

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Thursday, 27 April 2017 at 7.30 pm
Room 6, 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 – Andy Ellis (Scrutiny Officer)
Elaine Huckell (Committee Secretary)

AGENDA

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. OSC WORKSTREAMS FOR 2017/18

Members to confirm workstreams for the new municipal year.

4. INWARD INVESTMENT UPDATE

Councillor Alan Sitkin, Cabinet Member for Economic Regeneration and Business Development will provide an update.

5. BETTER CARE FUND/ DELAYED TRANSFER OF CARE (Pages 1 - 8)

To receive a report from Bindi Nagra Assistant Director HHASC and Keezia Obi, Head of Service Enfield 2017.

6. ADOPTION REGIONALISATION

This item has now been deferred.

7. EMPLOYING AND SUPPORTING STAFF WITH DISABILITIES AND MENTAL HEALTH ISSUES (Pages 9 - 12)

To receive a report from Julie Mimmagh, Head of Human Resources Operations.

8. SCRUTINY WORKSTREAM REPORTS (Pages 13 - 44)

- Housing Repairs Scrutiny Workstream – Final Report
To receive the final report of the Housing Repairs Scrutiny Workstream from Councillor Katherine Chibah.
- Land Planning at Meridian Water Scrutiny Workstream – Final Report
To receive the final report of the Land Planning at Meridian Water Workstream from Councillor Edward Smith.

9. WORK PROGRAMME 2016/17 (Pages 45 - 50)

To confirm the completion of the OSC work programme for 2016/17

10. MINUTES OF THE MEETING HELD ON 21 MARCH 2017 (Pages 51 - 56)

To agree the Minutes of the meeting held on 21 March 2017.

11. DATES OF FUTURE MEETINGS

The dates of future meetings will be agreed at the meeting of Annual Council on 10 May 2017.

12. 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

Report Title: The Better Care Fund

Date: 27th April 2017

Report of: Bindi Nagra, Asst. Director, Health, Housing and Adult Social Care

Contact officer: Keezia Obi, Head of Transformation (People)

Email: Keezia.Obi@enfield.gov.uk

Tel: 020 8379 5010

1. EXECUTIVE SUMMARY

This report provides an update on:

- the 2016/17 year-end financial position
- the delivery of the 16/17 BCF plan and the current performance against key indicators.
- the NHS England policy framework and planning process
- the status of the activity associated with integration and future planning.

2. RECOMMENDATIONS

The Overview and Scrutiny Committee is asked to receive the report and note:

- At the end of March 2017 the BCF pooled fund was on budget for the year
- The update on the current performance against the nationally defined metrics (as at the end of Q3 - December 2016) and the key points from the recent analysis of the Delayed Transfer of Care (DTOCs) metric.
- The Residential Admissions summary report content (Appendix 1)
- The additional funding available for social care in from the Improved BCF (iBCF) for the next two years and the draft grant conditions
- That the BCF policy framework for 2017/19 has now been published and the key themes and changes are outlined in section 4.3.
- A future Health and Wellbeing Board development session will focus on the further development of Health and social Care integration in Enfield

3.0 OUTCOME OF THE 2016-17 BCF PLAN

3.1 Year-end financial position

For information: the expenditure plan 2016/17 was £777k over the total pooled budget. It was agreed that this potential overspend would be funded by: the £194k performance payment (for non-elective admissions) that related to Q4 2014/15, a £265k under spend from 2015/16, both of which have been carried forward to 2016/17 and scheme savings of £318k which is split between the CCG & Council (£159k each).

Financial monitoring has been ongoing throughout 2016/17 and it is confirmed that both the CCG and Council have achieved the required savings and are on budget for the year.

3.2 Current performance against key performance indicators and scheme outcomes

3.2.1 The following section is a summary of BCF performance as at the end of Q3 and as reported to NHS England. It is important to note that whilst we must continue to seek ways to improve performance where required, this needs to be considered within the wider context of the pressures on A&E's more generally, the population growth, growing demand and the funding position for adult social care.

3.2.2 Delayed transfer of care (DTOCs)

The target in the Better Care Fund is a maximum of 5838 days lost to DTOCs between April 2016 to March 2017 and this continues to be very challenging. Based on current activity, the projection indicates that performance will be 7369 days.

National Data (ADASS) shows that DTOC have risen nationally by 42% in four years (individual days from 119,736 to 169,928) In 2015/16 nationally 32% of DTOC were due to social care delays, however Enfield performed much better than the national position at 27%. There are two out of hospital groups (one for North Middlesex and one for Chase Farm) attended by health, social care and commissioners from each local authority (Barnet, Enfield and Haringey). The groups meet regularly to review delays and the reasons behind them and to agree actions required to mitigate.

Key points from an analysis of data provided by the LBE Performance Analysis Team that covers the period from April 2012 to December 2016:

- There has been a clear rise in delayed transfers of care in recent years, from 3,914 bed days delayed in 2012-13 to 5,527 days delayed for Apr-Dec 2016 (so this will increase further for the full year).
- This trend is not unique to Enfield. National Data (ADASS) shows that DTOC have risen nationally by 42% in four years (to 2015-16)
- As you would expect, DTOC in Enfield is dominated by local providers, with 85% of DTOC within the first nine months of this year occurring within three trusts, the Royal Free London NHS Foundation Trust (20.5%), North Middlesex University Hospital NHS Trust (25.3%) and Barnet, Enfield and Haringey Mental Health NHS Trust (BEHMHT) (39.8%).
- In 2016-17 to date, BEHMHT alone is responsible for almost the same amount of DTOC (2,200 days) as the two local hospitals combined (2,500 days).
- Delays with the two hospital trusts are mainly related to 'Further non acute NHS care', 'patient or family choice' and then 'care package in own home'. In contrast, most of the days delayed for BEHMHT are related to 'Awaiting residential care home placement', 'completion of assessment' and 'public funding'

Actions undertaken to improve the above performance indicators includes new activity (funded by the BCF) which commenced in December. This involves step down for further assessment and rehabilitation either in temporary residential setting or the persons own home. It is anticipated that this will contribute to a reduction in the number of delayed discharges and also admissions into permanent residential care. It will also contribute to establishing a clearer understanding of the factors

contributing to delays where we could and should do something differently e.g. addressing the lack of nursing home spaces.

It is also noted that the 2017/19 policy framework supports DTOCS:

- one of the BCF national conditions for 2017/19 is **Managing Transfers of Care** and all local areas must implement the high impact change model which identifies a number of changes that can support local health and care systems to reduce delayed transfers of care
- the draft conditions for use of the iBCF state that it can only be used for:
 - meeting adult social care needs
 - reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready
 - ensuring that the local social care provider market is supported

3.2.3 **Admissions to residential care**

Likewise the admissions to residential care continue to show a rise, reflecting the increasing demand of an ageing population and trends also suggest that those going into care have greater needs but have shorter placement lengths.

N.B. Please see appendix 1 for more detail on this performance metric.

3.2.4 **Non-elective admissions (NEAs)** - this continues to be a significant area of challenge as admissions continue to be above the BCF and CCG Operational Plan targets. Activity in progress to improve performance includes:

Work is underway to assess the effectiveness of the BCF (Integrated Care programme) schemes on admission avoidance of affected (50+ yrs.) cohort.

Underutilisation of Ambulatory Emergency Care (AEC) pathways, particularly during high demand periods over winter, is one of the key drivers of the over performance. The AEC pathway activity has been below plan, treating 619 fewer patients than planned at month 9 and thereby increasing the NEA by the same number. An increase in paediatric admissions at North Middlesex university Hospital, although outside the scope of the BCF Integrated Care programme has also contributed to the overall performance.

North Middlesex has recruited paediatric consultants in A&E to support a change in pathway which will result in fewer paediatric NEAs. The CCG is also in the process of setting up Local Ambulance Service (LAS) Frequent Callers forums with the view to reducing inappropriate calls, conveyances and admissions. This will be in place before the end of the financial year.

3.2.5 **Diagnosis of dementia**

Performance in Q3 has been above the target 66.7% and as at the end of December was 69.8%. Additional consultant capacity commissioned in 2016/17 and improvement in the diagnostic imaging pathway are having a positive impact on waiting times.

3.2.6 **Re-ablement**

The target for 2016/17 is 88.2% and current performance is 83.4% (as at December). Percentage of clients living independently at the same point last year was 81.5%, so we are on track for improved performance, but not to meet the target.

4.0 BCF PLANNING 2017/19

4.1 Funding

It is expected that the current BCF fund will continue (with a small inflationary increase) in line with the 2016/2017 funding

For information, the Enfield funding for 2016/2017 can be summarised as follows:

- CCG contribution - £19,185,445
- Local Authority contribution (Disabled Facilities Grant) - £2,540,000
- Total - £21,725,445

In addition to the above, the Improved BCF (iBCF) allocations for Enfield are summarised below:

The local government settlement by DCLG

2017/18	2018/19	2019/20
£443,000	£4,549,000	£8,249,000

Additional funding for adult social care announced in Budget 2017

A new grant, worth £2bn over the next three years, will be paid to local authorities (LAs) with social care responsibilities. This funding will be additional to the existing Improved Better Care Fund (IBCF) allocations to LAs. The grant conditions for the IBCF will require councils to include this money in the local BCF Plan, and is intended to enable areas to take immediate action to fund care packages for more people, support social care providers, and relieve pressure on the NHS locally by implementing best practice set out in the [High Impact Change Model for managing transfers of care](#).

2017/18	2018/19	2019/20
£5,694,016	£3,694,655	£1,833,840

4.2. Approach to the 2017/19 plan

Scheme review

It has been agreed by the BCF Executive Group that the Integrated Care (IC) programme as a whole will be reviewed and evaluated (this includes 24 separate schemes with a funding allocation of £7.8m). An approach has been proposed which uses the NHS England logic model – the evaluation will look at the impact each service has made on outcomes for Enfield residents, their successes, cost effectiveness of changes made and barriers faced.

The intention is to continue with the current IC programme from April until the review has been completed. The results and recommendations will inform how the programme will be developed during the latter part of 2017/18 and for the second year plan for 2018/19.

For all other schemes, lead officers have been asked undertake a review and have provided a one page summary that covers the following:

- What the money has been spent on and how much
- What difference this scheme has made to service users, carers or patients in terms of:

- The activity that has been undertaken taken i.e. the outputs
- What outcomes have been achieved

The summaries have been evaluated by BCF Delivery Group members and recommendation made. This will be subject to review by the BCF Executive Group early April and subject to a formal sign off process by the Health and Wellbeing board (HWB).

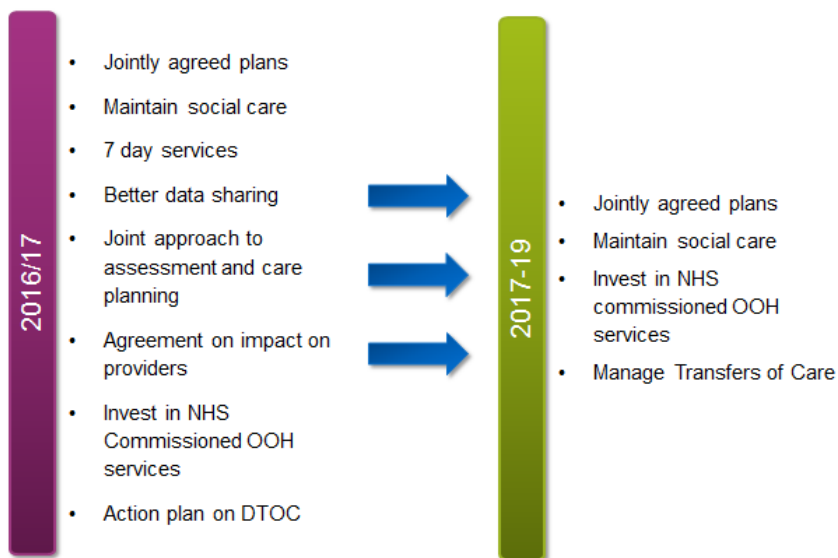
4.3 Proposed Better Care Fund requirements 2017-19

4.3.1 **N.B.** The Better Care Fund has now been renamed ‘Integration and Better Care Fund’ to emphasis the broader remit and importance of the wider Health and Social Care integration agenda.

The detailed policy and framework was published on March 31st but the submission timeframe is not yet available. The detailed planning requirements document and allocations that underpin the framework will be published once NHSE/DCLG has final clearance.

For information an overview of the proposed changes and conditions follows:

4.3.2 For 2017-19, there are four national conditions, rather than the previous eight:



Beyond this, areas have flexibility in how the Fund is spent over health, care and housing schemes or services, but need to agree how this spending will improve performance in the following four metrics: Delayed transfers of care; Non-elective admissions (General and Acute); Admissions to residential and care homes; and effectiveness of reablement.

4.3.3 Measuring progress on integration:

To help areas understand whether they are meeting their integration ambition, NHSE/DCLG is seeking to rapidly develop integration metrics for assessing progress, particularly at the interface where health and social care interact. These will combine outcome metrics, user experience and process measures. Following the development of the metrics and an assessment of local areas, NHSE/DCLG will ask the Care Quality Commission to carry out targeted reviews in a small number of

areas, starting as soon as is practical from May 2017. These reviews will be focused on the interface of health and social care

5. HEALTH AND SOCIAL CARE INTEGRATION

5.1 Current status

Although the production of a separate strategic plan is not a BCF planning requirement, it is noted that the BCF narrative will need to describe our vision and what integration will look like in Enfield and the progress made so far. So work has continued on the development of a joint Integration discussion document.

The current draft includes:

- Our priorities
- The Context for change – National Guidance and Policy Context
- Local Guidance
- How the plan was developed
- About Enfield
- Where are we now and our successes?
- Gap Analysis and Design of Future Provision
- Implementation and monitoring arrangements

5.2 Next steps

As discussed with the Chair of the HWB, it has been agreed that the next HWB development session is focussed on a discussion and workshop on integration. We already have a number of schemes and activities in place that are integrated and are demonstrating positive outcomes, so it has been suggested that this is presented (“where we are now”) to be followed by future planning.

The session will be delivered by an external facilitator and planned with senior officers from the Council and CCG with support from volunteers from the HWB.

The session is likely to include: an overview of where we are now, highlighting current successes and achievements, how integration supports the North Central London (NCL) Sustainability and Transformation Plan and future activities.

6.0 APPENDIX 1

Residential & Nursing Homes Admissions: Summary of Analysis

Produced by LBE Performance Analysis Team

This is based on data that covers the period from April 2013 to February 2017 (the latest available data). It should also be noted that the Data and Management Information Team have confirmed that data collection methods have not changed since HHASC produced these figures and they follow the same guidance. This means that any change in numbers is not due to changes in data collection. Decants from Honeysuckle House are also not reflected in these figures.

Those aged 65+

There is a clear rise in admissions in recent years, which can be seen below with there being 138 admissions in 2013-14 to over 200 in 2016-17 (up to February).

	Apr-Feb 2016-17	2015-16	2014-15	2013-14	Total
Total People Count	204	162	167	138	671
Total Agreements Ended in year	75	52	47	50	224
% Agreements Ended	36.8%	32.1%	28.1%	36.2%	33.4%
Average Age Clients	84	85.4	84.5	84.8	

This is being caused by three main issues. An increasing number of people aged 65 or above, changes brought about by the Care Act 2014 leading to an increase in '12 week disregard' cases and the increasing complex needs of people going into care, which leads to both a higher demand for nursing care but shorter placement lengths as there are increasingly more palliative care cases entering care homes.

You will see from the table above that the average age of clients has remained stable over this period (around 84-85 years old). Notably however, the proportion of agreements that have ended during the year has increased since 2014-15. Further analysis of placement length has also shown that this is reducing. This is tied into the increasingly complex needs of care home clients who, because they are supported to remain at home as long as possible, often come to care home with more complex needs and requirements such as palliative care.

This is further evidenced when we look at the breakdown between residential and nursing care. There has been a rise in the proportion of admissions needing nursing care when comparing 2016-17 (approx. 40% nursing care) to 2013-14 and 2014-15 (approx. 35% nursing care).

	Apr-Feb 2016-17	2015-16	2014-15	2013-14	Total
Residential	124	93	109	90	416
Nursing	80	70	59	50	259
% Residential	60.8%	57.1%	64.9%	64.3%	61.6%
% Nursing	39.2%	42.9%	35.1%	35.7%	38.4%

The number of clients who have used the council to broker care home arrangements but who pay for their own care has also impacted on admission numbers. '12 week disregards' are clients who have a delay to any care bill whilst they sell property or raise funding to pay for their care home (or are seeing if care home admission is a suitable prospect). This has doubled according to analysis of recent years.

We have also looked at where the admissions referrals are coming from in order to understand if there are any trends here. As you would expect the Care Management Service (CMS) and the hospitals dominate this, being responsible for over 90% of admissions at any one point. This remains relatively stable, so is not impacting on the increase due to a specific area or team.

Those aged 18-64

This is based on data that covers the period from April 2013 to February 2017 (the latest available data). It should be noted that these are relatively small numbers making any trends and assumptions somewhat less reliable.

The Data and Management Information Team have confirmed that data collection methods have not changed since HHASC produced these figures and they follow the same guidance. This means that any change in numbers is not due to changes in data collection.

Looking at the numbers of admissions, these have risen from 4 in 2013-14 to 16 in this year to date. We have also seen an increase in the number of agreements ended and people being admitted on more than one occasion (although they only count once in the admissions figures).

	Apr-Feb 2016-17	2015-16	2014- 15	2013-14	Total
Total People Count	16	6	9	4	35
Total Agreements Ended	6	1	0	1	8
% Agreements Ended	37.5%	16.7%	0.0%	25.0%	22.9%
Average Age Clients	49.5	54.2	50.4	57.5	

Looking at the primary client type (box below), small numbers make trend analysis difficult. However, if we look at 2016-17 alone, you can see that mental health and personal care needs are listed 20 times, which represents approximately 87% of all the highlighted needs. It should also be noted that clients can have more than one type of need (hence why 16 admissions in 2016-17 have 23 recorded needs).

	Apr-Feb 2016-17	2015- 16	2014- 15	2013- 14	Total
Learning Disability (Support)	2	1	0	1	4
Mental Health (Support)	9	0	1	2	12
Personal Care Support	11	0	0		11
Physical and sensory disability/frailty	1	5	6	1	13
Other Vulnerable People	0	0	2		2
Total (Clients can have multiple categories)	23	6	9	4	42

End of Report.

Briefing paper – Enfield Council’s approach to supporting people with disabilities and mental health issues

Enfield Council is committed to promoting equality and diversity in the workplace. Our aim is to value the differences our diverse workforce bring to the organisation and eliminate unlawful discrimination. People with a disability are supported throughout the life cycle of their employment. This starts with the Council’s recruitment site when applying for a role with the Council and, once appointed throughout their career with the Council.

Listed below is an overview of the various policies, support and initiatives that is available.

Recruitment

The Council’s policy is to appoint solely on the job requirements, relevant experience, qualifications, skills and abilities. All Council staff taking part in the recruitment and selection process are fully trained and are required to follow the Council’s Recruitment and Selection Policy and procedure. Both the training and policy and procedure include elements covering awareness and expectations in relation to equality and diversity.

The Council’s recruitment site include statements and information about the Council’s Equality & Diversity policy, a clear statement and guidance for applicants with disabilities, information about the support available and statements and information about the Council’s approach to flexibility.

The Council will offer a guaranteed interview to all applicants with a disability, if they meet all the essential criteria for the job. Candidates with a disability are encouraged to tick a relevant box on the application form to ensure they are shortlisted and invited for an interview. When the candidate is invited to an interview the recruitment team will ask them if they need any adjustments to support them through the interview process and will arrange them where necessary. The intention is to ensure the candidate is given every opportunity to succeed and is not disadvantaged because of their disability.

All external vacancies are advertised on Diversity Jobs website which targets candidates from a range of minority groups including disability.

All job applications include an equality and diversity monitoring section which must be completed. This is used to monitor equalities data and understand the structure of job applicants and our workforce and monitor the effectiveness of our policies.

Successful candidates receive a formal offer of employment and are required to complete pre-employment clearances including an occupational health questionnaire prior to commencing their new role. Candidates who declare a disability that may impact upon their role may be invited to a face to face appointment with the occupational health nurse or doctor to ensure they can safely carry out the duties of the new role and to identify any reasonable adjustments that may need to be put in place. The manager will work with HR to determine whether or not the adjustments are feasible. Where adjustments are not considered feasible the decision not to proceed must be fair and proportionate and based on clear objective criteria in conjunction with advice from HR.

Working for the Council

On starting work or a new job role within the Council, the manager will be responsible, in consultation with the employee, for ensuring such reasonable adjustments are made as are required to enable the employee to work safely and effectively. The intention is to support staff into meaningful and sustained employment with the Council.

The Council will not tolerate discrimination. Disciplinary action will be taken against any employee who is found to have committed an act of discrimination, harassment, or victimisation. Serious breaches of this and associated policies will be treated as gross misconduct.

If an employee's disability prevents them from performing their role the Council will consider alternative suitable roles via our redeployment support service.

The Council has continued to support Shaw Trust¹ work placements and employment opportunities for a number of years and recently assimilated two long-term placements into a Council run 'protected placement scheme' within one of the newly created hubs.

Policies

The Council has a number of policies to support both employees and managers including:

- Disability Policy
- Equality in Employment Policy
- Dignity at Work Principles
- Principles of Managing Absence & Attendance
- Reasonable Adjustments – guidance notes

These policies are intended to provide clear guidance about the Council's expectations in relation to managing employees with disabilities and clearly state the roles and responsibilities of managers and employees.

An Equality Impact Assessment is completed for all new HR policies and for all restructures.

Learning & Development

A wide range of training programmes are available which can be accessed as face to face sessions or on-line modules including:

- Recruitment & Selection
- Managing absence & attendance
- Managing Grievances and Dignity at Work
- Mental Health Awareness – specialised training was piloted during 2016. Staff and managers attended from HR and John Wilkes House. The initial training covered mental health awareness. Further sessions have been commissioned which will focus on how to

¹ Shaw Trust is a registered charity that support adults and children with disabilities.

manage staff with mental health issues and will be rolled out to managers across the Council.

- Equality in the Workplace
- Resilience
- Emotional Intelligence
- Stress Awareness
- Unconscious Bias
- Healthy Mindset
- Deaf Awareness
- Piloting CBT coaching to support staff with long-term absences returning to the workplace

As well as the above courses an element of discrimination awareness and how the issues impact on staff management is included in other programmes where it is relevant and appropriate, e.g. management development programmes.

Other support & Initiatives

- Occupational Health service
- Employee Assistance Programme – 24/7 confidential counselling service available for all staff.
- Information on website – the Council’s intranet, Enfield Eye, contains a wide range of information leaflets covering various health and wellbeing topics. This includes the following:
 - A Guide to Depression
 - A Guide to boosting your resilience
 - A guide to exercise to improve your mood
 - A Guide to Mental Wellbeing
 - A Guide to Mindfulness
 - A Guide to techniques to manage your mental wellbeing
- Work experience placements to support residents gain valuable work skills. Whilst the majority of placements are year 10 school pupils’ placements have been made available for people with a disability or looking to return to work following a prolonged career break due to ill health.
- The Council supports the Staff with Disabilities Action Group that meets quarterly. A representative from HR attends all meetings.
- Career Returners programme. A pilot programme is due to start in May 2017 offering 6 months’ paid work experience to qualified professionals looking to return to their career. The reason for the career break can include caring responsibilities or ill-health.

Accreditations & Successes

The following accreditations provide evidence to support the success of the initiatives and policies outlined in this paper:

- **Healthy Workplace Accreditation**
The Healthy Workplace Charter is an assessment that recognises and rewards employers for investing in workplace health and wellbeing. Enfield Council was the first local authority to achieve the highest standard, 'Excellence' in March 2015. As part of the accreditation a working group was formed made up of officers across the Council including Public Health, HR, Health & Safety, Catering and Sports Development. Since gaining the accreditation the Group continues to meet to identify, support and promote various initiatives. The key focus for 2017/18 is:
 1. Improving mental wellbeing
 2. Reducing sugar consumption
 3. Encouraging physical activity to reduce issues related to MSK
- Accredited Disability Confident Employer – run by the DWP and designed to raise awareness with employers and promote support within the workplace.
- Enfield has achieved the 'Excellent' standard of the Equalities Framework for Local Government.
- As at 31 March 2015 the workforce data recorded 4% of staff with a declared disability. As at 30 September 2016 the workforce data was 4.1% for staff with a declared disability. It should be noted that this slight increase was achieved during a period of significant post reductions. It should also be noted that despite the Council's best efforts to encourage staff to declare any disability there remains a reluctance to do so.

Conclusion

A number of initiatives have been put in place to support people applying for jobs in the Council and staff employed by the Council. A number of these initiatives are in addition to the Council's statutory responsibilities. We continue to monitor all equality data and review the effectiveness of Council policies and employment practices and to identify further improvements and new initiatives.

Is there anything else members would like us to consider?

April 2017

MUNICIPAL YEAR 2016/2017 - REPORT NO.**MEETING TITLE AND DATE**

Overview and Scrutiny Committee,
27th April 2017

REPORT OF:

Executive Director of Finance,
Resources and Customer Services
Contact officer and telephone number:
Susan O'Connell 020 8379 6151
E mail: susan.o'connell@enfield.gov.uk

Agenda - Part:	Item:
Subject: Housing Repairs Scrutiny Workstream	
Wards:N/A	
Cabinet Member consulted:	

1. EXECUTIVE SUMMARY

- 1.1 A workstream was set up following concerns with the performance of the Housing Repairs service.
- 1.2 A new contract commenced in May 2015 and there have been issues with performance from the start with two of the four new contractors. A number of measures have been undertaken by the Council and with the contractors that have resulted in some improvements.
- 1.3 Whilst there have been improvements in the overall performance there remains an issue with the delivery of voids. The current position is not sustainable and a long term solution is needed.

2. RECOMMENDATIONS

- 2.1 The Council run a campaign using estate based communication to provide details to tenants of their estate managers. This information is also to be provided to Ward councillors for use in their Ward Surgeries.
- 2.2 Clear communication protocols and procedures between the Council, contractor and tenant should form part of the action plans with each contractor.
- 2.3 The Council consider phasing contracts in future to avoid all contracts starting at the same time.
- 2.4 The Council undertake a detailed risk analysis/ feasibility study looking at the pros and cons of bringing voids in house including reviewing what other local authorities have done, what has worked and what has improved. Should this show advantages the Council look to see if this could be translated to the repairs contract.
- 2.5 The Council run a communication campaign advising residents what to do and what not to do to avoid contributing to condensation problems.

Workstream Membership

The workstream consisted of the following Councillors:

Cllr Kathrine Chibah (Chair), Cllr Lee Chamberlain (Vice Chair), Cllr Erin Celebi, Cllr Jansev Jemal and Cllr Mary Maguire.

The members would like to thank the members of the Customer Voice who took the time to provide their views.

The workstream members would also like to thank the following members and officers for their contribution to the work of the review: Madeleine Forster (Housing Programme Manager), Chris Martin (Head of Technical Services), Cliff Mitchell (Senior Maintenance Surveyor), Cllr Ahmet Oykenner (Cabinet Member, Housing and Housing Regeneration), and Cllr Claire Stewart.

3. BACKGROUND

- 3.1 The scrutiny workstream was set up following reports to the Overview and Scrutiny Committee detailing concerns on the performance of the Housing Repairs Service.
- 3.2 The workstream agreed at the start that the key issues that they would like to investigate further were:
- How does the service compare today, to the previous contractors performance?
 - Enfield's outcome measures/ performance indicators, are they suitably robust?
 - The work of the Customer Voice, how are residents involved in evaluation and monitoring of performance?
 - How can performance standards be improved?
 - Should penalty clauses be invoked for poor performance? Update to be received on new strategies to deal with failures
 - The processes involved in a simple repair, serious and complex repair and for complaints
 - Review good value considerations on performance; whilst huge savings are being made if targets are not being met is this good value?
 - Review comparisons to other boroughs on historic data on performance indicators.
- 3.3 The workstream has received detailed briefings on the Housing Repairs Service, the performance of the contractors, explored the processes involved from start to completion, met with the members of the Customer Voice and undertaken a site visit to gain an overview of the difficulties involved in complex repairs.

4. Housing Repairs Service

- 4.1 The Repairs & Maintenance (R&M) service delivers Council Housing repairs and planned maintenance to around 13,000 properties within the borough. The Service also carries out reinstatement and compliance works to void properties (properties made vacant) in order to re-service the properties to a lettable standard to enable them to be allocated and re let as quickly as possible.
- 4.2 There are currently four term contractors (two Building (Repairs and Maintenance) contractors and two Mechanical & Electrical contractors) who deliver the majority of the works. The Council also has access to a framework of contractors to carry out specialist works (i.e. asbestos testing and removal, Legionella testing etc.) and to enable back up service for surplus volumes or re-assignment of works due to poor performance issues.

- 4.3 The service also undertakes works for the Housing Gateway programme and supports the Temporary Accommodation team in delivering voids reinstatement works and responsive repairs for the private sector landlord (PSL) properties throughout the borough.
 - 4.4 The current contracts are for a five year period and came into force on 1 May 2015. The contract award was weighted towards price and substantial savings on the cost of the contract have been delivered to date.
 - 4.5 The workstream heard that the new contract is delivered via a paperless system designed to be streamlined and minimize staff involved. The contract had a very short mobilisation period of eight weeks. Normally, an extensive contract of this size with new areas and significant IT upgrades would require a mobilisation period of between six and nine months. This contract was awarded in March 2015 and the reintegration of Enfield Homes back into the Council also took place in this month.
5. Performance
- 5.1 The workstream was advised that the Council has recently re-joined Housemark. Housemark is a recognised provider of business intelligence and comparative data analysis across all London Boroughs and many London housing providers. As Enfield had previously been a member till 14/15, benchmarking comparison with other local authorities is only available up to this time; however going forward this information will be available.
 - 5.2 Officers advised that the performance indicators (PI's) used by the Council are standard to those in use by other local authorities across the country. However, it is difficult to compare the performance of five years ago with today as the types of PI's measured then are not comparable with today's PI's.
 - 5.3 Members compared performance in Enfield over a 4 year period noting that since the start of the contract performance has been below the contractual targets for all four contractors until relatively recently.
 - 5.4 The performance over the first year in particular, provided cause for concern. Officers advised that during this time and in addition to the extensive liaison that already takes place including a minimum one operational meeting and further monthly individual performance meetings with each contractor; the local authority held regular meetings, a number of ad-hoc meetings and conducted additional workshops in an attempt to work through problems, review processes/ working practices and IT requirements to improve performance and assist to help the

contractors achieve targets. The Council also changed some of its processes to assist the contractors.

- 5.5 Members were informed that the Council has the ability to issue penalty notices as part of the contract. However, it was felt it unfair to invoke these in the first year; and better that failures are acknowledged instead. Had the Council gone down this route then 3 out of 4 contractors would have had areas of work removed. The penalties are based on historic performance so that should a contractor fail or the service is below par aspects of the contract could be removed and put with a better contractor. Financial penalties were issued from summer 2015, but not removal of contract areas.
 - 5.6 The Council instead focussed on strategies to improve performances; developing action plans with each of the contractors to drive up performance and deal with areas of concern. As part of this process the local authority looked at its own processes to improve issues around payment, IT and contract management.
 - 5.7 The action plans contain commitments from both the local authority and the contractors to jointly contribute to enabling performance and sustainability.
 - 5.8 The workstream heard that the Council considered that closer working with the contractor and acknowledging its own issues has yielded better results than the issuing of penalty notices and assisted in building a constructive relationship going forward. All four contractors have improved performance; with significant improvements made with both M & E contractors and one of the Building contractors. The performance now is broadly in line with that of the previous contractors, other than the performance of the term contractors on voids which is detailed later in the report.
 - 5.9 The workstream suggest that the action plans remain in place for the duration of the contract to continue to drive performance upwards and identify and deal quickly with any areas of concern.
6. Voids
 - 6.1 Enfield has a large number of voids amounting to approximately 500-700 per year and it is important that these are turned around quickly to help minimise costs in temporary accommodation. All voids works are undertaken by the two Building Contractors.

- 6.2 This performance has been consistently poor from the start with both term contractors being suspended from undertaking any new voids works in August 2015.
- 6.3 Officers advised that the Voids team has had to source alternative non term contractors through the London Tender Portal in order to ensure continuity of customer service and minimal delays in turnaround times. Each void is currently competitively tendered, this does cost slightly more as the building contractors priced exceptionally low, but it does enable each void to be tested for value for money. Whilst this is neither ideal nor sustainable voids are being turned around, providing a better performance in a quicker timescale than under either of the term contractors.
- 6.4 The local authority has attempted numerous strategies to improve this position. However, unfortunately these have all had minimal effect.
- 6.5 The workstream were advised that the exceptionally low pricing structure that the contractors bid is the main reason for difficulties with voids.
- 6.6 Voids work was re-introduced to both term contractors in November 2015 however performance did not improve. The contractors were unable to complete the works to the required quality and turnaround times.
- 6.7 The phased reintroduction of void works to the term contractors has been planned and attempted on other occasions. However, Framework contractors are continuing to deliver the significant majority of voids and whilst this has enabled standards to be maintained and re let times managed a more sustainable structured approach is needed for delivery of voids in the future.
7. The Customer Voice
- 7.1 The Customer Voice is one of the borough's strategic tenants and leaseholders' representative organisations. The Customer Voice receives regular updates on repairs performance at their bi monthly meetings. Officers and Heads of Service are also sometimes invited along to carry out presentations on specific issues that the Customer Voice wants to discuss. The CV has both a strategic function as well as decision-making powers for Estate Improvement Projects programme. The Customer Voice service provision and influence policies and standards across council housing.
- 7.2 The workstream members were invited to attend a Customer Voice meeting to discuss the Repairs and Maintenance Service.

- 7.3 Workstream Members heard some very positive comments and examples of where the service received had been very good.
- 7.4 Members of the Customer Voice stated that their main cause of frustration was issues of communication; they felt that there was a lack of communication between the Council, tenant and the contractor. They understood that there might be delays or issues due to lack of resources, but this must be communicated back to them. Tenants felt that they should not need to be chasing up information.
- 7.5 Communication was also raised again and they felt that there was inconsistency across the borough; with issues being experienced and taking much longer to resolve in areas where the Housing and Estate Officers were not known to the residents. Attending officers from the Council advised both workstream and Customer Voice members that there had been a large turnover of staff and had been vacancies in some of these positions. However there had been improvements and officers stated that the Council should be able to publicise the name of the relevant Estate Managers and Housing Officers in the near future.
- 7.6 Members were also advised by the Housing Programme Manager that early indications from the Tenant Satisfaction Survey are that this issue was also raised there with people expressing concerns that they do not know who their estate manager is. Ward councillors similarly confirmed that this concern is raised with them at their ward surgeries.
- 7.7 Members felt that a communication campaign using estate based communication providing details of the estate managers would be very helpful. This information to also be provided to Ward councillors for use in their Ward Surgeries.
- 7.8 Members also felt that clear communication protocols/procedures between the Council, contractors and tenant should form part of each of the action plans.
8. Future options
- 8.1 The Workstream discussed possible future options for the service. This is something that the Council would need to start to consider well in advance of the expiry of the current contract in 2020.
- 8.2 Looking towards the future, the workstream felt that whilst they appreciate that any new contract will be weighted on price, this is a false economy if the prices for any part of the contract are unrealistic and undeliverable. This appears to be what has happened with the voids part of the contract. The workstream would suggest that as part of the procurement process of any new contract, there is an

evidenced reality check to ensure that the pricing in the contract is both affordable and deliverable.

- 8.3 Members felt that given the issues that have been experienced in the first year with all 4 contractors, that as part of any new contract the Council should consider phasing the contracts so that all of them are not starting at the same time.
- 8.4 Members remained concerned regarding the unsatisfactory performance on voids since the commencement of the contract. They noted that all attempts to resolve this situation had been unsuccessful and that a long term solution must be sought. Officers confirmed that the current position with voids is not sustainable.
- 8.5 The workstream found an example through independent research of a local authority that had bought the service back in house. Islington brought its repairs and maintenance service back in house in 2014, quoting on their website that this allows the local authority closer control enabling the Council to improve its service.
- 8.6 Officers provided a further example of Hackney who have a direct labour workforce although members were reminded that this does not guarantee success. The workstream were advised that there are also other local authorities that have in house services and often these contracts cover responsive repairs and emergencies.
- 8.7 Officers stated that many local authorities are currently reviewing their options and considering the possibility of bringing the service partly or wholly in house. The workstream felt that this was therefore an ideal time for the Council to look at what other local authorities have done, what works and what has improved using competitive robust data.
- 8.8 The workstream were informed that to take the whole Repairs and Maintenance contract in house is very complex and requires advance planning. However, voids could be explored as a feasibility study.
- 8.9 As part of consideration of any in house service, members were advised that there would need to be recognition of the need for effective management structures, cultures and style in place, the commercial acumen, cost driven leadership that characterises private business.
- 8.10 The workstream suggested that a detailed risk analysis/ feasibility study be undertaken looking at the pros and cons of taking voids in house is carried out. Should this show advantages the council look to see if this could be translated to the repairs contract.

9. Other Findings

9.1 The workstream discussed the sort of repairs that are commonly undertaken by the service.

9.2 Members heard that condensation is one of the main issues making up a significant proportion of all pre inspections. Whilst the workstream were advised that overcrowding can and does contribute to this, many properties experience problems and the lifestyles of the residents also contribute to this issue.

9.3 Members advised that problems with condensation are frequently raised with them at their ward surgeries. They felt that many residents be they in temporary or permanent accommodation often do not realise that they are contributing to condensation issues and were unaware of any actions that they could take to reduce the impact of condensation. Officers echoed the fact that there is a lack of awareness on this issue.

9.4 Members felt it would be helpful if there was a communications campaign advising what to do and what not to do to avoid contributing to condensation.

10. ALTERNATIVE OPTIONS CONSIDERED

None

11. REASONS FOR RECOMMENDATIONS

To improve further the Housing Repairs Service and to seek a long term solution on the delivery of voids.

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

12.1 Financial Implications

Any costs from the Housing Repairs Scrutiny workstream recommendations will be met from existing budgets for 2017/18.

12.2 Legal Implications

The Council has a legal duty under the Landlord and Tenant Act 1985 to ensure repairs to its properties are carried out effectively and in a timely manner.

There may potentially be the ability to terminate the existing contracts early in the event of continued poor performance. This will depend on the terms of the relevant contracts.

12.3 Property Implications

The review has considered options for the provision of Housing repair services in isolation of the corporate requirement for repair and maintenance services.

Corporately, the council is currently assessing the options of its future delivery model, including a Total FM offer and it would be beneficial if the housing repair service was considered alongside this review.

12 KEY RISKS

The recommendations within the report should assist in reducing the risks identified within the report. Clear communication protocols/ procedures would make clear the expected communications between the council, contractor and tenant. By providing contact details of estate managers this will reduce the risk of inequality of this information borough wide and also prevents the dissatisfaction that some tenants have expressed over this issue. The suggested communication campaign on problems that contribute to condensation should assist with reducing the risk of this issue thereby providing a better environment for tenants. By undertaking a detailed risk analysis/ feasibility study on the voids service this should assist in reducing the current risk with this service and help towards creating a sustainable evidenced based solution.

13 IMPACT ON COUNCIL PRIORITIES

Fairness for All, Growth and Sustainability and Strong Communities

The Overview and Scrutiny Committee uses focused, time-limited workstreams to scrutinise Council decisions and services that impact on the successful delivery of the Council's key priorities. The workstreams collect evidence, draw conclusions and make recommendations to improve effectiveness and ensure value for money.

14 EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report to approve the Housing Repairs Scrutiny Workstream.

15 PERFORMANCE MANAGEMENT IMPLICATIONS

Workstream recommendations are reported to the Overview and Scrutiny Committee who monitor the progress and effectiveness in implementing the recommendations. This complements service performance management arrangements.

16 PUBLIC HEALTH IMPLICATIONS

Good accommodation is a basic public health need without which the foundation of health is difficult to sustain. All efforts should be made to ensure that housing repair services are as effective and efficient as possible.

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MUNICIPAL YEAR 2016/2017 REPORT NO.**MEETING TITLE AND DATE:**

Overview & Scrutiny
Committee, 27 April 2017

REPORT OF:

Executive Director of
Finance, Resources and
Customer Services

Agenda – Part:	Item:
Subject: Land Planning at Meridian Water Scrutiny workstream	
Wards: Upper Edmonton & Edmonton Green	
Key Decision No: N/A	
Cabinet Member consulted:	

Contact officer and telephone number: Susan O’Connell Tel no 020 8379
6151. E mail: Susan.o’connell@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 Meridian Water is an ex-industrial site of 85 hectares located in the far south-east of the London Borough of Enfield.
- 1.2 The Council’s objective is to create a new neighbourhood of over 8,000 new mixed tenure homes, deliver up to 3,000 new permanent jobs by 2030 and 10,000 jobs in the construction industry during the lifetime of the development. The overall capital cost of regenerating this area is put in the region of £3.5bn. Barratts were selected recently to be the master developer and have promised to develop 10,000 new homes and create 6,000 new jobs.
- 1.3 The workstream was set-up to examine the robustness of the plans. The recommendations within this report are based around the evidence received by the work stream which looked at progress to date, major ongoing risks that need to be mitigated, the residential proposals, and further information that will be required in order for the Council to maintain a strategic oversight of this complex and important project.

2. RECOMMENDATIONS

- 2.1 OSC to receive future updates on Meridian Water, particularly on:
- the financial viability of the development as it progresses,
 - the realism of the jobs offer,
 - detailed updates on the visual appearance and density, of the development,
 - the Local First principle and the risk register.
- 2.2 OSC to receive and comment on the final version of the Meridian Water Regeneration Strategy and Action Plan including the provision of education and health facilities.
- 2.3 OSC to receive updates on the progress towards 4 trains per hour, and any additional costs incurred by the Council.

Workstream Membership

The Workstream consisted of the following Councillors:

Cllr. Edward Smith (Chair), Cllr. Don McGowan (Vice Chair), Cllr. Lee Chamberlain, Cllr. Chris Bond, Cllr. Guney Dogan and Cllr. Adeline Kepez.

The Workstream members would like to thank the following officers for their contribution to the work of the review:

Peter George (Programme Manager, Meridian Water), Ian Guest (Technical Director, Lee Valley Heat Network), Dave Rutherford (Associate Director, Remediation & Ground Engineering, Amec Foster Wheeler Environment & Infrastructure UK Ltd), John Baker (Infrastructure Manager, Meridian Water).

3. BACKGROUND

- 3.1 The Workstream to investigate land planning issues at Meridian Water was set up under the aegis of the Council's Overview and Scrutiny Committee.

4. Terms of Reference

- 4.1 Using the Meridian Water Master Plan as a starting point, members of the workstream agreed the following terms of reference:
- examine the proposed tenure mix of housing on the site with a view to commenting on how it meets future housing demand and need and its economic viability;
 - review the planned interface between the development and the proposed Lee Valley Heat Network and sustainability requirements generally;

- review proposed housing densities, building heights, design standards, including environmental enhancements, methods of construction and visual appearance;
- review the proposed provision and location of communal facilities such as primary health care and schools and open space; review the nature and viability of the existing industrial uses and employment on the site and make recommendations as to their future location and growth.

4.2 Members also looked at the procurement process of the master developer, this was an addition to the original scope.

5. **Meetings held**

5.1 The Workstream held six meetings. All meetings were attended by Peter George, the Programme Manager for Meridian Water. Ian Guest, Technical Director, Lee Valley Heat Network, Dave Rutherford, project manager, Amec Foster Wheeler and John Baker, Infrastructure Manager, Meridian Water all attended for one meeting each.

5.2 This was a large and complex area to review, not only due to the size of the project, but also due to the difficulty in receiving some of the information requested, due to the timelines of the project. Some of the information requested by the Workstream was not available either because the design work had not yet been undertaken or because it was deemed by officers to be commercial in confidence. In particular, detailed financial appraisal information was not forthcoming because of concerns that the procurement of the master developer would be compromised. This meant that the Workstream were not able to comment on the overall financial viability of the proposed scheme.

5.3 At the outset of the review, members of the work stream were asked to sign a confidentiality agreement preventing any disclosure of financial information to third parties. This was felt by some members of the work stream to conflict with or be unnecessary under their duties as elected members under the Local Government Act 1972. Legal advice was sought that concluded that the requirements were similar but that there were greater sanctions available under a confidentiality agreement. Cllrs. Smith and Chamberlain declined to sign the agreement as they thought by doing so could inhibit their freedom to carry out the review.

5.4 The principal issues that the workstream examined were the procurement of the Master Developer, site acquisition, remediation, financial viability, infrastructure including Lee Valley Heat Network and transport, provision of health, education and open place facilities, housing issues such as planning, tenure, technical standards, aesthetics, the creation of new jobs and training and skills opportunities, timescales of the development and how the community have been engaged in this process.

6. Introduction

- 6.1 Meridian Water is the largest regeneration priority area identified in the Council's adopted Core Strategy (2010). The Meridian Water Masterplan provided a framework for managing change and development in the area. It was adopted as Planning and Urban Design Guidance on 17th July 2013 at full Council.
- 6.2 The Council's vision for the redevelopment of this ex-industrial land in Enfield should see the creation of a new neighbourhood of over 8,000 new mixed tenure homes, 3,000 new permanent jobs in higher paid sectors, new educational and health facilities, and a new railway station (replacing Angel Road) by 2030. In addition to this, 10,000 jobs will be created in the construction industry during development.
- 6.3 One of the aims of the Meridian Water redevelopment scheme is to make local people the main beneficiaries of the new homes, jobs, training, infrastructure and facilities provided.

7. Additional Funding- Housing Zone and London Regeneration Zone monies

- 7.1 The workstream were informed that the Meridian Water scheme was not sufficiently advanced to be selected for the Mayor's original list of Housing Zone areas in February 2015. But after the Council had completed its first acquisition of 9 hectares of Land at Meridian Water in April 2015, the Council submitted the final Meridian Water Housing Zone proposal seeking £25m from the GLA. This was approved in principle on 25 June 2015.
- 7.2 Enfield was also successful in obtaining London Regeneration Zone funding from the GLA to deliver a £2.7m investment in Meridian Water's commercial future. The "Meridian Works" project will support the relocation and expansion of Building BloQs to become London's largest open workshop for skilled workers, a new artist studios managed by ACAVA and a new Sky Café viewing gallery. This is intended to provide over 300 jobs and a built environment Training Centre from 2017.

8. Procurement of a Master Developer

- 8.1 The workstream was interested in the process to procure a master developer to oversee the development of the whole of the Meridian Water site.
- 8.2 It was necessary to identify a partner with the skills, experience, expertise and financial capacity to develop the site to meet the Council's objectives.

- 8.3 The workstream were informed that an OJEU compliant procurement process was followed to achieve sufficient control over the procurement process. The Council appointed Jones Laing LaSalle (surveyors), PricewaterhouseCoopers (Accountants) and Trowers and Hamlin (lawyers) to support its internal team.

The stages in the procurement process were as follows:

- a. OJEU Contract Notice and the release of PQQ
 - b. Pre-qualification Questionnaire (selection stage)
 - c. Invitation to participate in dialogue and submit Outline Solutions (ISOS)
 - d. Invitation to submit Final Tender Solutions (ISFTS)
 - e. Submission of Final Tender Solutions
 - f. Evaluation and award
- 8.4 The process formally commenced on the 29th May 2015 with the issuing of the Contract Notice and the release of the PQQ. Five developers were shortlisted for the ISOS stage although only 4 of these submitted tenders.
- 8.5 The Invitation to Continue Dialogue (ICD) was subsequently issued to three developers: Barratts, Berkeley Homes and PCPD. This document detailed the Council's aspirations for the site and the minimum project requirements for; design place making and construction; employment offer; residential units; planning, phasing and deliverability; management and maintenance; residential involvement and community offer; environmental sustainability; socio-economic regeneration; finance and legal. The workstream examined this document in detail.
- 8.6 The final selection of the development partner was due to take place in January 2016. The report recommending who should be chosen finally went to Cabinet in May 2016. The work stream were advised that there had been delays to the procurement process due to a number of factors: the Council wished to complete site visits for each bidder one of which was delayed and one of the bidders had requested an extension of time.
- 8.7 The Workstream explored the jobs offer in the Invitation to Continue Dialogue , they were assured that the new jobs created would be new and not relocated jobs from other areas and that there would be sufficient training provided for local people to enable them to access the new opportunities. The intention was that the new jobs created would

be in higher paid sectors. The workstream felt it important that these aims were monitored and realised.

- 8.8 The Workstream raised a number of potential issues on the minimum project requirements set out in the ICD including:
- the possibility of overseas investors buying up properties;
 - local people not being able to access the homes;
 - the amount of proposed affordable housing;
 - the amount of smaller properties available for young people to buy;
 - further information on the size and tenure of the proposed properties;
 - and preventing buy to let, possibly on a large scale. The work stream were not convinced that the developers fully understood that if large scale buy to let occurred on the earlier phases then the attractiveness of later phases to owner occupiers as time went on might be jeopardised.
- 8.9 The Programme Manager advised that: the properties would be marketed on a putting local people first principle; sales to any one individual would be restricted; the minimum threshold for affordable housing was 25% across the development; and the definition of affordable homes may include a requirement for starter homes. There will be range of dwelling sizes across the development, including a minimum of 25% of 3bed +. Although there was no prohibition on overseas purchasers or buy to let, the developer is making a 20 year investment in Meridian Water so it is in their interests for the early phases to be sustainable and to create the right market perception.
- 8.10 The Workstream wanted details of the aesthetics of the scheme and how the site might look particularly the more dense and high rise areas. A 3 D model was shown to the Work stream, but was indicative only and subject to change. It was felt that wind resistance should be modelled to assess air flow at ground level.
- 8.11 The Workstream were advised that bids were assessed by three separate Tender evaluation panels; these being Legal, Finance and Technical to select the winning bidder. These panels received advice from the Council's consultants as follows: Jones Lang LaSalle – technical and commercial; Trowers and Hamlins – legal; Pricewaterhouse Cooper – financial and accountancy.
- 8.12 In addition, Ernst and Young provided interim Corporate Procurement services and KPMG had acted as Quality Assurance Observers. The

Council also engaged Browne Jacobson Solicitors to receive the final tenders to ensure due diligence and to reduce the risk of a challenge.

- 8.13 The approval of Barratt London & SEGRO as the development partner was agreed at Cabinet on the 18th May 2016. The Workstream were advised it may take 6 to 12 months to agree the detailed final contract.
- 8.14 The Programme manager advised that the winning bid includes the provision of 10,000 homes, 6,000 permanent jobs, and 10,000 jobs in the construction industry over a 20 year period alongside supporting infrastructure. This represents 2,000 more homes and double the amount of permanent jobs stated within the original objectives set by the Council.

9. Financial viability

- 9.1 The Council intended to enter into a 250 year lease with the master developer. The Council were in the process of buying individual sites at Meridian Water from the current landlords, which in due course would be sold on to the master developer who would develop out the sites themselves or arrange for them to be developed by third parties. One of the conditions precedent in the development agreement was that the council would receive a minimum of £30,000 per plot or more if house prices increased over the lifetime of the project (overage).
- 9.2 The main factors within the overall financial appraisal of the scheme are subject to change over time, e.g.:
- The tenure breakdown between owner occupation, private renting and affordable housing
 - The level and type of affordable housing
 - The residential density achieved, which is linked to the projected height and dwelling types agreed
 - The amount of the overall site devoted to residential, commercial, education, health and green spaces
 - The cost of future land purchases
 - The construction cost and income generated by these different forms of development
 - Phasing and timescale
- 9.3 The Workstream fully recognised that this was a very complicated financial exercise. However, the Workstream were not shown the detailed appraisal work that had been carried out by consultants due to the commercially sensitive nature of the information and the timing which was during the master developer procurement process. This has meant that the Workstream cannot comment on whether the Councils

estimates on things such as cost of construction, timescales and projected income were accurate and reasonable.

- 9.4 At the final meeting at the end of May, the Workstream were made aware that there was a financial plan for the whole programme, including viability and phasing although again they were not given detailed sight of this.

10. Site Acquisition

- 10.1 The land on the Meridian Water site has multiple owners, and the Council is in the process of buying this land. The Council has purchased some of these sites and is in negotiation with other owners.
- 10.2 At the time of writing this report the Council had already acquired 18 hectares of land, including the recent Phoenix Wharf purchase, out of circa. 55 hectares of developable land at Meridian Water. The Council is hoping to purchase the remaining land which is held by some half a dozen different major landowners over the course of the next few years. Given the Council needed urgently to proceed and the landowners did not, there is a natural concern about paying over the odds for these sites. However, owing to the commercial in confidence nature of these negotiations, the Workstream were not in a position to investigate this issue further.
- 10.3 The workstream were informed that the Council plans to release the land it holds to the master developer in stages to retain greater control and safeguard its financial position. The developer will need to apply to the local authority for planning permission at each stage the land is required. A plot value for both residential and commercial development, and an uplift mechanism if prices rise, is provided for in the Final Tender documentation.
- 10.4 The Workstream noted that mitigating these risks by using a CPO process was not considered appropriate by the Council and the issues involved are discussed in the next section.

11. Compulsory Purchase Order process

- 11.1 A compulsory purchase order (CPO) is a legal function in the United Kingdom and Ireland that allows certain bodies which need to obtain land or property to do so without the consent of the owner. The Council has power under section 226 of the Town and Country Planning Act 1990 to apply for a CPO.
- 11.2 The Workstream queried why a CPO was not applied for after the adoption of the Meridian Water Masterplan in 2013 to safeguard the Council's position.

- 11.3 The Programme manager advised the work stream that putting in place a CPO required the agreement of the Secretary of State. The applying authority had to be able to demonstrate beyond reasonable doubt that they had the ability to deliver the planned development. The Council considered that the Meridian Water Framework was not sufficient in this respect. It took the view that it needed to have a master developer on board with the capabilities to develop the site and access to the necessary levels of funding before a CPO could be applied for.
- 11.4 The alternative view was that the CPO process was designed to allow public bodies to assemble land under different ownerships for public purposes to prevent values increasing over time as the project proceeded. It could be argued that the Council's expenditure of several million pounds on various site purchases evidenced a sufficient commitment and capability to proceed.

12. Remediation

- 12.1 Willoughby Lane and Meridian Way constitute land that was formerly used for the Edmonton Gas Works. This was decommissioned in the early 1970s, and the land has been subject to remediation works throughout the years. However, in order to prepare the sites for residential development, further remediation work is required both to the contaminated soils and the contaminated ground water.
- 12.2 Willoughby Land is the most contaminated and is also the first site scheduled for development (Phase 1).
- 12.3 The Council appointed Amec Foster Wheeler to advise on environmental matters relating to the Meridian Water sites. Work including site investigation has been undertaken with both the Environment Agency and the environmental consultants to understand what is required.
- 12.4 The results from the site investigation enabled Amec Foster Wheeler to produce Remediation Strategies for Willoughby Lane and Meridian Way.
- 12.5 A remediation specification has been prepared for phase 1 including the removal of existing underground structures up to a depth of 1.6 metres.
- 12.6 Amec Foster Wheeler has undertaken various site reviews since 2013 to look at the constraints of the site, the conceptual site model, soils turnover, removal of gross contamination, removal of recoverable Non-Aqueous Phase Liquids (NAPL) in shallow groundwater and conceptual redevelopment in cross sections. Given that Phase 1 is a former

gasworks site it is known that there will be gross contamination. There will also be soil conditions issues requiring more complex and expensive piling systems.

- 12.7 The workstream received detailed information on the remediation planned and the cutting edge technologies to be used on phase 1 of the site.
- 12.8 The Council has allowed £12million for remediation to cover this. Currently all proposed work is contained within the existing budgets for remediation. It was thought that it would take around 12 months for the remediation works to be completed.
- 12.9 The site must be completely safe after remediation. Contamination must therefore either be removed or capped. The work stream discussed problems with contamination that had occurred on other sites in Enfield, e.g. the Enfield Island Village site, and were keen to see that lessons had been learned. The Workstream were advised that the type of contamination on site (largely sticky oil) does not dissolve easily and is not a problem for the River Lee. Furthermore, the proposed non-contaminated layer of 1 metre is a recognised thickness with regulators across the UK including gardens and was deemed safe.
- 12.10 The Workstream also expressed concern over the marked disparity in tender prices for the remediation. They were advised that the Council intended to carry out a reality and quality check and unrealistic bids would be removed.
- 12.11 There was also concern regarding ground conditions (i.e. the capability of the soil to withstand heavy loading) because of difficulties experienced on an adjacent school site where special piling had been required.

13. Infrastructure 1 - Transport Links

- 13.1 A new Meridian Water station is due to open in 2018; this will relocate and replace the existing Angel Road station. The new station will also have an additional railway track with a regular service direct to Stratford and Tottenham Hale.
- 13.2 Good transport links including the promise of regular high speed trains is important to attract investors and residents; the Council's vision for Meridian Water included an improved train service with 4 trains an hour. The Master Plan assumed an increased frequency of trains with the three tracking of the London – Stansted line would create more

efficient connections with the capital transforming the residential, retail and employment outlook for the site.

- 13.3 However, whilst the Council were led to believe that there would be 4 trains an hour to the new station from 2018, the Department for Transport (DfT) had not formally agreed to this. The franchise document recently issued by DfT for the train line specified 2 trains an hour, with the new operator to be awarded a ten year contract. The Council challenged the Department in court but were unsuccessful.
- 13.4 All of the developers confirmed that they would work with the Council on this issue and were asked within the final tender submissions for proposals to mitigate for this. The master developer, Barratts, does not have a contractual obligation to enter into contract if the Council cannot fulfil the requirement of 4 trains an hour.
- 13.5 The Workstream were advised that the Council are working to resolve this with together with the Greater London Authority, Transport for London and Haringey Council (as they also require 4 trains an hour into Northumberland Park). However, DfT will not pay for any additional trains so funding would need to be found from elsewhere.
- 13.6 The Workstream was informed that details on the cost, timescales and who will be financing achieving four trains per hour were not known.

14. **Infrastructure 2- Lee Valley Heat Network**

- 14.1 Lee Valley Heat Network (LVHN) is an energy service company and an energy savings company run and wholly owned by the Council. LVHN has a holding company to take the strategic decisions and an operational company to take operational decisions. The trading name for LVHN is 'Energetik'.
- 14.2 The network is a system of highly insulated underground pipes that supply heat in the form of hot water from the low carbon, low cost heat source at the Eco-Park at Edmonton (energy from waste).
- 14.3 Upon decommissioning of the existing energy from the current waste site, LVHN will continue to receive heat from the proposed new energy recovery facility that North London Waste Authority (NLWA) is seeking permission to build.
- 14.4 The workstream were advised that there is a strong case for a CPO on the site or a nearby site if pipework needs to be extended.

- 14.5 LVHN will not manage the heating system once it is up and running but they will retain ownership of all equipment and assets. The Heat Interface Unit and the meters will be maintained and repaired by LVHN. LVHN will use very high quality materials providing a minimum lifespan of 50 years.
- 14.6 The developer will provide the network to the site of the new homes and must comply with the specification set by LVHN. The developer will have to pay LVHN a connection charge for each dwelling.
- 14.7 The customer will be metered on the amount of energy they consume; any losses in the system will be absorbed by LVHN. The workstream were informed that this risk will be managed through quality operational modelling, taking into account revenue streams. The scale of the product and the quality and resilience of the energy centre will provide mitigation for this risk.
- 14.8 The first phase of the district heating system will require an anticipated initial capital investment (£15 - £20m) and to extend the pipe work (£8 million). In the first phase of the residential development, the developer will be required to provide an interim boiler plant unit comprising 2 self-contained boiler rooms to serve 750 homes should the LVHN pipes not be ready for connection.
- 14.9 LVHN is scheduled to have the temporary boiler plant in place by early 2018 and the Energy centre and the community energy network running by mid-2019. This is based on the assumption that by the end of 2018 there are 350 homes on site.
- 14.10 Another risk factor is that district heating systems are inefficient because of transmission losses (estimated to be approx 10% in the case of this system). (It was noted that the Olympic Village system incurred an average heat loss of 35-45%). They become more efficient the more dwellings are connected to the system. The Workstream were assured that the LVHN specification would be 250% above British Standards and that any system losses would be absorbed by LVHN.
15. **Phase 1 Outline Planning Application Meridian Water**
- 15.1 The Workstream heard that the Council took the lead with the Phase 1 outline planning application which includes key ambitions and planning objectives. It was unusual for a local authority to take this kind of planning application forward, but this was done to expedite the process.

- 15.2 As Meridian Water has been designated a Housing Zone there are requirements set within the Housing Zone Agreement for at least 300 homes to be delivered and occupied by May 2018. The Phase 1 application allows the local authority to expedite housing delivery by obtaining permission in parallel with the development partner procurement process.
- 15.3 The provision of a parking ratio of 0.4 spaces per unit was flagged as a potential area of concern by the work stream in that it might deter future owner occupiers. They were advised that the master developer supported this approach and that the Council is working on a wider strategy for transport improvements, including highway and bus improvements, which is being coordinated with other boroughs and TfL.
- 15.4 The programme manager advised that the Strategic Housing Market Assessment carried out in 2015 identified an emerging trend for smaller properties, particularly 2 bed properties. Concern was expressed at the lack of studio accommodation in the planning application which was more affordable for single people. The latest market assessment was due to be signed- off in May and would be circulated to the work stream for information.
- 15.5 This outline planning application was submitted in March and agreed in June 2016. The anticipated date of the detailed planning application to be submitted by the developer is by the end of the year.

16. Community Engagement

- 16.1 The Workstream were told that the Council has sought to engage with the local community living near Meridian Water in a number of ways from instituting a specific website, producing updates and newsletters through to targeted events, open door sessions with individuals, schools and community groups and a wider section of the community. The Workstream were informed that over 400 people had attended sessions and that the council have also engaged with Haringey residents and councillors.
- 16.2 The community provided their views on open space, rail infrastructure and the Willoughby Rd planning application. Following the receipt of these views action had been taken to increase the number of parks from one to two and to provide a new community facility.

17. Meridian Water Regeneration Framework Strategy and Action Plan

17.1 The Workstream was advised that the purpose of these documents is to ensure that early consideration is given to economic development, social regeneration, community requirements and green issues.

17.2 The Framework Strategy “Investing in Enfield’s Future” had been prepared by consultants Temple and Regeneris and details the Council’s vision and objectives for the Meridian Water project, the challenges, opportunities both now and in the future, the delivery mechanisms, actions needed in the short, medium and long term and the measures of success.

17.3 The overarching aim of the framework is to take Upper Edmonton and Edmonton Green out of the top 10% most deprived wards in England.

17.4 The draft framework and action plan were endorsed by Cabinet 19th February 2016. A final more comprehensive version will be developed with the developer and should be available by the end of 2016.

17.5 The Workstream were not clear as to the usefulness of commissioning such a high level strategic study, particularly given the lack of detailed information in it on future education and health provision. The Programme Manager confirmed to the work stream that there was likely to be a requirement for two more primary schools in addition to the new school at Ladysmith Park and potentially two new secondary schools. With regards to health provision, the Council had started a discussion with the NHS and other stakeholders to define what will be needed in the area. The Meridian Water scheme would need to have all essential neighbourhood facilities. The Programme manager envisaged that a comprehensive document covering these topics would be available at the end of the year.

17.6 The action plan was noted. The Workstream considered that it provided a useful check list of the principal action areas to be addressed in order to make the project a success and the detailed projects required to be undertaken in each area. It was however a piece of work in progress that will need considerable fleshing out.

18. Changes to be implemented by the New Mayor

18.1 The Workstream commented that they were aware that a new London Plan is to be produced and changes within this could include the introduction of a living rent and changes to the proportion of affordable housing to be built on new developments. These will all have an impact

on future phases of the Meridian Water site and will need to be assessed and planned for once this information is available.

19. Findings

- 19.1** On the basis of the information provided by officers the Work Stream were generally satisfied that the procurement process had been handled correctly and it was noted that Barratts had produced the best offer. The procurement process was signed off by the Council's legal advisers, Trowers and Hamblins and this was confirmed at Cabinet.
- 19.2 The work stream would have liked more information on the external appearance of the proposed scheme however this was not available. The workstream felt that detailed updates on the visual appearance and density of the scheme should be received by the Overview and Scrutiny Committee.
- 19.3 Because Barratts was not chosen until near the end of this review in May 2016, the Workstream were unable to assess their job offer of 6,000 new permanent jobs. Now that a master developer has been selected, the Workstream felt that further and detailed updates on the realism of the jobs offer needed to be regularly received by the Overview and Scrutiny Committee.
- 19.4 The workstream felt that the Local First principle is vital and that updates on this should be received by the Overview and Scrutiny Committee.
- 19.5 The workstream noted that that there were potential risks associated with undertaking a project over such a prolonged timescale including possible delays to start on site of the first phase; the financial viability of the project over a 20 year period; and the possibility that Barratts and SEGRO could have a change in focus over the course of the project. It is essential that the original specification, in particular the residential specification, is closely monitored against the final contractual position.
- 19.6 The Workstream were not able to comment on the overall financial viability of the proposed scheme as detailed financial appraisal information was not forthcoming because of concerns that the procurement of the master developer would be compromised. The workstream felt that the Council needs to be in a position to say at any given point in time going forward what profit/deficit the scheme is likely to make. The workstream felt that updates on the financial viability of the development as it progress should be received by the Overview and Scrutiny Committee.

- 19.7 Negotiations by any Council to buy parcels of land from private owners can be a slow process. The Council has purchased several major sites to date. These purchases involve a major potential risk for the Council until the master developer has signed the development agreement and committed itself to re-purchase the sites involved. There is also the likelihood as the scheme progresses of the price of the remaining land going up in value and costing the Council more than it wishes to pay. The Council should consider whether using compulsory purchase orders to secure the remaining sites at Meridian Water is a practical option.
- 19.8 The Workstream remained concerned regarding remediation despite the assurances that were provided. In particular, it recommended that ground conditions should be tested in areas where taller buildings were to be constructed.
- 19.9 The workstreams view is that the increase in the frequency of trains to four per hour is a fundamental element to the success of the Meridian Water development. A formal agreement with DfT should have been in place from the outset of the project, to increase the frequency of the trains. The workstream are concerned at the potential costs to the Council of achieving this following DFT's decision, and the fact that it is not clear who will be responsible for these costs (which could be several thousands of pounds per annum) and for how long. Should it not be achievable to negotiate with the new line provider for an increase in the number of trains per hour this will have an effect on: the saleability of the homes; the proposed night time economy and attracting businesses to the area. The workstream felt that updates on progress in negotiating 4 trains an hour, particularly as regards the extra cost and who would pay for this additional level of service, should come to the Overview and Scrutiny Committee.
- 19.10 Lee Valley Heat Network is a Council owned company and the financial risks involved in the construction and management of the district heating system are also ultimately risks to the Council. The NLWA is a partner in this enterprise and therefore proceeding with this project requires the support of the constituent local authorities. Given these risks, it is entirely appropriate that a localised boiler plant will be constructed as part of Phase 1 in case there are major delays to the installation of the district heating system. Quality operational modelling will be essential to ensure that heating charges for residents and businesses on the site are maintained at a competitive level.

- 19.11 The Workstream felt it is important that the detailed planning application for the first phase contained the right balance of tenure, bedroom mix and quality design and landscaping because this would set the tone for the development as a whole. It would have been useful to have seen the latest Strategic Housing Market Assessment to confirm the tenure and size mix aspects of the planning application.
- 19.12 The Workstream felt that that the Council had engaged with a number of different resident groups (e.g. REACT) and individuals and that there was evidence to show that the communities views had influenced parts of the outline planning application. The workstream recommended continued engagement with the community particularly with a view to keeping them informed of any changing circumstances as the project moves forward.
- 19.13 The work stream felt that a considerable amount of work was still required to quantify the demand for education and health provision generated by the projected population at Meridian Water. The final version of the Meridian Water Regeneration Strategy and Action Plan including the provision of education and health facilities should come to the Overview and Scrutiny Committee for comment.

20. ALTERNATIVE OPTIONS CONSIDERED

None

21. REASONS FOR RECOMMENDATIONS

To monitor and comment on the development at Meridian Water.

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

22.1 Financial Implications

There are no financial implications arising from the recommendations within this report which are reporting requirements and do not commit the Council to any additional expenditure.

22.2 Legal Implications

The recommendations within this report for continued oversight of Meridian Water are lawful and will help support the Council in meeting its statutory obligations for effective overview and scrutiny. The Council has statutory duties within an existing legal framework to make arrangements for scrutiny of its decisions and service delivery.

The Overview and Scrutiny Committee are responsible for recommending their own work programme, which will be adopted by the Council following consultation with the Cabinet and the Council's

Management Board. These requirements are set out in the Council's Constitution.

22.3 Property Implications

The Report recommendations request further information regarding the property aspects of this important regeneration project.

With regards to recommendation 2.1 and 2.2, any future information must show how the viability of the scheme justifies the acquisition of land and property , and the disposal of the assets once developed .

23. KEY RISKS

The recommendations within this report detail the risks identified by the workstream . The Overview and Scrutiny Committee (OSC) will to continue to monitor and comment on this important project, this should reduce these risks by enabling the committee to continue to scrutinise the development of the project.

24. IMPACT ON COUNCIL PRIORITIES

Fairness for All, Growth and Sustainability, Strong Communities

A key aim of the Land Planning at Meridian Water Scrutiny Workstream was to seek assurance that the Council's Meridian Water Plans would make a major contribution to achieving the Council's priorities and positively improve the lives of local people.

25. EQUALITIES IMPACT IMPLICATIONS

Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics or disadvantage those due to socio-economic conditions.

Meridian Water has completed an Equalities Impact Assessment and continues to review and monitor the work programme to ensure that the residents and service users' needs are met.

26. PERFORMANCE MANAGEMENT IMPLICATIONS

Regular updates to the Overview and Scrutiny Committee on the progress being made in delivering the Meridian Water Plans will enable effective scrutiny of the Meridian Water Plans as the development proceeds.

27. PUBLIC HEALTH IMPLICATIONS

There are no direct public health implications of this report but rather implications relate to development of Meridian Water itself. Here it is useful that members are concerned about the impact upon local residents, young people, buy-to-let and education and health facilities. The potential for Meridian Water to improve and maintain health through the promotion by design of healthy lifestyles should continue to be considered.

Background Papers
Meridian Water Masterplan

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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							Consider 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										
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										
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 - 21.3.2017

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 21 MARCH 2017****COUNCILLORS**

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

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

OFFICERS: Sally McTernan, Assistant Director, Council Services, Libraries & Council Assessments
Sally Sanders, Head of Financial Assessment
Andy Ellis, Governance & Scrutiny Officer
Stacey Gilmour, Governance & Scrutiny Secretary

413**WELCOME & APOLOGIES**

The Chair welcomed attendees to the meeting. Apologies for absence were received from Tony Murphy and Alicia Meniru.

The Chair explained that this meeting of the Overview & Scrutiny Committee had been arranged to look at the issues that had been raised regarding the Processing Times for Benefit Change in Circumstances, previously discussed as part of the Quarter 2 Performance Report, presented to O&SC at its meeting on 17 January 2017. This meeting would give Members the opportunity to discuss this matter in more detail and seek clarification on any concerns from the Officers in attendance.

414**DECLARATIONS OF INTEREST**

No declarations of interest were put forward.

415**PROCESSING TIMES FOR BENEFIT CHANGE IN CIRCUMSTANCES (TO FOLLOW)**

RECEIVED an update from Sally Sanders, Head of Financial Assessment.

NOTED:

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- (i) The performance for processing times for Benefit Change in Circumstances (average number of days) is green and progressing well;
- (ii) The target to process benefit changes in circumstances is set nationally at an average of 7 days. The number of days for 2016/17 as at 22/2/17 is 6.66 days
- (iii) This represents 91,757 changes being processed from 1/4/16 to 22/2/17 of which
 - 71,896 (78.35%) took 7 days or less to process, the quickest being 1 day.
 - 19,861 (21.65%) took more than 7 days to process, the longest being 135 days.
- (iv) Possible reasons for the delays include:
 - Evidence of change not being provided at the time;
 - Evidence of the change being requested late
 - After evidence is received for the change reported, discrepancies are found that need further investigation.
- (v) Potential improvements to the % age taking longer than 7 days to process include:
 - Change in circs part of benefits is still to go live on Enfield Connected. In future when a change is reported on Enfield Connected the system will automatically ask for the evidence required if applicable, cutting down the time taken in asking for the evidence. Members were advised however that this part of the Enfield Connected system was in the very early stages and testing would commence in mid-April. It would go live only when there was 100% confidence that the product is working efficiently and correctly;
 - The amount of evidence being asked for is also being reviewed and where information can be sought elsewhere this evidence will no longer be asked for. This is also part of the changes to go live on Enfield Connected;
 - HMRC changes during 2017/18 will provide earnings and information changes online for Housing Benefit claimants, ensuring earnings information is provided and processed quicker.

The following questions/issues were then raised:

- Q. If 22% of cases are taking more than 7 days, is there an average/medium spread time wise?
- A. This could be anything between 8 days and 135 days. This would have to be looked into further to come up with an average time scale spread.
Action: Sally Sanders
- Q. How does the process work from beginning to end?
- A. Customers are provided with the time limits in which to provide the required evidence and information. This is usually a two week period. Further contact is then made to prompt the customer again for the

OVERVIEW & SCRUTINY COMMITTEE - 21.3.2017

requested evidence. If after this nothing is still received then the case is closed.

- Q Information provided by the Citizen Advice Bureau (CAB) states that the biggest cause for concern is online applications. Why is this?
- A The online system CAB refer to is not unique to Enfield. The method of application is always the greatest concern.
- Q. Figures were provided from a Government Website in relation to the number of days for the turn-around of Change of Circumstances cases across the London Boroughs. This showed Enfield as 19th out of 32 London Boroughs. Does this raise cause for concern?
- A The figures referred to are last year's figures. Enfield's figures for this year are much improved. It should also be remembered that when looking at the top line figures the complexity of the caseloads is not always clear, as Enfield do not have a cohort of households that are easy to administer. Enfield has an extremely high number of working households which, although positive in itself, presents a lot of challenges to the Authority due to fluctuating circumstances, for example, zero hour contracts, change in income real time information from the Inland Revenue etc.
- Q. Are library staff trained to help people fill in the required forms/paperwork?
- A. The offers in libraries can differ from branch to branch. Some of the libraries are run by volunteers therefore this support is not always available. Research has shown that the main places people go to for assistance is the Civic Centre Reception and John Wilkes House. We are however looking again at the offer in libraries.
- Q. Can we look at what our new hub libraries offers are in relation to this issue as they should be One Stop Shops, therefore equipped to offer the necessary support.
- A. As we are now in the process of looking at the library offers it would be most helpful to have a bit of a challenge around this from O&SC to ensure that we get the offer right. Edmonton Green library will be the first to have a Customer Service Reception, with a customer service offer built into the design.
- Q. How does the process work bearing in mind the number of people now on zero hour contracts? It must prove very time consuming trying to keep on top of this.
- A. Benefits regulations are very out of date, especially given the introduction and increase in zero hour contracts. The regulations have not unfortunately caught up with the present day changes.
- Q. No system or person can cope with these types of fluctuations. Why can't it be done like the Inland Revenue Tax Credits where it is looked at once a year and any discrepancies are then dealt with at the end of that period?

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- A. The Government has agreed that the current process does not work, hence why it has introduced Universal Credits. In November this year Enfield will become a Universal Credit Borough but it will take years to wean everything off of the old system. In the meantime a whole review is taking place on the sort of evidence that is asked for to ensure that information and requests are not be duplicated, therefore delaying the process.
- Q. Do we advertise in the Our Enfield magazine, offering information about how to advise the Council on changes to circumstances etc?
- A. This has been done in the past and we will look into advertising in Our Enfield again in the very near future.

Action: Sally McTernan

- Q. Are we learning anything from Boroughs who have already rolled out to Universal Credits?
- A. A visit will be made to Croydon on the 6th April 2017 to see what impact the introduction of Universal Credits is having.

In conclusion Sally McTernan said that this had been a genuinely useful exercise to look at information below the top line figures and therefore challenge ourselves.

Overview & Scrutiny Committee noted the update and Sally McTernan and Sally Sanders were thanked for presenting it.

416

OVERVIEW & SCRUTINY WORKSTREAM 2017/18

Final workstream meetings for 2016/17 were now taking place. Committee Members were therefore invited to consider new workstreams for the next Municipal Year, 2017/18.

Members were provided with a list of potential workstreams, taken from headline topic/subjects that had been looked at by other Boroughs as part of their Scrutiny process. This list was by no means exhaustive and Members were encouraged to give some further thought to this matter and advised to email Andy Ellis, Governance & Scrutiny Officer with any questions or suggestions for future workstreams.

The object was to then finalise and agree the 2017/18 workstreams at the next business meeting on 27 April 2017.

417

AGENDA PLANNING AND WORK PROGRAMME

NOTED the following agenda items for the O&SC business meeting on 27 April 2017:

- Adoption Regionalisation

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- HR Issues – How do we recruit and support people with disabilities and mental health issues
- Care Act/Better Care Fund (including delayed transfers of care)
- Town Centres & Inward Investments
- Further discussions on the proposed Workstreams for 2017/18

418

MINUTES OF THE MEETING HELD ON 23 FEBRUARY 2017

AGREED the minutes of the meeting held on 23 February 2017

419

DATES OF FUTURE MEETINGS

NOTED the dates of future meetings:

Provisional Call-Ins:

Wednesday 12 April 2017

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

Thursday 27 April 2017

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