

# **APPENDIX 1**

**SCRUTINY PANEL**

**ANNUAL REPORT (Final Draft)**

**2005/06**

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# **Draft Forward by Chairman of Overview & Scrutiny Committee**

Welcome to the 2005/06 annual report of Enfield Council's Scrutiny Panels. I hope you will find the time to have a look through this report. As in previous years we have focused the Annual Report on the outcomes of the Panels, and what we feel has been achieved for the residents of Enfield.

Scrutiny has continued to develop well in Enfield over the last year and I am sure you will see the evidence of this within the individual reports from the Panels. The Annual Report highlights the key achievements and scrutiny successes over the past year and how we have worked with our partners, service users and the local community to achieve them.

I also feel there is a particular need to highlight the positive outcome of the Council's CPA corporate inspection this year, especially in relation to the external recognition of our scrutiny function. This reflects well on the impact that all scrutiny members and officers supporting the function have continued to make, through their work on scrutiny.

Of course we realise that there is always more that can be done so we are looking forward to building on these successes in the coming year.

I would like to thank everyone who has contributed to the Scrutiny function this year for all their hard work and in particular the support officers without whom we would not have been able to carry out our work.

Councillor Paul McCannah  
Chairman of the Overview & Scrutiny Committee (2005/06)

# Introduction

This report covers the work of Enfield Council's Scrutiny Panels during 2005/06. It is our seventh annual report, and shows continued progress in how we have scrutinised services and issues that matter to local people.

Each Panel has provided a report that outlines their key achievements over the past year and the recommendations that have been made to Cabinet, designed to influence the way the Council performs and delivers its services.

## **What is Scrutiny?**

The Local Government Act 2000 gave local authorities the power to scrutinise. The aim being to make local government and its decision-making process as open and transparent as possible, with enhanced public accountability.

Scrutiny Panels in Enfield therefore have a key role to play in:

- looking in detail at services that are provided to the residents of Enfield;
- assisting to monitor and develop Council strategy, policy and services;
- holding the Executive (Cabinet) to account;
- assessing the performance and delivery of public services from the perspective of customers and citizens; and
- acting as a route for members of the local community to voice their comments about service delivery and ensure they are fed into either the Council's and, since 2002, the local NHS decision-making process.

## **Scrutiny in Enfield**

Enfield has adopted a functional Scrutiny structure with an Overview & Scrutiny Committee (OSC) created to manage the overall scrutiny function. In addition to the Overview & Scrutiny Committee the Council has 6 Scrutiny Panels that cover the following areas:

- Education, Skills & Leisure (following review by Annual Council in May 2006 the remit for this Panel has now been amended to Children's Services);
- Environment, Parks & Amenities (following review by Annual Council in May 2006 the remit for this Panel has now been amended to Environment, Parks & Leisure);
- Health;
- Housing;
- Social Services (following review by Annual Council in May 2006 the remit for this Panel has now been amended to Adult Social Services);
- Special Projects;

Four out of the 6 Panels are chaired by councillors from the Majority Conservative Group and two by councillors from the Labour Group. A Joint Scrutiny Commission (made up of representatives from each Panel) has also continued to meet during the year to complete a review of the way Transport Services are provided for people with Special Needs within the Borough.

Each Panel operates in a flexible way with the councillors and other co-opted members, who form their membership, aiming to gather as much evidence as they

can on the areas being reviewed before looking to recommend improvements and changes for Cabinet or the full Council to consider.

The Panels also seek to encourage public participation and the organised involvement of residents, customers, partner agencies and staff in the scrutiny process.

### **How the Scrutiny function has developed in Enfield**

Over the course of 2005/06 Enfield's Scrutiny Panels have continued to develop their role and how they operate within the Council's overall structure, with a clear management and co-ordination framework provided by the Overview & Scrutiny Committee.

Two key developments affecting scrutiny over the past year have been the outcome of the Council's Comprehensive Performance Assessment (CPA) corporate inspection and the commencement of a Best Value Review on the scrutiny function.

The CPA is an inspection undertaken by the Audit Commission aimed at assessing how well individual Councils are performing. A new "harder test" framework for these inspections has recently been introduced, which Enfield was one of the 1<sup>st</sup> local authorities in the country to be subjected to. Included as part of this inspection process was a review of the Council's scrutiny function. In terms of the overall results from the assessment, Enfield received a 3 star rating from the Audit Commission and was deemed to be "improving well". The scrutiny function also received broad praise for the manner in which it conducted its business. The Audit Commission stated that scrutiny was "working well overall" and that the Council in general "has an open approach to learning and welcomes external scrutiny". In terms of areas for improvement, the Audit Commission commented upon the "lack of consistent dedicated support for scrutiny" which they felt could impact on scrutiny's ability to robustly challenge some service areas. This has been picked up as an issue within the CPA Action Plan, developed by the Council to respond to the issues highlighted within the inspection. Overview & Scrutiny Committee has also recognised this as an issue and been looking at ways to improve the overall level of support available to the scrutiny panels over the last year. The results of the inspection are felt to provide the Council's scrutiny function with a strong platform from which to build and develop over future years.

In addition the Council has commenced a Best Value Review of its scrutiny function this year. The review was commissioned to assess the effectiveness of the current scrutiny system, in recognition of the fact that no detailed assessment of the system had been undertaken since its adoption in 1999. The review will be looking to quantify the existing level of resource provided for scrutiny as well as aiming to evaluate the impact of the scrutiny process and current support arrangements. The review is due to be completed in June 2006 and any recommendations made as a result of the findings will form one of the key areas for scrutiny to focus its development around over the next and future years.

Once again this year the scrutiny function has also continued to engage positively with the Executive, at both member and officer level, and there continues to be strong cross party political co-operation between members on all Panels.

All Panels have received a great deal of assistance from their support officers, including staff within Democratic Services and the Corporate Transformation & Scrutiny Team. An additional dedicated scrutiny support officer was also appointed during the year (on a 1 year secondment) utilising additional funding attracted from the Executive to increase the level of officer support for scrutiny. Co-opted members, the public and a variety of external stakeholders and experts have also continued to make a significant contribution towards the work of the Panels. The Panels are grateful for their time, knowledge and skills and will continue to work closely with them over the next year.

There is also a need to recognise the input from the Chairmen and members of each Panel in the continued success of the scrutiny process. This is alongside the support provided by officers within the Council who have been required to provide evidence for specific reviews.

What follows is a report on the work undertaken by Overview & Scrutiny Committee and each of Enfield's Scrutiny Panels during 2005/06, with an assessment of the key outcomes, areas that have worked well and improvement opportunities.

# Annual Report from Overview & Scrutiny Committee 2005/06

## COMMITTEE MEMBERSHIP

The membership of the Overview & Scrutiny Committee comprises the chairmen from each Scrutiny Panel:

- Councillor Paul McCannah (Education, Skills & Leisure) – Chairman
- Councillor Ann Zinkin (Health) – Vice Chairman
- Councillor Pamela Adams (Social Services)
- Councillor Bambous Charalambous – replaced by Del Goddard (Special Projects)
- Councillor Achilleas Georgiou (Housing)
- Councillor Edward Smith (Environment, Parks & Amenities)

In addition the Council's Education Statutory Co-optees are members of the Committee and have voting rights in respect of any issues relating to Education:

- Rabbi Levy (representing other faiths/denominations)
- Rev Richard Knowling (representing Church of England Diocese)
- Carmel Tylee (representing Catholic Diocese)
- Vacancies currently exist for two parent governor representatives.

Unfortunately the involvement of the Statutory Co-optees in the work of the Committee over the year has been limited. Members are concerned to ensure that everything possible is being done to increase the overall level of engagement of these Statutory Co-optees in the scrutiny function. Overview & Scrutiny Committee has therefore asked Cabinet to consider reviewing the current constitutional arrangements and support provided for these co-opted members in order to encourage their greater participation in the scrutiny function.

Mike Ahuja (Head of Corporate Transformation and Scrutiny) and John Austin (Borough Secretary) have supported the Committee as Joint Lead Support Officers. The Committee has been administered by James Kinsella (Democratic Services).

## ROLE OF THE OVERVIEW & SCRUTINY COMMITTEE

The main role for the Overview & Scrutiny Committee is:

- to provide leadership and co-ordination of the Council's overall scrutiny function;
- to act as a "champion" and "voice" for the Council's Scrutiny function;
- to deal with any call-ins requested under the procedure within the Council's Constitution.

## COMMITTEE WORK PROGRAMME

At the start of the 2005/06 Municipal Year the Committee agreed a programme as the basis of their work over the year. Progress on the work programme has been subject to continuous review by the Committee over the year and the following issues have been covered:

**(a) Review, co-ordination & monitoring of the Scrutiny Work Programme**

One of the Committee's key functions is to review and monitor the Council's overall Scrutiny Work Programme. As in previous years this process began with an induction session, arranged in May, for all Scrutiny Panel Chairman, Vice-Chairman and Support Officers. The aim of the session was to:

- provide an outline approach for Panels to adopt in planning their individual work programmes; and
- enable the Deputy Leader to outline the Executive's priorities for the coming year;

Following this session the Committee collated and reviewed the work programmes produced by each Scrutiny Panel with the aim of:

- ensuring that the Council's scrutiny function was achieving its overall purpose and each Panel's time was being efficiently and effectively used;
- identifying and addressing any gaps, overlaps in the Panel work programmes and any potential areas for joint working between the Panels; and
- recommending an overall annual scrutiny work programme for adoption by Council.

Particular issues highlighted by the Committee, as part of the review process included:

- the need for Panels to continue working to set realistic, focussed and well-balanced work programmes with fewer items allowing more detailed review;
- the need to continue developing the process for effectively managing and monitoring the allocation of member/officer resources between Panels to support the scrutiny function and individual reviews. A Best Value Review of Scrutiny has now commenced (October 2005) which includes this area as part of its overall scope;
- the need to develop a system for regularly monitoring and evaluating what is working well and what needs improving in relation to the way scrutiny is operating;
- the need, identified by IDeA Peer Review in 2004, for scrutiny to assist with the involvement of non-executive councillors in the strategic thinking of the authority.

The scrutiny work programme for 2005/06 was formally adopted by Council, on the recommendation of the Overview & Scrutiny Committee. Cabinet, having also been invited to comment on the proposed workprogramme, recognised that the Scrutiny Panels were enthusiastic and produced good and worthwhile reports but felt it was also important to ensure that work programmes were realistic, focused and well-balanced. In addition they noted:

- that the additional resources which had been allocated for scrutiny officer support had been welcomed;
- the importance in continuing to develop the Council's scrutiny function and to evaluate whether the recommendations made by the Scrutiny Panels were making a difference and positively improving the delivery of Council services;



- that the Council's scrutiny function would continue to develop its role in relation to performance management.

Other specific comments made by Cabinet on the work programme included:

- a desire to see an increasing emphasis on children's issues within the Social Services Work Programme;
- the success of the scrutiny function in Enfield was also recognised. This was seen as a tribute to Members from both political groups. It was also felt that the best value review of scrutiny would be well-timed prior to the Council elections in 2006;
- the importance of the scrutiny role, which would continue to be refined;
- the need for non-executive Members to be more involved in the strategic thinking of the authority was supported;
- the need was identified for work programmes to include, alongside any monitoring role, elements that would result in suggestions/ideas for improvement being presented to the Cabinet for consideration in due course;
- the work programmes were felt to present a good mixture of both proactive and reactive work;
- the need identified for further consideration to be given to the role of Scrutiny Panels with regard to the budget consultation process.

These comments were feedback to Overview & Scrutiny Committee for consideration as part of their ongoing role in monitoring the Scrutiny Annual Work Programme.

Overview & Scrutiny Committee (as part of its leadership role) has also continued to develop its involvement in monitoring and managing the relationship between Scrutiny and the Executive over the year. The Committee continues to take an active role in:

- managing and assessing references made from Cabinet/Council to scrutiny & co-ordinating their allocation to individual Panels for review. The Committee has continued to monitor progress on implementation of the Council's HR Strategy (referred by Council during 2004/05) and has also assisted in developing a series of HR Performance Indicators for use as the basis of a performance-monitoring framework. Specific projects referred onto Panels by the Committee during the year have included support for the Voluntary & Community Sector & Fairtrade, which were issues referred directly from Council;
- monitoring the outcome of referrals being made by Scrutiny through to the Executive; and
- monitoring the use of Urgency Procedures in the decision making process (Rule 15 & 16).

In addition the Committee has agreed to take a more active role in monitoring the implementation of recommendations from joint scrutiny reviews. Overview & Scrutiny Committee has now included monitoring implementation of the recommendations from the following reviews as part of its work programme:

- Joint Scrutiny Commission on Asylum Seekers; and
- Joint Special Projects & Social Services Review on implementation of the Disability Discrimination Act.

**(b) Managing and co-ordinating Scrutiny involvement in the Council's budget consultation process**

Another key role for the Overview & Scrutiny Committee during 2005/06 has been the management and co-ordination of scrutiny's involvement in the Council's budget consultation process.

This year the Committee's approach towards the budget public consultation process was undertaken in two distinct phases. The first phase involved a review (assisted by the Deputy Leader & Assistant Director of Finance & Corporate Resources - Financial Management) of the budget consultation process undertaken during 2004/05; key issues likely to affect planning for the budget setting process during 2005/06 and main concerns that had been raised by scrutiny in relation to previous budget consultation processes. As a result of this review, and in direct response to previous concerns raised by scrutiny, the Director of Finance & Corporate Resources agreed to enhance the level of detail provided for scrutiny in relation to each of the main budget consultation proposals. This was implemented as part of the 2005/06 consultation process.

In addition Overview & Scrutiny Committee recognised the need identified, by the Deputy Leader, for scrutiny to develop (in addition to its annual role in the budget setting process) a focus on monitoring of the Council's medium term financial plan. This was in view of the changing nature of the Council's budget planning process and in order to provide a more effective means for scrutiny to monitor budget issues and trends on an ongoing basis.

In view of the corporate nature of this role, Overview & Scrutiny Committee has taken responsibility for this monitoring process based around the Cabinet budget monitoring reports.

The second phase involved Overview & Scrutiny Committee setting an overall framework to co-ordinate scrutiny's involvement in the budget consultation process. As part of this framework Overview & Scrutiny Committee again took lead responsibility for:

- providing an overall corporate perspective on the budget consultation proposals;
- producing a co-ordinated response on behalf of scrutiny on the consultation proposals for Cabinet (taking account of the various comments/issues raised by individual Panels).

The Committee produced a detailed response on the consultation proposals, which was referred onto Cabinet & Council for consideration. As well as commenting on the general consultation process from scrutiny's perspective, the response also:

- highlighted the key issues/concerns raised by individual Panels as part of their public consultation on each stage of the process;
- highlighted the important and key role played by scrutiny in the Council's budget consultation process.

Overview & Scrutiny Committee welcomed the attempts made by the Executive to address concerns relating to the level of detail provided on each consultation proposal but felt that sufficient detail was still not being provided on the potential impact of all individual proposals, affecting the ability of some panels to undertake an informed appraisal. The Committee was, however, again pleased to note the willingness of the Executive to engage with scrutiny in terms of the budget consultation process, whilst at the same time being held to account.

Cabinet & Council noted the issues raised within the scrutiny response on the budget proposals. As a result of specific comments made by scrutiny the following changes were made to the final 2006/07 budget approved by Council in February:

- the proposals to remove the subsidy on home meals and to make savings in the cost of administrative support to the Children & Families Leadership Team were withdrawn; and
- the proposed saving in Regeneration expenditure was reduced by £36k.

Overview & Scrutiny Committee plans to undertake a further evaluation on the effectiveness of scrutiny's involvement in the budget consultation process during 2006/07.

### **(c) Developing and co-ordinating scrutiny involvement in the Council's Performance Management Framework**

This year Overview & Scrutiny Committee has looked to further refine scrutiny's involvement in the Council's Performance Management Framework.

During 2004/05 the Committee agreed to re-focus scrutiny's involvement in the performance management framework around the Council's revised Improvement Plan. Members were provided with a summary of the Improvement Plan in September 2005 but at the same time noted the impact which the outcome of the Council's CPA corporate assessment would have in terms of future development of the Plan. As a result the Committee agreed to delay considering the introduction of a more detailed monitoring framework, pending feedback on the outcome of the Council's CPA corporate assessment and Action Plan.

Overview & Scrutiny Committee considered the Council's CPA Action Plan in March 2006. The Committee:

- noted the areas for improvement and proposed actions within the CPA Action Plan; and
- agreed to undertake further detailed consideration of areas to be monitored from the Action Plan as part of the scrutiny work programme setting process at the start of the 2006/07 Municipal Year. This process will be based around a review of the combined actions within the Council's revised Improvement Plan 2006-2009.

In addition Overview & Scrutiny Committee has also:

- continued to support scrutiny's ongoing involvement in monitoring delivery of the targets within Enfield's Local Public Services Agreement
- continued to support scrutiny's ongoing involvement in the Council's Best Value Framework; and
- identified a need for scrutiny to develop its involvement in monitoring of the Local Area Agreement (LAA), which is due to be considered in more detail by the Committee early in 2006/07.

### **(d) Other areas of work**

Other important areas of work undertaken or progressed by Overview & Scrutiny Committee during the year have included:

## **Co-ordination of Scrutiny involvement in the Council's CPA corporate assessment inspection process**

Overview & Scrutiny Committee played a central role in co-ordinating the involvement of the scrutiny function in the CPA corporate assessment process, undertaken during September/October 2005. This involved the Committee:

- reviewing and commenting on the Council's draft CPA Self Assessment document, prior to its submission to the Audit Commission; and
- meeting, collectively, with the CPA inspectors to provide feedback on members' experience of scrutiny work; what had worked well and areas for improvement; major achievements & joint working; scrutiny support and member development.

## **Review of Officer Support for the Scrutiny function**

Overview & Scrutiny Committee has continued to monitor the progress being made in addressing the provision of enhanced officer support for the scrutiny function over the year.

Following the success in securing an additional £50k for 2005/06 from the Executive (£30k ongoing commitment) to enhance the level of officer support available for the scrutiny function, the Committee oversaw the appointment of an additional scrutiny support officer on a one-year secondment.

In addition members continue to monitor the proposals being developed by the Head of Human Resources, in consultation with the Joint Lead Support Officers, for the provision of more sustainable scrutiny support arrangements, over both a short and long term period.

Overview & Scrutiny will continue to monitor the progress being made and are keen to ensure that any proposals developed to enhance the level of officer support available to scrutiny are closely linked with the outcome of the scrutiny Best Value Review.

## **Best Value Review – Scrutiny Function**

In 2005/06 the Council agreed to undertake a Best Value Review of the scrutiny function. Overview & Scrutiny Committee was consulted on the draft Review Initiation Document and objectives for the review, prior to it commencing in October 2005. In addition the Committee has appointed a member to represent the scrutiny function on the Best Value Core Team, which is the body responsible for co-ordinating and steering the review process.

Overview & Scrutiny Committee continues to receive regular updates on the progress being made on the review, which is due to be completed during 2006/07. Once finalised the Committee will have a key role to play in considering the findings of the review and co-ordinating the implementation of any actions identified as a result.

## **Scrutiny Member Development**

For some time now the Council has been looking to move away from the more traditional methods of delivering member development, given the pressures on Councillors' time and the relatively low attendance levels. In line with the Council's Action Plan for Investors in People, Overview & Scrutiny Committee has piloted a new approach where members were "developed" as they undertook scrutiny reviews.

This pilot came to an end during 2005/06 and the results have been used to develop a new framework for scrutiny member development. The results of the review were presented to Overview & Scrutiny Committee in January 2006 who agreed that work should continue to develop a modular based scrutiny member developmental programme for formal implementation at the start of the 2006/07 Municipal Year. The framework will be based around 4 key themes – serving the people & involving partners; being a critical friend; making a difference and being a champion for scrutiny. The Committee has noted that it will also need to link in with the overall member induction programme and any actions arising as a result of the scrutiny Best Value Review.

#### **(e) Call-in**

Overview & Scrutiny Committee has a central role in the call-in procedure introduced as part of the Council's Constitution in May 2002. Call-in is a process which allows members of the Council to request that decisions (classified as eligible for call-in) taken by cabinet, individual cabinet members or Directors are suspended to enable further review.

Overview & Scrutiny Committee is the body responsible for reviewing any decisions that are called-in. In total Overview & Scrutiny Committee dealt with 5 decisions called-in for review during 2005/06 Municipal Year, which represents a reduction on the number (12) dealt with during 2004/05.

In terms of the outcome from the 5 call-ins:

- 3 resulted in the original decision being confirmed by Overview & Scrutiny Committee (on the basis of additional information provided at their meetings);
- 1 resulted in the decisions being referred back to the decision maker for reconsideration. The original decision on this item, relating to the allocation of educational community grants for 2005/06 by the Voluntary & Community sector, was subsequently amended by the decision maker following reconsideration to reflect the concerns raised by Overview & Scrutiny Committee under the call-in process;
- 1 resulted in the call-in being withdrawn.

The Committee will continue to monitor outcomes from the call-in process.

## **REVIEW OF THE SCRUTINY PROCESS**

This has been the fourth year of operation for Enfield's Overview & Scrutiny Committee:

#### **Areas that have worked well**

- providing co-ordination and leadership for the Council's scrutiny function e.g. co-ordination and management of scrutiny's involvement in budget consultation process, overview of scrutiny work programme, officer support, management of issues referred by Executive & co-ordination of references and reviews between individual Panels;
- role of Overview & Scrutiny Committee in the call-in process;

- continued level of collaborative and cross-party working between the chairman from each Scrutiny Panel;
- developing an effective relationship between Scrutiny & the Council's Executive;
- development of a more structured work programme for the Overview & Scrutiny Committee;
- piloting the new approach to member development.

#### **Areas for ongoing development/improvement**

- developing the process for effectively managing and monitoring the allocation of resources between Panels to support the scrutiny function and individual reviews;
- improving, both in the short and long-term, the extent of officer support to the scrutiny function;
- increasing the profile of Enfield's scrutiny function and developing the overall scrutiny communication strategy;
- increased focus on monitoring of the scrutiny workprogramme to ensure it remains as realistic, focused and well-balanced as possible;
- developing an evaluation framework for scrutiny.

Overview & Scrutiny Committee have already noted that a number of the above areas for development link with areas being considered under the scrutiny Best Value Review.

## **FUTURE WORK PROGRAMME 2006/07**

The following items have been identified for Overview & Scrutiny Committee in 2006/07:

- ongoing review of Scrutiny Work Programme;
- review of scrutiny's involvement in Council's budget consultation process;
- development of scrutiny's involvement in Council's performance management framework – CPA, Council Improvement Plan & LAA;
- continued development of member/officer training for scrutiny;
- Officer support for Scrutiny;
- Consideration and implementation of findings and actions arising from scrutiny Best Value Review;
- Ongoing monitoring on use of Urgency Procedures;
- Monitoring implementation of the Council's HR Strategy & recommendations from the Joint Scrutiny Commission on Asylum Seekers and Joint Scrutiny review on DDA;
- Call-in (as required)

# **Annual Report from Education, Skills & Leisure Scrutiny Panel 2005/06**

This year the Panel experimented with a totally new way of working. We held an agenda setting meeting at the start of the year, co-ordinated by an outside facilitator with expertise in the field of Education and Children's Services. All members were given a briefing pack of information (including recent inspection reports, service centre plans, minutes of meetings held in 2004/5 and the previous year's scrutiny annual report) and from this they identified a number of issues, which they wished to prioritise this year. They also agreed to base each meeting around a particular theme, and where appropriate to hold the meeting at an outside venue that reflected the theme under scrutiny. The panel also agreed to receive briefings at the start of each meeting on matters of current interest and on matters, which the Panel is responsible for monitoring. To give them more knowledge of the areas being scrutinised panel members agreed to take part in visits connected to the themes before each meeting.

## **PANEL MEMBERSHIP**

- Councillor Paul McCannah (Chairman)
- Councillor George Savva (Vice Chairman)
- Councillor Jayne Buckland
- Councillor Lee Chamberlain
- Councillor John Egan
- Councillor Robert Hayward
- Councillor Jeff Rodin
- Councillor John Wyatt

## **Statutory Co-optees**

- Rabbi Levy (representing other faiths/denominations)
- Rev Richard Knowling (representing Church of England Diocese)
- Carmel Tylee (representing the Catholic Diocese)
- Vacancies currently exist for two parent governors.

## **Non-Voting Co-optees**

- Enfield Secondary Headteacher's Conference represented by Sue Warrington
- Enfield Primary Headteacher's Conference represented by Ruth Evjet,
- Enfield Youth Assembly - vacant
- Enfield Colleges Principals' Group represented by Jean Carter

## **PANEL SUPPORT OFFICERS**

- Phil Glascoe (Lead Support Officer)
- Marie Janaway (Support Officer)
- Penelope Williams (Democratic Services)

## **ACHIEVEMENTS**

## **(a) Monitoring and Improving Service Performance, Council Policy and Procedures Holding the Executive to Account**

Under our new way of working each meeting was based upon a different theme. The themes covered were:-

- Service management
- Special needs
- Budgets
- 14 -19 provision
- Leisure and culture

### **Service Management**

Peter Lewis, Director of Education, Children's Services and Leisure gave a presentation on the recent changes to his department, which had been introduced as a result of the Children's Act 2004; and the improvements that would come from the new integrated children's services. As an outcome from this meeting the Panel set up a working group to examine the issue of Extended Schools.

### **Special Needs**

The panel held a meeting on special needs at the Cheviots Children's Centre. Teachers and parents of special needs children attended together with the managers of Cheviots, a representative from the Enfield Primary Care Trust and other professionals. Before the meeting some members of the Panel made a visit to Waverly Special School and were impressed by the quality of the facilities and the dedication of the staff. The panel meeting was preceded by a short tour of the building. The meeting attracted a relatively large audience and the key issues raised concerned the shortage of secondary autism provision and respite for carers.

As a result of this review a meeting was set up with the Chairman of the Panel and the Assistant Director of Education, Children's Services and Leisure (Children's Access and Support) and representatives from the Enfield Branch of the National Autistic Society which has led to the setting up of a Secondary Autism Group with the aim of improving secondary autism provision in Enfield. The respite care issue is the subject of a Social Services Scrutiny Panel review. It was also suggested that the Panel consider a review into specialist input into mainstream schools. This is a topic that will be put forward for consideration as part of next year's programme.

### **Budget Consultation 2006/7**

The Panel once again took an active role in the budget consultation exercise but this year we expanded the issues under discussion to include benchmarking data and key performance indicators of neighbouring comparable authorities to inform its comments for consideration by Cabinet. We also focussed for the first time on the changes to the schools funding formula. Concern was expressed about the proposed changes to special needs "predictable needs formula" and about increases in charges for the Enfield Arts Support Service.

### **14-19 Provision**

Enfield College hosted a meeting on the theme of 14-19 provision in Enfield. This involved contributions from Enfield Training Services, Connexions, Enfield Business Partnership as well Enfield's 14-19 Strategy Manager. An issue was raised concerning the lack of work experience placements offered by the Council itself.



The Assistant Director of Human Resources attended a subsequent meeting of the panel to explain Council policy in this area and work is now being done to encourage Council departments to make available more work experience placements for local students.

As part of this review a visit involving councillors on the panel took place to North London Garages who run work based training courses for car mechanics.

### **Leisure and Culture**

Forty Hall was the venue chosen for this meeting. Members and officers enjoyed a brief tour of the house before the meeting began. Claire Lewis, Assistant Director Leisure Culture and Youth, gave an overview of the theme and this was followed by presentations on sport and recreation, cultural services, museums and libraries. Issues discussed included the difficulties in meeting the government's performance indicators on library opening hours, numbers of items borrowed and attendances as well as the lack of a large venue in the borough for concerts. The Library issues are due to be considered again at a future meeting when the panel will look at an external consultant's report on the library service and proposals for the future.

### **(b) The panel also looked at the following areas:-**

#### **Adult and Community Learning**

Dr Ben Charles, Head of Adult and Community Learning, presented the Adult and Community Learning 3 year Development Plan and explained some of the recent changes to government policy essentially the move away from the support of leisure based courses to accredited vocational training.

#### **Teacher Recruitment and Retention**

At the November meeting, the Panel received an update report on teacher recruitment and retention. We were informed that the vacancy level for teachers had fallen overall although there were still difficulties recruiting middle managers, some subject teachers at secondary level and filling special school vacancies with teachers with special school experience. Work on attracting newly qualified teachers to the borough had been very successful.

#### **Joint Area Review (JAR) of Children's Services, Youth Services Inspection and the Comprehensive Performance Assessment (CPA)**

This year the Council underwent two large-scale inspections; the Joint Area Review into children's services across the borough and the Comprehensive Performance Assessment into the Council's own services as well as a separate inspection into the youth service. The Panel was regularly updated during the progress of the inspections and monitored the outcomes.

The Chairman of the Panel was interviewed as part of these inspections and the work of the panel contributed towards the final 3 star assessment awarded to the Council.

### **(c) Working Groups**

#### **Low Attainment**

The recommendations from the review researching the factors behind the low attainment of some children in Enfield were submitted to Cabinet in November

together with an action plan for implementation, prepared by Education, Children's Services and Leisure. All the recommendations were well received and will be implemented by the department.

It is also hoped to hold a conference on low attainment later in 2006.

### **Attendance Truancy and Exclusions**

In July the panel received the final report from the Attendance, Truancy and Exclusions Working Group which had been set up to examine the Council's performance in improving school attendance and reducing incidences of exclusion. After 3 meetings, the group recommended that behaviour and attendance were improving, so they agreed that no further meetings of the group were needed and the panel would continue monitoring the situation on a yearly basis.

### **Extended Schools**

A new working group was set up this year to look into the issue of Extended Schools. At the first meeting they discussed provision across the borough. Further meetings were planned with headteachers who have been successful in setting up extended schools. This review will continue into next year.

### **(d) Engaging the Local Community**

Moving the panel meetings out of the Civic Centre has been a good way of encouraging more people to come to our meetings. The meeting held at Cheviots on the theme of special needs was very well attended as were the meetings at Enfield College (14-19 provision) and at Forty Hall (leisure and culture). Public contribution to panel discussions has increased and added value to the Panel's scrutiny work.

The Panel co-opted members of the Secondary Headteachers' Conference, the Primary Headteacher's Conference, Enfield Colleges Principals' Group and on to the Panel as non-voting co-optees. These co-optees make a valuable contribution to the work of the Panel.

Representatives from other partner organisations such as the Enfield Leisure Centres Trust, Creative Partnerships, Connexions, Enfield Training Services, and Cheviots Children's Centre have also attended meetings and taken part in discussions.

The panel has continued to carry out the following activities to raise the profile of the Panel; A3 Posters were sent to schools, youth clubs and libraries; People and organisations who were thought to have a particular interest in an issue were targeted with personal invitations; Chairs of Governors and Headteachers were emailed before every meeting with details of the issues to be covered and a request for them to contact the Panel if they would like to make a contribution on any of the issues to be discussed. Several questions have been submitted in this way, not least for the budget review.

## **REVIEW OF THE SCRUTINY PROCESS**

### **Areas that Worked Well**

The Panel's experiment with the thematic way of working has worked well in some ways but not in others. Working thematically has given us a wide focus and has been very effective in creating more interest in the topics under review.

The members who attended the visits arranged around particular themes found them very helpful and informative. Service providers also welcomed the opportunity to raise issues directly with members.

Since changing the format of meetings and moving out of the Civic Centre we have attracted larger audiences whose contributions have led to more interesting and useful debate.

### **Areas for Improvement**

The themes set this year were very broad and although the panel received excellent briefings on a wide range of issues there was often not enough time for effective scrutiny to take place at a more detailed level. It is felt that next year we should make sure that the themes are more tightly defined and that there are more opportunities for more detailed review.

Although we have had some success in raising the profile of the Panel and encouraging greater public involvement, we would like to involve even more local people, particularly younger residents ones and more representatives from local organisations and the council's partners.

## **FUTURE WORK PROGRAMME**

It is likely that the panel will make greater use of the working parties in its scrutiny work, during the coming year.

It is also thought that the work of the Panel next year will focus on some of the outcomes from the Joint Area Review and the Comprehensive Performance Assessment.

The following issues will also be put forward for inclusion in next year's work programme: -

- The Library Plan
- Specialist input into mainstream schools

The following issues will be carried over from this year:-

- Extended Learning

## **THANKS**

Members would like to thank the support officers for their work and also those people who have attended our meetings and contributed to the debate.

# Annual Report from Environment, Parks & Amenities Scrutiny Panel 2005/06

## PANEL MEMBERSHIP

- Councillors Edward Smith (Chairman)
- Councillor Yasemin Brett (Vice Chairman)
- Councillor Christopher Andrew
- Councillor Chris Bond
- Councillor Annette Dreblow
- Councillor Norman Ford
- Councillor Alex Mattingly
- Councillor Terence Smith

## PANEL SUPPORT OFFICERS

Mike Ahuja (Leader Support), Matt Clack (Support), Pauline Bagley (Scrutiny Secretary)

## INTRODUCTION

At the start of the municipal year the Environment, Parks and Amenities Scrutiny Panel underwent some extensive alterations, with personnel changes in the roles of Chairman, Support Officer and Scrutiny Secretary. It was agreed to avoid lengthy reviews and instead consider areas where immediate benefit could be found. The Panel has achieved significant improvements in partnership working, in particular helping the public engage with the Police. It is intended that this approach remain as broad support has been received from both the Panel Members and the public. The items scrutinised during the year have been:

- Enviro Crime Unit
- M25 major works to the Holmesdale Tunnel (June/September/February)
- Safer Neighbourhood Parks Unit
- Cemeteries/Grave Space (June/September)
- Abandoned/Un-taxed Vehicles (June/September/February)
- LPSA environment targets (September/April)
- Statement of Community Involvement (September)
- Transporting People Action Plan (September/November)
- Parks Investment Programme (November/April)
- Tree Strategy (November)
- Budget Consultation (December)
- Street Lighting PFI (December/April)
- Licensing/Drinking Controlled Areas (February)
- Highway Maintenance Programme (February)
- Byelaws (February)
- Trading Standards/Fireworks (April)

New work to be started includes:

- Recycling credits and waste levies

- Income from Utility companies undertaking works on the highway/Working within Legislation
- Relationship with the Enfield Strategic Partnership
- North London Waste
- Traffic Management

## **ACHIEVEMENTS**

### **(a) Monitoring and Improving Service Performance, Council Policies and Procedures, Holding the Executive to Account**

#### **Environmental Crime Unit (June)**

The Panel unanimously welcomed the introduction of a new Enviro Crime Unit during the early part of 2003 and has been regularly monitoring their activity since it became fully operational in October of that year. One of the main areas of public concern is in respect of abandoned and untaxed vehicles. There remains major activity in this area with some 6,500 vehicles being reported in the year ending December 05. Evidence that effective enforcement has reduced the level of abandoned vehicles in the borough is demonstrated by the numbers reported. (figures have dropped from a high of over 15,000 reported in 2002 to 6,500 last year)

#### **Transporting People Action Plan (September/November)**

Following the Audit Commission's inspection of the Council's Transporting People Services, the Panel reviewed the action plan drafted to address the inspectors' concerns. The Lead Officer assisted in finalising the review plan, and the Panel then highlighted their concerns at a formal meeting. It was agreed that a Joint Scrutiny Panel be set up to monitor and assist the action plan- comprising of Members from the Education, Skills and Leisure, Social Services and Environment, Parks & Amenities Panels. This was agreed by OSC in January and will start meeting in the new municipal year.

### **(b) Engaging and Involving the Local Community**

#### **Update on the work to the Holmesdale Tunnel (June/September/February)**

Although the work to the tunnel falls within the remit of the Highways Agency, both Councillors and the public continually raise concerns about the adverse impact these works will have on people living near the M25. There were regular updates during the year culminating in a presentation DVD from the Highways Agency, followed by a question and answer session with a representative from Costain (the contractor) and Officers of the Council. Feelings ran high, particularly over possible traffic gridlocks occurring in the vicinity of Junction 25 and the lack of local signage. The Panel made recommendations to Cabinet in respect of the need for local signage and this was considered at a meeting in March. The outcome of this was that whilst Cabinet decided not to erect local signage they agreed to receive regular updates on the traffic implications caused by the works.

#### **Safer Neighbourhood Parks Unit (June/September/February)**

The Panel was instrumental in advocating the review into the parks staffing structure, roles of the park rangers and the implementation of a new focus. The role of the newly formed Parks Unit centres on enforcement and a regulatory function

ensuring that byelaws are adhered to and other legislative regulations are upheld. This Unit was formed during the summer of 2005 and the CPSOs are carrying out a proactive role within the parks with intelligence led deployment. Performance figures to date show a high level of activity such as Stop and Accounts, intelligence reports, Fixed Penalty Notices, arrests, verbal warnings, detentions and seizure of scooters. The Unit will soon be enforcing even more No Drinking Zones as subject to statutory consultation, these zones will be extended to cover all parks and open spaces, as well as areas around train and underground stations throughout the borough.

### **Statement of Community Involvement (SCI) (September)**

Cabinet referred consideration of the draft SCI to the Panel in July 05 after a statutory six-week consultation period had expired. A special meeting was arranged, with comments invited from Councillors and residents. The document asked partners, voluntary organisations and the public how the Council should consult on its Local Development Framework and on planning applications. The meeting facilitated views to be aired, and the report was then finalised to include these issues and was adopted at full Council.

### **Parks and Open Spaces Byelaws (February)**

The Panel has recently been consulted about proposed new byelaws. The present byelaws are old and difficult to administer and enforce and many of the sites in the Borough are not covered in the schedule. The byelaws therefore needed to be reviewed and updated. Although the Police already had sufficient powers, the byelaws would prove helpful to the Parks Unit in their work. Discussion at the meeting was lively with genuine interest from residents and Friends of Parks groups feeling well engaged.

### **Application to become a Fairtrade Borough (February/March)**

It was agreed at a full meeting of the Council to consider whether Enfield should work towards accreditation to become a Fairtrade Town. To this end, a working group was set up and included three members of the Panel and Councillor Cole – the original proposer at Council.

This working group called upon the expert knowledge of partners from Enfield Civic Society Forum and UNA-UK with a view to raising the profile of Fairtrade and to have input into the information gathering by the working group. The working group hopes to 'make the case' for accreditation, and a report will be considered by Full Council early in the new municipal year.

An awareness-raising event was organised to take place in the new library in Oakwood on 18<sup>th</sup> March. This event proved very successful, with approximately 50/60 (adults and children) visiting the event (which lasted two hours), tasting the tea, coffee and juice, finding out more about Fairtrade and looking at the fair-trade products that could be purchased. In addition to Enfield Civic Society forum, organisations making a contribution to this event included Marks and Spencers, Traidcraft, Sainsburys and Oxfam.

The event was also attended by several Councillors, including David Burrowes, MP for Enfield Southgate.

# REVIEW OF THE SCRUTINY PROCESS

## Areas that worked well

It is felt that the Fairtrade Working Group has worked particularly well for the following reasons :

- Referred by full council
- Cross Party working
- Co-option of a member not on the Panel
- Working with partners from the Enfield Civic Society and UNA-UK
- Engagement with the public

## Areas for Improvement

The process for setting this year's Work Programme took some time to complete and it is hoped that this will be addressed next year by the implementation of a programme-setting "away day", in which Panel Members will receive information on the range and restrictions of the various items due to be considered.

# FUTURE WORK PROGRAMME

- M25 Update
- Medium Term Financial Strategy & Budget Proposals
- LPSAs and LAAs
- Parks & Open Spaces
- Parks Investment Programme
- Abandoned/Untaxed Vehicles
- Licensing/Drinking Control Zones
- Fireworks Campaign
- Enviro Crime Unit
- Footway & Carriageway Investment Programme
- Street Lighting PFI
- Relationship with ESP
- North London Waste
- Traffic Management (potential Joint Scrutiny with Special Projects)

# THANKS

The Chairman and Panel members expressed their thanks to officers who had supported the Panel's work throughout the year, officers and partner organisations who had provided reports and attended the meetings, and the public who had shown an interest and made a contribution on a wide range of topics.

# Annual Report from Health Scrutiny Panel 2005/06

## PANEL MEMBERSHIP

- Councillors Ann Zinkin (Chairman)
- Councillor Christiana During (Labour Lead)
- Councillor Kate Anolue
- Councillor Anne Marie Pearce
- Councillor John Egan
- Councillor Irene Richards
- Councillor Eleftherios Savva
- Councillor James Steven

## PANEL SUPPORT OFFICERS

Lead Support Officers: Mike Ahuja / Claire Johnson; Support Officers: Linda Leith/Sue Cripps and Scrutiny Secretary: Jayne Bott.

Issues scrutinised during the year have included:

### Items continued from the previous year:

Dentistry Working Group (Childrens Health) (December 2005)  
GP Out of Hours (December 2005)  
Healthy Hospitals (2005/2006)  
Healthy Starts, Healthy Futures (2005/2006)  
MRSA (November 2005)  
Phlebotomy Services (July 2005)  
Stroke Services Review (March 2006)  
Teenage Pregnancy (December 2005)

### New Issues:

Alcohol (October 2005)  
Dental Services – Contracts (March 2006)  
Provision of School Meals (July 2005)  
Public Conveniences (March 2006)  
Annual Healthcheck (October 2005 & April 2006)

## ACHIEVEMENTS

### **Dentistry Working Group**

Following the Health Scrutiny Panel meeting on 10<sup>th</sup> February 2005, a series of joint meetings involving the Community Dental Service of Enfield PCT, Education Officers, Health Scrutiny Officers and Councillors were held to look at ways of improving the oral health of young children in the N9/N18 area.

The aim of this N18/N9 project was to work through parents to help reduce the risks of oral disease in young children by:-

- a) Giving advice on prevention
- b) Enabling early intervention for existing disease, by alerting parents to impending dental crises.

A meeting will be arranged with volunteer parents to get direct feedback about the project. Clinical evaluation of the project using dental epidemiological surveys will start from 2007/8.



## **Healthy Hospitals**

The Health Scrutiny Panel has been scrutinising the Healthy Hospitals engagement, and will continue to scrutinise the consultation process. There have been six meetings since November 2005 between the Chairman, the whole Panel, Officers of the PCT and Hospital Trusts to raise public concern regarding the hospital reconfiguration and in particular the possible closure of A&E. The Health Scrutiny Panel is also part of a Joint Scrutiny Committee with Barnet and Hertfordshire, which will review the proposals when they are submitted.

The Chairman of the Health Scrutiny Panel submitted the following motion, which was accepted at full Council on the 9<sup>th</sup> of November 2005:

'Enfield Council is opposed to any closure of the A&E Service at Chase Farm Hospital and believes high quality health provision should continue to be provided and enhanced.

We urge the trust to recognise the strength of feeling and give an early public undertaking that the A&E Service at Chase Farm Hospital will be retained.

We call upon Joan Ryan MP for Enfield North to lead a delegation to the Secretary of State for Health, to include our other MPs, representatives from the Council and Irene Wilson of the Willow Residents Association.'

## **Stroke Services** (involving the following additional support - Co-optee: Jean Calvert & Advisor: Sheila Macleod)

This detailed review started in January 2005. The working group produced its conclusions and recommendations in a report on the provision of stroke services in the Borough and felt that :-

- There were significant shortfalls in every area of stroke services in the Borough.
- There was no evidence of a co-ordinated Borough strategy.

The Health Scrutiny Panel has made a number of recommendations that the PCT and Hospitals should consider in order that Enfield residents who suffer from Strokes are given the best opportunities for recovery.

## **Teenage Pregnancy**

The Panel had a good look at Teenage Pregnancy, and submitted a report to Cabinet. The recommendations the Health Scrutiny Panel have made address improvements to existing services, and development of services to engage with Parents and young people.

One of the key recommendations is for the Primary Care Trust to extend service provision to young people at Town Clinic, this will enable the service that is currently oversubscribed to be more accessible to young people who need it.

The report recognises the significant success of Education, Childrens Services & Leisure and Schools of keeping students recorded as young mothers in Education and achieving exam results.

The Health Panel further recognise that the Primary Care Trust, Council and other partners can offer accessible services and advice, but that it is ultimately the decision of the young people if they take account of this.

Therefore whilst the panel recognises the work that has been done in reducing teenage pregnancy, this still remains a challenge.

At the time the review was being undertaken delays in national data timelines meant the only figures available were from 2003 which made any evaluation of the strategy difficult.

The report recognises the work of the 4YP service and the panel and I feel sure Cabinet will be pleased to know that latest figures show an 11% reduction in teenage pregnancy. This is an indicator that the strategy is working.

## **REVIEW OF SCRUTINY PROCESS**

### **Areas that worked Well**

The Panel has continued to develop an understanding of local health issues, through presentations, meetings with health professionals, and visits to see services in action.

The panel has engaged in serious discussion prior to each Health Scrutiny Panel meeting enabling them to ask searching questions with regard to the concern felt by the panel and the public on subjects that are both complex and emotive.

The Panels work programme focuses on issues that affect all residents, and will continue to focus on issues where there is strong public concern, and where the scrutiny process can make a difference.

### **Areas for Improvement**

The Panel will continue to encourage greater public participation by scrutinising subjects of importance to the community, and by holding meeting sessions in venues away from the Civic Centre.

## **FUTURE WORK PROGRAMME**

The Panel will decide items for the next Health Panel work programme at a workshop in June 2006.

# Annual Report from Housing Scrutiny Panel 2005/06

## PANEL MEMBERSHIP

- Councillor Achilleas Georgiou (Chairman)
- Councillor Lee Chamberlain (Vice Chairman)
- Councillor Gregory Antoniou
- Councillor Jonas Hall
- Councillor Denise Headley
- Councillor Francis Ingham (May -December 2005) replaced by Councillor Tony Dey (December 2005)
- Councillor Eric Jukes
- Councillor Ahmet Oykenner

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### **Co-opted Members (Non Voting)**

- John Dolan & Carol Moore (Federation of Enfield Community Associations (FECA))
- Mark Hayes (Christian Action Housing Association)

## PANEL SUPPORT OFFICERS

John Austin (Lead Support Officer), Colin Pullen (Support Officer) and Penelope Williams (Scrutiny Secretary).

## ACHIEVEMENTS

### **(a) Monitoring and Improving Service Performance, Council Policies and Procedures, Holding the Executive to Account**

The Scrutiny Panel received information and reports on the following issues which enabled them to monitor and make recommendations on the work of the services involved.

#### **Anti-Social Behaviour Review**

Last year the panel had set up a working group to consider the issue of anti social behaviour on housing estates. A report was produced and presented to Cabinet in July 2005. It contained 13 recommendations; all of which were accepted. Therefore the Panel were pleased to see that additional funding was provided in the 2006/7 budget for the neighbourhood warden scheme and the youth outreach team both of which had been recommended in the review.

The recommendations have made a real difference to the co-ordination, control and monitoring of anti social behaviour incidents and issues. There has also been a real improvement in the way that the relevant Council departments and community partners have worked together to provide and deliver a more responsive, effective and efficient service.

At their February meeting the Panel was updated on the implementation plan based on their recommendations. Considerable progress has been made to both deliver and to consolidate the recommendations.

### **Repairs and Maintenance**

This had been the subject of two recent inspection reports, a best value review and an external review from the Audit Commission. The Panel looked at how the recommendations from the two reports were being implemented. A key outcome was the setting up of a Repairs and Maintenance Centre on the Claverings Industrial Estate which is due to open in April 2006.

### **Homelessness**

The panel received a report from the Homeless Persons' Team setting out the work being done to meet government targets on homelessness. The team had been very successful in meeting the targets and reducing homelessness. Following the presentation it was agreed that an update sheet containing a suite of information for councillors would be provided, on a quarterly basis, so that they could check progress on the issues.

### **ALMO**

The panel were kept up to date on the progress being made in setting up the Arms Length Management Organisation that will take over the running of the Council's landlord service from April 2007. They received reports on the development of the ALMO bid and the impact that its implementation would have not only on housing services itself but also on the Council as a whole.

### **Caretaking and Grounds Maintenance**

A lively discussion attended by over 15 tenants and residents was held on the outcomes from the Fundamental Services Review into the Caretaking and Grounds Maintenance Service.

Information was also provided on the weekly estate inspection process led by Councillor Dey, involving a programmed series of visits around the borough picking up on issues such as decoration, graffiti, litter, damage and repairs and the general appearance of the estates.

Residents raised some concerns about changes to the estate management service, which they felt had been brought in without consultation. Following the panel's intervention, this issue was raised with Housing Management and the Cabinet Member for Housing, information was placed in Housing News and residents were assured that they could take part in reviewing the impact of the changes.

### **Tenant/Leaseholder Participation and Involvement**

Concerns were raised about tenant involvement and the lack of opportunities for tenants and leaseholders to influence service delivery on Council Housing Estates. Tenant and leaseholder satisfaction ratings also needed improving. These concerns led to the Panel setting up a working group to review tenant involvement and to examine the ways in which Housing Services engaged with their tenants and leaseholders. The review was completed in March and recommendations were made. These included:-

- That more publicity be given to the results from estate inspections and on the progress of the works being carried out as part of the capital maintenance programme.
- That any consultation exercises should start early and more feedback be given on the issues raised and what was done in response.
- That tenant involvement should be assessed every six months against recognised Key Lines of Enquiry (KLOES) to enable progress to reaching two star status to be tracked.
- Focus groups involving estate managers, housing staff (including the tenant involvement unit) and tenants/leaseholders should be set up to discuss estate and borough issues.
- The role of the Community Partnerships should be reviewed.

They also felt that tenant involvement should become an integral part of service improvement plans. Informal contact with tenants/leaseholders should be developed and that all these recommendations be incorporated into the Resident Involvement Strategy which was currently being put together by Housing Services.

### **Contract Letting**

The Panel monitored the implementation of the recommendations from their review into Contract Letting - the processes for awarding housing contracts: Cabinet had agreed the 4 recommendations. The recommendation on post tender negotiations was fed into an officer review of contract procedure rules and the Council agreed revised contract procedure rules on 22 February 2006.

### **Key Worker Housing**

The Panel received a report on the initial findings from some research being carried out by the Housing Policy Team into the needs and provision of key worker housing in the borough. A need for more family sized housing was identified. It was suggested that the Council should use the Local Development Framework to shape planning policy and encourage the building of larger homes.

### **Budget Consultation 2006/7 & Rent Setting**

The Panel discussed the Council's consultation document on the 2006/7 budget and the rent setting for that year. They expressed concerns about the proposed rise in fees for home meals, home care and community alarm. These were passed on to Overview and Scrutiny and included in the overall scrutiny response on the budget.

### **Adaptations and Accessible Housing**

At the last meeting the Panel were presented with a position statement detailing the number of residents in both the private and public sector living in unsuitable housing which either needed adapting or making more accessible.

A new Community Housing and Adult Social Services service had been created which brought together various teams (from housing, social services and environment) involved in the provision of adaptations and accessible housing. This had led to some improvements particularly in the provision of occupational therapy in the public sector adaptations team. An independent review of Enfield's Adaptation Policy and Practice had also been carried out.

The Panel asked to receive further updates to enable them to monitor service performance, improvements in target setting, and in communication with clients.

### **Affordable Housing**

The Panel received a report setting out the measures being taken to provide and encourage the provision of affordable housing in the Borough. The report outlined the different ways this could be done which was mainly through registered social landlords who made use of social housing grants, cash in lieu payments, discounted or free land. The Council also provided affordable rented units for vulnerable people and key workers.

The Panel questioned the number of properties being built in high-risk flood areas and asked that the Environment Parks and Amenities Panel and the appropriate Cabinet members consider this issue in more detail.

### **Black and Minority Ethnic (BME) Strategy**

The Panel received an update on the development of a Black and Minority Ethnic strategy. They noted that the BME Strategy Group was concerned about the lack of Council resources and involvement in this area and that there was a need for a more joined up approach involving housing associations, the BME community, the Enfield Strategic Partnership and other interested groups.

They agreed a recommendation to consider this issue in more detail next year and to ask the Enfield Strategic Partnership to consider how the development and implementation of the BME Housing Strategy can link into its other areas of work.

### **Comprehensive Development Initiative (CDI)**

The Panel continued to monitor the implementation of the Council's Comprehensive Development Initiative whereby unused garages and parking areas are being developed to provide additional social housing.

### **Community Halls**

Concern had been expressed about the fate of some of the community halls owned by the Borough. The Panel requested and received a briefing report on the work being done to assess the viability of each hall including cost benefit analyses and on the production of the community halls strategy.

#### **(a) Engaging the Community**

Tenants, residents and leaseholders regularly attended panel meetings as well as representatives from local tenant, residents and leaseholder associations, and from FECA (the Federation of Enfield Community Associations). The Panel had also co-opted representatives from FECA and Christian Action Housing Association onto the panel.

All attendees played an active part in the meetings, questioning and challenging the officers providing housing services as well as raising issues for discussion.

## **REVIEW OF SCRUTINY PROCESS**

### **Areas that Worked Well**

The Panel has been successful in having its recommendations from the Anti-Social Behaviour Review accepted by Cabinet. The work carried out together with the actions arising out of the Anti Social Behaviour Fundamental Services Review has

had a real impact on reducing the incidence of anti social behaviour on housing estates. Colin Pullen (Support Officer) through discussions with individual services and departments ensured that the recommendations were followed through.

The review into tenant/leaseholder involvement had worked well and the recommendations would be referred onto Cabinet in the new municipal year. It is hoped that the implementation of the recommendations would encourage more tenants/leaseholders to take a more active role on the estates and to help improve the efficiency and effectiveness of the services provided to them.

The Panel worked well with partners in the housing sector to resolve issues of concern including the recent problems arising from the changes to the estate management service.

### **Areas for Improvement**

For the next municipal year we are proposing to hold a half-day session for all members of the Panel to enable them to plan the 2006/7 work-programme. It will be important that we focus more on outcomes as well as on monitoring service performance so that the panel can make more of a difference.

## **FUTURE WORK PROGRAMME**

Items to be put forward for consideration as part of next year's programme

- Resident Involvement Strategy and Action Plan.
- Supporting Enfield Homes (ALMO) in their bid to be at least a 2\* service.
- Facilities for Young people on housing estates.
- Neighbourhood warden scheme.
- The progress that is being made towards meeting the Decent Homes Standard, a target set by the Government for 2010.
- Housing Mobility.
- Further reports on Adaptations and Accessible Housing (including target setting, performance monitoring and communication with clients).
- Implementation of the Black and Minority Ethnic Strategy.
- Monitoring recommendations from the Tenant/Leaseholder Involvement and Anti-social Behaviour Reviews

## **THANKS**

The Chairman wanted to thank all members, co-opted members, officers and the public for their support and contributions to the Panel over the year.

# Annual Report from Social Services Scrutiny Panel 2005/06

## **PANEL MEMBERSHIP**

- Councillors Pamela Adams (Chairman)
- Councillor Hyacinth Sandilands (Vice-Chairman)
- Councillor Annette Dreblow
- Councillor Eric Jukes
- Councillor Christopher Cole
- Councillor Eleftherios Savva
- Councillor Doug Taylor
- Councillor Ann Zinkin

## **PANEL SUPPORT OFFICERS**

John Austin (Lead Support), Matt Clack (Support) and Jayne Bott (Scrutiny Secretary).

## **ACHIEVEMENTS**

### **(a) Monitoring and Improving Service Performance, Council Policies and Procedures**

#### **Recruitment & Retention of Social Workers**

We have received reports considering the current issues facing both Adult and Children's social workers, and held a public meeting to discuss the implications. The meeting was well attended by staff of all tiers. The Deputy Leader, the Cabinet Member for Social Services, the Chief Executive and relevant directors were present to hear all views. The item highlighted the social workers' commitment to Enfield and motivation during difficult times, and the problems experienced with high turnover and increasing numbers of agency staff.

Following the review a report was sent to Cabinet recommending a clear strategy for future recruitment and retention policies for qualified social workers. Cabinet have now agreed this, and work will continue in addressing the issues outlined in the report.

#### **Home Meals**

We set up a working group following changes to the provision of home meals. This now oversees the work being undertaken by the Procurement and Purchasing, Monitoring and Review (PMR) Teams in developing a new service for users. The working group is fortunate to have co-opted individuals from a variety of community groups to offer a local perspective and relevant advice.

The working group has been particularly encouraged by the progress made in the joint working with the London Borough of Barnet. A joint specification has been formalised and tender activities are being finalised. Following suggestions from the working group a Statement of Involvement was drafted and signed by the relevant Assistant Directors for each Borough, outlining their commitment to the joint



initiative. Once complete it is believed that this will be the first example ever of a joint borough provision of home meals.

### **Home Based Support Services (Homecare)**

Following the conclusion of work in the Homecare Working Group (in April 2004), it was agreed that quarterly updates on the contract and complaints procedures be received by the Panel. This gives the PMR Team an opportunity to report back publicly on the progress in the innovative actions they have taken.

The transfer from the old to the new contractors proceeded very smoothly given the size and scale of the operation, and the numbers of people involved in home care. The PMR team worked in tandem with the contractors to ensure a safe and appropriate transfer. One of the major priorities was the complaints process, and the implementation of the agreed amendment to allow the contractors to handle complaints at stage 1 of the complaints procedure. We have noted that, since transferring to the new providers, PMR were confident that the contractors were managing Stage 1 complaints adequately.

The Panel was grateful for the opportunity to contribute to the recent successful developments, and felt the chance to publicly highlight Council achievements was valuable. We will continue to monitor this important service.

### **Inspection Feedback- CPA & JAR**

We have found it particularly helpful to receive the findings of recent inspections, especially as recommendations and issues being reviewed by the Panel often cut across the remits of the Departments concerned. The Assistant Director for Children & Families presented the findings of the Joint Area Review (JAR), a new inspection that unites the various assessments of service delivery for children. We also received a broad report that considered the Scrutiny implications from the Comprehensive Performance Assessment (CPA), which highlighted the success of the Scrutiny function in Enfield.

### **Adoption & Fostering**

We looked at the findings of the first inspections for both the Adoption Service and the Fostering Service- as new assessments it was of particular use that we received early feedback and the public attendees were grateful to receive this. The presentations outlined staffing arrangements, highlighted areas for improvement and user feedback. From the presentation on Fostering a further area of interest (looked after children placed out of the Borough) arose, and will now be considered in the new municipal year.

### **Children & Young People Working Group**

Initially called the 'Respite Care Working Group', the group's focus was divided into 2 areas. The first of these focused on children and young people as carers and the second on adults. This has initially allowed greater concentration on the issue of children and young people as carers. The working group comprises of Councillors, Council officers and co-optees from local community groups involved in youth and carers' issues. The group have completed some invaluable work, mapping the current provision of care by community groups and young individuals in the borough, which has been used to open a dialogue with local schools about their processes for identifying young carers and their responsibilities in supporting them.

At their meeting on the 8<sup>th</sup> December 2005 3 young carers attended to give personal accounts of the sort of problems they face. The group have also completed some site visits to local respite care providers (Waverley school, CAPAG and Dazu), which will help to form the basis of their report. The group intends to continue identifying specific issues whilst considering ways in which the lives of young carers and their families can be improved.

### **Telecare**

Following technological developments in assistive care we received a presentation on the 'Telecare' services for adults. The presentation attracted significant interest from voluntary groups and the public, all of whom were grateful for the opportunity to comment. We also agreed to a site visit to see how the new technology worked, including Members of the Health Scrutiny Panel and the Cabinet Member for Social Services. This will take place in the new municipal year.

## **(b) Holding the Executive to Account**

### **Budget Consultation**

Our Panel, together with the Fairer Charging Working Group, raised concerns during the annual budget consultation process. This drew together a package of recommendations around changes to the provision of social services in Enfield (such as Supporting Independent Living, Community Alarm and administrative support available to the Children and Families Leadership Team).

Of particular concern was the proposal to remove all subsidies from the provision of home meals, as it was felt this would have great adverse effects on the users of this service, usually vulnerable residents. Through the Overview & Scrutiny Committee, we effectively challenged this proposal and as a result Cabinet subsequently agreed to retain the subsidy for home meals. Successes were also made in opposing changes to saving in the administrative costs in the Children and Families Leadership Team.

### **Fairer Charging Working Group**

The Working Group has been meeting throughout the year to discuss the Fairer Charging policy adopted by the Council, and it's potential impact on service users. The Working Group includes Councillors, Council officers and representatives from the Community. These residents were included at all stages of the work and regularly attended meetings. The Group's final recommendations were fed into the Council's Budget Consultation Process. We will continue to lobby for a more equitable national charging policy and work within the local community groups to improve the situation for Enfield residents.

### **Social Services Income Collection & Debt Write-Offs**

The Panel receives quarterly updates on the Council's position regarding income collection and debt write-offs for social services users. The Invoicing and Debt Recovery Team transform highly detailed monitoring information into approachable reports for the Panel's consideration. In 2005/06 they are striving to collect 100% of in year debt, which has not previously been achieved in Enfield. Accounting and targeting has also now improved, the latest report to our panel outlined that in September 219 accounts had not yet been clarified – there are no accounts in this category now.

### **(c) Engaging and Involving the Local Community**

A number of the issues outlined above have been reviewed within Working Groups. We find these particularly effective in engaging the local community, especially the Voluntary & Community Organisations and expert witnesses. Representatives from key stakeholders play an equal part in the reviews and provide valuable contributions, guidance and links to service users. The Panel has been particularly pleased to be working with partners from the London Borough of Barnet (through the Home Meals Provision working group) and the private sector providers of home-based support.

The Panel itself attracts attendance from Voluntary & Community Organisations and members of the public, who are encouraged to be actively involved. Members of this Panel have welcomed their comments and encouraged questions from those in attendance.

## **REVIEW OF THE SCRUTINY PROCESS**

### **Areas that worked well**

- Influencing Council Policies - the Recruitment & Retention of Social Workers was particularly effective, as it included a broad range of staff from a variety of levels who were all grateful for their opportunity to be involved. Cabinet have now agreed to develop a clear strategy for the recruitment and retention of qualified social workers to resolve the problems being experienced.

The Home Meals Working Group is not only effectively engaging with community representatives but is having active involvement in the current innovative activities in these new contracts.

- Updates - the Panel continues to receive useful monitoring reports and update information from a variety of sources, giving the public an accurate view of current service provision. Home based support services, Telecare, LPSA Target progress and Income Collection & Debt Write-Off all gave members of the public an opportunity to ask questions and receive data on areas of particular interest.

The Panel also received updates on recent inspection reports findings- such as the CPA, JAR, Adoption and Fostering services. These gave a keen perspective of how external assessors gauge our performance.

- Engaging with Partners - we have made strong connections with local groups involved in the provision or receipt of social services. Through the 3 working groups we have involved voluntary organisations, service users, local providers (including the three youth carers who attended the Children & Young Carers working group) and active individuals.
- Holding the Executive to Account- not only were the Panel able to influence Cabinet's approach to recruiting and retaining Social Work staff with their recent recommendations, but were also successful in challenging aspects of the Council's budget during the Budget Consultation process.

## **Areas for Improvement**

Whilst we are pleased with the outcomes of the reviews undertaken by the Social Services Panel this year, improvements can be made in how we track and monitor developments achieved by our outcomes. Scrutiny broadly needs more effective mechanisms to ensure recommendations are fully implemented, as the role of Scrutiny should not end when the final report is agreed. It is our understanding that this has been highlighted through the Best Value Review of Scrutiny, and it is hoped that reporting issues will be addressed.

We have completed several service visits (through reviews such as the Children and Young Carers working group and the Transporting People Joint Scrutiny Commission), which have been of great use. It is hoped that these will be incorporated into more reviews next year, as the opportunity for experiential learning are broad and valuable

## **FUTURE WORK PROGRAMME**

Items rolled-over:

- Looked After Children
- Implementation of the Disability Discrimination Act

Monitoring Items/Updates to be received:

- Social Services Income Debt Collection & Write Off
- Supporting People initiative
- Home Care
- Child Protection
- Adoption & Fostering
- Recruitment & Retention

Working Groups:

- Fairer Charging
- Children & Young Carers
- Home Meals Provision

Any further items will need to be agreed by the new Panel.

## **THANKS**

The Social Services Scrutiny Panel Chairman wishes to thank all Panel Members, co-optees, the Voluntary and Community Groups involved, Jayne Bott and the Democratic Services officers who supported the Panel and Working Groups, John Austin, Matt Clack and all other officers who assisted in the smooth running of the Panel this year.

# Annual Report from Special Projects Scrutiny Panel 2005/06

## PANEL MEMBERSHIP

- Councillors Del Goddard (Chairman)
- Councillor Robert Hayward (Conservative Lead)
- Councillor Bambos Charalambous
- Councillor Pamela Adams
- Councillor Martin Prescott
- Councillor Terry Smith
- Councillor Eric Jukes
- Councillor Andrew Stafford

## PANEL SUPPORT OFFICERS

Lead Support Officers: Alison Trew / Keith Mountifield and Scrutiny Secretary: Pauline Bagley.

Issues scrutinised during the year have included:

- Review of the Council's relationship with the Voluntary and Community Sector
- Fundamental Service Reviews:
  - Customer contact with the Council
  - Anti-social behaviour
- Enfield Town Phase 2 development
- Edmonton Green development - Leisure Centre and toilet facilities
- Emergency planning
- Voluntary sector lettings policy
- Age discrimination – Age Positive status
- CCTV implementation
- Local Public Service Agreement – monitoring targets
- Corporate Performance Assessment
- Budget consultation

## ACHIEVEMENTS

### Review of the Voluntary and Community Sector in Enfield

Council referred this review to the Special Projects Scrutiny Panel in early 2005. In June 2005 the Special Projects Scrutiny Panel established a working group to undertake the task. This group met five times and heard evidence from a wide range of officers and representatives of the Voluntary and Community Sector (VCS). The group also considered evidence from leading national and government agencies.

Given the wide remit of this Scrutiny Review, the working group took the view that their efforts should focus on establishing a broad overview of the topic. A consultant, Jeanette McCulloch, was employed to provide extra resources and to give an external perspective to the review.

A consultation event to consider the draft report was arranged at Community House on 17<sup>th</sup> January 2006, attended by approximately sixty representatives of the VCS, four Councillors from the Special Projects Scrutiny Panel and various Council officers.

The Special Projects Scrutiny Panel signed off the final version of the report on 2<sup>nd</sup> March 2006. Cabinet considered the recommendations at the meeting on 22<sup>nd</sup> March 2006 and Council agreed the report on 29<sup>th</sup> March 2006. In the new municipal year, a detailed action plan will be developed identifying the actions and resources required to deliver the report's recommendations.

Special Projects will maintain an interest in the report and monitor the implementation of the action plan

### **Age Discrimination / Age Positive**

The Special Projects Scrutiny Panel hosted an age diversity forum in June 2003. Following this Special Projects proposed that, as the largest employer in the Borough, the Council should provide a lead for local employees in promoting the employment of older people; undertake an age audit of all people management and training policies; regularly monitor the age profile of the workforce and consider the adoption of more flexible working practices.

In October 2005, Tim Strong, Assistant Director, Human Resources reported to Special Projects Scrutiny Panel that Enfield had become the first London Borough to be accredited as an Age Positive Champion by the department of Work and Pensions. The Council is now being invited to write articles and participate in promotional conferences and campaigns.

Initiatives the Council has implemented to achieve this award include: a review of policies to make specific reference to the unacceptability of age discrimination; elimination of the use of age limits and age ranges in job advertisements; training managers in anti-discriminatory practice.

As a result, the Council has employees ranging in age from 16 to 80. 113 employees across a diverse range of occupations have opted to work beyond the usual retirement age of 65.

The Panel will continue to maintain an interest in age issues and will aim to ensure that the Council considers and implements new legislation and initiatives.

### **Customer Contact with the Public Fundamental Service Review**

Monitoring of the development of the Customer Services Strategy and the resulting action plan has continued. There has been considerable interest shown by both members and the public who have voiced their opinions and made suggestions for improvements to the Council's approach to customers.

Members visited the Customer Services Centre and were shown round and received a presentation on the facility by the Head of Customer Services. They found this very interesting and it helped bring the work they were undertaking to life.

The panel will receive progress updates on the Customer Service Strategy Action in the new municipal year and will visit the first of the Council's Access Centres in Ponders End when it opens.

### **Enfield Town and Edmonton Green Developments.**

Progress on the two major town centre developments has continued to be an important agenda item on the Special Projects Scrutiny Panel agendas with members, residents and representatives of Enfield Business Retailers Association seeking information and raising concerns.

The major concern around the Enfield Town development has centred on the problems of traffic flow and delays and the reduction in parking. The Panel has ensured that officers liaising with the contractors and Transport for London have conveyed these concerns and sought solutions.

Discussions on the facilities to be included at the new Edmonton Green Leisure Centre continued for the first part of the year and the Panel requested that the Sports and Recreation manager ensure that interested parties be included in any meetings to discuss the issue.

The other major concern about the Edmonton Green development has concerned the provision of a 24-hour, 7 days a week public convenience in the vicinity of the new bus station. Strong representation has been made to the developers and Transport for London, but as yet the outcome of these representations is not known.

## **REVIEW OF THE SCRUTINY PROCESS**

### **Areas that worked well**

Visits to facilities such as the CCTV Monitoring Centre and the Customer Service Centre have added a new dimension to the panel's work and members have appreciated being able to see services at work.

The working group approach to the Voluntary and Community Sector Review, which also included meetings away from the Civic Centre worked well. This approach and the involvement of an external consultant enabled the Panel to receive a more comprehensive and relevant report.

### **Areas for Improvement**

The continuing volume of referrals of work to the Special Projects Scrutiny Panel from the Overview and Scrutiny Committee and, in some cases, from Council, reduce the opportunity for members and the public to add issues to the Panel's work programme that they would wish to be subjected to scrutiny. This may generate a lack of ownership of the work programme and also make it seem to have a scattergun approach. The issue of volume needs to be considered either by increasing the resource available to this panel given the significance of its remit or it is accepted that its scope should be reduced.

## **FUTURE WORK PROGRAMME**

Several items have already been identified as part of the Special Projects Scrutiny Panel work programme. These include:

- Pay and Display parking arrangements
- Regeneration / Sustainable Communities
- Council energy efficiency plans
- Freedom of Information update
- Monitoring of the Voluntary and Community sector review action plan and scrutinising those other areas of work on the Voluntary and Community and Social Enterprise Sector not covered in Phase 1.

## **THANKS**

The Panel would like to thank everyone involved in their work over the year for their efforts.



# **Joint Scrutiny Commission – Transporting People 2005/06**

During 2003/04 the Overview and Scrutiny Committee set-up a Transport Commission to look at the potential for providing a more joined-up approach to transport services for vulnerable members of the community. This continued to meet in order to complete its review during 2005/06.

The review included Transport Services provided by the Council, Voluntary and Community Groups, Statutory Partners and the Private Sector. (The Commission did not cover public transport).

## **Work of the Commission**

Transport has always been a difficult area to review, and this scrutiny review has proved no different.

With such a range of transport providers, with different criteria for use, a joined-up approach to working was not always possible. However, the community groups have found this review to be an excellent opportunity for networking, and some real joined-up working has developed as a direct result of the commission, with regard to recruitment of volunteer drivers.

Two meetings were held to discuss the issues that both the providers and users of the service had. These were deemed to be well attended and productive. The meetings emphasised the large number of residents helped by these services, and the huge contribution made to the community wellbeing, as highlighted by the personal statements of some users who attended the meetings.

## **Member Investigations**

Following the Public Meetings it was felt that the Commission would benefit from some first-hand observations by a selection of councillors. Trips with Community Transport Providers were then arranged, across the broad spectrum of groups within the borough.

In total 4 groups were visited: Dial-a-Ride, Enfield Community Transport, BEVAD and Meet a Need with Christian Care. These neatly covered the various categories of groups providing transport in Enfield. All the trips were felt to be a great success with some positive outcomes.

## **Issues arising from the review**

All of the voluntary and community groups felt they struggled to attract volunteers, particularly of a younger age category, they were concerned that once the older volunteers 'retired' there would be no one to replace them.

As a result a volunteer driver recruitment stand was organised at the Enfield Motoring Pageant at the end of May 2006 to promote and attract driver volunteers. This was being hugely supported by the community groups who were involved in the commission.

# Looking Forward: Future Challenges

Whilst Enfield's scrutiny function has been externally recognised as working well, the function remains keen to develop and build upon its successes. A number of key challenges/opportunities for improvement have therefore been identified for the following and future years:

- to consider and implement the recommendations from the Scrutiny Best Value Review;
- the need to continue working to set realistic, focussed and well-balanced work programmes with fewer items allowing more detailed review. At the same time work programmes should be designed to engage not only with the Council's corporate and strategic priorities but also to enable Panels to respond to new issues of significant concern to members and the local community;
- the need to continue developing the process for effectively managing and monitoring the allocation of member/officer resources between Panels to support the scrutiny function and individual reviews;
- the need to develop a system for regularly monitoring and evaluating what is working well and what needs improving in relation to the way scrutiny is operating i.e. to what extent is scrutiny "making a difference";
- The need to increase engagement of the public and other interested stakeholders in the work being undertaken by scrutiny;
- The need to increase focus on the outcomes being achieved by scrutiny and to improve how progress on the implementation of recommendations from individual reviews is tracked and monitored;
- The need for scrutiny to improve how it engages with the local press and continue to raise its overall profile;
- The need to ensure scrutiny reviews continue to be well-informed with clear evidence based outcomes;
- The need to ensure that the temporary cover being provided within the current Scrutiny Support Officer structure is addressed and more sustainable options are developed for the provision of this support in the long term;
- The need to continue the very effective collaborative (cross-party) working between Scrutiny Chairman & members;
- The need to fully implement the scrutiny member development programme approved by Overview & Scrutiny Committee

## The Public: Getting Involved

Scrutiny needs the help and involvement of local people, service partners and community groups to ensure it continues to function effectively and welcomes contributions in any of the following ways:

- Suggesting suitable topics for a future scrutiny investigation; or
- Getting involved in reviews on particular subjects under scrutiny.

It should be noted however that Scrutiny's role is not to deal with individual queries, concerns or complaints. These type of issues need to be referred onto the relevant Department, Ward Councillors, dealt with through the Council's complaint procedure or raised at Area Forums.

We would welcome your views and comments on scrutiny and on the content of this report. If you would like to know more about the scrutiny function please refer to the contact information provided.

Contact:

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Alternatively you can also contact us via the Democracy pages on the Council's website. These also contain further details on scrutiny and dates of future meetings

[www.enfield.gov.uk](http://www.enfield.gov.uk)

Individual contact details for each Scrutiny Panel are also listed on the back page of the Annual Report.

# Individual Panel Contacts 2006/07

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