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OVERVIEW & SCRUTINY COMMITTEE

Thursday, 23 February 2017 at 7.30 pm
Conference Room, Civic Centre, Silver
Street, Enfield, EN1 3XA

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Councillors : Derek Levy (Chair), Abdul Abdullahi, Katherine Chibah, Joanne Laban,
Edward Smith and Nneka Keazor

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

Enfield Youth Parliament Co-optees (2)

Support Officer – Claire Johnson (Governance & Scrutiny Manager)
Elaine Huckell (Scrutiny Officer)

AGENDA – PART 1

1. WELCOME & APOLOGIES

2. DECLARATIONS OF INTEREST

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

3. SEND IMPLEMENTATION UPDATE (Pages 1 - 26)

To receive an update from Janet Leach, Head of Service of Joint Service for Disabled Children, Schools & Children's Services.

4. CHANGE & CHALLENGE UPDATE (Pages 27 - 34)

To receive an update from Kate Kelly, Change & Challenge Manager.

5. ANNUAL CORPORATE COMPLAINTS REPORT (Pages 35 - 48)

To receive a report from Sally McTernan , AD Customer Solutions and Nicholas Foster, Complaints & Access to Information Manager.

6. EQUALITY & DIVERSITY ANNUAL REPORT (Pages 49 - 78)

To receive a report from Ilhan Basharan, CREST Manager, Chief Executive Services

7. AGENDA PLANNING AND WORK PROGRAMME (Pages 79 - 84)

To note the work programme and confirm the agenda for the next business meeting.

8. SELECTION OF NEW WORKSTREAMS 2017/18

To begin the process of considering the New Workstreams for 2017/18

9. MINUTES OF THE MEETINGS HELD ON 10 JANUARY, 17 JANUARY & 19 JANUARY 2017 (Pages 85 - 116)

To agree the Minutes of the meetings held on 10 January, 17 January and 19 January 2017.

10. DATES OF FUTURE MEETINGS

To note the dates of future meetings as follows:

Call-In meeting:

Wednesday 1 March 2017 – Approval of Cycle Enfield Proposals for the A1010 South

Provisional Call-Ins:

Wednesday 8 March 2017

Wednesday 12 April 2017

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

Tuesday 21 March 2017 (Additional meeting)

Thursday 27 April 2017

11. EXCLUSION OF THE PRESS & PUBLIC

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006), as are listed on the agenda (Please note there is not a Part 2 agenda).

REPORT TO: OVERVIEW AND SCRUTINY COMMITTEE**DATE: 23rd February 2017****REPORT TITLE: Joint Service for Disabled Children (JSDC) and Special Educational Needs /Disability (SEND) Issues.****REPORT AUTHOR: Janet Leach, JSDC Head of Service****PURPOSE OF REPORT: This report is designed to inform Members about levels of activity locally for children who are disabled and/or have a Special Educational Need (SEN).****The report provides locally available information.****The report also contains some contextual financial information about expenditure linked to these issues.****SUMMARY: The report describes the work and remit of the JSDC providing information about issues affecting the lives of families with children and young people with SEND.****It addresses the recent significant changes in legislation and outlines the issues arising from the increased levels of deprivation in Enfield impacting on families with disabled children.****1. BACKGROUND – Disabled Children**

The Joint Service for Disabled Children (JSDC) is an innovative and creative partnership comprising:-

Enfield Community Service - representing health within the JSDC.

The Early Intervention Support Service (EISS) – the specialist education team within the JSDC.

Cheviots Children's Disability Centre/Service - the specialist social care team within the JSDC.

The JSDC collectively assesses children and families and provides and commissions a range of support including early intervention and short breaks for disabled children and young people (aged from 0 to 17 years inclusive) and their families.

Disabled children are among the most vulnerable in our society. They may have needs relating to physical and/or sensory impairment and /or cognitive impairment. The Equality Act (2010), Section 6 states that a person is disabled if they have a physical or mental impairment that has a substantial and long-term negative effect on their ability to carry out normal daily activities. Eligibility for support and services reflects this legislation, but it is important to note that all disabled children are considered to be 'in need' as defined by the Children Act 1989.

The work of Cheviots and the wider service is regulated by the statutory framework of the Children Act 1989 and other associated legislation e.g. the Children and

Families Act 2014 and the Care Act 2014. The Children Act 1989 provides the statutory framework for local authority services in respect to 'children in need':-

It shall be the general duty of every local authority.....

- a) to safeguard and promote the welfare of children who are in need, and*
- b) so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs.*

The JSDC aims to:

- Promote the health, safety and well-being of disabled children and young people, ensuring they can fully participate in family and community life, enjoying themselves with friends and making decisions about their lives.
- Prevent family crisis through the provision of the right level of support at the right time.

The key principles underpinning the work are the need to be fair, transparent and equitable so that families are informed about services, know how to access them and are supported to be equal partners in the development and delivery of services.

As an established multi-agency team the service works with the following partners: 'Our Voice' Parent Forum, 'Parent2Parent', Enfield National Autistic Society, disabled children and young people, SEN Services and special schools, CAMHS, HHASC, Housing the Play and Sports Development teams and a range of voluntary groups including Enfield Children and Young Person's Service to improve the life chances of disabled children and their families in Enfield.

Cheviots Team is comprised of Social Workers and Centre Workers. As the specialist disabled children's Social Work team within SCS social workers are responsible for the full array of social care responsibilities including safeguarding and Looked After children. Centre Workers deliver an array of family support services including specialist short breaks to children and young people. In addition the service commissions further short breaks from an eclectic mix of providers.

EISS is comprised of teachers and Early Years Professionals delivering an early intervention home visiting teaching and Portage service, a Key Working service for families of children with complex needs and through the Foundation Stage Support Service support for young children with special needs and disabilities with their transition into school

Collectively and in partnership with colleagues in health the team provides information, advice and guidance to families and targeted family support services including support through transition from children's to adult services.

Short breaks include; holiday play schemes, out of school play and leisure activities, home sitting, home care and overnight breaks.

Short breaks are designed to ensure that children and young people have an opportunity to spend time away from their families, relaxing with friends and having

fun and to provide parents and carers with a break from their caring responsibilities, providing them with a chance to unwind, rest or spend time with their other children.

The provision of short breaks is underpinned by the Short Breaks Duty Section 25 of the Children and Young Persons Act requires local authorities to provide short breaks for families with disabled children. This duty, which came into force on 1 April 2011, requires each local authority to produce a Short Breaks Statement so that families know what services are available, the eligibility criteria for these services, and how the range of short breaks is designed to meet the local needs of families with disabled children.

Disability - ISSUES AND CHALLENGES

In 8 of Enfield's wards out of a total of 21 more than 2 in 5 children are living in poverty. These include Edmonton Green, Lower Edmonton and Upper Edmonton in the East of the Borough. (LBE) (2014).

It is well documented that poverty effects children's childhood and impacts on life chances, "by the age of six a less able child from a well-off family is likely to have overtaken an able child born into a poor family" (Beresford 2014).

Most referrals I to the JSDC continue to be from the poorer parts of the borough, including Edmonton and Ponders End. See data below.

Barnes and Sheldon espouse that people with disabilities can be defined as a discrete social group in all countries "as disproportionately likely to be living in poverty" (2010).

Supplementary costs in raising a disabled child include aids and adaptations, extra bedding, clothing, premium toys and access to activities to optimise their development and increase their opportunities. Research initiated by Contact a Family (2008) concludes that it costs three times more to raise a disabled child than a non-disabled child, also referenced by EDCM (2014).

Additionally families are faced with an array of well-documented housing problems. Disabled Children and Housing (EDCM,2008) discuss issues including access in and around the home, parents having to share bedrooms with children, restricted living areas, no safe outside play area and parents struggling to obtain information on process and housing criteria. The report highlights the detrimental impact on parental health and family well-being.

"The sorts of problems with housing most frequently reported by families include lack of space and lack of space for storing and using therapeutic equipment. Other common problems are difficulties with location and unsuitable or inaccessible kitchens, toilets and bathrooms" Beresford and Rhodes (2008).

Research has consistently identified social exclusion as a consequence of living in poverty. Consequently families with disabled children are more likely to experience social isolation as they grapple with additional costs and adjust to unforeseen challenges. These challenges necessitate negotiating access to services not generally impacting on the lives of typically developing children, whilst emotionally adjusting to the concept that their world has fundamentally altered forever.

“You haven’t got friends, a social life, a family, apart from the child needs to have an outlet, a life, normality. I think that makes it more and more difficult for the family to live a normal life”, Edmonton family with a disabled child (2015).

Common cultural barriers to accessing services include not having English as a first language and not having support from an advocate to navigate the system, a Key Worker or Lead Professional. .

Prevailing research demonstrates that childhood disability can continue to pervade all aspects of children’s lives, having the capacity to impact on the quality of the ‘lived experience’ of all family members. It highlights the multiplicity of factors which generically impact on families with disabled children, plus additional idiosyncratic factors pertaining to minority cultures.

Statistical Data			
Scheme	April 2014- March 2015	April 2015 to March 2016	April 2016 to December 2016
Short Break Grant £500,£750,£1000 Or £1500	159	173	184
Direct payments	110	102	71
Directly commissioned after Scholl and Play scheme	108	126	110
Directly commissioned Homecare	74	73	57
Directly commissioned Residential	31	20	10
Cheviots (Including Fun Days)	247	238	205
Total	729	732	637

**Early Support Allocation
Panel SUMMARY**

	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	Apr 2015 - Mar 2016	April 2016 - December 2016
Number of Referrals	122	139	127	139

CHILD'S AGE AT TIME OF REFERRAL

Age Range	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	Apr 2015 - Mar 2016	April 2016 - December 2016
0-1	30	19	20	29
1-2	23	29	28	31
2-3	45	58	51	48
3-4	18	21	18	20
4-5	6	12	10	11
Total	122	139	127	139

DISABILITY OF CHILD REFERRED

Disability	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	Apr 2015 - Mar 2016	April 2016 - December 2016
Developmental Delay	44	36	30	32
SCC	19	55	48	39
Down's Syndrome	11	10	4	10
Complex Health Needs	13	9	13	37
Physical Disability	1	12	15	3
ASD (diagnosed)	10	8	12	10
Other	21	7	5	8
Unknown	3	2	0	0
Total	122	139	127	139

ETHNICITY OF CHILD REFERRED				
Ethnicity	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	Apr 2015 - Mar 2016	April 2016 - December 2016
White British	20	24	19	18
White Other	10	4	13	19
Black British	2	13	14	10
Black African	34	29	29	33
Black Caribbean	0	0	0	2
Mixed (White/ Black African)	5	3	4	2
Mixed (White/ Black Caribbean)	6	2	0	6
Asian	7	3	11	14
Indian	2	6	7	5
Turkish	11	9	17	11
Other	7	19	7	16
Unknown	18	27	6	3
Total	122	139	127	139

REFERRAL BY POST CODE				
Post Code	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	April 2015 - Mar 2016	April 2016 - December 2016
EN1	17	15	19	20
EN2	4	2	6	15
EN3	23	25	25	34
N9	29	34	27	31
N11	9	1	8	2
N13	14	10	12	18
N14	3	10	5	1
N18	14	28	16	14
N21	4	11	5	3
Other	5	3	4	1
Total	122	139	127	139

SOURCE OF ESRAP REFERRAL				
Referrer	Apr 2013 - Mar 2014	Apr 2014 - Mar 2015	April 2015 - Mar 2016	April 2016 - December 2016
PAED /GP/ Medical Consultant	50	42	33	19
Health Visitor	7	11	16	18
GOS Hospital	1	1	1	1
Social Worker	8	7	3	10
Speech & Language	19	41	49	52
Children's Centres	11	17	3	6
Physio	8	4	5	5
Community Nurse	7	1	1	8
Other	8	10	15	20
Unknown	3	5	1	0
Total	122	139	127	139

Waiting time for paediatric assessment continues to be challenging due to limited paediatrician cover. Speech and language continues to be the biggest referrer. EISS staff attend drop in sessions with speech and language colleagues when capacity allows.

Research is now confirming the benefits of some preventive services and in particular those targeted at the early years.

'Local Authorities should adopt a key working approach, which provides children , young people and parents with a single point of contact to help ensure the holistic provision and co-ordination of services and support. Key working may be provided by statutory services in health, social care and education or by the voluntary, community, private or independent sectors'. (2015)

Local research reflects wider studies regarding the impact of such support for families with newly diagnosed pre-school children.

'It really helps; it makes a difference for parents with disabled children. We don't know a lot of things and how to get the right people to tell us the right things that we need. It is good to have a Key Worker and our Key Worker helps a lot'. (Parent of disabled child under 5 years, 2015)

Early years interventions have been shown to have a higher rate of return per investment than later interventions. The costs of delivery per child are outweighed by the benefits to the individual, taxpayers and others through improved educational outcomes, reduced healthcare costs, reduced crime and increased taxes paid due to increased earnings as adults (Public Health England : 2015)

Numbers of families with an allocated Social Worker – **January 2017 – 151**

8 FTE Social Worker posts so an average of 19 cases each

Number of families with a designated Key Worker - **January 2017 - 20**

Number of families with a Pre-School Support Worker/Teacher – **January 2017 - 77**

Number of children supported through transition in their nursery year **2016/17 – 76**

Please note that services to pre-school children with SEND are being re-configured in line with the SEND agenda and to reflect the deletion of the Foundation Stage Support Team.

Number of disabled children who are LAC, January 2017 is 23 – out of a LAC population of 342. This equates to 6.7%. Please note this is LAC children and young people who fit the criteria for specialist services from the JSDC.

Social Innovation Fund Project

Current evidence is that we over assess disabled children using expensive social work resources because of a need to gate keep access to practical family support resources, such as short breaks (New Learning from Serious Case Reviews, Brandon et al 2012).

To make the most effective use of limited resources at a time of pressure on budgets, the JSDC as part of the DfE Social Innovation Fund has worked with the Council for Disabled Children and 5 other Local Authorities to co-produce new approaches to assessment in Children's Social Care. Whilst the overarching aim is to improve outcomes for children and families through early and timely intervention it is imperative that we improve value for money and integrated working.

Working in co-production with parents/carers, young people and relevant agencies including SENCos, Health and Social Care Professionals and the Voluntary Sector, our collective learning has resulted in the production of clearer information, a change to the referral process to the Joint Service for Disabled Children (JSDC) and the development of information sessions for professionals to encourage wider learning and discussion.

The aims of the Programme were to:

- improve the early identification of need,
- improve the experience of families undergoing an assessment,
- enable more timely, and relevant access to services,
- provide a more effective/proportionate use of resources
- reducing unnecessary social worker interventions

New information leaflets have been developed to help professionals and parents/carers as well as young people. They provide clearer, more transparent information. This includes:

- What to do for parents if they have concerns about their child's development
- Understanding assessment and how to prepare for an assessment for parents
- A young person's version of understanding assessment
- About Short Breaks – what these are, how to apply and things to consider

These are available electronically to download on the Local Offer.

Background to the SEND Reforms

Part 3 of the Children and Families Act 2014 makes significant changes to existing legislation on provision for children and young people with special educational needs and/or disabilities – SEND. Part 3 of the Act came into force on 1 September 2014 imposing an array of duties on Local Authorities in relation to children and young people with SEND aged 0 to 25 years. It is important to note that there are significant numbers of children and young people who may have Special Educational Needs but will not require specialist disability services. Currently in Enfield we have 1948 children and young people with SEN Statements or EHC Plans and between 650 and 700 children and young people in receipt of services and support from the JSDC.

The main SEND changes include:

- **Replacing Statements of Special Educational Need with the new statutory Education, Health & Care Plan (EHCP) from September 2014**
- **A new SEN Code of Practice**
- **Personal Budgets**
- **The Local Offer**

SEND Reform Grant

Since 2014, SEND non-ring fenced Grants equating to £1,202,961 have been allocated to cover the period to 31st March 2016. This funding has been used to build capacity and facilitate learning to embed the new systems and processes. The DfE have allocated Enfield a further non-ring fenced grant of £291,390 for 2017/2018 to be used to continue to build capacity, embed the reforms and mitigate against the additional burden on the LA of progressing conversions from Statements to Plans.

PROGRESS ISSUES AND CHALLENGES: Implementation of SEND programme

Ofsted/CQC Local Area SEND Inspection

A local area inspection was carried out in June 2016. Enfield was the 3rd area to be inspected nationally, and the 1st in London, under the new framework. The full inspection outcome letter can be viewed at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/547192/Joint_local_area_SEND_inspection_in_Enfield.pdf.

The main findings are as follows:

- The Enfield local area has taken swift account of the reforms. Professionals from education, health and social care agencies are working together effectively to support children and young people who have special educational needs and/or disabilities. Representatives from all agencies have a good understanding of their roles and responsibilities. Leaders and managers meet together regularly, share information and jointly commission services. Overall, the needs of children and young people who have special educational needs and/or disabilities are being identified more quickly and are being well supported.
- Leaders have an accurate understanding of the area's strengths and weaknesses because professionals work and communicate well with each other. They know that more needs to be done to support the growing number of children and young people living in Enfield with social, emotional and mental health difficulties (SEMH) or speech, language and communication needs (SLCN). However, some systems for tracking and evaluating the impact of their actions are not robust.
- Professionals across all services share a common purpose to identify and support those who have special educational needs and/or disabilities as soon as possible. The early intervention support service and staff within children's centres identify when children and families need support and help them to access this without delay. This is helping leaders to plan for additional services that will be needed in the future. For example, the educational psychology services (EPS) and child and adolescent mental health services (CAMHS) have a good understanding of the rising levels of need. This is because they track children and young people who are identified as receiving special educational needs and/or disability support from an early age.
- The clinical commissioning group (CCG) is under legal directions from NHS England because of its challenging financial position. Roles have been amalgamated to save money. There is currently no designated medical officer (DMO) or designated clinical officer (DCO) in post and the duties that would be carried out by these roles are shared by three different post holders. This limits the CCG's ability to strengthen and improve the health services being offered to children and young people who have special educational needs and/or disabilities.
- Representatives from parent/carer forums and special educational needs and disability organisations recognise the many positive changes that have been made within the local area since September 2014. They are actively engaged in further improvements such as improving the local offer and making it more accessible to users. Parents have benefited from training alongside professionals to help them understand the implications of the reforms. The independent advice and support services and the 'Our Voice' parental forum are working very effectively to assist parents with any concerns they may have. This is reflected in the low number of tribunal hearings and requests for mediation support, compared to other areas.
- The quality of education, health and care plans (EHCP) is variable. Although the number of statutory assessments completed within the required timescale is comparable to other areas, this is sometimes at the cost of the quality of the finished plan. Contributions from health and social care professionals are not always included or of good quality.

A Local Area Development plan has been created to address the areas highlighted in the letter, and this work is being overseen by the SEND Quality Assurance & Accountability Work Stream. This group is accountable to the following strategic boards:

- Children with Disabilities Partnership Board
- SEND Strategy Board
- Enfield Safeguarding Children's Board

The action plan is attached as Appendix 1.

EHC Plans

1st January 2016 and 31st December 2016

Conversions	Number
Completed conversion of Statement/Learning Difficulty Assessment to EHCP	171
Conversions underway, but not yet finalised	207
New Assessments	-
Number of requests for a new EHCP needs assessment	500
Number of agreed new assessments	315
Number of final EHCPs issued	147

Training

A comprehensive SEND training programme has been delivered since September 2014 in partnership with the School Improvement Service, and SEND IASS/ Independent Support and parents.

Training has focused on implementing conversions from SEN Statements to Education, Health and Care Plans, and how to support young people to ensure that they have a positive experience.

Training for schools has included "How to make an effective application for an EHCP needs assessment" and "pupil voice".

The Local Offer

It is a statutory requirement that we ask people for feedback on our Local Offer and that we publish an annual report on how we have responded to feedback. The report can be viewed at

<https://new.enfield.gov.uk/services/children-and-education/local-offer/feedback-publications-and-policies/feedback-and-consultations/>

During 2016/2017 we have worked with parents and young people to improve the information, as well as the look and feel of the Local Offer which has now been migrated to the Local Authority's new website. In particular we have worked with young people to produce the following suite of videos to make the information more accessible and appealing to young people:

- I Achieve
- I Care
- I Learn
- I Play
- I Go
- I Smile
- I Work

We are now working towards producing an “easy read” pdf downloads of the young people’s pages to make the information more accessible to young people with SEND.

Local research has demonstrated that families and professionals are not sufficiently aware of the Local Offer, so more needs to be done to make sure that professionals and families are aware of this resource.

Financial Context/Enfield Strategy

Recent information from CIPFA has confirmed that Enfield has a comparatively low expenditure on children’s social care services. According to the most recent comparative data from the Dept. for Education, Enfield spends £567 per capita every year on services to children and young people. The London average is £863 per capita.

Enfield is classified as being a ‘high performance/low spend’ authority within CIPFA’s recent categorisation of London boroughs.

Through our Early Intervention strategy including access to Key Working and to a menu of short break options and family support services we are working to provide a holistic and seamless service reflecting the age and stage of family life, culminating in support through transition to adult services.

Cheviots budget 2016/17 - £2,722,700
Cheviots budget 2015/16 - £2,979,210

The budget allows for provision of a specialist Social Work service, delivery of a full range of in house Cheviots short breaks, Shared Care – overnight short breaks through approved carers, plus commissioned services- including agency home sitting, residential short breaks , Direct Payments to employ personal carers and Short Break Grants which fund play-schemes and out of school activities.

EISS budget £1,218,800

From April 2017 as a result of further planned reductions in the DSG budget the EISS budget will decrease by over £500,000 hence the re-configuration of SEND early years support.

The budget allows for the provision of a specialist Home Visitor Teaching Service, provision of a Key Worker Early Support Service and support for children with SEND during transition into mainstream nursery education.

See previous data for more details on service delivery/activity

The challenge for Enfield as for all local authorities over the next few years is to continue to find ways and means of maintaining statutory provision of services to vulnerable children and their families, whilst significantly reducing expenditure levels.

2. RECOMMENDATIONS

It is recommended that the Scrutiny Committee note the content of this report and the information it contains.

3. NEXT STEPS

The committee is asked to consider whether it wishes to receive further updating reports on this subject.

CQC/Ofsted Development Plan October 2016 – March 2018

The Local Authority, NHS and other partners are committed to improving the overarching outcomes for Enfield’s SEND population, aged 0 – 25 years, as identified by Preparing for Adulthood (PfA) which are:

- Employment
- Independent Living
- Community Inclusion
- Health

We will therefore ensure that our Development Plan reflects our ambition and aspiration for this population cohort.

The effectiveness of the local area in the identification of CYP who have SEND

Expected Outcome/Objective	Action	Timescale	Progress/Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
CQC/OFSTED DEVELOPMENT AREA					
Reduce the high rates of exclusion for pupils with with a Statement or EHCP in Enfield in other areas of the country. The SEMH needs of pupils attending secondary schools are sometimes not identified quickly enough leading to some pupils becoming disengaged from their learning and being permanently excluded.					
Decrease in the number of pupils with an EHCP being permanently excluded	Piloting early intervention with primary and secondary schools who are identifying learners at risk of permanent exclusion through	Started Sept 2016	Sept 16 RAG Rating Report to:	2015/16 SEND PEX: 2 Enfield Special Schools	James Carrick

Expected Outcome/Objective	Action	Timescale	Progress/Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
	fair access Further actions contained in the SEMH Action Plan		<ul style="list-style-type: none"> - Fair Access - ESCB - SEN Strategy Group - CWD Partnership 	2 from out of borough 3 from Primary phase 2 from Secondary phase	
SEMH needs of pupils in secondary schools are identified early to ensure effective intervention strategies that promote pupil engagement and learning thereby preventing exclusion.	LA and its partners to support schools in their role as a critical friend. Piloting early intervention with secondary schools who are identifying learners at risk of permanent exclusion through fair access Further actions contained in the SEMH Action Plan	Started Sept 2016	Report to: <ul style="list-style-type: none"> - Fair Access - ESCB - SEN Strategy Group - CWD Partnership Nov 16 FAIT Meetings held in: St Anne's, Lea Valley, Edmonton County. 6 pupils discussed - all remaining on roll.	Baseline data 15/16 in the primary phase, 4 urgent MACs were held which prevented 3 Pes FAIT pilot commenced Sept 2016	James Carrick
CQC/OFSTED DEVELOPMENT AREA					
Health Visitors do not routinely notify the LA of children who may have special educational needs and/or disabilities. Other professionals such as paediatricians do this following formal diagnosis. However, parents have to wait a considerable time for an appointment with a paediatrician. Some additional needs are therefore not identified as quickly as they could be.					
Clear pathway so children with SEND are identified as quickly as possible	<ol style="list-style-type: none"> 1. Review of referral pathway via ESRAP to include KS and SB 2. Clarify threshold for referral 3. Reinstate Early Years Partnership (Inclusion Group) 	Dec 2016	Sept 16 RAG Rating Meeting arranged with Public Health Oct 16 to discuss 2.5 year check.	Current pathway in place	Janet Leach Christine Williams Stephen Porter

Expected Outcome/Objective	Action	Timescale	Progress/Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
	chaired by JL)		2.5 year check is being delivered although take up is an issue.		(Interim AD Children & CAMHS) Andrew Lawrence
Children are seen by a Paediatrician within an agreed timeframe	<ol style="list-style-type: none"> 1. Agree timeframes and establish a monitoring framework on a quarterly basis. 2. Risk mitigation to be considered 	Dec 2016		Claire Wright to ascertain baseline waiting times	Claire Wright
QC/OFSTED DEVELOPMENT AREA					
<p>Ensure that all children, whatever their age, have their additional needs identified. Too few school-aged children are benefiting from the effective delivery of the five to 19 healthy child programme. Managers and commissioners are relying too much on additional health needs being identified at the 2 – 2½ year check carried out by health visitors. Not all children attend this check and in some areas, fewer than half are being screened. The school nursing service is not routinely searching for additional health needs because it is not commissioned to do this. There is a lack of evaluative information to demonstrate the impact of the healthy child programme in identifying any additional needs that children may have.</p>					
All children with additional needs will routinely be identified and there will be a clear intervention pathway	<ol style="list-style-type: none"> 1. Link with Children’s Centres commissioning and clarify how children with additional needs are identified 2. Re-write, and make more pertinent the development area 3. Link with SIS, EPS and School Nursing to ensure SENCos and health professionals identify 	Dec 2016	<p>Sept 16 RAG Rating</p> <p>Sept 16 All Reception and Year 6 children and Year 11 children known to School Nursing Service or any new entrant throughout the school year will be</p>		Christine Williams Steve Porter Andrew Lawrence

Expected Outcome/Objective	Action	Timescale	Progress/Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
	and signpost school-aged children with additional needs		offered a health needs assessment. Does not include children in free schools and academies.		
<p style="text-align: center;">CQC/OFSTED DEVELOPMENT AREA</p> <p style="text-align: center;">The initial health assessments of children looked after are not always completed in a timely manner. Notifications from the LA of children entering care take too long and a lack of capacity within the paediatric service delays their response. This is a barrier to the early identification of additional health needs for children and young people who become looked after.</p>					
100% of LAC initial health assessments are completed within timescales ensuring early identification of any health needs	There is no longer a delay in receiving notifications from the LA as new processes have been put in place. The CCG are aware of the continuing lack of capacity of paediatric appointments to undertake initial health assessments within the statutory timeframe. A business case has been written to increase capacity.	<p>Implement ed Sept 2016</p> <p>On-going</p>	<p>Sept 16 RAG Rating</p> <p>Reported to Corporate Parenting Board Sept 2016</p> <p>Business case has been approved</p> <p>Dec 16 Clarify with MM status of business case.</p>		Mary Murrill Claire Wright

The effectiveness of the local area in assessing and meeting the needs of CYP with SEND

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
CQC/OFSTED DEVELOPMENT AREA					
A number of parents were worried that some secondary schools were not meeting the needs of pupils who have special educational needs and/or disabilities in an inclusive manner. They felt unwelcome at open evenings or transition events because the school did not appear to want pupils who have special educational needs and/or disabilities to enrol.					
Parents to feel welcome in all secondary schools and to feel confident that the additional needs of children and young people with SEND are met in an inclusive manner.	To be formally raised as discussion point at the Secondary Headteacher Conference,	Spring 2017	Sept 16 RAG Rating	Feedback from parents through Our Voice and ENAS	Jenny Tosh James Carrick
	Seek support and guidance from Secondary Heads at SEND Strategy Board	Spring 2017	Our Voice to elicit and monitor parental views mindful of the following - the new CoP applies to all state funded schools and is clear about putting parents and children at the heart of the system with a clear focus on the publication of SEN Information reports, the role of the SENCo and outcomes.		Fazilla Amide
	Our Voice to conduct a survey of Year 6/7 transition parental experience to be fed back to the LA and Heads. Schools to produce an action plan and share good inclusive practice.	Sept 2016 - April 2017			

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
			Dec 16 Work jointly with SIS to implement.		
CQC/OFSTED DEVELOPMENT AREA Some parents felt that the written contributions made by health and social care professionals in EHCPs failed to reflect the discussions held with them. Others were frustrated by long waiting times for some referrals to assess their child’s needs and the resulting delay in accessing any support. A few parents of children and young people who have hearing impairments were dissatisfied because recruitment issues had reduced the amount of support the children had received.					
Increased parental satisfaction with Health and Social Care contributions to EHCP assessment	<ol style="list-style-type: none"> 1. Extrapolate the data from POET to establish a baseline for parental satisfaction 2. Establish and implement the quality assurance process for completed EHCPs 3. Explore the options to enable “snap” survey to be implemented following issuing of final EHCP 	Termly Oct 16 – July 17	Sept 16 RAG Rating <ol style="list-style-type: none"> 1. Report number of conversions to ECSB 2. Report number of EHCPs completed within 20 weeks, excluding exceptions to ECSB 3. Sept 16 Implementation of Training Plan for SEN Plan Writing Team all SEND professionals who contribute to EHCP assessments 		Janet Leach Claire Wright Sarah McLean Una Archer

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
			<p>Dec 16</p> <ol style="list-style-type: none"> 1. HI and VI service re-commissioned 2.. Working with parents to improve info on Local Offer re VI and HI. 3. Moderation has begun and will be on-going termly. 		
<p>CQC/OFSTED DEVELOPMENT AREA</p> <p>Not all initial assessments are followed up promptly. Some CYP who are offered a block of therapy following initial assessments by Speech and Language or Occupational Therapists experience delays in receiving a timely review. This slows access to further therapy to meet their changing needs and has a negative impact on how well they are supported</p>					
Initial assessments are promptly followed up (draft)	Check with Andrew Lawrence and Helen Tanyan Monitor waiting times	Dec 16 Spring 17	<p>Sept 16 RAG Rating</p> <p>Dec 16 Andrew and Helen to clarify what this relates to</p> <p>Report to:</p> <ul style="list-style-type: none"> - SEN Strategy Group - CWD Partnership 		Claire Wright Stephen Porter

The effectiveness of the local area in improving outcomes for CYP who have SEND

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
<p>CQC/OFSTED DEVELOPMENT AREA</p> <p>The outcomes for CYP who attend special schools outside the area are not monitored closely enough. Leaders are therefore unable to evaluate whether they are doing as well as they could be.</p>					
<p>YP educated out of borough are placed in provision that is subject to an annual quality assessment and make expected progress</p>	<p>All out of borough provision used by the Local Authority is subject to an annual quality assessment that ensures all Enfield learners are in suitable provision and making expected progress</p>	<p>Termly Starting when?</p>	<p>Sept 16 RAG Rating</p> <p>Sept 16</p> <ol style="list-style-type: none"> 1. Report number of SEND pupils attending OB schools to ECSB 2. Report % of SEND pupils attending OB school who have had their Annual Review to ECSB 3. Report number of OB annual reviews that have been attended by an EP to ECSB <p>Dec 16 Above reported to ESCB</p> <p>Spring 17 Proforma being developed to identify issues in</p>		<p>James Carrick Suzy Francis</p>

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
			education, health or social care		
CQC/OFSTED DEVELOPMENT AREA					
In Enfield, pupils who have special educational needs and/or disabilities are more likely to be persistently absent from their schools or excluded compared to other areas. The local area has correctly identified that further work is required to improve the outcomes of CYP who have SEMH difficulties to help address this.					
Improve the PA rate for learners with SEN	Establish a PA baseline for pupils with SEND	?	<p>Sept 16 RAG Rating</p> <p>Sept 2016 PA monitoring framework set up with EWOs</p> <p>Dec 16 Termly meeting of James Carrick and Jo Fear to review PA data and interventions that EWOs can implement. EWOs reminded to be mindful of CYP with SEND.</p> <p>Individual schools targeted where required.</p>		James Carrick Suzy Francis
The Development of SEMH provision	(Please see SEMH Action plan that reports to the SEND Strategy Board)	n/a			James Carrick Suzy Francis

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
CQC/OFSTED DEVELOPMENT AREA					
Improved support for secondary pupils with a statement or EHCP has yet to have an impact on raising academic standards for this group. The amount of progress that pupils make in English and Mathematics by the end of KS4 is below average and standards fell further in 2015. Pupils with a Statement or EHCP make less progress overall than those identified as need special needs and/or disabilities support					
CYP with EHCPs make a progress in line with their potential.	Discuss with Clara Seery Report achievement of pupils in Enfield with a Statement or EHCP at KS4 compared to London, and Nationally for English and Maths to ECSB	Annually	Sept 16 RAG Rating Dec 16 Need to raise with Secondary Headteachers		SIS
CQC/OFSTED DEVELOPMENT AREA					
Outcomes for CYP who have special educational needs and/or disabilities are not always identified, measured or evaluated on a regular basis. Leaders don't always know if improvements are raising standards.					
Assess, plan, do review cycle embedded in schools and other educational settings	Rewrite this development area related to the PfA SEND population outcomes. 2017/2018 review of how we write outcomes reflected in the paperwork Ensure there is a mechanism to aggregate data/information from EHCPs to inform commissioning Snap survey to be developed as		Sept 16 RAG Rating Dec 16 Assess, plan, do review cycle training provided to SENCos in schools and early years settings during Autumn Term 2016.		Janet Leach James Carrick Claire Wright

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
	part of the AR process Dec 16 Review other CQC/Ofsted local area outcome letters.				
CQC/OFSTED DEVELOPMENT AREA The monitoring of outcomes for YP who have SEND who are 19 – 25 years old is not tracked well and is difficult to evaluate. Health providers and commissioners acknowledge that there is more work to be done to improve support and promote positive outcomes for these YP. For example, there is currently no formally identified support from therapists for this age group.					
The LA and partners can demonstrate that YP are achieving positive outcomes in their preparation for adult life.	Rewrite this development area related to the PfA SEND population outcomes. 2017/2018 review of how we write PfA outcomes reflected in the paperwork Ensure there is a mechanism to aggregate data/information from EHCPs to inform commissioning	Jan/Feb 2017	Sept 16 RAG Rating Nov 16 Met with NN on 8/11/16. Agreed to plan and hold a workshop with SEN, colleges and others on 15 March 2017 in order to: <ul style="list-style-type: none"> • further develop writing of outcomes (PfA) • understand roles and responsibilities • develop a mechanism for individual review of outcomes • to look at how to 		Janet Leach Niel Niehorster Jennie Bostock

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead
			<p>collate intelligence from EHCPs to inform commissioning so we have improved population outcomes and provision.</p> <p>Invite Charles Nelson, David Holloway, Lesley Colyer, CONEL – ask Andy, Andy J, Capel Manor and any others, Sam B, Meghi, Kerry, Sue Roberts, Geoff, Trevor, Kerry and/or Viv, Michele Guimarin, Eleanor Lesser, Ineta, Niel, Jan, Sarah, Jane, Fazilla, LDD Careers Advisers, Sue Tripp, Peter DeRosa, Roxine. Jennie Bostock Jan/Feb 17. Example plans to be available. Gap analysis to be addressed.</p>		

Other Areas for Development

Expected Outcome/Objective	Action	Timescale	Progress /Monitoring Update	Baseline/evidence of Improved Outcomes	Lead



Youth and Family Support Service

Change and Challenge Unit

Troubled Families Update Brief

1. Background/Information

Phase 2 of the Troubled Families programme was launched nationally in April 2015 with the aim of earlier Intervention for:

- Families with multiple problems;
- Families that are high cost to the taxpayer;
- Significant and sustained progress.

There are 6 Headline Phase 2 Criteria with 39 eligibility indicators within them.

1. Parents and children involved in crime or anti-social behaviour;
2. Children who have not been attending school regularly;
3. Children who need help: children of all ages who need help are identified as in need or subject to a Child Protection Plan;
4. Adults out of work or at risk of financial exclusion, or young people at risk of worklessness;
5. Families affected by domestic violence and abuse;
6. Parents and children with a range of health problems.

We are now coming to the end of the second year of phase 2 of the programme. The outcome plan has been updated to reflect the local agenda and messages from data. Additionally the Department of Communities and Local Government (DCLG) have specified that the following also needs to be evidenced in all cases in order for a successful claim to be submitted:

- 1) There must be an assessment that takes into account the needs of the whole family
- 2) An action plan that takes account of all (relevant) family members;
- 3) A lead worker for the family
- 4) The objectives in the family action plan must be aligned to those in the local Troubled Families outcomes plan.

2. Service Transformation

As part of the Troubled Families programme (locally known as Change & Challenge) the Department of Communities and Local Government (DCLG) expect service transformation and improved partnership working of local services.

A work shop was held in August and DCLG attended to observe practice in Enfield. The DCLG have developed a practical assessment and benchmarking tool called a Service Transformation Mature Model tool. This is to assist us in engaging partner agencies and to further develop action planning for ongoing service transformation.

The meeting was well attended by partner agencies. A comprehensive discussion was held in regards to services, their responsibilities and what needs to be done to ensure that the troubled families programme is successfully delivered in Enfield.

The change and challenge programme delivery is the responsibility of all partners and the workshop was a good opportunity to self assess and identify areas for further development.

Services have had the opportunity to influence transformation moving forward and an implementation action plan has been developed for the delivery of the troubled families programme and early help offer for Enfield.

Improved partnership working so far:

- All cases that come through the multi-agency meeting at the Single Point of Entry (SPOE) are screened and allocated to the Change & Challenge (C&C) team if they meet 3/4 out of our 6 eligibility criteria. All cases meeting 2/3 of the eligibility criteria are allocated to the most appropriate service to hold a team around the family (TAF) and the C&C data team are tracking and evidencing outcomes.
- A triage officer post has been created to support the SPOE multi-agency meetings and also capture outcomes following a team around the family intervention.
- Train the trainer courses in the TAF process will begin in February 2017. This is to further strengthen Enfield's early help offer and will incorporate the signs of safety model.
- Clear guidance is operating regarding step up and step down arrangements which includes close liaison between Change and Challenge and Social Care and the FASH.
- An Independent Domestic Violence Advisor (IDVA) has been commissioned from Solace and based in the Change and Challenge team since August 2015. The IDVA is also supporting YFSS clients.

3. Change and Challenge Programme Phase 2 Update

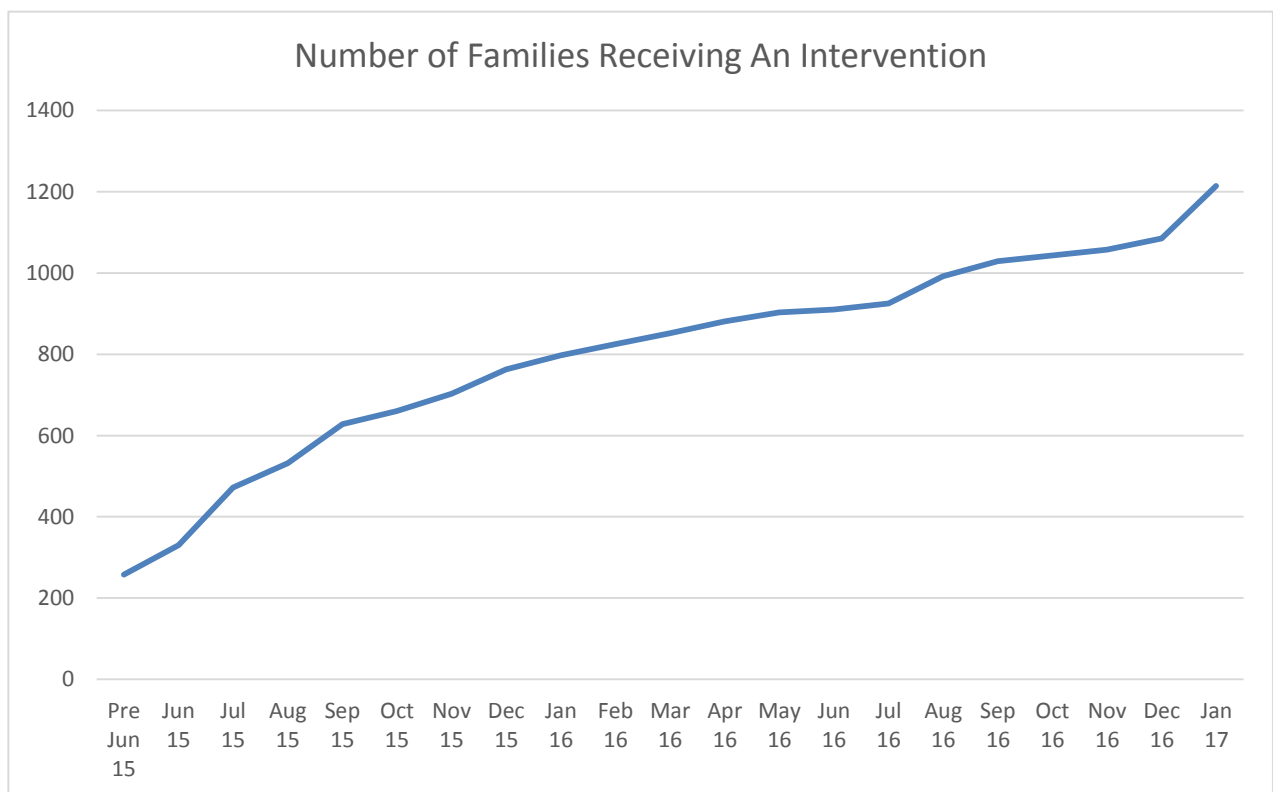
- For Phase 2 we need to identify and 'turn around' 2970 families by 2020.
- DCLG has informed Enfield that we need to attached a minimum 859 new families onto the programme and 369 families need to achieve continuous employment or significant and sustained progress in 2016/17.
- National Impact Study (NIS) - all Phase 2 families that have been identified and are to be included in the February 2017 NIS submission. All additional families identified have now been put onto the system bringing the total to 1,214 families that have received an intervention under the programme so far.
- Change and Challenge caseworkers are now co-located with all Children Centre's and 10 Schools in Enfield.
- Employment workshops are offered at Ponders End and at Clavering's in Edmonton. We have successfully engaged with 80 clients.

- Serco successfully won the European Social Fund (return to work) contract for Troubled Families. This is to be known as Inspiring Families. They have commissioned Metropolitan Housing, Catch 22 and Renaisi to deliver the work programme in Enfield and will be co-located within the Change and Challenge team.
- The Change and Challenge strategy has been incorporated into the new Family Resilience strategy for Enfield's early help offer. The strategy outlines the importance of the whole family working approach in line with the programme service transformation key principles.
- Change & Challenge Head of service Kate Kelly continues to champion the Troubled Families agenda as part of the National Troubled Families Board.
- We are currently working with procurement to identifying a new family intelligence system to further develop the Troubled Families programme for Enfield.

4. Data Report

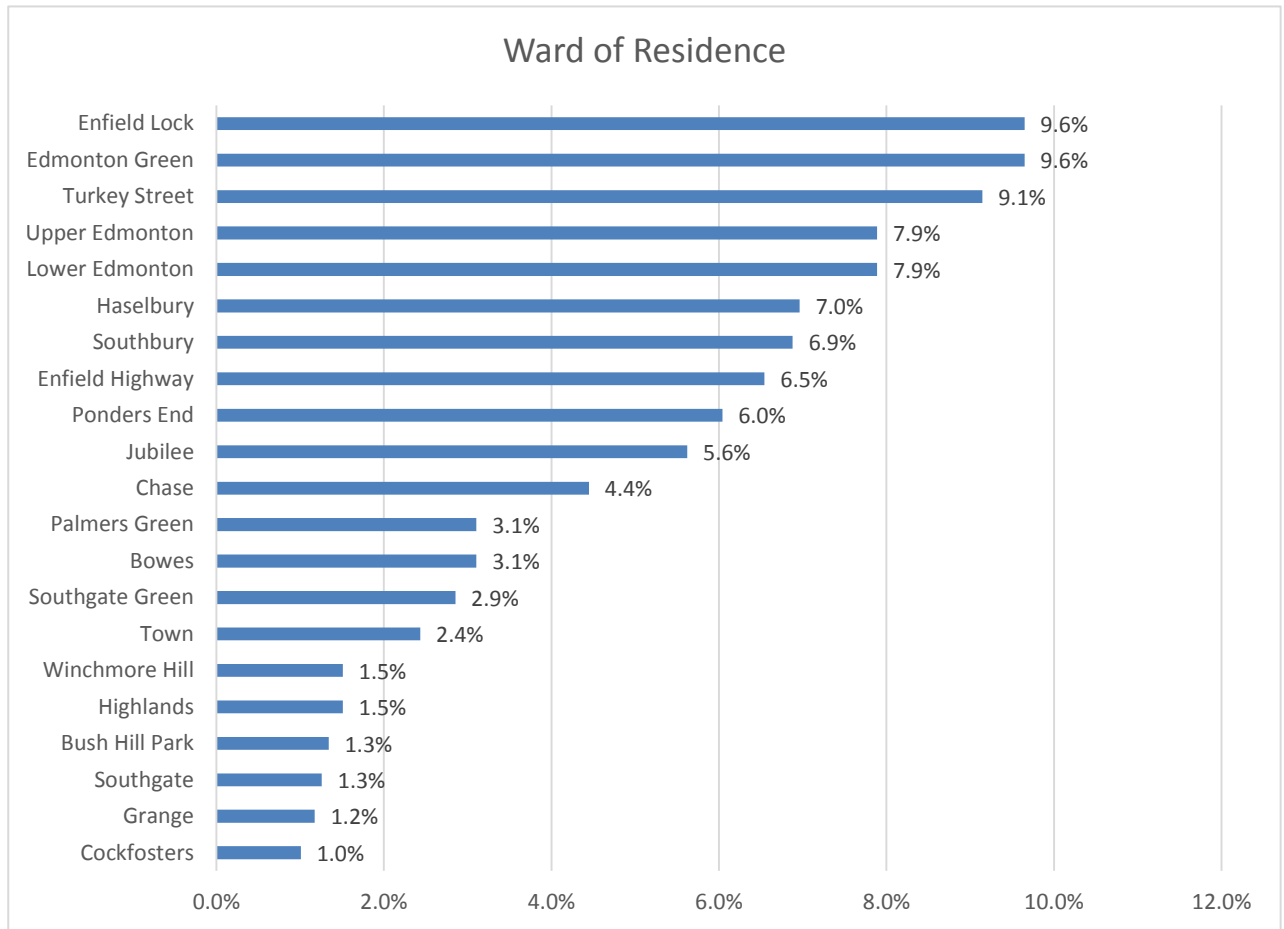
Families that have received an Intervention countable under the programme

The February 2017 NIS submission will indicate that there have been 1,214 families that have received an intervention that can be counted under the programme. The graph below shows when these families were identified on the case management system.



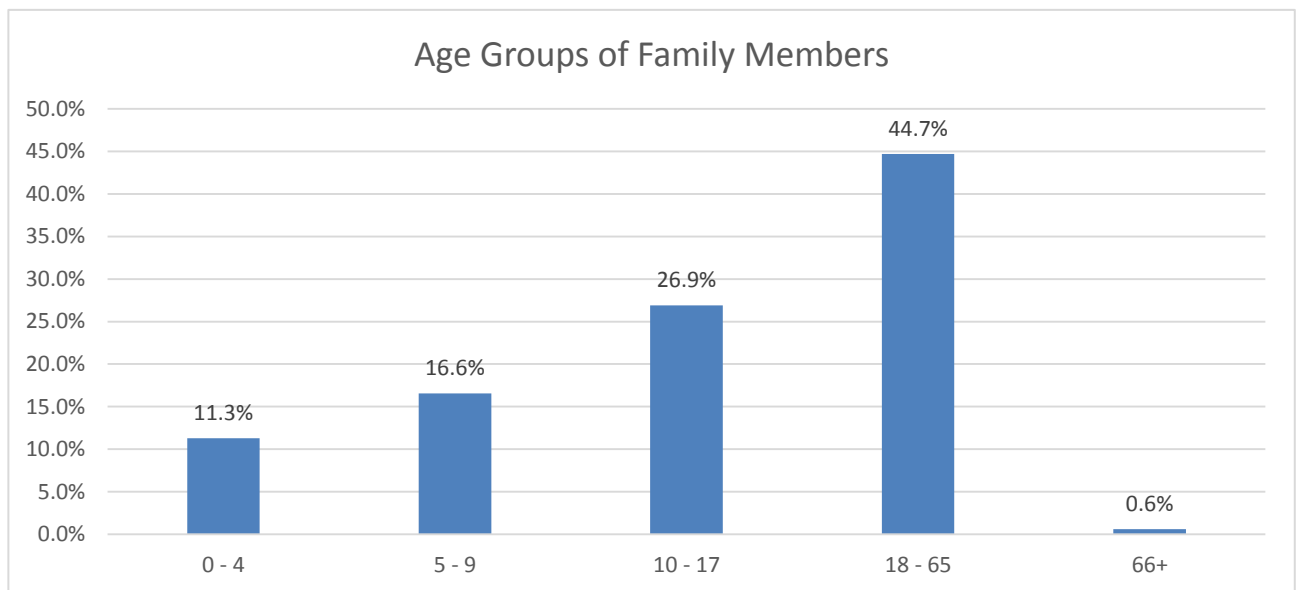
Wards of Residence

The graph and map below shows the wards of residence of the families that have received an intervention under the programme



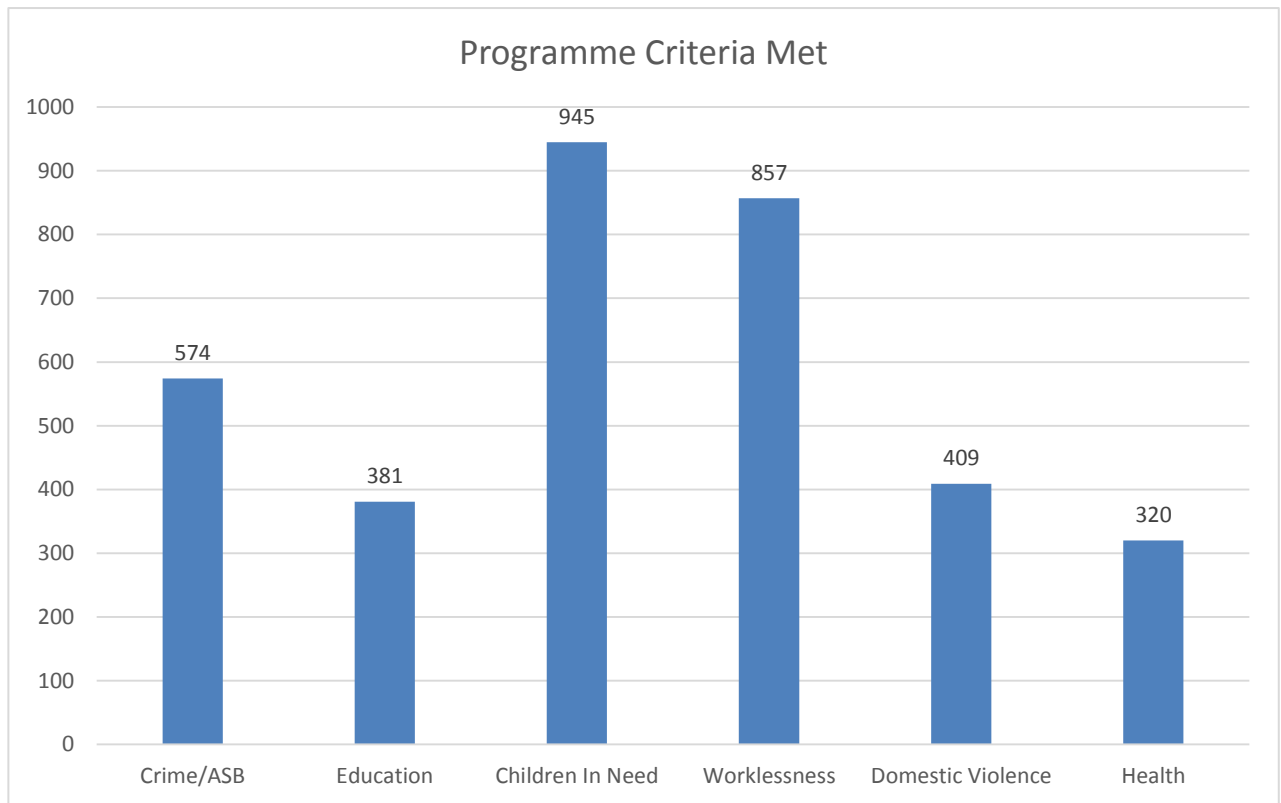
Age Groups of Family Composition

Just under half of the family members (44.7%) of families who have had an intervention under the programme are aged 18-65, whilst just over a quarter (26.9%) are aged 10-17.

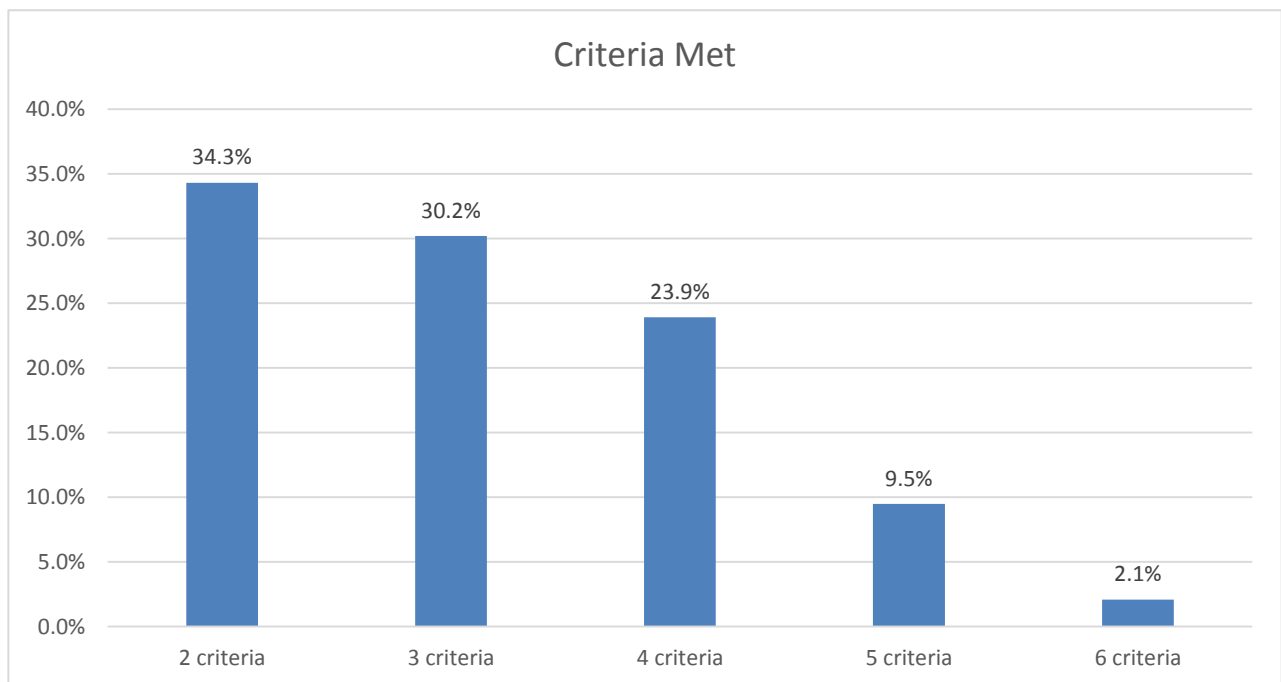


Programme Criteria

The graph below shows the criteria of the programme, and how many of the criteria have been met by the 1,214 families who have received an intervention countable under the programme. A family must meet at least two of the criteria to be eligible for the programme.

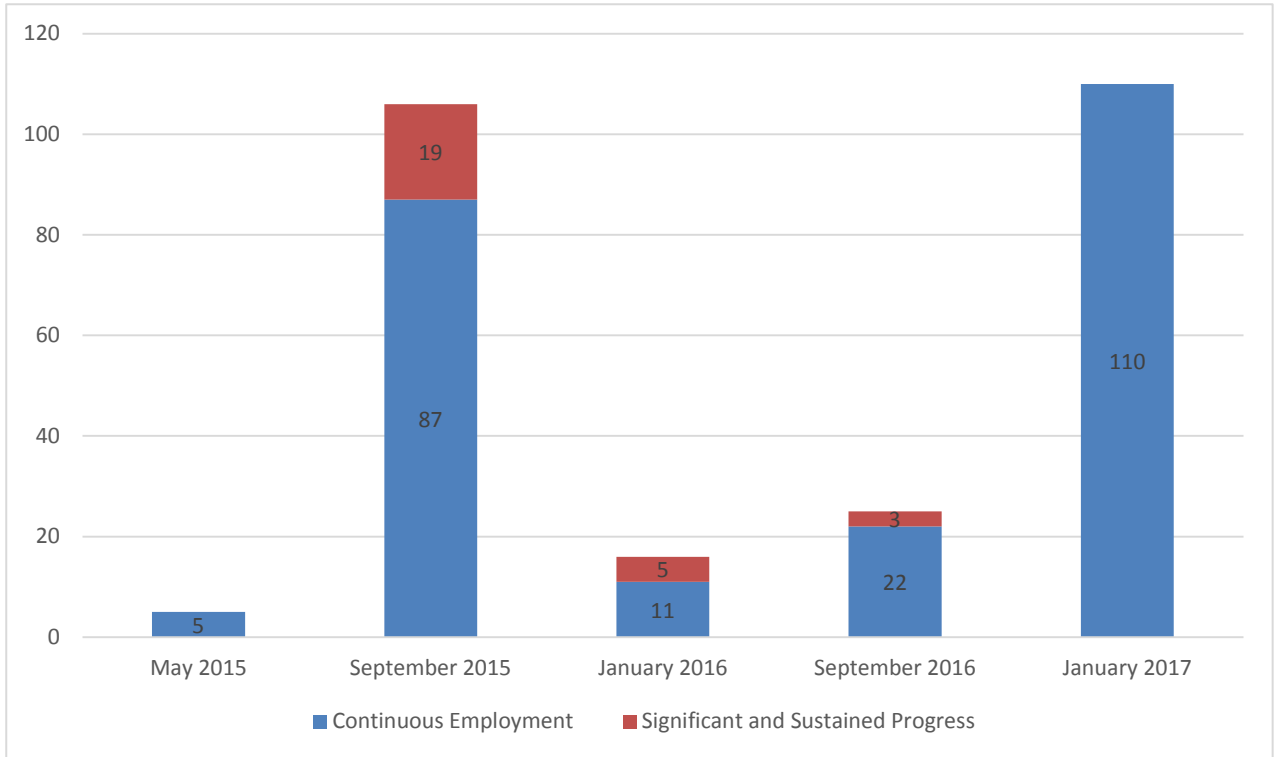


The graph below shows the number of families who have met the different number of criteria.



Payment by Results

By January 2017, we have claimed for 262 families under Phase 2 of the project. 90 percent of these claims were for continuous employment, whilst the other 10 percent is for significant and sustained progress.



5. Challenges Ahead:

- Continually changing/expanding demands from DCLG
- Identifying a new family intelligence system [IT] to further develop the Troubled Families programme for Enfield
- Services in Enfield understanding and taking responsibility for their part in the delivery of the TF programme in Enfield
- Consent continually acting as a barrier to sharing information, primarily with health partners
- Developing the mature model in Enfield
- Streamlining our intervention to evidence long term significant sustainability

6. Purpose of the Briefing

- To raise awareness of the Troubled Families programme.
 - To encourage service transformation for Enfield
 - Lead person within each of our partner services identified to take Enfield's service transformation plan forward.
 - Partner's adopting the DCLG's 4 key principles – Whole family assessments/action plans/ lead agency/ Intervention / Outcomes
- Provide an update on how we are progressing with phase two of the programme.

7. Recommendations

This report requests that the scrutiny panel:

- Support the need for service transformation in Enfield and for services to adopt the DCLG's 4 key principles.
 1. There must be an assessment that takes into account the needs of the whole family;
 2. An action plan that takes account of all (relevant) family members;
 3. A lead worker for the family;
 4. The objectives in the family action plan are aligned to those in the local Troubled Families Outcome plan.
- Nationally it is recognised that the data sharing with health partners needs further development to ensure that the identification of families with complex needs is strengthened.
- Encourage partnership work with the Change & Challenge Troubled Families programme across all children and families services and complete whole family assessments.

Author: Kate Kelly

Change & Challenge Lead

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REPORT TO: OVERVIEW AND SCRUTINY COMMITTEE**DATE: 23 February 2017****REPORT TITLE: Update on Performance – Complaints, Freedom of Information and Members Enquiries****REPORT AUTHOR:**

Nicholas Foster

020 8379 6498

Nicholas.Foster@Enfield.gov.uk**PURPOSE OF REPORT:** To provide

- an update of complaints handling between April 2015 – September 2016
- and progress on transition to new service model .

EXECUTIVE SUMMARY

This report provides details of complaints handling and performance during 2015/16 – in summary;

- 81% of First Stage complaints were dealt with within the target response timescale of 10 working days.
- the Local Government Ombudsman Investigative Team made 33 decisions in 2015/16 for Enfield cases, with £1600 issued as local settlements.
- the Council has successfully reorganised complaints handling into a central hub whilst ensuring that the complaints service delivery continue uninterrupted
- there are early signs that the new team has started to make a positive impact on complaints across the Council

1. BACKGROUND

- 1.1 The central Complaints and Access to Information Team was created in December 2015 under the Enfield 2017 transformation programme. All posts were filled, and the team become fully operational in April 2016. This new corporate team took responsibility for co-ordinating all complaints, member's enquiries, school appeals and statutory requests for information under the Freedom of Information Act or Data Protection Act.
- 1.2 This report provides details of complaints handling and performance during 2015/16 and the first half of 2016/17, regarding complaints handled under the Council's corporate complaints scheme. It does not cover statutory complaints made concerning children and adults social care services.

The Council aims to resolve concerns and complaints as soon as possible, therefore contact from customers is initially presented to the team or person responsible for delivering the service where dissatisfaction has arisen, so that the matter can be addressed.

1.3 Where attempts for resolution have been unsuccessful, the complaint will be handled under the two-stage process outlined below.

- First Stage - the complaint is investigated and responded to by an appropriate officer from the service concerned. This would usually be the person who has direct responsibility for the staff involved or the issue complained about. All attempts to resolve the matter will be taken at this stage.
- Final Stage – if the complainant remains dissatisfied, the complaint will be reviewed by a senior officer on behalf of the Chief Executive. The review officer will be independent of the service group which is the subject of the complaint.

1.4 The Council's target is to respond to 92% of First Stage complaints within 10 working days.

1.5 The timescales are outlined in the below table:

Activity	Standard Timeframe	Extended Timeframe
Making a complaint	12 months from the incident occurring	At the discretion of the Council
Acknowledging a complaint	1 working days (first stage) 5 working days (final stage)	N/A
Responding to a first stage complaint	10 working days (from acknowledgement)	Up to a maximum of 20 working days unless agreed by the complainant
Escalating a complaint from first stage to final stage	20 working days	At the discretion of the Council
Responding to a final stage complaint	30 working days (from allocation to the investigating officer)	Up to a maximum of 40 working days to unless agreed by the complainant
Complaining to the Local Government Ombudsman	12 Months after the complainant becomes aware of the issue	At the discretion of the Local Government Ombudsman

Complaining to the Housing Ombudsman	With the assistance of a Councillor or MP. Otherwise, no earlier than 8 weeks. In all cases the complaint must be made within 12 months after the Council's final stage response.	At the discretion of the Housing Ombudsman
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2. CHALLENGES AND OPPORTUNITIES

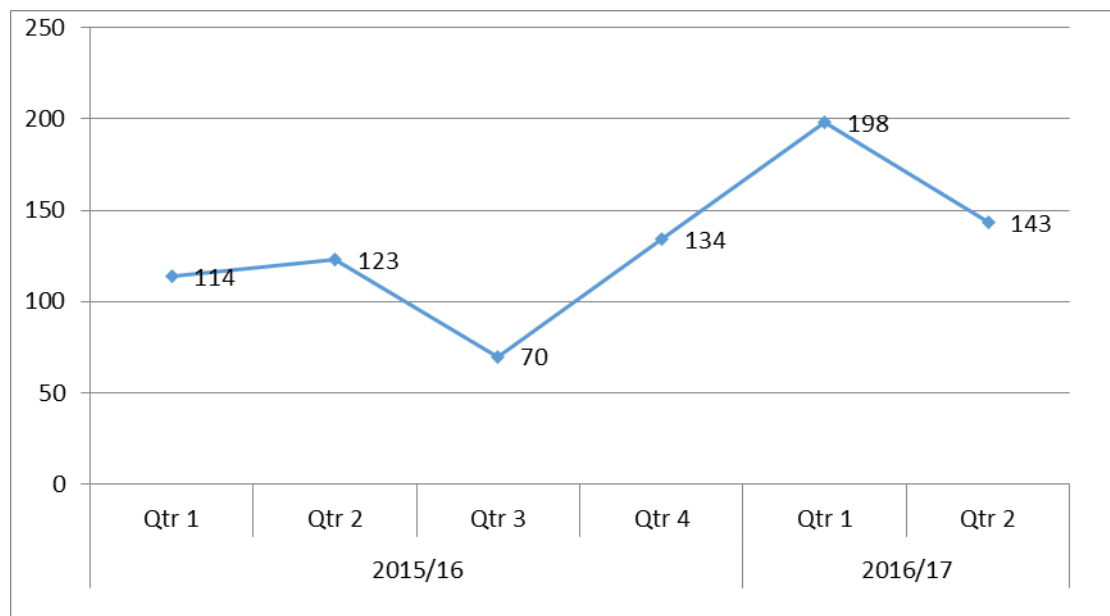
- 2.1 Prior to December 2015 complaints were handled by individual departments. This arrangement meant that there were inconsistencies and duplications in the process; also, the absence of a single repository of data to drive service improvement. Therefore, the Complaints and Access to Information Team was set up to address this by working with ICT to design a new portal for customers to submit complaints and other forms of feedback; setting up a single point of contact for external and internal customers; and delivering a standardised approach to complaints handling across the whole Council. The team has also successfully managed the reintegration of Council housing complaints procedure (formerly Enfield Homes); which had three stages, and is now aligned with council's two -stage procedure referred to at paragraph 1.3 above. During this period of transition and development the team has been working to ensure that service delivery continued seamlessly.
- 2.2 The Complaints and Access to Information Team has overseen the implementation of a new complaints policy which is centred around the needs of the customer by promoting early resolution of complaints as a fundamental principle. This approach ensures that swift action is taken to resolve the matter that led to the complaint as quickly as possible without the need to go through the formal complaints procedure. For example, between April – September 2016, 130 concerns were successfully resolved, which would otherwise become First Stage complaints. The focus on early resolution of complaints has also resulted in a reduction of the numbers of cases escalating to the Final Stage of the procedure (4.1 of this report).
- 2.3 The team has been supporting services across the Council to provide high quality responses to complaints. To facilitate this, a complaint handling toolkit (available on the staff e-learning Portal) has been developed to ensure that complaints are handled professionally, effectively and consistently across the Council.

2.4 The new ICT enables the Council to capture thematic information on complaints and the Complaints and Access to Information Team has started to use this functionality. Analysis of complaints received during the first two quarters of 2016/17 (April – September 2016) indicate that the main issues complained about were council tax, housing benefits, waste and housing repairs. In 2017/18, the team will be focussing more on using insight from complaints to drive change across the organisation, including working with services across the Council to identify and address the underlying causes of complaints.

3. First Stage Complaints

3.1 The chart below shows the number of First Stage complaints received in each quarter between April 2015 – September 2016.

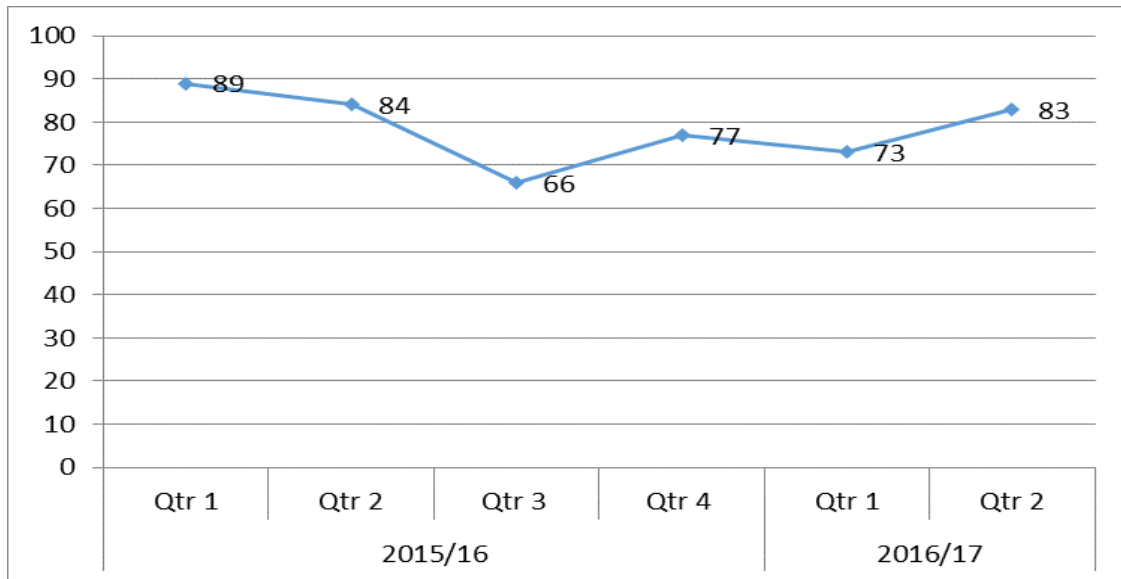
Chart 1- First Stage Complaints received



3.2 The new online channel for tracking complaints made to the Council through a single electronic system and team went live in April 2016. This is one of the main reasons for the recorded rise in complaints during the first quarter of 2016/17. The decrease in the numbers of complaints in the second quarter was contributed by the approach towards early resolution, referred to in 2.2 above.

3.3 During April 2015 – March 2016, 81% (329 of 409) First Stage complaints were answered within the timescale of 10 working days, comparing to 67% in 2014/15. The 81% is consistent with the average response times across local authorities in London* (*Based on the mean average of 14 London Boroughs*). The chart below shows the trend in percentage response times for each quarter between April 2015 – September 2016.

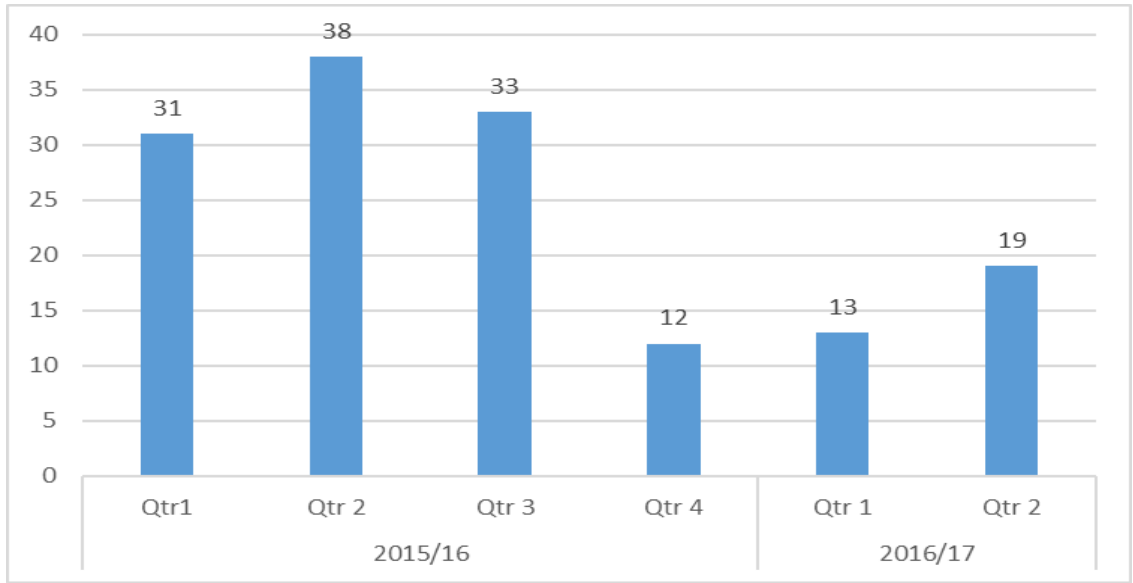
Chart 2 – Percentage of First Stage Complaints responded to within 10 working days



4. Final Stage Complaints

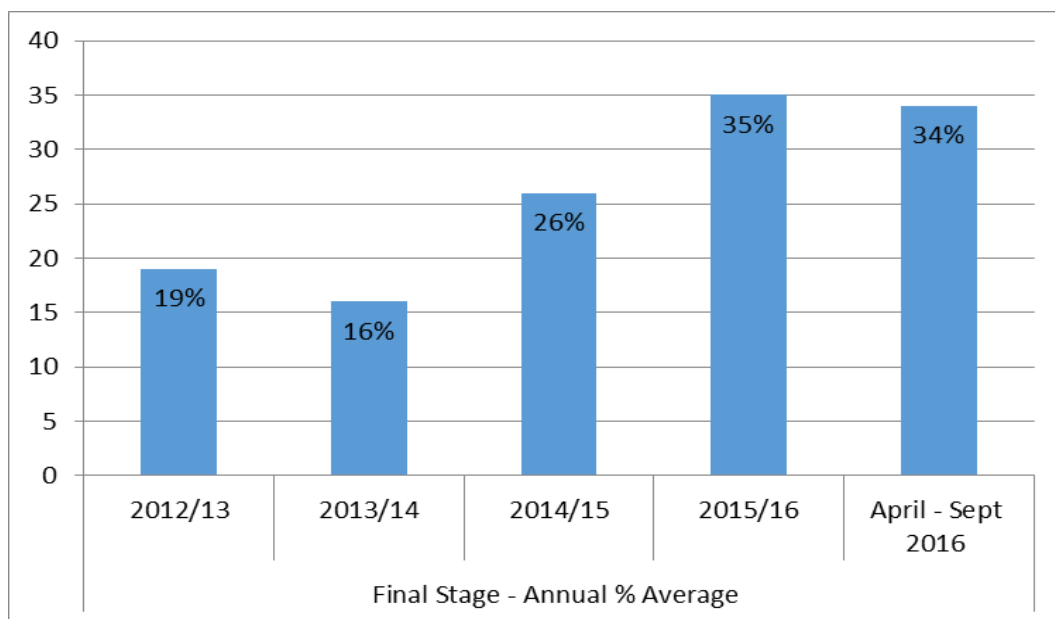
- 4.1 The Council identified that a proportionally high number of First Stage complaints were being escalated to Final Stage. As part of the improvements to the way complaints are managed, a revised complaints policy was published. This sharpened the focus on early complaint resolution and introduced a more rigorous approach to assessing requests for Final Stage investigations, including close working with the complainants to resolve their concerns. This new approach has resulted in the reduction of Final Stage complaints as illustrated by Chart 3.

Chart 3 – Final Stage Complaints Received between April 2015 – September 2016



4.2 The complaints which are escalated to Final Stage are usually complex matters requiring in-depth investigation, such planning disputes. The chart below shows the percentage of Final Stage complaint investigations that were responded within 30 working days during each year up to 2015/16 and the first 6 months of 2016/17. These investigations were assigned to senior managers (who carried out investigations alongside their substantive duties) across different Council departments, prior to the transfer of this function to the Complaints and Access to Information Team.

Chart 4 - Percentage of Final Stage Complaints responses within 30 working days



5. Local Government Ombudsman

- 5.1 As part of the revised corporate approach, the Complaints and Access to Information Team has taken over the responsibility for undertaking Final Stage investigations. This new arrangement will ensure that complaints are properly investigated and remedied, averting escalation to the LGO where possible. To date, only one case dealt with by the team has progressed to the Ombudsman (who subsequently agreed with the findings reached by the team). Using the insight provided through historic LGO investigations, the Complaints and Access to Information Team is also working with service managers to develop plans to address the underlying reasons that led to upheld complaints.
- 5.2 The 15/16 LGO's annual letter to the Council is appended to this report (Appendix 1). The LGO usually highlights significant issues of concern within the letter, it is noted that, unlike some Councils, no concerns were raised within the letter to Enfield Council
- 5.3 During 2015/16 the LGO issued 157 decisions regarding complaints and enquiries received in respect to Enfield Council, comparing to 154 in 2014/15. Of the 157 cases, 33 resulted from investigations. The LGO upheld 25 of the 33 cases (76%). When compared with Brent and Haringey, the average upheld rate was 73% * (*London Government Ombudsman, Review of Local Government Complaints 2016/16 Report*).
- 5.4 The Council agreed £1600 local settlements regarding LGO cases, compared with £2000 in 2014/15.
- 5.6 Appendix 2 provides a breakdown by category of the LGO cases together with comparison with the previous year.

6. NEXT STEPS

- 6.1 With most of the new system in place, the team can now move forward in implementing the benefits of the central function's original vision.
- 6.2 The Complaints and Access to Information Team will continue to support departments and services by taking the following actions: -
- continue to capture, analyse and track learning points from complaints to capture customer insight and learning to recommend service improvements across the organisation
 - provide oversight and robust performance monitoring of complaints and enquiries
 - work to further develop CRM to achieve full functionality and rollout across the organisation
 - support departments and services in drafting and reviewing responses to ensure consistency and quality in responses to complaints

21 July 2016

By email

Rob Leak
Chief Executive
London Borough of Enfield

Dear Rob Leak,

Annual Review Letter 2016

I write to you with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2016.

The enclosed tables present the number of complaints and enquiries received and the decisions we made about your authority during the period. I hope that this information will prove helpful in assessing your authority's performance in handling complaints.

Last year we provided information on the number of complaints upheld and not upheld for the first time. In response to council feedback, this year we are providing additional information to focus the statistics more on the outcome from complaints rather than just the amounts received.

We provide a breakdown of the upheld investigations to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us. In addition, we provide a compliance rate for implementing our recommendations to remedy a fault.

I want to emphasise that these statistics comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

Effective accountability for devolved authorities

Local government is going through perhaps some of the biggest changes since the LGO was set up more than 40 years ago. The creation of combined authorities and an increase in the number of elected mayors will hugely affect the way local services are held to account. We have already started working with the early combined authorities to help develop principles for effective and accessible complaints systems.

We have also reviewed how we structure our casework teams to provide insight across the emerging combined authority structures. Responding to council feedback, this included reconfirming the Assistant Ombudsman responsible for relationship management with each authority, which we recently communicated to Link Officers through distribution of our manual for working with the LGO.

Supporting local scrutiny

Our corporate strategy is based upon the twin pillars of remedying injustice and improving local public services. The numbers in our annual report demonstrate that we continue to improve the quality of our service in achieving swift redress.

To measure our progress against the objective to improve local services, in March we issued a survey to all councils. I was encouraged to find that 98% of respondents believed that our investigations have had an impact on improving local public services. I am confident that the continued publication of our decisions (alongside an improved facility to browse for them on our website), focus reports on key themes and the data in these annual review letters is helping the sector to learn from its mistakes and support better services for citizens.

The survey also demonstrated a significant proportion of councils are sharing the information we provide with elected members and scrutiny committees. I welcome this approach, and want to take this opportunity to encourage others to do so.

Complaint handling training

We recently refreshed our Effective Complaint Handling courses for local authorities and introduced a new course for independent care providers. We trained over 700 people last year and feedback shows a 96% increase in the number of participants who felt confident in dealing with complaints following the course. To find out more, visit www.lgo.org.uk/training.

Ombudsman reform

You will no doubt be aware that the government has announced the intention to produce draft legislation for the creation of a single ombudsman for public services in England. This is something we support, as it will provide the public with a clearer route to redress in an increasingly complex environment of public service delivery.

We will continue to support government in the realisation of the public service ombudsman, and are advising on the importance of maintaining our 40 years plus experience of working with local government and our understanding its unique accountability structures.

This will also be the last time I write with your annual review. My seven-year term of office as Local Government Ombudsman comes to an end in January 2017. The LGO has gone through extensive change since I took up post in 2010, becoming a much leaner and more focused organisation, and I am confident that it is well prepared for the challenges ahead.

Yours sincerely



Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
16	41	3	13	6	16	47	14	1	157

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
7	5	76	38	8	25	76%	159

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.

The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

The compliance rate is the proportion of remedied complaints where our recommendations are believed to have been implemented.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement	Compliance Rate
19	2	100%

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Local Government Ombudsman Annual Report

Service	2014/15	Decision					
		Upheld	Not upheld	Advice Given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution
Adult Social Care	16	1	2	0	3	1	10
Benefits and Council Tax	26	2	0	0	5	1	20
Corporate and other services	14	0	0	1	2	5	6
Education and Children Services	17	0	2	0	7	2	5
Environmental Services and Public Protection	18	0	1	1	4	0	10
Highways and Transport	17	1	1	0	5	2	6
Housing	35	6	3	7	2	3	15
Planning and Development	11	2	0	0	1	2	6
Total	154	12	9	9	29	16	78

Local Government Ombudsman Annual Report

Service	2015/16	Decision					
		Upheld	Not upheld	Advice Given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution
Adult Social Care	16	3	2	0	3	2	6
Benefits and Council Tax	41	3	0	0	11	1	27
Corporate and other services	3	0	0	0	1	1	1
Education and Children Services	13	2	2	0	4	2	4
Environmental Services and Public Protection	6	2	0	1	2	0	4
Highways and Transport	16	3	3	1	8	0	5
Housing	47	10	1	3	5	0	22
Planning and Development	14	2	0	0	4	0	7
Other	1	0	0	0	0	0	0
Total	157	25	8	5	38	6	76

REPORT TO: OVERVIEW AND SCRUTINY PANEL**DATE:**

Thursday 23rd February 2017
7:30pm in the Civic Centre Conference Room

REPORT TITLE:

Draft Equality and Diversity Annual Report 2016 – FOR CONSULTATION.

REPORT AUTHOR/S:

Caroline Baker
caroline.baker@enfield.gov.uk

PURPOSE OF REPORT:

The primary purpose of this report is provide an annual update and to provide an opportunity for members of the OSP to comment on the draft Equality and Diversity Annual Report.

1. EXECUTIVE SUMMARY

The Equality and Diversity Annual Report is taking on a different format for 2016 in comparison with previous years. Information from the comprehensive Departmental Strategic Plans (SDPs) is being used, particularly in respect of achievements, challenges and equality and diversity commitments which has been provided by Heads of Service through the Council.

The 2016 Annual Report sets out the achievements of the Council by departments, in terms of promoting Equality and Diversity for the benefit of Enfield residents. It also identifies the challenges facing the Council and the borough in the year ahead. There are specific Equality and Diversity commitments from each department, which will be monitored through the departmental Strategic Plans. The Annual Report also contains the usual annual update on the profile of Enfield's population and the make-up of the Council's workforce.

2. BACKGROUND

The deadline for publication of the Equality and Diversity Annual Report is 31st March 2017. Various sections are currently out for consultation/amendment with colleagues, namely Research, Statistics and Performance Management teams who will provide up to date figures in mid March. The deadline for other colleagues is close of play on Friday 10th February.

Each SDP has been signed off by Directors and the information is available to be published.

A meeting took place on 9th February 2017 between the Head of Corporate Policy and Performance and HHASC colleagues to discuss their SDP; it is envisaged the final HHASC SDP will be available at the end of February for inclusion in the Annual Report.

3. ISSUES AND CHALLENGES

None in direct respect of the report itself.

4. RECOMMENDATIONS

To invite the comments of OSP prior to the Annual report being finalised in mid March.

5. NEXT STEPS

Comments are welcomed to caroline.baker@enfield.gov.uk. Please note the 'final' report will not be available for comment until mid March and will be an abridged version of the full report. It is anticipated that some information will also be removed, updated and included in the 2017 Annual Report as the SDPs run to 2018.

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FULL VERSION

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Supporting Local People

Enfield Council's Equality and Diversity

Annual Report 2016

Consultation
Draft

Photo/s

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INTRODUCTION

We are pleased to present Enfield Council's 2016 Equality and Diversity Annual Report.

Throughout this year's report the successes and examples of good practice made by the Council, and its partners, are highlighted. These are the basis for supporting the diversity of the Borough and its plans for the future as we head towards further fundamental challenges.

The recent past, and near future, continue to predict challenging times for Local Authorities when resources are tight. There have been many changes to the way we work with local communities over the previous few years, with more to come. Enfield Council continues to be committed to delivering its strategic aims, which are *'Fairness for All, Growth and Sustainability and Strong Communities'* and has communities which are ready for growth, open to change and able to rise to future challenges.

We continue to support our community partners in delivering targeted services to residents in Enfield who face challenging circumstances as a result of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation; the nine protected characteristics which underpin the national and local Equality and Diversity agenda.

The accreditation of 'Excellent' status awarded by the Local Government Association (LGA) for Enfield's inclusive services to its communities stands as testament to the determination to provide our residents and customers with services that are fully accessible and fair. We continue to build on our achievements and to embed equality in all that we do and the services we provide.

Enfield continues its commitment to support historic national and international events which evidence our recognition of the astounding efforts others have made to allow us to live in such a diverse Borough as Enfield, in peace and with mutual respect. Enfield is home to many communities including those from the Commonwealth and beyond. There are descendants of people who fought and died in two World Wars and other conflicts around the World. It is therefore important that we build community cohesion by remembering these efforts. Enfield is also home to newer communities arriving from the European Union and our support for those communities to settle successfully is equally important.

We will ensure complacency does not exist in Enfield and will continue to strengthen the foundations and excellent work which has been embedded to fully support the equality and diversity agenda in the Borough.

Future plans for Enfield will centre on instilling fresh life and vitality into sustainability, meeting the financial challenges and uncertain times we face by thinking creatively and positively about how best to continue moving forward in empowering communities.

As a Council, we want to ensure that everyone who lives, works, studies, visits or does business in Enfield has every opportunity to thrive, and does not suffer any form of discrimination, disadvantage or inequality.

Councillor Yasemin Brett
Cabinet Lead Member for Equality

James Rolfe
Director of Finance, Resources and Customer Services, Senior Management Lead Officer for Equality

The Council's Vision

Enfield's strategic vision is to make the Borough a better place to live and work, delivering fairness for all, growth and sustainability, and strong communities. The vision is supported by the aims and priorities which commit Enfield to the continued improvement in the quality of life for all residents in the Borough.

Aims and Priorities

1. FAIRNESS FOR ALL

Fairness for all means meeting the needs of all residents in the borough, protecting vulnerable residents and providing fair and equal access to services and opportunities. Tackling the inequality in the Borough is at the heart of what we want to achieve for Enfield.

Priorities

Serve the whole borough fairly and tackle inequality;
Provide high quality, affordable and accessible services for all;
Enable young people to achieve their potential.

2. GROWTH AND SUSTAINABILITY

Like many areas of the country, Enfield has suffered during the recent recession. Unemployment has risen, and many of the problems already present within the Borough have been exacerbated. Demonstrating that Enfield is open for business will ensure that the Borough makes a strong and sustainable recovery from the recession.

Priorities

A clean, green and sustainable environment;
Bring growth, jobs and opportunity to the Borough.

3. STRONG COMMUNITIES

Building strong, cohesive and resilient communities will be vital as Enfield continues to grow and change as a borough. We want Enfield to be a place where people feel proud to live, where people from all different backgrounds are welcomed and supported, where vulnerable people are protected, and where people take responsibility for their own lives and their communities.

Priorities

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.

Delivering on Equality: The Equality Act 2010

The Equality Act 2010 identifies nine protected characteristics, which aim to protect people from discrimination. These protected characteristics are:

1. age;
2. disability;
3. gender;
4. gender reassignment;
5. pregnancy and maternity;
6. race;
7. sexual orientation;
8. religion or belief; and
9. marriage and civil partnership.

The Public Sector Equality Duty (PSED) within the Act requires public bodies, such as the Council to consider, and have due regard to, the needs of diverse groups when designing, evaluating and delivering services in order to:

- eliminate discrimination;
- advance equality of opportunity and access; and
- foster good relations between different groups in the community.

The specific duties under the Act also require councils to publish specific and measurable equality objectives. Overarching Equality and diversity objectives are an integral to our Enfield Council Business Plan and support the Council's overall vision which is to make the Borough of Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

The specific and measurable actions and outcomes which underpin these objectives are included in Enfield's scorecard of performance indicators which are monitored and reported quarterly to the Corporate Management Board and Cabinet to inform decision making and indicate where resources should be focused.

Who lives in Enfield?

CURRENTLY IN CONSULTATION WITH HEAD OF RESEARCH AND INFORMATION AND HUMAN RESOURCES – due end February / early March

Enfield's population from an Equality and diversity perspective is a highly diverse borough and one that is changing and growing rapidly. According to 2015 Greater London Authority projections, the population of Enfield is estimated to be around 324,600. The Council and its partners use population estimates and other data relating to the composition of our communities to plan and deliver our services. Our latest figures suggest that:

- *Approximately 65% of Enfield residents are from Black and Minority Ethnic communities (up from 38.8% in 2001). The largest minority ethnic group is White Other, which includes communities from Turkey, Greece, Cyprus and Eastern Europe – the figure stands at 23.6%. The Black African community makes up 10.2% of the population, while the Black Caribbean community stands at 5.6%. The most recent available information shows that about 35% of Enfield's residents were born outside the UK;*

- *Approximately 16% of people in the borough have a long-term illness, health problem or disability that limits their daily activities or the work they could do. This is likely to be an underestimate as many people do not like to declare they have a disability;*
- *Our population is ageing – the percentage of people over the age of 65 in Enfield is 12.8%, and 28.8% are over the age of fifty. These figures are predicted to increase over the next 25 years;*
- *At the younger end of the scale, 28.7% of people are under the age of 20;*
- *Christianity is the most common religion in the borough in all its different forms (53.8%). 19.1% of residents are of the Muslim faith, and 14.8% hold no religion or belief at all;*
- *Gaining an accurate percentage of people who belong to the lesbian, gay, bisexual or transgender community is difficult as the question has never been asked in the national Census. Estimates have been put forward of between 1% and 10% of our population. This could equate to anything from 3,250 to 32,500 people in Enfield;*
- *As at December 2014 190 civil partnerships had been registered in Enfield. Between December 2014 and December 2015 30 civil partnerships were converted to marriages in Enfield. Latest figures show that 702 marriages are registered in Enfield in 2015;*
- *The latest figure for the number of births, where Enfield is the usual area of residence of the mother, is 4,824.*

Enfield Council Workforce

Age Profile

The greatest proportion of staff appear in the 45 – 54 age category at 32.6%. This is a slight increase on September 2015 where the proportion of staff in the 45 – 54 age category was 32.32%. The category where there has been the greatest percentage change is in the age range 55 to 64 where there has been decrease from 24.4% of the workforce to 22.6% of the workforce.

Gender Profile

In comparison to the local economically active population, a greater proportion of Enfield Council's employees are female at 64.9%. This is greater than the average percentage of female employees across London Councils at 61.85% (London Councils 2015/16)

Ethnicity Profile

28.7% of Enfield Council employees classify themselves as BME. As a benchmark the average percentage of BME employees across London councils is 37.5% (London Councils, 2016). At the time of the 2011 census about 39% of working age residents in Enfield (aged 16-64) were BME.

The BME definition (as applied to both staff and resident numbers) includes minority groups from non-white backgrounds. It does not include groups from 'other white' backgrounds. Enfield has a particularly large and growing population from white minority ethnic groups. These include sizeable and long established Turkish, Turkish Cypriot, Greek and Greek Cypriot communities. Like many other parts of the UK, Enfield also now includes substantial new communities from many different parts of Europe. In particular, large numbers have migrated to Enfield from the 'accession countries' which joined the European Union in 2004 and 2007.

It should be noted that 6.5% of staff have not declared their ethnicity data.

Disability Profile

A total of 133 employees, 4.1%, have declared that they have a disability. This is in comparison with 7.2% of the working population in Enfield (Census 2011). The Council continues to support the Staff with a Disability Action Group and to listen to and act on their concerns as these may arise.

In terms of staff development we continue to offer staff the opportunity to attend a range of training covering Equality and Diversity, Unconscious Bias and Disability Awareness. Equality legislation and good practice also forms a significant part of the Recruitment and Selection training which is mandatory for all managers that undertake this activity.

We have ensured that a robust Equality Impact Assessment process is in place as the LBE continues to progress through an extensive restructure programme.

The Local Authority has a number of staff groups including the Carers Group, the Disability Action Group and the Minority Ethnic Staff Group. The Minority Ethnic Staff Group has been very active this year including producing an excellent Guide to Ramadan, designed to both inform managers about Ramadan and offer practical advice on how to support staff during Ramadan.

Minority Ethnic Staff Group

CURRENTLY IN CONSULTATION WITH MESG LINK OFFICER

The Minority Ethnic Staff Group (MESG) was established in 2003 to provide a consultative body of staff from minority ethnic communities to give opinions, views and advice to the Council on a range of employment and service delivery issues.

The MESG is committed to continuing to raise awareness of not only specific needs of minority ethnic employees, but also providing a forum for its members to get involved in the development of new policies in the Council, and continuous review of its overall performance.

The MESG is always looking to address the topics that are of most interest to its members at the regular meetings and at the last meeting the theme was as broadbased as 'Working in Enfield' and the discussions ranged around many aspects of working within the local authority. Alongside listening to speakers from HR and Enfield 2017, the group was also able to find out about all the changes that are taking place in the Council and ask questions about the potential impact of these changes to members of MESG.

The MESG will continue to hold quarterly meetings and better utilise internal communications channels to raise awareness of their meetings and their work.

Contact e-mail for further information: MESG@enfield.gov.uk.

Staff with a Disability Action Group (SWDAG)

As ever the SWDAG meetings covered a wide variety of topics with some of the highlights including:

- A presentation by a senior manager from the Enfield 2017 team taking the group through the Equality Impact Assessment process used in restructures. The presentation explored how the data was collated; reasonable adjustments that could be put in place to support staff with a disability; support mechanisms for staff who were long term absent or on maternity leave as well as the legal, due diligence and reporting responsibilities of the Enfield 2017 team with regard to Equalities. The group were given the opportunity to ask questions and also gave feedback on their concerns with regard to staff who did not have a declared disability or whose disability was not immediately visible;

- The Organisational Development (OD) team attended the SWDAG meeting in April to consult the group with regard to the proposed changes to the recording and booking of training and the development of a more computer based interactive approach to training. Flic explained that the OD team were currently seeking feedback from staff to ensure that the proposed new computer based training was fit for purpose. The system would initially be trialled and tested by a small group of staff and invited members of the group to contact the OD team if they wished to be part of the trial;
- An agreement to meet at other Enfield Council locations which culminated in a first meeting at the Park Avenue Disability Resource Centre.

The SWDAG has grown in numbers during this year with meetings better attended and we aim to continue this growth through 2017.

The Lesbian, Gay, Bisexual, Transgender (LGBT) Staff Group
LGBT LINK OFFICER TO UPDATE FOLLOWING NEXT LGBT AGM 14-3-17

The LBTG group operates as a virtual staff support groups, as opposed to holding regular meetings. Members are also encouraged to participate in the work of the Enfield LBBT Network, which is an outside umbrella organisation representing the view of the LGBT community in Enfield. The Enfield ELGBT group organises a number of activities throughout the year including LGBT History Month, which takes place in February and is supported by the Council.

Monitoring Council Services

Equality and Diversity monitoring data refers to the personal information we collect about the people who work for us and the people who use the services we provide. This information helps the Council to identify and eliminate discrimination or potential discrimination as both an employer and a service provider.

As an employer, monitoring is a way of measuring change and identifying the issues that impact staff, it helps the Council ensure that staff and job applicants are treated fairly and have equal access to opportunities and benefits.

As a service provider monitoring is a way of measuring changes in the needs and take-up of services, providing a better understanding of the needs of those living and working in the Borough. This enables the Council to identify and address issues in the design and delivery of services which could impact service outcomes and helps to ensure equality of access to services or benefits.

Monitoring data, broken down by the relevant protected characteristics, is reported to appropriate boards and groups where the information is scrutinised and recommendations made. Monitoring data is also utilised in Equality Impact Assessments which scrutinise the way in which a policy or service is being delivered, or is proposed to be delivered, to identify whether this discriminates, or could potentially discriminate, against any particular groups or communities. The assessments also include recommended actions to undertake to eliminate or minimise any negative impacts that have been identified.

CHIEF EXECUTIVE'S SERVICE 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

Human Resources

- HR supported the successful centralisation of back office functions minimising the number of compulsory redundancies;
- Organisational Development teams across the Council were restructured into a central hub. Customer survey indicates a successful transition, maintaining the excellent service level;
- Developed and implemented an on line learning management system that went live in June 2016;
- First local authority to achieve 'excellent' standard of the Healthy Workplace Agenda;
- Schools Personnel Service continued to be rated as highly efficient and helpful by schools.

Communications

- Launched the 'Enfield Connected' account to enable people to self-serve online. More than 24,000 residents have signed up and 700 businesses;
- Successfully delivered the 2015/16 Marketing workplan campaigns including fostering and adoption, unlock your potential to signpost residents to jobs; democracy campaign to increase voter registration; Enfield Heroes to celebrate volunteering; and Have Your Say budget consultation;
- Press coverage saw an 11% increase in positive media and a 5% increase in trade and ethnic press episodes;
- Social media – 68% increase in Facebook likes and 27% increase in Twitter followers for the corporate accounts;
- Design and Print increased their external income by 10%;
- Delivered the 2015/16 staff seminars that included a live web feed for the first time that attracted 900+ views during the live transmission;
- Delivered the annual staff excellence awards including a film celebrating 10 years of the awards;

Performance Management Hub

- The new Performance Management Hub launched on 1st July 2015. In its first year of operation it has maintained an effective performance and information service, whilst developing a new approach that includes a core service offer for each area and an agreed level of tailored support;
- Developed and produced a revised 'plan-on-a-page' Council Business Plan focused on key priorities
- Developed a revised Council Performance Management Framework;
- Coordinated submissions to the LGC, MJ and London Apprenticeship Awards that resulted in 3 applications being shortlisted, 1 highly commended and 1 runner-up. Enfield also won the LGC Team of the Year award;
- Delivered and embedded the new corporate strategy and policy hub for the Council with positive feedback from users;
- Created a new corporate consultation and resident engagement hub, which has recently taken on responsibility for tenant involvement and support from Council Housing;
- Delivered a series of successful high profile events including Remembrance Day, Black History Month, Holocaust Memorial Day, Armed Forces events and International Women's Day;
- Continued to support the voluntary and community sector including delivery of targeted grants funding
- Led a review of the Enfield Strategic partnership and supporting structures;
- Supported CMB, Cabinet and MPs in the development of activities to deliver the Council's key infrastructure and regeneration ambitions.

CHALLENGES

- The challenge of changing the organisational culture to match the new structures and ways of working is making the implementation of the new hubs and services more difficult and delaying them achieving full operational effectiveness;
- Delays in developing and implementing digitalisation and new IT systems mean that the full benefits of the reorganisation are not yet being realised;
- The continuing reduction in resources, both financial and staff, increases workloads and makes achieving planned outcomes, both service delivery and financial, more challenging;
- The Council's pay structures are making it difficult to recruit specialist professionals e.g. lawyers, planners and social workers;
- Implementation of the new Apprenticeship Levy;
- Enhancing staff skills to meet demands for increasingly specialised statistical and performance analysis, and the delivery and management of digital communications;
- The reach and 24/7 nature of social media makes protecting the Council's reputation more challenging.

EQUALITY AND DIVERSITY COMMITMENTS

- Human Resources will continue to monitor the risks identified in EQIAs to ensure that there are no adverse effects on workforce equality and diversity
- Communications will embed the Communications Toolkit to ensure that information is more accessible; support community cohesions by promoting positive images and stories of Enfield's diverse communities; and meet the specific needs of key community groups through targeted communication activity
- The Performance Analysis Team will continue to ensure that equality outcomes are effectively measured and reported and that both predictive and retrospective EQIAs are completed as appropriate
- The Information and Research Team will continue to collect and analyse data and information to give the Council as complete a picture as possible of Enfield's diverse communities
- Strategy, Partnerships, Engagement and Consultation retains responsibility for the corporate development and implementation of equalities policy and works closely with the Performance Management Hub to improve how data is captured and used to improve services. Information is currently being collated for a proposal for the Council's reaccreditation as 'excellent' in the Equality Framework for Local Government

FINANCE, RESOURCES AND CUSTOMER SERVICES 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

- We have delivered two successful elections during 2016;
- Enfield Connected was delivered in April 2016 with over 48,000 sign ups;
- All Hubs established;
- Average waiting times have been much improved in recent months;
- We have shifted our financial model from subsidised to commercial;
- We achieved a balanced budget in for the 2016-17 MTFP;
- Unqualified Accounts;
- 600 head count reduction with minimal disruption;
- Housing Gateway has over achieved targets;
- Good Rent and debt collection levels;
- Maintained services (delivery and performance) through times of increased demand and fewer resources;
- Culture portfolio on track to be cost neutral;
- Sports participation rates increased;
- Increase in number of performing licences.

CHALLENGES

- Identifying and prioritising the work load;
- Achieving a balanced budget;
- Managing risk and compliance (in Children's Services in particular);
- Supporting the Regeneration agenda;
- The unknown impact of Brexit on workforce;
- Managing demand, changes in demographics;
- The outcomes from the Boundary Commission;
- Aligning public expectation of services against the capacity and capability of the Council;
- Succession planning, continuity of service whilst balancing the requirement for continued innovation;
- Balancing the budget this year and supporting delivery of the MTFP;
- Enabling a return on investment in the digital solutions we have invested in;
- Resilience and maintaining performance.

EQUALITY AND DIVERSITY COMMITMENTS

- Balance the books whilst maintaining statutory compliance;
- Addressing the dissatisfaction of customers with services and the digital platform, and improving the overall customer experience;
- Enabling people to do more for themselves in a simple, intuitive manner;
- Supporting the housing and homelessness agenda. Increasing prevention;
- Understanding our constantly changing community demographic and the associated demand;
- Reconnecting with the local population around government, and effective citizen engagement and communication;

- Strengthening our internal governance and management of change (people, process, culture, technology, business);
- Alignment around corporate council priorities, a shared vision and clear ownership;
- Shifting the capability of our workforce: entrepreneurship, true agility based around business need and a customer centric ethos;
- Developing skills to work in a digital world;
- Appoint procurement partner and deliver savings;
- Further commercialisation of services to generate new income streams;
- To revisit the hub structures and ensure they are fit for purpose;
- Strong financial management including : monitoring, annual accounts, debt collection, savings monitoring;
- Corporate Property review;
- Investment portfolio review;
- Improved return from Leisure and Culture portfolio;
- Ongoing customer satisfaction surveys;
- New working culture – collaboration, outward focus.

Consultation
Draft

REGENERATION AND ENVIRONMENT 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

Planning, Highways and Transportation

- Saved residents more than £356,000 defrauds by rogue builders;
- GLA Healthy Workplace Excellence award;
- £300,000 saving delivered on electricity costs for street lights;
- Trading standards, food safety and health and safety prosecutions resulting in over £100,000 of fines, prison sentences of 9 years, 26 months suspended prison sentences and over 800 hours of unpaid community service work;
- Operation Wagtail (sniffer dogs) removed sale of 260,000 illegal cigarettes and 10 tonnes of illegal hand rolled tobacco;
- Successful DCLG bid for £360,000 to tackled rogue landlords renting out “beds in sheds”, overcrowded and sub-standard privately rented accommodation including HMOs;
- Cycle Enfield – first consultations successfully delivered with 2 Judicial Reviews overturned;
- Full delivery of LIP Programme (completion of 4.1km additional Greenway route, additional 19 bus stops made accessible, consultation on 6 Quieter Neighbourhood schemes);
- 80 schools accredited with School Travel Plans (27 Gold, 14 Silver, 39 Bronze);
- Refurbishment of Civic Centre – completion of 8th and 9th floors with 7th floor now opened for occupation.

Public Realm

- Street Cleansing awards – Gold Award in Chartered Institute of Waste Management (CIWM) large authority category and finalist in Keep Britain Tidy innovations category;
- Street cleansing performance better than London and national NI195 standards of cleanliness (independent assessment);
- Awarded 10 Green Flags for our parks;
- Created a dedicated Waste Enforcement Team to address fly tipping and dumped waste.

Regeneration

- Won Housing Zone status from GLA, inclusive of £25million funding;
- Won funding from London Regeneration Fund to provide 300 new jobs;
- Negotiated acquisition of 15 hectares land;
- Completed procurement of master developer for entirety of Meridian Water;
- Planning application approved for 725 new homes and new Meridian Water train station;
- Produced 20 year financial model to govern all Meridian Water expenditure;
- Negotiated new train station for Meridian Water with Network Rail;
- Planning permission obtained for Electric Quarter and started on site;
- Redevelopment of Highmead, Edmonton – 115 new homes at Silver Point;
- £33m investment approved for Housing Zone 2;
- £1.7m GLA grant for Alma;
- Acquired 33 leasehold properties and decanted 51 tenanted properties;
- Completion of Block A at Ladderswood;
- Facilitated delivery of 238 affordable homes;
- Secured £2.4m Section 106 commuted funding.

Council Housing

- Developed a new green and sustainable approach to heating solutions in council housing;
- Implement Strategic Alliance Agreement - Creating jobs and apprenticeships through Framework Contractors;
- Highmead - Completion of 118 units with Countryside scheme includes retain units, community centre and GP centre;
- Arrange upgrade of Home Connections to increase tenants self-serve capability.

Strategic Planning and Design

- North East Enfield Area Action Plan adopted;
- Final Conservation Area Appraisal completed and progress made on the initial public consultation on the Local Plan;
- Three successful roundtables were held with the Crossrail 2 Growth Commission.

Community Safety Unit

- Successfully integrated the work to tackle Anti-Social Behaviour (ASB) in Local Authority Housing areas with the wider ASB function;
- Launched successful communication campaigns to encourage reporting of Domestic Abuse aimed at helping young women. The campaign was re-tweeted over 100,000 times;
- Gang violence: arranged additional mentoring for young people at risk, provided safety measures to reduce the opportunity for gang violence and although this remains a risk, the improvement in Enfield is better than the London Average. (-2.25% in the year compared with an average increase across London of 5.35%);
- Reduced management costs for the CSU, bolstering the front line officers and facilitating proactive partnership working to reduce crime on Council estates with regular walkabouts in targeted areas to improve quality of life issues, demonstrate activity to local people and identify crime and ASB which can be tackled quickly through physical improvements or a range of enforcement actions;
- Managed and commissioned projects worth over £600k to deliver reductions in the crime measures set out by the Mayor's Office for Policing and Crime and achieved reductions in 5/7 crime types.

Economic Development

- Over 60 businesses on industrial estates have been supported including:
- Marks and Spencer cold storage facility creating 150 net additional permanent jobs plus 100 additional at peak periods. Total jobs in the new operation will be around 550 permanent increasing by up to 250 at peak periods;
- Supporting Powerday, a large scale materials recycling facility, with their site expansion, and maintaining operations during the works, to safeguard around 60 jobs;
- Yodel locating to the borough and creating 100 new jobs;
- Camden Town Brewery locating to the borough and creating over 100 new jobs in the borough
- Supported 400 residents from some of our most disadvantage communities with 100 of those succeeding in starting a job;
- 125 apprentices supported with their one day a week learning and support package;
- 1,100 enrolments on adult and community learning courses, cited as a good example of delivering a high number of outputs with a limited budget during the Adult and Community Learning area review.

CHALLENGES

Organisational Change

Working efficiently and effectively with Hubs to ensure service standards are maintained and performance targets achieved; minimise delays to customer service delivery; manage impacts on reduced staff resources

and explore new digitalisation opportunities; improve communication and relationship working with Hubs; manage reputational risks; explore new Digital challenges – work with corporate IT teams to ensure Department's IT requirements are identified, validated and delivered thereby minimising impact on service delivery and performance management.

Finance

- Identifying further savings to support corporate pressures;
- Maintaining agreed levels of service deliver with reduced budgets;
- Generating additional income streams;
- Tracking online payments to minimise delays in processing customer applications, requests etc.
- Financial impact on Housing and Planning Act 2016 (HRA Business Plan), Sale of High Value Voids and Pay to Stay;
- Increasing recycling rates and reducing contamination to avoid financial impacts;
- Security future external funding (TfL).

Customer Service

- Maintaining customer communication and contact levels amidst organisational change, IT and web challenges;
- Managing customer expectations, meeting demand and providing effective customer service within available resources;
- Reducing customer complaints and MEQ levels.

Staff Recruitment and Retention

- Improving the talent pool by recruiting new staff and ensuring competitive employment offer;
- Recruiting and retaining technical/suitably qualified and experienced staff;
- Workforce planning to mitigate loss of potential retirement staff group;
- Retaining staff, improving morale and managing stress levels given recent organisational.

Service Challenges

- Population growth with increased pressures on services and major infrastructure provision (e.g. Crossrail 2);
- New Mayor of London's housing delivery targets;
- Delivery of Angel Road Station (Meridian Water) by Network Rail;
- Brexit – potential economic challenges, impacts on housing demand and supply, land values, major contract clauses, finance sources, change in immigration rules and new regulations;
- Welfare Reform Act – Reduction of rent levels by 1% over the next 3 years with effect from April 2016 will affect delivery of services and the estate renewal and housing development opportunities through the HRA;
- The shortage of affordable housing in London has led to properties in Enfield being utilised by other more expensive boroughs and exacerbated the local housing issue. This is a specific problem when trying to find emergency accommodation either for victims of crime or offenders who need to disassociate themselves with offending peer groups. It may also have an impact on the provision of shelter for those caught up in emergency incidents;
- Tackling domestic abuse and gangs remain high priorities for the borough. The activity required is more resource intensive than situational crime prevention and often results in a number of other issues being flagged and requiring action. Street gangs in particular are highly visible to the local communities affected and reduce confidence in feelings of safety. The cases are often complex and require investigation to determine the best course of action and the agencies that can contribute in finding a resolution.

EQUALITY AND DIVERSITY COMMITMENTS

3 year retrospective EqIAs have been completed for each service (summer 2016). Resulting action plans will be monitored by DMT on a 6 monthly basis. The Department is also represented on the Corporate Equalities Group and is contributing towards the Council's reaccreditation for Excellent level of the Equalities Framework for Local Government.

A new approach to equalities monitoring will be introduced shortly to all of the Department's Key Decision Reports. An additional section for equalities impact assessments will be added to the report which will be reviewed as part of the 10 day circulation period by a group of volunteer middle managers who have received specialist training in this area. They will also feedback to DMT on a quarterly basis to ensure organisational learning is shared across the Department. This system will be implemented within the coming months.

In addition to the Departmental overview, Divisions undertake equalities monitoring as part of their service delivery including:

- Carrying out equalities impact assessments;
- Public and targeted consultations;
- Translation services for written and verbal communications;
- Staff recruitment and development;
- Engaging with partners and community representatives;
- Analysing monitoring data;
- Monitoring impacts of schemes on protected groups;
- Disability access programmes for corporate buildings.

CHILDREN'S SOCIAL CARE 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

- Development of Enfield's 'Single Point of Entry', incorporating the 'Multi Agency Safeguarding Hub'; this provides an easier referral process plus a more coherent process for the gathering and exchange of information;
- Reconfiguration of the service provided to homeless families and households with 'No Recourse to Public Funds'; this should lead to a more integrated approach to such families;
- Introduction of the 'Signs of Safety' methodology to all Assessment and Child Protection work; thereby empowering families and also clarifying the dangers to their children;
- Greater use of the 'Graded Care Profile' (developed in conjunction with the NSPCC) is assisting with improving families' understanding of the issues of 'neglect';
- Development, with KRATOS, of a Child friendly Protection Plan; thereby assisting young people to understand why social care is involved in the family and what improvements we are hoping to achieve;
- Procurement and roll out of MOMO (Mind of my Own) - a modern tech savvy way to engage with young people;
- Development of an in house CSE (Child Sexual Exploitation) team – which has led to practice improvements with this specific group of vulnerable children;
- Development of a new multi agency 'Missing Children Risk Management Group' – which has quickly led to a reduction in the number of children missing education;
- An extremely positive 'Joint local area SEND Inspection' (June/July 2016) which highlighted the progress has made in implementing the required reforms;
- The Joint Service for Disabled Children has again been selected to be the Peer Support lead for London, leading on London's training and development programme for SEND;
- Enfield's 'Local Offer' has been updated and now includes six films developed for and by young people with SEND;
- The ESCB has strengthened and improved practice in relation to 'Radicalisation' and the 'Prevent' agenda; a programme of training sessions to help awareness / understanding has been delivered;
- The ESCB Threshold Document and Information Sharing Protocol have been completely refreshed to reflect current practice and procedures within the borough;
- An annual Induction programme for all newly approved foster carers has been developed, which has been successful in improving the skills and confidence of newly approved foster carers;
- Commissioning of additional support (via the North London consortium) for Special Guardianship carers, the number of whom is increasing every year;
- Completion of the first year of our relationship with 'Frontline' – leading to the completion of a one-year social worker training course and ten new social workers employed by Enfield;
- Delivering a successful 'Innovation Fund' project (FASH) that has assisted in supporting many adolescents to remain at home with their families;
- Change and Challenge/Troubled Families has delivered improvements in the lives of many children and families.

CHALLENGES

- Demand for children's social care services has increased significantly at a time when local authority funding has been reduced by approx. 40%. Legislative changes, case law, world events

and an increasing child population all indicate that demand is likely to increase with the accompanying financial pressures;

- As demand for statutory children's social services increase and funding reduces, opportunities for reducing expenditure become limited. Inevitably this results in important but non statutory services bearing the brunt of savings. Primarily this affects services that prevent the escalation of need to the statutory threshold, despite this being counter-intuitive as statutory intervention (for example children in care services) are significantly more expensive than early intervention services;
- Reduced support to children, young people and their families will almost inevitably result in more children and young people not receiving assistance and support until their family circumstances deteriorate or until family relationships fracture. This is costly financially and socially for individual family members;
- There remain difficulties with the recruitment and retention of social workers. The 'market' is highly competitive and housing costs in London and the surrounding areas are disproportionately high;
- Enfield has been unduly affected by the welfare reform changes. Changes to LHA rent levels, the Benefit Cap and other reforms may have had an effect upon demand for services. Welfare Reform is implicated in tenancy instability, increased poverty (despite more people being in work), migration from inner London boroughs to outer London boroughs and neighbourhood 'churn';
- The challenges associated with the changes made by the Enfield 2017 programme have not yet significantly reduced as yet and this places further pressure on operational staff and managers.

EQUALITY AND DIVERSITY COMMITMENTS

- MOMO (Mind Of My Own) initiative usage to be broader among Looked After Children and children on the Child Protection Register;
- Signs Of Safety will continue to be developed thereby improving parental partnerships;
- Graded Care Profile (GCP) usage will be expanded for families where neglect is a key issues;
- Children missing from home, care and education will be further researched in respect of ethnicity.

EDUCATION SERVICES 2016 ACHIEVEMENTS, CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS

ACHIEVEMENTS

Early Years

- 25% increase in the number of 2 year olds accessing free provision, one of the highest in London. Enfield has the highest number of placed children across all the London boroughs at 62%. This was also higher than all of our statistical neighbours including Waltham Forest, 57%, Croydon 52%, Greenwich 54% and Birmingham 58%;
- Percentage of Private Voluntary and Independent (PVI) childcare providers who are currently judged by Ofsted to be Good or Outstanding is 96%. Since July 2015 this is a significant improvement of 10%;
- Percentage of Childminders who are judged by Ofsted to be Good or Outstanding is 84%. An improvement of 3% since July 2015;
- The 2016 Early Years Foundation Stage Profile (EYFSP) scores in have increased from 63.9% to 66.8%. Enfield is performing higher than our statistical neighbour Birmingham at 63.7%;
- The EYFSP Average Point Score is in line with the national average at 34 points and Enfield is slightly higher than our statistical neighbours average point score of 33.9;
- Relaunch of Children Centres into 4 hubs (each with a population of approximately 25,000 children aged 0-4) is delivering positive outcomes. Since January 2015 100% of Children Centres inspected by Ofsted were judged to be 'Good'. Since September 2015 the hubs have screened 2,028 children, aged 0-2 years old for their Speech and Language Development;

School Improvement Service (SIS)

- 97% of schools are judged by Ofsted to be good or better - 99% Primary, 100% special and 90% of secondary (currently 3 schools are judged to Require Improvement (RI) - 1 primary, 1 secondary and 1 secondary academy);
- School improvement service is a Partner in 4 LA teaching schools;
- Provisional school results for 2016 show improvement at KS4 and 5 and KS2 progress above national. No schools categorised as coasting in primary or secondary;
- Provisional performance results at all key stages show either improvement or are improving;
- Successful bid for EEF funding for the Integrating English project – this is a national research project building on the successful project run in Enfield in 2014-15;
- Healthy schools Awards – 70 schools registered with the Healthy Schools London programme, including 6 at gold level and 26 at Silver;
- Primary Science Quality Mark – awarded to 11 schools in 2016-16, over 2/3s of primary schools have achieved this award in the last 4 years all at gold or silver level;
- National recognition for support and training for governors;
- Increase in numbers of governors attending training and successfully achieving accreditation;
- Improvements in governance recognised by Ofsted.

Asset Management and Development

- Place Planning Strategy Reviews have continued. This, in turn, informs the School Expansion Programme (SEP), building priorities, overall place and support service planning, assessment of new free school provision, basic need submissions and other grant/funding bids;
- Increased provision of quality new school places;
- Successful bids for PSBP funding which includes rebuilding of Walker Primary, part rebuild at Durants Special school and kitchen rebuilds at Brimsdown and Eldon primary schools;
- Successful delivery of the capital maintenance programme 2015/16.

Education Psychology Service (EPS) and Child and Adolescent Mental Health Service (CAMHS)

- Successful joint bid with the CCG for Future in Mind Grant and now supporting more children with their mental health issues;
- Restructure of EPS Offer and successful relaunch of traded service to schools. All EP work is tracked and productivity of service is reported on;
- EPS specialist areas established (Autism, Early Years, SEMH and PFA). This is supporting work at individual, partnership and strategic level;
- EP role within diagnostic pathway is being established with clear links to education. Parent support group for school age children with autism is being set up and delivered in schools.
- HEWS traded offer has been maintained;
- SEMH is having an increased focus. SENCO Forum well received with EPS and HEWS staff delivering workshops;
- CAMHS, EPS and BSS have been part of the CYP-IAPT learning collaborative and increasing workforce capacity for evidence based treatment programmes. Schools have been central to the developments particularly in relation to EPS and BSS interventions (Incredible Years Parenting for Primary aged Children). Plans are in place to sustain approaches;
- EPS work in Children's Centres has been recommissioned and redesigned. Under 5s Incredible Years Parenting Programme has been delivered with good outcomes. Early Years EPS model has been revised and delivered in partnership with Children's Centres Hubs and preschool settings;
- Enfield Parent Infant Partnership (EPIP) is well established and linked with Children's Centres;
- CAMHS and EPS engaged young people to develop films of their experience of CAMHS and EPS for the Local Offer.

Behaviour Support Service (BSS) and Special Educational Needs (SEN) Service

- 9% reduction in permanent exclusions in the primary phase, 95 pupils and parents/carers seen at secondary behaviour panels across 9 schools in the academic year. Of the pupils seen only 2% were subsequently permanently excluded during the year;
- SEND – EHCP targets. There has been effective collaboration with partner agencies to embed the EPS model with the SEND Code of Practice. SEN Panel is working consistently and transparently and provides an additional quality assurance mechanism (with additional support provided by SIS). Increase in the quality of SEN Support. Multi-agency training on 'Making an Effective Request for a Needs Assessment' has been well received and has positively impacted on quality of submissions to panel evidencing school SEN provision. 100% of EHCPs have been delivered within the specified time scales;
- SEND/SEND Inspection - Professionals from education, health and social care agencies are working together effectively to support children and young people who have special; educational needs and/or disabilities. Positive recognition for Education Services – EPS, SEN Panel, Early Years and SI Advisors for training;
- Range of new provision for pupils with SEND. New provision developed and opened at both Durants and Waverley this September;
- New Travel Assistance Policy and application form developed and regular reviews of eligibility started following extensive consultation with stakeholders. This will ensure a consistent and transparent process and budget management.

School Admissions and Education Welfare

- 5th highest London Borough for children gaining a place at their first preference primary school (88%), with the London average of 84%;
- 8th highest London Borough of children gaining a place at their first preference secondary school (73%), with the London average of 69%;

- All on-time applications for reception aged pupils and secondary age pupils getting a school place;
- New process for Admissions and Education Welfare Missing Children Risk Management Group meets monthly with regular attendance from agency partners. Cases are now being managed and closed more effectively.

Catering

- Silver Food for Life Catering Mark;
- Marine Stewardship Council Accreditation;
- the Good Dairy Commendation for the Catering Service;
- excellent uptake of Infant Free school meals.

Governor Support Service (GSS)

- National recognition for support and training for governors;
- Increase in numbers of governors attending training and successfully achieving accreditation;
- Improvements in governance recognised by OfSTED.

Physical Education (PE) Team

- PE/Sports achievements – 30 schools achieved School Games Mark Gold award, 14 received silver and 16 bronze 12,256 students participated in primary and SEN school PE and sport events and competitions, including dance festival, gymnastics, athletics championships, cross country, folk festival to name but a few;
- In total there were more than 100 PE and school sport competitions and events in which Enfield schools participated;
- Enfield received a regional School Games Award from DfE and Youth Sport Trust, in recognition of the commitment to providing competitive opportunities in PE and school sport.

Enfield Music Service (EMS)

- 3342 children took part in whole class ensemble teaching and there was a 25% continuation rate from the 2014/15 whole class teaching;
- 3118 children taking instrumental/vocal lessons from Enfield Music Service (EMS);
- Four additional school choirs established. Partnership Singing Festival and EMS Choral Award events took place;
- Approx 3000 instruments out on loan or hire;
- Performance of Enfield Youth Wind Band and the Enfield Youth Symphony Orchestra at St James's Piccadilly;
- 343 ensembles in the borough (EMS and schools). End of term concerts for all ensembles;
- 8 Mayor of London scholars receiving funding for instrumental lessons and ensemble provision;
- Saturday Music Centre soloists' recital performances;
- 6 primary schools (180 children) launched Singing Playgrounds initiative.

CHALLENGES

- Funding and resourcing pressures to Council and Schools Budgets;
- Increasing numbers of children and families exhibiting high levels of need with inadequate resourcing to increase provision and to meet need;
- Government legislative plans and changing position is giving uncertainty about future direction or delays in implementation;
- White paper proposes legislative changes to statutory role of LA in relation to schools causing total lack of clarity and likely reduction in funding;

- U turns issued on previous education statements such as enforced academisation have increased school anxiety about the role of the LA;
- School funding reform has been delayed again leading to uncertainty for schools and difficulty in planning;
- Developing and implementing new model of Education service delivery that increases traded element in the LA and to neighbouring LAs whilst other LAs are making similar plans;
- Increase in demand and difficulties in provision for children eligible for transport assistance resulting in overspend in budget;
- Sustaining improvements in school Ofsted judgements in the face of changes to curriculum, testing and reductions to support services.

EQUALITY AND DIVERSITY COMMITMENTS

Community Access, Childcare and Early Years

The following data is collected based on children and young people in a Children's Centre cluster:

- % of children aged 0 – 2 registered at a children's centre;
- % children aged 0-2, living in the most deprived 10% (IMD) Lower Super Output Areas, have engaged with the Children's Centre 3 or more times;
- % children aged 0-2, living in the most deprived 20% (IMD) Lower Super Output Areas, have engaged with the Children's Centre 3 or more times;
- % of children aged 0 – 2 are screened using the Play and Communication Profile;
- % of children, living in the most deprived 10%(IMD) Lower Super Output Areas, screened using the Play and Communication Profile;
- % of children, living in the most deprived 20% (IMD) Lower Super Output Areas, screened using the Play and Communication Profile;
- % first time parents accessing the First Time Parenting Programme offer 6 or more times in the previous 12 months;
- % of eligible two year olds that have taken up provision;
- % children identified as potentially eligible for the 2 year old offer, not taking up the Free Entitlement, who have engaged with the Children's Centre 3 or more times;
- % of families accessing the Children's Centre Early Help Offer in the last year that receive an initial Family Star assessment;
- % of families receiving the Children's Centre Early Help offer have an improved average score after their final Family Star assessment;
- % of children known to Social Care that have engaged with the Children's Centre 3 or more times.

By ensuring a consistently increasing percentage of children access 2,3 and 4 year old early years education this ensures that there is stronger community cohesion:

- The service provides joint targeted outreach into areas of disadvantage to ensure that families use the children centre services;
- The EYFSP data for 2016 shows an increase of 2% for children achieving a 'Good Level of Development', compared with results in 2015;
- More than 3,700 children living in families with low income were able to access free 15 hours of Early Years Education as part of the Terrific Twos funding in the last 3 years;
- Enfield had the highest number of 2 Year Olds placed compared with other London Boroughs.

School Improvement Service (SIS)

- SIS update their policies and practice in line with any new legislation for example the requirements under the Equality agenda have now been included in our training programme for all schools and Governing Bodies;
- Support materials are produced for schools and a conference for headteachers on the agenda regularly takes place;
- The service is governed by statutory legislations and guidance and role and responsibilities are clearly set out in the relevant working areas through the service and borough's protocols, including work carried out on behalf of Academies, Free Schools and the Council.

Asset Management and Development (AMD)

- The AMD Team aim to provide school places under the school building programme for every child and young person of school age in Enfield regardless of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief or sexual orientation.

Education Psychology Service (EPS) and Child and Adolescent Mental Health Service (CAMHS)

- EPS Equalities data is collected at the stage of receiving Requests for EP Involvement and entered into the CGS database;
- CAMHS collect equalities data at the first appointment when families are asked to return a form that they had been sent in advance and kept on the database;
- CAMHS and EPS employ bilingual members of staff;
- The Translation and Interpretation Service (T&IS) are trained in using translators when consulting with communities whose first language is not English;
- The Recruitment and selection process requires applicants to have a knowledge of the demographics of Enfield and of equal opportunities issues;
- Until recently CAMHS and EPS had a New Communities Therapeutic Team which focussed on providing support for new communities in Enfield. This work has left a legacy within the CAMHS and EPS Teams, and innovative work in this area continues to be offered;
- The service is open to ALL regardless of equality characteristics.

Behaviour Support Service (BSS) and Special Educational Needs (SEN)

- Data is stored on databases at both BSS and SEN offices respectively;
- Monitoring is carried out on an annual basis through the service review which is completed by both the Primary and Secondary Teams. Ethnicity and gender of the referrals is reviewed;
- The BSS works with school children aged 5-18 years so they do not collect data on 5 of the identified protected groups;
- The constituent parts of the service carry out termly/annual reviews with their service users. This gives us the opportunity to respond to concerns from Black, Minority and ethnic service users;
- The BSS service is based on direct referrals from schools over which we have no real control. The service is open to all regardless of equality characteristics;
- The SEN service is a universal service for anyone aged between 0-25 who is in education and who has a disability that impacts on their learning regardless of any equality characteristics. The review takes place on an individual basis as a constituent part of the support programmes offered as well as through the annual review process. The service has a database that records this information. Our service is reactive to need so the 'take up' is dependent on referrals from other sources i.e. Schools, families, learners;
- SEN do not gather data on sexual orientation or gender reassignment. Pregnancy/Maternity/Marriage/Civil Partnership do not apply as the majority of the caseload are aged 0-19 and in some form of education;

- SEN ensures the service offered conforms to the statutory guidelines which further ensures no one is discriminated against;
- SEN are a statutory service and have to work to defined deadlines outlined by the Department for Education. The reforms have radically transformed working practices and increased the parameters that apply to the new Education, Health and Care Plans but has put on emphasis on coproduction not only with Health and Social Care but also with the families and young people involved. Once an assessment for a plan has been agreed the LA has a statutory duty to complete the assessment within a prescribed timeframe.

School Admissions and Education Welfare

- It is not possible for an admission authority to ask for any information about a child or family other than that required to apply the admission criteria for that school. We are, therefore, unable to collect data for equalities monitoring purposes;
- Some equalities data is contained on the Tribal database from the Education Welfare Service both the Admissions data and EWO referrals are monitored on an annual basis as part of the annual service review. In relation to admissions, the admission arrangements for own admission authority are monitored on an annual basis to ensure compliance with the requirements of the Code in relation to 'fairness' (for example, to ensure that schools are not asking for information about children and their parents that contravene the requirements of the Code);
- No monitoring data is collected in relation to access to free school meals and assistance;
- No other information is collected as this is already collated by other areas of the Local Authority;
- As work is with school children aged 5-18 years we do not collect data on 5 of the identified protected groups.

Catering

- Following the launch of infant free school meals, all children in reception, year one and two are entitled to a free lunch. Our uptake of this exceeds the national average;
- We recognise the diversity of cultures within Enfield and reflect this in our menus;
- All of our schools operate a cashless system. This means there is no distinction between pupils who pay for their meals, and those in receipt of a free school lunch;
- We employ a qualified Nutritionist to ensure that our menus meet The nutrition standards, as well as creating special diet menus for children suffering allergies;
- Provision of halal, or non-halal meat dependant on the school's requirements;
- All contractors have to submit their own policies as part of tendering processes and are monitored by the council;
- All new staff are encouraged to fill out an equalities monitoring form;
- We encourage staff with language difficulties to seek further help e.g. English for speakers of other languages classes;
- Many school kitchens have not necessarily been specifically designed to take into account the needs of staff with disabilities as they may have been built many years ago. Reasonable adjustments can be made if deemed appropriate and necessary;
- School meals are an ideal place for a single parent to work as they are only working during school opening times.

Governor Support Service (GSS) (taken from most recent EqIA dated December 2014)

CURRENTLY IN CONSULTATION WITH HEAD OF GOVERNOR SUPPORT SERVICE

- The GSS regularly reviews its publicity material to ensure that it encourages recruitment from all sections of the community;
- The service continues to closely monitor the ethnicity of governance through its database;

- The results of the 2012/13 consultation published in the Summer/Autumn of 2013 termly pack to all governors, via Governor networks, Unison Black members group and the councils disability group;
- The outcome of the future service reviews will be detailed in the Service Action Plan, at Team meetings, Service meetings, One to Ones and appraisals and in the EqIAs;
- Issues around service delivery are used to improve and tighten internal systems and processes. Improvements and changes are communicated to governors and school senior leaders through a revised Service Level Agreement (SLA), periodic newsletters and other forums and networks as necessary;
- Through the service representative at the Departmental Equalities Group the service contributes to promoting equality within the department and throughout the Council;
- All team members have undertaken Equalities training and briefings. Staff training needs centred around equalities are identified during the appraisal process;
- Greater awareness and understanding of implications in relation to community cohesion and inclusion are considered when recruiting governors.

Enfield Physical Education Service

- The Enfield Physical Education Service provides opportunities in PE and School Sport for all young people regardless of the characteristics listed;
- This service thrives on promoting and developing a high quality entitlement curriculum for every student;
- Our work in schools allows equal and inclusive access for all young people including those with special needs and different racial heritage.

Enfield Music Service (EMS)

- The EMS Service provides opportunities in music for all young people regardless of characteristics listed above;
- The service thrives on basic principles of good music education: a forward thinking positive and creative approach that is open to all young people;
- Much of the work done in schools is designed to allow equal, inclusive access to all children, including those with special needs and different racial heritage;
- Provision is made for free instrumental lessons for those receiving Free School Meals;
- Special projects are targeted towards schools with children who fall into the above categories.

REPORT DUE FROM HHASC FEBRUARY END 2017

**HEALTH, HOUSING AND ADULT SOCIAL CARE 2016 ACHIEVEMENTS,
CHALLENGES AND EQUALITY AND DIVERSITY COMMITMENTS**

ACHIEVEMENTS

CHALLENGES

EQUALITY AND DIVERSITY COMMITMENTS

Consultation
Draft

Previous Equality and Diversity Annual Reports

Equality and Diversity Annual Report 2013 – Stronger Communities
Equality and Diversity Annual Report 2014 – Fairness for All
Equality and Diversity Annual Report 2015 – Empowering Communities

All reports are available on the Enfield Council website: www.enfield.gov.uk

Further Information

More information on our work and the strategic context within which we work can be obtained by contacting the Community and Resident Engagement Services Team (CREST) on:

Telephone: (020) 8379 1000

e-mail: consultations@enfield.gov.uk

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Chief Executive's Service
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Silver Street
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For help with this document please contact CREST via one of the above.

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OVERVIEW AND SCRUTINY WORK PROGRAMME 2016/17

The Role of Scrutiny in Meeting the Public Sector Equality Duty

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

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

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

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

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

OVERVIEW AND SCRUTINY WORK PROGRAMME 2016/17

WORK	Lead Officer	25 May (Planning)	14 July	8 Sept	11 th Oct	10 Nov	17 Jan	19 Jan	23 Feb	21 Mar	27 April
Work Programme											
Setting the Overview & Scrutiny Annual Work Programme 2016/17	Andy Ellis	Agree Work Programme									
Selection of New Workstreams for 2016/17 and 2017/18	Andy Ellis	Review and Approve Workstreams 16/17	Receive Scoping and discuss Enfield 2017 WS Scoping with Cllrs Georgiou and Lemonides						Begin initial discussions on selection the new workstreams 2017/18		Consider/ Propose New Workstreams 17/18
Workstreams Update (standing and time-limited)	Andy Ellis			Update							Update on Adoption Workstream recs
Scrutiny Workstream Reports											
Agenda Planning	Andy Ellis										
Standing Items											
Children's and Young People's Issues	Tony Theodoulou / Julian Edwards			Looked After Children/Children in Need/ Child Protection - Tony Theodoulou,			Fostering and Adoption		Change & Challenge Kate Kelly		Adoption Regionalisation

OVERVIEW AND SCRUTINY WORK PROGRAMME 2016/17

WORK	Lead Officer	25 May (Planning)	14 July	8 Sept	11 th Oct	10 Nov	17 Jan	19 Jan	23 Feb	21 Mar	27 April
				Julian Edwards Local Auth Designated Officer/ Ind Review Officer Anne Stocker					SEND Janet Leach		
Monitoring/Updates											
Q2 Corporate Performance figures	Joanne Stacey									Update following meeting on 17 Jan	
Child Sexual Exploitation Task Group	Grant Landon										Update
Scrutiny Involvement in Budget Consultation 17/18	James Rolfe Isabel Brittain							Budget Meeting			
Cabinet Member for Community Safety and Public Health	Cllr Fonyonga Ray James Andrea Clemons				Briefing Papers						
Safeguarding Annual Report - Adults Services	Marion Harrington (Independent Chair) Sharon Burgess (Head of						Report				

OVERVIEW AND SCRUTINY WORK PROGRAMME 2016/17

WORK	Lead Officer	25 May (Planning)	14 July	8 Sept	11 th Oct	10 Nov	17 Jan	19 Jan	23 Feb	21 Mar	27 April
	Safeguarding Adults)										
Safeguarding Annual Report - Children's Services	Geraldine Gavin (Independent Chair) Head of Safeguarding Children						Report/Action Plan				
Equality and Diversity Annual Report	Ilhan Basharan								Report		
Annual Corporate Complaints Report	Nicholas Foster								Report		
HR Issues – How do we recruit and support people with disabilities and mental health issues	Julie Mimmagh										Report
Scrutiny Monitoring											
Scrutiny Annual Report	Claire Johnson										
Other Items/Specific Topics:											
Care Act	Bindi Nagra										Update
Better Care Fund	Keezia Obi										Update
Town Centres and High Streets	Ian Davis										Update on the Inward Investment Strategy

OVERVIEW AND SCRUTINY WORK PROGRAMME 2016/17

WORK	Lead Officer	25 May (Planning)	14 July	8 Sept	11 th Oct	10 Nov	17 Jan	19 Jan	23 Feb	21 Mar	27 April
Housing Repairs	Ian Davis		Update								
Female Genital Mutilation	Bindi Nagra		Report								
Pre-decision Scrutiny – Housing Allocations Policy	Shaun Rogan										
CALL-IN				Cycle Enfield proposals for A105		Green Bins/Edmonton Cemetery					

Note: Provisional call-in dates:- 7th & 30th June, 26th July, 3rd & 24th August, 29th September, 11th & 26th October, 22nd November, 13th December, 17th January, 16th February, 8th March, 21st March (now an additional business meeting) and 12th April.

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OVERVIEW & SCRUTINY COMMITTEE - 10.1.2017

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 10 JANUARY 2017**

COUNCILLORS

PRESENT Derek Levy, Abdul Abdullahi, Katherine Chibah, Joanne Laban and Edward SmithElaine Hayward

ABSENT

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

OFFICERS: Ian Davis (Director of Regeneration and Environment), Bob Griffiths (Assistant Director Planning, Highways and Transport), David B Taylor (Head of Traffic and Transportation), Richard Eason (Cycle Enfield Consultation Manager) Glenn Stewart (Assistant Director, Public Health) Andy Ellis (Scrutiny Officer), Stacey Gilmour (Scrutiny Secretary)

Also Attending: Councillor Terry Neville OBE JP (Leader of the Opposition), Councillor Daniel Anderson (Cabinet Member, Environment), Councillor Vicki Pite (Associate Cabinet Member) and 35 members of the public.

324**WELCOME AND APOLOGIES**

Attendees were welcomed to the meeting.

Apologies for absence were received from Simon Goulden and Tony Murphy. It was noted that Councillor Elaine Hayward was substituting for Councillor Joanne Laban.

The Chair then outlined how the meeting was to proceed. The meeting would focus on the reasons given on this occasion for two Call-ins – ‘Approval of Cycle Enfield – Proposals for Enfield Town’ and ‘Approval of Cycle Enfield – Proposals for the A1010 North’; questions likewise would be only taken on these items in relation to the ‘Reasons for Call-in’, cited reasons being the exclusive basis for this and any other particular call-in meeting.

The Chair also reminded members of the Overview and Scrutiny Committee that they need to be fully committed to ensuring that scrutiny works in Enfield by being impartial and leaving party politics out of the scrutiny process.

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As both Call-ins related to the same overall programme, The Chair gave Councillor Neville the opportunity to present both call-ins simultaneously, however, Councillor Neville declined, explaining that as there were subtle differences between the two schemes and the reasons for call-in, he would prefer to present them separately.

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DECLARATIONS OF INTEREST

No declarations of interest were received.

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CALL IN REPORT OF: APPROVAL OF CYCLE ENFIELD - PROPOSALS FOR ENFIELD TOWN

The Chair invited Councillor Neville to outline and substantiate the reasons for Call –In.

Councillor Neville stated that there were 7 key issues relating to why the decision to approve the scheme should be reviewed, which were as follows:

- The specific details of the proposed scheme have not been subject to public consultation. Residents and businesses have not had an opportunity to comment on the proposals as this scheme was removed from the initial consultation process.
- The locality of the cycle lanes should be reviewed in line with The Mayor of London's comments who states that cyclists should be diverted away from main roads on to quieter routes.
- There has been no proper consultation with bus companies who operate approximately 15 bus routes which pass through Enfield Town. TFL have confirmed that they do not consult with bus companies.
- To state that the emergency services have 'No Objections' is not strictly correct when you consider the detail of the responses received. Emergency Services have expressed concerns about increased congestion and journey times.
- It is always useful to have detail on youth engagement, however, this was absent from the report.
- Traffic analysis undertaken in July 2014 warns of delays and we regularly see delays through the centre of town, especially during the winter months.
- The air quality report is very ambiguous. There will be some improvement in certain areas however there will be increased levels of poor air quality at junctions as traffic builds up. The National Institute for Health and Care Excellence (NICE) Guidelines 2016 state that cyclists shouldn't travel along main roads as they will inhale car exhaust fumes.

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This should be about the health benefits for cyclists, however, the exhaust fumes being generated will have an adverse impact.

Councillor Neville requested that the decision be referred back to the Cabinet Member for Environment for reconsideration.

The Chair invited Councillor Anderson to respond, as follows:

- Councillor Fonyonga, Cabinet Member for Community Safety and Public Health had wanted to attend the meeting but was unable and sent her apologies.
- He disagreed with Councillor Neville's comments relating to a lack of consultation and confirmed that Richard Eason would provide further detail.
- In response to the comments from the Mayor of London, Councillor Anderson wished to emphasise that these comments related to cycle super-highways and not mini-cycle schemes and David B Taylor would refer to a communication received from the Mayor of London's Office.
- Councillor Anderson referred to consultation with bus companies and disagreed with Councillor Neville's opinion. All bus companies will be involved in the consultation stage of this specific scheme.
- As the scheme has developed, many views have been considered.
- Richard Eason gave details of the consultation that will be undertaken, including workshops with residents and local businesses allowing them to influence final designs. A series of public exhibitions will be held also.
- Glenn Stewart provided clarification relating to the NICE Guidelines 2016 referred to by Councillor Neville. The Assistant Director for Public Health confirmed that the Nice Guidelines are only draft and the content has caused issues with many health professionals.
- Glenn Stewart further commented that with a projected population of 400,000 in Enfield by 2032, there will be a large increase in the number of cars in the borough.
- In response to Councillor Neville's comments on the Mayor of London's view, David B Taylor read out a communication received from the Mayor's Office *'In his interview the Mayor stated that he wants to work with Councils to build Quietway routes - which do not follow main roads - "where they can". Quietways are an important part of our overall strategy for encouraging more people to walk and cycle. However, Quietways are not the only type of cycle route that we are pursuing. A mixture of routes both on main roads and quieter roads is required to create a comprehensive cycling network. We are therefore also continuing to build Superhighway style cycle routes, on main roads, segregating cyclists from traffic.*
- Councillor Pite (Chair of the Cycle Enfield Partnership Board) commented that Members should attend the meetings when possible to hear about the detail of the work being undertaken.

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The following questions and comments were then taken from Members of the Committee:

Councillor Keazor asked if we would see a new design after the consultation? Richard Eason reiterated that as part of the consultation process, views would be considered and reflected in the final design.

In highlighting an issue for disabled residents within the proposals for the A105 Cycle Enfield scheme, Cllr Hayward asked if facilities for people with mobility issues would be considered within the Enfield Town scheme? David B Taylor replied that similar issues would be considered and reflected in the final designs.

Councillor Chibah asked how long the consultation would last? Richard Eason confirmed that the consultation would last for 4 weeks during spring with opportunities for residents to influence the final design at co-design workshops. Thousands of leaflets will be distributed to ensure as many people as possible are aware of the opportunities to contribute to the design of the scheme.

Councillor Smith commented that air quality improvements would be marginal if any at all and considered that more information would be needed in this area. In addition, Councillor Smith asked how the Council would mitigate drivers trying to avoid Enfield Town and possible traffic congestion?

Councillor Abdullahi asked if there would be any areas where air pollution will increase?

In response to questions on air quality and traffic congestion, officers confirmed that both would be monitored.

A member of the public asked a question relating to the economic effect of the scheme, and what support could be provided to retailers?

Councillor Anderson confirmed that the Regeneration Team will be addressing these issues and engaging with retailers.

Before asking Councillors to summarise, the Chair obtained confirmation from Officers that Arriva, Go-Ahead and all other bus companies would be consulted before the final design is devised.

In summarising his response to Call-in, Councillor Anderson reiterated that there would be further consultation with the public, emergency services and bus companies. In addition, there would be workshops held to allow stakeholders to influence the final design of the scheme.

Councillor Neville then summarised the reasons for call-in and added that the Cabinet report should have been explicit in the need to consult with the people

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to gain their views. Councillor Neville requested the decision be referred back to the Cabinet Member for Environment for reconsideration.

The Committee then voted on the decision as follows:

Councillors Chibah, Abdullahi and Keazor voted in favour of the decision.

Councillors Hayward and Smith voted to refer the decision back to the Cabinet member.

The Chair **CONFIRMED** the decision.

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CALL IN REPORT OF: APPROVAL OF CYCLE ENFIELD - PROPOSALS FOR A1010 (NORTH)

The Chair invited Councillor Neville to outline and substantiate the reasons for Call –In.

- Councillor Neville referred to the main area of concern, the response to the consultation exercise, detailing that of the 663 responses, only 43% supported this scheme. Cabinet should have considered these figures in more detail. He added that this lack of support is presumably as a result of the upheaval that will be caused. The A1010 North is a narrow road, with a high volume of traffic, often heavy vehicles and lots of buses.
- The Cabinet report does not give any results from the ‘business walk’ and this lack of clear evidence of support is due to the impact that the scheme will have on retailers.
- With a number of bus routes along this road, there should have been direct consultation with bus company operators. This is a bus dependent area but buses will be delayed. The emergency services are more in agreement with this scheme than Enfield Town but the London Ambulance Service have noted that minutes will be put on response times and they would prefer hump-free roads.
- The impact on parking for residents and businesses must be considered further. Almost half of the resident’s bays will be removed and approximately a quarter of all loading and waiting bays which are highly utilised. Free footpath cross-overs are to be offered to residents who require one, however, officers have been unable to quantify this number.
- The economic impact must be carefully considered. Many of the shops along this corridor are suffering and further disruption could see them go under.
- In relation to air quality, Councillor Neville asked that the issues raised in relation to the Enfield Town scheme be applied to the A1010 north.
- Councillor Neville concluded by saying that a dramatic modal shift is required but in his opinion that will not be achieved.

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Councillor Neville requested that the decision be referred back to the Cabinet Member for Environment for reconsideration.

The Chair invited Councillor Anderson to respond, as follows:

- Councillor Anderson stated that the points raised in both call-ins were similar and he would ask Officers to respond on specific issues.
- In addition to the 663 people who responded directly to the consultation, Officers spoke to over 1,000 people as part of a survey. This was discussed at the Cabinet meeting
- Engagement is often challenging in the Eastern part of the borough so to mitigate this the business walk was carried out to ensure that businesses along the A1010 were aware of the opportunity to engage with the process of design and proved to be a useful event.
- The Council and relevant TfL stakeholders (including representatives from London Buses) meet regularly to discuss all Cycle Enfield schemes. As the detailed design for the A1010 North progresses, further engagement with TfL and the bus operators will continue.
- Figures quoted by Councillor Neville in relation to loss of parking were refuted and statistics given showing more detail of the impact on parking along the A1010.
- Cllr Pite commented that people are likely to start using bicycles when safe bicycle lanes are available.
- Modal shift may be a challenge, however, not impossible. In Holland, 25% of journeys by people over 75 are by bicycle.

The following questions and comments were then taken from Members of the Committee:

Councillor Smith asked Councillor Anderson to give an undertaking to measure some of the issues, for example, air quality and journey times once the scheme is implemented.

Cllr Anderson replied that he agreed in principle as evaluation is very important.

In response to a question it was confirmed that design changes following public consultation will be highlighted in an exhibition to illustrate that consultation has been considered.

The Chair asked Councillor Anderson to summarise but Councillor Anderson stated that he had nothing further to add.

In summary, Councillor Neville reiterated concerns regarding support available to struggling businesses and commented that Cabinet should have challenged detail on the economic impact and mitigation issues. Councillor Neville requested that the decision be referred back to the Cabinet Member for Environment for reconsideration.

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The Committee then voted on the decision as follows:

Councillors Chibah, Abdullahi and Keazor voted in favour of the decision.

Councillors Hayward and Smith voted to refer the decision back to the Cabinet member.

The Chair **CONFIRMED** the decision.

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MINUTES OF THE MEETING HELD 10 NOVEMBER 2016

The minutes of the 10 November 2016 were AGREED.

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DATES OF FUTURE MEETINGS

The next business meeting is scheduled for 17th January 2017, with the OSC Budget meeting following on 19th January 2017.

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**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 17 JANUARY 2017**

COUNCILLORS: Derek Levy (Chair), Katherine Chibah (Vice-Chair), Abdul
PRESENT Abdullahi, Nneka Keazor, Joanne Laban, Edward Smith.

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

OFFICERS: Linda Hughes (Head of Service for LAC), Debbie Michael
(Adoption Manager, LAC), Joanne Stacey (Performance
Manager Chief Executives Office), Claire Johnson
(Governance and Scrutiny Manager) ,Elaine Huckell
(Scrutiny Officer)

303

WELCOME AND APOLOGIES

The Chair welcomed attendees to the meeting. Apologies for absence were received from Simon Goulden and Tony Murphy and for lateness from Councillor Keazor.

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DECLARATIONS OF INTEREST

No declarations of interest were put forward.

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FOSTERING AND ADOPTION REPORT

Linda Hughes (Head of Service for LAC) and Debbie Michael (Adoption Manager, LAC) updated the Committee on the work of the Fostering and Adoption services during 2015 to 2016.

The Fostering service was initially discussed and the following was highlighted:

- In 2015/16 Enfield recruited 17 mainstream foster carers, one of the highest in the North London Adoption & Fostering Consortium.
- It is important to continue recruitment of foster carers because a number of them leave each year. There are various reasons why this happens and an analysis was carried out last year to determine the reasons behind the figures. It should be remembered that many are

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getting older in the borough and therefore wish to retire from the service.

- There are a number of reasons for carers leaving include moving house and quite a high number decide to adopt the child they have cared for.
- Hackney and Haringey have piloted a scheme to outsource the recruitment of foster carers. However they have now decided to bring back the service 'in house' because of problems experienced.
- Vacancies in 20 of Enfield's fostering households are currently unavailable and this is the case for a number of reasons. It may be because one child in the placement may be particularly challenging or unable to live with other children. Also some temporary 'family and friends' foster carers may be waiting for specific children to be placed while a further assessment is underway.
- A supervising social worker provides regular supervision for foster carers and training is always available for them.

The following questions were raised:

Q) Are problems in the recruitment of foster carers now more of a cause for concern than previously?

A) Our leaving rate is about average, if foster carers announce their intention to leave we would meet to arrange for a 'planned transition'. For children with challenging behaviour it may be possible to reduce the allocated time with foster carers to provide them with respite care.

Q) It is stated in the report at para 3.3 that we have 131 Enfield fostering households, does this include the 'family and friends foster carers'?

A) No, this does not include 'family and friends foster carers'?

Q) What would happen in the case of a carer being subject to a 'standard of care' investigation?

A) If there is a complaint about a standard of care this would be investigated and whilst this was ongoing a child would not be placed with the carer, however if this was a case where a child was arriving at school in an unkempt way, then we may not consider it necessary to remove the child while an investigation was ongoing. However if there was a more serious allegation then the child would be removed during the investigation.

Q) Is there an age bracket for fostering?

A) No, some older children respond better to older foster carers.

Q) Do foster carers experience particular problems?

A) There are sometimes problems for carers where young people may have difficult behaviours – for example for those who are physically aggressive. We have adapted our training so that we can provide support for issues such as 'gangs', 'drug use' etc. We find it also helps for carers to talk to each other about problems they may be experiencing.

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Q) What do we do to ensure we meet the balance of future needs for the service?

A) We need to look at future service requirements. A recent example is the cohort of children who include a high number of unaccompanied asylum seekers especially those from the Albanian community. We have targeted recruitment events including one at the Regents Park Mosque in October and we have forged relationships with the BME community. This has helped in the recruitment process and we also think it helps that newly approved carers meet on a social basis.

Q) Do you think more money for the service in Enfield would increase the number of foster carers for the borough?

A) We are comparable with other boroughs in the North London consortium, we would not like to start a bidding war. We do provide enhanced payments for carers who have particularly challenging problems to deal with.

Q) You said Hackney and Haringey's decision to outsource their recruitment of foster carers was unsuccessful why was this?

A) Although the private companies were able to recruit a high number of foster carers they were predominantly people who wished to foster babies and as such they did not provide the range of carers that were required. Hence both local authorities have now brought back this service 'in house'

Q) You mentioned that there were a number of Albanian children that needed foster carers?

A) Yes we have been successful in getting a number of Albanian carers including some from agencies.

Q) If, following our best intentions we were unable to acquire an appropriate foster carer what would be our contingency plan?

A) We would look to our North London consortium partners to see if they had someone suitable and failing that would then look nationwide. However it is unfortunate if a child has to be moved outside the borough as they would be away from their community groups, education etc. It is therefore imperative that we are able to recruit a sufficient number of potential foster carers.

The Adoption Service was then discussed and the following matters highlighted:

- There are now more available adopters than children requiring adoptive families.
- Across the consortium there was a 12% reduction in adoptions from the previous year
- The reduction in adoptions is mainly due to the change in judiciary practice which has resulted in fewer Placement Orders being made by the Courts. Instead, Special Guardianship Orders are made to keep the child in their family of origin.
- There are still problems in obtaining adopters for all children. Adopters tend to want a young child without difficulties and the children who do come through are often those from chaotic families i.e those where parents have mental health problems or alcohol / drug abuse.

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- For a child who has a Mother with alcohol problems, it may only become apparent when a child is older, (as an adolescent) that the child has been affected.
- Adopters do not like the uncertainty of what they might expect from a child with these issues. It is necessary to ensure potential adopters are fully aware of future potential problems.

The following questions/ issues were raised:

If someone is considering adoption of a child whose mother/ father has problems then an advisor would always be brought in to discuss potential issues with them. One of the obstacles to be considered is that the child may have a tendency to extreme aggression as an adolescent if the mother has an alcohol problem. If one parent has mental health issues, then a child may be affected by this. Where both parents have mental health problems then the chances of the child being affected are much higher.

Q) Have there been cases where a child has been adopted but where the relationship has broken down and the child has ended up back in the care system?

A) There is a small number of children who have been adopted but have ended up back in the care system. Where relationships have become very difficult we would try to put support/ preventative services in place, to help.

There were 8 sets of adopters in 2015/16 which was a reduction on the 19 approved the previous year. This is because the aim has been to recruit adopters who are able to take on children with complex issues. It was confirmed that some potential adopters have felt aggrieved because there were no children able to be matched with them, however we are honest about the children needing to be adopted. The situation may be more difficult for people if, for example there are siblings to be kept together and also if someone already has one adopted child, that child's needs would have to be considered before another child can be adopted.

It was confirmed that whilst children are still being adopted this is a much smaller number than previously. This year there have been 6 Adoption Orders and 20 Special Guardianships. In the past there would have been many more adoption orders. Members expressed their concerns over cases where Special Guardianship orders have ultimately been to the detriment of the child concerned, where the judiciary have overruled social workers conclusions. It was thought that there are plans to make it more difficult for people to become Special Guardians in future.

Q) Are there now 100% DBS checks for all our foster carers?

A) Yes there are now 100% DBS checks for all our foster carers.

Q) In the case of Special Guardianships do we sometimes place the care of a child with someone abroad? and if so how do we monitor them?

A) Yes this does happen and we have to work with agencies abroad and are sometimes directed to go to other countries to investigate family members.

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We will check to ensure assessments going to Court are robust and if we feel a special guardianship order is not in the best interests of a child we will argue against it.

Members thanked Linda Hughes and Debbie Michael for their update.

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QUARTER 2 CORPORATE PERFORMANCE REPORT

The Chair introduced this item and said that it was important for Members to be able to examine the Corporate Performance Report and raise issues with officers. However, as questions were likely to be wide ranging it was thought issues should be raised at this meeting and actions/ answers would be given at a special meeting to be held before the end of this financial year or as post meeting notes in the minutes.

Joanne Stacey (Performance Manager Chief Executives Office) introduced the Q2 Corporate Performance Report and the following issues/ questions were raised by Members on performance indicators (in italics) shown.

(a) Housing and Homelessness

Number of households living in temporary accommodation

Reference was made to the amount the local authority is prepared to pay landlords. It was asked if this was likely to increase availability.

Joanne Stacey understood that there is an agreement between London boroughs on an upper threshold to prevent rents from spiralling out of control. She said two members of her team were working on this issue to look at where problems may lie – they were looking at emergency accommodation, Housing Associations and co-ordinating data.

Councillor Keazor asked if there would be problems in balancing this budget at the end of the financial year? **Action: Sally McTernan to provide information at additional meeting of OSC**

Overall satisfaction with repairs service provided by Council Homes

Councillor Smith said that given the problems experienced with contractors this year, the high satisfaction rates given for this indicator does not seem to reflect our findings with the service?

Joanne Stacey said the user survey satisfaction figures were compiled from letter/ telephone responses. **Post Meeting note – This point will be explored by the Housing Repairs Workstream.**

(b) Adult Social Care

Delayed transfers of care (patients) per 100,000 population

Cllr Abdullahi said it would be useful to have an indicator to show targets for people waiting to be assessed for care package.

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It was commented that it would be useful to see actual numbers rather than as a % of the population. Members would like to see Bindi Nagra at the special meeting of OSC to discuss these issues further.

Cllr Laban referred to comments in the notes given that two hospital groups meet regularly to review delays and the reasons behind them. She would like to know how effective this meeting is? **Action: Bindi Nagra to provide information at additional meeting of OSC**

No of adults receiving secondary mental health services in employment

This data includes patients that are detained in the regional medium secure unit (Forensic) based at the Chase Farm site. Although highlighted with 3 x's, at this stage in the annual monitoring programme it is understood that this indicator is not an issue for immediate concern. However it continues to be closely monitored at department level.

New admissions to Residential and Nursing Care and, as shown per 100,000 population (2 indicators)

These figures show red alert – further analysis is to be explored. Can we see from Q3 figs what direction this indicator is heading? **Action: Bindi Nagra to provide information at additional meeting of OSC**

f) Sport & Culture

Number of visits in person to libraries and

Wi-fi usage in libraries – total number of sessions libraries with ICAM wifi only
Is the lower number of visits due to closures when works have been on-going? **Joanne Stacey has provided a post meeting note as follows:**

(The reduction in library usage is as a result of temporary closures of Enfield Highway and Southgate Circus libraries in Quarter 2. There will also be a reduction on figures at Q3 as a result of temporary closure of Edmonton Green Library and the ongoing temporary closure of Enfield Highway.)

g) Income Collection, Debt Recovery and Benefit Processing

Recovery of council properties fraudulently obtained, sublet or abandoned

Joanne Stacey confirmed that interventions were taking place to progress this. It was asked if the Q3 report is showing any improvements?

Action: Joanne Stacey/ Madeleine Forster

% of Housing Benefits Overpayments Recovered

It is understood that this indicator is actually satisfactory and the red X alerts should not be shown as such.

Processing Times for Benefit change in circumstances (average number of calendar days) cumulative YTD –

The current target is shown as 7 days, however doubts were raised about this figure. Cllr Abdullahi said his understanding was that it often takes 4 weeks or more for changes to take place, he would like to see an indicator to show how

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many Housing benefit payments are processed outside of the target time.
Action: Sally McTernan to provide information at additional meeting of OSC

2.Growth & Sustainability

a)Employment & Worklessness

Young offenders access to suitable accommodation

Joanne Stacey pointed out that this change reflected only 1 person.

b)Planning

Processing of planning applications: Major applications processed within 13 weeks

This figure is showing a red alert and members were of the opinion that this was probably due to the new hub arrangements? Reference was made to Enfield 2017 and it was commented that 100 – 200 emails for the Development Control team had been found unanswered due to the new arrangements.

Members would like to know how the new hubs are working? Concerns were raised about the effectiveness of the Planning Enforcement Team. There does not appear to be an indicator to capture any problems?

Cllr Laban said it was possible to go into 'special measures' if the 13 week target is missed. It was confirmed that this would be discussed at the next DMT meeting. **Action: Joanne Stacey to provide an update/ information regarding a Planning Enforcement Team indicator**

c)Waste, Recycling & Cleanliness

Indicators for this service do not give current performance as we are awaiting information from NLWA.

Concerns were raised regarding the recycling rates which are not as good as they once were. It is understood that contamination is a problem and a policy of 'inside bin' inspections are taking place.

It would be useful to have an indicator giving the number of lorries/ bins rejected due to contamination issues.

With this year's Green bin service changes, OSC may look at this issue further. **Joanne Stacey has provided data which is shown at the end of the minutes.**

3.Strong Communities.

a)Crime Rates

Theft from the Person and Violence with Injury.

Higher rates are given – It was stated that the indicators shown are for the 7 MOPAC challenges.

c)Complaints

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All Departments – Complaints answered within 10 days

Members would like Nicholas Foster, Complaints Manager to come along to a future meeting of OSC to discuss complaints issues. **Action: Nicholas Forster to attend OSC in February to discuss the Annual Complaints report.**

d)Other Corporate Indicators

Average Sick days – Council staff – current performance

This indicates that 31K days are lost in the year. Work is ongoing in this area to support HR and to review sickness data to identify emerging patterns and trends in sickness so that targeted actions can be provided. A list of current interventions that have been put in place is detailed in the performance report. Joanne Stacey mentioned that sickness levels are higher, with blue collar workers and a member of her team is supporting HR to review sickness data to look at emerging patterns and trend.

% of invoices paid within 30 days for all Departments

Members were concerned that this can cause real hardship for Enfield companies. Joanne Stacey would discuss this matter with DMT's.

Action: Joanne Stacey

AGREED

- A special meeting of Overview and Scrutiny Committee to be arranged before April 2017 to look at issues of concern raised by members regarding the Q2 Corporate Performance figures.
- Where indicators specify a 'number per 100k of the population', or where a % figure is given and a more clear number can be used, consideration be given to giving actual numbers instead.

Action: Joanne Stacey

- The Q3 Corporate Performance figures will be presented to DMT in February 2017 and then to Cabinet. It would be useful for Overview and Scrutiny Committee to be made aware of improvements or decline in performance for those indicators highlighted by members for further discussion.
- Overview and Scrutiny Committee to determine how to scrutinize Corporate Performance data in future on a regular basis.
- Bindi Nagra, AD Strategy and Resources HH&ASC and Sally McTernan, AD Community Housing HH&ASC to attend the special meeting of Overview and Scrutiny Committee.

Joanne Stacey was thanked for presenting the Corporate Performance Report for Quarter 2.

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ENFIELD SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2015/16

Members noted the report which had been submitted to Council on 9 November 2016. Councillor Smith asked if future details for the Safeguarding Children Board could follow a similar format to that of the Safeguarding Adults Annual Report.

Reference was made to the section on Female Genital Mutilation (FGM) which had been discussed at a previous meeting of Overview and Scrutiny Committee on 14 July 2016. This item had been presented by Dr Allison Duggal who had now left the service. Members were concerned that this position had not been filled. Members also asked for clarification on whether any prosecutions had been made regarding FGM since the meeting. It had been noted at that time there had been only one failed prosecution case.

AGREED

Overview & Scrutiny Committee noted the report and the progress being made to safeguard children and young people, and the Enfield Safeguarding Children Board Annual Report.

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ENFIELD SAFEGUARDING ADULTS ANNUAL REPORT 2015/16

Members noted the report which had been submitted to Council on 9 November 2016.

AGREED

Overview & Scrutiny Committee noted the progress being made in protecting vulnerable adults in the Borough as set out in the annual report of the Safeguarding Adults Board.

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OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

The Work Programme was noted. It was thought at the next business meeting of Overview and Scrutiny Committee on 23 February 2017 consideration should be given to looking at potential workstreams for the forthcoming year.

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DATES OF FUTURE MEETINGS

Business Meeting – 23 February 2017, 27 April 2017.

Provisional Call-In dates

- 16 February 2017
- 8 March 2017
- 21 March 2017
- 12 April 2017

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Waste, Recycling & Cleanliness

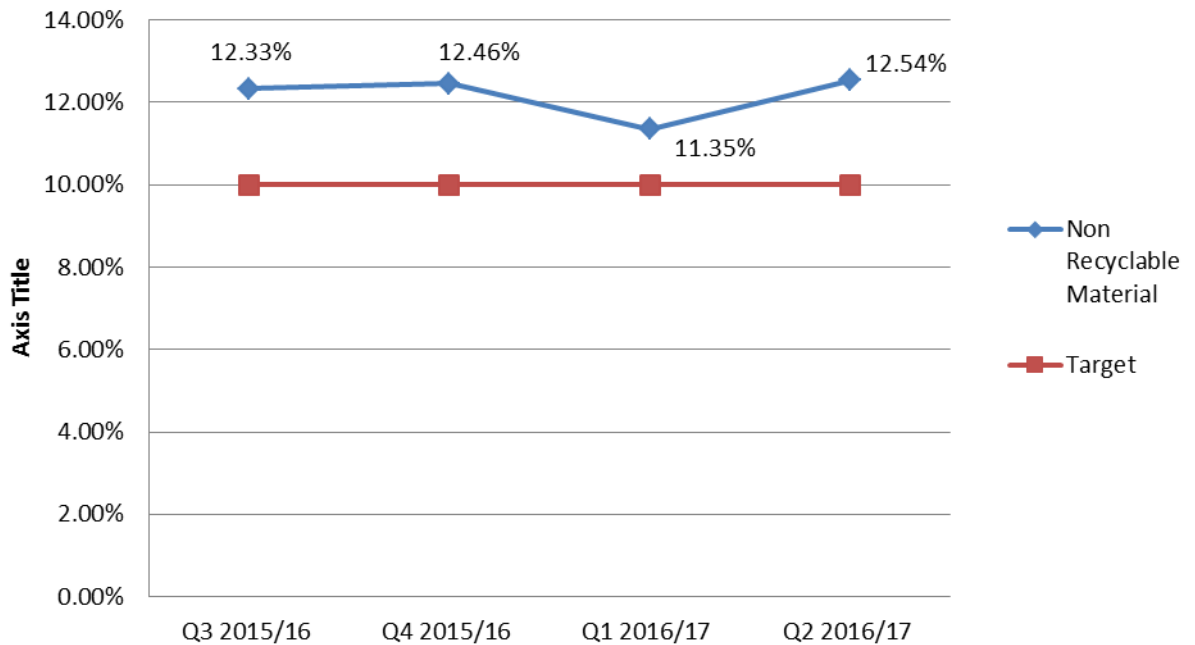
Recycling Contamination Rates;

Response;

Table below shows current rates for 2016/17, remedial action being taken includes

- Borough wide and specific communications programme being delivered
- Revised policy and enforcement approach has been agreed and being implemented
- Appropriate enforcement action is being taken to reduce rejected loads and non-recyclable elements

Non-Recyclable Material at Recycling Facility



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OVERVIEW & SCRUTINY COMMITTEE BUDGET MEETING - 19.1.2017

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
BUDGET MEETING
HELD ON THURSDAY, 19 JANUARY 2017**

COUNCILLORS

PRESENT

OSC Committee Members:

Abdul Abdullahi, Katherine Chibah, Nneka Keazor, Joanne Laban, Derek Levy and Edward Smith

Cabinet Members: Doug Taylor (Leader of the Council), Achilleas Georgiou, Alev Cazimoglu, Alan Sitkin, Ayfer Orhan, Yasemin Brett, Krystle Fonyonga, Daniel Anderson, Dino Lemonides and Ahmet Oykenner

ABSENT

OFFICERS:

Rob Leak (Chief Executive), Ian Davis (Executive Director of Regeneration & Environment), Ray James (Executive Director of Health, Housing and Adult Social Care), James Rolfe (Executive Director of Finance, Resources and Customer Services), Tony Theodoulou (Executive Director of Children's Services), Jenny Tosh (Assistant Director - Education Services, Schools & Children's Services.), Stephen Fitzgerald (Financial Management Services), Ilhan Basharan (Communities and Resident Engagement Services Team Manager) and Claire Johnson (Corporate Governance & Scrutiny Manager) Jane Creer (Secretary)

Also Attending:

Councillors Terence Neville OBE JP and Ertan Hurer
8 Members of the Public

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WELCOME & APOLOGIES

Attendees and residents were welcomed to the meeting.

Apologies were received from Simon Goulden, Tony Murphy and Alicia Meniru.

The Chair outlined how the meeting was to proceed. The substantive item would be the LBE Budget Consultation 2017/18. This would follow a procedural debate on a called-in decision, which would be limited to 30 minutes.

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DECLARATIONS OF INTEREST

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No declarations of interest were received.

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**CALL-IN REPORT - REVENUE MONITORING REPORT 2016/17:
OCTOBER 2016 & 2017/18 BUDGET UPDATE**

1. The Chair invited Councillors Hurer and Neville to elaborate on the reasons for the call-in.
2. Councillor Hurer stated:
 - The report to Cabinet forecast an outturn position of £7.2m overspend for 2016/17. This was reminiscent of the situation occurring last year, and there was not enough detail in the report as to how the shortfall would be reduced.
 - The response to reasons for call-in was simply a list of headings which provided no detail and did not specify a timetable for actions.
 - He would therefore welcome more detail, and if that was not forthcoming, for the report to be referred back to Cabinet to come up with a plan, or referred to Council to be fully debated.

Councillor Neville added:

- Points made during the call-in meeting of Overview and Scrutiny Committee on 4/10/16 also applied in this case.
 - An overspend projected of this magnitude was serious, and he was concerned that the public were not seeing a political response from those with responsibility ie. the Cabinet. This was absent from the papers. There should be a clear political steer so that people knew the real direction. The documents provided were not as clear as they should be as to how the Council was going to achieve the savings.
 - It was appreciated where the pressures were coming from, and that these were demand-led services which had to be managed and considered carefully in respect of prioritisation.
 - Councillor Hurer stressed the importance of transparency from the Council and felt that the public would be unable to see what was going on due to the lack of detail included. If one of the options for consideration was an increase in Council Tax, this should be stated and debated as soon as possible. Honesty and transparency were important.
3. The Chair invited Councillor Lemonides (Cabinet Member for Finance and Efficiency) and James Rolfe (Executive Director of Finance, Resources and Customer Services) to respond as follows:

Councillor Lemonides stated:

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- The comments made were puzzling as the details were included in the main agenda, on pages 14 to 21 which showed all the detail of the savings which the schemes were endeavouring to achieve.
 - There was therefore a plan in place, and further to that the response to reasons for call-in was 'plan B' if the departmental savings were not achieved. There would be further interventions as summarised.
 - The items summarised in the response, such as use of earmarked reserves / balances, were things which the government had accepted had to be done to bail out revenue expenditure.
4. The following questions and comments were then taken from Members of the Committee:

Councillor Chibah asked if the Cabinet Member would describe the current situation as unprecedented, and questioned whether rejecting this report would assist with moving forward in dealing with pressures. Councillor Lemonides advised that this was not an unprecedented overspend and that £7.2m although unpalatable was by no means the largest overspend in London. The overspend was also not unexpected as since 2010, Enfield had lost over £120m in its grant. He was updated at regular meetings with the Director and everyone was doing all in their power to reduce the forecasted overspend. James Rolfe confirmed the monthly monitoring process and the work from the Corporate Management Board to reduce expenditure across the Council, and to get the most out of the Council's asset base. At a meeting last week, the Local Government Minister was sympathetic and was impressed with the entrepreneurial work in Enfield. For context, of the 32 London boroughs, six underspent and 26 overspent last year. At the moment, six boroughs were showing an underspend, 23 or 24 were overspending and the others were about neutral. So although Enfield's forecast overspend was not acceptable, it was typical of and in some cases better than the situation across London.

Councillor Smith asked about the likelihood of finding the savings necessary. James Rolfe advised that at this stage, and given the fall back position set out, it was assumed that the departmental mitigating actions would achieve £2m and that the balance would need to be made up from other one-off measures,

In response to Councillor Smith's further query regarding the level of reserves available for use for this purpose, James Rolfe advised that this figure, £60m was publicly known, and the potential amount available for other purposes did alter through the year as circumstances changed. This also included the Housing Revenue Account (HRA) earmarked reserves.

Councillor Abdullahi asked about the achievement of £700k savings referred to in the response for reasons for call-in. James Rolfe confirmed that there had been measures to reduce expenditure wherever possible, and that initial forecasts tended to be more

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pessimistic and by this point in the year more data was available to base forecasts on, and that the actions taken had some effect.

In response to Councillor Laban's queries about completion of the action plans to reduce the forecast overspend, and how much more would need to be saved, James Rolfe re-iterated that £2m further savings were expected out of departmental expenditure, then the Council would be looking to the other measures set out in paragraph 3 of the response to call-in. This was the estimate at the moment and so these other measures were likely to also be needed to balance the books.

Councillor Laban asked for clarification of the term "transformation capitalisation". James Rolfe advised that new flexibility had been given by central government to councils to allow them to sell assets and use the cash to pay for transformation costs to become more streamlined and run with lower costs in future. In this case, the transformation involved IT teams in FRCS and HHASC in particular.

In response to Councillor Keazor's queries regarding innovative processes in place, Tony Theodoulou confirmed that actions were ongoing with a focus on providing effective services as efficiently as possible.

5. The Chair remarked that he would be minded to cast a vote on this issue, and that in his view the monitoring report to Cabinet was a snapshot in time and a statement of fact and would be difficult to refer back. The savings and mitigations were also intended to be ongoing, and budget monitoring was ongoing. Political debate at Cabinet and Council was to come in respect of the budget. Additionally, service areas giving concern would receive scrutiny by this committee or a special committee in forthcoming weeks, further to the Overview and Scrutiny meeting of 17/1/17. It was also noted that at full Council next week, an Opposition Priority Business item entitled 'The poor control of the council's finances and service delivery' would be debated in the rightful political arena. To refer this decision back would be counter-productive as it would effectively ask officers to stop taking the actions to bring the deficit down for two weeks to permit reconsideration by Cabinet, when everyone wished to see the deficit reduced if not eliminated.
6. Councillors Hurer and Neville were invited to make a summary statement, including:
 - Damping also happened under Labour governments.
 - The overspend figure of £7.2m was similar to the amount which was wasted on the Residents' Priority Fund.
 - Mitigation factors were listed but no quantum provided. There were no figures included for an update on savings made between September and December.

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- £700k savings was not a substantial amount, given that time was running out.
- The request for call-in was for a specific reason: for proper instructions to be given. Cabinet should be giving direction.
- Opposition councillors and the public were entitled to know with certainty that the deficit could be pulled down.
- There did not need to be a two week wait for reconsideration. A special meeting of the Cabinet could be called to make the decision and bring everything into the open. This hearing had brought no further satisfaction that the budget was under control.

7. The Committee then voted on the decision as follows:

Councillors Laban and Smith voted in favour of referral of the matter back to Cabinet.

Councillors Levy, Abdullahi, Chibah and Keazor voted against referral of the matter back to Cabinet.

8. The Committee therefore **CONFIRMED** the original decision.

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LONDON BOROUGH OF ENFIELD BUDGET CONSULTATION 2017/18

The Chair outlined the structure and process for the update and budget consultation.

Introduction / Presentation

James Rolfe, Executive Director of Finance, Resources and Customer Services gave a presentation, the key points of which were as follows:

- Key issues in 2017/18 were the projected overspend revenue outturn projection; financial pressures especially in adult social care and children's services; and austerity/poverty of resources between now and 2021 in the national economy which meant that local government across the country was facing reductions in funding.
- The budget gap over the next four years was £58.5m.
- Since 2010, the Council had achieved savings of £131m, against a net budget of £240m, which was a significant saving.
- The bulk of the changes to make savings took place last year, when there was an extensive budget consultation exercise, and the medium term position for the Council was set.
- This year there had been a review of the pressures and overspends, and a number of measures had been recommended.
- The budget consultation process this year had therefore been relatively light touch, and had checked and reaffirmed the views of local people.

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- The overall strategy for the medium and longer term was shown. This included external actions (regeneration of the borough etc) and internal actions, such as commercialisation.
- Benefits were expected from strategies including the Meridian Water development and housing zones, community energy networks, other limited companies and development of the Enfield brand, and ongoing service development.
- Measures were needed to take the Council across the next 3 - 5 years until the longer term benefits began to be realised.
- Central government had created the Adult Social Care Support Grant of £1.3m, but that was offset by the loss of the New Homes Bonus.
- The Improved Better Care Fund would also deliver another £600k for adult social care. There would also be flexibility to raise an adult social care precept by 3% per year up to a maximum of 6% over the next three years.
- The creation of academies and reduction of funding to local authorities meant that education services had less money though a lot of responsibilities for education had been retained.
- Letters had been written to the Secretary of State and MPs regarding the Council's situation and there had been a meeting with Marcus Jones MP, the Local Government Minister. There had been a huge reduction in Council funding as part of central government strategy.

Ilhan Basharan, Consultation and Resident Engagement Services Team Manager, gave a presentation on the results and methodology of the budget consultation for 2017/18, including:

- He confirmed that there had been an extensive 11 week consultation last year, which also involved a range of voluntary sector organisations and focus groups, and a questionnaire online and distributed in hard copy. Over 3000 responses had been received which provided substantial amounts of data to inform the medium term financial plan.
- In that context, a light touch consultation had been run this year over a five week period, but there had been opportunities for residents to have their say online and on paper copies delivered to every household in the borough.
- There had been one open-ended question for residents to provide a response and so the results were not directly comparable to the previous year, but 238 responses were received, and the top priorities were similar – to protect adult social care, children's services and the street scene. Items suggested for savings were Cycle Enfield, online provision, reduction in refuse and recycling collections, and less use of consultants.

James Rolfe clarified the new pressures in the medium term financial plan, including demographic pressures and wage pressures in the social care sector, which were on top of pressures already built into the budget. More details were set out in the report, including savings by department, noted in Appendix 1. The 2017 to 2020 medium term financial plan aimed to balance the budget over this four year period, and there would be big decisions to be made in the latter part of the medium term period.

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- There had been criticism last year of the proximity of the Overview and Scrutiny budget consultation meeting to the Cabinet budget meeting, and so this year's meetings were scheduled to allow all comments to be more properly and effectively used.
- Questions and comments made at this meeting would be minuted and would be included in the budget papers presented to Cabinet and Council.

Questions and Comments Raised During the Budget Consultation

1. General

Q Councillor Laban considered that public engagement had been poor and asked what could be improved for 2018/19.

A Councillor Georgiou clarified that the parameters of this year's consultation were deliberate, to gain an update only, and there had not been the same amount of promotion as the previous year. Attendees representing a carers group advised that they had circulated a link to the online consultation via email to their members. They felt that the consultation period had been too short, especially as it was over the festive period, that there should have been a closing date specified, and that people in flats often did not receive delivery of 'Our Enfield'. Councillor Georgiou in response advised that 'Our Enfield' was the only publication which went to every part of the borough, and its delivery was closely monitored. Anyone not receiving a copy should please contact the Council.

Q Councillor Smith queried the reference to the requirement to deliver a further £58.5m of savings to balance the Medium Term Financial Plan, whereas the paper seemed to be about savings of £10.9m over the same period.

A James Rolfe advised that this was not the full detailed budget report, which would be prepared for Cabinet in early February. This paper set out the budget proposals to allow scrutiny of what the proposals were. The full paper would set out details of the capital programme, Council borrowing and proposals over the next four years regarding services. This paper focussed purely on savings measures being put forward as part of the budget: £10.9m was the total figure of savings measures from departments to help balance the budget while £58.5m was the total budget savings the Council must make. Also since last year there were updated pressures, including the London Living Wage, inflation, Council capital programme and borrowing, Council pension funding, and more, plus £4.5m reduction in government funding.

Q Councillor Anderson raised that if Enfield received funding per head at an equal level to boroughs like Westminster it would be able to fund the benefits required, and asked for more clarification about damping.

A James Rolfe confirmed that if Enfield received the same levels of government contributions as some boroughs, the amount of money available would increase and this would be transformative for the borough.

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Q Councillor Chibah asked if the Council was doing everything it could to maximise income generation.

A James Rolfe confirmed that the Council's fees and charges were relevant, market-based and competitive. The leisure contract with Fusion was now making a surplus. More use was being made of Forty Hall to generate income. The Council was putting in place trading companies as more strategic solutions to generate income over the longer term. Councillor Sitkin added that the Council had robust business plans for companies, noting that investment in them would mean negative cash flow in the short term, but in the future they would generate income, and he was not sure the Council had many other choices. Councillor Georgiou also noted that the Local Government Minister had praised the entrepreneurial spirit in Enfield. There were many good schemes in Enfield, such as Housing Gateway, and a new IT company from which a substantial amount of money could be generated. Councillor Oykenner raised the cost of temporary accommodation and the cost avoidance that would be achieved by Housing Gateway.

Q Councillor Laban asked about officers' confidence in the projected income from Meridian Water development and in customer interest for the proposed IT company.

A Councillor Sitkin confirmed that the Council was very comfortable with projections regarding Meridian Water and confident that the public transport accessibility level would be sufficient to launch the development. Councillor Georgiou confirmed the level of interest in the proposed IT company from market research, and that 143 local authorities across the country used a similar framework to Enfield and were potential customers. James Rolfe advised that figures in the budget took into account the uncertainty in respect of income from companies.

Q Councillor Laban questioned that the same areas were consistently not balancing their budgets.

A Ray James confirmed that his directorate budget had been balanced in each of the ten years he had been the Director, that 75% of councils were facing overspends in relation to adult social care, and the issues were national. Tony Theodoulou advised that 86% of children's services departments nationally were in a worse financial position than Enfield, which was one of only 20 local authorities judged by regulators to offer good services to the vulnerable, and had the second lowest spend per head nationally. Staff were doing everything they could to meet the Council's duties under tight financial constraints. James Rolfe had confidence that the budget would be balanced, as the issues faced in his department were more of a short term nature.

2. Health, Housing & Adult Social Care

Q Councillor Abdullahi highlighted the adult social care precept, and queried how much money may be raised and whether it would plug the gap in adult social care.

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A Ray James advised that in Enfield the adult social care precept would raise around £2.1m if the Council was minded to increase it by an additional 1%. Any help was welcomed, but it would not be adequate. Councillor Taylor also commented that national government passing to councils the requirement to increase Council Tax precepts was a pressure, and that local authorities could not meet the needs of the local population from core funding. Councillor Cazimoglu added that the precept would not raise what was required to pay the London Living Wage and she considered the government response to be an insult to those who used the services and those who worked in them.

Q Attendees representing parent carers criticised the lack of specific figures in respect of income from the local authority trading company and figures in respect of cuts were equally vague. A reduction in personal budgets of 20% would be very concerning, given that the local authority had statutory duties towards vulnerable people. A review process must not be used to arbitrarily reduce a person's personal budget. Some service users had suffered and then had payments reinstated, but this cyclical approach was cruel. It was questioned how this could be done in a lawful way.

A Ray James clarified that savings from the trading company were set out in the budget last year and were assumed: this paper focussed on changes from last year. There was an assumption of £600k return from the company. This was more appropriate than asking directly provided services to bear savings. In respect of the independent living fund, the figure of 20% reduction was included for budget planning purposes and was not for all recipients. As people's needs changed, amounts received may be decreased. He acknowledged that some payments had been reinstated where the consequences were not as wished for. It was a difficult balancing act to direct limited resources to the people with greatest need, but an inevitable consequence of the scale of funding reductions. Councillor Cazimoglu also advised that the trading company's purpose was to generate income to sustain high quality, safe services in this borough. Central government cuts since 2010 had led to a huge funding gap which impacted front line services.

Q Councillor Keazor asked about assessment, and reassurance around service provision to the most vulnerable people.

A Ray James confirmed that the wellbeing of individuals was paramount, but balanced judgements had to be made in the context of the overspend. In response to further queries from public attendees regarding joint funding, it was advised that where the NHS were thought to be acting unfairly, Council officers would provide support in challenging these decisions and advocating for people.

Q Councillor Laban queried the reference to public health recharges, and why Public Health had not been recharged the full cost of services previously.

A Ray James advised that when the potential for any further savings had been scrutinised, the recharges had been revisited and that there had

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been some additions to the budget including school nurses, meaning that the recharges changed.

Q Councillor Hurer asked about the reduction in voluntary and community sector grants, and particularly whether groups had been helped towards getting funds elsewhere.

A Ray James confirmed that specific groups this would apply to had not yet been identified, but a report would be expected later this month. Councillor Cazimoglu acknowledged the difficulty in such decisions, but that the Council had to be mindful of its statutory responsibilities and of avoiding cutting frontline services.

3. Regeneration and Environment

Q Councillor Neville asked about the savings proposals from Regeneration and Environment, in particular the alignment of Enfield and Barnet's street lighting contracts and whether parts of the borough would be dimmer and if there was an increased burglary risk as a result.

A Ian Davis advised that the proposals did not involve any more dimming and trimming of street lighting. It was difficult to find any correlation between dimmer lighting and increased burglary and the Police had raised no concern. Councillor Anderson mentioned that at a recent CAPE community and Police meeting it had been suggested that street lights should not be left on all night.

Q Councillor Neville asked about the proposed saving from integration of Regeneration and Economic Development.

A Ian Davis advised that the integration of Regeneration and Economic Development would involve management restructure over Development Control, Strategic Planning and Regeneration, which would be able to work in closer alignment and provide a better approach to economic development.

Q Councillor Smith raised major delays in small sites schemes, and questioned how much confidence there could be in entrepreneurial skills within the Council.

A Councillor Oykener advised of the circumstances in respect of the small sites, which were regrettable but outside of the Council's control. Delivery was now coming together and the schemes were very good quality. There had also been successful completion of other redevelopment schemes, such as Highmead.

4. Finance, Resources and Customer Services

Q Councillor Neville asked about the IT restructure and reprovision.

A James Rolfe confirmed that this was as proposed in Enfield 2017 plans, and that the savings were in respect of bringing Serco staff back in house.

Q Councillor Neville asked about confidence that the expected bunding income would be realised.

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A James Rolfe clarified that the income figure arose from negotiations with customers, and confirmed that a formal planning application would come forward shortly.

Q Councillor Neville asked about property related budget figures, as had been included in the recently called-in monitoring report.

A James Rolfe clarified that the pressures seen this year in the property budget were essentially drops in income from unoccupied buildings, and these savings proposals would plug that gap. He advised that existing retail estate was performing well. Many industrial estate buildings were let out, but large parts of industrial estates were old and tired and not generating the rents they could – hence the regeneration of Montagu Estate. In the meantime these proposals would bridge the gap, and there was confidence for the improved position in the longer term.

Q Councillor Abdullahi asked about the forthcoming business rate retention and its effect.

A James Rolfe confirmed that the cross-London pilot would start on 1 April 2017, but little detail was available at the moment, though there had been detailed consultation around the principles. It was unknown how much the Council would benefit at this stage or what additional responsibilities the Council would be given or what the costs of implementing the scheme would be.

Q Councillor Laban asked about the letting of more floors at Enfield Civic Centre and why other Council-owned buildings were not being disposed of and consolidated.

A James Rolfe confirmed that more income was generated from renting a floor in the Civic Centre than from selling other buildings. Work was also in hand on the further rationalisation of Civic buildings.

5. Children's Services and Schools Budget

Q Councillor Neville queried the Schools and Children's Services proposals and that issues had been known and going on for a long time in relation to the SEN transport shortfall.

A Councillor Orhan highlighted the mitigating circumstances, and the actions of the department which were ongoing to reduce this area of spend. There was some clear evidence that demands were being managed and that best use was being made of available funding. In response to Councillor Neville's further query regarding anticipated same level of expenditure as last year for SEN transport, Tony Theodoulou confirmed that unit costs had been reduced, but there was a growing number of eligible users. The number of rejected applications suggested that policies were being applied rigorously. In response to a query from Councillor Laban, it was confirmed that efficiencies in transport were sought, but without impacting on the young people involved.

Q Councillor Neville queried the limited 6 month period proposed for the anti-fraud officer for No Recourse to Public Funds fraud exercise.

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A Tony Theodoulou clarified that this was not an additional officer. In this pilot phase, if sufficient levels of fraud were identified the scheme would be self-funding and could continue. Introduction of a UK Border Agency officer into the Council was being investigated, to work with staff to speed processes up.

Q Councillor Levy asked about the Education Services grant.

A Tony Theodoulou confirmed that the grant had now gone. This was an additional £3m pressure and the Council was in the process of closing that gap.

Consideration of Overall Scrutiny Response to the Budget Consultation

It was **NOTED** that the Minutes of the Overview and Scrutiny Committee Budget Meeting would form the Scrutiny response to the Budget Consultation 2017/18 and would be included in the budget papers presented to Cabinet on 8 February.

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DATES OF FUTURE MEETINGS

NOTED the date of the next business meeting is 23 February 2017.