Book. Management of Risk – Principles and Concepts October 2004.

The key elements required in the management of risks are detailed in the diagram below.



Risk Context

/ The objectives; strategic-operational-service-departmental plan /

- Risks are related to objectives at any level, from personal to service to departmental to organisational

Risk Identification

/ Expressed using both a cause element and an effect element /

See [Annex B - Risk Identification](#)

Risk Assessment

/ Evaluating the chances or probability and size or nature of the consequences of a risk materialising (*likelihood x impact of the risk to ascertain the inherent and residual scores*) /

- Documentation - the Corporate Risk Management System (currently Covalent) is used for assessing, recording and reporting risks

See [Annex C - Risk Assessment](#)

Risk Control

/ What is already done and/or in place to make the risk less likely to materialise or less serious should it materialise (*examples include but are not limited to plans, reviews, audits and role descriptions*) /

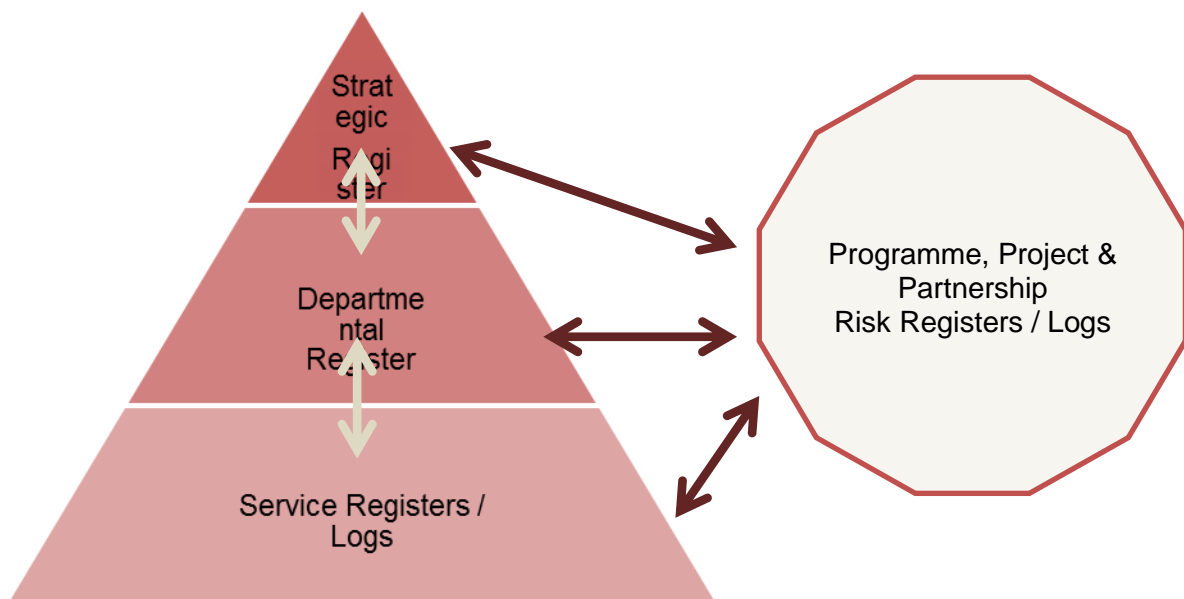
Risk Treatment

/ Constraining threats and taking advantage of opportunities *using five key aspects [5Ts – Tolerate, Transfer, Terminate, Treat, Take]* /

See [Annex D - Risk Treatment](#)

Risk Reporting

/ Alerting the appropriate level of management to new risks and changes in already identified risks (reporting structure detailed below) /



See [Annex E - Risk Reporting](#)

Monitor, Review, Assurance

/ To ascertain whether or not the risk profile is changing, ensure risk management is effective and identify when further action is necessary /

See [Annex F - Monitor, Review, Assurance](#)

Learning, Consultation, Communication

/ Run continuously through the whole risk management process (not distinct stages in the management of risk) /

Annex A - Key Responsibilities

Ownership, Responsibility & Accountability

- **Audit Committee** - *Monitors the effective development and operation of risk management in the Council to ensure compliance with the strategy*
 - Reviews an annual report on key risk management activities across the Council
 - Monitors and challenges key risk controls and actions / treatment.

- **Cabinet** – *Analyses and understands key risks. Monitors and acts on escalated risks from Departments.*

- **Corporate Management Board** – *Overall responsibility and accountability for risk management in the Council*
 - Endorse and ensure the Risk Management Strategy is sound and implemented across the Council
 - Ensure risk management is embedded into corporate processes including but not limited to business, strategic & financial planning; decision making and service delivery
 - Give a view on and own key risks, which could affect the Council's ability to achieve its strategic Aims and Priorities.
 - Nominate a Director to manage each key risk in the strategic risk register
 - Review risk registers, monitor and challenge key risk controls and actions.

- **Departmental Management Teams** – *Responsibility and accountability for management of risks within (and across) department(s).*
 - Ensure risk management within and across the department(s) is implemented in line with the Council's Risk Management Strategy
 - Ensure risks are given due consideration in all management processes and decision making
 - Ensure management controls are in place and performing adequately
 - Monitor and challenge key risks, controls and actions
 - Own, maintain and regularly review risk registers
 - Ensure risks identified within and across the department(s) are effectively managed to include escalation to Corporate Management Board where appropriate
 - Nominate a Risk Champion who will work alongside the Risk Management Service.

- **Programme, Project (and other) Boards** - *Responsibility and accountability for management of risks associated with programmes, project, contracts and other initiatives*
 - Ensure associated risks are managed in line with the Council's Risk Management Strategy
 - Ensure risks are given due consideration throughout the life of the programme, project, contract or other initiative
 - Ensure management controls are in place and operating effectively

- Monitor and challenge key risks, controls and actions
- Own, maintain and regularly review risks / registers
- Ensure risks identified are effectively managed to include escalation to Departmental Management Team or Corporate Management Board where appropriate
- **All Staff** - *Responsibility and accountability for management of risks in day to day duties.*
 - Maintain risk awareness
 - Ensure risks in performing day to day duties are managed in line with the Council's Risk Management Strategy
 - Actively support and contribute to risk management initiatives
 - Own, maintain and regularly review risks / registers as appropriate
 - Ensure management controls are performing adequately and mitigating actions completed within expected timescales
 - Ensure identified risks are recorded and escalated appropriately
 - Consider and monitor key risks associated with any recommendations put forward

Advice, Challenge & Oversight

- **Risk Management Service** – *Responsibility for providing support, advice and challenge on the management of risk in the Council*
 - Provide the Council with guidance, toolkits, training, advice, challenge and support on the application of risk management principles and especially the Council's Risk Management Strategy
 - Lead on the development and implementation of the Corporate Risk Management Strategy
 - Provide report(s) to CMB and Audit Committee on key risk management activities across the Council
 - Monitor and challenge controls and actions / treatment and escalate key risks identified as appropriate
 - Spread the ethos and promote the effectiveness of good risk management across the Council

Independent Assurance

- **Internal Audit** – *Responsibility for providing independent assurance on the effectiveness of risk management processes and control in the Council*
 - Understand the Council's Risk Management Strategy and its application across the Council
 - Ensure that Internal Audit activity is focused on key risks facing the Council
 - Escalate key risks identified to Risk Management Service or as appropriate
 - Provide assurance on risk management activities and control to CMB and Audit Committee or as appropriate

Annex B - Risk Identification

Identifying risks is the first step in building a risk profile. The key steps are to identify the objective and then succinctly describe the risk stating its 'cause and effect'.

The table below details some examples of risks, relating to a specific objective, identified with, and without, its 'cause and effect' appropriately described ^{2 – The Orange Book. Management of Risk – Principles and Concepts October 2004}

Objective: To travel by train from A to B for a meeting at 12 noon

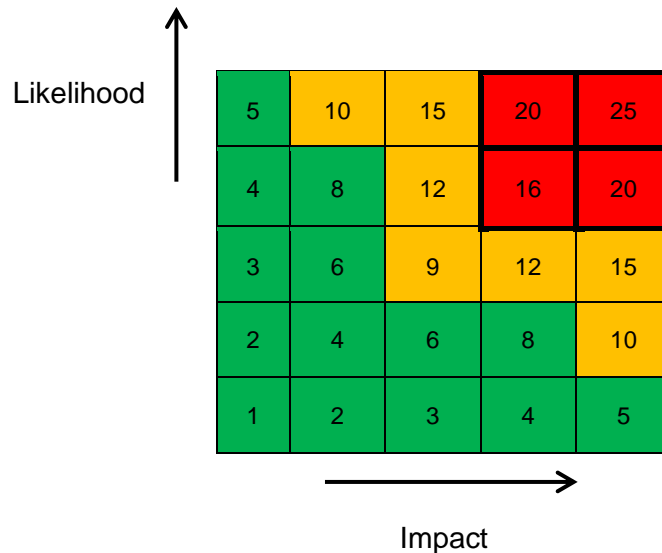
Risk Description	Comment on Appropriateness	
Failure to get from A to B on time for the meeting	<i>This is the reverse of the objective</i>	X
Being late and missing the meeting	<i>This is a statement of the impact of the risk, not the risk itself</i>	X
There is no buffet on the train so I get hungry	<i>This does not impact on achievement of the objective</i>	X
Missing the train will cause me to be late and miss the meeting	<i>This is a risk that can be controlled by making sure I allow plenty of time to get to the station and board the train</i>	✓
Severe weather prevents the train from running and me from getting to the meeting	<i>This is a risk I cannot control but against which I have a contingency plan</i>	✓

Risks identified should be categorised under the following seven (7) groups

Risk Category	Comments
Strategic	<i>Impacts on the Council's medium to long term goals and objectives</i>
Operational	<i>Impacts on service delivery and encountered in daily course of work</i>
People	<i>Impacts on employees and customers</i>
Financial	<i>Impacts on budgets and costs</i>
Reputational	<i>Impacts on the confidence and trust stakeholders have in the Council</i>
Security	<i>Impacts on physical assets and information</i>
Regulatory	<i>Impacts on EU requirements and/or Laws which impose requirements</i>

Annex C - Risk Assessment

- Using a matrix enables risks to be seen at a glance
- The 5x5 matrix below groups risks into three main categories
 - **High** (Red), **Medium** (Amber), and **Low** (Green)



Likelihood Criteria

Score	Description	
1	Rare	Very unlikely this will happen <i>(but could conceivably happen)</i>
2	Unlikely	Expected to occur only in exceptional circumstances <i>(has happened here or elsewhere as an isolated event)</i>
3	Possible	Has happened on one or more occasions <i>(likely to happen again)</i>
4	Likely	Happens regularly
5	Almost Certain	Frequent event <i>(in most circumstances imminent)</i>

Impact Criteria

Category	Description & (Score)				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Strategic	Impacts individual/team/service objectives	A strategic priority is delayed or requires additional resource	A strategic priority is not met	Various strategic priorities are not met	A total change of strategy is required
Operational	Minor disruption to a non-priority service	Moderate disruption to a non-priority service Minor disruption to a priority service	Major disruption to a number of non-priority services Moderate disruption to a priority service	Major disruption to a priority service	Major disruption to a number of priority services
People	Key staff / team unavailable for 1 week	Key staff / team unavailable for up to 4 weeks	Key staff / team unavailable for 1–3 months	Key staff / team unavailable for 3-6 months	Key staff / team unavailable for over 6 months
Financial	Financial loss < 1% of budget	Financial loss 1% to 2% of budget	Financial loss > 2% up to 5% of budget	Financial loss > 5% up to 10% of budget	Financial loss > 10% of budget
Reputational	Isolated complaint or comment with no anticipated coverage	Limited local public & media concern with short lived local coverage	Extensive regional public & media concern with potential to escalate to national coverage	Sustained public & media criticism Adverse publicity, loss of public confidence	Widespread and sustained public & media criticism Adverse national publicity, severe loss of public confidence
Security	Isolated incident	Very minor incident	Localised incident with effect on Service	Significant incident(s) with significant effect on Service	Extreme incident(s) with major effect on Service
Regulatory	Low level legal issue, quickly resolved Breach of internal controls	Minor legal issue, non-compliance or breach of regulation Multiple breach of internal controls	Breach involving investigation or report to authorities with fines and prosecution possible	Serious breach resulting in litigation, sanctions or fines	Major / very serious breach resulting in complex litigation (incl. class action), significant fines or sanctions and crown prosecution of Directors

Annex D - Risk Treatment

The five key aspects of risk treatment (5Ts)³ – The Orange Book. Management of Risk – Principles and Concepts October 2004⁴ are detailed below.

1. **Tolerate** - exposure may be:
 - tolerable without further action
 - if not tolerable, cost of addressing may be disproportionate to potential benefit
 - within risk appetite or cost
2. **Transfer** - 'financial risks' or 'risks to assets' may be transferred to:
 - insurer
 - other third parties
3. **Terminate** - where it may be impossible to embark on an activity
4. **Treat** - action is taken to constrain the risk to an acceptable level. Could be:
 - *Preventive* – to limit the possibility of an undesirable outcome being realised (e.g. separation of duty, action limited to authorised persons only)
 - *Corrective* – to correct undesirable outcomes which have been realised (e.g. contingency planning, design of contract terms to allow recovery of overpayment)
 - *Directive* – to ensure a particular outcome is achieved (e.g. requirement that protective clothing be worn whilst performing dangerous duties)
 - *Detective* – to identify occasions of undesirable outcomes having been realised (e.g. stock checks, audits)
5. **Take** - should also be considered when tolerating, transferring or treating risks to exploit positive impacts and opportunities that arise.

Annex E - Risk Reporting







- For the Corporate Risk Management System (*currently Covalent*) Reporting Templates – *Please contact the Risk Management Service for assistance*

Key Risk Registers to be held

Register	Owned by	Risks agreed and reviewed by	Review & Reporting (minimum frequency)	Escalation
Strategic Risk Register	Corporate Management Board (CMB)	CMB Nominated Director(s)	6 monthly to CMB and <i>Audit Committee</i> * 6 monthly to CMB and Audit Committee <i>* Red risks (16+ score) and any other risks agreed by CMB</i>	<i>Risks from/to:</i> - Departmental Risk Registers - Programme, Project (and other) Boards
Departmental Risk Registers	Departmental Management Teams (DMTs)	DMTs	Quarterly reviews by DMTs 6 monthly to CMB and (summarised for) Audit Committee	<i>Risks to/from:</i> - Strategic Risk Registers - Programme, Project (and other) Boards - Service Risk Registers
Service Risk Registers / Logs	Assistant Directors (ADs)	ADs Heads of Services	Monthly Quarterly to DMTs	<i>Risks to/from:</i> - Departmental Risk Registers - Programme, Project (and other) Boards
Programme, Project, Contracts, Partnership & other Initiatives Risk Registers / Logs	Programme, Project (and other) Boards	Programme, Project (and other) Boards Lead member or manager	Quarterly reviews and reporting* Regularly to appropriate boards <i>* and/or as appropriate</i>	<i>Risks to/from:</i> - Strategic Risk Registers - Departmental Risk Registers - Service Risk Registers

Where the detailed templates from the Corporate Risk Management System (*currently Covalent*) is not suitable due to the nature of a report, key requirements for reporting of risks contained in the following table could be used.

Sample Short Reporting Form / Template ⁴ –The Orange Book. Management of Risk – Principles and Concepts October 2004

Objective: To travel by train from A to B for a meeting at 12 noon							
Risk Code	Description	Inherent Assessment	Controls in Place	Residual Assessment	Action Planned	Target Date	Owner
EX001	<i>Cause:</i> Missing the train <i>Effect:</i> makes me late for the meeting	High 	Catch train one earlier than I actually need	Low 	No further action planned	31 March 2015	M. Y. Self
EX002	<i>Cause:</i> Severe weather <i>Effect:</i> Prevents train from running	Medium 	Cannot control	Medium 	Telephone conferencing facility to be installed as a contingency	29 March 2015	A. N. Other
EX003	<i>Cause:</i> Engineering works <i>Effect:</i> Makes the train late	Medium 	Check for engineering works and arrange flexibility with people I am meeting	Low 	No further action planned	25 March 2015	M. Y. Self

Annex F - Monitor, Review, Assurance

- Key aspects for monitoring, reviewing and reporting to include but not limited to whether
 - the risk still exists
 - new risks have arisen
 - likelihood and impact of risks have changed
 - controls are still effective
 - actions have been completed
 - further action is required
- Independent assurance on the adequacy and effectiveness of risk controls and actions / treatment will be provided following an audit or review

ANNEX G – GLOSSARY OF KEY TERMS

Impact	The size and nature of the consequences of a risk materialising
Inherent (gross or original) Risk Score / Assessment	The level of or exposure arising from a risk before any control activities is applied
Internal Controls	Actions, originating within the organisation, taken to reduce the likelihood and/or impact of a risk
Likelihood	Evaluation regarding the chances of a risk materialising – probability
Mitigating Actions / Treatment	Actions taken to reduce the likelihood and/or impact of a risk
Residual (net / current) Risk Score / Assessment	The level of or exposure arising from a risk after control activities have been applied and assumed to be effective
Risk	Uncertainty of outcome of actions and events (whether positive opportunity or negative threat). It is the combination of likelihood and impact, including perceived importance ⁵
Risk Appetite	The level of risk that is acceptable to the organisation. Amount and type of risk that an organisation is prepared to seek, accept or tolerate
Risk Assessment	The evaluation of risk with regard to the impact, if the risk is realised, and the likelihood of the risk being realised ⁶
Risk Management	All the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress ⁷
Risk Profile	The documented and prioritised overall assessment of the range of specific risks faced by the organisation ⁸
Risk Register	A log of risks of all kinds that threaten an organisation's success in achieving its aims and objectives
Risk Strategy	The organisational approach to risk management and roles and responsibilities throughout the organisation

This page is intentionally left blank

MUNICIPAL YEAR 2015/2016 REPORT NO. **83****MEETING TITLE AND DATE:**Cabinet – 21st October 2015**REPORT OF:**

Chief Executive

Contact officer and telephone number:

Alison Trew 020 8379 3186

E mail: alison.trew@enfield.gov.uk

Agenda – Part: 1

Item: 11

Subject: Quarterly Corporate Performance Report**Wards: All****Key Decision No: 4143****Cabinet Member consulted:****Cllr A. Georgiou****1. EXECUTIVE SUMMARY**

- 1.1 Cabinet has been receiving regular monitoring reports on the Corporate Performance Scorecard since September 2012.
- 1.2 In the current difficult financial environment, there is value in demonstrating that, how well the Council is doing in delivering its key services and priorities. It is also important that the Council understands and effectively addresses underperformance.
- 1.3 The attached report contains the latest available performance data at the end of Q1 2015/16.

2. RECOMMENDATIONS

- 2.1 That Cabinet notes progress made towards delivering the identified key priority indicators for Enfield.

3. BACKGROUND

- 3.1 Cabinet has been receiving quarterly monitoring reports on the Corporate Performance Scorecard since September 2012. The reports demonstrate that in many areas, how well the Council is doing in delivering its key services and priorities despite the challenging financial environment. The Council is also enabled to identify the targets that are not being met and whether there are further interventions that can be to ameliorate the situation, or, if it is out of the Council's control, how the Council can make a case to central Government and other public bodies.

- 3.2 The Corporate Performance Scorecard has been updated for 2015/16. Some indicators have been deleted as they are no longer relevant and new indicators have been added and targets have been revised to reflect Council priorities and local resources, demand etc. The indicators are grouped under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities. The scorecard also includes a number of financial health measures.
- 3.3 The attached quarterly performance schedule is also available on the Council's website.

4. PERFORMANCE

- 4.1 The attached report contains the latest available performance data at the end of Q1 2015/16. The tables have been expanded to show monthly performance for those indicators measured monthly as well as the figure for the quarter. They also show performance against the London average where this is available. Where appropriate, explanatory comments are provided next to the performance information.

4.2 Financial Indicators

This section provides an overview of the Council's financial health. The first three indicators give the income and expenditure position, the next two provide an update on the Council's balance sheet and the final two indicators show the cash flow position.

4.3 Priority Indicators

The Priority Indicators scorecard groups performance indicators under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities.

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber if there are concerns that the target may not be achieved by the end of the year; and red when the current levels of performance mean that the target is unlikely to be achieved.

3 of the indicators being reported do not have targets. Reasons for this include new indicators for which targets have yet to be established and indicators that have no national targets set (e.g. Domestic Violence).

63 performance indicators are being reported, of which 61 have targets. Of these, 34 (61.8%) are at green; 12 (21.8%) are at amber; and 9(16.3%) are at red. Q1 performance data for the 8 waste, recycling and cleanliness indicators are not yet available.

The notes cover a number of areas and may include explanation of how the indicators are calculated, commentary on progress towards achieving the targets, trends over time and national comparisons

5. ALTERNATIVE OPTIONS CONSIDERED

Not to report regularly on the Council's performance. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by Council services.

6. REASONS FOR RECOMMENDATIONS

To update Cabinet on the progress made against all key priority performance indicators for the Council.

7. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

7.1 Financial Implications

The cost of producing the quarterly reports will be met from existing resources.

7.2 Legal Implications

There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

7.3 Property Implications

None

8. KEY RISKS

Robust performance management helps identify areas of risk in service delivery and ensure that Council resources are used effectively and that the Council's good reputation is maintained.

9. IMPACT ON COUNCIL PRIORITIES

a. Fairness for All

The scorecard includes indicators that measure the Council's progress in reducing inequalities across the Borough.

b. Growth and Sustainability

The scorecard includes indicators that aim to support business growth, increase numbers of people in employment, protect and sustain Enfield's environment and support Enfield's voluntary and community sector.

c. Strong Communities

The scorecard includes indicators that assess how the Council's actions are contributing to strengthening communities, improving communications, reducing crime and improving health.

10. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

11. PERFORMANCE MANAGEMENT IMPLICATIONS

Robust performance management provides the Council with accurate data and ensures that service delivery is meeting local needs and priorities.

12. PUBLIC HEALTH IMPLICATIONS

The scorecard includes a number of health and wellbeing indicators that aim to address the key health inequalities in Enfield. From 2013/14, when the health reforms come into effect, further public health indicators will be added to the scorecard.

Background Papers

None

CMB Review - Financial Indicators 2015/16 (protect)



Generated on: 01 October 2015

Area of Review	Key Highlights	Risk Rating - June '15
Income & Expenditure Position - Year end forecast variances	Year-end forecast variances of £4.59m overspend have been identified to date in relation to General Fund net controllable expenditure. Budget variances identified to date will need to be managed closely to ensure timely appropriate action can be taken.	
Income & Expenditure Position - Budget Profiling	Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. Budget holders now profile individual budgets based on anticipated spend across the year.	
Income & Expenditure Position - HRA	The HRA is projecting a £0.549m underspend for year-end outturn against budget.	
Balance Sheet - Cash Investment	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	
Balance Sheet - General Fund balances year end projections	The year-end projections for General Fund balances may not meet the Council's Medium Term Financial Strategy target levels based on the current forecast overspend.	
Cash Flow - Cash balances and Cashflow Forecast	The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.	
Cash Flow - Interest Receipts Forecasts	Interest receipts forecast for the year are on target with budget.	

(1) Fairness for All

(a) Housing and Homelessness

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Number of households living in temporary accommodation	2924	2814	2820	2851	2851	
Private Sector Housing: Empty Homes Brought Back into Use	15	3	9	14	14	New mailshot targeting owners with properties which have been empty less than 12 months is being rolled out. The Keeping House Scheme, targeting assistance towards empty properties owners living in care homes, has been slightly amended and is in process of being 're-marketed'.
Overall satisfaction with repairs service provided by Council Homes	92%	95%		91%	91%	469 of out of 516 surveys returned in respect of works orders issued under the new and old contracts (period April to Jul) indicated their satisfaction with the repair
Contractor monitoring by Council Homes of responsive repairs completed YTD by agreed target date	98.85%	97.99%	92.35%	91.00%	91.00%	'Performance report have been completed and tested but are not as yet formally signed off. Data outturns below are inclusive of the new and old responsive repairs contract performance and include all repairs that were raised in April to June (and completed by the end of July). Performance has been negatively impacted by anticipated challenges that have occurred during the early settlement period while the new major responsive repairs contracts are implemented. Our new contractors have now been advised of the required improvement/s and intensive contract management, including contract penalties where appropriate, will now begin given that the agreed "soft" lead in period of three months has elapsed. We anticipate performance improvement from August onwards although actual reporting which is done a month in arrears will not available until the first week in October.
Rent collected by Council Homes as a proportion of rent due (excluding rent arrears)	100.20%	107.54%	104.45%	103.53%	103.53%	

(b) Adult Social Care

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Number of clients reviewed in the year (of clients receiving any long term service)	20.5%	6.2%	9.4%	15.9%	15.9%	Performance is currently (June 2015) at 15.9%. To achieve the annual target of 82%, performance should be at 20.5% by this point in the year. This equates to 589 Clients receiving a review in year out of 3,694 clients receiving a LTS.
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	99.00%	99.85%	99.81%	99.89%	99.43%	100% of clients receiving a Long Term Service have a Personal Budget. Please note that this is taken as a snapshot 31/08/2015.
Delayed transfers of care (patients) per 100,000 pop	5	5.01	6.89	8.47	8.47	There were 28 patient delays during June, of which 26 were Health Delays and 2 were attributable to Social Care - Both were non-acute. This is a increase on May (21 delays)
Timeliness of social care assessment (all adults)	90.0%	93.3%	92.9%	91.2%	91.2%	
Carers receiving needs assessment or review and a specific carer's service, or advice and information	20.00%	7.45%	11.22%	14.42%	14.42%	EOY target is 48%.
Number of adult learning disabled clients receiving LTS in paid employment	57	59	59	59	59	The definition has changed 2014/15. This PI now measures people with an LD receiving long term services in paid employment. The previous Definition measured people known to the council with an LD in paid employment.

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
No of Adults receiving secondary mental health services in employment	5.3%	4.6%	4.2%	4.2%	4.2%	<p>ANNUAL TARGET 20115/16= 5.3% This Indicator is a rolling average over 12 months</p> <p>52 clients receiving Secondary Mental Health services were in paid employment at the end of March. This equates to 4.20%. This indicator includes all Secondary MH Service users aged 18-69 who are on Care programme approach (CPA) and were reviewed in the previous 12 months. The latest report from BEHMHS shows 98 forensic inpatients. If these did not form part of the denominator, performance would be 4.65% Service Users must have an Enfield postcodes, but can be receiving services from other local Authorities.</p>

(c) Safeguarding Children

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Child Protection Plans lasting 2 years or more	5.0%	2.1%	1.8%	1.7%	1.7%	5 children, out of a total of 289 children whose CP Plan ended within the last year, had been on a Plan for more than 2 years at the point the plan ended. Good performance is low (0-10%).
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	8.0%	8.8%	8.7%	7.5%	7.5%	This indicator counts children who had a previous child protection plan in the past two years. Of the 345 children who became subject to a Child Protection plan during the past 12 months, 60 (17.4%) had previously been on a Child Protection plan and 26 had been on a previous Child protection plan in the past two years.
Percentage of child protection cases which were reviewed within required timescales	100.0%	100.0%	100.0%	100.0%	100.0%	The percentage of child protection cases which were reviewed within the required timescale is 100%. There were 189 reviews in the denominator.

(f) Sport and Culture

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Sports Development Sessions - Young People Attendances	7,984	Measured Quarterly			7,087	THF data added 24.8.15
Sports Development Sessions - Adult Attendances	7,334	Measured Quarterly			8,397	Q1 figures do not include Sport England project stats - we are still awaiting these from our partners in ECYPS. Once received we will upload onto covalent.
Leisure Centre - Young People attendances	208,000	Measured Quarterly			206,393	
Number of Arts activities for Children and Young people	2,300	Measured Quarterly			2,393	Total = 2393 Dugdale Centre - 124 Festivals & Events - 25 Forty Hall & Estate - 1248 Millfield Arts Centre - 971 Salisbury House - 25
Engagement in the Arts (People taking part in all arts at local level)	75,000	Measured Quarterly			103,193	TOTAL = 103,193 Dugdale Centre = 14,820 Festival & Events = 5,700 Forty Hall & Estate = 53,066 Millfield Arts Centre = 26,977 Salisbury house = 2,630

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	30,000	Measured Quarterly			30,662	Total = 30,662 Dugdale Centre = 7,583 Festival & Events = 1,720 Forty Hall & Estate = 6,498 Millfield Arts Centre = 14,637 Salisbury House = 224

(g) Income Collection, Debt Recovery and Benefit Processing

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Recovery of council properties fraudulently obtained, sublet or abandoned	18	Measured Quarterly			16	The Counter Fraud Team is working in partnership with Enfield Council Housing to recover properties that have been fraudulently obtained, sublet or abandoned.
% of Council Tax collected (in year collection) Combined	29.00%	11.58%	20.25%	29.02%	29.02%	
% Council Tax (Local Support Scheme) Collected	20.25%	Measured Quarterly			27.24%	
% Council Tax (non benefit) Collected	29.07%	11.37%	20.22%	29.18%	29.18%	
% of Business Rates collected (in year collection)	27.55%	9.72%	18.40%	27.40%	27.40%	
% of Housing Benefit Overpayments recovered.	61.00%	113.21%	54.82%	58.08%	58.08%	This PI has been Impacted by the introduction of the Government Real Time Info initiative. This is assisting us to identify claimants who have not declared their correct income many of which are not now entitled to benefits. We expect an additional £3m to be raised in overpayments this year due to real time earnings data.
Processing Times for New claims - Housing Benefit/Council Tax Support (average number of calendar days)	23	26.1	26.02	26.26	26.26	Backlog of work being addressed through the use of call-off contract with Civica, which will provide additional capacity until backlog is cleared.
Processing Times for Benefit Change in Circumstances (average number of calendar days)	7	8.21	8.31	9.36	9.36	Backlog of work being addressed through the use of call-off contract with Civica, which will provide additional capacity until backlog is cleared.

(2) Growth & Sustainability

(a) Employment & Worklessness

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Employment rate in Enfield - working age Population (JobCentrePlus indicator monitored by Enfield - Source: Office for National Statistics)	70%	Measured Quarterly			68.9%	146,400 (68.9%) economically active residents in employment (79,300 males/67,100 females). (data is Annual Population Survey for Apr 14 - Mar 15) 4620 (2.2%) of residents claiming Job Seekers' Allowance
Percentage of 16 to 19 year olds who are not in education, employment or training (NEET)	4.00%	3.42%	3.50%	3.60%	3.60%	The NEET % is below the same period last year (June 2014- 5.12%). The NEET figures historically start to rise over the next 4 months before dropping off in October. London Average is 3.6%. England Average 4.9% Enfield's Annual Target is 3.5%

(b) Planning

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Percentage of all valid planning applications that are registered within 5 working days of receipt	80.0%	94.3%	88.9%	85.4%	89.4%	
2 year rolling performance of major applications determined in 13 weeks	60.00%	73.40%	73.91%	72.22%	73.19%	
Processing of planning applications: Major applications processed within 13 weeks	70.00%	50.00%		83.33%	64.29%	Note that there were no Major decisions issued in May. We are confident in hitting the end of year target of 70%.
Processing of planning applications: Minor applications processed within 8 weeks	70.00%	84.44%	77.42%	74.51%	78.48%	
Processing of planning applications: Other applications processed within 8 weeks	80.00%	90.29%	92.98%	94.83%	92.79%	

(c) Waste, Recycling & Cleanliness

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Residual waste per household	580.00kg/hhd	Measured Quarterly				Next available data is data due in Q2.
Percentage of household waste sent for reuse, recycling and composting	42.00%	Measured Quarterly				Next available data is data due in Q2.
Percentage of inspected land that has an unacceptable level of litter	4.00%					Next available data is data due in Q2.
Percentage of inspected land that has an unacceptable level of detritus	6.00%					Next available data is data due in Q2.
Percentage of inspected land that has an unacceptable level of graffiti	2.00%					Next available data is data due in Q2.
Percentage of inspected land that has an unacceptable level of fly-posting	1.00%					Next available data is data due in Q2.

(3) Strong Communities

(a) Crime Rates

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Burglary	708	222	488	667	667	<p>The overall burglary figure includes burglary of domestic households (69% of total), commercial premises and businesses (20%) and domestic buildings such as sheds and garages (11%). Currently household burglary in Enfield is at its lowest level in several years. We should expect to achieve a reduction on last year's figure and are in line to achieve the stretch target for 2016 as set by the Mayor's Office for Policing and Crime.</p> <p>The partnership continues to implement alley gate schemes to reduce opportunities for rear entry burglary offending across the borough and other intensive initiatives are ongoing for seasonal increases over the winter months.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -9.6% compared to -10.5% across London.</p>
Criminal Damage	520	188	364	531	531	<p>Criminal Damage has reduced by more than -17% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +6.4% compared to approx. +10.7% across London.</p>
Robbery	225	81	156	224	224	<p>Robbery has reduced by more than -24% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime. Rates of offending per 1,000 residents are now notably below the historic average, and the proportion of offences involving young people are at their lowest levels in several years.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +0.5% compared to -14.7% across London.</p>
Theft from Motor Vehicle	602	188	339	523	523	<p>Thefts from motor vehicle offences in Enfield have seen a significant long-term reduction over the past 4 years, with a -34.3% reduction since 2011/12.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have decreased -30.6% compared to -14.6% across London.</p>
Theft/Taking of Motor Vehicle	217	36	97	141	141	<p>Thefts of motor vehicles in Enfield have declined by over -40% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have decreased -25.3% compared to +4.2% across London</p>
Theft from the Person	95	35	67	108	108	<p>Theft from the person offences are composed largely of pick-pocket type offences and snatch thefts (predominantly where mobile phones are snatched from victims in the street). Just fewer than 60% of all Theft from Person offences involve mobile phones being taken from victims.</p> <p>London wide there has been a -19.6% decrease in this crime type since 2011/12, whilst Enfield has noted a decrease of only -4.9% in the same period.</p> <p>We are significantly off meeting the stretch target of -20%, as set by the Mayor's Office for Policing and Crime, for 2016.</p>
Violence with Injury	335	184	402	605	605	<p>Reported numbers of Violence with Injury have increased across both Enfield and London, this includes violent offences which may be associated with street gangs in addition to violence which takes place in the home. Enfield has experienced an increase of +13.1% in the past 12-months, compared to +15.1% for London.</p> <p>Approximately 40% of violence with injury offences are domestic related. Nationally it is estimated that as much as 50% of all violence goes unreported to the police, particularly that which is domestic or familial, or that which occurs as part of the night time economy.</p> <p>A considerable amount of violence that is not reported to police is dealt with by the London Ambulance Service and Accident & Emergency Departments. Locally we have worked to obtain this data in order to improve our knowledge on geographic locations of violence so that resources can be better coordinated.</p>

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Total Offences (MOPAC 7)	2,701	934	1,913	2,799	2,799	<p>The Mayor's Office for Policing and Crime announced in 2011/12 that the Metropolitan Police would be measured against 7 neighbourhood crime targets, referred to as the MOPAC 7. An ambitious stretch target of -20% over the next four years was set for Burglary, Criminal Damage, Robbery, Theft from Motor Vehicles, Theft of Motor Vehicles, Theft from the Person and Violence with Injury.</p> <p>Enfield has noted a reduction in the 'MOPAC 7' to date and is on course to meet the stretch target as set by the Mayor's Office for Policing and Crime. The largest single contributors to this target are Burglary and Thefts from Motor Vehicles, which combined account for almost 60% of the MOPAC 7 crimes.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have decreased by -8.5% compared to -2.4% across London.</p>
Number of Domestic Crimes		232	664	1,330	1,330	There is no local target regarding the number of crimes of domestic violence. Domestic Violence is significantly under-reported nationally therefore we actively encourage victims to report offences to the police. Current data shows a 24% increase in reported offences.
Number of Domestic Violence cases referred to MARAC		Measured Quarterly			193	<p>The Multi-Agency Risk Assessment Conference (MARAC) is a regular local meeting whereby information about high risk domestic violence victims is shared between local agencies. A co-ordinated plan is drawn up to support the victim.</p> <p>There is no specific target set with regards to the number of referrals.</p>

(b) Health & Well Being

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users:	16.15%	17.59%	22.36%	24.56%	24.56%	Successful Treatment Completions. The DAAT has improved the performance considerably for the number of drug users successfully completing treatment. The Covalent end of year target is 217 (21.4%) and the current 12 month rolling performance is confirming that the DAAT has already achieved 249 (24.56%). It is expected that this performance will improve further before stabilising off thereafter.
4 week smoking quitters	345	Measured Quarterly			275	Data collected quarterly - 275 quitters in Q1 2015-16, This figure will go up during the year as more data is collected. We are confident of hitting the end of year target of 1572. Target profiled in line with previous trend in performance
NHS Health Checks-received as % of Population	2.2%	Measured Quarterly			3.75%	Data collected quarterly: At Q1: 3.75% of checks received against target of 2.2%. Q2 to be included in next performance update to DMT

(c) MEQs, Complaints and FOIs

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Stage 1 COUNCIL Complaint Scheme ALL Dept's. - % replied to within 10 working days	92%	Measured Quarterly			89.68%	113 of 126 Complaints answered within 10 days (89.68%). At Q1 2014/15: 54.6%
Stage 1 Adult Social Care STATUTORY Complaints Scheme - % replied to within agreed target (individually negotiated)	92%	Measured Quarterly			93.75%	Q1 - HHASC 42/51 (82%); SCS 0 recorded; FRCS 50/51 (98%); R&E 19/22 (86%); CEX 2/2 (100%)
FOI Requests (All Departments) - Percentage closed inside 20 day target	95%				91.92%	15 of 16 (93.7%) recorded under statutory ASC scheme answered within timescale
Member Enquiries (ALL) - Percentage responded to within 8 day target	95%	Measured Quarterly			90.63%	330 of 359 FOI requests across the Council closed within 20 days
						1248 of 1377 Member Enquiries answered within 8 days for all Departments

(d) Other Corporate Indicators

Indicator	Current Target	April 2015	May 2015	June 2015	Q1 2015/16	Latest Note
		Value	Value	Value	Value	
Average Sick Days - Council Staff (rolling 4 quarters)	8.00	Measured Quarterly			7.67	
Internal Audit Programme - % of reviews completed	1%	Measured Quarterly			4%	Although this seems low, this is normal for this time of year (LY - 0%).
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours	95%	Measured Quarterly			99.3%	
% of invoices paid within 30 days for all Departments	98%	99.1%	98.6%	97.58%	98.43%	

MUNICIPAL YEAR 2015/2016 REPORT NO. **84**

MEETING TITLE AND DATE:

Cabinet
21st October 2015

REPORT OF:
 Director of Regeneration
 and Environment

Agenda Part: 1	Item: 12
Subject: Housing Revenue Account (HRA) Tenancy Policy and HRA Rent Setting Policy	
Key Decision: KD4126	
Wards: All Wards	
Cabinet Members consulted: Cllr Oykenner	

Contact officer and telephone number:

Helen Waring 0208 379 4058

Email: Helen.waring@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report presents an updated HRA Tenancy Policy and HRA Rent Setting Policy for the Council.
- 1.2 The HRA Tenancy Policy will remain as published in December 2013 with minor amendments to bring it up to date. This policy is attached as Appendix A.
- 1.3 The updated HRA Rent Setting Policy attached at Appendix B clarifies the direction that the Council will take in setting its HRA rents with effect from 1st April 2016.
- 1.4 It should be noted that the Council will have to comply with the Government's new Welfare Reform and Work Bill 2015 in setting its rents with effect from that date. This Bill requires rents for social housing to be reduced by 1% a year for four years. It will have a significant impact on the HRA 30-Year Business Plan - in 2016/17 alone, Enfield will lose £2.2m of rental income. A comprehensive review of the Business Plan is therefore currently being undertaken.
- 1.5 The Government also announced in its July budget that "tenants on higher incomes (over £40,000 in London and over £30,000 outside London) will be required to pay market rate, or near market rate, rents". It has not yet been clarified how this policy will operate in practice, although it is understood that the additional income received will be payable to Central Government.

2. RECOMMENDATIONS

- 2.1 That Cabinet agrees the attached HRA Tenancy Policy and HRA Rent Setting Policy.
- 2.2 That Cabinet notes the proposal to review these policies on an annual basis.
- 2.3 That Cabinet notes that the Government's new rent proposals (about to become legislation) create large shortfalls in the Council's HRA 30-Year Business Plan which will need to be addressed.
- 2.4 That the Council seeks clarification from Central Government as to how the proposal to charge higher rents to tenants on higher incomes will work in practice.

3. BACKGROUND

- 3.1 Cabinet agreed Enfield's HRA Tenancy Policy and HRA Rent-Setting Policy at its meeting of 13th November 2013.
- 3.2 At that time, the HRA Tenancy Policy was consistent with Enfield's Tenancy Strategy and the HRA Rent Setting Policy consistent with the HRA Business Plan.

Enfield's HRA Tenancy Policy

- 3.3 The HRA Tenancy Policy has been reviewed and remains consistent with Enfield's Tenancy Strategy. Therefore, no significant amendment to this policy is proposed at this time. Enfield's HRA Tenancy Policy states that tenancies will be offered as follows:
 - all current Council tenants with a secure tenancy will remain secure tenants for as long as they remain Council tenants. This will only change if a tenant opts for a different type of tenancy - a dwelling offered by a Registered Social Landlord on a fixed term basis, for example
 - all new Enfield HRA tenants will be introductory tenants unless they were already a secure tenant of a local authority or an assured tenant of a registered provider at a previous property. Introductory tenancies last for a 12 month trial period after which they automatically become secure tenancies if the tenant does not break any of the tenancy conditions during this time

- The Council does not currently propose to offer fixed term tenancies to its HRA tenants

3.4 The HRA Tenancy Policy is attached as Appendix A.
Enfield's HRA Rent Setting Policy

3.5 The current (2013) HRA Rent Setting Policy states that:

- all current tenants of HRA properties will continue to be charged rents in line with National Social Rent Policy as long as they remain in a HRA tenancy. This would only change if a tenant opted for a different type of tenancy - a dwelling offered by a Registered Social Landlord at a higher rent level, for example
- the majority of future tenants will be charged rents in line with National Social Rent Policy
- the only circumstances in which Enfield will vary from applying National Social Rent Policy will be where there is an opportunity to provide **additional** housing in the HRA at affordable rent levels. For example, Enfield has recently been successful in securing Greater London Authority (GLA) funding to provide additional affordable units alongside its current regeneration projects. The funding is provided on the understanding that these units, where rented, are let at affordable rent levels. Enfield has also signed the Government's Right to Buy "one for one replacement" agreement. Again, this levers in additional funds to the HRA on the understanding that the new units are let at affordable rent levels

3.6 This year, in its summer budget, the Government announced that:

"rents for social housing will be reduced by 1% a year for four years, and tenants on higher incomes (over £40,000 in London and over £30,000 outside London) will be required to pay market rate, or near market rate, rents"

The requirement to reduce social housing rents by 1% per year with effect from 2016/17 for a four year period has now been included in the Welfare Reform and Work Bill 2015. This will become a legislative requirement when the Bill becomes law, so the Council has no option but to comply, even though it has a severe negative impact on the HRA 30-Year Business Plan.

The requirement for tenants on higher incomes to pay higher rents is not included within the Bill, and the Council is yet to be informed as to how the Government intends to implement this policy. However, it is understood that the Government will recoup the difference between the higher rent and the rent that would otherwise apply, so the Council will not gain from the setting of these higher rents. The Council is also likely to incur additional collection and other administrative costs as a result of this requirement, and it is unclear as to whether all or any of these costs will be reimbursed.

- 3.7 Enfield's updated HRA Rent Setting Policy (attached at Appendix B) therefore confirms that the Council will comply with the Government's new Welfare Reform and Work Bill 2015, except that, where the Council builds or acquires new or additional properties, then consideration will be given to letting these properties at a higher rent level ("affordable rent"). Additional properties funded by the GLA or through the Government's Right to Buy "one for one replacement" scheme will continue to be offered at affordable rent levels.
- 3.8 The Council can determine what it means by affordable rent levels and it is intended that rents will be set at a level that local people can afford, ie not necessarily as high as 80% of market rent.
- 3.9 Setting affordable rent on newly built or acquired properties will allow the Council to provide more housing and assist with Business Plan viability.
- 3.10 The Customer Voice (the nominated representatives of the Council's HRA tenants and leaseholders) considered the draft Rent Setting Policy at its meeting of 2nd September 2015, and was in agreement with the proposals. The Council's Housing Board will consider the draft Rent Setting Policy at its meeting of 14th October 2015. Its views will be verbally reported to Cabinet.

Review Period

- 3.11 It is proposed to continue to review these two policies annually. This is because national housing policy and the national financial position continue to change at a pace. Issues and opportunities are regularly emerging as the Government makes new announcements, estate renewal schemes develop and investment proposals are presented. The Council wishes to explore any new or alternative ways of providing housing in the Borough in order to alleviate the demand pressures where possible, and this may require amending or expanding either one or both of these policies.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council is required by its own Tenancy Strategy, and by law, to publish a Tenancy Policy. It is also good practice to publish a Rent Setting Policy.
- 4.2 Enfield has some options to expand or tighten the proposals in these documents and that is why it has consulted on them. The direction proposed is considered to be the best approach for the Council.
- 4.3 The use of fixed term tenancies continues to be discounted at this stage because it would conflict with Enfield's Tenancy Strategy, would lead to more churn in the stock and therefore not fulfil the aim of creating strong

and sustainable communities, and would lead to greater costs associated with higher void rates and higher management costs.

- 4.4 Adhering rigidly to setting all HRA rents in compliance with the proposed Welfare Reform and Work Bill 2015 and with National Social Rent Policy is discounted, partly because this may compromise Enfield's ability to lever in Government funding, but mainly because it gives no flexibility to consider a number of options to move to affordable rent balanced against aspirations to manage, improve and renew stock to a higher standard.

5. REASONS FOR RECOMMENDATIONS

- 5.1 No major amendment is proposed to the HRA Tenancy Policy, since the letting of HRA properties on a secure tenancy basis continues to support the Council's Tenancy Strategy and its overarching priorities.
- 5.2 The amendments to the HRA Rent Setting Policy are proposed firstly because of the Government's new legislative requirements, but also so that the Council has some flexibility to consider affordable rent options on new or additional properties.
- 5.3 It is proposed that the two policies will be reviewed annually so that they remain current and continue to reflect the Council's ambitions around maximising the delivery of affordable housing.
- 5.4 The Council needs to plan for the implementation of the requirement to collect higher rental income from tenants on higher incomes and it is therefore recommended that the Council seeks clarification from Central Government as to how this scheme will work, who will benefit from the additional income and how any additional costs associated with the new requirement will be apportioned.

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

6.1 Financial Implications

- 6.1.1 Rent increases are currently reviewed on an annual basis as part of the budget and rent setting process and are considered in the context of the HRA 30-Year Business Plan. It is a requirement that the Business Plan remains in balance.
- 6.1.2 It is assumed in the current Business Plan that annual rent increases will be based on National Social Rent Policy (Consumer Prices Index (CPI) + 1%). CPI inflation is assumed to be 2% each year. The announcement in the Government's summer budget that rents will instead reduce by 1% per year over the next four years has had a significant impact on Enfield's Business Plan. The revenue balance will be reduced by £325m over the 30 years

and there are capital shortfalls of £81.7m. A major review of the Business Plan is therefore currently being undertaken, the outcome of which will be reported to Cabinet in November.

- 6.1.3 In 2016/17, rental income to the HRA will be reduced by £2.2m. This shortfall will be addressed by identifying ongoing revenue savings within the HRA of £1.5m per year with effect from this financial year. Steps have already been taken to identify savings and reduce budgets to meet this target.
- 6.1.4 The rents assumed for the estate renewal schemes within the current business plan are based on national social rent policy using estimated new build valuations. In order to achieve viability on some of the estate renewal schemes and also to increase the resources within the HRA, in future, charging rents of up to 80% on affordable units will now be considered.

6.2 Legal Implications

- 6.2.1 The recommendations in the report are in line with current legislation and the Government's agenda. Tenancy policies were introduced by the Localism Act 2012 and all social landlords are required to publish one. The policy should be clear and accessible and outline the approach to tenancy management, including methods of sustaining tenancies and preventing unnecessary evictions and tackling housing fraud.
- 6.2.2 Government policy guides how rents should be set by local authorities and registered social landlords. The main objectives of the policy are that rents should remain affordable in the long term; they should be fairer and less confusing for tenants and there should be a closer link between rents and the quality of the properties.
- 6.2.3 Social housing rents are set according to Government's rent policy. Rents set based on a formula are known as "social rent" (also known as "formula rent" or "target rent"), which was increased annually at a rate of RPI + 0.5%.
- 6.2.4 In the Welfare Reform and Work Bill 2015, the Government intends to reduce rents in social housing in England by 1% a year for 4 years from April 2016. These reductions will reset the levels of rents in the social housing sector, which over recent years have become disproportionate with private rents. The aim is to help protect taxpayers from the rising costs of subsidising rents through housing benefit, and protect tenants from rising housing costs. This will reduce average rents for households in the social housing sector by around 12% by 2020 compared to current forecasts.

6.3 Property Implications

- 6.3.1 Introductory tenancies do not have the Right to Buy, but as most will convert within a year to secure tenancies, then there will be no change to the amount of stock that will be lost through Right to Buy.

- 6.3.2 Retaining investor partner status and other approvals which allow the Council to develop its own new affordable housing is likely to result in the best use of residential development land on existing estates.
- 6.3.3 Where the Council builds or acquires new or additional properties, then consideration may need to be given to letting these properties at higher rent levels (affordable rents where levels may be as high as up to 80% of market rents).
- 6.3.4 The new legislative requirements will have a property management resourcing issue to undertake additional tenant profiling activities.

7. KEY RISKS

- 7.1 Any change to the level of rental income assumed in the Council's HRA 30-Year Business Plan has the biggest impact on its viability, both in the short to medium term, and in the longer term. As described above, the Government's new rent legislation creates a significant shortfall in the current Business Plan, and the Council is currently in the process of seeking to address this.
- 7.2 The Council will reduce its ability to provide new homes, could lose its Investment Partner status with the GLA and could compromise its ability to obtain Government funding if it does not charge affordable rent on some of its HRA properties.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The policies are designed to provide security of tenure and to ensure that the residents of Enfield can afford to live in the Borough.

8.2 Growth and Sustainability

The Council has ambitions to keep its HRA stock numbers at current levels throughout the life of its Business Plan and to improve the condition of its assets. Charging slightly higher, affordable rents on some units and leveraging in additional funding will assist in achieving these ambitions.

8.3 Strong Communities

Longer term, secure tenancies and rents set at a level that local people can afford will contribute greatly to building stronger communities.

9. EQUALITIES IMPACT IMPLICATIONS

The policies are designed to be fair and transparent and will assist those least able to afford to secure accommodation in Enfield.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The review of Enfield's 30-Year HRA Business Plan currently being undertaken to address the financial shortfalls will also cover the performance levels underpinning the budgets. Proposed adjustments to performance arising out of this review will be reported to November Cabinet along with the financial recovery plan.

11. PUBLIC HEALTH IMPLICATIONS

The residents of Enfield will have increased access to better housing and environments. This directly links to improved public health and wellbeing.

Background Papers

None.



LONDON BOROUGH OF ENFIELD

HOUSING REVENUE ACCOUNT (HRA) TENANCY POLICY

October 2015

Introduction

The purpose of this policy is to explain the types of tenancy that the London Borough of Enfield (the Council) will offer in the future on its Housing Revenue Account properties (Council Homes).

Scope

The policy applies to Council Homes either already accounted for within the Council's Housing Revenue Account or to be added to it in the future.

The policy excludes tenancy, leasehold or licence agreements applying to other Housing Revenue Account property, for example, garages and shops. It also excludes General Fund property such as Temporary Accommodation.

A separate policy document will be developed to cover shared ownership and shared equity products, which will be offered by the Council in the future.

Context

Why do we need a Tenancy Policy?

The Council provides homes to over 11,000 households in the Borough. Each year, on average, we let around 500 homes to new tenants. It is important for everyone who would like to rent their home from the Council to know what type of tenancy the Council will offer them. This will enable them to plan ahead for the way they make their home in Enfield, as they will know how long they can stay in the property they rent.

Currently, the Council offers all new tenants a one year Introductory Tenancy followed by a Secure Tenancy. The Localism Act 2011 introduced some additional options that the Council could use (fixed term tenancies), but has chosen not to adopt. Enfield wants to be clear about what types of tenancies it will offer to people. This means that, when people apply for a Council Home, they know in advance the rights and obligations they will have for their future home. For the same reason, each Housing Association working in Enfield will also have its own Tenancy Policy.

Enfield's Tenancy Strategy

Both the Council's and Housing Associations' Tenancy Policies will have taken into account Enfield's Tenancy Strategy. The Council published its Tenancy Strategy in January 2013. This document specifically required Registered Providers "who have not written their Tenancy Policy to have regard to Enfield's Tenancy Strategy as required by the Localism Act 2011". This Tenancy Policy is written in response to that requirement.

A strong theme running through Enfield's Tenancy Strategy is that "longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods".

Policy Statement

The London Borough of Enfield's Tenancy Policy will therefore be to continue to offer tenancies on the same basis as at present:

- all current Council tenants with a secure tenancy will remain secure tenants for as long as they remain Council tenants. This will only change if a tenant opts for a different type of tenancy - a dwelling offered by a Registered Social Landlord on a fixed term tenancy, for example.
- all new Enfield HRA tenants will be introductory tenants unless they were already a secure tenant of a local authority or an assured tenant of a registered provider at a previous property. Introductory tenancies last for a 12 month trial period after which they automatically become secure tenancies if the tenant does not break any of the tenancy conditions during this time.

The Council does not currently propose to offer fixed term tenancies to its tenants.

Introductory Tenancies

New tenants to the Council will be granted an Introductory Tenancy (unless they were already a secure tenant of a local authority or an assured tenant of a registered provider at a previous property). This lasts for one year but may be extended for a further six months. During this time, the tenant has fewer rights than they do under a Secure Tenancy. For example:

- Their home is at much higher risk of repossession if they do not keep to the Tenancy Agreement as the level of security of tenure is less than secure tenancies
- They cannot buy their home
- They cannot exchange homes with other tenants
- They cannot take in lodgers or sublet part of their home (no tenancy allows full subletting of the home)
- They cannot vote for a change to a new landlord
- They cannot make any major alterations or improvements

During the first few weeks of an Introductory Tenancy, the Council conducts a new tenant visit in the home. This is so that the Council can find out whether or not a tenant is successfully keeping to their Tenancy Agreement. The tenant will be provided with advice and assistance to help them if problems are emerging or the Agreement is being breached, after which the tenancy will continue to be monitored.

Introductory Tenancies are weekly tenancies, running from Monday to Sunday.

If, during an introductory tenancy, a tenant breaks any of the tenancy conditions, or is found to have made a false or misleading statement to obtain the tenancy, the Council may take action to end the tenancy.

Secure Tenancies

Secure Tenants have a full set of tenancy rights. These include:

- The right to buy their home (except Sheltered Accommodation tenants, who do not have the right to buy)
- The right to exchange their home with another tenant, for example, if they need to move to be closer to work or to get a smaller or larger home to better accommodate their family
- The right to take in lodgers or sublet part of their home with the permission of the Council (no tenancy allows full subletting of the home)
- The right to vote for a change to a new landlord
- The right to make any major alterations or improvements with the permission of the Council
- A Secure Tenant can only be evicted from their home if the Council is able to secure a possession order from the County Court, for which it needs to show clear evidence that the tenant has breached their tenancy conditions

Secure Tenancies are weekly tenancies, running from Monday to Sunday.

Demoted Tenancies

If tenants breach the condition of tenancy concerning conduct and behaviour, the Council can apply to the courts for a "Demotion Order".

This creates a new type of tenancy, called a demoted tenancy. This means that secure tenants lose certain rights, giving them a weaker tenancy. For example, demoted tenants do not have the Right to Buy. Time spent as a demoted tenant will not count towards any future Right to Buy.

Otherwise, rights are similar to those of introductory tenancies, so that the tenant does not have, for example, the right to vote for a change to a new landlord, the right to exchange, to take in a lodger, to sublet part of their home, or to improve the property.

The Council can apply for a demoted tenancy at any time during a secure tenancy.

Once a demoted tenancy is granted, if there is a breach, the Council may apply to the court for possession of the property which it cannot refuse unless procedures have not been carried out properly. These procedures are similar to those involving introductory tenancies.

A demoted tenancy lasts for 12 months, unless the Council applies to the court for a possession order. If there are no further problems with anti-social behaviour, so that eviction does not have to be sought, then the tenancy will automatically become secure at the end of the 12-month period.

Succession

With regard to succession, the Council will continue to operate as at present. It does not propose to tighten criteria in line with the Localism Act 2011. Full details on who can succeed to a tenancy and how succession works are set out in the Tenancy Agreement Conditions.

Supporting Tenants

Supporting tenants to sustain their tenancy

Every effort is made to support tenants to sustain their tenancies. Only where a tenant fails to engage with support services or the service is unable to provide a solution will possession action be taken. Ending a tenancy and seeking possession for a breach of tenancy conditions is always a last resort after pre-action protocols have been complied with.

Support available

Support for tenants includes:

- Information at the outset on what is expected of a tenant throughout their tenancy
- Welfare benefit and debt advice
- Visits to new tenants within four weeks of the start of their tenancy to ensure they have settled into their new home and to provide more detailed information on available services
- Tenancy support
- Floating support
- A major adaptations scheme so that disabled tenants can remain in their own home
- Referrals to appropriate agencies for tenants with social or mental health issues to help them to live independently
- Specialist accommodation for older people

Tenancy Fraud

The Council takes tenancy fraud seriously, not only because it can result in the unlawful occupation of council housing, but also because it deprives legitimate applicants, in many cases, families, of a home and results in them staying in costly temporary accommodation. There are three main types of tenancy fraud:

- Obtaining a tenancy by deception
- Subletting the whole of the property
- Fraudulent succession or assignment claims

The Council provides a free phone number where all types of fraud can be reported anonymously.

To prevent tenancies being obtained falsely, photo ID is required as part of the housing application process.

The Council encourages reporting of suspected tenancy fraud from members of the public including neighbours. Since the introduction of the Prevention of Social Housing Fraud Act 2013, the Council has relied on the powers in the Act to prosecute tenants in appropriate cases of housing fraud. In addition, cases are publicised to raise awareness of fraud and to act as a deterrent.

We also seek to identify tenancy fraud through:

- Unannounced tenancy checks
- Data matching exercises
- Investigations by our a specialist fraud team
- Referrals from government or other local Revenue departments

Once social housing fraud is identified a variety of approaches may be taken, depending on the particular circumstances of the case, but including possession action, other enforcement action or criminal proceedings.

Other Related Documents

This policy should be read in conjunction with:

- The Council's Allocations Scheme
- Enfield's Tenancy Strategy
- The Tenancy Agreement Conditions, which give much more detailed information on the Council's tenancy conditions
- The Rent Setting Policy
- Tenancy Audit Policy

Review Period

This policy will be reviewed on an annual basis or whenever a significant change occurs, whichever is the sooner.

This page is intentionally left blank



LONDON BOROUGH OF ENFIELD

HOUSING REVENUE ACCOUNT (HRA) RENT SETTING POLICY

October 2015

Introduction

The purpose of this policy is to explain how the London Borough of Enfield (the Council) will set rent levels and service charges for its Housing Revenue Account properties (Council Homes).

Scope

The policy applies to Council Homes either already accounted for within the Council's Housing Revenue Account or to be added to it in the future.

The policy excludes ground rent, and rent levels, leases and other charges applying to other Housing Revenue Account property, for example, garages and shops. It also excludes General Fund property such as Temporary Accommodation, and property held in the Council's companies (for example, Housing Gateway Ltd and Enfield Innovations Ltd).

A separate policy document will be developed to cover shared ownership and shared equity products, which will be offered by the Council in the future.

Policy Statement

The Council's rent setting policy will operate in line with the following principles:

- With effect from April 2016, the Council will set its Housing Revenue Account rents in compliance with the government's proposed Welfare Reform and Work Bill 2015.
- Service charges will continue to be based on the estimated cost of the services for the year in question, and will only be payable by those customers who are in receipt of the services.
- Where the Council builds or acquires new or additional properties, then consideration will be given to letting these properties at a higher rent level ("affordable rent"). The Council will, however, ensure that any homes let at affordable rent levels within its stock remain affordable for people in Enfield. Affordable rents will be inclusive of service charges.
- It should be noted that Housing Revenue Account tenants who are affected by regeneration projects and who choose to move to a newly built or acquired Council home are likely to experience some rent increase as a result of their move, even where Social Rent levels continue to apply. This is because new homes are likely to have a higher market value than existing homes.
- Rents and service charges will be set at a level which ensures that the Council meets its obligations to tenants, maintains stock and continues to function as a financially viable housing provider.

- Rent and service charge increases will apply from the first Monday in April each year. Consultation will take place prior to any rent increase and tenants will be given 28 days' notice before a rent or service charge increase applies.

The Government's Summer Budget 2015 and the Welfare Reform and Work Bill 2015

The Government announced in July 2015 that:

“rents for social housing will be reduced by 1% a year for four years, and tenants on higher incomes (over £40,000 in London and over £30,000 outside London) will be required to pay market rate, or near market rate, rents”

The requirement to reduce social housing rents by 1% per year with effect from 2016/17 for a four year period has now been included in the Welfare Reform and Work Bill 2015. When the Act comes into force, it will be a legislative requirement, so the Council has no option but to comply.

The requirement for tenants on higher incomes to pay higher rents is not included within the Act, and the Council is yet to be informed as to how the Government intends to implement this policy.

Social Rent

Where the Council decides that it will let newly built or acquired properties at Social Rent levels, the rent will be calculated using a national formula based system. The formula is based on:

- the market value of the property,
- average earnings for London manual workers
- the national average council rent
- the number of bedrooms in the property

Affordable Rent Policy

The Council is an Investment Partner of the Greater London Authority, and, as such, is entitled to bid for funds to support its house building programme. In addition, the Council has signed an agreement with the Government to participate in its “Right to Buy One for One Replacement” Programme. The Government and the Greater London Authority both expect Councils that sign up to these schemes to deliver additional affordable housing which will be let on the basis of charging “affordable rent”.

In addition, where the Council builds new homes or acquires additional homes, consideration may be given to letting these properties also at affordable rent levels, even where they will be occupied by existing Housing Revenue Account tenants. This will avoid neighbours on a new development experiencing differential rent levels.

Affordable rent is described as a rent level (including service charges) set at up to 80% of local market rent levels.

The Council has carried out some work to test what level of rent local people can really afford by reference to average earnings of Enfield residents. Evidence showed that larger units at rent levels of 80% of market rent will be unaffordable to most families.

The research indicated that, for residents earning the median borough income, 80% of market rent for one bed units, 78% of market rent for two bed units, 60% of market rent for three bed units and 49% of market rent for four+ bed units would be affordable. The Council intends to review this evidence on an annual basis and provide updated information linked to changes to median income and market rents. The information will also be updated at the point where affordable rents are required to be set on its Housing Revenue Account schemes so that rents are set at a level affordable for local people.

Current Rent Levels

Housing Revenue Account average rents per week for 2015/16 are as follows:

Council Homes – 2015/16 Rents	
Property Type	Average Weekly Rent
Bedsit	82.80
1 bed flat	88.80
1 bed house	100.60
2 bed flat	98.30
2 bed house	112.10
3 bed flat	109.20
3 bed house	123.60
4 bed flat	114.50
4 bed house	131.20
5 bed house	140.70
6 bed house	163.00
Average	102.75

The Council does not currently have any affordable rented properties within its stock.

Current average market rents per week in Enfield (as at December 2014) are as follows:

Category	Market Rent 2015
	£
1 bedroom	215.00
2 bedroom	295.00
3 bedroom	360.00
4 bedroom+	480.00

Service Charges

Where affordable rent is set, this will be inclusive of service charges. For the rest of the stock, the Council will continue to charge service charges to tenants and leaseholders on the basis of full cost recovery.

Current weekly service charges for Housing Revenue Account tenants are as follows:

Service Type	Weekly Charge 2015/16 £
Grounds Maintenance	£1.25
Concierge	£10.61
CCTV	£1.37
Caretaking - Resident	£5.18
Caretaking – Non-Resident	£3.19
Caretaking - Sheltered	From £1.45 to £3.18
Cleaning - Sheltered	From £1.79 to £2.56
Communal Electricity	From £0.15 to £3.00

In addition, some tenants are charged for communal heating facilities. The costs of these vary according to the type of fuel used, the type of system installed and the level of consumption.

Service charges are based on the estimated cost of the service for the year in question, and are only payable by those customers who are in receipt of the service. This same principle will apply in the event of any new services being introduced.

Rechargeable Works

In addition to rent and service charges, tenants will be invoiced for the cost of any items or works which are not the responsibility of the Council and for general damage to and misuse of the property, such as broken glass due to damage by the tenant, replacement of lost keys or fobs and reinstatement of unauthorised alterations.

Value for Money

The Council will ensure that all services paid for through tenants' rents and service charges are subject to constant review and efficiency targets with the aim of continuing to provide accommodation that local people can afford whilst ensuring continued viability of the Council's 30-Year Housing Revenue Account Business Plan.

Review Period

This policy will be reviewed on an annual basis or whenever a significant change occurs, whichever is the sooner.

This page is intentionally left blank

MUNICIPAL YEAR 2015/16 REPORT NO. **85**

MEETING TITLE AND DATE:

Cabinet – 21st October (KD 4141)

REPORT OF:

Director of Finance, Resources and
Customer Services and the Chief
Education Officer

Contact Officer:

Michael Toyer, telephone: (020) 8379 5485
e-mail: michael.toyer@enfield.gov.uk

Agenda – Part: 1	Item: 13
Subject: Strategy and approach to delivering pupil places Wards: All	
Cabinet Members consulted: Cllr Ayfer Orhan (Education, Children's Services & Protection) Cllr Andrew Stafford (Finance and Efficiency)	

1. EXECUTIVE SUMMARY

- 1.1 The Council continues to successfully deliver additional permanent school places to meet demand in increasingly challenging conditions.
- 1.2 Since 2010, 4,410 permanent Primary school places have been delivered, with hundreds more secured through temporary and partner school arrangements where they have been needed. Enfield is in the top quartile in London for being able to offer parents their first choice of Primary school through the admissions process.
- 1.3 This report sets the scene for the administration's approach to the provision of school places for Enfield residents and updates the strategy for the provision of places. The update reflects:
- the 2015 annual review of the population projections about the expected demand for school places;
 - the national policy and funding position under the current government;
 - the increasing demand pressures on provision for children who need additional high level specialist support;
 - updated information on the current and planned supply of mainstream school places; and
 - information on costs from approved construction indexes, market information and funding implications.
- 1.4 The key points from the review of demand for school places up to 2019 are:
- Demand for primary school places between 2015 and 2018 is higher than projected last year but returns to the previous trend from 2019¹;
 - Demand for secondary school places between 2015 and 2019 is lower than projected last year showing a slower increase in demand with a peak in 2023 rather than 2020²;
 - Demand for high support provision for children with certain categories of special education need continues to increase³;

¹ Based on the 2015 release of the Greater London Authority school roll projections which use the GLA 2014 Round Projections (Strategic Housing Land Availability Assessment variant)

² Ibid

³ Based on local data from the annual pupil census and practitioner input

- 1.5 Information on current spare capacity in schools and plans to create additional places mean that demand for places can continue to be met over the 2015 to 2019 period at the borough level. In addition to current plans there will be a need to provide two extra forms of primary entry (one permanent, one temporary) in the South East area and potentially one more in the West of the borough. This is subject to the impact of any additional provision from academies and free schools in the borough and any additional provision serving Enfield from adjacent boroughs.
- 1.6 However, with most school sites that can easily accommodate expansions already expanded, the need to acquire additional land is increasingly a feature of expansion projects. This presents challenges as land acquisitions are not covered by the funding from government to create additional school places. Additionally, closer working with neighbouring boroughs where there is potential for any increased school capacity close to the border to serve Enfield residents will need to be explored and understood.
- 1.7 In terms of delivery there is a need to:
- Deliver 11 additional permanent forms of primary entry (FE) from September 2016 to September 2019. Current plans account for 9 of those and two more are subject to progressing early discussions about options – all existing and the two new projects will be subject to a review of available funding and delivery options to reflect current national policy and funding regimes.
 - Deliver 10 additional permanent forms of secondary entry (FE) by September 2018 and September 2019. Current Education Funding Agency plans will deliver 11 forms of entry over this period, which means there is no need, or available funding, for Council delivered secondary schools up to 2019. The Secondary Tuition Centre is still needed for children requiring support to re-enter the mainstream school environment.
 - Increase capacity in schools and establishments that provide education services for some of the most acute special need categories. Autistic Spectrum Disorder is the highest priority and permanent capacity needs to be increased by one form of entry at all age ranges. Plans have been developed to achieve this but delivery is dependent on a land acquisition.
- 1.8 Construction sector market conditions continue to be challenging in London and the South East due to buoyant market conditions, shortages of skilled staff and some materials. The construction market indexes used for inflation and location have been updated. The recommended update to the programme budget for planned, but not yet procured, schemes is 5.6%. This is based on the Building Cost Information Service all-in tender price index quarter 2 2015 to quarter 2 2014 comparison. Programme and project budgets and costs will continue to be monitored and adjusted through the quarterly Capital Monitor process.
- 1.9 Minor changes to responsibilities and approach are needed to reflect the retirement of the Director of Schools and Children's Services and the subsequent temporary arrangements that create a Chief Education Officer post in the Council.
- 1.10 Previously established delegated authority is in place for decisions on:
- Establishing the detail of the programme and projects, including project level budgets within the programme; and
 - Agreeing procurement routes, land transactions, placements of orders, submission of planning applications and entering into contracts with required contractors, either by calling off EU compliant framework agreements or conducting suitable procurement exercises.

2. RECOMMENDATIONS

2.1 It is recommended that Cabinet Members approve:

2.1.1 The updated strategy to provide the additional school places required up to 2019 and the continuation of the school expansion programme;

2.1.2 That the overall programme budget allocation is maintained at £62.83 million but updated when a separate report is brought forward on any land acquisitions required to facilitate provision of extra places in the North Central area (in the vicinity of the proposed residential development at Chase Farm) and potentially Minchenden for special need places.

2.1.3 Delegated authority to the Cabinet Member for Education, Children's Services and Protection and the Cabinet Member for Finance Efficiency in consultation with the Director of Finance, Resources and Customer Services, the Chief Education Officer or the Assistant Director of Strategic Property Services, to take decisions on:

- The individual schools, sites and preferred partners for expansions, and decisions on statutory requirements, to meet the need for extra pupil places, both mainstream and special, up to 2019;
- Conducting suitable procurement exercises and either calling off EU-compliant framework agreements or conducting suitable procurement exercises, entering into contractual arrangements with successful contractors and placing orders for any capital works required for the projects; and
- Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold, as individual schemes are developed.

2.1.4 Delegated authority to the Director of Finance, Resources and Customer Services and the Chief Education Officer to take decisions on the:

- Programme management arrangements and operational resourcing, including procurement of any required support services;
- Commencing feasibility or initial design to inform pre-application discussions with planning and procurement of resources for this activity;
- Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme;
- Submission of planning applications; and
- The appropriate procurement routes for professional support services and construction for individual schemes.

2.2 It is recommended that Cabinet Members note:

2.2.1 That if options for schemes cannot be progressed then alternative options will need to be brought forward for decision and inclusion on the Council's Capital Programme; and

2.2.2 The solution and funding requirements to meet the need for additional Special School capacity to support children with high support needs, such as Autistic Spectrum Disorder, will be the subject of future reports.

3. BACKGROUND

The School Expansion Programme

- 3.1 The School Expansion Programme (SEP) further developed the approach used in the Primary Expansion Programme and has almost completed the phased delivery of an additional 1,890 permanent primary school places, or nine forms of entry (FE). The programme also delivered improvements to existing spaces in the schools.
- 3.2 The main works are all complete at Edmonton County, George Spicer, Highfield, Chesterfield, Grange Park and Worcesters. A package of follow on works is almost complete at Worcesters and Grange Park where it has proved more economic to deliver less significant works through smaller contractors.
- 3.3 The Garfield rebuild and the minor works for the Prince of Wales are both on site and due to complete in the autumn. The completion of these schemes concludes the original delivery phases.
- 3.4 Since the programme establishment additional schemes have been included in the delivery plans to provide extra capacity in schools. These schemes are:
- 3.4.1 Bowes Edmonton to provide additional capacity for primary aged children and support the Bowes Alliance in increasing capacity in a flexible way. Works completed in the summer.
- 3.4.2 The Secondary Tuition Centre aims to consolidate and increase capacity for secondary school aged children requiring support to return to mainstream educational settings. Planning consent was achieved following extensive consultation with planning officers and the Conservation Advisory Group, this remains subject to Secretary of State approval.
- 3.5 In response to the future levels of anticipated demand for school places identified as part of last year's annual review of demand and capacity a number of other projects have been established. These remain subject to feasibility and/or land acquisitions are either being delivered or subject to feasibility work are:
- 3.5.1 Additional primary capacity at Grovelands
 A proposal to provide additional 2FE accommodation in new buildings.
 Arrangements have been delivered in partnership with Bowes Southgate Green and Broomfield Secondary schools to make use of under utilised space to provide additional primary school places (2FE from 2015) on a temporary basis in advance of the permanent provision. This "partner school" is proving popular locally. Delivery will be dependent on securing the support of Historic England given the heritage features of the site. If this support can be gained then the design, works delivery and provision delivery details will be developed with contractors and suitable partners. This will include further resident consultation on more detailed proposals.
- 3.5.2 Additional primary capacity in the North Central area
 A number of options for extra Primary provision have been explored and it is not possible to create three additional permanent forms of entry to serve this specific area without some form of land acquisitions. Acquisitions to support Chace Community and Chase Side were investigated unsuccessfully. Currently Chase and other options are being pursued but the land acquisitions must be in line with Council's, or funding body's, best value tests and available budgets. An option for a school expansion to provide one additional form of entry is being investigated but is subject to agreement with the governing body before proceeding to feasibility.

Arrangements have been made in partnership with Suffolks Primary and Bishops Stopford Secondary schools to make use of under-utilised space to provide additional primary school places on a temporary basis from 2015 in advance of the permanent provision.

3.5.3 Minchenden Special Need provision

A lease is in place and a land acquisition is being investigated. This would allow for permanent additional 126 special need places to be provided in a re-furbished Farbey Centre.

Arrangements have been delivered in partnership with Durants and Russet House to increase their capacity on a temporary basis in advance of the permanent provision.

A further authority decision on the funding for both the land purchase, delivery options and building work will be required as there is currently no allocation for additional special need places in the overall programme allocation.

- 3.6 If any of the above three options cannot be delivered then alternative options, with associated costs, will need to be generated to ensure that demand is met.

The 2015 review of pupil places, capacity and delivery requirements

- 3.7 The annual review of pupil places and capacity consists of a consideration of:

- the current and future demand for pupil places;
- current school capacity;
- existing known plans to increase school capacity; and
- early discussions on potential plans to increase school capacity

- 3.8 It should be noted that Government policy and practice on the establishment of new free schools makes it difficult to assess and plan the delivery of additional places required as the Council does not have to be consulted when providers submit an application to the Education Funding Agency for a new school.

- 3.9 The 2015 review has confirmed the following in terms of places and delivery:

3.9.1 Primary school provision

There is a requirement to deliver 11 additional permanent forms of primary entry (FE) from September 2016 to September 2019.

This confirms the need to continue developing existing proposals to deliver additional permanent primary school places in the South West area (currently being investigated at Grovelands) and options for delivery in the North Central area (potentially requiring a land acquisition) which together would provide an additional permanent five forms of entry.

The two permanent forms of entry at Meridian Angel, which is being delivered by the EFA, will be needed by 2016.

Work needs to be progressed on options for an additional two permanent forms of primary provision to serve the South West area from 2018 (the current preference is Broomfield Secondary but this would be subject to school agreement and feasibility).

The review also confirms the need to progress options for another two forms of additional capacity to serve the pupil place planning areas in the South East (1FE) and potentially the West Central (1FE) area. Funding has not been allocated for these and an assessment of local provision, including cross-borough border, provision is required as it may provide the capacity required.

All schemes will be subject to a review of funding and delivery to reflect current national policy and funding regimes, particularly given the need for the Council to find savings in the Capital Programme and to minimise the impact of prudential borrowing on the revenue budgets in the Medium Term Financial Plan.

3.9.2 Secondary school provision

There is a requirement to deliver 10 additional permanent forms of secondary entry (FE) by September 2018 and September 2019 and rebalance provision towards the west of the borough.

This confirms the need for the EFA to deliver its plans for the permanent, and expanded, provision at Heron Hall Academy. This will deliver eight forms of permanent entry, which is five additional forms compared to the current levels of provision at the school's temporary site.

The EFA will also need to deliver its plans for a new six form of entry secondary school, Ark North Enfield, by the target date of 2018.

Additionally options for provision of additional capacity in the west of the borough need to be understood and confirmed.

There remains a need to consolidate, improve and expand provision for children that require support to re-enter the mainstream school environment. The plans for the Secondary Tuition Centre at Bullsmoor Lane will provide this improved and expanded capacity.

3.9.3 Special need provision

There is a need to increase capacity in school and establishments that provide education services for some of the most acute special need categories. Autistic Spectrum Disorder is the highest priority and permanent capacity needs to be increased by one form of entry across all age ranges. Class sizes can vary between 5 and 8 depending on the level of need: the plan is provide capacity of 126 additional places. Plans have been developed to achieve this but delivery is dependent on a land acquisition at Minchenden, which will be subject to a separate report when discussions have progressed.

3.10 The full pupil places, capacity and delivery report is attached at **Appendix A**.

Programme costs for expansion projects

3.11 As reported last year, the construction sector continues to be buoyant. The situation is particularly acute in London where there is higher developer interest in capital schemes but also in the education construction sector due to the continuing demand for construction works to support higher demand for school places. Again this is doubly the case in London.

3.12 Last year the indicative cost estimates for the projects were uplifted significantly to reflect market conditions. This was based on recent market testing and the Royal Institute of Chartered Surveyors (RICS) Building Cost Information Service (BCIS) indexes.

3.13 The equivalent uplift to account for inflation since last year would be 5.6% but with fewer projects about to be procured it is more appropriate to update budgets following market testing when scheme cost estimates are always updated.

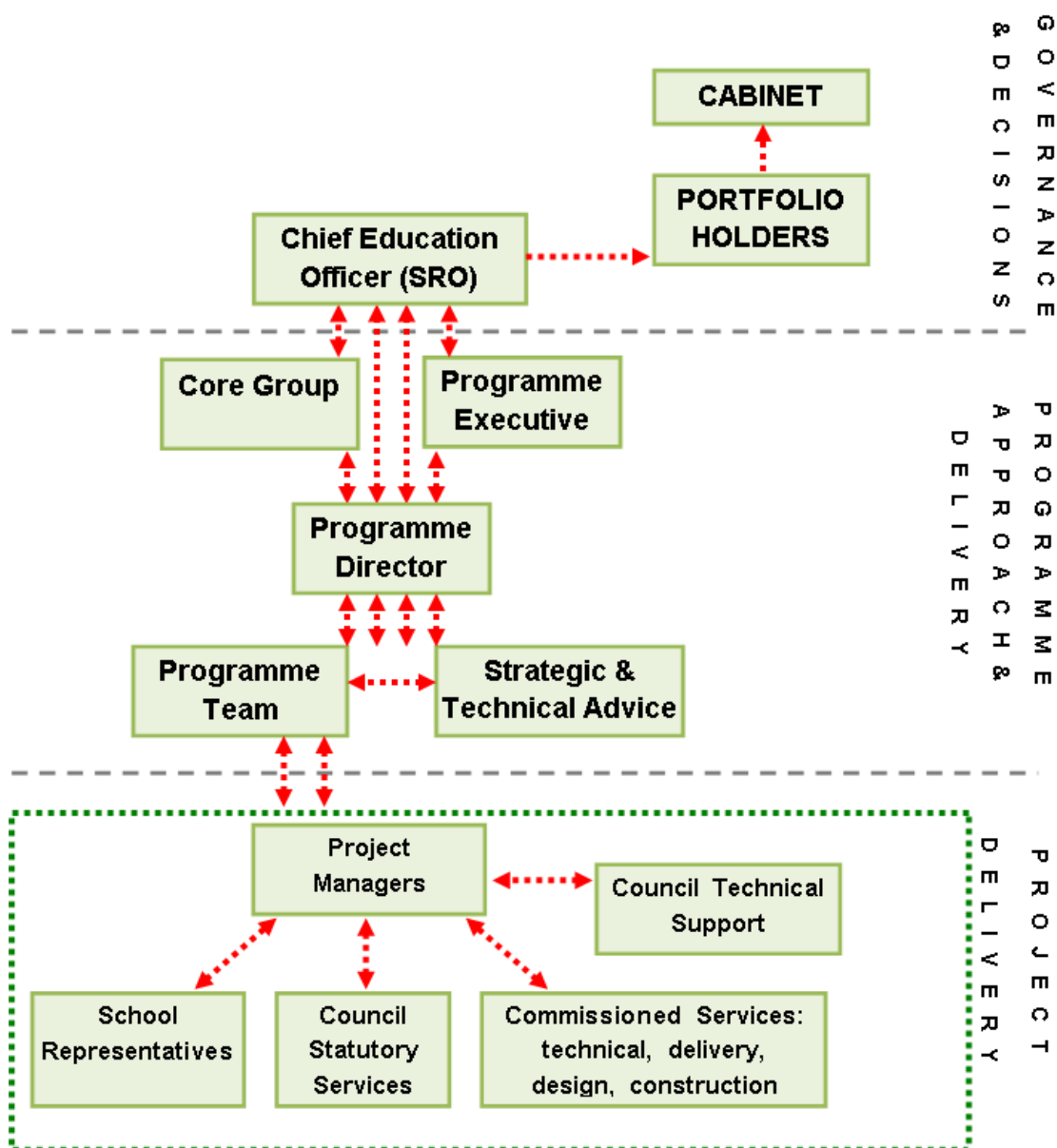
3.14 It should be noted that the original estimated cost of delivery is highly likely to change at the point of procurement and will be dependent on market condition at that point in time. Additionally if a design and build procurement route is pursued, the final agreement of requirements is not achieved immediately and can result in a further cost adjustment as the contractor confirms costs through their subcontractor supply chain. This may result in having to further adjust budgets for schemes on the

Council's Capital Programme, which will continue to be managed through the quarterly Capital Monitor process.

- 3.15 A significant challenge with costs is that the Basic Need Funding from Government does not reflect the reality of delivery costs nor is there any allowance for the acquisition of additional land to support school expansions.
- 3.16 If Government grant funding is not forthcoming, or is insufficient, and other sources such as Section 106 payments or Community Infrastructure Levy are also insufficient then prudential borrowing might have to be a route to funding school expansion but this would have an impact on revenue budgets.
- 3.17 The wider plans for the Minchenden site present the opportunity to provide additional special need provision for the borough and through land development and sales of other parcels could generate funding to subsidise delivery of the education facility. Additionally the government has suggested that it will make funding available for special need places in response to a lengthy period of Council's lobbying on this issue but an announcement is still awaited.

Programme and Project Structure

- 3.18 The programme structure established for the programme needs to be amended to take account of the retirement of the Director of Schools and Children's Services and the subsequent interim arrangements in place until the wider senior restructure is delivered.



- 3.19 The newly created Chief Education Officer post will take on the Senior Responsible Officer role for the programme and delegated authority decision-making responsibilities alongside the Director of Finance, Resources and Customer Services.
- 3.20 To maintain a balance between technical and educationalist input at the Programme Executive the Assistant Director for Special Projects will chair the meetings. Both the Chief Education Officer and the Assistant Director for Special Projects are member of Core Group along with the Programme Director. The only change to Core Group is that the Director of SCS will no longer attend.
- 3.21 Programme and project ways of working will continue to be reviewed to ensure operations align with corporate approaches, emerging delivery options and industry standards of practice. This will be explored further as a prelude to likely Enfield 2017 restructure changes that will affect staff involved in both the delivery and management of Council assets. The current programme arrangements, programme and project level guidance documents will be updated as required and agreed through an operational decision in line with established delegated authority or through any reports in relation to Enfield 2017 re-structures. Currently the programme arrangements set out:
- The governance structure and strategic decision-making protocols;

- Delivery governance, structures and key delivery roles;
 - A consistent approach to delivery activity for phase two projects that is aligned to industry standards, corporate ways of working and corporate systems;
 - Information requirements to support decision-making and consistent reporting; and
 - Mechanisms to manage the flow of accessible accurate information for each project and the programme overall to internal and external stakeholders.
- 3.22 To address the challenges of future delivery, limitations on sites, and the unrealistic levels of funding from central government the programme team will seek more opportunities for additional permanent capacity to be brought forward as part of residential developments, where feasible. Alongside this the team will commission additional work on how school design options can achieve good quality teaching spaces on constrained sites. The aim will be to produce a set of standard, but adaptable design and employer's requirements for schemes that take into account funding limitations and try to minimise the use of Council resources whilst maintaining an acceptable level of quality. The input of school head teachers will be important and be sought through representatives already engaged in established forums.
- 3.23 The programme structure and ways of working will continue to be reviewed regularly to ensure it fits with the wider approach of the Council and any changes that emanate from Enfield 2017 restructures.

Stakeholder engagement

- 3.24 Alongside the programme management arrangements a Stakeholder Engagement Strategy has been put in place for the programme. This is to ensure that the pro-active approach to consultation and communications is maintained. The programme objectives for stakeholder engagement are:
- To achieve wider Council commitments about communication and consultation;
 - Stakeholders are identified, appropriately informed and consulted in the right way at the right time;
 - Communication and engagement to stakeholders is pro-active and clear to ensure there is clarity amongst stakeholders about the Council's plans; and
 - Opportunities for dialogue are provided to ensure that stakeholders understand how and when they can contribute their views.
- 3.25 With more challenging projects likely to be a feature of the programme there is likely to be an increased requirement for communication activity to support stakeholder engagement.

Procurement for school expansions and improvement projects

- 3.26 The procurement approach for the programme was agreed by Strategic Procurement Board in November 2013. The approach is to use existing and verified frameworks or, where appropriate, OJEU procedures.
- 3.27 The initial list of suitable Frameworks is subject to ongoing review by Corporate Procurement and has been expanded to include newly available frameworks. The list now stands as:
- Crown Commercial Service (formerly Government Procurement Service) -
 - Improvement and Efficiency Social Enterprise (IESE)
 - London Housing Consortium (LHC)
 - SMART East

- Scape
- London Construction Programme Major Works Framework (LCP)
- Education Funding Agency National Framework
- Education Funding Agency Regional Framework

3.28 The approach to procurement reflects Council's commitment to positively supporting the local economy through its sustainable procurement policy. Procurement activity will require contractors, where relevant and proportionate to the contract, to consider the use of apprentices, local supply chains, and local labour. This is implemented through use of the Community Benefit toolkit at the Invitation to Tender stage, the impact of which is reported back to SPB throughout each year.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Enfield Council has a statutory responsibility to provide the necessary school places. The School Expansion Programme creates a mechanism to assist with the delivery of extra capacity required. Failure to provide enough school places is not an option.

4.2 The following proposals have been considered but rejected:

- Complete reliance on additional capacity from new free schools or existing free school / academy expansions. There is no guarantee that high quality providers will come forward with proposals for new schools that the EFA will then accept and then deliver. The Council will continue to work with the EFA and current providers that provide high quality services and contribute to the wider education community in the borough to assess potential expansion opportunities.
- Increasing class sizes to over 30 pupils. Current legislation stipulates that Key Stage One classes cannot exceed 30 pupils with only one qualified teacher, except in very limited circumstances. This does not apply to Key Stage two. However, school accommodation does not normally allow for more than 30 pupils in one class base.
- The use of community halls as emergency class bases. This option has been explored with a number of head teachers in relation to the development of the Partner School initiative. However, the revised strategy seeks to deliver a programme of permanent expansions.

5. REASONS FOR RECOMMENDATIONS

5.1 The Council has an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. This report sets out the proposed strategy and delivery arrangements to oversee delivery arrangements for schools with funding secured for expansion, to further develop options for expansion by conducting feasibility studies and consultation with the schools identified and to secure funding through opportunities that become available.

5.2 This strategy and delivery arrangements will deliver the additional reception places required in the areas of highest demand up to 2019. The expanded capacity aims to provide a higher level of flexibility built in to counter sudden increases in demand.

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

6.1 **Financial Implications**

6.1.1 The School Expansion Programme capital budgets for the years 2015/16 to 2017/18 are shown in the table below.

	2015/16 000s	2016/17 000s	2017/18 000s	TOTAL 000s
Approved SCS Capital Programme (Feb 2015)	£27,581	£21,005	£14,239	£62,825
Funded by:				
Government Grants	£21,783	£12,738	£8,845	£43,366
S106	£766	£0	£0	£766
Council Resources	£5,032	£8,267	£5,394	£18,693

6.1.2 The above figures represent the approved allocation for existing schemes within the Schools & Children's Services Capital Programme for the School Expansion and Secondary Tuition Centre schemes. As mentioned above report there are a number of significant schemes in development which will require some additional funding to be identified in order for them to proceed. At the appropriate times authority decisions will be required on the allocation of the available capital resources and the funding of any budget shortfall.

6.1.3 As part of the quarterly monitoring of the capital programme all current schemes will be subject to a review of funding and delivery to reflect current national policy and funding regimes, particularly given the need for the Council to find savings in the Capital Programme and to minimise the impact of prudential borrowing on the revenue budgets in the Medium Term Financial Plan.

6.1.4 When there is clarity on the land purchase and delivery route for additional places in the North Central area, currently proposed for Chase Farm, then a further authority decision will be sought. The same decision process will also apply to the proposed development of the Minchenden site.

6.2 Legal Implications

6.2.1 Section 14 of the Education Act 1996 requires that an authority ensures that sufficient school places are available within its area for children of compulsory school age. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to actively plan to remedy any shortfall. Section 111 of the Local Government Act 1972, includes the power to do anything ancillary to, incidental to or conducive to the discharge of any of its statutory functions. The recommendations within this report are in accordance with these powers.

6.2.2 Each school expansion will be subject to the statutory consultation process prescribed by Section 19 of the Education and Inspections Act 2006, The School Organisation and Governance (Amendment)(England) Regulations 2009, and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013. There is also statutory and non-statutory guidance (School Organisation – Maintained Schools) issued by The Department for Education in January 2014. The decision on each statutory expansion will be made by the Cabinet Member for Children and Young People.

- 6.2.3 Where Planning Permission is required in respect of any school expansion that proceeds beyond feasibility considerations and initial consultation with schools such will be accordance with the Town and Country Planning Act 1990 (as amended). This will require statutory and public consultation. Pursuant to the Council's constitution such will be required to be considered at planning committee. Works should not commence until such time as approval is given and any pre-commencement conditions (if required) by the planning permissions are discharged.
- 6.2.4 All procurements of goods/services/works will be in accordance with the Councils Constitution, in particular Contract Procedure Rules ("CPRs") and the Public Contracts Regulations 2006 or 2015 (as appropriate). In particular, the Council is able to utilise a range of EU compliant frameworks to engage the services of construction contractors or technical support staff such as architects or quantity surveyors in full compliance with the CPRs. Any use of a framework must be in accordance with the framework terms.
- 6.2.5 Section 120 the Local Government Act 1972 provides the Council with powers to acquire land for any of their functions and for the benefit, improvement and development of their area. Section 122 of the same act gives power to the Council to appropriate for any purposes which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the Council and is no longer required for the purpose for which it is held Any acquisition or appropriation of land will need to be in accordance with the Council's Property Procedure Rules.
- 6.2.6 All legal agreements will need to be in a form approved by the Assistant Director of Legal Services.

6.3 **Property Implications**

- 6.3.1 The Strategy set out in this report will provide additional primary places in local areas of need.
- 6.3.2 Where there is a requirement for expansion, existing Council assets will be reviewed in the first instance. Where an acquisition may present itself, in order assist in the School Expansion Programme, these opportunities will be need to be assessed in more detail with feasibility and due diligence studies.
- 6.3.3 Stamp Duty Land Tax (SDLT), transactional costs (legal, surveyors and disbursements), potential VAT, holding costs including security and vacant premises rates will need to be considered when acquiring a property and a suitable strategy will need to be enabled to limit the Council's exposure to these cost items
- 6.3.4 The site values will depend upon the prevailing market conditions at the time, and external valuations may be required to support the acquisition of land.
- 6.3.5 The land acquisition strategy will be challenging. Several internal and external approvals will be required and the Council will need to ensure appropriate consents are obtained or in place.
- 6.3.6 Land acquisitions to support expansion must conform to the Council's Property Procedure Rules (PPR's) and to demonstrate the Council's obligations under section 120 of the Local Government Act 1972, there will be a requirement for the Council to obtain an external RICS Red Book valuation by a Registered Valuer/Chartered Surveyor.
- 6.3.7 If existing Council assets are to be brought in to assemble land for an expansion then Appropriation to the correct holding department will be

required. If Appropriation from the Housing Revenue Account to the General Fund is required then all transactions will be undertaken at current existing use value.

- 6.3.8 Initial consultations regarding acquisitions should require the Assistant Director of Strategic Property Services to be either present or informed.
- 6.3.9 Relevant stakeholder consultation will be required from the outset to support either acquisition or disposal of land and gaining planning permissions. Depending on the site and land-use designation, consultees could include English Heritage, the Greater London Authority (GLA), Sports England and the appropriate Secretary of State.
- 6.3.10 The use of modular construction will assist with speeding up the construction process, but requires significant investment upfront in the design process. Additionally it has the potential to lower costs as compared with the traditional build routes but this requires assessment given recent market conditions and tender returns on modular packages. Modular construction also significantly improves a buildings environmental performance and overall sustainability.
- 6.3.11 To meet statutory requirements it is vital to ensure that the Council's financial accounts do not include buildings (or parts of buildings) that have been demolished. To ensure we have high quality records and meet our statutory obligations Education Asset Managers will complete a demolition notification form and return to Property Services.
- 6.3.12 An inventory list of any material procured and produced will need to be kept. In the event of failure, appropriate arrangements will need to be made for these supplies to be retained and secured for the Council until a decision is made on how best to dispose of them.
- 6.3.13 Property Services will need to be aware and sent the new data being generated for the expansion of these schools. These include floor plans with room data for the purposes of the Asset Management System, Atrium.
- 6.3.14 Property Services is involved in the programme management structure and is able to advise on acquisition, disposal and other land development issues.
- 6.3.15 Once planning permission is gained Building Regulations will need to be adhered to as part of the enabling and construction works.

7. KEY RISKS

Additional capacity and contingency

- 7.1 The revised Provision of Primary Places Strategy has been revised by this report to set out the arrangements to commence delivery of additional school places in the 2015 to 2019 period. This is in response to the recent review of pupil number projections. The next set of pupil number projections will be available in Spring 2016 and will be reviewed to inform the annual update to the strategy for providing school places. Our aim is to improve parental choice, and minimises the risk of providing insufficient pupil places.
- 7.2 There is a risk that if popular and successful Enfield schools near the borders of neighbouring boroughs are expanded then this could encourage an influx of pupils from those boroughs if they have not been successful in expanding their own provision.
- 7.3 Actual pupil numbers will be carefully monitored against projections, to ensure that the Council strives to provide places in the actual areas of demand (i.e. local places for local children). Officers will also continue to engage in regional and bilateral discussions about the provision of places to assess provision in other boroughs.

Concerns about school expansions

- 7.4 Experience to date suggests that the three most significant factors likely to cause concern to some stakeholders are car parking, increased traffic flows and the exterior treatments of outward facing structures. The programme and project team members will work closely with schools and Governing Bodies to ensure that designs are of high quality and that issues of concern are addressed in the design proposals, including traffic management once technical information is available.
- 7.5 Both the informal and statutory rounds of consultation will be managed in a way that makes them accessible to stakeholders, including residents, to maximise opportunities for input.

Basic Need Funding

- 7.6 The annual submission to the Department for Education (DfE) is based on identifying existing capacity in the system. Thus, close monitoring of pupil numbers and a review of projections will ensure that the Council is best placed to maximise any Basic Need Funding for the provision of school places.

Delivery Timescales

- 7.7 Each school year the Council will have to fulfil its statutory duty to provide sufficient school places. Programme and project milestones will be clearly identified and progress monitored closely by the Programme Executive and Board which is made up of stakeholders, Cabinet Members, Headteachers, Governors and Council officers at the most senior level.

Planning Consent

- 7.8 Each school expansion will require planning consent. During the initial design and pre-planning processes, architects will carefully follow pre-application advice that has been provided, so that designs presented to the Planning Committee will be of a high quality and best placed for approval. However, there is clearly a risk at this stage. Some flexibility regarding pupil numbers will be provided within the programme to ensure that the Council meets its statutory duty to provide sufficient school places.

Costs

- 7.9 The estimated cost of expansion as outlined in the body of the report could well place additional strain on the Council's finances. If Government grant funding is not forthcoming then prudential borrowing might have to be a route to funding school expansion but this would have a significant impact on revenue budgets. For every £1 million of borrowing, an additional pressure of £85k will need to be added to the annual revenue budget.
- 7.10 The overall programme cost and the amount included on the Capital Programme will be reviewed as part of an annual programme review each Spring that will consider the updated statistics on pupil places; levels of school provision, particularly planned Academy or Free School provision; construction market inflation and the progress of individual projects.
- 7.11 Costs for each established project will be managed through the project and programme management governance arrangements already put in place and be subject to the Council's usual due diligence and value for money tests. Changes in estimated costs, established budgets and the spend profile will be managed through the Capital Programme via the quarterly Capital Monitor updates.

- 7.12 Wider economic and market conditions are likely to be a major factor in terms of contract costs. As previously stated, the construction index lags behind real market conditions suggesting it will increase again next year. Statutory requirements around the provision of places and guidance around teaching space sizes limit options on reducing the quantity of provision. Reducing the quality of provision will not be able to counter balance a buoyant construction market and in addition to increasing the risk of higher maintenance costs it could have a negative impact on school Head Teachers' and Governors' willingness to support expansions in the first place. Additionally they may even form a negative view of the Council as a stakeholder.

8. IMPACT ON COUNCIL PRIORITIES

Fairness for All

- 8.1 This proposal will result in pupil places being created across the borough in order to meet demand in the relevant geographical areas which will also create employment opportunities for teaching and support staff. Further improvement and investment in school buildings will provide greater opportunities for enhanced community use.

Growth and Sustainability

- 8.2 By ensuring that places are provided in areas of highest demand, this will ensure that pupil mobility across the borough is kept to a minimum. This therefore means that increased road travel is minimised and families can be encouraged to walk to school.

Strong Communities

- 8.3 The proposals outlined in this report will provide additional places in parts of the borough where pressure on local schools is forecast to be greatest. The extra places provided in the neighbourhoods of highest demand will help satisfy demand in these specific areas and will ensure that young children will not have to travel unmanageable distances to and from school.
- 8.4 The proposals in this Strategy will allow the Authority to have greater control over the provision (and potential future reduction) of pupil places, allowing more opportunities to stabilise local communities and ensure that there are local places for local children.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 An equality impact assessment was completed for approval of the overall strategy in June 2012. The strategy was developed to ensure that there are sufficient places across the borough to meet demand, that these places are not discriminatory and to ensure that all children have access to high quality education. The delivery of the strategy is updated annually following a review of pupil place projections. In accordance with the publication of statutory notices, full consultation with residents and parents on each proposed school expansion will be conducted.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The provision of additional places at the schools identified in this report will enable the Authority to meet its statutory duty to ensure the availability of sufficient pupil places to meet demand. The programme management arrangements are established and this provides the mechanism for both programme and project monitoring to ensure objectives are met.
- 10.2 The strategy presented in this report is consistent with the national agenda for expanding popular and successful schools.

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 As all of the school expansion projects will involve contractors working on existing school sites, the Council will ensure that contractors provide the highest level of Health and Safety on site and meet Criminal Records Bureau (CRB) requirements.
- 11.2 There are no specific health and safety implications other than the impact of additional traffic, generated by increased numbers at the PEP schools. Working with Highways, funding has been included in the cost summary to allow for traffic mitigation measures on each of the schemes. As part of the planning approvals process, traffic impact assessments have to be submitted for each scheme, and the Planning committee will have to give approval.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 Providing school places in the areas where there is demand will encourage parents and carers to walk to school. This will impact on the health and well-being of the public in Enfield. Walking to school will encourage healthy lifestyles, and reduce pollution caused by traffic.

Background Papers

None

Appendix A

Annual Report on Pupil Place Provision, Demand and Delivery Options

Contents

1. Introduction.....	2
2. The need for Primary School pupil places.....	2
Assessment of demand.....	2
Summary table of the need for places	4
Meeting the demand for reception classes from September 2016	5
The provision of extra primary school places to meet projected demand.....	8
3. The need for Secondary School places.....	10
Assessment of demand.....	10
Summary table of the need for places	11
Meeting the demand for year seven classes from September 2016.....	11
The provision of extra secondary school places to meet projected demand	12
Additional pupil referral unit places for secondary aged pupils.....	13
4. The need for Special School Places	14
Assessment of demand.....	14
Meeting the demand for ASD Special Need school places	15
The provision of extra Special Need school places to meet projected demand.....	15

1. Introduction

- 1.1 This report sets out the findings from the annual review of the demand pupil places, current school capacity, known plans to increase school capacity and identified whether any additional provision needs to be delivered. The report is structured by age ranges and provision groups.
- 1.2 The report has been produced to support a cabinet decision on the strategy and approach to delivering school places. The assessment covers in detail a four year timescale and provides a general comment beyond that. This reflects the fact that the capital funding for the provision of additional places is only provided, on an indicative basis, for three financial years at a time.

2. The need for Primary School pupil places

Assessment of demand

- 2.1 The assessment of need for the next four years is based on the Greater London Authority (GLA) school roll projections. The boundaries of the school place planning areas remain the same as last year, as do the increases to the GLA school roll projections of 5% for Primary and 3% for Secondary to allow for fluctuations in population projections between each annual statistical release.
- 2.2 Based on Department for Education guidance and Audit Commission recommendations the Council maintains an aspiration to provide an element of parental choice in school places through delivering up to 5% further additional places in each pupil place area for both Primary and Secondary. Provision of these additional places above the amount required to meet demand is not funded by the Department for Education.
- 2.3 The May 2015 release of the GLA School Roll Projections amends the 2014 release and creates the following picture of demand over the period up to 2019 at the borough level:
 - This release has reversed the picture of demand over the short term with projections on average of 4% higher for 2015-17 compared to the last release. Additionally the demand trajectory has changed to a sharp increase in September 2015 and 2016 followed by a reduction to 2019 then a steady increase over the long-term (from 2020 onwards).
 - For September 2015 demand can be met through existing and planned capacity on a borough basis¹ and the Council can continue to meet the statutory responsibility in this respect. For each of the six pupil place planning areas, including allowances for schools that service more than one area², demand can be met. However, the most recent GLA projections show higher demand than previously forecast for September 2015 and 2016, which is placing pressure on available capacity.
- 2.4 At the pupil place planning area level the new release of the GLA School Roll Projections provides the following picture of demand:
 - The South West area of the borough has slightly more demand in 2015 and 2016 than the GLA projected last year but this evens out from 2017.

¹ Based on the GLA school roll projections which cannot take account of actual cross-borough applications and movements or applications for school places made during the academic year.

² Applies to Edmonton County (Little Bury St) and Worcesters where extra capacity provided through recent school expansion serves more than one pupil place planning area. This is partly due to each of these schools being on the border of two pupil place planning areas.

- The North Central (broadly Enfield Town and Bush Hill Park) area has higher demand in 2015 and 2016 than the GLA projected last year and whilst the projections subside from 2017 this is expected to change in the North West of this area once the residential development on unused parts of the Chase Farm hospital site is factored into the GLA population projection model.
- The North East area is facing higher demand in 2015 and 2016 than the GLA projected last year but this is expected to subside from 2017 to 2019.
- The South East area is facing significantly higher demand from 2015-17 than the GLA projected last year but this is expected to subside in 2018 and 2019.
- The West Central and Hadley Wood areas also show slightly higher demand from 2018 onwards than the GLA projected last year but there is no increase between 2015 and 2017.
- The numbers of in-year admission continues to be a feature that requires management and analysis by the admissions service. This change reflects the change in migration patterns across London.
- At the borough level surplus places, or spare capacity ranges between 2% and 4% up to 2018 which is acceptable. However surpluses vary across areas ranging from low levels of 1% to 8% in any given year. Increasing demand across all areas, apart from Hadley Wood, would erode all surpluses by 2018 if no additional capacity is provided.

2.5 It should be noted that there are two factors that the GLA school roll projections do not fully take account of:

- Significant housing developments planned for the long-term which will have a direct impact on the demand for school places locally. Housing development data is used to allocate population across geographic areas but only once a planning application has been approved. Therefore the long-term pipeline of significant housing developments will need to be monitored separately and any extra provision planned for as individual developments come forward.
- Actual cross-borough movements of pupils. The numbers of children that go to school in other boroughs fluctuates annually but in recent years a trend developed of an increasing net outflow of pupils. The GLA School Roll Projections uses an average from recent years but this does not necessarily project the future. This is a factor for schools and communities located near the Haringey and Barnet borders. There is a separate communications activity to make residents more aware of the success of local schools.

2.6 The number of in-year admissions, particularly at Primary school age, has been rising in recent years. This is where parents request a school place outside of the formal annual application process and timescales. Information for the Council's Admissions Services is that the Borough now experiences high demand for primary school places from parents who are new to the area. There is now particular pressure on Year 1 and Year 2. The situation is monitored regularly at a senior level and options are being explored to provide additional classes within Key Stage 1 if they are required.

2.7 This impact of in-year admissions on demand is outside the standard assessment of the projections of reception age children. The admissions service monitors and assess demand across all year groups and where additional temporary provision is required arrangements are put in place in partnership with relevant local schools.

Summary table of the need for places

2.8 The table below outlines the need for Primary School reception places for September 2015 and beyond. It should be noted that in all Primary school expansions the reception class is required initially, followed by extra classes for school years one to six to accommodate the increased number of pupils as they move up each year. Following a school expansion decision it takes seven years for the school to reach full capacity.

Enfield Primary Areas	Recent delivery to meet demand for Sept 2015	Delivery required to meet demand for Sept 2016	Delivery required to meet demand beyond Sept 2016
South West Enfield	<p>Bowes Southgate Green partner school, located at Broomfield secondary, will provide an additional form of entry (30 places). This is temporary provision in advance of planned permanent provision.</p> <p>Area surplus capacity is expected to be around 4%.</p>	No extra capacity required if partner school continues to provide two forms of entry. Surplus capacity is expected to be around 3% to support parental choice.	<p>Two permanent extra forms of entry required from 2017 to replace the temporary provision.</p> <p>Two further additional forms of entry required from 2018 to meet demand and maintain surplus capacity of 4%. This level of capacity should be sufficient to meet demand up to 2020/21.</p> <p>Subject to annual review of GLA projections and review of effect of extra provision planned at Ashmole in Barnet.</p>
North Central Enfield	<p>Up to two forms of provision will be provided through joint partnership arrangements at Suffolks Primary and Bishop Stopford secondary. This is temporary provision in advance of planned permanent provision.</p> <p>Area surplus capacity is expected to be around 4%.</p>	One extra form of temporary provision is required to meet short term demand and maintain surplus capacity at 4% to support parental choice.	<p>Three permanent extra forms of entry required from 2017³ to replace the temporary provision and provide additional permanent capacity in advance of increased demand expected from residential development.</p> <p>No extra capacity is expected to be required from 2018-2025.</p> <p>Subject to annual review of GLA projections and monitoring the effect of the new residential development planned for Chase Farm.</p>
North East Enfield	Oasis Hadley will provide one extra class (30 places) to meet demand. There is not expected to be any surplus capacity in 2015.	One extra form of temporary provision is required to meet short-term demand.	Additional permanent provision is not required until after 2019 as demand is expected to fall after 2016-2019 with planned capacity sufficient

³ Permanent provision required to replace the partner school set up in Sept 2015

Enfield Primary Areas	Recent delivery to meet demand for Sept 2015	Delivery required to meet demand for Sept 2016	Delivery required to meet demand beyond Sept 2016
		This is subject to assessment of info from admissions and the impact of provision in Broxbourne.	up to 2022/23. Subject to annual review of GLA projections.
South East Enfield	No additional capacity was required, beyond the additional provision at Bowes Edmonton, to meet demand for September 2015.	Two extra forms of entry are required from 2016 to meet demand and create 1% surplus capacity to support parental choice.	One temporary extra form of entry is required from 2017 to meet a short term peak in demand. Surplus capacity is expected to remain at around 1% but demand is expected to fall steeply in 2018-19 before rising slowly from 2019-25. Subject to annual review of GLA projections, the effect of residential provision at Meridian Water and a review of planned provision in Haringey.
West Central Enfield	No additional capacity was required to meet demand for September 2015.	None required to meet demand. Surplus capacity is expected to be around 3% to support parental choice.	Extra capacity required from 2018 where the surplus capacity is expected to drop to less than 1%. Subject to annual review of GLA projections and assessment of whether planned additional capacity in SW can serve this area.
Hadley Wood	No extra capacity required	No extra capacity required	No extra capacity required

Meeting the demand for reception classes from September 2016

- 2.9 The list of current options for provision of extra reception primary school capacity is listed below. Some options are established projects at feasibility stage and others require pre-feasibility investigation. All projects will require agreement of relevant governing bodies and confirmation that funding is secured before progressing to permanent build phases.

FINAL DRAFT

Primary Area	Schools/sites	Comments (need)	Comments (delivery)
South West Enfield	Potential extra primary capacity (+2 FE at Grovelands)	Required from 2017	+2FE capacity already provided for this area through Bowes Southgate Green partner school. Grovelands provision is subject to feasibility, consultation and availability of funding This provision would also serve the West Central area which a small amount of additional capacity will be required from 2018
	Potential extra primary capacity through a school expansion to become an all-age (+2FE or +3FE at Broomfield)	An option to meet demand from 2018	A longer term option and subject to further discussion with the school, consultation, feasibility and funding.
	Potential extra primary capacity through an academy expansion to become an all-age school (+2FE at Ashmole in Barnet)	An option to help meet demand from 2016	Ashmole Academy has secured an expansion to create an all age school. Its proximity to the Enfield border is such that it could make a noticeable contribution to meeting borough demand. A review of the impact is required, particularly if the school establishes a defined catchment area that includes part of Enfield. Subject to feasibility, planning and availability of funding.
North Central Enfield	Temporary extra primary capacity through a partnership arrangement with Suffolks Primary and Bishops Stopford Secondary schools (up to +2FE in 2015-17 if demand materializes)	Up to +2FE required from 2015 and potentially another +1FE in 2016-17.	The contingency option to allow the permanent options to be secured. This includes the viability of land acquisitions being investigated.
	Potential extra primary capacity of +3FE or +2FE at a new site (subject to land acquisition)	Required from 2017	Outline planning permission secured (subject to s106 negotiation) on one site, other sites under investigation. Delivery of any option is subject to land purchase, further feasibility, planning and funding.
	Potential extra primary capacity through an academy expansion to become an all-age school (+2FE at Kingsmead)	An option to help meet demand from 2016 or later but is not in an area facing increased demand.	Information from school consultation. Subject to a successful application to the Department for Education, then feasibility, planning and availability of funding – would not be Council funded. The expectation is that this will not proceed due to constraints on the site and that the school does not serve the areas that will need additional places to meet demand.

FINAL DRAFT

Primary Area	Schools/sites	Comments (need)	Comments (delivery)
	Potential 1FE expansion of an existing school	An option for 2017	Subject to agreement of the governing body, feasibility, planning consent, statutory consultation and availability of funding.
North East Enfield	Temporary extra primary capacity to meet short-term increase in demand (to be investigated at existing schools in the area)	Required from 2016	Subject to planning, procurement and delivery. Also subject to review of demand emerging through the admissions process.
South East Enfield	A new free school (+1FE in new 2FE school at Meridian Angel Primary School)	Required from 2016	Planning consent gained, subject to delivery by Education Funding Agency – not Council funded or delivered.
	A potential primary school expansion (+1FE)	An option to help meet demand from 2016	An option being investigated that is subject to a land acquisition to facilitate a primary expansion.
	Potential new primary school provision in Haringey, near to Enfield border (+1FE of provision that could serve Enfield)	An option to help meet demand from 2016	Options to be investigated and developed for 2016 onwards in conjunction with Haringey. A review is required of whether the location could serve Enfield residents.
	Potential new primary provision as part of Meridian Water delivery (+2FE)	An option to help meet demand from 2019	Linked to increased population expected as Meridian Water residential development progresses.
West Central Enfield	The Grovelands expansion should also serve this area.	An option to help meet demand from 2018	A review is required of whether planned additional capacity in the SW can serve this area. Then options for delivery should be investigated and developed.
Hadley Wood	No extra reception capacity needed	N/A	Options not required.

2.10 As a result of the increase in in-year admissions, there may be a need to provide additional temporary classes for year groups under pressure from September 2015 or at any point through the academic year. The situation is monitored and assessed by the Council's Admissions Service and contingency plans will be implemented if the need for extra places warrants intervention.

The provision of extra permanent primary school places to meet projected demand

2.11 Across the borough, the demand and supply of additional permanent Primary school places can be summarised as follows:

Primary Provision	2016	2017	2018	2019	TOTAL (FE)	TOTAL (places)
Projected Demand for permanent additional forms of entry	+3FE	+5FE ⁴	+3FE ⁵	0	+11FE	+2,310
Confirmed new free/ academy school supply	+1FE	0	0	0	+1FE	+210
Potential provision serving Enfield from adjacent boroughs	+1FE	0	0	0	+1FE	+210
Requirement for Council delivered/facilitated permanent capacity	+1FE	+5FE ⁶	+3FE ⁷	0	+9FE	+1,890

2.12 Overall the demand for permanent places in 2016-19 is higher than projected last year due to pressures in the South East, North Central and to a lesser extent the West Central areas. The requirement for Council funded provision is also higher and will be challenging given that there was no additional Basic Need for primary places allocated for 2017/18. In some instances current plans can be amended to take advantage of opportunities or temporary provision used whilst plans and funding for permanent provision are developed. It is likely that more additional provision will be needed in some localities from free schools and schools in neighbouring boroughs that are close enough to the border to serve Enfield communities.

2.13 The need for temporary provision to address short term increases in demand will need to be assessed as follows:

- The North East area for September 2016 if the Admissions Services assessment of applications suggests that demand will materialize; and
- The South East area for September 2017 if the Admissions Services assessment of applications suggests that demand will materialize.

2.14 The current delivery activity required to increase the supply of places through the second phase of the School Expansion Programme can be summarised as:

- Ensure Bowes Southgate Green can continue to deliver two forms of entry of temporary provision at Broomfield Secondary in advance of the plan for permanent provision at Grovelands to serve the South West area of the borough;
- Complete feasibility for Grovelands and deliver permanent provision from 2017 to serve the South West, and potentially the West Central, areas of the borough – this is subject to feasibility, consultation, planning consent, funding and annual review of population projections;

⁴ Does not include temporary provision potentially required to address high demand for one year in the South East area

⁵ Includes 1FE for the West Central area which is a new requirement

⁶ Includes 2FE of permanent provision required to replace temporary provision in the SW at Bowes Southgate Green and 3FE of permanent provision required to replace temporary provision at Suffolks/Bishops Stopford

⁷ Includes 1FE for the West Central area but the additional capacity could be provided from the +2FE planned at Grovelands which would serve both the South West and West Central areas

- Investigate options for provision of two forms of permanent primary entry by September 2018 at Broomfield to serve the South West of the borough – this is subject to feasibility, consultation, planning consent, funding and annual review of population projections;
- Ensure that up to three forms of entry of temporary provision provided through a partnership with Suffolks Primary and Bishops Stopford Secondary can be maintained up to 2017 in advance of permanent provision for this part of the North Central area of the borough;
- Progress feasibility of a potential expansion to provide additional permanent provision in this part of the North Central area – this is subject to approval of the governing body, planning consent and confirmation of funding;
- Complete any land acquisitions required to enable permanent provision in a specific part of the North Central area – this is subject to acquiring any land required at best value and confirming the funding and deliver route for the school buildings;
- Investigate options and deliver an extra permanent form of entry from September 2016 in the South East area of the Borough – this is subject to feasibility, planning and funding and annual review of population projections; and
- Investigate whether the increase in demand in the West Central area can be met through the additional capacity planned through the Grovelands proposal in the South West area.

2.15 Additionally there will be ongoing monitoring and dialogue around potential Free/Academy Schools that are seeking to provide additional places and schools in other boroughs that may serve Enfield communities that affect provision in the Borough, particularly:

- Meridian Water – due to deliver 2FE of permanent provision in the SE area from Sept 2016 (with 1FE transferring from current temporary provision at Dyson's Road);
- Kingsmead – if accepted by the EFA could deliver +2FE in the North Central area but this would result in significant over-capacity for the area which is beyond the level of surplus capacity recommended by government and the audit commission;
- Ashmole – if there is an Enfield specific element to the catchment area then it could deliver +1FE for Enfield children in the South West area;
- St Mary's in Broxbourne – this could potentially attract parents from the North East of the borough and perhaps the North Central area but access is not easy. The impact is expected to be minimal but it should be monitored;
- Proposals in Haringey for a free school near the Enfield border that could serve Enfield communities in the South East area; and
- Any relevant proposals and applications confirmed from suitable providers for stated areas of demand in the borough.

3. The need for Secondary School places

Assessment of demand

- 3.1 The assessment of need for the next four years is based on the Greater London Authority (GLA) school roll projections. The Council will continue to assess Secondary school place demand in a general way at a borough level for the following reasons:
- Half of the Borough's Secondary schools were in close proximity to at least one of the old Secondary place planning boundaries; and
 - Secondary age children are likely to travel further to a school of their choice.
- 3.2 However, delivery planning will be more local to ensure a balance of provision across the borough over time.
- 3.3 As per last year, the GLA school roll projections for Secondary are increased by 3% to allow for fluctuations in population projections.
- 3.4 Based on Department for Education guidance and Audit Commission recommendations the Council maintains an aspiration to provide an element of parental choice in school places through delivering up to 5% further additional places in each pupil place area for both Primary and Secondary. Provision of these additional places above the amount required to meet demand is not funded by the Department for Education.
- 3.5 The May 2015 release of the GLA School Roll Projections amends the 2014 release and creates the following picture of demand over the period up to 2019:
- There is expected to be a slower rate of increase in demand for secondary school places compared to last year's release. The current levels of spare capacity will help meet demand and maintain a high degree of parental choice until 2017.
 - Additional permanent places will be required between September 2018 and 2020 but demand in 2020 is lower than projected last year. The newly released projections now show a later peak, in 2023 rather than 2020. This will need to be monitored annually.
 - There is more spare capacity in the East of the borough due to the recent provision from academies and free schools. However, the area is well served by bus routes allowing easy access from other areas of the borough.
- 3.6 It should be noted that there are two factors that the GLA school roll projections do not fully take account of:
- Significant long-term housing developments which will have a direct impact on the demand for school places locally. Housing development data is used to allocate population across geographic areas but only once a planning application has been approved. Therefore the long-term pipeline of significant housing developments will need to be monitored separately and any extra provision planned for as individual developments come forward.
 - Actual cross-borough movements of pupils. The numbers of children that go to school in other boroughs fluctuates annually but in recent years a trend developed of an increasing net outflow of pupils. The GLA School Roll Projections uses an average from recent years but this does not necessarily project the future. This is needs monitored and there is a separate activity to make residents more aware of the success of Enfield schools.

Summary table of the need for places

3.7 The table below outlines the need for Secondary School Year Seven classes (forms of entry) for September 2015 and beyond.

Enfield Secondary Area	Recent delivery to meet demand for Sept 2015	Delivery required to meet demand for Sept 2016	Delivery required to meet demand beyond Sept 2016
Borough-wide	<p>No extra capacity is required. Spare capacity is expected to be approximately 9.5%.</p> <p>This supports a significant amount of parental choice, particularly in the east of the borough where free schools and academies have increased capacity</p>	<p>No extra capacity is required but new free school provision is likely to be delivered.</p> <p>Demand is expected to increase and spare capacity is expected to be around 8.5%.</p> <p>This supports a significant amount of parental choice, particularly in the east of the borough</p>	<p>By 2018 an additional five forms of entry, compared to September 2015, is required to meet demand.</p> <p>By 2019 another five forms of entry will be required to meet demand.</p> <p>Beyond 2019 a further ten forms of entry will be required by 2020 plus another seven by 2023 which the projections suggest is the demand peak.</p> <p>Ideally, opportunities to provide additional places in the West of the borough are required in advance of 2020 to help balance provision across the borough.</p>

3.8 It should be noted that secondary school expansion are more complex than primary expansion because in addition to standard classrooms, there may be need for additional special capacity such as science labs, design and technology rooms, etc. To fully understand the building requirements a curriculum assessment has to be conducted with the school to understand timetabling and capacity options as part of the work on feasibility.

3.9 The design for new school buildings should consider Education Funding Agency room and space guidance but increasingly new schools in urban areas are delivered on highly constrained sites. It still takes a secondary school five years to reach full capacity following an expansion so with creative timetabling there can be flexibility to enable expansion before all construction works are complete.

Meeting the demand for permanent year seven classes from September 2016

3.10 The list of current options for provision of extra permanent year seven secondary school capacity is listed below. Some options are established projects with funding secured while others are at feasibility stage, some require pre-feasibility investigation. All projects will require agreement of relevant bodies and funding secured before progressing to permanent build phases.

Schools/sites	Comments (need)	Comments (delivery)
Heron Hall permanent buildings will provide capacity for an additional five forms of entry (a total of eight) from 2016	Required from 2017 to meet borough demand	Delivered and funded by the Education Funding Agency. Extra capacity is expected to be delivered earlier than demand requirements but school intake is likely to be increased incrementally in a phases.

Schools/sites	Comments (need)	Comments (delivery)
onwards.		
Ark North Enfield will be a new secondary school providing an additional six forms of entry from 2018	Required from 2018 to help meet borough demand	Delivered and funded by the Education Funding Agency. A site is being secured in the east of the borough near Alma Road.
A new secondary school proposal in the west of the borough, which could provide up to eight forms of entry.	Required by 2020 to help meet borough demand	Requires application and approval from the Education Funding Agency. If successful would be delivered and funded by the EFA. This location would allow provision to be spread more widely and ideally would be delivered in advance of 2020 to provide more parental choice.
Expansions of existing secondary schools could provide between two and four additional forms of entry, depending on curriculum analysis and sixth form requirements	Required from 2020 to help meet borough demand	All sites are constrained and challenging further work on feasibility is required followed by innovative design solutions that make best use of minimal space. Funding would need to be secured.
A new secondary or all through school as part of the housing development at Meridian Water, which could provide 6 – 8 forms of secondary entry.	Required to meet demand generated from new housing development	Requires application and approval from the Education Funding Agency. If successful would be delivered and funded by the EFA.

The provision of extra secondary school places to meet projected demand

3.11 Across the borough, the demand and supply of secondary school places can be summarised as follows:

Secondary Provision	2016	2017	2018	2019	TOTAL (FE)	TOTAL (places)
Projected Demand (in additional to 2015 capacity)	0FE	+0FE	+5FE	+5FE	+10FE	+1,500
Free/Academy school supply	+5FE ⁸	0FE	+6FE ⁹	0FE	+11FE	+1,650
Requirement for Council funded	0FE	0FE	0FE	0FE	0FE	0

⁸ Additional provision confirmed at the permanent Heron Hall school buildings. Places are not required to meet demand in 2016 and are likely to be made available in a phased way.

⁹ Additional provision confirmed at a new school, Ark North Enfield. Places are required to meet demand from 2018.

supply						
--------	--	--	--	--	--	--

- 3.12 Overall the demand for places is slightly lower than the GLA projected last year and the combination of current surplus capacity and confirmed Education Funding Agency schemes will ensure that demand for secondary school places can be met up to and including 2019.
- 3.13 The main challenge over the 2015-17 period will be ensuring that the further 10 forms of entry are provided by 2020 and that these places are located in the central and western areas of the borough.
- 3.14 An initial desktop review of secondary school sites in the borough has shown that most existing schools are located on sites that would be challenging to expand whilst strictly following the Education Funding Agency space guidelines. Other sites present challenges in cost terms as they were built with Private Finance Initiative funding where the agreements are such that construction works on site would be unlikely to represent good value.
- 3.15 The most realistic opportunities for the provision of the additional secondary school places by 2020 are proposal that come forward as part of residential developments where the building is funded by the Education Funding Agency and potentially developer contributions through s106 or Community Infrastructure Levy payments.
- 3.16 The potential residential development in the west of the borough and the Meridian Water development are good examples of where this can be achieved and further similar opportunities will be sought.
- 3.17 Additionally the few viable opportunities of secondary school expansion will be further investigated, including consultation with school Head Teachers and governing bodies. However, due to the current high levels of spare capacity in secondary schools there is no Basic Need funding available in the next three years for the Council to deliver additional secondary school places. A further complicating factor will be the potential effect of any sixth form expansions on space in secondary schools.
- 3.18 Council officers are currently working with secondary school Head Teachers to understand the potential future demand for sixth form places with a view to supporting schools bid for funding that can support expansion to support 16-19 provision. 16-19 year olds have a wider range of options for the education or training that they must now be engaged in so it is not possible to model future demand for school based sixth form provision in the same way as can be done for primary or secondary school places. An important factor in any plans for additional school based sixth form provision is that funding for capital works required to create the space is not provided as part of the government Basic Need funding. Funding is distributed through one off bidding rounds. The approach is to develop an overall picture of the need for additional school based sixth form places in the borough with a list of the school with the highest chance of success in those bidding rounds. This will make bid preparation more straightforward once a new round is announced.

Additional pupil referral unit places for secondary aged pupils

- 3.19 There are a number of secondary aged pupils that for a variety of reasons are removed from the mainstream school environment to receive additional support to help them re-integrate into that environment.
- 3.20 Currently provision of this Secondary Tuition Centre is split across three sites and none of the buildings were designed for this particular use. Additionally as the school aged population has increased so has the demand for this particular type of provision. The assessment of demand and options for provision resulted in the recommendation to provide a new purpose built facility.
- 3.21 A site has been secured on Bullsmoor Lane and the plan is to provide a purpose built facility that can accommodate 100 pupils at any one time but there will be 150 on the school roll. This is possible because at any given time there will be a number of pupils at college or receiving support at other locations.

4. The need for Special School Places

Assessment of demand

- 4.1 The Council has worked with practitioners to update the Special Educational Needs (SEN) Strategy to account for the increase in demand for provision and the appropriate approach to address to different categories of need.
- 4.2 Whilst numerically the overall number of school-age pupils with a SEN is broadly the same as in 2010 there has been a disproportionate and significant increases in some of the categories where specialist high support provision outside of maintained schools is the appropriate delivery solution. Primarily this is Autistic Spectrum Disorder and Severe and Complex Learning Difficulty, where there is now a pressing need to increase capacity. Both the assessment of supply and demand and provision of high support differs from mainstream education with smaller class sizes and mixed age groups more of a feature.
- 4.3 The table below summarizes the current capacity position at the schools supporting some of the most vulnerable SEN pupils.

School	Specialism	Ideal Numbers	Additional temporary capacity	Total current capacity
Russet House	ASD - Autistic Spectrum Disorder	92	19	111
Durants	ASD - Autistic Spectrum Disorder	92	14	106
Out-of-borough provision	ASD - Autistic Spectrum Disorder	20	30	50
Totals		204	63	267

- 4.4 The assessment of current capacity is that there is a gap of 63 places that needs to be addressed as an immediate priority given the high costs of out-of-borough placements and the strain of service provision in the two special schools.
- 4.5 The forecasting for demand of ASD suggests that pressure on capacity is only going to increase in future years. Whilst the use of out-of-borough placements means that the current level of demand can be met the long term use of out of borough placements has a significant impact on delivery costs.
- 4.6 The table below shows the estimated demand against current capacity and ideal delivery capacity (both static at current levels) with a calculation to show the capacity gap and delivery requirements that would improve both the quality of provision and ongoing revenue cost position of service delivery, ie by only using out-of-borough placements in exceptional circumstances.

	2015	2016	2017	2018	2019
Target capacity requirements for ASD special school places	269	284	300	317	335
Current total capacity	267	267	267	267	267
Current ideal delivery capacity	204	204	204	204	204
Capacity gap against ideal situation	65	80	96	113	131

Meeting the demand for ASD Special Need school places

- 4.7 The aim is to increase ASD provision at special schools up to 2017 in line with the capacity gap identified above. The target is for a building programme to provide capacity for up to 300 pupils with ASD high support needs, which is 96 places more than the current “ideal capacity.
- 4.8 Work to assess the likely long term trajectory of demand is continuing and this needs to be based on the knowledge of practitioners alongside general population trends. Trends in population and prevalence suggest that there could be a further 10% requirement post 2017, above and beyond the immediate and short term need, for additional provision.

The provision of extra Special Need school places to meet projected demand

- 4.9 The existing facilities at Russet House and Durants are currently operating with additional temporary provision which is above their ideal capacity. The sites are not suitable for the amount of additional building required to expand capacity.
- 4.10 The former college site at Minchenden has been acquired through a lease arrangement with a view to a purchase. There are various buildings on the site and the intention is to develop a plan with local partners to maximize the use and benefit of the various buildings. The Farbey building has been identified as a suitable size for the provision of additional special need school accommodation. The early stages of technical studies and feasibility work is now being progressed and once there are outline designs then potential costs will be estimated and suitable funding sought.

This page is intentionally left blank

MUNICIPAL YEAR 2015/2016 REPORT NO. **86**

MEETING TITLE AND DATE:

 Cabinet 21st October 2015

REPORT OF:

 Ian Davis, Director -
Regeneration &
Environment

Agenda Part: 1
Item: 14
Subject: Alma – Appropriation for Planning Purposes

Key Decision: KD 4195

Wards: Ponders End

Cabinet Member consulted: Cllr Oykenner

Contact Bruce McRobie Ext. 4123

 Email: bruce.mcrobie@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 On 18th July 2012, Cabinet granted authority for the commencement of the Alma Regeneration Scheme (Key Decision 3510).
- 1.2 This report seeks Cabinet approval for the Council to use its powers to appropriate for planning of the Alma development site to proceed without frustration in respect of any claimed third party rights.
- 1.3 The development is of strategic importance to the Council as the Alma Estate is subject to a major regeneration initiative.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet, in accordance with section 122 of the Local Government Act 1972 resolve to appropriate the Council owned land contained in the Alma development site (as set out at Appendix 1 of this Report and shown edged red, excluding the land hatched in green) from its present holding purposes to planning purposes and to authorise the exercise of the Council's powers set out in section 237 of the Town and Country Planning Act 1990 to override all adverse rights.

3. BACKGROUND

3.1 The Alma development site is a 7.9 hectare site in Ponders End the majority of which is owned by the Council. The Alma Estate Regeneration Programme was approved by Cabinet on 18 July 2012 (Key Decision 3510). The July 2012 Cabinet Report explained that the Alma Estate was identified as an estate renewal project following an objective analysis of the Council's housing estates. In September 2013, Cabinet approved the recommendation to appoint Countryside Properties as the developer partner to comprehensively redevelop the estate (Key Decision 3769). Countryside Properties and their architects, Pollard Thomas Edwards Architects (PTEa) have now had the outline planning application and a detailed planning application for Phase 1 of the development site determined by the Planning Committee.

3.2 The outline planning application includes 993 homes of which it is proposed that 399 homes are to be affordable homes. The detailed planning application includes 228 homes of which 132 homes are to be affordable homes.

3.3 Following determination by the Planning Committee the planning applications need to be considered by the GLA, and are also subject to Sec. 106 Agreements being completed for both the outline planning application and the detailed planning application.

Once planning consent for the detailed planning application has been granted (i.e. the issuing of the planning consent notice(s); which will be after the GLA have commented and the S.106 has been completed) work will commence on the demolition of the existing properties on the Phase 1 development site.

3.4 On completion of demolition construction of the new development will start.

4.0 APPROPRIATION OF LAND FOR PLANNING PURPOSES

4.1 Whilst the Council owns the majority of the Alma development site, third parties may have rights (e.g. of way or of light), easements and covenants that the Council's development might interfere with. To ensure any persons having the benefit of these rights could not take legal action to prevent the proposed development because of interference with such rights this report seeks authority to appropriate the land to planning purposes, which has the effect of extinguishing any rights.

4.2 The Council is proposing to acquire land not in its ownership by negotiation. It is proposing to seek Compulsory Purchase Order (CPO) powers to ensure that those properties presently not in Council

ownership can be acquired should negotiations to purchase not be successful. Cabinet authority was given in December 2014 for the making of the CPO (Key Decision 4003).

- 4.3 There were two areas of privately owned land; the private road running through Gardiner Close, owned by Viridian Housing, and the public footpath on the western edge of the Dujardin Mews site. A report to Cabinet on 10th July 2013 sought approval to acquire these parcels of land via a CPO should other means fail to secure their ownership or rights over them. The power to acquire land via these powers is contained in the Town and Country Planning Act 1990 and the Acquisition of Land Act 1981.
- 4.4 Local authorities may appropriate land in their ownership for planning purposes. This is a recommended route to enable development to proceed. If land is appropriated for planning purposes then the power under section 237 of the 1990 Act to override easements and other rights, for example, rights of way and restrictive covenants can be used when developing that land. The importance of this appropriation is that any unknown rights e.g. that of a sheep drover to cross land is extinguished.
- 4.5 Any rights overridden by section 237 are automatically translated into a right to claim compensation for resulting damages. This means that the holders of the original rights no longer have the ability to seek an injunction against the development for infringement of their rights.
- 4.6 Planning appropriation takes place after the acquisition of land rights, whether acquired by CPO or not, as the Council cannot exercise the powers over land it does not own.
- 4.7 It is the intention to bring a further report back to Cabinet that land presently not in the Council's ownership has been acquired to seek authority to appropriate that land for planning purposes.

5.0 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Not appropriating the land for planning purposes could result in serious delays if a third party sought to assert any rights over the development site.
- 5.2 Not appropriating the land for planning purposes would also put the Council in breach of the Development Agreement that has been entered into with the developer Countryside Properties.

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 To help enable the development of the Alma development site the Council must ensure that the Council owned land within the site as set out at Appendix 1 of this Report and shown edged in red, excluding the land hatched in green, will be held for the purpose of section 237 to enable the development to continue ahead without the encumbrance of third party rights.

7.0 COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

7.1 Financial Implications

- 7.1.1 Should any costs arise, which are likely to be minimal, as a result of appropriating the Alma development site for planning purposes, these costs will be funded by the developer Countryside Properties Ltd.

7.2 Legal Implications

- 7.2.1 Appropriation of land in the way set out in this Report is permitted by section 122 of the Local Government Act 1972. This provides a general power for the Council to the effect that if any land belonging to the Council is no longer required for the particular purpose for which it is held it may be appropriated for any other purpose for which the Council has power to hold land. In this instance the land is currently held for holding purposes but is now required for development for planning purposes as authorised by the planning consent.
- 7.2.2 Section 237 of the Town and Country Planning Act 1990 allows works to be carried out on land appropriated for planning purposes as long as those works are in accordance with planning permission, even though those works may interfere with an interest or right affecting the land or involve a breach of a restriction on the use of the land. Appropriation of land for planning purposes under the 1990 Act in order to facilitate a redevelopment scheme is a usual and advisable procedure so that those with interests protected by easements and other legal rights may be dealt with fairly but without compromising the deliverability of the scheme.
- 7.2.3 Compensation is payable where loss is suffered as a result of interference with any such rights.
- 7.2.4 The appropriation of the land which is the subject of this report is in accordance with the Council's Property Procedure Rules.

7.3 Property Implications

Given the relatively few rights granted in the registered title and the lack of immediate proximity of other buildings, then the risk of any substantive claim arising from this proposed appropriation is fairly low.

8.0 KEY RISKS

- 8.1 It should be noted that the effect of the appropriation may give rise to a right to compensation from those dispossessed of rights. Should any of these arise the costs will be met by the developer Countryside Properties Ltd.

9 IMPACT ON COUNCIL PRIORITIES

9.1 Fairness for All

- 9.1.1 The Alma Estate Regeneration Programme contributes to this aim by tackling inequality and access to social housing by providing new homes.

9.2 Growth and Sustainability

- 9.2.1 The Alma Estate Regeneration Programme contributes to this priority by building strong and sustainable futures for our residents. The scheme is the one of the first steps towards delivering the planned regeneration of the Ponders End Priority Area, and housing growth, as set out in the NEEAAP and the Core Strategy.

9.3 Strong Communities

- 9.3.1 The community plays a central role in driving forward change and regeneration in the local area to create a stronger community in the Ponders End area.

10 EQUALITIES IMPACT IMPLICATIONS

- 10.1 An equalities impact assessment is in place for the Alma project.

11 PERFORMANCE MANAGEMENT IMPLICATIONS

- 11.1 This report does not recommend a change of service of implementation of new practices and therefore Performance Management Implications are not applicable.

12 PUBLIC HEALTH IMPLICATIONS

- 12.1 Housing is fundamental to the health of the public. Improving and increasing the supply of housing will have a positive effect across the borough.

Background Papers

None.

SITE 1
45 SCOTLAND
GREEN ROAD

SITE 2
5-9 SCOTLAND
GREEN ROAD

SITE 6
SOUTH STREET SITE

SITE 5
1-9 ALMA
ROAD

SITE 4
WOODALL
ROAD SITE

GENERAL NOTES

- * This drawing is copyright of PTE Architects
- * Use Special measurements only, DO NOT SCALE
- * All dimensions are in millimetres unless noted otherwise
- * All levels are in meters above Ordnance Datum unless stated otherwise
- * This drawing shall be read in conjunction with all other relevant drawings and specifications for the Project and other documents.
- * Existing site boundaries shown on this drawing.

NO.	DATE	DESCRIPTION	BY	CHKD
1	12/11/14	Final submission to the Local Planning Authority for the site at 1/5 of the site	JV	JL
2	12/11/14	Final submission to the Local Planning Authority for the site at 1/5 of the site	JV	JL
3	12/11/14	Final submission to the Local Planning Authority for the site at 1/5 of the site	JV	JL
4	12/11/14	Final submission to the Local Planning Authority for the site at 1/5 of the site	JV	JL

Design: Wotif
20 Station Road
London W12 8JF
T: 020 768 7777 W: www.wotif.co.uk
P: 020 768 0710 E: info@wotif.co.uk

**Pollard
Thomas
Edwards**

Project Name	12_260 JV LB	Scale	1:1000@A1	Date	25/09/14
Project No.	SK_187	Sheet		Of	C

This page is intentionally left blank

MUNICIPAL YEAR 2015/2016 - REPORT NO.89

MEETING TITLE AND DATE:

Cabinet: 21st October 2015

REPORT OF:

Director of Health, Housing and Adult Social Care

Contact officer and telephone number:

Bindi Nagra

E mail: Bindi.Nagra@enfield.gov.uk

Agenda - Part: 1	Item: 17
-------------------------	-----------------

Subject: Future Options for Improvements to Enfield's Nursing and Residential Dementia Care Services.

Wards: All

Key Decision No: 4189

Cabinet Member consulted:

Cllr Cazimoglu

1. EXECUTIVE SUMMARY

- 1.1 At the Cabinet meeting of 22nd July 2015 Members received a report on the nursing and residential dementia care provision at Honeysuckle House and approved a three year contract with Care UK. It was also agreed that the definitive longer-term strategic recommendations for the future care provision of nursing and residential dementia care services in the Borough would be brought before Cabinet in October.
- 1.2 A significant amount of the Council's nursing and residential care services are approaching the end of their useful economic lifespan, due to the age of the facilities concerned. Furthermore, there are an increasing number of people with dementia who require nursing care in the Borough. The shortage of nursing dementia capacity is placing pressure on bed prices.
- 1.3 In order to manage these pressures effectively, it is proposed that the Council plans for a new nursing dementia care home to be built within the next 3 years.

2. RECOMMENDATIONS

Cabinet is asked to:

- 2.1 Note the contents of this report along with the Part 2 report to support the wider strategic aims of future nursing and residential dementia care provision in the Borough; and
- 2.2 Approve the strategic approach of building a new care home with nursing within the next 3 years; and
- 2.3 Authorise officers to commence feasibility, scoping, planning and commissioning for a new circa 70 bed care home, including the tendering of a building contractor and/ or care provider; and

- 2.4 Delegate to the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services in consultation with Cabinet Member for Health and Social Care and Cabinet Member for Finance Efficiency, responsibility for the identification and approval of the site for a new care home; and
- 2.5 Receive a further report on the procurement process of the building contractor and/ or care provider.

3. OVERVIEW OF CURRENT PROVISION.

3.1 Honeysuckle House.

- 3.1.1 Honeysuckle House consists of 32 beds for elderly people with dementia and functional mental illness. This service was traditionally provided under a block contract between the Council and Care UK, and in July 2015 a further interim 3 year contract was issued to Care UK.
- 3.1.2 The building is coming to the end of the economic period as the size of the building is not attractive to the market and there are significant costs associated with future maintenance requirements. In addition, the home was built in 1996 to good care home standards at that time but it would not now meet the modern standards required of a new home, including provision of ensuite facilities and minimum room sizes.

3.2 Parkview House.

- 3.2.1 Parkview House is a residential care home consisting of 45 beds for people with dementia. The Council is the freehold owner of Parkview House and a 150 year lease was granted to Sanctuary Housing Association in 1992. A management agreement was also entered into with Sanctuary Housing for the provision of residential care in 1993.

3.3 Reprovision Project (Coppice Wood Lodge and Bridge House)

- 3.3.1 The Reprovision Project remit has been to re-organise and improve care provision for older people through the reprovision of two Local Authority run Care Homes (Coppice Wood Lodge and Bridge House) that in the future will not be suitable to be registered by CQC and to re-provide a high quality service within a single new purpose built building, which will be completed in November 2016.
- 3.3.2 The new facility, which is situated on the former Elizabeth House site, will provide care and accommodation for 70 older people initially catering for the transferring resident population from Bridge House and Coppice Wood Lodge. The home will be registered by CQC as a Care Home with Nursing. However, this new facility will not sufficiently address the demand pressures for all residential nursing dementia care. In addition, the Reprovision facility will not have adequate surplus capacity to meet the

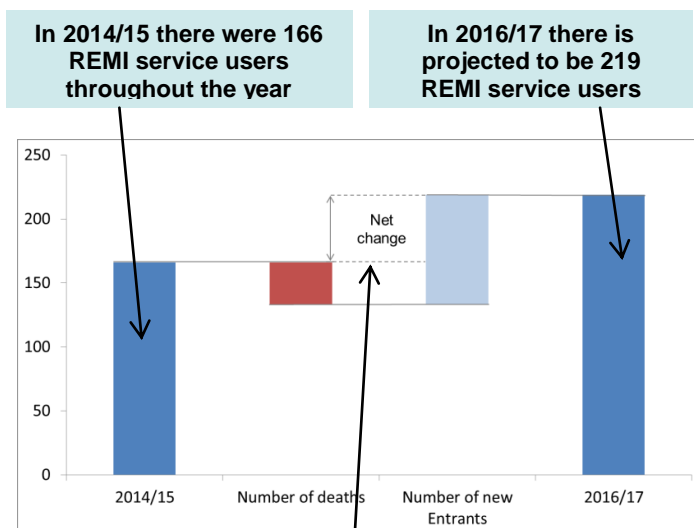
demand pressures, identified by Ernst and Young independent consultants supporting the Council.

4. NEEDS ANALYSIS.

4.1 Enfield’s nursing and residential dementia care homes market is highly competitive with private funders, neighbouring authorities and health services all seeking placements at increasing rates, reducing Enfield Council’s ability to access supply. Ernst and Young have identified that the demand for nursing elderly dementia care is forecast to rise in the Borough by 27% by 2016/17; an additional 47 beds over the 2014/15 occupancy rates (See Section 4.3 herein).

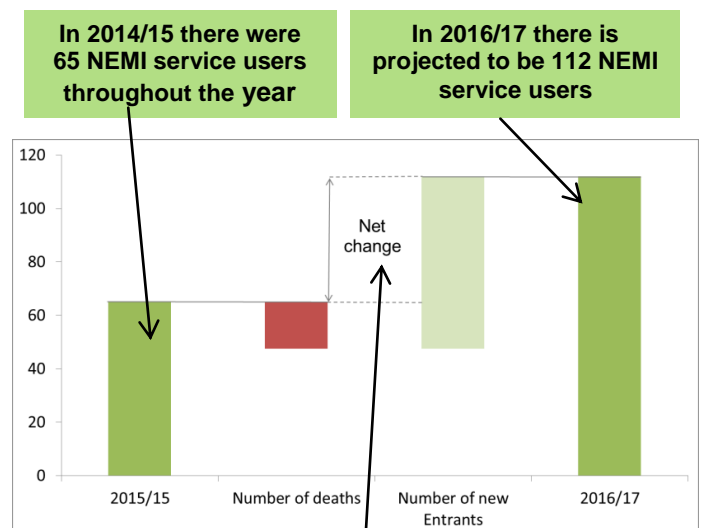
4.2 Ernst and Young’s comprehensive analysis of the impending demands of nursing dementia (NEMI) and residential dementia (REMI) care services in the Borough has concluded that the Council will experience demand pressures as follows:-

4.3 Residential Dementia



As the death rate for REMI is approx. 20%, the net change between the 2 years is an additional 53 service users. LBE will therefore need to find 53 additional beds to meet this demand

Nursing Dementia



As the death rate for NEMI is approx. 27%, the net change between the 2 years is an additional 47 service users. LBE will therefore need to find 47 additional beds to meet this demand

4.4 Accordingly, with the demand pressures as noted in Section 4.3 of this Report there is an ever increasing significant shortage of affordable nursing elderly dementia care beds in Enfield. It is important to note that bed spaces fell to single figures on numerous occasions and dropping to one vacant bed during the winter periods of 2014 and 2015. This combined with competition from other parties, who often pay higher prices, makes supply even more scarce and difficult to secure. The on-going shortage of nursing care beds in the Borough has placed upward pressure on care purchasing budgets, and has also contributed towards delays in

the timely and appropriate discharge from acute hospital beds placing the Council at further financial risk from NHS charges.

5. OPTIONS.

5.1 The Council now has the opportunity to develop a wider strategy for residential and nursing provision in the Borough to ensure it is able to meet the current and forecast needs of the community as noted in Section 4.3 of this Report.

5.2 Do Nothing

5.2.1 As there is a significant shortage of affordable nursing care beds in Enfield, as noted in section 4.4, if the Council was to adopt this approach there would be significant increased costs and additional pressures placed on the market.

5.2.2 Furthermore, there would be a significant risk that the Local Authority would be charged by local NHS providers for delayed discharges (rate is currently set at £155 per night, per patient).

5.3 Purchase care home beds out of borough

5.3.1 The opportunity for the Council to purchase nursing dementia residential care from neighbouring areas does not afford the Council a cost effective solution as prices are at a higher rate than Enfield's mean market average.

5.3.2 In addition the Council Adult Social Care function is governed by the 'Directive on Choice' statutory guidance which requires the Council to afford individual services users choice of accommodation. This right has been further enhanced by the Care Act 2014 which requires the Council to ensure that there is sufficient and affordable supply of care services locally for users and carers.

5.4 Plan for the build of a new nursing care home

5.4.1 This will enable the Council to meet the demographic needs for provision of this nature through building a new 70- 80 bed care home. This will ensure that the Council is well placed to manage future cost pressures and maintain the levels of local provision needed to meet its statutory care requirements.

6. RECOMMENDATIONS

6.1 It is recommended that the Council considers opportunities to build a new nursing dementia residential care facility, circa 70 beds, in the Borough.

6.2 The opportunities allow this new build to be based on a Council owned site which would allow the Council to secure supply of nursing elderly

8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS.

8.1 Financial Implications

As recommended (2.3) the report is proposing to commence feasibility, scoping planning and commissioning work for a new care home. The estimated cost of this work is unknown at time of writing and therefore any costs for feasibility stage of the project would need to be met from within existing HHASC resources.

8.2 Legal Implications.

8.2.1 Under the Care Act 2014 ('the Act'), the Council has a duty to meet an adult's assessed eligible needs for 'care and support' (s. 18) and a carer's eligible needs for 'support' (S. 20). This replaces various duties under earlier community care legislation. There is also a power to meet urgent non-eligible needs or eligible needs of someone not ordinarily resident in this Borough (S. 19). Needs under Sections 18-20 can be met by means of "accommodation in a care home or in premises of some other type". The Council can provide this itself, arrange for someone else to provide it, or make direct payments.

8.2.2 The Act also imposes a duty to promote diversity and quality in the provision of services (S. 5). The Council must promote an efficient and effective operation of a market for care and support services, including a variety of providers and information about them. The Council can demonstrate this duty is being met is by means of a Market Position Statement. The Council must have regard to a number of factors, including consideration of how to meet current and future needs and ensuring the sustainability of the market.

8.2.3 The Council is under a duty to be able to provide temporary, alternative provision in the event of any provider failure.

8.2.4 The Council has already complied with its duty to establish a Safeguarding Adults Board (SAB) to help and protect adults in its area in need of care and support who are at risk of abuse and neglect.

8.3 Property Implications.

8.3.1 The strategy, as set out within this Report, will lead to greater efficiencies within the Enfield's Nursing and Residential Dementia Care Services; this however will only be achieved through leaner, modern fit for purpose care facilities that conform to the CQC's highest standards for patient care.

8.3.2 More in-depth exploration is required on available sites for building a new care home.

8.3.3 Further examination is required with an accompanying in depth site search to seek land for a further care home with a minimum of 70 beds to cater

for current and future demand. A site of between 1 acre -1.5 acres will be required.

9. KEY RISKS.

- 9.1 There is great demand in the Borough for nursing dementia care but little supply. Furthermore, the remaining useful life of the Council's residential and nursing care provision is diminishing and risk factors related to the building's structures and fittings may become more apparent without timely and decisive action. A sustainable long-term strategy that ensures continuity of supply for nursing care is essential and is in the best interests of service users.

10. IMPACT ON COUNCIL PRIORITIES.

10.1 Fairness for All.

Approval of these recommendations ensures continued provision of high quality, affordable and accessible care services to all sections of Enfield's community.

10.2 Growth and Sustainability.

Approval of these recommendations gives Enfield's citizens continued access to much needed provision for some of the Borough's most vulnerable people.

10.3 Strong Communities.

Approval of these recommendations will ensure that the Council has the needs of local people at the heart of its actions, that it is open and accountable and that it works in partnership with others to ensure Enfield is a safe and healthy place to live.

11. EQUALITIES IMPACT IMPLICATIONS.

See Part 2 report.

12. PERFORMANCE MANAGEMENT IMPLICATIONS.

- 12.1 A new nursing residential dementia care unit would contain adequate contract provision to ensure that the required performance management measures are met to deliver quality provision and service user satisfaction to optimum effect.

13. HEALTH AND SAFETY IMPLICATIONS.

- 13.1 The health and safety implications will be outlined at a later stage if relevant.

14. HR IMPLICATIONS.

- 14.1 None relevant.

15. PUBLIC HEALTH IMPLICATIONS.

- 15.1 Provision of nursing care homes is a core part of maintaining the health and well-being of Enfield residents with dementia and complex needs. It is important that the Council is exploring the opportunities that are available to ensure appropriate and effective future provision.

16. Background Papers.

- 16.1 None.

THE CABINET

List of Items for Future Cabinet Meetings (NOTE: The items listed below are subject to change.)

MUNICIPAL YEAR 2015/2016

NOVEMBER 2015

- 1. Revenue Monitoring Report: September 2015** James Rolfe

This will provide the latest revenue monitoring position as at 30 September 2015 for the Council as a whole. **(Key decision – reference number 4150)**
- 2. Public Consultation on Adult Social Care Transport Policy** Ray James

This will outline the proposed Adult Social Care Transport Policy following public consultation. **(Key decision – reference number 4086)**
- 3. Setting up a Registered Provider and Procuring an Investment Partner for the Registered Provider** Ian Davis

This will seek approval to the setting up of a registered provider and procuring an investment partner for the registered provider. **(Key decision – reference number 4205)**
- 4. Associate Cabinet Members Update Report** James Rolfe

This will present work programme updates from each of the three Associate Cabinet Members. (Non key)
- 5. Upton Road and Raynham Road Redevelopment Scheme** Ian Davis

This report will seek approval in principle for a proposed redevelopment scheme which can provide a significant number of new homes, public realm enhancement and new facilities, as well as approval of draft heads of terms with a Registered Provider partner. **(Key decision – reference number 4119)**
- 6. The Provision of an Artificial Grass Pitch in Pymmes Park, Edmonton** James Rolfe

This will bring a proposal for the development of an artificial grass pitch in Pymmes Park, Edmonton. **(Key decision – reference number 4198)**
- 7. Provided Services Business Case** Ray James

(Key decision – reference number 4194)

8. **Enfield 2017** James Rolfe
This will provide a progress report. (Non key)
9. **Residential Properties in Parks Portfolio** James Rolfe
(Key decision – reference number 4084)
10. **Procurement and Commissioning – Proposal to procure a co-sourced partner and interim arrangements** James Rolfe
(Key decision – reference number 4228)
11. **Neighbourhood Regeneration Programme** Ian Davis
This will recommend an increase to the Neighbourhood Regeneration Capital Programme to fund the next stages of development for a number of regeneration programmes within the Borough. **(Key decision – reference number 4229)**

DECEMBER 2015

1. **Quarterly Corporate Performance Report** Rob Leak
This will present the latest quarterly report on the Corporate Performance Scorecard. **(Key decision – reference number 4144)**
2. **Revenue Monitoring Report: October 2015** James Rolfe
This will provide the latest revenue monitoring position as at 31 October 2015 for the Council as a whole. **(Key decision – reference number 4151)**
3. **Capital Monitoring Report: September 2015** James Rolfe
This will summarise the capital monitoring position of the Council as at 30 September 2015. **(Key decision – reference number 4154)**
4. **Contracting with Lee Valley Heat Network for the Provision of Heat on Enfield's Housing Estates** Ian Davis
This will seek authority to contract with the Lee Valley Heat Network energy services company for the provision of heat on Enfield Council's new redeveloped housing estates. (Parts 1 and 2) **(Key decision – reference number 3988)**
5. **Upper Secondary Autism Provision** Jenny Tosh
This will seek approval to the refurbishment of Minchenden to become the Upper Secondary Autism Provision. **(Key decision – reference number 4209)**

6. **Self-Build Programme on Small Sites** Ian Davis
 This will seek approval of a strategy and process to enable self and custom build projects on small sites in Enfield. **(Key decision – reference number 4200)**
7. **Scrutiny Work Streams Reports** James Rolfe
 This will provide a report from Scrutiny on its work streams. (Non key)
8. **Approval of the Inter Authority Agreement** Ian Davis
 This will seek approval of the Inter Authority Agreement between the NLWA and 7 waste collection authorities in North London. **(Key decision – reference number 4032)**
9. **Parking Enforcement Policy** Ian Davis
 This policy will set out the Council's approach to dealing with parking enforcement. **(Key decision – reference number 4058)**
10. **Capital Programme of Works 2016-18 Parks Fencing, Footway and Play Equipment** Ian Davis
 This will present for approval the capital programme of works 2016-19 Parks fencing, footway and play equipment replacement. **(Key decision – reference number 4212)**
11. **Disposals – Tranche 6** James Rolfe
 This will identify property assets which are either underperforming or considered surplus to operational requirements and in principle are listed for sale subject to further due diligence investigations. **(Key decision – reference number 3989)**

JANUARY 2016

1. **Public Realm Redesign** Ian Davis
 This will bring forward proposals for redesigning waste services. **(Key decision – reference number 4014)**
2. **Section 75 Agreement – Integrated Mental Health Services** Ray James
 This will seek approval of the Section 75 Agreement for Integrated Mental Health Services between Enfield Council and Barnet, Enfield and Haringey Mental Health Trust. **(Key decision – reference number 4128)**

3. **Approval of the Enfield Enforcement Policy** Ian Davis

This will seek approval to the Enfield Enforcement Policy. **(Key decision – reference number 4040)**

4. **Small Housing Sites Phase 2: Group A** Ian Davis

This will seek Cabinet authority to redevelop a number of sites for new housing, including approval of an outline scheme budget, and fees to progress detailed design and submission of planning applications. **(Key decision – reference number 4161)**

FEBRUARY 2016

1. **Budget Report 2016-17 and Medium Term Financial Plan** James Rolfe

This will recommend for approval by full Council, the Council tax level for 2016-2017 and the Medium Term Financial Plan 2016-2020. **(Key decision – reference number 4175)**

2. **Housing Revenue Account (HRA) Rent setting 2016/2017** James Rolfe

This will recommend for approval by full Council, the level of HRA rents for 2016-2017. **(Key decision – reference number 4174)**

3. **Northern Gateway Access Package** Ian Davis

This will outline the feasibility assessment stage of the potential link road element of the Northern Gateway Access Package. **(Key decision – reference number 4046)**

4. **Bank Tender** James Rolfe

Enfield Council is putting the provision of its traditional Banking Services and Care Acquiring Services out to tender. **(Key decision – reference number 4213)**

MARCH 2016

1. **Revenue Monitoring Report: January 2016** James Rolfe

This will provide an update on the Council's revenue position as at 31 January 2016. **(Key decision – reference number 4176)**

2. **Capital Monitoring Report: December 2015** James Rolfe

This will summarise the capital monitoring position of the Council as at 31 December 2015. **(Key decision – reference number 4155)**

3. **Housing Supply and Delivery** Ian Davis

This will set out how the Council will increase housing supply in the short and medium terms. **(Key decision – reference number 4165)**

4. **Review of Conservation Area Appraisals and Management Proposals: Phase 3** Ian Davis

This will seek approval of revised and updated Conservation Area Appraisal and Management Proposals. **(Key decision – reference number 4222)**

APRIL 2016

1. **Revenue Monitoring Report: February 2016** James Rolfe

This will provide the latest revenue monitoring position as at the end of February 2016 for the Council as a whole. **(Key decision – reference number 4152)**

DATE TO BE CONFIRMED

1. **Meridian Water: Development Approach** Ian Davis

This will provide an update on housing delivery within Meridian Water and the wider hinterland. (Parts 1 and 2) **(Key decision – reference number 4030)**

This page is intentionally left blank

CABINET - 16.9.2015

**MINUTES OF THE MEETING OF THE CABINET HELD ON WEDNESDAY, 16
SEPTEMBER 2015****COUNCILLORS****PRESENT**

Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community Organisations and Culture), Alev Cazimoglu (Cabinet Member for Health and Social Care), Nneka Keazor (Cabinet Member for Public Health and Sport), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration), Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) and Andrew Stafford (Cabinet Member for Finance and Efficiency)

Associate Cabinet Members (Non-Executive and Non Voting): Bambos Charalambous (Enfield West).

OFFICERS:

Rob Leak (Chief Executive), Ian Davis (Director of Regeneration & Environment), James Rolfe (Director of Finance, Resources and Customer Services), Tony Theodoulou (Interim Director of Children's Services), Bindi Nagra (Assistant Director Strategy & Resources - Health, Housing and Adult Social Care) Paul Davey (Assistant Director Council Housing), Asmat Hussain (Assistant Director Legal & Governance Services), Suzanne Lindsay (Corporate Communications) and James Kinsella (Democratic Services).

Also Attending:

Councillors Derek Levy (Chair – Overview & Scrutiny Committee) and Abdul Abdullahi.

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors George Savva MBE (Associate Cabinet Member – Non Voting) and Vicki Pite (Associate Cabinet Member – Non Voting).

2**DECLARATION OF INTERESTS**

There were no declarations of interest declared in respect of any items listed on the agenda.

3**URGENT ITEMS**

CABINET - 16.9.2015

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4
DEPUTATIONS**

NOTED that no requests for deputations had been received for presentation to this Cabinet meeting.

**5
ITEMS TO BE REFERRED TO THE COUNCIL**

AGREED that the following report be referred to full Council:

1. Report No.54 – Scrutiny Work Programme 2015/16

**6
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

Scrutiny Work Programme 2015/16

Councillor Doug Taylor (Leader of the Council) welcomed Councillor Derek Levy (Chair of the Overview and Scrutiny Committee) to the meeting and invited him to present the report to the Cabinet.

Councillor Derek Levy introduced the report of the Overview and Scrutiny Committee (No.54) setting out the scrutiny work programme and work streams for 2015/16 for the Council's Overview and Scrutiny Committee, Health Standing Panel and Crime Standing Panel.

NOTED

1. The requirement within the Constitution for Overview & Scrutiny Committee (OSC) to propose a work programme for the scrutiny function for approval by Council, following consultation with Cabinet.
2. The work programme proposed by OSC included programmes for both the Standing Panels on Health & Crime as well as a list of the agreed work streams prioritised for 2015/16 (Appendix 2) and additional list of potential work streams identified by Members (Appendix 3). The aim, recognising the level of member and officer resource available, was to operate up to a maximum of five work streams at any one time with new work streams scheduled to commence once others were completed.
3. The important role of scrutiny with the context of the Council's governance arrangements and also in relation to member development.

CABINET - 16.9.2015

4. The more outcome based and flexible approach towards scrutiny provided through the work streams and need identified to ensure consistency in membership in order to allow members to develop their knowledge and expertise in the areas being reviewed.
5. The wide ranging nature of the work programme and work streams with the specific need identified:
 - a. to ensure that Cabinet Members were invited to engage in reviews relating to services within their portfolio as well as with OSC on a more systematic basis outside of the formal work programme;
 - b. to ensure, subject to available resources and time, that OSC were encouraged to take as wide a view as possible in terms of scrutiny's role around policy and service development including looking at areas of service not currently being provided and the justification for this.
6. In response to 5. above, the progress being made by Corporate Scrutiny to develop a template to guide and ensure a consistent approach towards the scrutiny review process.

Alternative Options Considered: No other options had been considered as the Overview and Scrutiny Committee was required, under the Council's Constitution, to present an annual scrutiny work programme to the Council for adoption.

RECOMMENDED TO COUNCIL that, subject to the comments identified, the proposed scrutiny work programme and work streams for 2015/16 be approved.

Reason: To comply with the requirements of the Council's Constitution.
(Non key)

7

REVENUE MONITORING REPORT 2015/16: JULY 2015

Councillor Andrew Stafford (Cabinet Member for Finance and Efficiency) introduced the report of the Director of Finance, Resources and Customer Services (No.55) setting out the Council's revenue budget monitoring position based on information to the end of July 2015.

NOTED

1. The £4.59m overspend revenue outturn projection. The key budget pressures had been identified within section 5 of the report with the demand on Children's Services identified as the most significant pressure. Whilst not just an issue being experienced in Enfield, the demand was focussed around the continued upward trend of demographic pressures and the increasing numbers of children presenting with complex needs

CABINET - 16.9.2015

2. The pressures identified within the report would continue to be monitored and management action taken to mitigate and reduce them as far as possible throughout the year. As in previous years, Directors had also been requested to bring forward 2016/17 savings for early implementation as a further means of reducing the projected budget gap.
3. The key risks identified in relation to the current revenue outturn projection, as identified in section 12 of the report.
4. The summary of Treasury Management activity, as detailed within section 6.1 and Appendix B of the report.

Alternative Options Considered: Not applicable to this report.

DECISION: Cabinet agreed that departments reporting pressures should formulate and implement action plans to ensure that all possible actions were undertaken to remain within budget in 2015/16.

Reason: To ensure that Members were aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn.

(Key decision – reference number 4148)

8

**CAPITAL PROGRAMME MONITOR FIRST QUARTER JUNE 2015:
BUDGET YEAR 2015-16**

Councillor Andrew Stafford (Cabinet Member for Finance and Efficiency) introduced the report of the Director of Finance, Resources and Customer Services (No.56) informing Members of the current position up to the end of June 2015 regarding the Council's Capital Programme (2015-19) taking into account the latest information for all capital schemes including the funding arrangements.

NOTED

1. Overall expenditure on the 2015/16 Council's Capital Programme was currently projected at £164.6m for the General Fund and £59.7m for the Housing Revenue Account (HRA).
2. The amendments to the figures within Table 3 (Financing of Capital Expenditure) and Appendix A (4 year Approved Programme) of the report tabled at the meeting.
3. The significant scale of the Capital Programme and key projects being progressed during 2015/16. Whilst delivery of these schemes remained on track, there had been a need to update and reprofile some of the

CABINET - 16.9.2015

associated expenditure projections, as detailed within section 4 of the report.

4. The negative impact of the change in the Decent Homes funding arrangements. As the Council no longer received Decent Home funding the programme of works to improve stock was now being funded mainly from HRA general resources along with an element of Government "Right to Buy One for One Replacement Scheme" receipts.
5. It was felt the Capital Programme remained affordable with the level of borrowing having actually decreased from the previous quarter and the Council remaining within its authorised borrowing limit, operational boundary and estimated Capital Financing Requirement for 2015/16, as detailed within section 7 of the report.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed

1. The additions to the General Fund Capital Programme totalling £5.6m in 2015/16 (Table 1 of the report – to be primarily funded from grants, contributions and earmarked resources) and noted that this would not materially increase capital financing costs. Cabinet also agreed the additions to the HRA Programme totalling £0.1m (funded from grant).
2. The updated four year programme including proposed reductions be agreed subject to indicative estimates included in later years (Section 5 of the report).

Reason: To inform Members of the current position up to the end of June 2015 regarding the Council's Capital Programme (2015-19).

(Key decision – reference number 4153)

9

ENFIELD'S LOCAL IMPLEMENTATION PLAN (LIP) SPENDING PROPOSALS FOR 2016/17

Councillor Daniel Anderson (Cabinet Member for Environment) introduced the report of the Director of Regeneration and Environment (No.57) outlining Enfield's proposals for spending the 2016/17 grant funding to be provided by Transport for London (TfL) to help implement the Mayor's Transport Strategy.

NOTED the balance achieved in terms of the priorities identified across the three main programmes of investment required under the Local Implementation Plan (LIP).

Alternative Options Considered: NOTED that alternative options considered as set out in section 5 of the report regarding constraints on the proposals and consultation.

CABINET - 16.9.2015

DECISION: The Cabinet agreed to approve

1. The expenditure proposals for 2016/17 outlined in Tables 1 to 5 (appendix 1 of the report referred) for submission to Transport for London and for these proposals to be implemented.
2. The expenditure of 2016/17 funding allocated by TfL for the on-going Major Schemes set out in paragraph 4.4 of the report and, if successful, for the new Major Scheme proposed in paragraph 4.5 of the report.
3. Delegation of authority to the Cabinet Member for Environment to make any changes necessary to the programme should there be any change to the allocation from TfL or for any other operational reason.

Reason: To seek the necessary approvals that would enable Enfield's Local Implementation Plan (LIP) funding proposals for 2016/17 to be submitted to Transport for London. This submission of the proposals to TfL was essential in order to obtain release of the allocated funds ready for expenditure in the financial year 2016/17.

(Key decision – reference number 4186)

10

DUJARDIN MEWS DEVELOPMENT - APPROPRIATION FOR PLANNING PURPOSES

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Regeneration and Environment (No.58) seeking approval for the Council to use its powers to appropriate for planning purposes the site at Dujardin Mews.

NOTED the update on development of the Dujardin Mews scheme, with negotiations having been completed to permit access to the private road through Gardiner Close and acquisition of the public footpath on the western edge of the site achieved through confirmation of a Compulsory Purchase Order.

Alternative Options Considered: Not appropriating the land for the planning purposes could result in serious delays if a third party sought to assert any rights over the development site.

DECISION: Cabinet resolve, in accordance with section 122 of the Local Government Act 1972, to appropriate the site at Dujardin Mews (as set out in Appendix 1 of the report) from its present holding purposes to planning purposes and to authorise the exercise of the Council's powers set out in section 237 of the Town and Country Planning Act 1990 to override all adverse rights.

Reason: To provide the 38 homes as part of the planning application, the Council must ensure that the whole site as set out in Appendix 1 of the report would be held for the purpose of section 237 to enable the development to continue ahead without the encumbrance of third party rights.

(Key decision – reference number 3734)

11

NEW AVENUE ESTATE REGENERATION COMPULSORY PURCHASE ORDER

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Regeneration and Environment and the Director of Finance, Resources and Customer Services (No.59) seeking approval to the making of a Compulsory Purchase Order.

NOTED

1. The progress made in the design and development of the New Avenue Estate Regeneration scheme.
2. Whilst approval was being sought to use of Compulsory Purchase Order powers in relation to obtaining vacant possession of the development site, as identified within Appendix 1 of the report, the intention was that these should only be used as a measure of last resort should it not be possible to reach a negotiated settlement with all parties who had property interests in the development site.

Alternative Options Considered: No alternative option had been considered. Without compulsory purchase order powers the delivery of the whole New Avenue Regeneration Programme would at best be delayed or even put at risk. Depending entirely on successful negotiations between the Council and lessees would make the Council/scheme very vulnerable to a small minority of lessees who might otherwise decide either not to sell or seek to hold the Council/scheme to ransom.

DECISION: The Cabinet agreed to:

1. Resolve to make a Compulsory Purchase Order under section 226 1 (a) of the Town and Country Planning Act 1990 (as amended). The London Borough of Enfield (New Avenue Estate Regeneration) Compulsory Purchase Order 2015, to effect acquisition of land and new rights in respect of the land detailed in the report and outlined on the plan in Appendix 1 of the report.
2. Note the generic draft Statement of Reasons (Appendix 2 to the report) which set out the justification for making the Compulsory Purchase Order in relation to the Order Land referred to in Appendix 1 of the report.
3. Delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance, Resources and Customer Services, to take all necessary steps consequent to the making of a Compulsory Purchase Order, on the basis that there was a compelling case in the public interest to make the Order, including:

CABINET - 16.9.2015

- (a) To publish the draft Compulsory Purchase Order, referred to within this report, to seek confirmation of the Secretary of State and if confirmed, implement the Order.
- (b) To modify the statement of Reasons and the Order Plan and effect any other procedural requirements including (but not limited to) the publication and service of all notices and the presentation of the Council's case at any public inquiry.
- (c) To acquire any interests in land within the Order Land by agreement and the making of payments equivalent to the market value of the property interest being acquired plus any statutory payments and disturbance compensation or the provision of property services in lieu of the market value of the property interest being acquired and any statutory payments and disturbance compensation, in contemplation of the Order being made.
- (d) If and when the Order is confirmed then to acquire by compulsion and make payments of statutory compensation, if voluntary agreements cannot be reached.

Reason: To enable the development of New Avenue. To provide the Council with a legal option to ensure that it can commit to obtaining vacant possession of the New Avenue Estate, as would be obligated in the Development Agreement, prior to the phased handover to Countryside Properties to commence demolition and construction. To provide the Council with a fall-back position should it not be able to buy back property interests via negotiation. To ensure that public money is spent fairly and consistently (section 5 of the report referred).

(Key decision – reference number 4136)

12

LARGE VOLUME NEW SUPPLY OF TEMPORARY ACCOMMODATION

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services (No.60) seeking approval to start accommodation provider market engagement to explore the opportunity to secure large volume temporary accommodation supply in partnership with three other Boroughs.

NOTED

1. The impact of the current demand for housing within Enfield and across London as a whole. Whilst demand continued to rise, Enfield had already introduced a number of innovative measures designed to increase the supply of affordable housing for local residents. These included the small sites developments; regeneration of housing estates; creation of Housing Gateway and Enfield Innovations to bring forward stock as an alternative to the use of temporary accommodation and the Meridian Water development.

CABINET - 16.9.2015

2. As a further measure, Enfield was also working in partnership with three other neighbouring boroughs – Waltham Forest, Redbridge and Newham in order to use combined purchasing power to procure additional large volume supply of temporary accommodation, with approval now being sought to commence an engagement process with the market to explore the potential opportunities in more detail.
3. The concern expressed at the figure of £81m quoted in relation to costs within Enfield for temporary housing within a recent press article. The figure had been provided in response to a Freedom of Information (FOI) request and had represented the gross costs. When adjusted to include the income received from rent and other charges the net figure was closer to £10m and as a result the Council would be requesting a correction from both the BBC and The Independent.

Alternative Options Considered: NOTED the following alternative options considered as detailed in section 4 of the report:

1. Continue As-Is: The Council was establishing a dynamic purchasing system (agreed by Cabinet in March 2015) to increase the supply of properties under contract and reduce the cost of temporary accommodation arrangements; however, this alone was not anticipated to ease all of the pressure on the temporary accommodation budgets.
2. Do nothing: As the authority had a statutory duty to place homeless applicants into emergency accommodation, there would always be a need to secure some level of temporary accommodation from private agents/landlords. To ensure effective supply the Council needs to take innovative approaches to create and/or identify cost efficient temporary and permanent housing solutions.

DECISION: The Cabinet agreed to

1. Approve both targeted and general marketing to draw interest from the provider market for temporary accommodation supply in partnership with the London Boroughs of Waltham Forest, Newham and Redbridge as set out in paragraph 3.9 of the report.
2. Delegate the decisions on individual contracts, to the Director of Health, Housing and Adult Social Care, Director of Finance, Resources and Customer Services with the Cabinet Member for Housing and Housing Regeneration and the Cabinet Member for Finance and Efficiency.

Reason: The continued pressure to provide temporary accommodation for those facing housing emergencies and homelessness, was placing significant financial pressure and ongoing risk to the Council's finances. This report set out the intention to take the Council requirements to the market to seek solutions intended to manage the current risk posed by the high reliance on short term contracts for the provision of accommodation.

CABINET - 16.9.2015

(Key decision – reference number 4187)

13

CABINET AGENDA PLANNING - FUTURE ITEMS

NOTED the provisional list of items scheduled for future Cabinet meetings, subject to:

1. The Director of Finance, Resource and Customer Services being requested to examine the potential to bring forward the update on Tranche 6 of the Disposals Programme from the Cabinet in November to October 2015.
2. The report on the development of proposals for an artificial pitch in Pymmes Park now being provisionally scheduled for Cabinet in November 2015.

14

MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 22 July 2015 be confirmed and signed by the Chair as a correct record.

15

MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 7 AND 15 JULY 2015

NOTED, for information, the minutes of meetings of the Local Plan Cabinet Sub-Committee held on 7 and 15 July 2015.

16

MINUTES OF ENFIELD COMMUNITY SUPPORT FUND CABINET SUB-COMMITTEE - 9 JULY 2015

NOTED, for information, the minutes of a meeting of the Enfield Community Support Fund Cabinet Sub-Committee held on 9 July 2015.

17

LOCAL LONDON - PROPOSALS FOR NORTH/EAST LONDON DEVOLUTION GOVERNANCE

Councillor Doug Taylor (Leader of the Council) introduced the report of the Chief Executive (No.61) setting out the process for formalising the Local London governance arrangements.

NOTED the process and progress in formalising the Local London governance arrangements, as set out in the report.

Alternative Options Considered: The Local London councils could retain their current informal relationship. However, it is unlikely that the Government

CABINET - 16.9.2015

would consider any devolution of functions and resources without there being a formal governance arrangement.

Reason: Formalising the Local London governance arrangements would place the north and east London sub regional grouping in a stronger position to bid for the devolution of functions and resources to the sub-region or individual boroughs as appropriate.

(Non key)

18

ENFIELD STRATEGIC PARTNERSHIP UPDATE

NOTED that there were no written updates to be received at this meeting.

19

DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 21 October 2015 at 8.15pm.

This page is intentionally left blank