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THE CABINET

Wednesday, 20th January, 2010 at 8.00 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Michael Rye (Leader of the Council), Michael Lavender (Deputy Leader of the Council/Sustainable Communities & Employment & Place Shaping), Ertan Hurer (Cabinet Member for Finance & Resources), Jon Kaye (Cabinet Member for Leisure, Culture, Olympics 2012 & Voluntary Sector), Matthew Laban (Cabinet Member for Housing & Community Safety), Terence Neville OBE JP (Cabinet Member for Environment and Street Scene), Henry Pipe (Cabinet Member for Customer Focus, Communications and Corporate Improvement), Edward Smith (Cabinet Member for Adult Social Services) and Glynis Vince (Cabinet Member for Education and Children's Services)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

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

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS (Pages 1 - 2)

Members of the Cabinet are invited to identify any personal or prejudicial interests relevant to items on the agenda. Please refer to the guidance note attached to the agenda.

DECISION ITEMS

3. URGENT ITEMS

The Chairman will consider the admission of any late reports (listed on the agenda but circulated late) which have not been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002.
Note: The above requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

4. DEPUTATIONS AND PETITIONS

To note that no requests for deputations (with or without petitions) have been received for presentation to this Cabinet meeting.

5. REVENUE MONITORING REPORT NOVEMBER 2009 (Pages 3 - 26)

A report from the Director of Finance and Corporate Resources is attached. This sets out the Council's revenue budget monitoring position for 2009/10 based on information to the end of November 2009. **(Key decision – reference number 2959)**

(Report No.177)

6. 2009/10 QUARTER 2 PERFORMANCE OUTTURN REPORT (Pages 27 - 36)

A report from the Chief Executive is attached. This presents the 2009/10 Quarter 2 data against key corporate and partnership performance indicators. (Non key)

(Report No.178)

7. "CREATIVE ENFIELD" BOROUGH WIDE ARTS AND CULTURAL STRATEGY 2009-13 (Pages 37 - 72)

A report from the Co-Directors of Education, Children's Services and Leisure is attached. This seeks approval for the "Creative Enfield" – borough-wide Arts and Creativity Strategy following public consultation. **(Key decision – reference number 2961)**

(Report No.179)

8. BUILDING SCHOOLS FOR THE FUTURE - OUTLINE BUSINESS CASE (Pages 73 - 92)

A report from the Co-Directors of Education, Children's Services and Leisure is attached. This seeks approval to submit the outline business case to Partnerships for Schools. **(Key decision – reference number 2985)**

(Report No.180)

9. TURIN GROVE AND GLADYS AYLWARD SCHOOLS - CLOSURE AND RE-OPENING AS ACADEMIES (Pages 93 - 98)

A report from the Co-Directors of Education, Children's Services and Leisure is attached. This outlines the processes required to formally close Turin Grove and Gladys Aylward Schools on condition that agreements are in place to enable both schools to immediately re-open as academies with effect from 1 September 2010. **(Key decision – reference number 3007)**

(Report No.181)

10. SECURITY STAFFING - TENDER EXTENSION REPORT (Pages 99 - 102)

A report from the Director of Place Shaping and Enterprise is attached. This seeks approval to an extension of the existing Security Guarding contract. **(Key decision – reference number 3010)**

(Report No.182)

11. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE/SCRUTINY PANELS

No items have been received for consideration at this meeting.

12. ITEMS TO BE REFERRED TO THE COUNCIL

To confirm any items to be referred to the Council.

13. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 103 - 106)

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

14. KEY DECISIONS FOR INCLUSION ON THE COUNCIL'S FORWARD PLAN

Members are asked to consider any forthcoming key decisions for inclusion on the Council's Forward Plan.
Note: the next Forward Plan is due to be published on 12 February 2010, this will cover the period from 1 March to 30 June 2010.

15. MINUTES OF LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE - 30 NOVEMBER 2009 (Pages 107 - 114)

To receive, for information, the minutes of the meeting of the Local Development Framework Cabinet Sub-Committee held on 30 November 2009.

16. MINUTES (Pages 115 - 132)

To confirm the minutes of the previous meeting of the Cabinet held on 16 December 2009.

17. MATTERS ARISING

To identify any matters arising from the above minutes.

INFORMATION ITEMS

18. ENFIELD STRATEGIC PARTNERSHIP FEEDBACK

To receive an oral update from members of the Enfield Strategic Partnership Board (Councillor Michael Rye (Chairman) and Henry Pipe).

19. NOTICE OF WORK IN PROGRESS

Cabinet members may wish to take this opportunity to raise any issues which may be of interest to Cabinet colleagues.

20. DATE OF NEXT MEETING

The next meeting of the Cabinet is scheduled to take place on Wednesday 10 February 2010 at 8.00pm at the Civic Centre.

CONFIDENTIAL ITEMS

21. EXCLUSION OF THE PRESS AND PUBLIC

If necessary, to consider passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for any items of business moved to part 2 of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).
(There is no part 2 agenda)

DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF

What matters are being discussed at the meeting?

Do any relate to my interests whether already registered or not?

NO → You can participate in the meeting and vote

YES

Personal interest

Is a particular matter close to me?

Does it affect:

- me or my partner;
- my relatives or their partners;
- my friends or close associates;
- either me, my family or close associates:
  - job and business;
  - employers, firms you or they are a partner of and companies you or they are a Director of
  - or them to any position;
  - corporate bodies in which you or they have a shareholding of more than £25,000 (nominal value);
- my entries in the register of interests

more than it would affect the majority of people in the ward affected by the decision, or in the authority's area or constituency?

NO → You can participate in the meeting and vote

YES → You may have a **personal interest**

Declare your personal interest in the matter. You can remain in meeting, speak and vote unless the interest is also prejudicial; or
If your interest arises solely from your membership of, or position of control or management on any other public body or body to which you were nominated by the authority e.g. Governing Body, ALMO, you only need declare your personal interest if and when you speak on the matter, again providing it is not prejudicial.

Prejudicial interest

Does the matter affect your financial interests or relate to a licensing, planning or other regulatory matter; and
Would a member of the public (knowing the relevant facts) reasonably think that your personal interest was so significant that it would prejudice your judgement of public interest?

YES → You may have a **prejudicial interest**

YES → Do the public have speaking rights at the meeting?

YES → You should declare the interest but can remain in the meeting to speak. Once you have finished speaking (or the meeting decides you have finished - if earlier) you must withdraw from the meeting by leaving the room.

NO → You should declare the interest and withdraw from the meeting by leaving the room. You cannot speak or vote on the matter and must not seek to improperly influence the decision.

Note: If in any doubt about a potential interest, members are asked to seek advice from Democratic Services in advance of the meeting.

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Agenda Item 5

MUNICIPAL YEAR 2009/10 REPORT NO. 177

MEETING TITLE AND DATE:
Cabinet 20 January 2010

REPORT OF:
Director of Finance and Corporate Resources

Contact: Roy Baker
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AGENDA PART 1 **ITEM 5**

Subject: Revenue Monitoring Report November 2009

Wards: All

Cabinet Member consulted:
Cllr. Ertan Hurer

1. EXECUTIVE SUMMARY

1.1 This report sets out the Council's revenue budget monitoring position for 2009/10 based on information to the end of November 2009. The report indicates a potential overspend in 2009/10 of £11k (£652k reported in October). The significant change since the last report is largely due to the proposed use of earmarked reserves in connection with Community Housing.

2. RECOMMENDATIONS

It is recommended that Cabinet:

2.1 Notes the outturn projection of an £11k overspend.

2.2 Approves the projected overspend in the Community Housing area of Housing and Adult Social Care to be covered by a transfer (£427k) from the Homelessness Initiatives Earmarked Reserve (see paragraph 5.1.1).

2.3 Approves in principle a re-direction of £1.048m from General Contingency and Contingent Items to cover funding needs of "one off" projects (see paragraph 6.2).

2.4 Approves the expected £46k reduction in the cost of the Heritable Bank Impairment loss and for £200k of the previously forecast Treasury underspend to be applied to the Interest Rate Equalisation Reserve (see paragraph 6.1).

3. BACKGROUND

3.1 The Council's revenue expenditure against budget is monitored via the regular monitoring reports to CMB and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks.

3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by the individual Departments, which encompasses the following principles in order to ensure accuracy, transparency and consistency:

- The monitoring is based on risk assessments to enable greater emphasis to be placed on high-risk budgets throughout the year.
- Comparisons are made between expenditure to date, current budgets and budget profiles.
- Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
- The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
- Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.

Appendix 1 of this report summarises the projected overall financial position for 2009/10.

3.3 Departments will continue to manage their budgets closely to resolve issues where there are budget pressures and keep costs within the resources available.

4. November 2009 MONITORING - GENERAL FUND

4.1 A summary of the projected variances against budget is shown in the table below:

Table 1: Budget Projection for 2009/10 as at 30 November 2009

Spending Area	October £000's	November £000's
Health and Adult Social Care	+787	+251
Place Shaping and Enterprise	+555	+381
Education, Children's Services and Leisure	+79	+85
Environment and Streetscene	+360	+175
Finance and Corporate Resources	0	0
Chief Executive	-779	-731
Sub total	**+1,002**	**+161**
Other GF items:		
Treasury Management	-350	-150
Sub total Other	**-350**	**-150**
Total budget pressure / (saving)	**+652**	**+11**

Details of the budget pressures and variations can be found in sections 5 and 6 of this report.

4.2 The Council's budget includes a general contingency of £1,000k of which £358k has been allocated in the year to date to deal with unforeseen events and a number of contingent items that total £2,559k as at 30 November. These contingent items include spending requirements that are expected to arise at some point during the current financial year, but about which there is some uncertainty regarding the timing of the financial impact. Further details are set out in Section 6 including proposals for utilising part of this funding.

4.3 Many of the pressures the Council is experiencing are as a direct result of the recession. The Council has experienced a loss of income generally including land charges, car parking, building control/planning fees and industrial rents.

4.4 The Council recognised the potential impact of the recession in setting the 2009/10 budget and medium term financial plan. By providing for these issues in the budget it has been able to contain many of these variances through careful budgeting and the release of contingent items where appropriate.

5. SERVICE AREA MONITORING INFORMATION – BUDGET PRESSURES & PROJECTED SAVINGS

5.1 Health and Adult Social Care - Projected Overspend £251k (0.3% of latest approved budget). Movement since October: -£536k

The monitoring variations in respect of Health and Social Care are described in Appendix 2

5.1.1 Community Housing Services

Community Housing Services are currently predicting pressures of £427k. £154k of this overspend relates to Temporary Accommodation, £232k to an expected additional contribution to the bad debt provision being required this year, and £41k to a predicted overspend on Homelessness Initiatives.

There has been an improvement in the Temporary Accommodation projections of £190k caused mainly by the average number of bed and breakfast beds reducing between October and November.

The voids rate on Private Sector Leased accommodation remains higher than anticipated at 5%, leading to a loss of income (the budget was set at 3%). This is managed by Enfield Homes and actions have been put in place to improve the turnaround time. These actions have resulted in the voids rate improving by 1% (a 6% rate was anticipated in the October Monitor) which equates to £147k. This overspend is partly offset by underspends on Private Leased Annexe accommodation and Housing Association Leased accommodation, resulting in an improved position. Housing Association Leased accommodation is the most expensive form of Temporary Accommodation and it is planned to continue reducing the numbers in this type of accommodation.

The initiatives budget for Temporary Accommodation has been formally agreed for 2009-10. This will be funded from a Reserve set aside for this purpose. This Reserve has been created from underspends in previous years on Temporary Accommodation which have been ring fenced and carried forward to be reinvested in homelessness and reduce the numbers in temporary accommodation. The projected position on the Reserve as at November is as follows:

	£000'
Opening Balance 2009/10	5,044
Less formally agreed budget 2009/10	-1,103
Less overspend reported in this monitor	-427
Closing Balance 2009/10	3,514

This is the position if Cabinet agree to recommendation 2.2 of this report (that any overspend arising in Community Housing Services be funded from the Council's Earmarked Reserve for Homelessness Initiatives).

5.1.2 **Adult Social Services**

Adult Social Services are currently projecting an overspend of £251k based on November data. This is an improvement of £125k from last month's monitor.

The areas of greatest pressure are in Older People's Home Care (£793k) and Physical Disabilities Home Care (£470k). Increases in demand continue to be seen in these areas, and although some funding is available to offset these potential overspends, the possible full year effects are an area of risk for the 2010-11 Medium Term Financial Plan.

The improvement of £125k between months has arisen mainly as a result of some one-off income becoming available to fund Learning Disability Services. This has reduced the pressure in this area from £156k to nil.

Other, less significant variances are described in Appendix 2. Work is on-going to review the projections to ensure saving targets are met and other outstanding budget issues resolved.

5.2 **Place Shaping and Enterprise – Projected £381k overspend (4.8% of latest approved budget). Movement since October: £-174k**

The Place Shaping and Enterprise Department is reporting a predicted net overspend of £381k. This represents a favourable movement of £174k from October, due mainly to the position on Property Services, Facilities Management and Planning Policy (more details shown on Appendix 3). The latest projected overspend of £381k is due to two main areas of significant budget pressure:-

a) There is a projected pressure of £158k arising from the need to restructure the Department. Work is in hand to implement the changes required, but, as this process affects the whole Department, it is proving to be lengthier than first envisaged.

b) The Cabinet gave a direction to increase expenditure to ensure that the Local Development Framework process was accelerated. As a consequence, although the accelerated timetable and milestones are being met, there is a pressure of £232k expected from the Planning Policy Team due to additional temporary staffing and consultancy costs.

The Department has implemented an action plan in order to bring its budget back on target. Actions include:

a) Reviewing all proposed recruitment (including the recruitment of Agency staff) at its weekly Departmental Management Team prior to allowing the process to commence.

b) Reviewing all current usage of agency staff with a view to minimising this where possible.
c) Reappraising the level of capitalisation of staff time at the half year stage, since it is likely that more property and parks staff have been engaged in work on capital schemes this year than was the case last year.
d) Reviewing the position regarding the Planning Policy Team overspend with a view to reducing it if this can be achieved without impacting on local development framework targets.
e) Reappraising income targets to ensure maximum income realisation for the department.

The monitoring variations in respect of Place Shaping & Enterprise are described in more detail in Appendix 3

5.3 **Education, Children's Services & Leisure - Projected Overspend of £85k (0.1% of latest approved budget). Movement since October: +£6k**

Excluding the School's Budget, Education, Children's Services & Leisure Department is projecting a £85k overspend providing the salaries vacancy factor within the Department's budget is met. The most significant variations are: -

The School Improvement Service is projecting underspends amounting to £305k largely as a result of base budget spending being chargeable to grant, (£250k) together with underspends on salaries following a reorganisation (£53k) and a saving as a result of extra work related to the Middlesex, Waltham Forest, Haringey, Enfield & Barnet Partnership (MIDWHEB) now being contained within existing staff resources (£20k).

An underspend of £333k projected by Leisure Centres which is due to an anticipated one-off VAT rebate (£95k), provision for service charges at Edmonton Green not being required (£66k) plus increased income from centre memberships and reduced running costs expenditure resulting in a net saving of £172k in the management fee

Psychologists: The £97k overspend is primarily as a result of an anticipated shortfall in income relative to current staffing levels. The overspend has decreased this month by £32k as a result of a reduction in anticipated agency cover for vacancies

Transport: The projection has increased this month to a £13k overspend in anticipation of possible additional vehicle expenditure resulting from new pupils arriving from out of borough

Social Work and Support: Teams within the Safeguarding Division are now projecting a net overspend of £509k, which is mainly due to the need to maintain high staffing levels to deal with the increased demands within the division. Despite the recruitment of social workers being a high priority it is still proving difficult to recruit and retain permanent and agency staff

Prevention: Increased demand and costs associated with the action needed to prevent children being taken into care and to support families with no recourse to public funds is projected to cost £310k in excess of the budget.

Placements: Placements within Children's Services Client Care are projecting a £135k underspend. This comprises increased spending of £453k on in-house fostering as a result of increased demand for placements and £100k on placements that have been made under the Southwark Judgement. These projected overspends are currently expected to be partially off-set by underspends within the external care purchasing and leaving care budgets (£688k projected underspend). The decrease of £54k in this month's projection is due to the need for additional in house fostering placements. However there is a risk that the demand for placements will continue to increase causing further budget pressure.

Youth: The Youth Service is projecting an underspend of £257k due to a reduction in costs as a result of the integration of the Connexions and Prospects within the Youth Support Service and delays in the recruitment of additional youth workers to support the extended hours.

It is expected that there will be a further reduction in the management fee for leisure centres as a consequence of reductions in energy prices applicable from October and reductions in other running costs.

Schools Budget - Projected £125k Overspend
Within the Schools Budget there are overspends of £314k as a result of an increased number of pupils in primary schools. The previously reported £181k overspend within Special Education Needs has now reduced to £140k as a result of the inclusion of a £41k underspend for the learning disabilities budget. The Admissions Service is projecting an overspend of £47k due to increased demands on the service leading to increased staffing costs. However these projected overspends are mitigated to a certain extent by an underspend of £139k projected for Nursery Education due to reduced numbers of 3 and 4 year olds attending nurseries.

5.4 **Environment and Street Scene - Projected £175k overspend (0.5% of latest approved budget). Movement since October: -£185k**

The Environment and Streetscene Department is reporting a predicted net overspend of £175k. This represents a favourable movement since October of £185k due mainly to the position on Street Lighting, Parking, Waste Client and Resources (more details on Appendix 5). With regards to the latest projected overspend of £175k, the most significant variances are due to the following reasons:

There is a projected net underspend of £355k on payments relating to the street lighting PFI. Predicted contract and energy underspends are partly offset by additional costs of contract monitoring and festive lights.

Parking Services forecast a £317K adverse outturn variance. Parking income has been affected by delays in the implementation of three pay and display schemes, the decline in the number of Penalty Charge Notices issued due to the recession and the temporary closure of Palace Gardens Car Park. A recently approved pay and display schemes will generate income from January 2010. The position regarding parking income is being monitored closely, as it can be subject to considerable variation over the course of the year.

The current trend in Development Control & Building Control fee income suggests that there will be shortfalls of £76K and £206K in these areas. Staffing levels have already been adjusted to take account of reduced number of applications. A review is being carried out on the consultation procedures. It is anticipated that printing and distribution costs will be reduced considerably by limiting neighbour notification letters to only those which the Authority is statutory obliged to consult.

There is a projected underspend of £178K on the vehicle leasing budget for 09/10. The Scheduled Programme for acquiring / replacing refuse vehicles has been brought in line with the roll out of wheeled bins service. This underspend is partly off set by the projected under achievement on MOT income, leading to a net underspend of £138K in Fleet Management costs.

Other management actions are being taken in order to bring its budget back on target. These include:

a) An in-depth review on the budgets of the household waste recycling centre is underway to ensure that recycling markets are being fully exploited

b) Reviewing recruitment of both permanent and agency staff and the current use of agency staff at the bi-weekly departmental management team prior to the commencement of the recruitment process with a review to minimise this where possible.

Other, less significant variations in respect of Environment and Streetscene are set out in Appendix 5.

5.5 **Finance and Corporate Resources – Nil variance Projected (no movement since October Monitoring Report)**

The Finance and Corporate Resources Department is projecting no overall variance, with estimated expenditure to the end of March expected to match the latest approved budget. However, within the Department some under and over variances are projected on specific areas as follows:-

- Corporate IT & Procurement: +£67k. The costs of retendering the Council's IT contract have now been funded for the year although there is a potential additional cost around taking 4 bidders through the final stage of the tender process. A definitive amount will be known by the next monitor.
- Borough Solicitor: £+56k. Land charges income is projected to under-recover due to a reduction in the number of search requests.
- Revenues & Benefits: £-340k. This comprises an estimated staffing overspend of £160k due to four additional Benefit Assessors at Edmonton Centre less a £500k reduced contribution to bad debt provision
- Legal Trading Account: £+203k. As a result of a number of staff vacancies the volume of chargeable hours for the trading account is down which coupled with costly agency staff filling a number of posts is currently posing a pressure. The service is also facing a pressure in respect of photocopying and printing costs. Options to reduce the impact of these pressures continue to be explored.

Other minor variances within the Department amount to £-14k

5.6 **Chief Executive's Department – Projected £731k underspend (8% variation from latest approved budget). Movement since October: £+48k**

As at the end of September, the Chief Executive's Department is projecting a year end underspend of £731k which is attributable to the forecast surplus income from the agency contract rebate. The movement of £48k from the October Monitor is mostly attributable to staffing levels.

6. OTHER GENERAL FUND ITEMS

6.1 **Treasury Management – Projected £150k Underspend (£+200k movement since October)**

The 2009/10 Treasury Management Strategy is more restrictive due to the continuing economic uncertainty. This means that investments have been kept more liquid (maximum investment term is now 3 months apart from UK Government investments where the limit is six months) and there is a very limited number of approved financial institutions the Council will use.

On 11th November the Council approved the use of two more banks, namely the Lloyds Group (including the Bank of Scotland) and RBS. Following the decision, the Treasury Team invested £20m with Bank of Scotland in an instant withdrawal account. Some concerns have since arisen because RBS has some property exposure in the World of Dubai. Following on from research that has been undertaken and from discussions with advisors, RBS is still considered a secure Financial Institution and £10m has been placed with them in an Instant Call Account. The position will continue to be monitored closely.

It should also be noted that no new investments will made with Northern Rock from 1st January 2010. This is because the Government has withdrawn its guarantee on wholesale deposits from that date. At present we have £30m invested with Northern Rock.

The Council's budget for 2009/10 was based on an interest rate assumption of 0.25%. This figure is now likely to be higher and is expected to yield an additional £350k in interest receipts. However, given the continued low interest rate environment that is likely to continue into 2010/11, it is considered prudent to apply £200k of the previously declared Treasury underspend to the Interest Equalisation Reserve in order smooth out interest rate fluctuations next year.

The Heritable Bank Administrators paid a further distribution on 18th December amounting to £658k. A total of £1.5m (amounting to 29% of the total claim) has now been returned to the Council by the Administrator. As a result of this payment the cost of the impairment recognised in the 2008/09 accounts is reduced by approx £46k as a result of payment being received earlier that was assumed in the original impairment calculation. It is not envisaged there will be any further payments before the end of the financial year. It is recommended that this amount is added to the Interest Rate Equalisation Reserve.

6.2 Contingency and Contingent Items

The 2009/10 Council Revenue Budget includes a general contingency of £1m to cover unforeseen events and to act as a safeguard against the risk of a general overspend. As at 30 November £358k of this has been released (£100k to Environment & Streetscene for loss of parking income and £258k to Finance & Corporate Resources for additional IT Contract Retendering costs) leaving an unallocated central contingency of £642k of which £542k has not yet been attributed to specific items of expenditure.

In addition there are a number of contingent items that relate to spending requirements that are expected to arise at some point during the current financial year, but about which there is some uncertainty regarding the timing of the financial impact. The table below identifies the key provisions included in contingent items as at 30 November. They include £1.3m of funding clawed back from departments regarding budget overprovision for 2009 pay awards. An exercise has been undertaken to assess the likely allocations from Contingent Items during the remainder of the financial year. This has disclosed that out of the £2.559m there is a potential underspend of £857k.

Contingent Items @ 30 November

	Contingent Items
	£000's
Revenue implications of capital schemes	44
Non Pay Inflation	1,318
Regeneration Match Funding	100
Revs & Bens risk budget	800
IT developments	100
Other Items	197
Total Contingent Items	**2,559**

In overall terms, therefore, approx. £1.4m is available for re-direction. It is proposed to allocate this funding to address the currently estimated "one off" funding requirements in respect of the following projects. It should be noted that each of these projects will be subject to a specific decision report to enable the funding to be drawn down.

Project	**£'000**
Funding towards the replacement of Revenues and Benefits IT System	281
Scanning and Procurement costs associated with the introduction of e-marketplace – estimated additional funding	128
Rollout of new desktop equipment – estimated additional funding (subject to confirmation)	333
Increase capacity for remote access to the Council's IT network – Juniper system	306
Total Allocation	**1,048**

After the above allocations have been processed, there would be an estimated remaining balance of approx £350k within central contingencies. Any further requirements to utilise this funding will be reported in future monitoring reports.

7. HOUSING REVENUE ACCOUNT (HRA): - Projected £471k Underspend (Movement since October: -£359k)

7.1 The Capital Financing Charge is projecting to overspend by £362k. This is a movement of £8k from last month's position. As previously reported the projected overspend is as a result of additional borrowing costs attributed to Decent Homes funding by CLG.

This is offset by underspend of £556k on Housing Subsidy. This is the same position as last month. The underspend is as a result of under-recovery of £128k subsidy in previous years, changes to consolidated rate of interest £110k and an additional £318k subsidy anticipated in the current year as a result of Decent Homes funding

There is an expected overspend of £75k on Grounds Maintenance due to a renegotiation of the main contract resulting in additional works being required and because of additional arboriculture works for Health and Safety. Supervision and Management special is projecting to overspend by £158k as part of the Sheltered Housing Review. Commercial Shops are projecting an over-recovery of income of £223k as a result of improvement in aerial rents income. Interest on Balances is projected to underspend by £34k. This is due to interest rates being slightly higher than predicted. This is a small change from last month position. The pay award has now been agreed for 09-10 and is lower than originally estimated - this has resulted in Enfield Homes repaying the difference of £200k.

Enfield Homes are reporting an underspend of £53k on the delegated budgets. This is the same position as reported in the October Monitor. The managed repairs and maintenance budgets are a significant budget risk, however Enfield Homes are putting measures in place to contain these risks and anticipate an overall balanced position. In addition, Highmead security costs are higher than anticipated; this will be funded from the repairs fund.

8. ACHIEVEMENT OF SAVINGS

8.1 The Budget 2009/10 and the Medium Term Financial Plan report approved by Cabinet on 25 February 2009 included efficiency and other savings and the achievement of increased income totalling £14.468m to be made during the 2009/10 financial year. Progress in achieving the target savings is summarised in Appendix 6 of this report.

Routine monitoring reports comment on progress in implementing the savings and classify each item as blue, green, amber or red. Blue denotes savings that have been fully achieved; Green signifies that the saving is on target for full implementation; if implementation issues have been identified, but the saving is likely to be achieved, it is classified as Amber; and if there is a serious problem it will be given a Red classification. A summary of the areas where there is concern as to the achievement of the saving (i.e. an amber or red traffic light) is shown in Appendix 7.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Not applicable to this report

10. REASONS FOR RECOMMENDATIONS

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

11. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

11.1 Financial Implications

As the Section 151 Officer, the Director of Finance and Corporate Resources is required to keep under review the financial position of the Authority. The monthly revenue monitoring is part of this review process and this latest monitoring report confirms that there is no deterioration in the financial position of the Authority.

If required, measures will be put in place to address risks identified through the monitoring process and to contain expenditure within approved budgets.

11.2 Legal Implications

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

11.3 Key Risks

There are a number of general risks to the Council being able to match expenditure with resources this financial year:-

- Ability of Departments to adhere to savings targets and contain projected overspends
- State of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt
- Uncontrollable demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the Audit of various Grant Claims
- Movement in interest rates
- Potential liability to fund losses incurred by the former insurance underwriter Municipal Mutual

Risks associated with specific Services are mentioned elsewhere in this Report

12. Performance Management Implications

12.1 Not applicable to this Report

13. Community Implications

13.1 Not applicable to this Report

14. Health and Safety Implications

14.1 Not applicable to this Report

15. PUTTING ENFIELD FIRST

15.1 The report contributes to Objective (5) – To deliver high quality and efficient services through the promotion of income generation and adherence to Best Value and good performance management throughout the organisation.

Monitoring Statement for November 2009 - General Fund

Appendix 1

	Original Budget £000s	Approved Changes £000s	Lastest Approved Budget £000s	Projected Outturn November £000s	Projected Variation November £000s
Health and Adult Social Care	86,118	461	86,579	86,830	251
Place Shaping and Enterprise	7,496	388	7,884	8,265	381
Environment and Street Scene	33,518	1,073	34,591	34,766	175
Chief Executive	10,484	(1,641)	8,843	8,112	(731)
Education, Children's Services & Leisure	90,503	2,141	92,644	92,729	85
Finance and Corporate Resources	15,259	2,153	17,412	17,412	0
Total Department Budgets	**243,378**	**4,576**	**247,954**	**248,115**	**161**
Treasury Management	8,437	(293)	8,145	7,995	(150)
Contribution from Capital Financing Account	(12,996)	(3)	(12,999)	(12,999)	
Contribution to Bad Debt Provision	412	0	412	412	
Contribution to/ from Earmarked Reserves	(2,878)	2,551	(327)	(327)	
IT Fund	409	55	464	464	
One off ICT Provision	3,432	(3,432)	0	0	
Contingent Items	4,037	(1,478)	2,559	2,559	
Unallocated ABG (WNF)	1,587	(1,587)	0	0	
Contingency	1,000	(358)	642	642	
Total Service Expenditure	**246,818**	**31**	**246,849**	**246,860**	**11**
Levies	9,315	0	9,315	9,315	0
Area Based Grant	(17,618)	(31)	(17,649)	(17,649)	0
TOTAL Budget Requirement	**238,515**	**0**	**238,515**	**238,526**	**11**

Health and Adult Social Care	**Appendix 2**	
Monitoring Variations for period ending 30th November 2009		
Service Centre	Last Month £'000	This Month £'000
Community Housing		
Temporary Accommodation		
An income pressure has arisen due to a reduction in the use of Housing Association Leased accommodation coupled with the voids level being higher than predicted (current performance is 5% compared to a budgeted performance of 3%). This is partly offset by an underspend on the procurement of Housing Association Leased accommodation	+344	+154
Total Variation	**+344**	**+154**
Contribution to Bad Debt Provision		
Current projections are that an additional £232k will need to be added to the bad debt provision at year end as there was an error in calculating the original budget for 2009/10. This is being monitored closely and may improve if income collection improves	+67	+232
Total Variation	**+67**	**+232**
Administration Costs		
The movement is as a result of expected spend on homelessness initiatives within the year	+0	+41
Total Variation	**+0**	**+41**
Total Variation - Community Housing	**+411**	**+427**
Funded from the Homelessness Initiatives Reserve	+0	-427
Total Variation - Community Housing	**+411**	**+0**

Health and Adult Social Care	**Appendix 2**	
Monitoring Variations for period ending 30th November 2009		
Service Centre	Last Month £'000	This Month £'000
Adult Social Care		
Resources		
The movement between periods has been caused by an increase in projected legal costs	+0	+27
Total Variation	**+0**	**+27**
Mental Health		
There is a small overspend on placement costs	+3	+3
Total Variation	**+3**	**+3**
Older People		
Overspends in externally purchased home care services are partially offset by underspends in the Council's Residential Homes.	+558	+691
Total Variation	**+558**	**+691**
Learning Difficulties		
The movement between periods has been caused by additional income generated to cover costs in Learning Disability services.	+156	+0
Total Variation	**+156**	**+0**
Physical Disabilities		
The overspend is primarily on Homecare.	+475	+449
Total Variation	**+475**	**+449**
Departmental Budgets		
Grants/Income (One Off Monies) to be allocated	-316	-514
Care Purchasing Central Contingency	-500	-405
Total Variation	**-816**	**-919**
Total Variation - Adult Social Services	**+376**	**+251**
Total Variation - Health and Adult Social Care	**+787**	**+251**

PLACE SHAPING AND ENTERPRISE - GENERAL FUND	Appendix 3	
Monitoring Variations for period ended 30 November 2009		
Service Centre	Last Month £'000	This Month £'000
Departmental Admin and Housing Strategy		
The overspend in this area is due partly to an unachieved 2008/09 savings item (reduction in administrative costs), and partly to expected pressures arising from the delay in implementing a Departmental Restructure for 2009/10.	+158	+158
Total Variation	**+158**	**+158**
Parks and Open Spaces	+0	+0
Total Variation	**+0**	**+0**
Sustainable Communities		
The underspend in this area is due to projected savings in staff costs.	-14	-13
Total Variation	**-14**	**-13**
Property Services - Core		
The expected overspend is due mainly to additional costs of agency staff. These have been offset in part from an improvement in recovery of rent income from across the commercial portfolio.	+99	+51
Total Variation	**+99**	**+51**
Facilities Management		
A net underspend of £47k is due mainly to savings in employees costs and running costs of admin buildings.	+30	-47
Total Variation	**+30**	**-47**
Architectural Services	+0	+0
Total Variation	**+0**	**+0**
Place Shaping - Planning Policy		
The projected overspend is due to additional agency staffing and consultancy costs being incurred in order to accelerate the Local Development Framework process as well as reduction in Planning Delivery Grant. The grant received was more favourable than expected hence the reduction in overspend	+282	+232
Total Variation	**+282**	**+232**
Total Departmental Variation	**+555**	**+381**

Education, Children's Services and Leisure	**Appendix 4**	
Monitoring Variation for Period ending 30th November 2009		
Service Centre	Last Month £'000	This Month £'000
<u>Education, Learning & Community Services</u>		
School Improvement Service		
Total projected underspend is £305k of which £130k is as a result of accelerating next years savings proposals, £120k due to staffing costs being charged to grant funding rather than base budget plus an extra £20k as a result of extra work for MIDWHEB now being contained within existing staff resources. The remaining £35k is a net figure reflecting a non-achievement of income, offset by vacancies being higher than the vacancy factor, primarily due to part-year vacancies following a staff restructure.	-303	-305
Leisure Centre Management		
The variation in the projected underspend is due to reduced spending on running cots and increased income resulting in the management fee projected underspend now being £172k. In addition there is a VAT refund of -£95k, plus provision for service charges at Edmonton Green not being required, -£66k producing a total underspend of £333k.	-274	-333
Minor Variances	25	25
Total Variation	**-552**	**-613**
<u>Children's Access & Support</u>		
Educational Psychologists		
The overspend is primarily as a result of an anticipated shortfall in income relative to current staffing levels. The overspend has decreased this month as a result a reduction in anticipated agency cover for staff vacancies.	+129	+97
Transport		
The projection has increased this month in anticipation of possible additional vehicle expenditure as a result of new pupils arriving from out of borough.	-27	+13
Minor Variances	+41	+13
Total Variation	**+143**	**+123**

Education, Children's Services and Leisure	**Appendix 4**	
Monitoring Variation for Period ending 30th November 2009		
Service Centre	Last Month £'000	This Month £'000
Strategy & Resources		
Strategy & Resources Central		
A projected overspend for legal services of £90k is significantly compensated for by underspends for office equipment,audit fees and unrequired contingency reducing the total overspend to £26k.	+30	+26
Resources		
Projected overspends for enhanced pension costs in primary & secondary have increased this month by £7k increasing the total to £68k. Other overspends of £16k for Pupil /Student Finance and £13k for a grant loss from earlier years are offset by redundancy costs -£34k and other minor underspends bringing the total net overspend to £51k.	+47	+51
Minor Variances	+31	+29
Total Variation	**+108**	**+106**
Safeguarding Division		
Social Work & Support Staffing		
Social work and support staff teams within the Safeguarding Division are now projecting a net overspend of £509k, which is mainly due to the need to maintain high staffing levels to deal with the increased demands within the division. Despite the recruitment of social workers being a high priority it is still proving difficult to recruit and retain permanent and agency staff.	+496	+509
Prevention		
Increased demand and costs associated with the action needed to prevent children being taken into care and to support families with no recourse to public funds is projected to cost £310k in excess of the budget.	+286	+310
Client Care Budgets		
Placements within Children's Services -Client Care are projecting a £135k underspend. This comprises increased spending of £453k on in-house fostering as a result of increased demand for placements and £100k on placements that have been made under the Southwark Judgement. These projected overspends are currently projected to be partially off-set by underspends within the external care purchasing and leaving care budgets, £688k projected underspend. The decrease of £54k in this months projection is due to need for additional in house fostering placements. However there is a risk that the demand for placements will continue to increase causing further budget pressure.	-189	-135
Youth Support Service		
The Youth Service is projecting an underspend of £257k due to a reduction in costs as a result of the integration of the Connexions and Prospects within the Youth Support Service and delays in the recruitment of additional youth workers to support the extended hours.	-250	-257
Other Net Operational Variances	+37	+42
Total Safeguarding Divisional Variation	**+380**	**+469**
Total ECSL (excl. Schools)	**+79**	**+85**

Education, Children's Services and Leisure	Appendix 4	
Monitoring Variation for Period ending 30th November 2009		
Service Centre	Last Month £'000	This Month £'000
Schools Budget		
Admissions		
The overspend is anticipated in employee costs as a result of increased demand for the service plus the cost of printing parental information.	+47	+47
Behaviour Support		
The projected overspend is primarily due to the high number of pupils entering the Borough who need college placements plus those having to be placed with outside providers in order to meet the 6 day statutory requirement.	+58	+98
Early Years & Community Access		
Nursery Education -The figures for the first term would indicate an underspend however this budget is volatile and could easily change during the course of the year.	-139	-139
Special Education Needs		
The overspend is as a result of increased use of the independent out of borough budget (£106k), Day Schools (£66k overspend) plus a £9k overspend for excluded pupils is off-set this month by a reported underspend of £41 against the learning disabilities budget.	+181	+140
Primary Schools Budget		
An additional £314k expenditure has been delegated as a result of an increase in the number of pupils being educated in primary schools over and above the February PLASC count.	+314	+314
School Rates		
An estimated saving of £420k has resulted from appeals against the 2005 valuations.	+0	-420
Resources		
The £66 overspend is due mainly to legal fees in the Appeals budget +£76k is offset by underspends for Union Duties and other small underspends totalling -£10k.	+64	+66
Minor Variances	-22	+19
Total Variation - Schools Budget	**+503**	**+125**

Environment and Street Scene	Appendix 5	
Monitoring Variations for period ending 30 November 2009		
Service Centre	Last Month £'000	This Month £'000
Street Lighting		
An underspend on Street Lighting PFI payments and energy costs is partly offset by the predicted cost of festive lights and overspend on lighting client cost. The favourable movement of £74K since October is largely due to reduced overspend in the Street Lighting Client Account through higher income from salary recharges and additional underspend on the PFI payments to contractor.	-281	-355
Total Variation	**-281**	**-355**
Parking		
There is a projected shortfall on income due to the temporary closure of Palace Gardens car park (+£100K) and the delay in the implementation of new pay and display schemes (+£170K). Reduced income due to a decline in the number of PCNs issued - which is common across the London Boroughs, is partly compensated by higher income from removal and improved recovery rate by bailiffs, resulting in an overall forecasted adverse variance of £317K.	**+370**	**+317**
Total Variation	**+370**	**+317**
Assistant Director - Environmental Protection & Regulations		
An overspend on postage is compensated by an underspend on salaries	-8	+0
Total Variation	**-8**	**+0**
Fleet Management		
There is a projected shortfall on MOT income (£40K) which is offset by the underspend of £178K on leasing budget.	-138	-138
Total Variation	**-138**	**-138**
Development Control		
Projected shortfall on fees due to the current economic climate.	+65	+76
Total Variation	**+65**	**+76**

Environment and Street Scene	Appendix 5	
Monitoring Variations for period ending 30 November 2009		
Service Centre	**Last Month £'000**	**This Month £'000**
Building Control		
Projected shortfall on fees. The number of applications may rise as the prospects for the construction industry show signs of improvement.	+206	+206
Total Variation	**+206**	**+206**
Waste Client		
The reduction in income from the sale of recycled materials is expected to be compensated by cost saving measures in Wastes and Street Scene Services.	+54	+0
Total Variation	**+54**	**+0**
Community Safety		
Emergency Planning is forecasting an underspend of £35K on salaries	-35	-35
Total Variation	**-35**	**-35**
Resources		
Projected overspend on legal recharges (£83K) and salary costs due to the use of agency staff to cover maternity leave of Head of Resources.	+127	+104
Total Variation	**+127**	**+104**
Total Departmental Variation	**+360**	**+175**

Savings Monitoring 2009/10 **Appendix 6**
Summary Position- November 2009

Department	Savings								Total
	Blue		Green		Amber		Red		
	£000's	%	£000's	%	£000's	%	£000's	%	£000's
Health & Adult Social Care	-	0%	3,311	71%	1,337	29%	0	0%	**4,648**
Education, Children's Services & Leisure	355	11%	2,378	73%	510	16%	0	0%	**3,243**
Environment	150	9%	935	58%	115	7%	420	26%	**1,620**
Place Shaping & Enterprise	247	33%	210	28%	286	38%	0	0%	**743**
Finance & Corporate Resources	777	52%	307	21%	363	24%	43	3%	**1,490**
Chief Executive	270	100%	-	0%	-	0%	0	0%	**270**
Corporate	1,492	61%	962	39%	-	0%	0	0%	**2,454**
Total Savings for 2009/10	**3,291**	**22.7%**	**8,103**	**56.0%**	**2,611**	**18.0%**	**463**	**3.2%**	**14,468**

LONDON BOROUGH OF ENFIELD **Appendix 7**

Savings Monitoring 2009/10 - Red and Amber Classifications November 2009

Area of Saving	Amount £000's	Progress in Achieving Saving
RED CLASSIFICATION		
Finance & Corporate Resources		
Review of Essential Car user allowances	(43)	Not agreed by People & Culture Board. Alternative savings to bridge this budget gap are being sought.
Environment & Streetscene		
Parking income - enforcement times	(50)	Not currently able to meet, being monitored through DMT
Increased income from Planning Fees	(150)	Being closely monitored through budget monitoring process
Increased income from Building Control Fees	(220)	Being closely monitored through budget monitoring process
AMBER CLASSIFICATION		
Health and Adult Social Care		
LD Contract Negotiation	(350)	Budget reduced. Ongoing Work using fairer pricing tools. On-going budget monitoring required. £150k already achieved with an EOY projection of £200k. Additional efficiencies achieved by better negotiation of new packages to make up budget shortfall.
LD Mortality	(15)	Budget reduced. Saving achieved
OP Residential With Dementia Care	(222)	Budget reduced. Needs ongoing monitoring throughout year.
MH Care Purchasing	(128)	Budget reduced. Requires on-going monitoring
Review of in-house home care, community alarm etc	(250)	Review commenced, hours reducing, lack of agreement on single status affecting achievement of budget reductions.
PD Nursing	(11)	Budget reduced. Needs ongoing monitoring throughout year.
PD Mortality	(63)	Budget reduced. Needs ongoing monitoring throughout year.
Reduction in Use of Agency Staff	(250)	Budget reduced. Needs ongoing monitoring throughout year.
PD No recourse to public funds	(48)	Budget reduced. This will be closely monitored. This budget continues to overspend and the savings target is at risk.
Environment and Street Scene		
Additional Skip Licence income	(50)	Being closely monitored through budget monitoring process. Not currently meeting target.
Hertsmere Parking	(15)	Agreement with Hertsmere currently in progress.
Highways Advertising income	(50)	Currently issuing proceedings against companies. Awaiting court outcome.
Education, Children's Services & Leisure		
SEN Transport	(60)	This saving still requires careful monitoring.

LONDON BOROUGH OF ENFIELD **Appendix 7**

Savings Monitoring 2009/10 - Red and Amber Classifications November 2009

Area of Saving	Amount £000's	Progress in Achieving Saving
SEN Transport Awards post 16	(40)	This saving still required careful monitoring.
Reduction in legal fees	(330)	Pressure emerging- continue to monitor.
Increase in saving on Children's care placements	(80)	Impact of increased referral rates continues to be monitored.
Place Shaping & Enterprise		
Parks Service Review	(116)	Departmental structural review in progress. Alternative saving identified from renewal of SNPU Contract.
Departmental Admin Review	(50)	Review of departmental structures in progress
Housing Strategic Services Review	(10)	Restructure in progress
Reconfigure Sustainable Communities Team	(60)	Review of departmental structure in progress. However, posts have been held vacant in order to achieve the required saving in 2009/10
Departmental Admin Review	(50)	Review of departmental structure in progress.
Finance and Corporate Resources		
Revenues & Benefits Subsidy Incentive Scheme	(363)	Additional income anticipated, this income is dependant on performance and will be closely monitored.

Agenda Item 6

MUNICIPAL YEAR 2009/2010 REPORT NO. 178

Agenda – Part: 1	Item: 6
Subject: **2009/10 Quarter 2 Performance Outturn Report**	
Cabinet Member Consulted: Cllr Pipe	

MEETING TITLE AND DATE:
Cabinet 20 January 2010

REPORT OF:

Chief Executive

Contact officer and telephone number:

Helen Barry 020-8379-3792

Email: Helen.Barry@enfield.gov.uk

1. EXECUTIVE SUMMARY

1.1 This report presents Cabinet with the 2009/10 Quarter 2 data against key corporate and partnership performance indicators. This process forms an important part of the ongoing performance management framework and allows the opportunity to review achievements and implement any necessary interventions.

1.2 This report to Cabinet focuses on the key Council and Enfield Strategic Partnership priorities and the concerns of local residents. The schedules accompanying this report detail performance data for the period July – September 2009/10 for;

- Local Area Agreement Targets 2008 - 2011
- Key priority local Indicators 2009 - 2010

2. RECOMMENDATIONS

2.1 That Cabinet notes progress made towards delivering the identified key priority indicators for Enfield.

3. BACKGROUND

3.1 In April 2008 the National Indictor Set (NIS) was introduced. The NIS brings about changes to the way local authorities lead the area and work with partners to better meet public need and manage mainstream activities. Performance against the NIS will feed into the Comprehensive Area Assessment (CAA) judgement to be published in December 2009.

3.2 Following the introduction of the NIS and the recent review of the performance management reporting framework, there have been some key changes to enhance the way in which performance information is presented to Cabinet.

3.3 It is important that performance management focuses on key priorities for Enfield Council and the Enfield Strategic Partnership (ESP) as well as addressing the concerns of our local residents. Using the Local Area Agreement targets and selected NIS and local indicators, this report concentrates on these key priority areas and details performance information on an exceptions basis. Outlined within the report are some of the key activities taking place to address and improve areas of under performance.

3.4 Appendix A of this report summarises progress against National Indicators forming part of the Local Area Agreement along with other priority indicators. **The frequency at which data becomes available varies considerably across the range of indicators. As a result, the schedule includes a column to show the time period to which the data relates for each indicator.**

4. LOCAL AREA AGREEMENT 2008-2011

4.1 Enfield's Local Area Agreement forms the focus for partnership working for the period 2008-2011. Eleven of the indicators are currently (in 2009/10) under performing against target; the actions set out below are being taken to address performance.

4.2 The ESP has commissioned a range of projects over the financial years 2009-10 and 2010-11, totalling £3.8 million, to help support and address the achievement of partnership priorities and the LAA targets. The following table summarises the investment made by themed area.

Themed Area	Aims	Funding allocated (£000's)
Children & Young People	To improve the health & education of Enfield's youth	782
Employment	To assist unemployed residents back to work & reduce poverty	253
Environment	To improve road safety & enhance 'green' issues	189
Health	To improve the health of residents through education & change of lifestyle	815
Housing	To reduce overcrowding & homelessness	208
Leisure	To enhance the cultural life of the Borough	139
Older People	To support older residents & improve their health	169
Safer Communities	To reduce crime in the Borough, & promote community cohesion	1,015
Volunteering	To promote residents in assisting the voluntary sector	271
	Total	**3,841**

Within these areas, specific funds have been targeted towards some of the lower performing NI's. The funding arrangements and/or general progress against these indicators is outlined below.

4.3 *NI 156 Number of Households in Temporary Accommodation*
This continues to be a challenge for Enfield. Despite a range of initiatives being implemented to prevent homelessness and identify alternatives to temporary accommodation, the demand for affordable housing continues to outstrip supply, and the use of temporary accommodation continues. Monitoring meetings to track progress are being held with Central Government. Despite the challenges of this target the current number of households accommodated is the lowest since 2003. The ESP has recently committed to investing £115,000 in this area to reduce overcrowding, by establishing a team to provide intensive casework and enhanced housing options to overcrowded families with children.

4.4 *NI 16 Serious Acquisitive Crime*
This indicator measures the rates of burglary, robbery and theft of or from a motor vehicle. Performance is currently at 3844 against an end of year targets of 7639. Burglary and robbery have increased compared to the same period last year; this is currently an escalating problem across London. There has however been a reduction in thefts from and of motor vehicles. The ESP have recently invested £230,000 in the multi agency Safe as Houses scheme which provides a fast response to emerging threats of burglary and also anticipates and takes action to identify other risks.

4.5 *NI 19 Rate of Proven Re-offending by Young Offenders*
Performance is currently at a ratio of 1.2 against a target of 0.95. This equals 169 re-offences in the period up to March 2009 committed by the 164 young offenders in the Cohort. This is being addressed by the ECSL Challenge Board at its next meeting. The ESP has just invested £260,000 in the youth crime project which supports the Youth Offending Service by identifying and engaging with youth before they offend.

4.6 *NI 130 Social care clients receiving Self Directed Support per 100,000 population*
At the end of September 2009, 494 clients had received self-directed support in 09/10, which included 14 carers receiving direct payments. The target for 2009/10 is that 10.5% of clients with a Community Based Service will be receiving either a direct payment or a personal budget. Services are completing action plans to achieve target.

4.7 *NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information*
There are 752 carers receiving a carer's service or information and advice as at the end of June. This represents 9% of all clients receiving a community-based service (8290). This indicator is cumulative and will increase as the year progresses. Each service area is monitoring this indicator monthly and checking that all carers/ joint assessments are being recorded. Location for the new carer centre has now been agreed abd care officers recruited, so performance should improve and target expected to be met

5. OTHER PRIORITY NATIONAL AND LOCAL INDICATORS

5.1 In addition to Enfield's LAA 2008-2011 targets a range of other high priority indicators have been selected and will be monitored to track progress and performance against these key areas. Of these indicators, the following are showing to be currently under performing against the set target; the actions listed below are being taken to address performance.

5.2 BV 65a Average weekly housing management cost
The target was extremely challenging as it was set in the context of national performance. Enfield Homes, which is a high performer in relation to other London ALMOs, has agreed a target of 3% efficiency savings and is delivering on its value-for-money strategy.

5.3 *BV212 Council property Average re-let time (days)*
A number of changes have recently been introduced to the issuing of works for void properties and management of contractors in order to reduce the time taken to refurbish void properties. Also, Enfield Homes has moved responsibility for allocating sheltered housing to the Rehousing Team in order to try and improve the allocation process and reduce re-let times. In addition, a Voids Review Project Team has been set up to review processes, for this indicator.

5.4 *NI 158 % of non-decent local authority dwellings at the start of the financial year:*
There has been slippage in the Decent Homes programme but if the promised Government funding is received we expect to achieve the decent homes target by 2014 as agreed with Central Government.

5.5 NI 59 Initial Assessments for children's social care - 7 days
The number of assessments has increased dramatically since November 2008. The decrease in the percentage of Initial Assessment completed on time is closely linked to this fact. For quarter 2, 1044 of 1583 assessments were undertaken within 7 days.

5.6 *NI 60 Core Assessments for children's social care - 35 days*
There has been a significant increase in assessments following the Baby P case. Of the 490 cases in 2009, 349 (66%) were undertaken within 35 days.

5.7 *LH 008 Infant Mortality (Health Service indicator)*
Continuing to being considered by Enfield Children's/ Health Scrutiny Panels. Performance data will be made available in future Cabinet reports once outstanding data quality issues have been resolved.

5.8 C2c Library visits per 1000 population
The opening of 3 new facilities in the borough in the financial year 2008/2009 have contributed to an improvement in visitors at those locations. These were Enfield Town Library in Thomas Hardy House May 2008, Enfield Island Village Library December 2008, and Fore Street Library January 2009. However we have also had some closures for refurbishments during this financial year. Bush Hill Park Library has been closed since December 2008 for major rebuilding and

refurbishment funded by the BIG Lottery Community Libraries Fund, Ridge Avenue and Winchmore Hill Libraries were also both closed for essential access works and redecoration to take place, offsetting some of the gains made at the new facilities. Following the reopening of both Ridge Avenue and Winchmore Hill libraries overall visitor numbers for September, October and November have risen by 8%, 10% and 11% respectively, a trend that we expect to continue with the reopening of the John Jackson Library at Bush Hill Park in January and the newly refurbished Enfield Town Library in March. Outstanding upgrade works to the library network infrastructure have also been completed and this has contributed to the improvement in visitor figures.

5.9 C15 Half days missed: primary schools
Although slightly outside the challenging target, the percentage of half days missed in primary schools has decreased considerably over the last three years (6.24% in 2006/7; 5.51% in 2007/8; 4.77% in 2008/9).

5.10 C21 Care Leavers passing more than 1 GCSE
The target has been challenging and is dependant on the cohorts of young people using the service. Performance is reliant on the educational achievement of all Children in care. e.g. even if the young person is only in care for 1 day they are included in this indicator. Performance has improved as anticipated now that agreement has been given to include ALAN and A Level qualifications in this indicator. However despite this the target of 75%, given the characteristics of the individual children in this cohort and the strict definition of inclusion from the DCSF, remains very challenging.

5.11 NI 148 Care Leavers in Education, Employment or Training (EET)
A percentage of the cohort group have been disapplied from recourse to public funds and have withdrawn from our services, as cases have been closed. However, they appear on the NEET list as the DCSF definition will not allow for them to be excluded. Reasons for others not being in Employment Training or Employment is: one in prison (and although on a course, this is not accepted as a definition of EET); 1 on police bail and awaiting trial for assault and robbery; 1 previously living with his mother, though is missing; 1, living in Yorkshire with parents but has severe health issues; and 1 living in Kent, not engaging, though social worker setting up mentoring sessions.

5.12 NI 45 Young offenders in education, employ or training
The Youth Offending Service (YOS) is working closely with its partners to improve this indicator. The YOS is involved in various regional forums such as the North East London Education, Training and Employment forum, the London Gangs Forum and the London YOS Manager's Forum. The Service is also linking up with individual London Youth Offending Teams in Haringey and Hackney to look at issues around cross border gang membership/affiliations.

5.13 79bi Housing Benefit Recovery of Overpayments
The target is 82% at the end of the financial year, with the recovery rate increasing as the year progresses (recovery rate at 76.16% as at September). The move to Local Housing Allowance (with payment of benefit direct to the claimant rather than, as previously, the landlords) makes it harder to collect overpayments. However, the Authority is on schedule to meet the target by the end of March.

5.14 **Monitoring Arrangements**
The budget and Medium Term Financial Plan is driven by the Council's Improvement Plan priorities and associated targets. Each year a robust balanced budget is set in order to meet these priorities, as well as delivering a low Council Tax.

5.15 The budgets relating to the achievement of the Council's key aims are monitored as part of the monthly revenue monitoring process and reported to lead Members; the monthly revenue monitoring reports and quarterly capital monitoring reports are approved by Cabinet.

5.16 The process requires budget holders to explain the reasons for any significant variances and Directors to identify ways in which such variances can be managed within the total resources available.

5.17 Enfield has in place a sound financial planning system that looks to the medium term, rather than just to the financial year ahead. Our objectives are to:

- help Members to determine priorities;
- to ensure that agreed targets are met;
- forecast the changes in demand for services;
- identify the likely financial implications of changes in legislation;
- demonstrate the future cost of alternative policies or proposals;
- takes account of changing economic conditions
- match the demand for spending with the resources likely to be available; and
- provide a financial framework within which departments and individual managers can plan their services.

5.18 This process enables finances to be targeted to achieving key aims and performance indicators.

6. ALTERNATIVE OPTIONS CONSIDERED

None.

7. REASONS FOR RECOMMENDATIONS

To update Cabinet on the progress made against all key priority performance indicators for the Council and Enfield Strategic Partnership.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

8.1 Financial Implications

The first round of LAA schemes has been fully funded from a variety of grants and matched contributions. The 2008-2011 schemes are to be funded from the Performance Reward Grant (PRG) generated from these earlier schemes. This Grant is to be paid in two instalments, one in 2010, and one in 2011. It has been agreed that the 2008-2011 schemes will be funded by the PRG. The Enfield Strategic Partnership, and the Leader of the Council recently approved the first commissioning round.

8.2 Legal Implications

The new National Indicators (NIS) was announced by the CLG in October 2007, following the Government's Comprehensive Spending Review 2007. Effective from 1 April 2008, the NIS is the only set of indicators on which central government will performance manage local government. It covers services delivered by local authorities alone and in partnership with other organisations like health services and the police. The NIS replaces all other existing sets of indicators including the Best Value performance indicators and the Performance Assessment Framework.

Performance against each of the national indicators will be published annually by the Audit Commission, as part of Comprehensive Area Assessment. This report is consistent with the requirements under the National Indicators regime.

8.3 Property Implications

None.

9. PERFORMANCE MANAGEMENT IMPLICATIONS

The Enfield Strategic Partnership and all partner agencies are responsible for delivering targets contained within the National Indicator Set (NIS). As part of the ongoing performance management process the area is subject to robust performance management arrangements both internally and externally, and outcomes will be used to inform the areas Comprehensive Area Assessment score.

10. KEY RISKS

The Performance Outturn Report effectively addresses the risk of not having sufficient relevant and reliable information for Council targets, and helps maximise the opportunity to receive Performance Reward Grant

11. COMMUNITY IMPLICATIONS

It is a statutory requirement to gather performance data across a wide range of Council activities, including those with equalities implications. The data will provide Members and officers with objective information and evidence to support policy and resource decisions on service delivery for our communities.

12. PUTTING ENFIELD FIRST

The monitoring, reporting and performance management of all performance indicator information contributes to the Council's overall drive for improvement and links directly into the Council's Aims and Objectives, 'Putting Enfield First'.

BACKGROUND REPORTS

August 2009 Revenue Monitoring Report (KD 2921) - part 1

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Priority Indicators 2009/10 - "At a Glance" Summary

Appendix A

Performance Summary: To Sept 2009

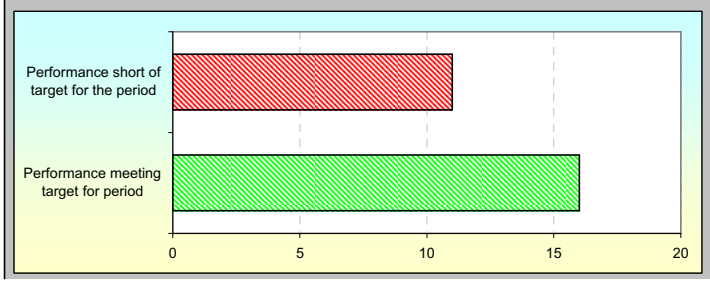
NI Ref	Local Area Agreement Indicators	Current Actual	Current Target	Data Period
Aim 1				
1	different backgrounds get on well (P/Survey)	75.20%	74.60%	2008/09
6	Participation in regular Volunteering (P/Survey)	21.90%	n/a	2008/09
116	Proportion of children in poverty	30.90%	n/a	2007/08
118	take up of childcare-low income working families	16.60%	17%	2007/08
153	Out of work benefit rate in worst neighbourhoods	27.10%	27.5%	Q1 9/10
155	Number of affordable delivered (gross)	264	100	2008/09
156	H/holds in temporary accommodation	2747	2416	Sep 09
163	Working age pop-qualified to at least Level 2	66.80%	68.10%	2008
Aim 2				
185	CO2 emissions - LA operations	n/a	n/a	n/a
191	household waste (kg per h/h)	170.5kg	not set	Q1 9/10
195a	Environmental cleanliness - Levels of **litter**	7%	11%	Survey 1
195c	Environmental cleanliness - Levels of **graffiti**	2%	7%	Survey 1
Aim 3				
56	Obesity among Primary School age Children -Yr 6	22.50%	22.01%	2007/08
63	LACs:length of placements	74.30%	73%	Sep 09
79	Level 2 qualification by age of 19	70.91%	n/a	2007/08
110	Young People's participation in positive activities	57.30%	57.30%	2008/09
113	Chlamydia Screening Rate (Under 25s)	2.50%	2.30%	Q1 9/10
112	Conception rate 15-17 yrs	3.70%	-25%	2007
117	16 - 18 year olds not in Educ, Emp or Training	7.2%	7%	Sep 09
Aim 4				
16	Serious acquisitive crime	3844	3820	Sep 09
19	rate of proven reoffending by young offenders	1.2	0.95	2008/9
21	Concerns about Anti Social Behaviour (P/survey)	27.9%	27.90%	2008/09
30	Reoffending rate: prolific & priority offenders	-21%	-17%	2008/09
32	Repeat incidents of Domestic Violence	2009/10 start		n/a
40	Drug Users in effective treatment	88	26	2008/09
47	Road traffic accidents - all killed seriously injured	11.40%	n/a	2008/09
111	First Time entrants to Yth Justice Systm-10-17 yrs	1392	1370	2008/9
182	Business satisfaction with LA regulation services	72%	72%	2008/09
Aim 5				
39	Hospital admissions-alcohol related	1332	1520	2008/9
121	circulatory diseases-mortality rate	71.59	n/a	2007
123	Smoking Quitters (16 yrs+)	686	636	2008/9
130	Social Care Direct Pymts/Individual Budgets	5.81%	10.5%	Sep 09
135	Carers receiving needs assessment/review	9.10%	18.3%	Sep 09
136	People supported to live independently	3537	3327	Sep 09
150	Mental health clients-employment rate	5.5%	5.7%	Sep 09

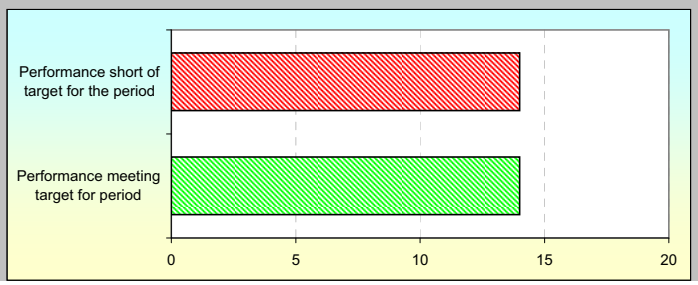
Ref	Other Priority Indicators	Current Actual	Current Target	Data Period
Aim 1				
BV65a	Average weekly housing management cost	£18.87	£16.50	2008/09
BV212	Council property Average re-let time (days)	32 days	27 days	Sep 09
BV72	Urgent housing repairs on time	99.40%	98.50%	Aug 09
BV73	Non-urgent housing repairs (days)	5.95	8	Aug 09
NI 158	% Non Decent Council Homes	28%	19%	2008/09
NI 151	Overall Employment Rate (12 month period)	67.3%	n/a	To Mar 09
NI 152	Working age people-out of work benefits (Qtr Average)	15.0%	n/a	Mar 09
Aim 2				
BV187	Footways where structral repairs should be consdrd	25%	n/a	2008/09
BV215ai	Days to repair street lights (road closure NOT required)	.94 days	1.1	Sep 09
BV215aii	Days to repair street lights (road closure is Required)	.95days	3.5 day	Sep 09
	Resident Survey - See footnote	Jan 10		
Aim 3				
NI 055	Obesity among primary school age children	13.0%	n/a	2007/8
NI 059	Initial assm'ts for children's social care - 7 days	66.0%	80%	Q2 9/10
NI 060	Core assessments children's social care - 35 days	71%	83%	Q2 9/10
LHO08	Infant Mortality - deaths > 1 yr per 000 births (PCT)	6.7	4.8	2008/9
C2c	Library visits per 1000 population	2870	3246	Sep 09
NI 087	Number of persistent secondary school absentees	5%	5.50%	2007/8
C15	half days missed: primary schools	5.10%	4.5%	Jun/Jul09
NI 62	stability of LACs - number of moves	12.4%	12%	Sep 09
C21	Care Leavers getting more than 1 GCSE	55.60%	75%	2008/09
NI 148	Care Leavers in Education, Employment or Training	64.5%	83%	Q2 9/10
LC04	Increase no. of sports sessions for Children and YP	20,037	12,250	Q2 9/10
LC05	Increase leisure centres attendances by CYP	364639	317262	Q2 9/10
LC06	Increase no. of arts activities for Children and YP	1183	440	Q2 9/10
NI 45	Young offenders in EE or T	74.0%	85.0%	Q2 9/10
Aim 6				
BV09	Council Tax collected	55.46%	55.05%	Sep 09
BV10	Business Rates collected	58.13%	57.3%	Sep 09
79bi	Housing Benefit - Recovery of Overpayments	76.16%	82%	Sep 09
NI 181	Benefit Processing - New Claims & Change of Circs	9.97 days	15 dys	Sep 09
CS02	Call centre calls answered	96.0%	95%	Sep 09
BV 66a	% of council rent collected	98.71%	98.25%	Sep 09
ehcm01	Rent Arrears as a Proportion of Rent Roll	3.01%	3.00%	Sep 09
ehcm15	Removal of flytipping, and grafitti from housing estates	100%	100%	Sep 09

A Resident's Survey is being conducted during October/November 2009, with the results anticipated in January 2010. This provides resident views on a wide range of services, such as highway maintenance and street cleanliness, the results of which will be included in future CMB/Cabinet performance reports.

LAA Indicator Summary	Number	%
Performance meeting target for period	16	59%
Performance short of target for the period	11	41%

Other Priority Indicator Summary	Number	%
Performance meeting target for period	14	50%
Performance short of target for the period	14	50%





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MUNICIPAL YEAR 2009/2010 REPORT NO. 179

MEETING TITLE AND DATE:
Cabinet
20th January 2010
Council
26th January 2010

REPORT OF:
Co-Directors of Education, Children's Services and Leisure

Agenda - Part: 1	**Item: 7**
Subject: **Approval of 'Creative Enfield' borough-wide Arts & Cultural Strategy 2009-13, following public consultation.** **Wards: All**	
Cabinet Members consulted: Councillor Jon Kaye (Leisure, Culture, Olympics 2012 & Voluntary Sector)	

Contact officer and telephone number:
Lorraine Cox (ext. 3659) E mail: Lorraine.cox@enfield .gov.uk

1. EXECUTIVE SUMMARY

1.1 This report seeks approval for the 'Creative Enfield' – borough-wide Arts & Creativity Strategy following public consultation.

1.2 All comments received following consultation have been incorporated in to the text of the strategy, the management papers that expand on the strategy and into the action plan.

1.4 If approved the 'Creative Enfield' Strategy will be included in the suite of cultural strategies and it will form part of the statutory Local Development Framework (LDF). The appropriate Departments will take forward and action the Key Aims and Key priorities contained in the strategy.

2. RECOMMENDATIONS

2.1 That the 'Creative Enfield' Strategy attached as appendix A be approved.

2.2 That the Co-Directors of Education, Children's Services and Leisure, and the Director for Place Shaping & Enterprise be instructed to add the strategy to the suite of cultural strategies and include it within the statutory plan for the Borough, the LDF.

2.3 That the Co-Directors of Education, Children's Services and Leisure, and the Director for Place Shaping & Enterprise take forward and action the prioritised Key Aims contained in the Strategy.

3. BACKGROUND

3.1 This strategy is a new area of work for the Council. Although the Council had an Arts Strategy and a Creative Learning Strategy, it has never before brought together the Arts and Creative Industries in a single Strategy. This embraces the work of communities, the voluntary and amateur sectors, professional organisations in the arts, multi-cultural and diverse arts and cultural organisations, schools and education providers, statutory bodies with an interest. A better managed and prioritised approach to where and how the Council places its resources and how it develops partnership working over the next 5 years will strengthen the effectiveness of this strategy, engage more people in the arts leading to a healthier and happier community and a rise in Enfield's profile in the sector.

3.2 Following approval by the Cabinet Member for Leisure, Culture, Olympics 2012 & Voluntary Sector, the draft 'Creative Enfield' Strategy was put to public consultation for 12 weeks over the summer and autumn 2009. The consultation took the form of invitations to comment from all local MPs, all Members of the Council, Enfield Strategic Partnership, English Heritage, national and all local heritage amenity societies, the Government Office for London, the Greater London Authority, Heritage Lottery Fund (HLF), and Arts Council England and it was signposted to the voluntary sector. In addition a presentation was given to the Council's Conservation Advisory Group. The draft was posted on the Council's website, a formal public notice was published in the local press and a press release was issued inviting the public to respond. Hard copies of the Strategy were placed with Environment Direct at the Civic Centre and with each public library.

3.3 The comments received have been many and from organisations as diverse as Enfield Community Empowerment Network(ECEN), Enfield Voluntary Action(EVA), International Voices of Enfield, members of the Leisure and Cultural Partnership, private sector cultural providers, ChickenShed, teachers, young people, Metropolitan Police, The Enfield Society, Enfield Over 50s Forum, School Governor's Forum, Edmonton Partnership Initiative, Arts Council England, UK Film Council, individual artists; Council departments and service teams etc. The responses to the strategy have been broadly supportive and in many cases respondents have been demanding more work in this sector. Comments have ranged from ideas about a schools primary music festival, more gallery spaces for the borough, a Museum for Enfield Town, more and more diverse events, more marketing and support for the amateur sector, more affordable rehearsal and studio spaces, more partnership working for film, more work with families, partnership work with the Police, develop the culture

offer to schools, development of the public realm through Public Art and design, increased use of existing community spaces for the arts, development of town centres day and night economy, and investigate creative clusters to encourage creative businesses to trade together etc.

3.4 Many of the comments related to use of space and venues for the arts. The Council's capital programme has in train a number of initiatives that seek to address this identified need. This strategy has served to engage partners, funders, and local organisations and individuals in a discussion about the Council's planned improvements to the infrastructure to support the arts and creative industries. Taking into account the comments received, whilst there is still much to do, there was strong support and recognition for the Council's plans for improvements at Millfield Arts Centre (Edmonton), Forty Hall (Enfield North), the Dugdale Centre (Enfield Town), new partnership working with ChickenShed (Southgate), and building the arts and creative industries into the Buildiing Schools for the Future(BSF) programme. The draft 'Creative Enfield' is a way forward for the whole of the arts and creative industries sector in Enfield now and until 2013 providing a structured approach to developing the sector and to ensuring a legacy post 2012.

3.5 The draft 'Creative Enfield' Strategy will make a significant contribution to the Children and Young People's Plan, Place Shaping Strategy, and the Sustainable Community Strategy in particular.

3.6 If approved, the Creative Enfield Strategy will be attached to the statutory plan (the LDF) as part of its evidence base and the Enfield Design Guide Supplementary Planning Document. It will also become part of the suite of Council cultural strategies, (Heritage Strategy, Olympic Strategy; and the Sport and Recreation Strategy – Everybody Active; Parks and Open Spaces Strategy,). The public consultation will strengthen the weight that can be given to the 'Creative Enfield' Strategy through the planning system and within policy setting within the Council.

3.7 The Strategy contains 5 Aims and 16 Key Priorities over the period 2009-13 which will be delivered in partnership between Council departments; with funding bodies, regional and strategic organisations such as the GLA and London Councils, and with the voluntary, amateur, private sector organisations and individuals, schools and education providers, who all make up the richly diverse map of 'Creative Enfield'.

4. REASONS FOR RECOMMENDATION

4.1 The 'Creative Enfield' Strategy will allow better management and prioritisation of resources to help ensure the Council improves its effectiveness in the field and boosts public confidence.

4.2 The 'Creative Enfield' Strategy will provide the framework from which partnership working in the sector can be progressed over the period of the strategy. Furthermore, within the context of the current recession, joint working will be key to the delivery of the strategy. In addition, the strategy has served to

raise the profile of the work of the sector regionally and promoted the quality and range of that work. The strategy will facilitate access to funding and to new initiatives such as the 'Community Levy' by providing a basis for decisions to be made and partnerships to grow. Engagement with residents and with the press locally during the public consultation period has heightened interest in participating the arts and creative industries and shown the work of the sector.

4.3 Public consultation has strengthened the Strategy in its roles as a delivery mechanism for the Sustainable Community Strategy, the Children and Young Peoples Plan, to support Place Shaping Policy, as part of the LDF, and within the suite of Cultural Strategies, and as a policy making tool for the Council.

5. ALTERNATIVE OPTIONS CONSIDERED

There are none that will satisfy the above objectives.

6. DIRECTOR OF FINANCE & CORPORATE RESOURCES COMMENTS

6.1 Finance Implications

Approving the Enfield Heritage Strategy will not of itself lead to any additional costs. Projects coming forward for approval at a later stage will be the subject of individual reports and any associated financial implications will be considered at that time. These will include any options to work with partners to share costs and to lever in external funding.

The Action plan can be delivered with no increase in Council funding but the fact that we have a strategy and an action plan means that we will be able to demonstrate to partners and funders or aims and objectives, it is hoped that this will help unlock partner funding for use in the Borough

6.2 Legal Implications

Implementation of this Action Plan will enhance Community Wellbeing and be pursuant the Council's powers under s 2 Local Government Act 2000 ie the power to do anything likely to improve the economic, social and environmental well being of persons resident or present within it's area

6.3 Property Implications

The draft strategy proposes multiple use of existing spaces, use of empty shop and business premises, and seeks to identify areas for creative clusters in a number of town centres. The strategy will have implications for partnership developments to open up use of underused property for temporary, short, medium or long term use for artists and creative businesses. The strategy is based on a partnership approach within the context of the recession and will assist the Council is unlocking public and private sector funding and to assist in taking advantage of new initiatives such as the 'Community Levy'. The resource implications of any partnership and external funding for the future management and maintenance of any building or asset will be considered and reported at that time.

6.4 Key Risks

Failure to approve a 'Creative Enfield' Strategy will put at risk the opportunities for partnership working and funding bids discussed in the strategy. The extensive consultation with stakeholders and including residents has brought forward many new ideas and commitment to work together on an agreed direction of travel. Approval of the amended Strategy which incorporates public comments will demonstrate the widespread public support that is essential for the documents credibility with potential partners, funders, and its role within the LDF, Place Shaping and the suite of Cultural Strategies.

7. PERFORMANCE MANAGEMENT IMPLICATIONS

The 'Creative Enfield' Strategy, once approved, will allow better decision-making to ensure resources are prioritised and allocated across the sector and across the Council. It also contributes and supports the wider objectives set out in the Councils Business and Improvement Plan by linking into Aim 2, Aim 5 and Aim 6 of the Council's key aims and Objectives.

8. COMMUNITY IMPLICATIONS

Enfield's Arts and Creative Industries sector is of growing importance to local people in terms of health living, learning, enterprise, creativity, community cohesion, celebration and sharing of diversity, safer stronger communities, and because the arts are part of individualism as well as our sense of community and belonging. The strategy addresses the borough's need to reduce the impact of the recession and to engagement people in positive activities from early years to older age. Once approved, the 'Creative Enfield' Strategy will improve the Council's effectiveness in bringing communities together and to sustain our community. The strategy will also make a significant contribution to residents' perceptions of Enfield as a good place to live, bring up a family, visit, work, and study thereby contributing to Place Shaping and the Sustainable Community Strategies.

9. PUTTING ENFIELD FIRST

9.1 The arts and creativity industries sector, amateur activities, the voluntary community sector, and the Council's Cultural Services team, contribute to <u>all</u> of the Council's strategic aims and direction of travel through the work of key cultural venues; the development of cultural programmes; arts, creative industries, and heritage initiatives.

Specifically the sector contributes to the Council's Business and Improvement Plan 2008-11 through:-

<u>Aim 1:</u> Build prosperous, sustainable communities.
<u>Aim 3:</u> Ensure every child matters and provide high quality education for all.

Background Papers
Appendix A – "Creative Enfield" borough-wide strategy for Arts and Creativity 2009-13 (Draft)
Appendix B – "Creative Enfield" borough-wide strategy for Arts and Creativity 2009-2011 (Draft)

APPENDIX A

Creative Enfield
Volume 1

Enfield's Arts and Creativity Strategy 2009-13

Vision

'Creative Enfield' –

Local access to high quality arts for everyone
and
Enfield's
Unique contribution to London

***Creative Enfield* – Borough-wide Arts & Creative Industries Strategy**
Cultural Services
PO Box 58
Civic Centre
Enfield
EN1 3XJ

APPENDIX A

‘Creative Enfield’

Enfield’s Arts and Creativity Strategy 2009-13

Developed in partnership by Enfield Council, the voluntary sector, community groups, and other stakeholders.

Volumes

1. ***Creative Enfield*** – The Strategy
2. ***Creative Enfield*** - Action Plan
3. ***Creative Enfield*** – Management Papers. Documents that helped the formation of the strategy explain the reasoning and expand on some of the issues raised during consultation

1. Introduction

The ‘Creative Enfield’ strategy will guide the development of the Arts and Creative Industries (also referred to as the arts sector) in Enfield. The strategy is a response to key drivers and the current economic climate. This document provides a clear vision leading to a direction of travel and key priorities, which are underpinned by our knowledge of Enfield and its residents, the state of the Arts and Creative Industries sector in Enfield today, and some thinking around strategic themes that have emerged from consultation.

This document is intended for a broad readership and is set-out in sections which although discrete areas of thinking, the reader will inevitably find connections across the areas as everything is in fact inter-related. The strategy is accompanied by an action plan which will deliver the vision and will be reviewed on an annual basis.

The strategy has been developed in partnership with arts practitioners, teachers, children and young people, Council service departments, representative community groups and networks, members of the Leisure and Cultural Partnership Group (a thematic action group(TAG), of the Enfield Strategic Partnership(ESP)), and local, regional, and national partner and funding organisations. The strategy document has also benefited from 12weeks public consultation which has brought forward the views of the sector, other partners, customers, and those that are not yet customers of the sector.

The process of writing the strategy and the formal public consultation has served to raise the profile of Enfield’s arts and creative industries locally and further afield which has lead to the shared vision and action plan.

APPENDIX A

1.1 Definition and Scope.

'**Art** *n.* human creative skill or its application; branch of creative activity concerned with production of imitative and imaginative designs and expression of ideas, …..' Oxford Dictionary.

For the purposes of this strategy the following are included:

Performing arts: theatre, musical theatre, drama, dance, comedy, music, opera, street theatre, street dance, combined arts, carnival arts, circus arts;
Visual arts: design and architecture, illustration, photography, crafts, sculpture, installation art, live art performance, public arts - art and the public realm, environmental arts and crafts; Literature and new writing; Digital and computer generated arts; Film and moving image work and animation; and including traditional forms of cultural expression such as folk dancing and music.
Creative industries includes entrepreneurship in any and all of the above forms; and can include fashion and textile design; beauty and hairdressing; design and printing; music recording industry and retail; film production industry, radio and media broadcasting; garden and landscape design may also be included as creative enterprises.

The DCMS definition, the creative industries includes: Advertising, Architecture, Art and Antiques markets, computer and video games, Crafts, Design, Designer fashion, Film and video, Music, Performing arts, Publishing, Software, Television and radio.

Presentation of the arts: the arts and creative sector are shared with audiences and participants through a range of established frameworks eg. exhibitions, performances, concerts, books, events, festivals, museum and gallery displays and collections, screenings, audio formats, broadcasting, or texting and streaming through mobiles, the web, and television.

1.2 Key drivers

'Creative Enfield' will make a significant contribution to the Council's:

- **Sustainable Communities Strategy**

- **Local Area Agreement (2008-2011), 'Building futures, changing lives'**

- **Enriching Enfield'** – the Council's (draft) Leisure and Cultural Strategy

- **Place Shaping Strategy**

i) Making the best use of the Borough's natural resources, by investment in arts and heritage buildings and nurturing the talents of local people;
ii) Retaining and improving its pleasant suburban townscapes, by working with local people to preserve, celebrate, and enhance the public realm through the arts and use public spaces for creativity and learning activities, events and festivals; and
iii) Revitalising its communities and creating new ones where needed, by working with local people to make a living, learn, and look after their families through arts and creative industries activities.

- **Business and Improvement Plan 2008-11** through:-

APPENDIX A

Aim 1: Build prosperous, sustainable communities.
Aim 3: Ensure every child matters and provide high quality education for all.

The vision for culture in Enfield is set out in the **Community Strategy, *Enfield's future***:

'By 2012, Enfield will be a culturally vibrant borough, which celebrates the diversity and heritage of its people and values the contribution of faith communities to the cultural life of the borough. Cultural and creative industries will be developed to bring more employment to the borough and make Enfield an even more attractive place for people to live and work. We will foster the development of vibrant town centres and protect Enfield's environmental heritage. More people will take part in leisure, sporting and cultural activities. We will work to ensure that everyone, including young people, can access a broad range of excellent cultural and leisure services so that they are able to realise their full potential for the benefit of the wider community'.

This strategy is written at a time of recession and all the challenges that that brings to local people in terms of their employment, wellbeing, life opportunities, and expendable income. In this context the Council is seeking to work ever more efficiently through the Leaner programme and good management of resources whilst maintaining excellent standards. The Council's ambition is to a top performing authority, budgets will be very challenging for at least the first two to three years of this plan. This context is a key driver of this strategy in that it emphasises the need to work in partnership, to share resources, and bring partners together to seek new funds and seize opportunities.

The key opportunities for partnership development for the sector are:

- Place Shaping and regeneration
- Community Cohesion and sustainable communities
- Health and Wellbeing agenda
- London Olympic City 2012 and tourism
- Children and Young People's services in commissioning services to meet the demands of the:-
  National curriculum changes – greater emphasis on creativity and skills
  Narrowing the gap – improving achievement
  Disabled children's needs
  Work with Integrated Services Teams for children and families
  Add value to the strategic work of the Children's Area Partnerships(CAPs)
- Add value to Older People taking the lead in culture
- Respond to the – London Cultural Strategy by the GLA.

These opportunities are discussed in more depth in the section, Strategic themes. This section will give the reader the background to understand the selected Key Priorities and therefore understand the action plan.

1.3 Inclusion Statement

The borough Council is committed to promoting equality of access to a full range of arts opportunities and services including events and festivals for people of all ages, abilities, cultures and communities and to promoting equality of opportunity within the arts including race, language, religion, disability, age, gender and sexual orientation.

APPENDIX A

The Council and its partners in the Arts and Creative Industries sector are responsible for ensuring the development and implementation of policies and action plans ensuring equalities of opportunities and access.

This strategy promotes fairer access to all ensuring that the Council can play a key role in seeking to ensure equality of opportunity for all groups. This role is both about remedying problems and potential problems associated with inequity and also about ensuring that arts activities maximises the Council's ability to carry out its duties and priorities such as community cohesion.

Specifically the role of the Council in promoting equalities in the Arts and Creative Industries sector is as follows:

1. To undertake the role of 'leader in the community', to advocate on behalf of the whole community and ensure that access to the Arts and Creative Industries sector is widened through audience development.

2. To support Arts and Creative Industries activities and opportunities by, providing resources.

3. To establish and maintain partnerships to provide Arts and Creative Industries services to local people.

4. To recognise and respond to the value of the Arts and Creative Industries and the contribution they make to civic pride, the sense of community and the achievement of wider policy objectives.

APPENDIX A

2. Vision

‘Creative Enfield’ –

local access to high quality arts for everyone
and
Enfield’s
unique contribution to London

2.1 Mandate:

By 2013 we want everyone in Enfield to have access to high quality arts and creative industries to enable them to make their living, express themselves, learn throughout life, and be part of the community; furthermore, ‘Creative Enfield’ will make a unique and an increasing contribution to London as world cultural capital in advance of the 2012 Games and their legacy.

2.2 Core Values:

These core values will help us to test the effectiveness of the strategy, provide a guide to decision making, and to steer implementation of the action plan.

1. **Creativity** – the belief that creativity is in everyone and that we should nurture that latent talent in every child, adult, and in every community.

2. **Diversity** – that the diverse communities of Enfield are our strength, making the Borough distinctive, and that the arts and creative industries should capitalise on the diversity of cultures, interests, and needs.

3. **Quality** – that quality of process, product, and services are of equal importance in the arts and creative industries; and that we will strive for continuous improvement and excellence.

4. **Participation and access for all** – that everyone has the right to be engaged with the arts and creative industries to have opportunities for fun, learning, education, and personal development from the earliest age.

5. **Cultural enterprise for communities** – that communities thrive and grow together through the arts promoting entrepreneurship and small business development.

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2.3 'Creative Enfield' will deliver an action plan through 5 key aims:

Aim 1 increase engagement with high quality arts and develop audiences to ensure that everyone has opportunities to reach their potential whether leading as an artist or as a participant.

Aim 2 create the right framework to enable the sustained growth of creative industries to encourage entrepreneurship and to support the economic wellbeing of local communities.

Aim 3 increase the number and improve the quality of facilities for the arts to ensure that the arts infrastructure is fit for purpose and able to support increased participation in local neighbourhoods.

Aim 4 develop the public realm through a planned approach to the integration of quality public art and good design, treating the borough area as a 'venue' for the arts and creativity and leading to greater local distinctiveness and civic pride.

Aim 5 develop the capacity and raise standards within the sector, artistically and strategically; and increase resources available through partnership working to take advantage of new opportunities, including the sharing of resources to deliver efficient ways of working in a challenging economic climate.

2.4 Objectives:

The objectives are the mechanisms to fulfil the aims above and run through each action.

Obj1. Break down the barriers to access to the arts to encourage more people to participate in the arts and creative enterprise; with particular focus on young people, families, and older people.

Obj 2. Use promotional initiatives and marketing campaigns locally and regionally to raise the profile of the sector so that more people are aware of what is on offer and how they can get involved.

Obj 3. Develop the commissioning role of the Council, and work in partnership, to deliver arts development work that will reach more of our community and utilising the skills of artists and creative people as positive agents for change.

Obj 4. Support artists, arts organisations, and creative businesses to sustain their best work by a package of training, mentoring, business advice, commissioning, assistance to identify funding, and partnership working.

Obj 5. Develop the strategic role of arts and cultural venues as creative hubs where the community can join together to celebrate, learn, create and earn a living.

Obj 6. Work in partnership across the Council, and with private sector landlords where necessary, to ensure that creative industries are enabled to thrive in the borough through effective use of the framework of licensing, rental of premises, charging and grants.

Obj 7. Work in partnership with the Place Shaping team, and with private sector landlords where necessary, to plan spaces in local neighbourhoods and in town centres where community production, enterprise, experimentation, rehearsal, exhibition, recording, public art and other forms of presentation of the arts and creative industries can take

place.

2.5 Key Priorities:

1. Capital investment in the arts infrastructure will provide:

Venue	Council investment	Other funding sources	Timeframe
Millfield Arts Centre, Edmonton - House and Theatre refurbishment.	£2.5m		Completion Theatre – 2009. House – Spring 2010.
Forty Hall & Estate, Enfield Complete restoration and development of services - House and related works. Complete restoration and development of new services - Estate and parkland.	£2.76m £1.5m	HLF £1.44m (at Stage 2). £1m (at Stage 1).	Completion Spring 2011.
Dugdale Centre, Enfield Town prominent, large shop fronted Gallery space, and flexible business/community conference and studio theatre space.	£809,500	n/a	Completion January 2010.

2. Olympic Games 2012 and the Cultural Olympiad – refocus our events programme to take on the Olympic values, rebrand and provide linkage to the Cultural Olympiad – under the banner 'Creative Enfield Festival'; and ensure that all our events are representative of the diverse communities of Enfield; include the development of a carnival for Edmonton.

3. Investigate the potential for the establishment of creative industries clusters in our town centres, prioritising:
   - Edmonton Green
   - Palmer's Green/Southgate.

4. Develop the strategic role of arts venues through the work of the Children's Area Partnerships(CAPs).

5. Develop a Public Art Strategy for the borough including the use of the established 'Percent for Art' principal, use of Section 106, and the new 'Standard Charge' for developments which is anticipated – prioritise the A406 corridor and Upper Lee Side areas.

6. Work with Place Shaping to establish a case for the use of the 'Standard Charge' to improve the number and quality of facilities for the arts and creative industries.

7. Coordinate and promote the Borough's Creative offer to schools to raise standards, help narrow the achievement gap, and meet the demands of the national curriculum.

8. Building Schools for the Future (BSF) - work with BSF team and Head teachers to ensure that schools are linked into the sector to ensure community cohesion and access to a wider range of opportunities.

9. Identify new facilities/spaces for art and creative industries enterprises through Place

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Shaping – prioritise Ponders End and Enfield Lock.

10. Work in partnership with Visit London and local businesses to develop the Tourism offer for the borough under four strands –

    - Heritage
    - Arts and Culture
    - Green tourism
    - Inward investment

11. North London Partnership (Enfield, Barnet and Haringey Councils), work together to raise the profile of our services within London and collaborate on strategic projects to develop the sector.

12. Work with practitioners and local organisations on a marketing campaign in 'Our Enfield' (Council magazine distributed to all residents of the borough) and through local press to raise the profile of the work of local amateur and voluntary organisations in the sector and increase opportunities for engagement by residents; and establish the need or otherwise for an independent arts network.

13. Work with the Libraries and Museums Teams to investigate the potential to open up access to the Boroughs fine art collection.

14. To support community cohesion through a planned local, partners, borough and sub-regional program of events and activity

.

15. The implementation of the % for Culture / Arts scheme in the Borough to cover all major developments. The scheme to follow the national guidelines and to be used for both capital and revenue.

16. To create a series of cultural quarters / areas that support studios/ small workshops/live and work spaces and provide through planning the critical mass of activity to enable it to be sustainable.

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3. Advocating the Arts and Creative Industries

Art *is* part of everyday life. You may find art as part of the street-scene, in parks, at arts venues, part of school life, in busy shopping centres, in a library, or as part of a health centre etc. There is great potential for the arts to improve the lives and raise the aspirations of local people in Enfield. The arts are a catalyst for positive change and provide social, educational, health, and economic benefits to all our diverse communities, local businesses, families, friends, and visitors.

3.1 Summary of benefits

The arts are beneficial to Enfield communities because they provide opportunities to:-

i) nurture the **creativity** that is in everyone, including the engagement of young people from the earliest age, encouraging people to make a positive contribution to their community;

ii) keep **healthy** in mind, body, and spirit, contributing to wellbeing;

iii) find that essential spark that may unlock a thirst for **learning** which can continue from school and throughout life;

iv) learn about and appreciate the arts, craft and design from other cultures, places and times contributing to **personal development** and **citizenship**;

v) **gain skills** and **earn a living** through creative enterprise, encouraging entrepreneurship and independent living;

vi) socialise and be part of our local communities bringing about a positive impact on **relationships** and a **sense of belonging** to Enfield;

vii) articulate what matters to us and our families, and to share that with the wider community contributing to **community adhesion and local democracy**;

viii) enrich the physical environment, shaping the place where we live and improving **local economic sustainability** through business and tourism development.

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3.2 Infrastructure development and supporting arts and creative organisations

i) ChickenShed theatre has an increasing demand for its services and has identified that the company needs more space on site or nearby. ChickenShed are mindful that they could work more in Enfield and are meeting with the Council on a regular basis to develop strategy and actions to increase their influence locally.

ii) Millfield Arts Centre comprises proscenium theatre and Georgian villa house (Grade II* Listed) used as a centre for arts and learning. The centre needs investment in customer facilities, major access improvements, and upgrade to IT to meet the demands of growing audiences in Edmonton, the borough and London, (refer to Key Priorities and action plan).

iii) Forty Hall & Estate is often referred to locally as the 'Jewel in the Crown' of Enfield and it is a priority for investment by the Council. Funding raising is also being pursued at the time of writing. The ambition is to change the place from 'municipal to magnificent'. Plans will develop the site as a significant cultural landscape within London and deliver complete restoration of the buildings and landscape, major improvements to access (parking, pathways, lift within the House, interpretation, learning offer, volunteering etc), provision of flexible spaces for hire, events, exhibition galleries, learning activities, and special projects.

iv) There are many amateur and voluntary sector community organisations in the borough who are engaged in the arts and creative industries. These organisations represent the diversity of the borough and their role in furthering the positive impact of the arts within the community has great potential. However many of the groups are getting older and recruitment of new members is often difficult.

v) The creative industries are the largest employing sector in London, employing more people than the financial services sector did before the recession started. The sector is predicted to continue to grow There is potential for the Council to work in partnership and be in contact with these organisations to increase opportunities for local people and to contribute to increased participation levels.

vi) There is a lack of a cultural venue and very little community space in Enfield Town, this will position will be improved by the open of the Dugdale Centre conference facility and gallery on the ground floor of Thomas Hardy House in January 2010.The new Central Library will open in Enfield Town in spring 2010 and will provide much needed community facilities which will also contribute to the infrastructure for the arts specifically access to literature.

vii) There is a lack of an arts/cultural venue in the East – Enfield Lock, Enfield Highway, Ponders End, Edmonton Green

viii) The Centre Plus at Bowes opened in 2009 and includes performance facilities, meeting space, and a dance floor. This new facility in providing much needed community space and space for the arts in an area of economic and social need.

ix) Space for the development and rehearsal of performance work (dance, theatre, music) is limited which is adversely affecting amateur and voluntary organisations, and there is a perception that costs of facilities are not always affordable.

x) The number of small scale music venues is modest for the size of the borough. There is potential for the development of pubs, halls, and community venues to stage small scale music events.

xi) There is no professional gallery space and there are only a handful of small temporary spaces to exhibit and sell work. The borough area could sustain a professional visual arts organisation with gallery premises. The Forty Hall development project will provide high quality exhibition spaces throughout the house and the Dugdale Gallery will provide a new purpose built exhibition space. There remains potential to identify a space suitable for exhibition work in the west of the borough.

xii) There is demand from visual artists and arts organisations for use of shop and commercial premises for creative enterprise or studio space but not the capacity or expertise to manage such ventures.

xiii) There is a lack of screens to show independent films and films made by local people. The new Dugdale Centre will provide an independent screen to show films by local people, through the North London Film Fund, and through partnerships with other agencies.

xiv) There is a lack of a resource centre for film, digital work, TV, and music production.

3.3 Strategic themes

These 5 strategic themes underpin the strategy and have helped to link the Core Values together and lead to the key priorities listed above.

(i) Place Shaping and sustainable vibrant communities
(ii) Health and Wellbeing
(iii) Enfield part of London - Olympic City and World Cultural Capital
(iv) Children and young people, schools and learning throughout life.
(v) Older People leading Enfield's cultural life

(i) Place Shaping and sustainable vibrant communities

The arts and creative industries are widely recognised as positive agents of change, helping to shape, design, and improve outcomes for local people through programmes of work that create and promote distinctiveness, enterprise, night-time economy, and community engagement.

The Leisure and Cultural Partnership Group recommended the following for inclusion in the LDF, which was adopted,

- The implementation of the % for Culture / Arts in scheme in the Borough to cover all major developments. The scheme to follow the national guidelines and to be used for both capital (Public art – commissioned and displayed and facilities) as well as revenue (to support festivals/ events and other activity). The scheme to be administered by the Council.
- To develop effective evening economies in Enfield Town/ Edmonton Green/Green Lanes/ Southgate and the use of Industrial Estates for other event locations (Discos).
- To enhance the built environment in terms of design and public art both in the structures/ spaces and in the interior décor. The adoption of the recommendation

will require the setting out of the process by which advice is sought on the artistic aspects.

- To secure greater inward investment for the sector through the use of land and development by engaging with the major property holders e.g. Thames Water and British Waterways
- To create a network of arts /cultural and sports facilities that relates to the various sections of the community.
- To create a series of cultural quarters / areas that support studios/ small workshops/live and work spaces and provide through planning the critical mass of activity to enable it to be sustainable.
- To support community cohesion through a planned local / borough and sub-regional programme of events and activity.
- To support the diversification of the economy through the implementation of the above that stimulates the arts / sports / leisure and cultural economies.

(ii). Health and Wellbeing

The process of forming this strategy has brought forward new projects that develop the linkage between arts and health and potential new partners in the health sector have been identified.

Enfield is already seeing new opportunities to link the arts to better health outcomes for its residents, and the strategy will build on and carry this forward. The Management Papers and Action Plan expand on this.

iii) Enfield part of London - Olympic City and World Cultural Capital

The 2012 Olympics and Paralympics Games and the Cultural Olympiad provide a perfect goal for us and to aim high for excellence as the recent DCMS (Dept Culture Media and Sport) McMaster report proposed. The Cultural Olympiad is the national programme to celebrate the build up to the Games through arts, sports, film, heritage projects. The Games, and the Cultural Olympiad will provide a catalyst for participation, audience development, community partnerships, volunteering, and the integration of projects which bring together sports people and artists/performers.

The connections to central London for Edmonton, Enfield, and Southgate are good and provide untapped potential for cultural tourism during the build up to the Games as London welcomes the world. In particular Enfield Town and Southgate are distinctive suburban villages which could benefit from arts development, festivals, creative enterprise, venue development, and public art initiatives as part of place shaping and strategic planning.

Enfield's Eastern corridor and Edmonton are in a prime position and proximity to the Lee Valley and the Olympic Park. The Lee Valley is in some sense an historic and cultural motorway into the Olympic Park. Edmonton is home to many creative and community organisations who are well placed to respond to the foreseeable cultural demands of London to celebrate the Olympic Games. Edmonton and the Lee also provide the all important blend of arts and sports facilities and events which should now develop in readiness for the Games.

Whilst the Games will welcome the world, Enfield will foster its international partnerships to advance this strategy for the arts and creativity. The borough has international partnerships with Twin Towns in the municipalities of:- Gladbeck in the Ruhr in Germany, Courbevoie - suburb in Paris, Halandri - suburb of Athens, and Sariyer - suburb in Istanbul. These

international friendships provide opportunities to access EU funds to develop arts projects based on learning and creativity. Such initiatives will serve to engage local communities in international collaborations and stimulate new thinking about local issues. The Games will provide the goal for such new programmes of work.

(iv) Children and young people, schools and learning throughout life.

The arts provide many opportunities for personal and community development through learning. Below are two strategic pathways which link personal learning and achievement to community development and enterprise:-

Pathway 1 - learning for the individual in the arts and creative industries provides opportunities for:-

> *Creative learning and personal development.*
> *The exploration and celebration of cultural identity.*
> *Personal contribution to citizenship and engagement in economic activity.*

Any individual may start their journey into this sector through an experience of creative learning through school, college, work, or through a social activity. An experience of creative learning through art, design, performance, technology, and the crafts has the potential to deepen their understanding and learning about their own talents, their cultural identity and their own place in the world. These experiences raise confidence levels in the individual which are self affirming and life enhancing.

The arts and creative industries are a powerful tool for personal expression, learning throughout life, community engagement, participation at local level, and enterprise. In these ways individuals can express their life experiences and their cultural identity leading to healthier and more confident members of society.

Pathway 2 - learning for communities in the arts and creative industries provides a sense of place resulting in opportunities for:-

> *The regeneration of communities.*
> *The improvement of the public realm through good design and physical planning.*
> *The support of communities through social cohesion.*

The arts are a creative catalyst for positive and sustainable community learning and change. The social and community regeneration benefits of the arts and creative industries sector are well documented in this country through town planning, public realm, and public art; housing and tenants schemes through arts development projects; neighbourhood artists' residencies; festivals and events development; and artists studio complexes, live/work units, creative industries hubs, and cultural quarters or zones; all tell powerful stories of how communities can be supported and nurtured leading to better planned and more humane environments, lower crime figures, greater CYP participation, intergenerational work, wider community involvement, volunteering, and socially cohesive communities.

Skills and Employment

The sector needs support to increase enterprise capacity in the Borough to support individuals into self employment or micro/small businesses and/or access to businesses that are located in central London. City Growth (LDA scheme) was used effectively in Haringey

to support Haringey Arts to establish such a route. We would like to see the growth of SMEs (small medium size enterprises) for the arts and creative industries in the borough.

The challenge is to make sure that this sector has access to and is aware of the business support available through government and non-governmental agencies. The Council provides business support and advice to SMEs and there are a number of grant funds that support project and business development in this sector.

Children's Area Partnerships (CAPs) and the strategic role for arts venues and small arts organisations.

An area approach, CAP's in Enfield's case to arts development and including creative enterprise zoning could make a valued contribution to positive outcomes for children and young people and in turn this will support their families; provide lifelong learning to support independent living; and lead to increased community cohesion and prosperity for the borough. In particular the potential for a more integrated approach to positive activities for children and young people through arts development and creative enterprise zones would provide crime diversionary activities and strengthen partnership policing objectives.

(v) Older People leading Enfield's cultural life

Older people in Enfield are leading much of the cultural life of the borough by managing arts and cultural organisations, clubs, amateur dramatic societies, dance schools, music and performing arts schools, visual arts groups, music and poetry groups. Older people are leading much of the time by volunteering, they give their time, talents, energy and expertise. This work is not limited to programmes for older people by older people, in fact older people do a great deal to nurture young talent through extended schools, clubs, associations, and children's groups.

This strategy will see the strengthening of an already good relationship between the Council and the Over 50s Forum and other older people's organisations to ensure that we assist people in living independent and fulfilling lives.

4. Conclusion

The three volumes associated with this strategy provided an overview of what is happening in the arts and creative industries sector, set a strategic direction and provides an action plan for the development of the arts and creative industry sector in Enfield. It has highlighted the main areas of public policy in relation to the sector. This strategy is written at a time of huge change in the economy; increasing mobility and diversity of the population of Enfield; the opportunities posed in the preparations to stage the 2012 Olympic Games; changes within the arts and creative sector, within schools and the curriculum.

Enfield can boast not only a rich creative heritage but also many achievements today in the arts and creative industries from the success of our venues eg Chicken Shed Theatre in the West, Millfield Arts Centre in the East; and Forty Hall & Estate in the North; Edmonton Green emerging as a cultural centre in the East; a new flexible community performance space and Museum in Enfield Town at Thomas Hardy House; and a wide variety of arts programmes in local neighbourhoods including environmental arts, school improvement projects, arts and disability projects, festivals and events.

Area management for children's services(Children's Area Partnerships - CAPs), work with schools, and Building Schools for the Future(BSF) present great potential for partnership working so that our venues and arts organisations can reach more people in local neighbourhoods. Specifically, through area partnership working arts and cultural venues and independent arts organisations should come together and emerge as a borough-wide infrastructure for the arts. In so doing the arts and cultural sector in Enfield could more easily maximise opportunities within North London and the region leading to increased participation and growth of audiences.

The arts and creative sector should form strong partnerships so that resources, efforts, and results can be maximised in this difficult economic climate. The sector also needs marketing as a whole to ensure that the cultural offer of the borough is coordinated and made more visible within London in readiness to take advantage of increased promotion to international and home visitor markets we move toward 2012 and beyond.

A fresh approach to partnership working will be needed to capitalise on the role of the arts in regeneration programmes, and this will mean closer working between private sector sponsors, private developers, Small-Medium Enterprises (SME), educators, schools, planners, community development, and economic development professionals.

The arts and creative sector must engage more with the Place Shaping agenda so that community engagement through the arts truly plays a role in the development of distinctive places. Art and the Public Realm are key areas for increased activity in Enfield.

Arts centres and theatres should play an increasing role in the revitalisation of town centres and support for local neighbourhoods, especially in areas of greatest need. This strategy will see an investment programme at Millfield Arts Centre and relaunch of services to the community; growth of partnership working with ChickenShed; and the emergence of Edmonton Green as a cultural centre as well as a retail centre. There is potential for more strategic linkage between the work of the London Development Agency(LDA), the skills training sector, and the Cultural sector to move people into more education, training or employment in Enfield. There is also potential for closer working between the arts sector, the PCT and the NHS to improve physical and mental health outcomes for local people.

The arts and creative industries sector can help schools to make more lasting connections to the wider community by inviting teachers and young people to experience the arts live

and in the flesh, by providing first hand experience of art being made, and by assisting schools to share their creativity with local communities through public performances, broadcasts, events, festivals, or exhibitions. The government's new initiative to promote Learning Outside of the Classroom (LOtC) places emphasis on getting out and exploring, seeing and experiencing the world around us for ourselves. The resources to achieve this 'requirement' upon schools are on our doorsteps. The arts in Enfield are perfectly placed to provide live and engaging opportunities to experience the environment, our venues, and meet our artists, and arts organisations. Building Schools for the Future(BSF) aims to plan these opportunities for wider community use into school buildings from the outset and as part of the government's 'Transformation of Learning' agenda.

A joint action plan is needed between key arts organisations in the borough who work regularly in schools, with Council services, and including the library service to ensure that the arts and creativity become the right of every child in Enfield. This approach should provide opportunities for every child in the borough.

It is in the nature of artists, performers, and creative industry entrepreneurs to see opportunities and find new ways to grow their art and increase participation levels. The next few years will provide many exciting challenges and opportunities for the arts and creative sector in Enfield borough. Our vision of Creative Enfield – as a place where everyone will have access to the arts and creative industries, to make their living, express themselves, learn throughout life, and be part of the community is both desirable and achievable provided the sector works closely in partnership together and with other key providers and funders.

'Creative Enfield' will make a positive difference to the cultural life of the borough by 2013 contributing to community development and cohesion, providing a sense of place and distinctiveness, and making a unique and an increasing contribution to London's cultural life.

5 Monitoring progress of the strategy

The strategy themes and the action plan will be monitored through the Service Plan for the Cultural Team and will be monitored by the Leisure and Cultural Partnership Group which is a Thematic Action Group(TAG) in turn part of the Enfield Strategic Partnership. The action plan will deliver against national performance indicators (NIs) and local performance indicators and will contribute to the Local Area Agreement (LAA).

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APPENDIX B

Creative Enfield Volume2

Enfield's Arts and Creativity Strategy – Action Plan 2009 -2011

Vision

'Creative Enfield' –
Local access to high quality arts for everyone
and
Enfield's
Unique contribution to London

***Creative Enfield* – Borough-wide Arts & Creative Industries Strategy**
Cultural Services
PO Box 58
Civic Centre
Enfield
EN1 3XJ

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‘Creative Enfield’ - Enfield’s Arts and Creativity Strategy – Action Plan 2009-11

Action Plan - this action plan will be reviewed as part of the Service Planning process.

Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
	Aim 1 increase engagement with high quality arts and develop audiences to ensure that everyone has opportunities to reach their potential whether leading as an artist or as a participant.				
CE1	Increase involvement of young people in the arts and creative industries.	♦ develop partnerships with schools to deliver on the Creative Curriculum and ‘Learning Outside the Classroom’. ♦ Promote and deliver work experience and volunteering opportunities for young people at arts venues, and creative organisations. ♦ Offer support and encouragement to schools to take up Arts Mark status and progress to Gold; and for pupils to take on Arts Award. ♦ Ensure that all arts projects and local events include opportunities for young people to participate. ♦ Re-launch Millfield Education services -re-brand Millfield Academy. ♦ Re-launch Millfield Youth Theatre Free to participants. ♦ Consult CYP on programming at Forty Hall and for Arts & Events.	Council staff and voluntary organisations. Future Jobs Fund. WNF.	2009/10 2010/11 on-going	All partners. Enfield Business Partnership. Council Cultural Team. Economic Development.
CE2	Promote and explain the benefits of the borough’s Cultural Offer to	♦ Make all Head teachers and Governors aware of the Culture Offer	Staff time. Partnership with schools.	2009/10	Council Cultural

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Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
	schools. Increase student participation in the arts.	for the borough ie what the arts and creative industries sector locally has to offer. ♦ Work with teachers and the School Improvement Service to ensure schools have access to the borough's Culture Offer. ♦ Provide support for schools to progress the arts in their school and to increase community linkages, eg develop partnerships to achieve schools borough-wide arts festivals.			Team. School Improvement Service.
CE3	Deliver a coordinated programme of events now until 2012 as part of the Cultural Olympiad, through partnership working.	♦ Promote borough wide events plan and re-brand as part of the Cultural Olympiad, working in partnership with arts orgs, Met Police, Enfield Homes, and voluntary organisations etc. – 'Creative Enfield Festival'. ♦ in partnership encourage development of street parties across the borough. ♦ Develop and sustain a carnival for Edmonton in partnership (see below). ♦ Work in partnership with EREC to establish an annual multi-cultural event at Forty Hall using the house and the park to celebrate the cultural diversity of the borough through nature and art – metaphors of the landscape, light, stars, moon, and sun.	All partners staff time; and funding bids as necessary.	2009/10	Council Cultural Team.

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Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
		♦ Poetry competition for families to work on together. ♦ Hindu and Bengali – dance, singing, and language festival with EREC.			
CE4	Develop Edmonton Green as a cultural centre	♦ annual arts and events programme including the use of empty shop units, the architecture of the centre, the walkways, etc as venues for the arts; ♦ establish a festival/carnival as part of the annual arts and events programme for the Green. ♦ develop partnership working with residents, local arts and cultural organisations, Sustaintable Community team of the Council, the developer St Modwen, Met Police, tenants and housing trusts/associations.	Council and St Modwen's, and other partners and Funders	2009/10 and each year	Edmonton Partnership, St Modwen and the Council Cultural team.
CE5	Commission and present high quality arts programme across the borough.	♦ commission new works and existing works of high quality to attract new audiences. ♦ programme arts venues, parks and open spaces. ♦ work in partnership with the voluntary sector to share information on programming and marketing to maximise our resources and engage more people.	All partners, staff time, core funding of organisations and grants. Section 106 money % for Culture and the Arts	Annual programme across borough.	All partners. Place Shaping & Enterprise. Parks Service. Council Cultural Team.
CE6	Increase access to art collections.	♦ Work with the Libraries and	Staff time.	2010/11	Museum

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Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
		Museum Team to explore possibilities for opening up access to the Councils fine art collection..	Grant funds. Liaise with venues and local community organisations to host exhibitions or small displays.		Service.
CE7	Increase facilities and activities for the arts across the borough through joint working with Libraries.	♦Develop partnerships with Libraries. ♦ Plan project to establish network of exhibition spaces and promote as part of Cultural Olympiad, the Shakespeare Festival, and Inspire Mark. Identify funding sources. ♦ Funding bid and implement project or festival of literature.	Libraries team and Cultural team.	2009/10 2010/11	Libraries to lead, supported by the Cultural team.
CE8	Increase the influence of ChickenShed and other local theatre groups at local level.	♦ Develop a strong partnership with ChickenShed and other local theatre groups to ensure that their contribution to the borough's Culture Offer, achieves its potential and delivers on this strategy.	ChickenShed, other Theatre Groups, Council, and CAB3.	2009/10 2010/11	Council Cultural team and ChickenShed.
	Aim 2 create the right framework to enable the sustained growth of creative industries to encourage entrepreneurship and to support the economic wellbeing of local communities.				
CE9	Provide coordinated marketing and promotion of the arts and cultural programme for the borough within London and as part of Enfield's Cultural Tourism offer.	♦ Work in partnership with Visit London and local businesses to develop the Tourism offer for the borough under three strands – - Heritage - Arts and Culture - Green tourism. ♦ Produce and promote the first	Enfield, Barnet, and Haringey Council, Arts Council of England, and Visit London (the tourism agency for London).	2009/10 on-going annual targets	North London Arts partnership.

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Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
		illustrated guide – **'North London Arts Map'** as the basis of the borough's 'Culture Offer'. ♦ Produce web based arts, heritage and culture map of Enfield inc. opportunities for live participation **'Enfield Culture Map'**. ♦ Increase and maintain the web presence for the arts and creative industries sector in Enfield, include history of arts, culture, entertainment in the borough. ♦ produce and distribute 'What's On' marketing materials for Millfield and Forty Hall Arts & Events; and make available on the web; campaign in Our Enfield to encourage engagement. ♦ Undertake market research with arts and cultural organisations to identify partnership potential and projects. ♦ Work in partnership to develop links between cultural providers and venues in the borough, with regional festivals and national campaigns eg Stories of London, National Children's Art Week, Open House, National Campaign for Drawing, the Big Dance, etc.			
CE10	Develop creative industries activity in Ponders End and	♦ Identify new facilities/spaces for art and creative industries enterprises	Place Shaping and Property Services	2011	Place Shaping

APPENDIX B

Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
	Enfield Lock.	through Place Shaping – prioritise Ponders End and Enfield Lock.			
CE11	Develop creative clusters in borough to focus opportunities for enterprise.	♦ Investigate the potential for the establishment of creative industries clusters in our town centres, prioritising: - Edmonton Green - Palmer's Green/Southgate.	Place Shaping and Property Services	2011	Place Shaping
CE12	Develop film in the borough.	♦ Develop and deliver the North London Film Fund initiative in partnership with Camden, Islington, Haringey, and Enfield.	Partner Boroughs in-kind, cash, and staff; and Film London grant.	2009/10 and each year	Partner boroughs – officers.
CE13	Increase available premises and resources for the visual and performing arts and small to medium size creative enterprises.	♦ Work with Property Services and Sustainable Communities teams to review the number of empty properties available and assess suitability for advertising to the arts and creative sector.	staff time and costs of advertising.	2010/11	Council officers
	Aim 3 increase the number and improve the quality of facilities for the arts to ensure that the arts infrastructure is fit for purpose and able to support increased participation in local neighbourhoods.				
CE14	Re-launch new improved public facilities at Millfield Arts Centre.	♦ Refurbish Millfield Theatre auditorium, improve toilets, access facilities, and provide new café bar. ♦ Restore and improve access facilities to Millfield House. ♦ Meet the needs of audiences; Increase audience satisfaction; Increase participation levels.	Enfield Council	2009/10	Council Cultural team.
CE15	Open new venues in Enfield Town at Thomas Hardy House for	♦ Refurbish Thomas Hardy House to provide new facilities for arts and	Enfield Council	2009/10	Council Cultural

APPENDIX B

Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
	community, business, recreation, fitness, arts and cultural use.	cultural uses – accessible ground floor spaces called the Dugdale Centre - including exhibition space, museum spaces, temporary changing museum displays, flexible studio theatre style conference and performance space, café/bar and Tourist Information point.			team./ Museums Team / Tourism Team
CE16	Develop Forty Hall & Estate as the 'Jewel in Crown' of the borough and a major cultural visitor attraction in London.	♦ submit Stage 2 funding bid to HLF for the development of the Hall – unique selling points are Architecture, heritage value, arts, ecology and environment. Prime uses – conferencing, hires, exhibitions, learning opportunities, and programming under these headings – 'art, ecology, and memory'. ♦ arts and heritage programming – arts and community-led projects and exhibitions, offer 'Learning Outside the Classroom' – and using creativity to improve learning outcomes.	Enfield Council and bid to Heritage Lottery Fund (HLF).	2010/11 pre-works 2011/12 works 2012/13 re-launch	ECSL Dept - Council Cultural team and PlaceShaping & Enterprise Dept - Parks team.
CE17	Increase opportunities for the arts and creative industries sector to deliver on public policies and initiatives.	♦ ensure that the benefits of partnership working with the arts & creative industries sector is represented in all master plans, the Local Development Framework, Place Shaping Area Studies, and town centre regeneration initiatives. ♦ ensure that the needs of the arts and creative industries are considered	Partnership approach	2009/10 2010/11	Council Cultural team.

APPENDIX B

Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
		in Place Shaping and CAB work plans; with particular emphasis on CAB1 (Enfield Lock, Enfield Highway, Ponders End and Edmonton) and CAB3 (New Southgate, Arnos Grove, Bowes, and Southgate town).			
CE18	Building Schools for the Future (BSF)	♦ Ensure that the arts and creative industries are part of the planning for each BSF site, contributing to new spaces for learning that will support creativity. ♦ Work in partnership with BSF schools to ensure the arts and creative industries contribute to the Transformation of Learning agenda.	Council BSF Cultural stakeholders group.	2009/10 2010/11	Partnerships and BSF
CE19	Awareness of venues in the Borough	♦ Work in partnership with Highways and Planning teams to review the signage, transport links, and site access issues to all arts venues, prioritise Forty Hall, Millfield Arts Centre and ChickenShed Theatre through a review of signage including visibility on major road routes leading to the venues.	Partnership working with Hightways and Planning teams, staff time.	2010/11 and 2011/12	Partners.
	Aim 4 develop the public realm through a planned approach to the integration of quality public art and good design, treating the borough area as a 'venue' for the arts and creativity and leading to greater local distinctiveness and civic pride.				
CE20	Integrate the arts as part of the design and planning of the Public Realm.	♦ Develop a Public Art Strategy for the borough including the use of the established 'Percent for Art' principal, use of Section 106, and the new CIL	Cultural team	2009/10 2010/11	PlaceShaping & Enterprise Dept – PlaceShaping

APPENDIX B

Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
		'Standard Charge' for developments which is anticipated – prioritise the A406 corridor and Upper Lee Side areas. ♦ CPD workshop for Planners and Engineers. ♦ Letter for developers and promotional pack to explain the benefits of public art.			team supported by the Cultural team.
	Aim 5 develop the capacity and raise standards within the sector, artistically and strategically; and increase resources available through partnership working to take advantage of new opportunities, including the sharing of resources to deliver efficient ways of working in a challenging economic climate.				
CE21	Increase resources for the arts.	♦ Work with Place Shaping to establish a case for the use of the 'Standard Charge' CIL to improve the number and quality of facilities for the arts and creative industries.	Place Shaping	2010/11 on-going	Place Shaping
CE22	Increase resources for the arts	♦ Audit services for Older People in the sector and establish a partnership to extend the use of schools for activities for the wider community .	Cultural Services	2010/11	Cultural Services
CE23	Increase resources for the arts	♦ Develop partnership with Middlesex University, Enfield College and Southgate College to increase community use of spaces for the arts and creative industries including activities for Older People such as languages, writing, spoken word, performance, dance, music, visual arts and crafts.	Cultural Services	2010/11	Cultural Services

APPENDIX B

Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
CE24	Services to arts and creative individuals and organisations.	♦ Launch services on the web for artists, arts orgs, and creative businesses.	Cultural Services	2009/10	Council Cultural team.
CE25	Services to arts and creative individuals and organisations	♦ Support and develop the SEER website ie on-line database of arts and creative organisations and individuals.	Arts Council of England and 4 borough partnership	2009/10 and ongoing	Council Cultural team.
CE26	Increase resources to deliver the arts and creative industries.	♦ support local organisations in funding bids to deliver on this strategy and sustain their best work. ♦ work in partnership across the Council and with the voluntary sector to access work, skills, and training funds to support this strategy.	Staff time, support from funders. Schools, Enfield Council, and voluntary organisations.	On-going services. 2009/10.	Council Cultural Team.
CE27	Increase capacity and engagement through film development, leading to increased enterprise activity and add to the night time economy of town centres.	♦ Develop partnership working to increase the number of independent screens for showing films and develop funding bid(s) to achieve this. ♦ Investigate ways to secure money from film location work in the borough to support local filmmaking talent and enterprise eg Percent for Film – professional location fees contributing to local film making.	UK Film Council and Film London; and location film fees.	2010/11	Council Cultural team and Corporate Communications.
CE28	Sharing information across the sector.	♦ Ensure that arts and creative organisations share information and data on how many people are participating in the arts and cultural activities.	All partners.	2010/11	Council Cultural team.
CE29	Increase capacity of the private and voluntary sector to support	♦ Establish a network of alternative spaces for music ie cafes, bars,	staff time. Grant funds.	2010/11	Council Cultural team.

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Ref number – Creative Enfield(CE)	Action	How will this be achieved?	What resources?	Timescale	Lead Organisation /person
	music development and presentation.	restaurants etc using licensing to regenerate town centres.	WNF		Sustainable communities team. Place Shaping. Economic Development.
CE30	Develop studio space	♦ Work with Visual Artists and local organisations to develop a plan for Open Studios annual event across the borough.	Cultural Services supported by funding bid to ACE	2011/12	Cultural Services
CE31	Increase resources for the arts and extend services for and with young people.	♦ Review arts provision by Youth Services and develop basis for partnership working encouraging greater linkage with the arts and creative industries sector.	Cultural Services / Youth Services	2010/11	Cultural Services Youth Services
CE32		♦ Secure funds to work in partnership with Integrated children's services teams to make a film for families about their experiences.	Cultural Services / Integrated Children's Services team	2010/11	Cultural Services / IST
CE33		♦ Work in partnership to indentify resources to achieve a borough arts bus to travel around the housing estates, town centres and Place Shaping Areas during the summer holidays.	Partnership ie Met Police, housing associations, Place Shaping, and grant funds.	2011	Place Shaping and Cultural Services.

Agenda Item 8

MUNICIPAL YEAR 2009/2010 REPORT NO. 180

Agenda – Part: 1	Item - 8
Subject: Building Schools for the Future - Outline Business Case **Wards: All**	
Cabinet Member consulted: Councillor Glynis Vince	

MEETING TITLE AND DATE
Cabinet – 20th January 2010

REPORT OF:
Co-Director of Education,
Children's Services and Leisure

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1. EXECUTIVE SUMMARY

1.1 Building Schools for the Future (BSF) is a national programme to lift educational attainment through a complete transformation of England's secondary schools. BSF provides a unique opportunity for capital investment in Enfield's secondary school provision to drive improvements in pupil achievement. There will be funding in the region of £100m available for the first five secondary schools in the programme, with potential for further funding for the remaining local secondaries.

1.2 The Outline Business Case (OBC) is the key document which must be submitted to Partnerships for Schools (PfS) to gain formal approval for the Enfield BSF project to move into procurement. The business case details the project in terms of vision, site, programme, finance, consultation and deliverability. It is proposed to submit the Outline Business Case for Approval in January 2010 and this report lays out the reasons for this submission and seeks approval to do so.

1.3 The OBC will be reviewed by PfS to ensure that the project being proposed reflects the vision set out in the Strategy for Change, is affordable, offers value for money and will attract market interest and that the local authority is sufficiently resourced to deliver the procurement.

1.4 Once approval of the OBC has been granted by PfS, the Council will be required to undertake a Competitive Dialogue procedure to procure a Local Education Partnership, which will have deliver PFI and Design & Build BSF secondary schools in Enfield and provide ICT, maintenance, and premises-related services to some schools. A short-list of pre-qualified bidders participate in a dialogue with the LA to identify the required project solution and determine the balance of risk and price, and a Selected Bidder is then identified through this process. LEPs include only a small number of "representative" schools in the initial competitive procurement process to speed up the initial procurement and save bid costs. The appointment will be the subject of a separate member decision.

1.5 This paper also seeks Cabinet agreement to proceed with arrangements for a developing a possible joint Local Education Partnership with the London Boroughs of Barnet and Brent.

2. RECOMMENDATIONS

2.1 That the Council submits the OBC to Partnerships for Schools to progress procurement of a Local Education Partner (LEP) and draw down the related funding.

2.2 That delegated authority be given to the Co-Directors for Education, Children's Services and Leisure in consultation with the Cabinet Member for Education and Children's Service and Youth, to produce the final drafts of the OBC and submit these to Partnerships for Schools (PfS), and where necessary amend the OBC following PfS's review.

2.3 That, on approval of the OBC by PfS, delegated authority be given to the Co-Directors for Education, Children's Services and Leisure in consultation with the Cabinet Member for Education and Children's Service and Youth to issue an OJEU and negotiate with bidders on behalf of the Authority to procure a LEP, and seeking to develop a joint LEP with the London Boroughs of Barnet and Brent. Where possible, we propose to use standard PfS documentation for the procurement.

2.4 That the financial implications and its affordability be subject to the approval of the Director of Finance and Corporate Resources as the Council's Finance Control Officer (Defined by Accounts and Audit Regulations 2003) as required by Section 151 of the Local Government Act 1972, and that the Council's Finance Control Officer be delegated to make amendments to the Section 151 letter where necessary.

3. BACKGROUND

3.1 Building Schools for the Future (BSF)

3.1.1 BSF is a national programme to lift educational attainment through a complete transformation of England's secondary schools. The 10-15 year programme will see new schools built, or existing schools upgraded, to meet the needs of communities in 21st century.

3.1.2 The Government is committed to devolving significant funds to local authorities (LAs) and schools to spend on maintaining and improving their school buildings. Investment through BSF is rolled out nationally over 15 waves, subject to future public spending decisions. Following Cabinet approval, Enfield submitted its Readiness to Deliver document in April 2008. The Borough was subsequently fast-tracked to join as a "Wave 6a" authority in June 2008. Enfield has since started developing projects to rebuild and refurbish the five secondary schools in Borough most in need of investment - with the remaining local secondaries being rebuilt or renewed later in the programme. There will be funding in the region of £100m available for the first five secondary schools in the programme, with the potential for further funding for the remaining local secondaries.

3.2 Strategy for Change (SfC)

3.2.1 SfC is the first formal component of the BSF approvals process. It is designed to capture the Borough's strategy for 11-19 education services and the requirements that this strategy places upon the physical school estate. The SfC has two parts: Part 1 is the Key

Challenges and Objectives section of the SfC. This will show the scope of the authority's BSF transformation plan. It is the '*what is to be done'* component. Part 2 is the Detail and Delivery section of the SfC. It will add contextual, qualitative and quantitative information to Part 1, showing how the authority intends to achieve its objectives. It is the *'how it will be done'* component.

3.2.2 Enfield BSF's SfC1 submission was approved by PfS on 5th June 2009 and by Cabinet on 15th July 2009. Enfield formally submitted its SfC2 to PfS on 11th September 2009. Cabinet approved the SfC2 document on 16th September, on the basis that where PfS suggested any changes in its review of the document that the Leader be delegated authority by Cabinet to approve those changes.

3.2.3 Cabinet subsequently approved on 7th October 2009 an affordability statement to the SfC2, setting out the position on the extent to which the proposed scheme is affordable. This comprised a letter from the Council's Section 151 Officer (the Director of Finance and Corporate Resources) and a statement for inclusion in the SfC2 document. The affordability position will be regularly reviewed during the progress of the project and at the Outline Business Case stage, further confirmation of the affordability position must be submitted to PfS.

3.2.4 Enfield BSF received approval for its SfC2 from PfS on 25th November 2009. However, this approval was conditional on a range of conditions relating to governance at the BSF schools, the Council's educational strategy and targets, corporate ICT strategy,

3.3 Local Education Partnership (LEP)

3.3.1 Cabinet agreed on 15th July 2009 that the Enfield BSF be procured via a LEP model, in which the LEP has exclusive rights for 10 years to develop proposals for and deliver the design and build of BSF secondary schools in a LA's area, with potential for this to be extended for a further five years. The LEP will also usually provide ICT, maintenance, and other premises related services to some or all these schools on a long-term basis.

3.3.2 The LEP is procured through a Competitive Dialogue procedure used to procure "particularly complex projects". A short-list of pre-qualified bidders participate in a dialogue with the LA to identify the required project solution and determine the balance of risk and price, and a Selected Bidder is then identified through this process. LEPs include only a small number of "representative" schools in the initial competitive procurement process to speed up the initial procurement and save bid costs.

3.4 Enfield BSF

3.4.1 This chart below shows the initial schools in Enfield's BSF programme.

School	Proposed Solution [to be checked at submission of final report]	Start on site
Edmonton County	• Significant reorganisation of teaching facilities at • both sites.	2011

	• New build elements at both sites to resolve • circulation issues and create additional teaching • accommodation.	
Broomfield	• 100% new build PFI • New buildings are proposed at the eastern end of the site, which is currently clear of buildings	2011
Gladys Aylward	• New build entrance and business centre to support move to Business Specialism and provide clear community focus point. • 'CLASP' building to be demolished and kitchen and dining area to be relocated.	2012
Turin Grove	• Minor new build at entrance for 'Team Around the Child' facilities. • Mixture of limited new build, remodel and • refurbishment.	2012

3.4.2 Of these schools, it has been agreed by the Project Board the two sample schools shall be Edmonton County School and Broomfield School. The most important factor governing the recommended initial schools has been their representation from a technical point of view of the whole estate, the balance of risk and their suitability in terms of evaluating the bidders' proposals for remodelling and new build across the whole estate.

3.4.3 Please note that Pupil Referral Unit (PRU) is to be a new unit on the previous site of the Ponders End Youth Centre funded through the initial Enfield BSF funding. However, the PRU is to be procured as a joint development with Enfield's newest academy (Oasis Academy Enfield) will provide opportunities for community and wider engagement. Building work on the PRU is scheduled to commence in early 2011.

3.5 Joint LEP arrangement with LB Barnet and Brent

Following discussions between LB Enfield and LB Barnet, it is now proposed that Enfield BSF procures its LEP via a joint arrangement with LB Barnet. The proposal is that Enfield would lead on the procurement of the LEP, but with input from LB Barnet in terms of resources and membership of evaluation teams. This would not alter Enfield's programme in that Enfield's initial sample schools would be the first with which we would test the bidders during the procurement and be the first to be built. LB Barnet would then use our joint LEP partner to build its own schools.

This arrangement would have the benefit of making the Enfield BSF programme more attractive to the market as it would effectively double the capital value of the programme with the inclusion of LB Barnet's initial six schools without a commensurate increase in potential LEP partners' bid costs. In addition, it would help spread the cost of project development and procurement costs across the two authorities, thereby reducing the total costs to each Council than that they would incur by procuring a LEP partner alone.

Officials from the two authorities have met on several occasions to discuss the arrangements for taking this forward. We are in the process

of drafting a joint Memorandum of Understanding to formalise the arrangement. It is worth noting that even if Barnet and Brent are included in the OJEU notice for Enfield BSF, there should be no risk of them delaying the Enfield BSF project.

Partnerships for Schools have also raised the possibility of a joint LEP with Brent, but no contact has been made between the two authorities on this matter.

3.6 Outline Business Case

3.6.1 Prior to issuing an OJEU Notice for the Enfield BSF programme, PfS require that an Outline Business Case (OBC) is drafted and submitted for review by themselves and the DCSF. The main aims of the OBC are to define all elements of the scheme, reduce risks to all parties, and fix the appropriate level of funding. Once agreed, the funding at the OBC stage is then fixed, and includes inflation to the predicated date of the start of construction.

3.6.2 The OBC is made up of the following sections:

- Background – demonstrating Corporate Vision and Strategic Overview
- The Projects – including an option appraisal of the school projects and discussion of the Facilities Management and ICT service options proposed.
- Value for Money
- Affordability
- Readiness to Deliver – including project management arrangements, the proposed procurement process, school and sponsor commitments, and consultation and statutory approvals
- Leading and Managing Change

3.6.3 The OBC (and its appendices) is made up of contributions from many stakeholders, and has been reviewed by the Enfield BSF Project Board. The document will be thoroughly interrogated by the companies bidding for the Enfield BSF project, and will be the basis of the solutions that are put forward for the development of the initial schools and FM and ICT solutions.

3.7 Governance at BSF Schools

3.7.1 During the BSF process, DCSF and PfS have sought for Enfield to strengthen governance at its BSF schools. In its letter of 5th June 2009, approving Enfield BSF SfC1, DCSF required that Enfield "secure Academy status for Turin Grove School by 2010, agreeing Sponsors with OSC as soon as possible. This change of governance for Turin Grove would satisfy PfS and DCSF and has been approved in principle by the school's Governing Body. Cabinet approved in principle on 15th July 2009 for Turin Grove to become an Academy.

3.7.2 Following initial interviews with the five potential Academy Sponsors for Turin Grove, Cabinet approved on 16th September 2009 the choice of proposed Academy Sponsor, the joint bid of Academies Enterprise Trust (AET) and London Development Agency (LDA). AET/LDA's

subsequent Expression of Interest was agreed by DCSF on 26th November 2009, and progress is on course for Turin Grove to become an Academy in September 2010.

3.7.3 DCSF and PfS have also sought to strengthen the governance at The Gladys Aylward School. The Council and DCSF agreed in November 2009 that AET/LDA would be the proposed Sponsor for the school with a view to the school becoming an Academy in September 2010. The necessary processes are currently being taken forward for this to happen.

3.8 Procurement Process and Documentation

3.8.1 The proposed procurement timeline is as follows:

Milestone	**Date**
Issue OJEU notice	March 2010
Pre-Qualification Questionnaire (PQQ) submission date	May 2010
Confirm shortlisted bidders and issue Invitation to Participate in Dialogue (IPD) Part 1	June 2010
IPD1 submission date	September 2010
Confirm shortlisted bidders and issue IPD Part 2	October 2010
Confirm selected bidder	April 2011
Financial Close	September 2011

3.8.2 PfS recommend for use a suite of contracts, OJEU notices and the evaluation criteria to be used when considering tenderers. In order to proceed with due economy and efficiency, we propose that Enfield Council use the standard templates published by PfS for this purpose. The BSF Project Team will customise these templates with a view to ensuring that the schedules and other customisable details are fit for Enfield Council's purposes. In a very few situations, it may prove necessary and justifiable to table derogations from the standards published by PfS.

3.8.3 A project to refresh and redevelop a group of schools will involve resolution of a myriad of educational, technical, economic and governance issues, all of which need to be converted into clear and efficient legal contracts. These issues (and the contracts) need to pass several times through a series of evaluations, reviews and decisions and to be negotiated and agreed with many parties.

3.8.4 Enfield's BSF Project follows a long line of previous BSF projects which have used the PfS templates. This has resulted in a set of template contracts, OJEU notices and evaluation criteria that, by virtue of having been adopted in other BSF Projects, are considered to address the rafts of issues that arise. Further, because these templates have been considered and substantially adopted for these other BSF projects the time, cost and risk of successfully closing Enfield's BSF Project should be reduced by using them.

3.8.5 If Enfield Council were to endeavour to develop its own contract documents or to unilaterally rewrite significant parts of the PfS templates that would jeopardise the Project. Making significant changes to the PfS templates would also miss the chance to benefit from the considerable effort already made to optimise the way in which schools are redeveloped and improved.

3.8.6 The purpose of the PfS templates is to provide a platform for Enfield Council to benefit from the experience and effort already made throughout the BSF Programme and add value by focusing on customisation of the PfS templates to address Enfield specific issues.

3.8.7 The BSF Project Team has raised a series of issues that may arise from the PfS templates for Enfield Council by circulating written issues lists to key departments (Finance, Legal, AMD, Personnel, Pensions, Insurance etc) with a view to exposing any aspects of the PfS templates that are a cause for concern and may require to be addressed by tabling derogations. So far, no responses to those issues lists have given rise to the need for derogations (as opposed to customisation). This process is continuing and may lead to derogations needing to be tabled, but unless there is a specific cause to table changes it is proposed that Enfield Council uses the appropriate PfS templates and customises them.

4. ALTERNATIVE OPTIONS CONSIDERED

The alternative option is not to pursue the Building Schools for the Future programme. However, this would mean that the Borough would not be able to access approximately £100m of funding for modernising its schools. This would also result in the LA being liable for all costs incurred to date in relation to the BSF project development; the current estimate is £1.07 million. It is also worth noting that PfS announced on 2nd March 2009 its prioritisation for Waves 7-15. Enfield's first follow on project was ranked 2nd out of 95 local authorities, putting the Council in an excellent position to receive funding for further waves of BSF schools in the Borough including funding for new provision to meet the forecast demand. In addition, Enfield would be the first local authority to effectively withdraw from the BSF programme and this would undoubtedly attract adverse political and media comment.

5. REASONS FOR RECOMMENDATIONS

The OBC submission and consequent approvals will lock the funding for the BSF scheme and will give permission to proceed to procurement. This provides the opportunity for substantial capital investment in the Borough to address building deficiencies and to promote pupil achievement. This report explores the potential benefits of proceeding with OBC submission and subsequent procurement of a LEP partner.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

6.1 Financial Implications

Pre-tender cost estimates have been provided by external consultants on the basis of the strategy for transforming the BSF schools, informed by a number of surveys and using benchmarking price information. The objective of the work was to develop proposals which are within the capital and revenue resources provided through BSF funding, schools' resources and provision from the dedicated schools grant, and this has been achieved. All the cost estimates will change during the procurement process and the objective will be to ensure that the services remain affordable. The capital resources provided via BSF are calculated and fixed at the Outline Business Case (OBC) stage (March 2010) on the basis of the estimated building industry price indices which will be experienced at the start of construction works on each school site. The earliest starts on site are planned for September 2011. Consequently the affordability position may be affected by actual building industry prices which are experienced at the time of tendering.

6.1.1 PFI Construction – Broomfield School

The design, building, financing and operation of the school will be undertaken by the Local Education Partnership (LEP) and the costs will be charged to the Authority via a monthly unitary charge. The capital costs of construction are estimated to be £29.113m and the capital financing charges on this cost will form part of the unitary charge paid by the Council to the provider. The other parts of the unitary charge mainly comprise lifecycle maintenance such as periodic replacement of plant & equipment, roofing renewal etc., and FM costs. The unitary charge is partly funded by government grant and partly by the school contributing its FM and devolved formula capital budgets, with the remaining shortfall being met from the schools budget funded by Dedicated Schools Grant. This shortfall is currently estimated to be £205k pa at 2009/10 prices, as set out in the table below.

	£'000s pa in first full year (2014/15)
Estimated unitary charge	4,421
Contract monitoring	21
Government revenue support grant	-3,504
School's FM budget contribution	-659
School's devolved formula capital grant contribution	-74
Funding shortfall met from schools budget	205

6.1.2 Design and Build (D&B) schools – Gladys Aylward, Turin Grove, Edmonton County

6.1.2.1 Capital expenditure

The initial capital expenditure on the construction of these schools of £58.011m will be funded by government grant. The capital expenditure will be incurred by the Council over a three-year period and the

government grant will be received regularly on the basis of a cash-flow forecast of the timing of payments to contractors. This should produce a neutral cash-flow position which will avoid interest losses on the payments to the contractor. In addition to resources for the funding of the construction costs, a further grant of £9.2m will be provided for ICT hardware. A report to the Cabinet meeting on 16 December 2009 referred to approval by Partnerships for Schools (PfS) to the transfer of resources from the BSF programme to meet the shortfall in the funding of the construction of the Oasis Hadley Academy on the South Street Campus. This transfer of £2.455m is shown in the table below.

	Estimated capital expenditure £'000s	BSF funding resources £'000s
Construction costs	58,011	63,113
Agreed funding of Oasis Hadley from BSF resources	0	-2,455
ICT	9,200	9,200
Schools' devolved formula capital grant contribution	0	349
Contingency	2,996	0
Total	70,207	70,207

These estimated construction costs include allowances agreed with PfS for 'abnormals' expenditure, such as temporary accommodation, highway works and asbestos removal. It is currently estimated that the costs of such works is likely to exceed these allowances by approximately £1.35m. At its meeting on 10 December 2009, the Schools Forum agreed that additional costs up to this amount can be met from the schools budget. The estimated cost of abnormals is therefore fully funded.

6.1.2.2 Lifecycle maintenance

The Council is required to commit to maintaining the fabric of the buildings once they have been improved. The cost estimates for these are as follows:

School	2013/14 £'000's	2014/15 £000's	2015/16 £'000s
Turin Grove - academy	98	169	169
Edmonton County	78	317	317
Gladys Aylward - academy	0	173	179
Total	176	659	665

Any major works needed during the life of the building will be met from the Council's capital resources and the schools' devolved formula capital grant in the same way as such works are currently funded, or in the case of the two schools transferring to academy status from September 2010, from the resources available to the sponsor.

6.1.2.3 Revenue Expenditure – Edmonton County School
This school will be the only BSF D&B school remaining with the Council after Turin Grove and Gladys Aylward have transferred to academy status. The revenue costs comprise FM services and funding for these will be provided by the school contributing its FM delegated budgets, with any remaining funding shortfall being charged against the schools budget funded by the Dedicated Schools Grant.

The following table shows the current cost estimates and resources.

Edmonton County School	£'000s pa in first full year (2014/15)
Facilities management services	1,280
Contract monitoring	15
School's FM budget contribution	-985
Funding shortfall met from schools budget	310

6.1.2.4 Revenue expenditure – academy schools
Two of the three schools, Turin Grove and Gladys Aylward, are due to become academies from September 2010, in which case the sponsor will take over responsibility for FM costs. However the annual revenue funding paid to academies is based on the formula used for delegating budgets to other secondary schools in the local authority in which they are situated. It is likely therefore that as the schools budget will be funding the shortfall for Edmonton County School, by using the same delegated funding formula factors, the shortfall for the academies would also fall to the schools budget and will therefore be a charge against the Council's Dedicated Schools Grant.

The following table shows the estimated costs of the FM services and the funding resources available.

Turin and Gladys Aylward academies	£'000s pa in first full year (2014/15)
Facilities management services	1,683
Contract monitoring	28
School's FM budget contribution	-1,205
Funding shortfall met from schools budget	506

In this context, it is interesting to note that the sponsor of the two current academies within Enfield has confirmed that the FM and lifecycle costs of the new academy that is being built in Ponders End will be within the available budgetary resources and there will not be a funding shortfall as is currently being predicted for the BSF schools. It is the Council's intention that the funding shortfall currently projected will be reduced to a minimum or eliminated during the procurement process.

6.1.3 ICT
BSF resources for ICT hardware of £1,450 per pupil totalling £9.2m will provide new ICT for the four schools in the programme. The ongoing revenue costs of ICT are estimated to be in the range £190 - £220 per pupil, which will be met from schools' contributions from their delegated budgets. Technical refresh will be funded from schools' devolved formula capital and other resources.

6.1.4 Summary Revenue Implications
On the basis of these pre-tender cost estimates, the total annual cost to be charged to the schools budget for the PFI and D&B and academy schools is estimated to be in the order of £1,021k in 2014/15, as shown in the following table.

		2014/15 £'000s
Broomfield School	PFI	205
Edmonton County School	D&B	310
Turin Grove & Gladys Aylward	Academies	506
	Total	1,021k

In planning the use of the Dedicated Schools Grant in the medium term, it has been anticipated that there will be a level of funding shortfall and the above figures come within the resources which have been earmarked for this purpose and so this phase of BSF investment is affordable.

However this is only the first phase of BSF investment in Enfield schools. The Council has already been advised that it is ranked second out of 92 authorities that will be given approval to proceed with any next phase of BSF and will be able to make a Readiness to Deliver submission for the next phase of investment after financial close of this phase in September 2011. If the level of the revenue funding needed for the current phase is not reduced significantly, then it is extremely unlikely that a robust submission for the next phase of BSF investment could be made as it is envisaged that all funding available to the schools budget from the Dedicated Schools Grant will be fully committed. Consequently it will be necessary to find compensating savings and efficiencies in the spending of the Council's Dedicated Schools Grant, or resources from elsewhere, if a Readiness to Deliver submission is to be made.

6.1.5 Project Development Costs
Previous reports have identified the need for additional funding of £1m to meet the estimated costs of developing the project up to financial close in September 2011. At its meeting on 10 December 2009, the Schools Forum gave approval to this funding being met from the schools budget funded by Dedicated Schools Grant.

6.1.6 Section 151 Letter
One of the requirements for the submission of the OBC is the inclusion of a letter from the officer who is responsible for financial matters of the Council under the provisions of Section 151 of the 1972 Local Government Act. This is the Director of Finance and Corporate Resources and the letter is attached at Appendix A. The aim of the letter is to demonstrate:

- Local authority ownership and understanding of the contents of the OBC;
- Confidence in the affordability of the proposed project;
- Proof of the value for money offered by the proposed procurement routes; and
- deliverability of the proposed project.

6.2 Key Risks

6.2.1 In consultation with the Enfield's Risk Office, the BSF project team has developed a risk register, which is subject to regular review and update. Risk is included as a standing item on the BSF Project Board. A key mitigation action for several of the main risks is to ensure timely achievement of project milestones.

6.2.2 Failure to gain approval for the OBC and consequent release of capital funding for Enfield BSF by the DCSF will result in a delay to the Enfield BSF programme for the development of schools in the Borough. If the OBC is not approved before the calling of a General Election, it is not clear whether the Enfield BSF project will get any funding after an Election if there is a change on Government. Approval of the OBC and subsequent publication of an OJEU Notice for the project before an Election will reduce the likelihood of the Government reducing or cancelling its funding for the project.

6.3 Legal Implications

The OBC is the key document that must be submitted to partnership for schools to gain formal approval for the BSF project to move into the procurement stage. The OBC builds on the SfC documents and looks at (amongst other elements) what is achievable, affordable and value for money in the local BSF project

6.3.1 Enforceability of a BSF Promissory Note to the Council from the Department for Children, Schools and Families.
In October 2009, the BSF Team sought guidance from its legal advisers, Bevan Brittan, on the enforceability of a BSF Promissory Note. The legal guidance can be summarised as follows:

On its face, the Promissory Note is a simple offer letter by the Department to the Council that, if the Council enter the BSF contract in the form disclosed to the Department and evidence this to the Department, the Department will pay Capital and Additional Grant and ICT Funding, and will cause DCLG to pay Block Grant, to the Council in the manner and in the sums set out in the Promissory Note. The

Promissory Note requires the Council to write back confirming its acceptance of the conditions set out in the Note. The Council then alters its position in reliance upon that promise by entering into the BSF contract and the consequential financial and other commitments to the BSF contractor, which amounts to "consideration". The Promissory Note provides that, once the Council has entered the BSF contract and notified the Department of this, the Department will send to the Council a "Funding Approval Letter" which will formalise the terms on which such funding is provided, but there is nothing in the Promissory Note, such as a "subject to contract" statement which suggests that the Promissory Note is part of a preliminary negotiation or otherwise than binding on the Department. Both the Department and the Council have capacity to enter binding contracts, the Department is able to bind other Departments of State under the principle of indivisibility of the Crown, and the Council is under no obligation to satisfy itself that the Promissory Note was properly authorised within the Department. The promissory letter is not legally binding until the offer has been accepted by the Council and it has altered its position adversely in reliance upon it. But as soon as the Council has written back to the Department to accept the offer conditions and has then adjusted its position is reliance on the offer, there is a binding contract between the Department and the Council for the payment of grant and PFI credits on the terms set out in the Promissory Note.

However, there are a few caveats:

1. The promise is effectively expressed to be subject to further sets of conditions. Thus, the PFI credits are to be paid in accordance with the DCLG "Local Government PFI Project Guide", which is publicly available so that the Council will be deemed to have notice of and accept that the Promissory Note is subject to any additional conditions contained in that Guide.

2. Whilst the Promissory Note, acceptance thereof and consideration is a complete contract, if the Department has previously disclosed to the Council the terms of the proposed "Funding Approval Letter", then the Council <u>may</u> be taken to have entered the contract as set out in the promissory letter but subject to any additional conditions and restrictions set out in the disclosed draft "Funding Approval Letter."

3. Contract can be over-ridden by legislation. It is always open to the Government of the day to legislate to abrogate the Promissory Note. It would require legislation which specifically declared this, or all, PFI contracts to be invalid, which would be what is called a "hybrid Bill", which normally requires to include appropriate compensation provisions. Taking that "Financial Armageddon" scenario, if the Government failed to include appropriate financial compensation provisions, the Council would have recourse to the European Court of Justice under the Human Rights Act and the European Convention on Human Rights. So, short of total Government default on its financial liabilities, the Promissory Note is enforceable. If, once the Council has accepted the Promissory Note conditions and adjusted its position, the

Government merely terminated the PFI programme and said that no new PFI contracts would be approved, the Promissory Note contract would still stand and the Department would continue to be liable thereunder.

4. In practical politics, the relationship between the Council and the Government is not limited to this one contract. The reality is therefore that, if the Government of the day decided to terminate the BSF programme with immediate effect, and ensure that no new BSF contracts were entered, the Council would be negotiating for compensation for repayment of its abortive costs, and for assistance in securing the improvement of school premises and services by other means, rather than for the full sums promised in the Promissory Note.

6.3.2 Section 151 Letter

The s151 letter itself is designed to give comfort to the department that there is real engagement at all levels in the Council on the BSF and that the council is taking seriously its role in prudent financial management. The funding estimates, particularly for abnormals will be confirmed at FBC. There would not be any thought by the department that it would try and bind the Council in the way you are fearing, but even on that scenario, the Council would be supported in rejecting any such attempt by their own guidance and process which envisages further changes.

Politically and practically, the council would simply not be in a position to make projects affordable without the funding from the government. If the Government does not come through with what they have said they would on confirmation of the OBC, the Council would then be back into the issues raised in the advice on the Promissory Note.

6.4 Property Implications

The BSF programme facilitates major investment into the selected secondary schools. As well as reducing ongoing maintenance liabilities, this will give opportunity for the introduction of modern facilities, incorporating sustainable design features which will contribute to carbon reduction targets. The demolition of the Clasp building at The Gladys Aylward School is particularly welcome as this has inherent maintenance liabilities.

The change to Academy status for the Gladys Aylward and Turin Grove Schools will alter the relationship of the Council with the school, in particular with regard to Corporate Landlord responsibilities.

6.5 Performance and Management Implications

Building Schools for the Future provides an opportunity to drive improvement in pupil achievements and contribute to outcomes in the Children and Young People's Plan and Local Area Agreement.

6.6 Community Implications

Positive Impact
Approval of the recommendations in the report will assist in raising educational attainment through providing a better environment for pupils by maintaining and improving secondary school buildings in the borough. Some schools that are dual use will have benefits for other members of the local community who use the facilities.

7. PUTTING ENFIELD FIRST

Aim 2: High Quality Education and Lifelong Learning

Background Papers

BSF SfC1 Cabinet Report

BSFSfC2 Cabinet Report

BSF SfC2 Affordability Statement Cabinet Report

BSF Local Education Partnership and Project Development Funding Cabinet Report

Oasis Academy OBC Cabinet Report

Enfield BSF Outline Business Case

Local Government Act 1972

Accounts and Audit Regulations 2003

Appendix A

Section 151 Letter

Partnerships for Schools
Fifth Floor
8-10 Great George Street
London
SW1P 3AE

Dear Sirs

Re: Enfield Council BSF - S151 Letter at Outline Business Case

As the nominated Section 151 Officer for Enfield Council (the 'Council'), I confirm that I am satisfied that the assumptions underpinning the Affordability and Value for Money calculations in the OBC for the proposed BSF solution for Wave 1 of the Council's BSF project are reasonable and that the project is affordable based on my understanding of the funding and expenditure at this stage as set out below.

The Council has agreed to procure the BSF in accordance with all PFS standard documentation, including the adoption of a LEP following approval of the Council's Outline Business Case. A preferred bidder would then be chosen subject to the Council being satisfied that the cost of the project is within the funding cap.

Capital funding

The capital cost estimates are within the PfS formulaic funding envelope calculated by the FAM including the abnormals that are allowable through FAM funding.

The Council acknowledges the need to make some provision for expenditure (asbestos, highways and temporary accommodation) in excess of that which is eligible for BSF funding. An initial high level estimate of £1.35m has been proposed and sought at this stage by the Technical Adviser, but it is our intention that this figure will be reduced as the programme develops. At its meeting on 16th December 2009, the Schools Forum approved expenditure of up to this amount being met from the schools budget.

We have reserved a contingency of £2.996m of estimated construction cost to cover inflation risk, construction risk, ground condition and related risks. This will be constantly reviewed as the detailed work on surveys and the capital programme develop through the OBC. If the overall capital costs become unaffordable within the funding provided by PfS, the overall programme will be re-evaluated.

There is not currently a funding gap on the estimated construction cost and this will be kept under constant review. We are budgeting for a lifecycle costs contingency fund for all 4 BSF schools sourced from our existing lifecycle maintenance funding for schools and on current plans this is affordable. If our plans change, we will review the situation. It is planned that the proposed academies, Turin Grove and Gladys Aylward, will also join the LEP and take on the same obligations regarding life cycle as the other schools in the LEP for a period of 5 years.

The cost estimate control option at OBC has been developed for Edmonton County School as a design and build solution and Broomfield School as a PFI school.

The Council will agree with PfS the payments to be made for each financial year over which construction takes place for the D&B. The timing of the receipt of the PFI grant will closely match the payments of the unitary charge. Subject to availability of sufficient funding from PfS and satisfactory performance from the contractors, the Council confirms that it will meet its contractual commitment to the Contractor at each of these milestones.

Revenue funding

The Council intends to have managed ICT and FM services to the BSF schools in this wave. The funding will be met as follows:

- BSF funding for ICT of £1,450 per pupil for 6,345 pupils, totalling £9.200m;
- ICT services will be run within the current ICT schools' budgets;
- ICT refresh will be funded through retained DFC/DSG within the resources available at the time;
- Hard (e.g. planned and reactive maintenance, asset replacement) and soft FM services (e.g.cleaning, catering and security) will be met from the funding currently applied to FM by the schools in the wave and from DSG;
- The cost projections included within the OBC indicate that the revenue expenditure is affordable within currently estimated level of resources.

The work on developing the ICT managed service is progressing well with the schools, and it is intended to ensure all the schools and the academies are part of this LEP managed service. This will be worked through in more detail after the OBC stage, with the intention of this being managed within the available funding.

At present, no third party income has been assumed within this wave of the BSF programme. Whilst some sporting facilities will be enhanced by the investment, no reliance has been placed on income until further work is carried out during the procurement phase to determine the viability of any income stream.

PFI School

The PFI arrangements will be on the Council's balance sheet in accordance with International Financial Reporting Standards.

Capital Receipts

There will be no capital receipts arising from asset sales as there are no disposals from the schools being developed in this phase of BSF.

Return of unspent BSF funds

I confirm that any unspent BSF funds will be returned within 12 months of the completion of the project.

Cabinet Committee Approval

Attached is the financial implications section of the report to the Council's Cabinet meeting on 16th January 2010, which sets out the commitments which are being made by the Council.

LEP Investment

It is the intention that the Council will have a single PFI school in this first wave of its BSF programme. In agreeing to Enfield's BSF project being procured via a LEP model at its Cabinet meeting in July 2009, the Council has confirmed its commitment to making the necessary equity investment into the LEP. It may be an option for other authorities to join the LEP e.g. London Boroughs of Barnet and Brent in which case the level of investment in the LEP will be reviewed so that the share of the 10% public sector investment is proportionate to each local authority's interests.

Project funding

The Council has taken on board the gateway review advice and has set a budget of £4.3m to deliver this first Wave of BSF schools to financial close. At its meeting on 16th December 2009, the Schools Forum gave its approval a further contribution of £1m from the schools budget to fully fund the estimated costs of £4.3m.

Whilst we consider that our financial analysis at this stage is already prudent, the Council will consider using its school budgets to fund any additional revenue contribution, should the currently projected costs be exceeded. The FBC will develop this affordability analysis in more detail and the Council will develop a sinking fund with the intention of meeting the lifecycle costs over the contract terms.

Conclusion

I can confirm that the costs of this BSF project are factored into the Council's medium term financial strategy. Should those cost estimates or the Council's Medium Term Financial Strategy change, the project will be re-evaluated in the light of the financial circumstances prevailing at the time.

Yours faithfully

James Rolfe
Director of Finance and Corporate Resources
London Borough of Enfield

MUNICIPAL YEAR 2009/2010 REPORT NO. 181

Agenda – Part: 1	Item: 9
Subject: Turin Grove and Gladys Aylward Schools – Closure and Re-opening as Academies **Wards: Jubilee, Haselbury**	
Cabinet Member consulted: Councillor Michael Rye	

MEETING TITLE AND DATE:
Cabinet:
20th January 2010

REPORT OF:
Co-Director of Education, Children's Services & Leisure

Contact officer and telephone number: Bob Ayton, 020 8379 3135

E mail: bob.ayton@enfield.gov.uk

1. EXECUTIVE SUMMARY

This report outlines the processes required to formally close Turin Grove and Gladys Aylward Schools on condition that agreements are in place to enable both schools to immediately re-open as academies with effect from 1st September 2010.

2. RECOMMENDATIONS

2.1 That the Leader of the Council, in conjunction with the Co-Directors of Education, Children's Services & Leisure be given Delegated Authority to approve, following consultation, the publication of statutory proposals to close Turin Grove and Gladys Aylward Schools on condition that agreements are in place to enable both schools to immediately re-open as academies with effect from 1st September 2010.

2.2 That officers are authorised to commence the process with the Academies Enterprise Trust and the London Development Agency to develop Gladys Aylward School as an academy from 1st September 2010.

2.3 That in the event of decisions being required during an election period, delegated authority is given to the Co-Directors of Education, Children's Services & Leisure in order to meet the deadlines for the processes to formally close the Schools.

3. BACKGROUND

3.1 Turin Grove and Gladys Aylward Schools have been identified as two of the projects to receive major capital investment in Enfield under Wave 6a of the Building Schools for the Future programme. At Turin Grove, the redevelopment works following consolidation on the former Salisbury Lower School site will be completed, while major remodelling will take place at

Gladys Aylward, including the removal of the now outmoded 1970's CLASP system-built block.

3.2 It has emerged during the formulation of these schemes and discussions with the Schools themselves and with Partnerships for Schools (PfS) that both Schools would benefit from becoming academies. The Academies Enterprise Trust (AET) and The Mayor's Office of The London Development Agency (LDA) have been selected as sponsors of both schools. It is proposed that this would take effect from 1st September 2010.

3.3 In order for this to happen it will be necessary to close both existing schools on condition that agreements are in place to immediately re-open them as academies. Consultation with key stakeholders on the formal closure of the schools is the first part of this particular process and it is proposed that this will take place during January 2010 at Turin Grove School followed by the same work shortly afterwards in respect of Gladys Aylward. Should it be decided to proceed further following consultation, it will be necessary for the local authority to publish statutory proposals for formal closure of each school on 31st August 2010. There will be a 6 week representation period during which any person or party can comment or object to the proposals which will be wholly conditional on an agreement being in place to re-open the School as an academy on 1st September.

3.4 Following the expiry of the representation period of the notice, Enfield Council will take account of any comments or objections it has received and then proceed to make a decision on the closure of the School. If the Council is unable to make a decision within 2 months of the end of the representation period, the matter must be referred to the Office of the Schools Adjudicator. Should the decision be taken to close the existing School, AET/LDA will then formally proceed to establish the academy.

3.5 In order to expedite the process, approval is sought to the Leader of the Council, in conjunction with the Co-Director of Education, Children's Services & Leisure being given Delegated Authority to approve, following consultation, the publication of statutory proposals to close both Schools on condition that agreements are in place to enable both schools to immediately re-open as academies with effect from 1st September 2010. The Cabinet Member for Education and Children's Services would not be eligible to approve the publication of proposals for Turin Grove as she is a Governor of the School.

3.6 On 15th July 2009 Cabinet approved in principle the seeking of academy status for Turin Grove School. The DCSF have only recently signed off a Statement of Intent for Gladys Aylward School to become an academy, so approval is also sought to authorise officers to commence the process with AET/LDA.

4. ALTERNATIVE OPTIONS CONSIDERED

The alternative option is not to pursue the Building Schools for the Future programme. However, this would mean that the Borough would not be able to

access approximately £100m of funding for modernising its schools. It is also worth noting that PfS announced on 2nd March 2009 its prioritisation for Waves 7-15. Enfield's first follow on project was ranked 2nd out of 95 local authorities, putting the Council in an excellent position to receive funding for further waves of BSF schools in the Borough. In addition, Enfield would be the first local authority to effectively withdraw from the BSF programme and this would undoubtedly attract adverse political and media comment. The DCSF has made clear that it is seeking for both schools to become academies. The risk is that if the Council does not pursue this route, DCSF could effectively stop Enfield's BSF project.

5. REASONS FOR RECOMMENDATIONS

In order to maximise investment in Enfield Schools in order to drive improvements in pupil achievement.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

6.1 Financial Implications

6.1.1 When schools close for any reason, regulations require that any financial surplus or deficit is transferred to the Local Authority. Both of these schools are currently in a financial deficit position and are part-way through a recovery plan. The current projection is that at the time of closure. The total deficit for the two schools will be £640k, although this could change. This cost will be a charge against the dedicated schools grant for 2010/11 and the plans for the use of this grant include this charge.

6.1.2 The schools will not receive any School Standards Grant (SSG) in 2010/11. This grant is not payable for the year in which a school closes. The consequence is that for a five month period from April to August 2010, the schools' funding will be short by £311k. The newly opened academies will receive a full year's allocation of the grant in September 2010 with only 7 months remaining to the end of the financial year. It will be necessary to approach the sponsors of the new academies to seek their agreement to pay 5 months of the grant to the authority in compensation for this loss. If this is not agreed, the deficit transferring to the Authority will be £311k higher than the estimates shown above. This would be met form the dedicated schools grant, although no provision has been included in the 2010/11 plans on the basis that the sponsors will agree to reimburse the Authority, as the sponsors of Oasis Hadley did in the same situation earlier this year.

6.1.3 Where the schools have contracts in place, which are not transferred to the new sponsors, it is possible that termination of contract charges may apply. An example of this would be leasing arrangements. There are 11 leasing agreements for ICT, office and gym equipment and it is considered unlikely that the sponsor will not continue with these agreements, however if they do not, any termination charges which are payable will increase the deficit shown above.

6.1.4 As the new schools will in future be responsible for some functions which are currently the responsibility of the Authority e.g. Admissions, a part of the dedicated schools grant needs to be top-sliced and paid over to the sponsors to fund their responsibilities. This is currently allowed for in the school budget proposals for 2010/11.

6.1.5 The new sponsors are likely to introduce a new staffing structure and there is a risk that some existing staff may not be appointed to the new posts. Any termination costs would fall to the Authority, although when this situation occurred with the transfer of Albany School to academy status, the DCSF contributed approximately half of the cost. The costs which would be borne by the Authority will be charged to the schools budget if the Schools Forum agrees to the current proposal being made as part of the 2010/11 Budget Consultation.

6.1.6 When the schools transfer to academy status, the land and building are leased to the sponsors for 125 years at a peppercorn. There are VAT implications arising from this change of status which means that the two schools will not be asked to contribute the capital resources they receive each year from the DCSF, towards the major costs of refurbishing the schools under BSF. Under the current DCSF funding arrangements for academies, they will continue to receive devolved formula capital grant, but will not be able to spend it on the building works as these are the responsibility of the Authority. If they were to make a contribution, and Her Majesty's Revenue and Customs consider that the contribution to works is a payment in respect of their occupation of the land and buildings under the terms of the lease, this will result in the Council's VAT 'partial exemption threshold' being exceeded. The implications of this are that the Council would be unable to recover VAT on the capital expenditure on this scheme together with the VAT on all exempt supplies which the Council receives, which could amount to approximately £3m in each of the two financial years during which the capital works were undertaken. This risk is avoided by the academies not contributing their available resources towards the capital construction costs which is why they will not be asked to do so.

6.1.7 The legal work and other work required to make the transfer is estimated to range between £122k and £150k for external advice, plus support from the Council's Legal Services Team. The expenditure will be charged to the ECSL Department's revenue budget for legal work, although there is a risk that the budget will be exceeded as a consequence, depending on the amount of other legal work undertaken.

6.2 Legal Implications

6.2.1 The LA must maintain any school as categorised under the Education Act 1996. Under the School Standards and Framework Act 1998 any alterations or proposals to a school, which the LA maintain, must be published beforehand and in consultation with such persons as appear to be appropriate and have regards to any guidance by the Secretary of State.

6.2.2 The School Reorganisation (Establishment and Discontinuance of Schools) (England) Regulations 2007 set out the procedure to be followed for closure and opening of a school, the recommendations within this report are in accordance with these regulations.

6.2.3 S482 of the Education Act 1996 as amended by s65 of the Education Act 2002 enables the establishment of Academies.

6.2.4 Academies are state maintained independent schools set up with the help of outside sponsors. The private organisation runs the school outside of the local education authority's funding control, but still operates within the national requirements for curriculum and standards with the aim of driving up educational standards.

6.3 Property Implications

Property will support and assistance where required, in particular with provision of asset information and review, and provision of due diligence to the work undertaken by the PfS Project Manager and Technical Adviser.

7. KEY RISKS

Partnerships for Schools has indicated, under Strategy for Change, that it expects the Council to have clear details for the proposed academies at both Gladys Aylward and Turin Grove. Consequent failure to do so could therefore jeopardise the overall BSF programme.
The following operational risks remain:

- Any deficits would be transferred to the Council (this is already covered under the Financial Implications section);
- Any staff termination costs would fall to the local authority;
- There is risk of the partial exemptions threshold (for VAT) being exceeded although this has been addressed by the academies not being asked to contribute to any capital construction costs;
- There is some risk of the budget for legal work being exceeded.

The BSF Team has worked closely with the Corporate Risk Manager to draw up a BSF Programme Risk and Opportunities Register. Failure of the Enfield BSF project is recommended for inclusion on the Corporate Risk Register.

8. PERFORMANCE MANAGEMENT IMPLICATIONS

Building Schools for the Future provides an opportunity to drive improvements in pupil achievements and contribute to outcomes in the Children and Young People's Plan and the local area agreement.

9. COMMUNITY IMPLICATIONS

Building Schools for the Future will have a significant impact on local communities as it provides an opportunity to increase the number of

secondary school places. It will also increase the range of choices available and drive improvements in pupil attainment, whilst also providing other wider community benefits. Through Building Schools for the Future, Enfield will strengthen the development of excellent schools providing inclusive, integrated and extended services. These will provide facilities, raise expectations, boost skill levels and provide employment to developing communities.

10. PUTTING ENFIELD FIRST

Aim 2: High Quality Education and Lifelong Learning, but also contributing to the wider agenda.

Background Papers

- Report No. 42 to Cabinet, 15th July 2009 – "Building Schools for the Future: Strategy for Change Part 1 and update on Enfield BSF".

- Report No. 75 to Cabinet, 16th September 2009 – "Building Schools for the Future: Academy Sponsor for Turin Grove School".

- "Building Schools for the Future – Strategy for Change Part 2".

MUNICIPAL YEAR 2009/2010 REPORT NO. 182

Agenda – Part:1	**Item: 10**
Subject: Security Staffing – tender extension report **Wards: All**	
Cabinet Member consulted: Cllr Michael Lavender	

MEETING TITLE AND DATE:
Cabinet, 20 January 2010

REPORT OF:
Director of Place Shaping
and Enterprise

Contact officer and telephone number:

Stuart Simper (x3032)

E mail: stuart.simper@enfield.gov.uk

1. EXECUTIVE SUMMARY

The Council's current contract to supply security staffing services with Legion Security was procured by full tender process. The contract commenced on 6th October 2003 for a period of three years with a provision for the contract to be extended at the end of its three-year term by a further period of no more than two years.
The Council commenced a joint tender process with LB Camden for the provision of CCTV services, traffic enforcement, alarm monitoring and security guarding. This tender was to be based on framework agreement that would enable other London local authorities to access the services via an access agreement. The process proved too complex and as a result the tender was restricted to Enfield and Camden only. In addition, the security guarding element was removed from the tender.
The contract was extended until 30th June 2009, through a Delegated Authority Report signed off by the then Assistant Director, in December 2008. This report included the authority to go to out to tender. However, time has been insufficient, so this report seeks agreement for a contract extension with Legion Security to 31st March 2010, whilst the full re-tender, which is currently underway, takes place.

2. RECOMMENDATIONS

2.1 It is recommended that the existing contract with Legion Security is extended to 31st March 2010 whilst the full tender process, which is underway, is completed.

2.2 That the sum of £479,685 be approved to cover the period of the further extension.

3. BACKGROUND

3.1 The security staffing contract has been conducted by Legion Security for five years on a 3 plus 2 contract, (five year price was £3.2m, inclusive of ad hoc requirements with a final expiry date of 5 October 2008). The service has continued since 5 October 2008. The contract was further extended until 30th June 2009 to enable the re-tender process to be completed. Unfortunately it has not been possible to complete on time. The new contract is anticipated to commence on 1st April 2010. The tender process is on-gong, with the Invitation To Tender documents due for return no later than 1700, Monday, 11th January 2010. This will enable the winning tender report to be completed and presented to Cabinet in February 2010, for consideration and ratification.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 It is a condition of Council Contract Procedure Rules that the contract has to be re-tendered. The alternatives are:

- Not to provide the security staffing services. Not feasible.
- To bring the services in-house, which would be cost prohibitive and against the leaner Enfield agenda and is therefore also rejected.
- To bring another contractor in to cover the temporary extension period and would impact on service levels. This was rejected as the tender process is already underway.

5. REASONS FOR RECOMMENDATIONS

5.1 To continue to maintain the current service level and standards of service provision to internal and external clients with minimal disruption while the full tender process completes.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

6.1 Financial Implications

Since there is a continuation of the current service at the same cost, there is sufficient budget to allow the contract extension to proceed.

6.2 Legal Implications

6.2.1 Under the Council's Constitution, in particular the Contract Procedure Rules, the Council is required to carry out a competitive procurement exercise. A waiver of the Contract

Procedure Rules is required to enable the Council to extend the contract without a formal tender.

6.2.2 This is a Part B service under the Public Contracts Regulations 2006 ("PCR 2006"), and as such the full regime of the PCR 2006 is not applicable, save for the requirements of transparency, equality and non-discrimination.

6.2.3 A variation of the existing contract may be challenged by an aggrieved contractor on the basis that the Council has been anti-competitive and has shown favouritism to the current contractor by extending the duration of the contract beyond the provision for extensions. By doing this, other contractors are not given the opportunity to tender for the services. The Council is in the process of re-tendering and hopes to complete the process within the next four months. Whilst this does not negate the risk of a challenge, it reduces the possibility of a successful outcome for the aggrieved contractor.

6.2.4 The extension needs to be in a form approved by the Borough Solicitor.

6.3 Property Implications

Failure to provide guarding will mean that some sites would not be secure at night, leaving the Council with issues on insurance, theft, vandalism, arson etc. and disruption to services. Additionally, some sites have Security Officers to prevent any aggression against staff.

7. KEY RISKS

There is a possibility of challenge from other contractors through the incumbent contractor receiving the work. To mitigate this risk it is essential that the re-tender takes place at the earliest opportunity.

8. PERFORMANCE MANAGEMENT IMPLICATIONS

The extension of the existing contract until a full tender process is completed will continue to provide security to staff and excellent service to the public. It will also have a direct impact supporting the wider objectives set out in the Council's Business and Improvement Plan under Aim 3 – A Safer Enfield.

9. COMMUNITY IMPLICATIONS

Positive Impact

The proposal for a contract extension with Legion Security will ensure that Council staff and customers continue to be protected when in Council premises.

10. HEALTH AND SAFETY IMPLICATIONS

Please refer to 6.3

11. PUTTING ENFIELD FIRST

This complies with Aim 3 – A Safer Enfield

Background Papers

None.

THE CABINET

List of Items for Future Cabinet Meetings
(NOTE: The items listed below are subject to change.)

MUNICIPAL YEAR 2009/2010

10 FEBRUARY 2010

1. Budget 2010/11 and Medium Term Financial Plan — James Rolfe, Cllr Hurer

This will set out the proposed budget 2010/11 and Medium Term Financial Plan. (Part 1) **(Key decision – reference number 2970)**

2. Housing Revenue Account Estimates 2010/11 and Medium Term Financial Plan (Rent Setting - HRA) — James Rolfe, Cllrs Hurer/Laban

This will detail the Housing Revenue Account Estimates 2010/11 and Medium Term Financial Plan. (Part 1) **(Key decision – reference number 2969)**

3. Insurance Arrangements — James Rolfe, Cllr Hurer

This will seek approval of the most advantageous tender for the provision of the Council's external general insurance arrangements. (Parts 1 and 2) **(Key decision – reference number 2977)**

4. Borough Wide Halls Phases 2 and 3 — Sue Foster, Cllr Laban

This will seek approval for additional funding to complete the Borough wide programme of DDA and refurbishment works to halls under phases 2 and 3. (Part 1) **(Key decision – reference number 2979)**

5. Joint Strategic Needs Assessment for Enfield — Ray James, Cllr E Smith

This will seek endorsement of the Joint Strategic Needs Assessment which has been prepared in partnership with Enfield NHS and which will inform the planning and commissioning of health and well being services for Enfield residents. (Part 1) **(Key decision – reference number tbc)**

3 MARCH 2010

1. December 2009 Revenue Monitoring Report — James Rolfe, Cllr Hurer

This will seek approval of the revenue monitoring position at the end of December 2009 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2982)**

2. Capital Monitoring and Prudential Indicator Report Third Quarter — James Rolfe, Cllr Hurer

This will seek approval of the capital monitoring position at the end of December 2009 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2983)**

3. Highmead Place Shaping Strategy Report — Sue Foster, Cllrs Laban/Lavender

This will present the Highmead Place Shaping Strategy report. (Part 1) **(Key decision – reference number 3002)**

4. Future of Leisure Services — Neil Rousell/Andrew Fraser, Cllr Kaye

In February 2009 the procurement process began looking for a new operator for the Council's Leisure Facilities. Following the procurement process this report will seek approval to appoint a long term operator for the Council's Leisure facilities. (Part 1) **(Key decision – reference number 3004)**

5. Revenues and Benefits Computer System — James Rolfe, Cllr Hurer

This will seek approval of the replacement of the Revenues and Benefits computer system and related software (which collects Business Rates and Council Tax, and manages Housing and Council Tax Benefit). (Parts 1 and 2) **(Key decision – reference number 2840)**

6. A406 Local Lettings Policy — Sue Foster, Cllr Laban

This will consider an A406 local lettings policy. (Part 1) **(Key decision – reference number 3008)**

7. Borough Investment Plan — Sue Foster, Cllr Laban

This will seek approval of the Borough Investment Plan. (Part 1) **(Key decision – reference number 3009)**

8. Leaseholder Rehousing Policies Sue Foster
Cllr Laban

This will seek approval to the use of the leaseholder rehousing policies. (Part 1) **(Key decision – reference number 2919)**

9. Home Based Support Services Ray James
Cllr E.Smith

This will seek approval to award contract(s) for externally purchased Home Based Support Services. (Parts 1 and 2) **(Key decision – reference number 2907)**

10. Honeysuckle House Ray James
Cllr E.Smith

(Parts 1 and 2) **(Key decision – reference number 3012)**

11. Parking and Traffic Enforcement Contract Ray James
Cllr E.Smith

This will seek approval to award a parking and traffic enforcement contract for a period of six years extendable by a further four. (Parts 1 and 2) **(Key decision – reference number 3014)**

24 MARCH 2010

1. January 2010 Revenue Monitoring Report James Rolfe
Cllr Hurer

This will seek approval of the revenue monitoring position at the end of January 2010 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2984)**

2. Council's IT Contract James Rolfe
Cllr Hurer

This will seek approval to award the Council's new IT Contract. The existing contract with Serco expires on 31 March 2010. (Parts 1 and 2) **(Key decision – reference number 2981)**

3. Parks and Open Spaces Strategy Sue Foster
Cllr Lavender

This will seek approval of the Parks and Open Spaces Strategy, for recommendation to full Council. (Part 1) **(Key decision – reference number 3020)**

4. Council's Carbon Management Plan — Ian Davis, Cllr Neville

This will seek agreement to proposals regarding the implementation of the Council's Carbon Management Plan. (Part 1) **(Key decision – reference number 3019)**

21 APRIL 2010

1. February 2010 Revenue Monitoring Report — James Rolfe, Cllr Hurer

This will seek approval of the revenue monitoring position at the end of February 2010 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 3003)**

2. 2009/10 Quarter 3 Performance Monitoring Report — Rob Leak, Cllr Pipe

This will present the 2009/10 quarter 3 performance monitoring information. (Part 1) (Non-key)

3. Maintenance and Transportation of the Council's Container Stock for Waste Services — Ian Davis, Cllr Neville

This will seek approval to award a new contract for the maintenance and transportation of the Council's container stock for waste services. (Part 1) **(Key decision – reference number tbc)**

MINUTES OF THE MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE HELD ON MONDAY, 30 NOVEMBER 2009

COUNCILLORS

PRESENT Terence Neville OBE JP (Chairman), Michael Rye (Leader), Michael Lavender and Matthew Laban

CO-OPTED Councillor Del Goddard

OFFICERS: Joanne Woodward (Planning Policy Team Leader), Stephen Tapper (Assistant Director (Planning & Transportation)), Sue Foster (Director of Place Shaping and Enterprise) and David B Taylor (Traffic and Transportation), Jacqui Hurst (Secretary)

1
APOLOGIES FOR ABSENCE

There were no apologies for absence.

2
DECLARATION OF INTERESTS

There were no declarations of interest.

3
URGENT ITEMS

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002 with the exception of Report No.153 – Sustainability Appraisal of the Core Strategy of Enfield's Local Development Framework (Minute No.6 refers) and Report No.154 – Enfield's Local Development Framework – Draft Infrastructure Delivery Plan (Minute No.7 refers). These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

AGREED that the above reports be considered as urgent items as the documents were required to accompany the publication of the Pre-Submission version of the Core Strategy.

4
MINUTES

AGREED that the minutes of the previous meeting of the Local Development Framework Cabinet Sub-Committee held on 3 November 2009 be confirmed and signed by the Chairman as a correct record.

5
LOCAL DEVELOPMENT FRAMEWORK - LOCAL DEVELOPMENT SCHEME 2009-2012

Councillor Terence Neville introduced the report of the Director of Place Shaping and Enterprise (No.141) seeking endorsement of the draft Local Development Scheme 2009-2012 for submission to the Greater London Authority.

NOTED

1. that the programme for the preparation of Enfield's Local Development Framework (LDF) was set out in the Local Development Scheme (LDS) 2007-2010. The Council was required to maintain a three year rolling preparation programme and to update the LDS annually. A draft LDS for the period 2009-2012 was being presented to Members for endorsement;

2. that the LDS had been reviewed and updated in the light of the Council's Place Shaping programme. A revised timetable providing an overview of the timetable for preparing the Local Development Documents was tabled at the meeting for Members' consideration. Members discussed the revisions to the timetable as outlined by Joanne Woodward;

3. the purpose of the Local Development Scheme and the changes from the previous Scheme as set out in the document. A discussion took place on Members' involvement at various stages of the process and the relationship between the documents within the Core Strategy. The possibility of holding a workshop for relevant Members in the future on key areas of interest and the processes to be followed was discussed. In addition, there would be a training need for Members of the Planning Committee and to seek their views on any potential policy gaps in the light of planning decisions being made. There had been a substantial shift in policy approach in recent times. Such training would take place following the Council elections in May 2010;

4. in response to a question raised by Members, Joanne Woodward explained the process and timetable for reviewing the Local Development Scheme Programme which is carried out as part of the preparation of the Annual Monitoring Report.

Alternative Options Considered: None considered, as the preparation of the Local Development Framework was a statutory requirement and was essential to support the Council's Place Shaping Programme.

DECISION: The Local Development Framework Cabinet Sub-Committee

1. agreed to endorse the draft Local Development Scheme 2009-2012 for submission to the Greater London Authority (GLA), as set out in Appendix 1 of the report;

2. agreed that in the event that the GLA did not recommend any changes or only changes of a minor nature to the draft Local Development Scheme, the Cabinet Member for Environment and Streetscene be authorised to formally bring the Local Development Scheme into effect. Changes of a substantive nature would be reported back to the Local Development Framework Cabinet Sub-Committee for consideration.

Reason: Progress on preparing an up to date plan was monitored through national performance indicators, and Council progress on the delivery of the Local Development Scheme was monitored annually through the Annual Monitoring Report process. A proportion of the Housing and Planning Delivery Grant was also dependent on Local Development Scheme production and Local Development Framework delivery.

6
SUSTAINABILITY APPRAISAL OF THE CORE STRATEGY OF ENFIELD'S LOCAL DEVELOPMENT FRAMEWORK (REPORT NO. 153)

Councillor Terence Neville introduced the report of the Director of Place Shaping and Enterprise (No.153) outlining the sustainability appraisal of the Core Strategy of Enfield's Local Development Framework.

NOTED

1. that the Sustainability Report was a supporting technical document to accompany the Pre-Submission version of the Core Strategy Report and should be read in conjunction with it. Members discussed the detail of the Sustainability Appraisal report and the following issues arose;

2. the appraisal findings in the chapter on Water as detailed in paragraph 16.8.2 of the report and the appraisal findings in the chapter on Climate detailed in paragraphs 13.8.8 and 13.8.9. Members needed to be aware of the issues which had been raised and the Council's stance. In relation to Meridian Water, there was a need to ensure that the Council's case was clear with regard to proposals for managing water in the area. Members discussed the management of water in the Borough and the need for a clear holistic strategy. Officers noted the issues which had been raised by Members;

3. Members discussed the Issues and Options Sustainability Appraisal as set out in Appendix C of the report. Joanne Woodward explained the structure of the document which had been guided by European requirements. This document supported decisions which had been made within the Core Strategy and set out the priorities and reasons for the decisions. The options A and B set out in the report represented a summary of the options which had been agreed previously. Members

asked that additional narrative be included in the Non-Technical Summary to clearly explain the purpose of the documents and how they related to the Core Strategy;

4. that the maps included in the document should be clearly and consistently dated;

5. Members discussed the type of industry in the Borough and the coding mechanisms used for categorising businesses. The report indicated a low concentration of high tech and knowledge intensive industries. It was noted that developmental/research components existed in a number of businesses;

6. that the sustainability appraisal report was an independent document based on European legislation.

Alternative Options Considered: None considered: preparation of the Local Development Framework was a statutory requirement and was essential to support the Council's Place Shaping Programme.

DECISION: The Local Development Framework Cabinet Sub-Committee agreed

1. to approve the Sustainability Appraisal report attached as Appendix 1 to the report, to accompany the publication of the Pre-Submission version of the Core Strategy;

2. that the Director of Place Shaping and Enterprise in consultation with the Cabinet Member for Environment and Street Scene be authorised to agree any further changes to the Sustainability Appraisal Report following consultation, prior to the publication of the document as evidence to support the submission of the Core Strategy to the Secretary of State.

Reason: The Local Development Framework was a statutory requirement and was essential to support the Council's Place Shaping Programme.

7
ENFIELD'S LOCAL DEVELOPMENT FRAMEWORK - DRAFT INFRASTRUCTURE DELIVERY PLAN (REPORT NO. 154)

Councillor Terence Neville introduced the report of the Director of Place Shaping and Enterprise (No.154) seeking endorsement of the draft infrastructure Delivery Plan so that it could be published for further consultation with key delivery agencies and provide evidence to support the publication of the pre submission version of the Core Strategy.

NOTED

1. Members queried paragraph 1.4.5 of the report which stated that the "GLA recommend that the PLP Low Projection is used for detailed analysis and planning at the Borough and ward levels". Members felt that the higher projection should be used. The Borough had a mobile population with growing pressures apparent in Outer London. If the higher projected figures were used then costs could be identified including the provision of sufficient school places. Jo Woodward agreed to investigate this issue further in the light of Members' comments;

2. Members considered the transport chapter of the document and a number of issues arose in discussion. The issue of the future usage of level crossings in the Borough was reiterated and the need for effective lobbying to the Department of Transport. The frequency of trains on the Enfield Town line was raised together with the future proposals of the Department of Transport (DofT). Members asked that alternative options be discussed with the DofT. The need for effective transport facilities in the Borough was essential for residents and to attract future development;

3. the Northern Gateway Access Package as detailed in the report. Members considered the need for improved transport communications in the North East of the Borough and highlighted the issues which currently existed. The issue of road freight was also raised;

4. the on-going problems of signalling issues on the Piccadilly Line resulting in a number of trains stopping at Arnos Grove;

5. a change in wording to paragraph 2.1.63 of the report as follows: "…infrastructure costs **could** cause disbenefits…";

6. a change in wording to paragraph 2.1.69 of the report with the deletion of the reference to the "collapse of Metronet";

7. the issues raised by Members with regard to bus provision and the need to improve the east/west connectivity in the Borough;

8. the projected freight movements as detailed in paragraph 2.1.128 of the report;

9. the comments in relation to the Brimsdown Industrial Estate set out in paragraph 2.1.129 and the issues to support the Northern Gateway Access Package;

10. the section which addressed Electricity and the need to ensure sufficient capacity in the Borough. Officers detailed the discussions which had taken place with providers and that they would be further engaged during the consultation period and development of the area actions plans. The Core Strategy would advise of the future plans for the Borough and the capacity which would be required. The issues also

applied to other utilities provision such as water supply. Significant infrastructure works would be required;

11. section 2.4 of the report in relation to Waste. Members noted that the preferred options report for the North London Waste Plan (NLWP) may no longer be fit for purpose. A review will be undertaken of the areas of Enfield's documents which linked into the NLWP. The final version of the NLWP was due next year. A discussion also took place on the future provision of household waste sites in the Borough;

12. section 2.5 Telecommunications, the need to meet both residential and business requirements was highlighted;

13. paragraph 2.6.5, relating to decluttering was too specific, the wording would be amended;

14. paragraphs 2.6.8 and 2.6.9 relating to gateways and greening of Hertford Road were also too specific and would be amended to state more generic aspirations;

15. with regard to Health Care, the need for adequate accessibility to appropriate hospital provision should be made clear in this document as it was in the Core Strategy;

16. in relation to Community Halls and Spaces and Places of Worship, the figures specified in the report and, that the community halls listed were those which were for public hire;

17. Members queried the information detailed in the report with regard to the wards which were seen to be deficient in public park provision, section 4.1 of the report referred. Jo Woodward undertook to review this section for accuracy of information;

18. that Enfield's Infrastructure Delivery Plan was subject to review and revision through the Local Development Framework Annual Monitoring Report.

Alternative Options Considered: None considered; preparation of the Local Development Framework was a statutory requirement and was essential to support the Council's Place Shaping Programme.

DECISION: The Local Development Framework Cabinet Sub-Committee agreed

1. to endorse the draft Infrastructure Delivery Plan and supporting schedule detailed in Appendix 1 to the report, for consultation with infrastructure delivery agencies and to support the publication of the pre-submission version of the Core Strategy;

2. that the Director of Place Shaping and Enterprise in consultation with the Cabinet Member for Environment and Street Scene be authorised to agree any further changes to the draft Infrastructure Delivery Plan following consultation, prior to the publication of the revised document as evidence to support the submission of the Core Strategy to the Secretary of State.

Reason: The Local Development Framework was a statutory requirement and was essential to support the Council's Place Shaping Programme.

8
DATES OF FUTURE MEETINGS

NOTED that

1. the meeting previously scheduled to take place on Monday 14 December 2009 at 6.15pm was no longer required and would therefore be cancelled;

2. future meetings of the Sub-Committee were scheduled to take place on:

   Tuesday 19 January 2010 at 7.00pm
   Thursday 25 February 2010 at 7.00pm

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MINUTES OF THE MEETING OF THE CABINET HELD ON WEDNESDAY, 16 DECEMBER 2009

COUNCILLORS

PRESENT Michael Rye (Leader), Ertan Hurer (Finance & Resources), Jon Kaye (Leisure, Culture, Olympics 2012 & Voluntary Sector), Matthew Laban (Housing & Community Safety), Terence Neville OBE JP (Environment and Street Scene), Henry Pipe (Customer Focus, Communications and Corporate Improvement), Edward Smith (Adult Social Services) and Glynis Vince (Education & Children's Services)

ABSENT Michael Lavender (Deputy Leader of the Council/Sustainable Communities & Employment & Place Shaping)

OFFICERS: Rob Leak (Chief Executive), James Rolfe (Director of Finance and Corporate Resources), Ian Davis (Director of Environment and Street Scene), Sue Foster (Director of Place Shaping and Enterprise), Neil Rousell (Co Director of Education, Children's Services and Leisure), Andrew Fraser (Co Director of Education, Children's Services and Leisure), Ray James (Director of Health and Adult Social Care), Asmat Hussain (Head of Legal Services Unit), Nathalie Boateng (Principal Lawyer), John Austin (Assistant Director - Corporate Governance), Tim Strong (Assistant Director Human Resources), Darren Welsh (Assistant Director - Housing Strategic Services), Valerie Corrigan (Interim Head of Strategic Housing), Peter George, David Greely (Corporate Communications Manager) and Andy Ellis (Corporate Scrutiny Services) Jacqui Hurst (Secretary)

Also Attending: Councillor Anne-Marie Pearce, Bob Heapy (Chief Executive - Enfield Homes), Mr Ibrahim (Enfield Business Retailers Association)

1
APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Michael Lavender (Deputy Leader/Sustainable Communities and Employment and Place Shaping).

2
DECLARATION OF INTERESTS

Councillor Glynis Vince declared a personal interest in Report No.158 – Outline Business Case – Oasis Academy Hadley in her capacity as a Governor of the Academy (Minute No.7 below refers).

Councillor Edward Smith declared a personal interest in Report Nos. 161 and 164 – Procurement Strategy for the Revised Housing Capital Programme 2009/2014 in his capacity as a member of the Enfield Homes Board (Minute Nos. 10 and 22 below refer).

3
URGENT ITEMS

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002 with the exception of Report No.158 – Outline Business Case – Oasis Academy Hadley (Minute No.7 below refers). These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

AGREED that Report No.158 – Outline Business Case – Oasis Academy Hadley be considered as an urgent item as it was proposed to submit the outline business case for approval in January 2010.

4
DEPUTATIONS AND PETITIONS

NOTED that no requests for deputations (with or without petitions) had been received for presentation to this Cabinet meeting.

5
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE/SCRUTINY PANELS

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE: COUNCIL APPRENTICESHIP SCHEME

Councillor Michael Rye (Leader of the Council) welcomed Councillor Anne-Marie Pearce to the meeting and invited her to present the report to Members.

Councillor Anne-Marie Pearce introduced the report of the Overview and Scrutiny Committee (No.156) setting out a reference on the development of an Apprenticeship Scheme by the Council.

NOTED

1. that the Overview and Scrutiny Committee had for the past few years been monitoring progress with the development of a programme of work opportunities for young people across the Council. This had included not only the Enfield work experience programme run by Enfield Business Partnership but also the Enfield Work Out scheme;

2. that as part of this process, at the Committee's meeting on 3 November 2009, an update had been provided by the Head of Learning and Development on the introduction of an Apprenticeship Scheme by the Council;

3. that the Committee supported development of the scheme, including extension of the offer beyond business administration and seeking engagement of the Council's partners, contractors as well as the private and third sector in order to support the extension of these opportunities and creation of interesting and sustainable placements;

4. that in view of the cross party support for the scheme, Overview and Scrutiny Committee felt it would be useful to refer the briefing paper provided by the Head of Learning and Development onto Cabinet to highlight the progress being made and potential benefits for the Council. A copy of the briefing paper and outline of the comments made by Overview and Scrutiny Committee in support of the scheme had been included within the report to Cabinet;

5. that Councillor Michael Lavender had previously suggested a review of the use of agency staff in cases when an apprentice might be more appropriate;

6. Councillor Rye on behalf of the Cabinet expressed support for the apprenticeship scheme and thanked the Overview and Scrutiny Committee for the work which they had undertaken. It was noted that apprenticeships could be more suitable for some young people than pursuing University places. Members asked that the success of the scheme be monitored with progress reports being submitted to future meetings. Such information could be included in the annual workforce monitoring report to Cabinet (Minute No.9 below refers);

7. Overview and Scrutiny Committee would continue to monitor the progress and success of the scheme.

Alternative Options Considered: NOTED that no other options had been considered as the matter had been agreed as a reference from Overview and Scrutiny Committee to Cabinet.

DECISION: The Cabinet agreed to

1. note and endorse the support expressed by Overview and Scrutiny Committee for introduction of an Apprenticeship Scheme by the Council and associated benefits;

2. support the work being undertaken to engage with partners and other potential external providers (including the private and third sector) in terms of developing the range of opportunities available through the scheme.

Reason: To highlight the progress being made on development of the scheme and support expressed by Overview and Scrutiny Committee.
(Non-key)

6
REVENUE MONITORING REPORT OCTOBER 2009

Councillor Ertan Hurer (Cabinet Member for Finance and Resources) introduced the report of the Director of Finance and Corporate Resources (No.157) setting out the Council's revenue budget monitoring position for 2009/10 based on information to the end of October 2009. The report indicated a potential overspend in 2009/10 of £625k (£802k in September). Work was in hand in Departments to eliminate this predicted overspend.

NOTED a summary of the budget projection for 2009/10 as at 31 October 2009 as detailed in Table 1, paragraph 4.1 of the report.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to

1. note the October 2009 outturn projection of a £652k overspend as set out in the report, and the work underway to reduce or eliminate this projected variance;

2. note that where an overspend was forecast, the Departments concerned develop Action Plans to mitigate the impact and identify off-setting savings where possible;

3. approve a transfer to the Interest Equalisation Reserve of £500k equivalent to the VAT Rebate received from HMRC in connection with the Fleming VAT case (section 6 of the report referred);

4. approve a £1.780m in year revenue contribution to the current Capital Programme (section 6 of the report referred).

Reason: To ensure that Members were aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn.
(Key decision – reference number 2942)

7
OUTLINE BUSINESS CASE - OASIS ACADEMY HADLEY

Councillor Michael Rye (Leader of the Council) introduced the report of the Co-Directors of Education, Children's Services and Leisure (No.158) proposing to submit the outline business case for approval in January 2010.

NOTED

1. that the case for an Academy in Ponders End was robust and well-made and would support the Place Shaping aspirations for the area;

2. that the wording of the recommendations 2.2 and 2.4 of the report had been amended as detailed in decisions 2 and 4 below;

3. the traffic, transportation and highway implications as detailed in full in section 6.7 of the report. Members noted that there were a number of challenges to be met. However, it was felt that the secondary school itself would not have a significant impact on traffic in Hertford Road as pupils were currently travelling along the Hertford Road to the current site at Albany School. It was not anticipated that the Pupil Referral Unit (PRU) would have an impact on congestion in the area as the hours of use would differ from those of the secondary and primary schools. A green travel plan would be promoted for members of staff, it was also noted that staff would arrive at the site at different times to the pupils. The Primary School may present a challenge but it was noted that the mapping of pupils likely to attend the school would be mainly in the immediate locality so many would be within walking distance of the school;

4. that this would present an ideal opportunity to encourage "walking buses" for primary aged pupils, a scheme which had been successful in other parts of the Borough;

5. the greater opportunity for change with regard to transport facilities in the area as part of the Council's place shaping proposals.

Alternative Options Considered: If the Local Authority withdrew from the proposed academy scheme this would result in the Local Authority being liable for all costs incurred to date in relation to the new build Academy including the purchase of the Ponders End site, section 4 of the report referred.

DECISION: The Cabinet agreed that

1. the Council in partnership with Oasis Community Learning Trust submit the Outline Business Case to Partnerships for Schools to progress procurement of the Academy estate and draw down the related funding;

2. delegated authority be given to the Co-Directors of Education, Children's Services and Leisure in consultation with the Leader of the Council to produce the final drafts of the Outline Business case and submit these to Partnerships for Schools;

3. the financial implications and its affordability be subject to the approval of the Director of Finance and Corporate Resources as the Council's

Finance Control Officer (defined by Accounts and Audit Regulations 2003) as required by Section 151 of the Local Government Act 1972;

4. the funding of improvements to the pedestrian and cycle routes would form part of the Council's capital programme.

Reason: The Outline Business Case submission and consequent approvals would lock the funding for the Academy scheme and would give permission to proceed to procurement. This provided the opportunity for substantial capital investment in the school to address building deficiencies and to promote pupil achievement. This report explored the potential benefits of proceeding with the Outline Business Case submission.
(Key decision – reference number 2881)

8
CORPORATE RISK REGISTER

Councillor Ertan Hurer introduced the report of the Director of Finance and Corporate Resources (No.159) outlining the key risks identified in the Corporate Risk Register.

NOTED

1. the key risks identified in the Corporate Risk Register;

2. that the risk of abuse to vulnerable people in the Council's care was being monitored by Audit Committee;

3. that, whilst taking every reasonable measure, there might be certain risks outside the Council's immediate control;

4. that areas of high risk had been identified to ensure that correct procedures were in place to deal with any situations which arose;

5. that the responsibility for the risks identified rested with the appropriate Cabinet Members and lead officers.

Alternative Options Considered: Not submitting the Corporate Risk Register to Cabinet would be contrary to current best practice and to the Council's Risk Management Strategy.

Reason: Cabinet were asked to note those risks that had been identified and that appropriate mitigating actions were in place in accordance with the Council's risk appetite.
(Non-key)

9
ANNUAL WORKFORCE REPORT

Councillor Michael Rye (Leader of the Council) introduced the report of the Chief Executive (No.160) providing an overview of the Council's workforce.

NOTED

1. the contents of this initial report and agreed to future reports being received annually by Cabinet;

2. the extent and responsibility of the Council's workforce and that chief officers' salaries were appropriate to the responsibilities of the posts (paragraphs 3.18 – 3.20 of the report referred);

3. the correlation between the Council's workforce and the latest census figures of the borough's economically active local community from minority ethnic origin as detailed in paragraph 3.4 of the report. Staff were appointed on merit;

4. the information on the apprenticeship scheme set out in paragraph 3.8 of the report (Minute No.5 above also referred);

5. the extension of performance related pay to all middle managers as detailed in paragraph 3.10 of the report;

6. the effect of the Council's Leaner programme and the changes which were taking place within the Council, paragraph 3.11 of the report referred;

7. the figures in relation to staff absences and the improvements which had been made in Enfield's performance as reported at the meeting and referred to in paragraph 3.15 of the report. Members noted that a significant amount of the recorded absences were by a minority of staff who were on long-term sick leave. Such cases would be reviewed to ensure that appropriate support was being provided to facilitate a return to work wherever possible;

8. the number of staff over 65 who were employed by the Council;

9. the Council's policy with regard to the employment of agency workers and the resulting reduction in the number of redundancies of permanent council staff, paragraph 3.13 referred.

Alternative Options Considered: Not relevant to this report.

Reason: To keep Members informed of changes in the Council's workforce.
(Non-key)

10
PROCUREMENT STRATEGY FOR THE REVISED HOUSING CAPITAL PROGRAMME 2009/2014

Councillor Matthew Laban (Cabinet Member for Housing and Community Safety) introduced the report of the Director of Place Shaping and Enterprise (No.161) seeking approval to the procurement strategy for the revised Housing Capital Programme 2009-2014.

NOTED

1. that Report No.164 also referred, as detailed in Minute No.22 below;

2. the detailed proposals for the procurement strategy as set out in the report;

3. the significant work which had been undertaken which it was hoped would now enable the programme of works to move forward and be successfully implemented.

Alternative Options Considered: NOTED that the alternative options considered were detailed in full in section 4 of the report.

DECISION: The Cabinet agreed

1. to use the Exor List to procure contractors to deliver Phase 2 of the Decent Homes' Programme;

2. to sign up to the Cyntra Framework Agreement for the period 2010-2011. (No actual work would be commissioned until the Council had approved the budget report and recommendations on 26 January 2010) to select the Framework of the South East Consortium as a fallback with the option of joining at a later stage if required;

3. to approve the programme as set out in the appendices of the report and to agree that tenders be approved by the Cabinet Member for Housing and Community Safety;

4. to note that a report detailing the delivery strategy of the programme from 2012 – 2014 would be submitted to Cabinet in spring 2010.

RECOMMENDED TO COUNCIL to agree to approve the addition of the £35m HCA funding as part of its Annual Capital Programme for 2010/2011.

Reason: The full reasons for the recommendations were set out in section 5 of the report.
(Key decision – reference number 2975)

11
FINANCIAL ASSISTANCE FOR COUNCIL LEASEHOLDERS IN RESPECT OF MAJOR WORKS AND IMPROVEMENT CHARGES

Councillor Matthew Laban (Cabinet Member for Housing and Community Safety) introduced the report of the Director of Place Shaping and Enterprise (No.162) reviewing the existing financial assistance package for leaseholders and making recommendations for improvements to the package.

NOTED

1. that Report No.165 also referred, as detailed in Minute No.23 below;

2. the enhanced leaseholder support package as set out in the report, including the Council's discretionary powers to buy back properties from leaseholders suffering exceptional hardship and, to extend the repayment period for leaseholders to three years;

3. that the Council was supporting its leaseholders as much as possible;

4. that a further report would be presented to Members in due course regarding the purchase of equity in leaseholders homes.

Alternative Options Considered: The alternative options that were considered were set out and costed within the main body of the report.

DECISION: The Cabinet agreed to approve the enhanced leaseholder support package as set out below:

1. that the Council uses its discretionary powers to buy back properties from Leaseholders who were suffering exceptional hardship and offer them a tenancy in return for the purchase of the property at tenanted market value, where Leaseholders were able to demonstrate they met the criteria laid down in section 3.5 of the report;

2. that £400,000 of Housing Revenue Account Capital funding be redirected to fund the leaseholder buy back programme and the level of resources be kept under review;

3. that the repayment period giving leaseholders time to pay be extended from two to three years, provided leaseholders commence payment at Notice of Estimate stage, subject to the cost of this being funded through the Housing Capital Programme;

4. that the Council continued to offer discretionary loans at the standard mortgage rate plus 0.25% and on the same terms as set out for mandatory loans;

5. that a further report be provided on the potential to introduce a new scheme to purchase equity in exchange for payment for major works costs, when more information and government guidance was available.

Reason: To ensure that the Council met its statutory duties to maintain the Council's housing stock to a proper standard and to support the Council's housing stock improvement programme and the bid for additional government resources to invest in the stock. Section 8 of the report detailed further reasons for the recommendations.
(Key decision – reference number 2978)

12
HIGHMEAD TOWER

Councillor Matthew Laban introduced the report of the Director of Place Shaping and Enterprise (No.163) recommending that the Council initiates negotiation with the affected interests to achieve vacant possession and procures a demolition contractor to demolish Highmead tower.

NOTED

1. that Report No.166 also referred, as detailed in Minute No.24 below;

2. the cost of repair and refurbishment works, as detailed in the report, which would not represent best value for the Council. The demolition of Highmead Tower would support the improvement of the area in general;

3. Councillor Rye invited Mr Ibrahim, representing the Enfield Business Retailers Association (EBRA) to address Members on the Council's proposals for Highmead Tower. Mr Ibrahim praised the communication between the Council and the retailers concerned. He detailed the current economic and social effects on the retailers and welcomed the proposed demolition of Highmead Tower. It was noted that negotiations would continue with the traders concerned and guidance provided on future options;

4. the need for a conclusion of the proposals for the site for all concerned.

Alternative Options Considered: NOTED the detailed alternative options considered as detailed in section 10 of the report. There were two main alternatives – the first option was to postpone the demolition of Highmead Tower, and the second option was to retain and refurbish Highmead tower.

DECISION: The Cabinet agreed to

1. approve the procurement of a demolition contractor to demolish Highmead Tower, in accordance with paragraph 3.14 within the report;

2. approve for the authority to be delegated to the Cabinet Member for Housing and Community Safety, in consultation with the Director or Place Shaping and Enterprise, to appoint the preferred demolition contractor;

3. approve the closure of three retail units and the commercial interest that were affected by the demolition, in accordance with paragraph 3.14 within the report;

4. approve for the authority to be delegated to the Leader of the Council, in consultation with the Director of Place Shaping and Enterprise, the repurchase or relocation cost of each of the three affected retailers;

5. note the intention for a report to be taken to Cabinet in 2010 that details a preferred redevelopment scheme for Highmead that includes a majority of family accommodation;

6. note the intention for any future disposal of Highmead to be delegated jointly to the Leader of the Council and the Cabinet Member for Housing and Community Safety and the Cabinet Member for Finance and Resources.

Reason: The full reasons for the recommendations detailed in the report were set out in section 11 of the report.
(Key decision – reference number 2944)

13
ITEMS TO BE REFERRED TO THE COUNCIL

AGREED that the following item be referred to the Council:

1. Report Nos. 161 and 165 – Procurement Strategy for the Revised Housing Capital Programme 2009/2014

14
CABINET AGENDA PLANNING - FUTURE ITEMS

NOTED the list of provisional items scheduled for future Cabinet meetings.

15
KEY DECISIONS FOR INCLUSION ON THE COUNCIL'S FORWARD PLAN

NOTED that the next Forward Plan was due to be published on 15 January 2010, this would cover the period from 1 February to 31 May 2010.

16
MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 30 November 2009 be confirmed and signed by the Leader as a correct record.

17
MATTERS ARISING

There were no matters arising.

18
ENFIELD STRATEGIC PARTNERSHIP FEEDBACK

Councillor Michael Rye (Leader of the Council) reported that the Enfield Strategic Partnership had met the previous week when a presentation on the budget had been received. The meeting had been a good example of effective partnership working.

19
NOTICE OF WORK IN PROGRESS

19.1 Education and Children's Services

Councillor Glynis Vince (Cabinet Member for Education and Children's Services) was pleased to report that the Council's bid for funding to completely redevelop Craig Park Youth Centre in Edmonton had been successful; £3 million had been awarded.

Members noted that as part of Enfield's participation in the National 11 million takeover events, three young people had taken over control of the Enfield's Children's Trust Board on 4 December. Alessandro Georgiou, Bianca Kelly and Chris McCoy had chaired the meeting and posed questions to the Children's Trust Board. The event had been very positive for all concerned. Congratulations were extended to the young people involved.

Enfield's good practices in relation to looked after children had been highlighted as outstanding in new Government guidance, for other Authorities to implement in their own areas thereby extending the positive impact beyond the Borough boundary.

Enfield had unfortunately been unsuccessful at the recent Spirit of London awards, the young people involved had enjoyed the evening.

19.2 Adult Social Services

Councillor Edward Smith (Cabinet Member for Adult Social Services) advised Members that the Council had received its Care Quality Commission rating, the Council was seen to be performing well with a higher rating being awarded than previously. Members praised the work of officers in achieving a good rating which was encouraging progress for the Council.

Enfield had been commended by the Department of Health for its response to preparing for a flu pandemic.

19.3 Customer Focus, Communications and Corporate Improvement

Councillor Henry Pipe (Cabinet Member for Customer Focus, Communications and Corporate Improvement) reported that on 9 December 2009 the Comprehensive Area Assessment (CAA) results had been published on the "Oneplace" website. In the Organisational Assessment, Enfield had received 3 out of 4 for managing performance and 3 out of 4 for use of resources, giving an overall score of 3, which indicated that the organisation was performing well. Nationally, just 14 authorities had received a maximum mark of 4, London had been the highest performing area. Enfield had not received any red or green flags this year but had received praise across several areas. It was noted that judgements were made on partnership working in areas which were not within the Council's direct control, including health. Members discussed the implications of this for the Council and the inspection regime in general.

Members took this opportunity to express their continued concern with regard to future health provision in the Borough particularly in relation to Accident and Emergency facilities.

Councillor Pipe informed Members that the Council had received confirmation from Communities and Local Government that it had been successful in its bid for £37,500 funding under the "Connecting Communities" programme. This funding would be used to engage with local residents in the north east of the Borough where levels of participation appeared to be low.

Members noted that the new Edmonton Access Centre had been officially opened.

Congratulations were extended to the Customer Service Centre who had successfully completed their ISO 9001:2008 Quality Management System external audit. Community Alarm had also successfully retained their ISO certification.

19.4 Environment and Street Scene

Councillor Terence Neville (Cabinet Member for Environment and Street Scene) was pleased to report that the GIS Team had won the "Best National Street Gazetteer in Greater London Region" Exemplar Award on 26 November 2009.

Members noted the progress and success of the Blue Badge Fraud Investigation project. To date 51 misused/fake/lost and stolen blue badges had been recovered. 21 people had been prosecuted with fines/costs totalling £8,541, an average of £406 per offence. There had been 33 prosecutions over 26 weeks. The work would continue.

Councillor Neville reported that "bagging out" had had a massive impact on the borough's street scene. Improvements had been made to the street scene

through the Council's efforts to target individuals who continued to put their domestic waste out at the wrong time.

This year the Alleygating Team had already exceeded the number of gating schemes completed for the whole of last year. 46 had been completed last year, this year 125 had been or were due to be installed already with approximately a further 80 progressing.

Members were pleased to note that since the introduction of the Wheeled Bin Pilot residents were recycling as much as 67% of their rubbish in some wheelie bins in some areas and across the whole pilot the average rate was 55%, an increase from the current borough wide rate of 28%.

Councillor Neville reported on the progress of the Council's tree planting programme. The significant increase in the number of trees planted in the Borough in recent years was detailed for Members.

19.5 Housing and Community Safety

Councillor Matthew Laban (Cabinet Member for Housing and Community Safety) was concerned to note the recent negative press release regarding the Borough's temporary housing accommodation figures. Councillor Laban reported that the press release had been unfair with the Council's temporary housing accommodation figures having reduced to their lowest number since records began in 2003. The number of homeless households in temporary accommodation was now at 2679. There had been a month on month drop throughout this year which the Council intended to sustain into the future. Members praised the hard work of the Community Housing Services team in continuing to reduce the numbers concerned.

Safe as Houses, the partnership supported anti-burglary programme, was showing some good early results.

On 17 December 2009, a new AdiZone was due to be opened in Ponders End Recreation Ground. The AdiZone consisted of a mini Multi Use Games Area, outdoor fitness equipment, climbing wall and covered performance area. It was hoped that a further zone would be provided on the Holmesdale Open Space in due course.

Councillor Laban was also pleased to report that the newly refurbished Memorial Hall was due to be re-opened in mid January 2010.

19.6 Leisure, Culture, Olympics 2012 and Voluntary Sector

Councillor Jon Kaye (Cabinet Member for Leisure, Culture, Olympics 2012 and Voluntary Sector) reported that the Enfield Island Village Library was one year old on 15 December 2009. The library was well used and had become an integral part of the island community. Members were also pleased to note the increased usage of the new Fore Street Library.

Councillor Kaye had recently “launched” the start of the works to the athletics track at the Queen Elizabeth II Stadium. The works were due to be completed by Spring 2010.

Members noted that the 12 days of Christmas exhibition had opened at Forty Hall and would continue to 3 January 2010. The opening of an ice skating rink in Enfield Town Park was due to take place on 18 December until 23 December.

19.7 Finance and Resources

Councillor Ertan Hurer (Cabinet Member for Finance and Resources) noted the importance of increasing the recycling rates in the Borough, as reported by Councillor Neville, in view of the significant landfill taxes and the potential effects on the Council’s finances.

Council Tax Collection Rates continued to achieve high levels. NNDR (Business Rates) collection were also currently in the upper quartile for London.

Congratulations were extended to staff for winning the Best Exchequer Services Award at the recent Local Government Chronicle Finance Awards on 25 November. This was a result of a joint effort across different teams, including Revenues and Benefits, Pensions, Payments and Payroll. Enfield had also been shortlisted for the Small Pension Fund Award.

Enfield had been instrumental in helping to set up the CIPFA Fraud Benchmarking Club, the first ever.

Councillor Hurer was pleased to report on two risk management initiatives. Enfield had chaired the first cross borough risk group. Enfield had also hosted a joint session with NHS Enfield to brainstorm joint risks and to move to a joint register.

Members noted the Council’s good practice on “Protecting the Public Purse”. Enfield had been one of the first to reproduce the Audit Commission’s checklist with an Action Plan included. The Head of Good Conduct for The Audit Commission had asked if Enfield’s template could be used as an example of good practice and for issue to their external audit companies to use in the field.

19.8 Leader of the Council

Councillor Michael Rye (Leader of the Council) was pleased to report that the Bush Hill Park Library was to be re-named the John Jackson Library and would be officially opened in January.

The pantomime season at the Millfield Theatre was proving to be very successful and the new bar/bistro was being well-used.

Councillor Rye was pleased to report on the success of the Borough's participation in the nationwide "Tree O Clock" world record bid to plant the greatest number of trees at a given time, and reported on the number of apple and fruit trees which had been planted in the Borough.

Enfield Council had received a 4 star rating from the British Safety Council for its health and safety management systems.

20
DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet had been scheduled to take place on Wednesday 20 January 2010 at 8.00pm at the Civic Centre.

21
EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED in accordance with Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

22
PROCUREMENT STRATEGY FOR THE REVISED HOUSING CAPITAL PROGRAMME 2009/2014

Councillor Matthew Laban (Cabinet Member for Housing and Community Safety) introduced the report of the Director of Place Shaping and Enterprise (No.164).

NOTED

1. that Report No.161 also referred, as detailed in Minute No.10 above;

2. the additional legal advice in support of the recommendations detailed in Report No.161.

Alternative Options Considered: As detailed in Report No.161, Minute No.10 above refers.

Reason: As detailed in Report No.161, Minute No.10 above refers.

(Exempt information as defined in Paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings) of Schedule 12A to the Local Government Act 1972 as amended).
(Key decision – reference number 2975)

23
FINANCIAL ASSISTANCE FOR COUNCIL LEASEHOLDERS IN RESPECT OF MAJOR WORKS AND IMPROVEMENT CHARGES

Councillor Matthew Laban (Cabinet Member for Housing and Community Safety) introduced the report of the Director of Place Shaping and Enterprise (No.165).

NOTED

1. that Report No.162 also referred, as detailed in Minute No.11 above;

2. the additional information provided in support of the recommendations detailed in Report No.162.

Alternative Options Considered: As detailed in Report No.162, Minute No.11 above refers.

Reason: As detailed in Report No.162, Minute No.11 above refers.

(Exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Schedule 12A to the Local Government Act 1972 as amended).
(Key decision – reference number 2978)

24
HIGHMEAD TOWER

Councillor Matthew Laban (Cabinet Member for Housing and Community Safety) introduced the report of the Director of Place Shaping and Enterprise (No.166).

NOTED

1. that Report No.163 also referred, as detailed in Minute No.12 above;

2. the additional information in support of the recommendations set out in Report No.163;

3. the information tabled at the meeting for Members' consideration. The timescales for the proposals were discussed; a further report was due to be presented to Cabinet in March 2010. Members requested that as part of the proposals officers would investigate whether there was provision under the Landlord and Tenant Act to determine leases for amounts that would achieve greater value for money for the Council than negotiated settlements.

Alternative Options Considered: As detailed in Report No.163, Minute No.12 above refers.

Reason: As detailed in Report No.163, Minute No.12 above refers.

(Exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Schedule 12A to the Local Government Act 1972 as amended).
(Key decision – reference number 2944)