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## THE CABINET

**Wednesday, 21st June, 2017 at 8.15 pm in the Conference Room,  
Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader of the Council), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts & Culture), Alev Cazimoglu (Cabinet Member for Health & Social Care), Krystle Fonyonga (Cabinet Member for Community Safety & Public Health), Dino Lemonides (Cabinet Member for Finance & Efficiency), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenen (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration & Business Development)

### **Associate Cabinet Members**

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

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

### **NOTE: CONDUCT AT MEETINGS OF THE CABINET**

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

Cabinet are advised that any recommendations included within the reports being considered by Cabinet as part of this agenda, that are for noting only, will not be

subject to the Council's call-in procedures. Such recommendations are not deemed to be decisions of the Cabinet, but matters of information for the Executive.

## **AGENDA – PART 1**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**

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

## **DECISION ITEMS**

### **3. URGENT ITEMS**

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

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

- 3.2 **Decision Taken by the Leader of the Council under the Cabinet Urgent Action Procedure – Assurance Letter from the Council, as Sole Shareholder, to Enfield Innovations Limited**

To note that a decision was taken by the Leader of the Council, on behalf of the Cabinet, on 15 May 2017, under the Cabinet Urgent Action Procedure (as set out in the Council's Constitution, Chapter 4.3 – Section 12 – Rules of Procedure). The decision recommended that Council approve the issuing of a letter of assurance from the Council to its wholly owned company Enfield Innovations Limited.

Urgent approval was sought for implementation of this decision as Enfield Innovations Limited (EIL) was being audited. EIL's auditors required a demonstration of the Council's commitment to the company in order for them to conclude the company accounts. EIL's draft accounts had to be submitted to the Council's Corporate Finance Department by 19 May 2017 in order for the group accounts to be consolidated. Therefore, the letter of assurance was required to be signed as a matter of urgency as it would assist in demonstrating to the auditors the Council's continued commitment to EIL, alongside the usual letter issued by the Council to the auditors and EIL's business plan. Due to the required deadline, it had not been possible for the matter to be included on the agenda of this Cabinet meeting and it had not been possible to consider the matter at the previous Cabinet meeting on 9 May 2017.

The Leader of the Council, on behalf of Cabinet, under the Cabinet's Urgent Action procedure, therefore approved the issuing of a letter of assurance to Enfield Innovations Limited to enable it to submit its audited accounts to the Council by 19 May 2017.

**4. DEPUTATIONS**

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

**5. ITEMS TO BE REFERRED TO THE COUNCIL**

To note, that there are no reports to be referred to full Council.

**6. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 1 - 20)**

A report from the Chief Executive is attached. **(Key decision – reference number 4518)**

(Report No.8)  
(8.20 – 8.25 pm)

**7. PARKS AND OPEN SPACES EVENTS STRATEGY REVIEW (Pages 21 - 60)**

A report from the Executive Director of Regeneration and Environment and Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4456)**

(Report No.9)  
(8.25 – 8.30 pm)

**8. ACQUISITION OF LONG LEASEHOLD INTEREST - JEFFREYS ROAD, BRIMSDOWN, EN3 7UZ**

A report from the Executive Director of Finance, Resources and Customer Services and Executive Director of Regeneration and Environment **will be circulated as soon as possible**. (Report No.11, agenda part two also refers) **(Key decision – reference number 4525/U201)**

(Report No.10)  
(8.30 – 8.35 pm)

**TO FOLLOW**

**9. CABINET SUB-COMMITTEES FOR THE MUNICIPAL YEAR 2017/18**

Cabinet is asked to establish the Cabinet Sub-Committees required for the new municipal year 2017/18 and, to agree the membership of those Sub-Committees.

(8.35 – 8.40 pm)

**10. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

To note that there are no items to be considered at this meeting.

**11. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 61 - 64)**

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

**12. MINUTES (Pages 65 - 74)**

To confirm the minutes of the previous meeting of the Cabinet held on 9 May 2017.

**13. MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 3 MAY 2017 (Pages 75 - 82)**

To note, for information, the minutes of the Local Plan Cabinet Sub-Committee meeting held on 3 May 2017.

**INFORMATION ITEMS**

**14. ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**15. DATE OF NEXT MEETING**

To note that the next meeting of the Cabinet is scheduled to take place on Thursday 13 July 2017 at 8.15pm.

**CONFIDENTIAL ITEMS**

**16. EXCLUSION OF THE PRESS AND PUBLIC**

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

**MUNICIPAL YEAR 2017/2018 REPORT NO. 8****MEETING TITLE AND DATE:**Cabinet – 21<sup>st</sup> June 2017**REPORT OF:**

Chief Executive

**Agenda – Part: 1****Item: 6****Subject: Quarterly Corporate Performance Report****Wards: All****Key Decision No: 4518**

Contact officer and telephone number:

Alison Trew 020 8379 3186

E mail: [alison.trew@enfield.gov.uk](mailto:alison.trew@enfield.gov.uk)**1. EXECUTIVE SUMMARY**

1.1 Cabinet has been receiving regular monitoring reports on the Corporate Performance Scorecard since September 2012.

1.2 In the current difficult financial circumstances, there is value in demonstrating that, in many areas, Council performance in delivering key priorities is being maintained and/or improved. It is also important that the Council understands and effectively addresses underperformance.

1.3 This is the latest quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the end of year performance for 2016/17 and compares it to the Council's performance for the end of 2015/16.

**2. RECOMMENDATIONS**

2.1 That Cabinet notes, for information only, the progress being made towards achieving the identified key priorities for Enfield.

**3. BACKGROUND**

3.1 In the continuing challenging local government financial environment, it is important that the Council continues to monitor its performance to ensure that the level and quality of service and value for money is maintained and where possible improved. It is also essential to understand and take appropriate action in areas where performance is deteriorating. This may include

delivering alternative interventions to address underperformance, or making a case to central government and other public bodies if the situation is beyond the control of the Council.

- 3.2 Following the abolition of the National Indicator Set in 2010, the Corporate Performance Scorecard was developed containing performance measures that demonstrate progress towards achieving the Council's aims and key priorities. The measures are grouped under the Council's three strategic aims, Freedom for All, Growth and Sustainability and Strong Communities. A number of financial health measures are also included. The scorecard is reviewed annually and targets are set based on local demand and available resources.
- 3.3 Performance is reported quarterly to the Corporate Management Board and Cabinet. Following the Cabinet meeting the performance tables are published on the Council's website.

#### **4. PERFORMANCE**

- 4.1 Appendix 1 shows the end of year performance for 2016/17 and compares it to the Council's performance at the end of 2015/16. Where appropriate, explanatory comments are provided in the column next to the performance information.

#### **4.2 Financial Indicators**

This section provides an overview of the Council's financial health. The first three indicators give the income and expenditure position, the next two provide an update on the Council's balance sheet and the final two indicators show the cash flow position.

#### **4.3 Priority Indicators**

The scorecard groups performance indicators under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities.

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber where the target has been narrowly missed; and red where performance is significantly below the target set for the year.

9 of the indicators being reported do not have targets. Reasons for this include new indicators for which targets have yet to be established and indicators that have no national targets set (e.g. Domestic Violence). End of year data is not yet available for 3 housing and homelessness indicators.

72 performance indicators are being reported, of which 63 have targets. Of these, 35 (55.56%) are at green; 14 (22.22%) are at amber; and 14 (22.22%) are at red.

The notes cover a number of areas and may include explanation of how the indicators are calculated, commentary on progress towards achieving the targets, trends over time and national comparisons.

As part of the Enfield 2017 programme, a number of key areas in the Council have been restructured. Staffing changes and the introduction of new IT systems have resulted in a temporary drop in performance in some services. Action is being taken to bring performance back on target.

For a few indicators, questions have been raised as to whether the processes for collecting and reporting data are capturing all the activity covered by the indicators. The Data and Management Information Reporting Hub and Performance Analysis Team are working closely with departments to review and, where necessary, amend procedures.

**5. ALTERNATIVE OPTIONS CONSIDERED**

Not to report regularly on the Council's performance. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by Council services.

**6. REASONS FOR RECOMMENDATIONS**

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

**7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

**7.1 Financial Implications**

The cost of producing the quarterly reports will be met from existing resources.

**7.2 Legal Implications**

There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

**7.3 Property Implications**

None

**8. KEY RISKS**

Robust performance management helps identify areas of risk in service delivery and ensure that Council resources are used effectively and that the Council's good reputation is maintained.

**9. IMPACT ON COUNCIL PRIORITIES**

**a. Fairness for All**

The scorecard includes indicators that measure the Council's progress in reducing inequalities across the Borough.

**b. Growth and Sustainability**

The scorecard includes indicators that aim to support business growth, increase numbers of people in employment, protect and sustain Enfield's environment and support Enfield's voluntary and community sector.

**c. Strong Communities**

The scorecard includes indicators that assess how the Council's actions are contributing to strengthening communities, improving communications, reducing crime and improving health.

**10. EQUALITIES IMPACT IMPLICATIONS**

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

Robust performance management provides the Council with accurate data and ensures that service delivery is meeting local needs and priorities.

**12. PUBLIC HEALTH IMPLICATIONS**

The scorecard includes a number of health and wellbeing indicators that aim to address the key health inequalities in Enfield.

**Background Papers**

None



# MB Review - Financial Indicators 2016/17 (protect)

Generated on: 26th May 2017








Area of Review	Key Highlights	Risk Rating - Jan'17
Income & Expenditure Position - Year end forecast variances	Year-end variances of £5.4m overspend were forecast as at January in relation to General Fund net controllable expenditure. Mitigating actions have been implemented to offset identified pressures and these together with underspends in Corporate budgets have resulted in a balanced position at year end	✔
Income & Expenditure Position - Budget Profiling	Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year.	✔
Income & Expenditure Position - HRA	The HRA is projecting a nil variance at year-end outturn against budget.	✔
Balance Sheet - Cash Investment	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	✔
Balance Sheet - General Fund balances year end projections	The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves and other measures as noted above to meet one-off overspends in 2016/17	✔
Cash Flow - Cash balances and Cashflow Forecast	The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.	✔
Cash Flow - Interest Receipts Forecasts	Interest receipts forecast for the year are on target with budget. Year end position reported an improvement on budget, partly due to higher than anticipated receipts from the Council's companies	✔

Key to Status		2015/16- Number of Indicators		2016/17- Number of Indicators	
	Alert		15		13
	Warning		10		14
	OK		37		35











## (1) Fairness for All

### (a) Housing and Homelessness

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Number of households living in temporary accommodation	3016 	3294 	3299 	3189 	3189 	3016	Leased Properties: 1229 Emergency Accommodation: 1856 Housing Association Leasing Scheme (HALS) properties: 104
Private Sector Housing: Empty Homes Brought Back into Use	56 	49 	57 	61 	61 	60	
Overall satisfaction with repairs service provided by Council Homes	91% 	92% 	93% 	93% 	93% 	92%	<b>Percentages displayed in months represent cumulative year to date (YTD):</b> 2,880 out of 3,085 (93.3%) surveys returned in respect of works orders issued (period April to March 2017 inc.) indicated their satisfaction with the responsive repair service. <b>Monthly Snapshot for March :</b> 314 of 322 satisfied (97.52%)
Contractor monitoring by Council Homes of responsive repairs completed by agreed target date - (YTD)	89.52% 	94.58% 	94.32% 	94.43% 	94.43% 	96.00%	Data outturns are inclusive of all term contractor repairs that were raised in April 16 (and completed by the end of March 2017). A total of 16,703 responsive repairs were completed in time from a total of 17,689 repairs completed. This still remains below target. Regular contract review meetings are being held with contractors and issues of Council performance and contractor performance are being addressed. The aim is to improve the service. One of the issues currently under discussion is whether the current targets for completion are appropriate, best practice and bench markable.

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Rent collected by Council Homes as a proportion of rent due (excluding rent arrears)	100.16% 	100.86% 	100.74% 	100.29% 	100.29% 	100.20%	<b>Cumulative YTD:</b> A total of £62,349,009 of income was collected against a total of £62,170,421 in charges. <b>Monthly Snapshot for March:</b> 100.38%
Number of children in B&B accommodation	89	135 (Q3)					Quarter 3 is the latest published data available: 2015/16: Q2 – 52; Q3 – 62; Q4 – 89; 2016/17: Q1 – 90; Q2 – 102; Q3 – 135 A significant amount of work has been undertaken to move families with children living in B&B accommodation. Inc moving smaller families into the new Brickfield House. At 15 <sup>th</sup> March 17 there were 35 families (44 children) in shared accommodation this reduction will be reflected when Q4 figures are published.
Number of children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review	42	70 (Q3)					Q3 is the latest published data available; 2015/16: Q2 – 16; Q3 – 41; Q4 – 42; 2016/17 Q1 – 51; Q2 – 61; Q3 – 70 As at 15 <sup>th</sup> March the number of families with children in shared accommodation for more than 6wks has been reduced to 28 families (37 children). This will be reflected in the published Q4 figures. As at the 1 <sup>st</sup> May 17 this number was reduced further to 0, there were no children in B&B for more than 6 wks.
Number of Household with dependent children and / or pregnant woman with no other dependents – In Bed and Breakfast	58	83 (Q3)					Quarter 3 is the latest data available: 2015/16: Q2 – 31; Q3 – 41; Q4 – 58; 2016/17 Q1 – 61; Q2 – 69; Q3 – 83

**(b) Adult Social Care**

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Number of clients reviewed in the year (of clients receiving any long term service)	70.9% 	57.4% 	62.3% 	68.8% 	68.8% 	82.0%	March 17 – 68.8% represents 3,003 clients receiving a review of 4,365 clients receiving a Long Term Support. The priority for reviews has been focussed on people with complex needs to deliver savings.
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100.0% 	100.0% 	100.0% 	100.0% 	100.0% 	99.0%	

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Percentage of current clients with LTS receiving a Direct Payment	62.23% 	61.61% 	61.06% 	60.86% 	60.86% 	57.00%	
Delayed transfers of care (patients) per 100,000 pop (Monthly Snapshot)	8.6 	10.32 	10.4 	10.72 	10.72 	5	NHS delays have increased approx. 35.9% on last year this is reflective of the 42% increase seen nationally. The combined overall performance for both NHS and Social Care places Enfield 26 out of 32 authorities, however for just Social Care we perform above average and rank 16 out of 62.
Average of all delayed transfers (patients) attributable to social care per 100,000 population	1.92 	2.76 	2.69 	2.7 	2.7 	2.5	The average number of days delayed through Social Care so far this financial year is 178.3 days per month.
Timeliness of social care assessment (all adults)	95.1% 	96.5% 	96.9% 	97.4% 	97.4% 	90.0%	
Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)	31.2% 	26.40% 	28.66% 	39.92% 	39.92% 	48.00%	Although below target, there has been significant improvement on previous year (31.2%). Having seen the success of the delegated authority for assessments at Enfield Carers Centre, we are increasing capacity by an additional Officer for next financial year which will see an increase in stand-alone Carers Assessments. The assessment process is now far more in-depth, with all carers receiving a support plan, signposting to relevant services and if they met certain criteria, a direct payment. Our performance at 39.92% is significantly above both average national and London performance, despite missing our local target.
Number of adult learning disabled clients receiving LTS in paid employment	60 	66 	66 	66 	66 	60	
No. of adults receiving secondary mental health services in settled accommodation (percentage)	79.2% 	78.8% 	78.1% 	78.8% 	78.8% 	80.0%	Of the 1029 adults who have received secondary mental health services in 2016/17, 811 (78.81%) are in settled accommodation.
No of Adults receiving secondary mental health services in employment	4.5% 	5.3% 	5.3% 	5.3% 	5.3% 	5.5%	Of the 1029 adults who have received secondary mental health services, 54 were in paid employment (at the time of their most recent assessment/formal review)







Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
New Admissions to Residential and Nursing Care (65+) per 100,000 population over 65	413.8 	493.6 	563.5 	612.4 	612.4 	419.1	Admissions are higher than at the same point last year. 166 admissions in 2016/17 in comparison to 263 admissions in 2016/17. It should be noted that a significant part of this increase is due to changes in the Care Act and the inclusion of 12 Week disregards within this data.
New Admissions to Residential and Nursing Care 18-64 (per 100,000 population).	3.05 	5.41 	6.40 	7.38 	7.38 	7.40	In 2016/17 there have been 15 new admissions to residential and nursing care in 18-64 age group in comparison to 6 in the previous year

### (c) Safeguarding Children





Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Children looked after (CLA) per 10000 population age under 18	43.9	40.7	39.5	39.6	39.6		330 CLA as at the end of March. 30 Children with a disability. Current under 18 population figure from the DfE is 83,200. Overall numbers of Children looked after remain consistent over the past 12 months averaging at 349 per month. 12-17 is the largest Cohort of children starting to be looked after.
Number of Looked after children who were adopted or where an Special Guardianship Order (SGO) was granted during the year as a % of children Looked after who had been Looked after for 6 months or more	10.37% 	Measured Quarterly			19% 	11%	Since April 2016, there have been 10 Adoptions and 32 Special Guardianship Orders granted out of a cohort of 221. This is an incremental target: Q1= 2.75%, Q2= 5.5%, Q3= 8.25% and Q4= 11%.
Child Protection Plans lasting 2 years or more	.9% 	.6% 	.6% 	.3% 	.3% 	5.0%	1 Child, out of a total of 338 children whose CP Plan ended within the last year, had been on a Plan for more than 2 years at the point the plan ended. Good performance is low (0-10%).
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time – in the past two years	4.2% 	9.1% 	9.0% 	9.1% 	9.1% 	8.0%	This indicator counts children who had a previous child protection plan in the past two years. Of the 333 children who became subject to a Child Protection plan during the past 12 months, 30 had been on a previous Child protection plan within the past two years.
Percentage of child protection cases which were reviewed within required timescales	94.7% 	92.5% 	92.0% 	97.8% 	97.8% 	100.0%	There were 136 children reviewed in the denominator; 3 children were showing as out of timescale; 5 sibling groups are part of this cohort.

**(f) Sport and Culture**







**Arts & Culture**

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
	CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	115,934 	Measured Quarterly			138,184 	115,000
Number of Arts activities for Children and Young people	8,928 	Measured Quarterly			11,350 	8,800	4th Quarter 2016-17 Total = 11,350 Dugdale Centre - 325 Festivals & Events - 80 Forty Hall & Estate - 5,089 Millfield Arts Centre - 5,816 Salisbury House - 40
Engagement in the Arts (People taking part in all arts at local level)	321,815 	Measured Quarterly			339,547 	310,000	4th Quarter Total = 339,547 Dugdale Centre = 60,225 Festival & Events = 27,000 Forty Hall & Estate = 98,220 Millfield Arts Centre = 140,221 Salisbury house = 13,381

## Libraries

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Libraries self service percentage usage – average	74.0% 	Measured Quarterly			86.8% 	60.0%	Quarter 4: Total transactions – 353,426; self-service – 301,814 (85.40%). 2016/2017: Total transactions – 1,217,914, self-service – 1,056,586 (86.8%)
Enfield Library Visits	1,442,434 	Measured Quarterly			1,251,555		Includes number of visits in person to 18 locations. No overall target as targets are only set for 4 libraries: (Enfield Town; Edmonton Green; Palmers Green; Ordnance Unity Centre)
Wifi usage in libraries – total number of sessions at libraries with iCAM wifi only	99531	Measured Quarterly			86072 	99520	Has not achieved target due to temporary closures of Edmonton Green Library and Enfield Highway. WiFi Sessions: Quarter 1 – 36,726 (Target – 24,880) Quarter 2 – 21,103 (Target – 24,880) Quarter 3 – 12,496 (Target – 24,880) Quarter 4 – 15,744 (Target – 24,880)

## Sport & Leisure

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Sports Development Sessions – Young People Attendances	80,761 	Measured Quarterly			77,186 	82,068	Attendance has been lower at Southbury 7's and Edmonton Leisure Centre sessions which we are working with Tottenham to increase again.
Sports Development Sessions – Adult Attendances	39,192 	Measured Quarterly			39,538 	39,584	
Leisure Centre – Young People attendances	850,106 	Measured Quarterly			877,278 	858,607	

## (g) Income Collection, Debt Recovery and Benefit Processing

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Recovery of council properties fraudulently obtained, sublet or abandoned	76 	Measured Quarterly			59 	55	
% of Council Tax collected (in year collection) Combined	95.75% 	90.17% 	92.14% 	95.88% 	95.88% 	95.85%	
% of Business Rates collected (in year collection)	98.72% 	91.21% 	94.82% 	98.83% 	98.83% 	98.70%	
% of Housing Benefit Overpayments recovered.	63.64% 	Measured Quarterly			74.00% 	55.00%	74.00% represents £6,655,234 recovered of £8,993,581 overpayments identified
Processing New claims – Housing Benefit/Council Tax Support (average calendar days – cumulative)	26.11 	23.3 	22.68 	22.57 	22.57 	23	01.10.16 – 31.03.17: 3414 new claims/ 77,057 days – average 22.57 days.
Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	7.86 	6.74 	6.66 	5.5 	5.5 	7	Year to Date April to March 17: 126978 changes of circumstances / 669577 days – average 5.50 days. Ongoing improvement of processing will ensure target is met for the second half of the year.

## (2) Growth & Sustainability

### (a) Employment & Worklessness

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
% of 16–17 year olds not in education, employment or training (NEET) or not known (NK) (new Sept 2016)	12.8%	7.8% 	7.4% 	7.7% 	11.26% 	14.5%	2016/17 outturn is taken from average of Nov, Dec, and Jan. (16.5%, 9.5%, 7.8%) as per the definition

















Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Employment rate in Enfield – working age Population	73% 	Measured Quarterly			70.4% 	72.8%	Q4 data for period Jan 16 – Dec 2016: 161,400 economically active; 152,100 in employment (70.4%). London average: 73.8% in employment. Target set at 1% below London average ( <i>Data source: NOMIS Website</i> ).
Young Offenders' access to suitable accommodation	100.0% 	100.0% 	84.6% 	100% 	100% 	95.0%	9 interventions ended in 9 suitable accommodation

**(b) Planning**
















Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Percentage of all valid planning applications that are registered within 5 working days of receipt	80.44% 	88.27% 	94.24% 	94.91% 	83.70% 	80.00%	Monthly snapshots: Jan 88.27% (316/358); Feb 94.24% (360/382); March 94.91% (429/452).  Year to Date: April to March: 4,082 applications registered within 5 days of 4,877 received (83.7%).
2 year rolling performance of major applications determined in 13 weeks	69.47% 	74.23% 	72.83% 	72.62% 	72.62% 	73.00%	Rolling two year performance at March 2017: 61 of 84 in time.
Processing of planning applications: Major applications processed within 13 weeks	74.00% 	100.00% 	100.00% 		87.50% 	80.00%	<u>Processed inside target</u> 2016/17 total: 28/32 – 87.50% Q1: 4/5 – 80% Q2: 11/12 – 91.7% Q3: 7/9 – 77.8% Q4: 6/6 – 100%
Processing of planning applications: Minor applications processed within 8 weeks	76.48% 	92.68% 	94.44% 	87.14% 	82.16% 	75.00%	<u>Processed inside target</u> Q1: 109/143 – 76.2%      Q2: 159/202 – 78.7% Q3: 157/203 – 77.3%      Q4: 243/265 – 91.70%
Processing of planning applications: Other applications processed within 8 weeks	84.48% 	94.29% 	93.46% 	87.30% 	84.22% 	80.00%	<u>Processed inside target</u> Q1: 281/354 – 79.4%      Q2: 322/388 – 83.0% Q3: 273/327 – 83.5%      Q4: 309/338 – 91.4%





















**(c) Waste, Recycling & Cleanliness**






Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Residual waste per household	636.15kg/hhd 	452.36kg/hhd 			452.36kg/hhd 	435.00kg/hhd	Data in Jan period is provisional figure for Q3 (April to Dec 16). Target of 435 Kg per household is for Q3. Annual target for 16/17 is for waste to be below 580 kg per h/h. Although unlikely to meet target, residual waste is lower than at the same point in past 3 years.
Percentage of household waste sent for reuse, recycling and composting	35.86% 	36.14% 			38.29% 	42.00%	Data shown in Jan period is provisional figure for Q3 (April to December 2016). Target of 42% is for the quarter and the whole year For Q3, 10,292 tonnes of h/h waste recycled of 28,477 tonnes collected (36.1%). Year to Date (Q1 to Q3), 34,541/90,198 (38.3%)
Percentage of inspected land that has an unacceptable level of litter (3 surveys per annum)	1.94% 				2.74% 	4.00%	Based on three surveys per annum: Survey 1 (July 2016) – 1.93%; Survey 2 (November 16) – 3.50% Year to Date: 2.74% Final inspections results due in June projecting within target.
Percentage of inspected land that has an unacceptable level of detritus (3 surveys per annum)	4.19% 				6.98% 	6.00%	Survey indicators based on inspections in July, Nov and March. Final inspections results due June.
Percentage of inspected land that has an unacceptable level of graffiti (3 surveys per annum)	0.00% 				0.00% 	2.00%	Indicator based on three surveys per annum. Survey 1 and Survey 2 both 0% final tranche inspections due to be reported in June but projecting within target.
Percentage of inspected land that has an unacceptable level of fly-posting (3 surveys per annum)	0.17% 				0.17% 	1.00%	Indicator based on three surveys per annum: Survey 1 (July 2016) – 0.35%; Survey 2 (November 16) – 0% Year to Date: 0.17% final inspection results due in June projected within target.

### (3) Strong Communities





#### (a) Crime Rates

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Burglary	2,752 	2,017 	2,242 	2,486 	2,486 	2,833	<p>The burglary figure inc burglary of domestic households (75%), commercial premises, businesses and domestic buildings such as sheds and garages. Household burglary in Enfield is currently at its lowest level in several years. We expect to achieve a reduction on last year and are meeting the long term stretch target for 16/17</p> <p>The partnership continues to implement alley gate schemes to reduce opportunities for rear entry burglary offending across the borough and other intensive initiatives are ongoing for seasonal increases.</p> <p>12-month rolling data (monitored by MPS) shows Enfield to have reduced by -9.5% compared to -0.3% across London (to 31st March).</p> <p>The Council are supporting MetTrace, a property marking crime reduction process led by the police, through use of signage and analysis. 9,507 kits were deployed between April 15 and March 16.</p> <p>Measures around reducing burglary will be a new local target for Enfield. The reduction rate is still to be agreed.</p>
Criminal Damage	2,110 	1,820 	1,979 	2,169 	2,169 	2,078	<p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased by 1.85% compared to approx. +1.7% across London (to 31st of March). Focused work has begun on housing areas by the estates crime group and these areas are showing improvements.</p>
Robbery	909 	729 	797 	875 	875 	898	<p>Robbery has reduced by -22.4% since 2011/12 and we are currently meeting the stretch target which was set by the Mayor's. Rates of offending per 1,000 residents are now notably below the historic average and the proportion of offences involving young people remain lower than in previous years. 12-month rolling data (which is monitored by MPS) shows Enfield to have decreased by -3.75% compared to +12.1% across London (to 31st of March).</p>





Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Theft from Motor Vehicle	2,124 	1,721 	1,890 	2,076 	2,076 	2,409	Thefts from motor vehicle offences in Enfield have seen a significant long-term reduction over the past 5 years, with a -31.1% reduction since 2011/12. 12-month rolling data (which is monitored by MPS) shows Enfield to have a -2.35% decrease compared to +8.0% across London (to 31st of March).
Theft/Taking of Motor Vehicle	629 	735 	804 	897 	897 	866	Thefts of motor vehicles in Enfield have declined by -17.6% since 2011/12 and we are no longer exceeding the stretch target which was set by the Mayor's Office. In addition, 12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +41.4% compared to +26.1% across London (to 31st of March).
Theft from the Person	477 	450 	495 	565 	565 	379	Theft from the person offences are composed largely of pick-pocket type offences and snatch thefts (predominantly where mobile phones are snatched from victims in the street).  12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +17.4% compared to a +12.0% increase across London (to 31st of March). We remain significantly off meeting the long term stretch target of -20%, as set by the Mayor's Office, as we have seen a +17.9% increase since 2011/12. However, Theft from Person represents the lowest volume of crime amongst all MOPAC 7 crime categories and therefore any minor change in the volume represents a large percentage change.
Violence with Injury	2,332 	2,021 	2,191 	2,390 	2,390 	1,339	Violence with Injury has increased across Enfield and London. This inc violent street offences in addition to violence which takes place in the home. Enfield has experienced an increase of +3.6% in the past 12-months, compared to +2.4% across London (to 31st of March). In the last 12 months Gun Crime has increased +41.9% across London (to 31st of March) and a similar % increase in Enfield, Serious Youth Violence increased by +20.0% in Enfield.  Approx. 1 in 3 violence with injury offences is domestic related. Nationally it is estimated that as much as 50% of all violence goes unreported to the police particularly that which is domestic or familial, or that which occurs as part of the night time economy.

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
Total Offences (MOPAC 7)	11,324 	9,493 	10,398 	11,458 	11,458 	10,802	<p>A large amount of violence not reported to police is dealt with by the Ambulance Service and A&amp;E. We've worked to obtain data in order to improve knowledge on locations of violence so that resources can be better coordinated to tackle both domestic and gang related violence.</p> <p>MOPAC 7 is 7 stretch targets seeking reductions in Criminal Damage, Robbery, Theft from Motor Vehicles, Theft of Motor Vehicles, Theft from the Person and Violence with Injury.</p> <p>Enfield has noted a reduction in 'MOPAC 7' to 31st of March and is currently seeing a -15.3% reduction against baseline set by the Mayor's Office. The largest volume crime categories are Burglary and Violence with Injury, accounting for over 42% of the MOPAC 7 crimes. Analysis shows areas of high density housing has disproportionately high levels of crime, we are working to tackle this. MOPAC 7 will be replaced by new measures agreed by the new Mayor of London.</p>
Number of Domestic Violence cases referred to MARAC	678	Measured Quarterly			456		The Multi-Agency Risk Assessment Conference (MARAC) is a local meeting where information about high risk domestic violence victims is shared between local agencies. A co-ordinated plan is drawn up to support the victim. No specific target is set with regards to referrals.



**(b) Health & Well Being**

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users:	26.0% 	21.3% 	19.9% 	20.0% 	20.0% 	21.4%	




### (c) Complaints




Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
		Measured Quarterly					
Stage 1 Adult Social Care STATUTORY Complaints Scheme – % replied to within agreed target (individually negotiated)	93.48% 	Measured Quarterly			80.43% 		Q4: 5/11 inside agreed timeframe. 2 outside agreed timeframe and 4 remain open (but already outside target). In 16/17: 37 of 46 (74%) inside target
Stage 1 Children's Social Care STATUTORY Complaints Scheme – % replied to within agreed target	80% 	Measured Quarterly			76.92% 	92%	Q4: 11 of 12 (91.7%) Children's Social Care complaints closed inside target. 2016/17 year: 30/39 (76.9%) Year to Date 19/27 (70.4%)



### (d) Other Corporate Indicators

Indicator	2015/16	Jan 2017	Feb 2017	Mar 2017	2016/17	Annual Target	Latest Note
		Measured Quarterly					
Average Sick Days – Council Staff (rolling 4 quarters)	9.05 	Measured Quarterly			9.74 	8.00	Data represents sickness absence 01.04.2016 to 31.03.17. HR and managers continue to manage both long term and persistent short term sickness absence. Additional interventions put in place to manage sickness absence include: <ul style="list-style-type: none"> <li>● HR review long term sickness and work with managers to ensure the case is proactively managed</li> <li>● Additional 'Managing Absence &amp; Attendance' training sessions</li> <li>● Regular discussions at Departmental DMT's</li> <li>● Established departmental sickness boards</li> <li>● Additional promotion of the Counselling and Physio service</li> <li>● Annual Flu vaccinations</li> <li>● Piloting Mental Health Awareness training</li> <li>● Long term sickness absence is higher among blue collar workers with a high predominance of muscular–skeletal related conditions.</li> </ul> The Public Health team have developed a programme using the health trainer service which will be piloted at the Morson Road depot.
Average Sick Days: SHORT TERM ABSENCE – Council Staff (rolling 4 quarters)		Measured Quarterly			3.43		

Indicator
Average Sick Days: LONG TERM ABSENCE – Council Staff (rolling 4 quarters)
Internal Audit Programme – % of reviews completed
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours
Council Overall: Invoices Paid within 30 days

2015/16
97.6%

100%

97.58%


Jan 2017	Feb 2017	Mar 2017
Measured Quarterly		
Measured Quarterly		
Measured Quarterly		
94.66%	96.53%	96.47%
		

2016/17
6.31
95.6%

99.23%
94.56%


Annual Target	Latest Note
95%	Internal Audit Q4 percentage of reviews completed to draft report stage.
95%	129 P1 Incidents resolved within the 2 hour SLA out of 130 reported = 99.23%
95%	March 2017 – 96.47% (8,374 invoices inside target of 8,680 paid). 2016/17 – 94.56% (90,918 invoices inside target of 96,146 paid).

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**MUNICIPAL YEAR 2017/2018 REPORT NO. 9****MEETING TITLE AND DATE**Cabinet, 21<sup>st</sup> June 2017**Agenda – Part: 1****Item: 7****Subject: Parks & Open Spaces Events  
Strategy Review****Wards: All****Key Decision No: KD 4456****REPORT OF:**Executive Director –  
Regeneration &  
Environment and  
Finance Resources &  
Customer Services

Contact officer and telephone number: Jonathan Stephenson, Head of Commercial & Client Services, E mail: [jonathan.stephenson@enfield.gov.uk](mailto:jonathan.stephenson@enfield.gov.uk) (02083 795249)

**1.0 EXECUTIVE SUMMARY**

- 1.1 In 2012 the Council developed an Event's Guidance Document (2012 – 2017) that set out the approach to supporting and managing the delivery of events within Enfield's parks and open spaces. The approach, adopted through the Events Guidance Document is now at the point of review, and consequently the Parks Service has developed a new strategy that will steer the delivery of events through to 2022.
- 1.2 The vision of the new strategy is to enable the delivery of a diverse programme of events that will help to create a vibrant place to live and work, whilst also generating inward investment and a sustainable source of income that will help the Council maintain its parks and open spaces moving forward.
- 1.3 As part of the new strategy, the Parks Service is proposing to adopt a policy framework that will guide the management of park events. The policy framework, detailed in section 3.5 below, aims to provide reassurance to residents and stakeholders that all events will be managed effectively. The draft new strategy can be viewed in appendix 1.

**2. RECOMMENDATIONS**

- 2.1 Cabinet agree to adopt the new strategy and use the framework set out within the strategy to guide the delivery of events in parks and open spaces going forward.

### 3. BACKGROUND

- 3.1 In 2012 the Council developed the Events Guidance Document, which set out how park events would be supported and attracted to Enfield's parks and open spaces. The Events Guidance Document was a 5 year strategy from 2012 until 2017, but now a new strategy is required to assist the development and management of events moving forward.
- 3.2 The Parks Service has developed a new strategy to enable further the development of a diverse programme of events that will add to the vibrancy of the borough, whilst generating income to help the Council to maintain Enfield's parks and open spaces. A key addition to the new strategy will be the development of a policy framework with key principles that will guide the number, frequency, and size of events that take place within Enfield's parks. During the summer of 2015 there was an increase in the number of largescale commercial park events that took place within the borough. The strategy, and the policy framework that is integral to the vision, has been developed to help reassure residents and stakeholders that all events will be managed effectively and any disruption will be minimised as far as possible.
- 3.3 The development of the policy framework follows a trial in Trent Park during the summer 2016, where a number of key principles were piloted. The principles that were developed with input from the Trent Park Events Stakeholder Group have helped to ensure effective management of events, whilst also managing the expectations of local residents.
- 3.4 To facilitate the development of the strategy, the Parks Service has held two workshops with stakeholders to discuss what should make up the principles of the framework. The stakeholders included the Friends of Parks, councillors, resident associations, community groups, event organisers and park concessions. There has also been a consultation that took place between 15th November – 17th January 2017 (a summary of the consultation results can be viewed in Appendix 2), and officers have also undertaken resident doorstep questionnaires at properties situated around Town Park, Trent Park, and Enfield Playing Fields, the three parks most affected by largescale events. The consultation was promoted via the Council's website, Posters and through social media. A final draft of the framework principles was shared with stakeholders on the 27th March with comments invited by 10th April.
- 3.5 The key elements of the proposed framework are:  
**A revised classification for the size of park events so that the Council and residents can better understand the scale and likely impacts of the largest park events.** Currently park events are classed as small (50 – 200 people), medium (201 – 999) and largescale for any event over 1000 people. It is proposed that the

new strategy will include the addition of a 'major events' category for events attracting more than 5000 people on one day. This change will help people to understand better the scale of the largest park events. During the park events consultation 51% of respondents either strongly agreed or tended to agree with this proposal. Within the new strategy, the following categories would class the size of park events:

- Small events – 50 – 200 people
  - Medium events – 201 – 999 people
  - Large events – 1000 – 4999 people
  - Major – any event attracting 5000 people or more per day
- **A limit on the number of days when major events can take place within each park.** The existing strategy sets no limits on the number of largescale event days that can take place each year within each of the borough's parks. This provides residents with no reassurance that an event won't take place each weekend in their local park. It is proposed that there will be a cap of up to ten major or large scale event days per park per year, with a maximum of eight major (i.e. 5000+ people) event days per annum. When consulted, 85% of respondents either strongly agreed or tended to agree with setting a cap for large-scale and major events. When asked about what the cap should be, most people selected 4 – 8 per year (47%), with 25% selecting 9 – 12, and 14% supporting more than 12. Given that a quarter of respondents supported up to 12 major and large scale event days per year, the strategy will reflect this by limiting the number of major event days to 8 per park per annum, but allow a further 2 large-scale event days. The consultation did not provide an option for less than 4 major/largescale event days as some parks already host more than 3 longstanding large and major events and consequently this was not a commitment that the Council would have been able to uphold had the majority of respondents chosen that option.
  - **A minimum gap between major events so that there are two clear weekends between major events in any one park.** This principle is proposed to prevent consecutive set-up and clear down periods from merging. Approximately 71% percent of respondents to the consultation supported the proposal for a minimum two clear weekend gap between major events or 14 days. There will also be a cap on the number of major and large-scale events taking place during the school summer holidays with no more than 4 event days or 2 weekends taking place per park.
  - **A new fee structure to include set up and clear down days, with penalties for organisers who overrun.** The current fees and charges have provision only for the days when an event is actually running. The proposal is to charge fees that are proportionate for the duration, i.e. from when an organiser commences set up to the point when they leave site. This has been proposed to encourage organisers to set up and clear down efficiently and with minimal

disruption to the park and local area. Organisers will also be penalised if they overrun. Approximately 75% of respondents supported these new additional fees.

- **A streamlined consultation process for licensable events where new licensable events are agreed through the Licencing Committee.** The proposal is to replace the existing consultation process, which officers have been told, by stakeholders, is unclear and confusing, with a one-step consultation coordinated by the licensing team and reviewed by the Licensing Committee. Approximately 65% of respondents supported this approach, although some respondents said that there should also be a process for non-licensable large and major events - i.e. an event containing no regulated entertainment or sale of alcohol. In these cases the existing 28-day consultation period would continue, with a permit granted for approval, following the consideration of all stakeholder views.
- **Recognition that events held on one of the Borough's town and village greens should be dealt with separately to events within parks and open spaces.** Given the unique status of the Borough's town and village greens, it is proposed that only community events should be held on town and village greens. Town and village greens are provided for recreation purposes for the betterment of the community and it is believed that community events and small gatherings should be allowed to continue, but managed differently to events run in our parks and open spaces. This proposal was supported by 74% of the consultation respondents. The consultation results also provided a very clear view with regards to the use of Chase Green. Therefore, with regards to this strategy, the Council will no longer promote Chase Green as a potential event location, nor will the Council consider or accept applications for events on the Green. However, permission will still be required for events held on Southgate Green or the green at Winchmore Hill if it is necessary to close any roads as part of an event e.g. The May Day Fair, N21 Festival etc.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Not to develop a new strategy and miss the cultural, economic, social and financial benefits that park events bring to borough.
- 4.2 Not to adopt a new strategy and risk challenge from the community that there is no framework under which park events can be managed and governed.
- 4.3 Adopt a new strategy that has no framework and offers the community no reassurance of the number, size or frequency of events within the Borough's parks and open spaces.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 A new strategy is required to guide the effective delivery of events within the Borough's parks and open spaces. The strategy is required to set out the framework under which events can be delivered to allow the enrichment of the cultural offering within the Borough, support economic growth and generate income that will help the Council maintain our parks & open spaces, and protect those residents who are most affected by events happening within their local park. It is believed that the proposed strategy provides a good balance between facilitating park events and protecting residents.

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

### **6.1 Financial Implications**

- 6.1.1 The proposed strategy will allow the delivery of a range of events within the Borough's parks and open spaces. The events help to provide a varied cultural offering for the people of Enfield whilst also generating much needed income for the Council that is invested into the maintenance of the Borough's parks and open spaces. Failure to adopt a new strategy will limit the Council's ability to attract new events into the Borough and generate revenue.
- 6.1.2 The financial benefit from the proposed Parks & Open Spaces Events Strategy Review is difficult to estimate at this stage, but officers will be monitoring the financial benefits that are expected to arise from the strategy review in the monthly budget monitoring process and reported accordingly.

### **6.1 Legal Implications**

- 6.2.1 The Council has within its powers the ability to facilitate events with the borough's parks and open spaces, and generate income from these events.
- 6.2.2 The Council has the power to adopt the Enfield Park Events Strategy 2017- 2022.
- 6.2.3 The Localism Act 2011 (Commencement No. 3) Order 2012 (SI 2012/411) brought the general power of competence into force for principal local authorities. The introduction of the general power of competence means that the well-being power no longer applies to English Local Authorities and as such the general power of competence will provide the Council with the power to adopt the Street Works Enforcement and Prosecution Policy.

- 6.2.4 The general power of competence is set out in s. 1.1 of the Localism Act 2011 and states that “a local authority has power to do anything that individuals generally may do. “ Ss (2) states that “Subsection (1) applies to things that an individual may do even though they are in nature, extent or otherwise— (a) unlike anything the authority may do apart from subsection (1), or (b)unlike anything that other public bodies may do.” Where the authority can do something under the power, the starting point is that there are to be no limits as to how the power can be exercised. For example, the power does not need to be exercised for the benefit of any particular place or group, and can be exercised anywhere and in any way. Section 2 sets out the boundaries of the general power, requiring local authorities to act in accordance with statutory limitations or restrictions.
- 6.2.5 The provisions of the Licensing Act 2003 will need to be applied in determining whether particular events require a Premises Licence, Temporary Events Licence.
- 6.2.6 The granting of any necessary Licence to Occupy for any events shall be granted in accordance with the Council’s Property procedure Rules and be in a form approved by the Assistant Director (Legal Services)

## **6.2 Property Implications**

- 6.3.1 As part of the approval process for all park events, organisers are required to provide details of their event management plans to ensure the event is managed safely and with minimal impact to the park. All event applications are assessed by officers from the Parks Service and a bond is taken (proportionate to the size of the event) to cover any damage that might be caused by the event.
- 6.3.2 If events include the provision of mobile catering facilities, where there is an existing leased park café or licenced mobile, there could be issues regarding the potential loss of trade by tenants/licensees.
- 6.3.3 Although current leases and licences do not convey any exclusive rights to provide catering, consideration should be given, with the benefit of legal advice, as to whether the Council’s right to permit event catering should be included in future leases and licences to caterers, in order to make this clear.

## **7 KEY RISKS**

- 7.1 There have been no key risks identified by the proposals outlined within this report.

## **8 IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

The proposals outlined within this report will ensure that there is an agreed framework under which events can be delivered within the Borough, whilst protecting those most affected by park events.

### **8.3 Growth and Sustainability**

The adoption of a new strategy will enable the Council to generate income from park events that can be reinvested into the maintenance of the Borough's parks and open spaces.

### **8.4 Strong Communities**

A new strategy will ensure that there is a rich and diverse programme of events within the Borough's parks and open spaces. Events bring the community together and allow people to learn about other cultures.

## **9 EQUALITY IMPACT IMPLICATIONS**

A predictive EQIA has been undertaken and it has concluded that the proposed changes are not deemed to disproportionately impact residents from the protected characteristic groups. Details of this report are available to the public on request.

## **10 PERFORMANCE MANAGEMENT IMPLICATIONS**

10.1 There are no performance management implications from the recommendations outlined within this report.

## **11 HEALTH AND SAFETY IMPLICATIONS**

11.1 There are no health and safety implications from the recommendations outlined within this report. All large-scale events will continue to be assessed by the Safety Advisory Group to ensure that they meet all safety requirements, and event organisers will be required to risk assess their events.

## **12. PUBLIC HEALTH IMPLICATIONS**

12.1 There are a number of existing park events that promote a healthy and active lifestyle. These include the Cancer Research Race for Life, the Bear Grylls Survival Race, and a range of runs in parks across the Borough. In addition to these sport themed events, there are a range of events that provide a wide range of cultural events that help to support the mental health of the community.

### **Background Papers**

None

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# Enfield Park Events Strategy

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2017- 2022



## Foreword

We are very pleased to introduce Enfield's second Events Strategy, which outlines the approach that we will take to supporting and managing events in Enfield's parks and open spaces.

We have a wide range of excellent well-maintained parks and open spaces and they are major assets for the Borough and its residents.

The wide variety of events that are held within our parks help strengthen our community and provide a wide range of opportunities for residents and visitors to enjoy taking part in the arts, music, fitness and other community activities.

The Council consulted widely on this Strategy to ensure that we provide a balance between providing opportunities for events to take place with ensuring they are managed positively.

We would like to thank everyone who took part in that consultation for their time and sharing their views with us. We were impressed with the wide range of organisations that are active in this borough and their ambition for being part of our community.

We will review this strategy during its lifetime to make sure we learn from our and your experience of this process and we look forward to seeing you at one or more of the events.

*Councillor Daniel Anderson  
Cabinet Member for the  
Environment*

*Councillor Krystle Fonyonga  
Cabinet Member for Community  
Safety & Public Health*

*Councillor Yasmin Brett  
Cabinet Member for  
Community, Arts & Culture*

*Councillor Alan Sitkin  
Cabinet Member for Economic  
Regeneration & Business Development*



## Executive Summary

This is our second Events strategy and it draws on the experience of working within the framework we set for 2012 to 2017 and a subsequent review of large-scale events held in Trent Country Park. The review of large-scale events at Trent Park was undertaken with the help of representatives from Berkeley Homes, Chalk Lane Area Residents Association, Friends of Trent Country Park, Go-Ape, Southgate Hockey Club, Trent Park Catering Ltd, Trent Park Conservation Committee, and Wildlife Rescue & Ambulance Service (Enfield). We consulted stakeholders and heard concerns about residents wanting well-managed events that were vibrant and meets the diverse needs of the community and organisers wanting more transparent and streamlined processes with a clearer framework of fees and charges.

The Strategy recognises these dilemmas and seeks to strike a balance between them. To provide stability and clarity we have, for the first time, brought in restrictions on the number of events that can happen and the timing of them. We have recognised that the nature of events has changed and now have four categories of major, large, medium, and small events with the processes to be followed and the interrelationship with licensing clearly set out. We have continued our process of identifying which parks and open spaces are suitable venues for events of different sizes and recognised the distinctive role of Town and Village Greens.

We recognise that major events (those attracting 5,000 or more people per

day) can cause disruption, but equally they can bring enjoyment to the many people who attend them. We want our residents to be able to tell us their views about the events in our parks and consequently we have revised our consultation process. To minimise the impact of the events on our parks we have also introduced fees for set up and take down, and an environmental impact fee to be reinvested in the park for its betterment. We recognise that events do make an economic contribution locally and we will be looking to maximise this so that the Council can continue to invest in our parks and open spaces.

We have aimed to make our processes more transparent and have included flow charts and links to application forms and fee schedules in this document to ensure that all our stakeholders have a clear understanding of the application process.

We have an opportunity to stage a very wide range of events in Enfield that reflects our diverse community and their interests as well as a number that will attract people from further afield. It is hoped that everyone will take advantage of these opportunities.

In summary, our aim is to enable the delivery of a range of events that add to the vibrancy of the borough, generate income that will help the Council to maintain our wonderful parks and open spaces, whilst introducing a new policy framework that will guide the management of the number, scale and timing of park events.

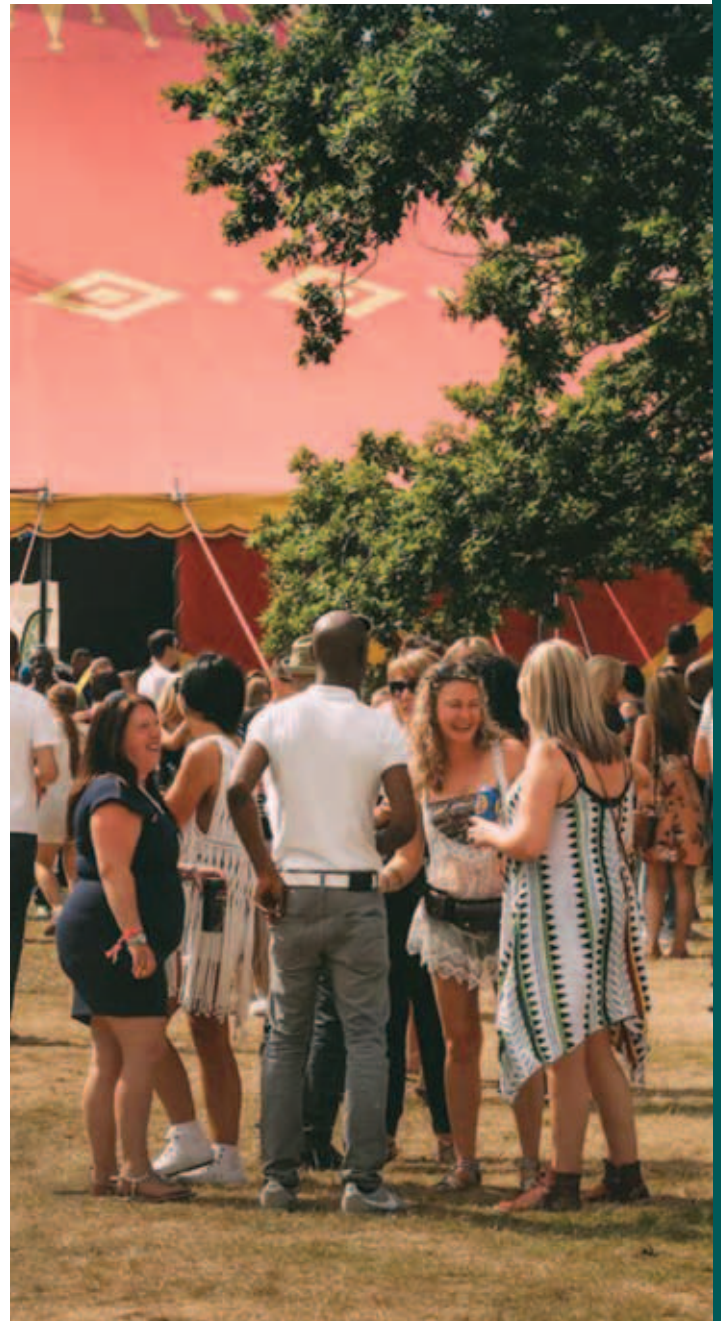
## Background

Enfield is one of London's largest Boroughs and in 2014 had a population of 324,574 people. Despite its large population, Enfield is also one of the greenest boroughs in London, with approximately one third of its open space designated as Green Belt land. The Borough also has a wealth of country and urban parks, farmland, woodland, grasslands, waterways, wildlife and access to neighbouring regional parkland, such as the Lee Valley Regional Park and Epping Forest. Public parks and open spaces are a large percentage of Enfield's open space and are a valued asset for residents.

The Council endeavours to enhance the use of Parks and Open Spaces by supporting community, cultural, charitable, and commercial events which in turn provide cultural, social and economic benefits to the Borough. The Borough has a range of existing events including large-scale events such as the Enfield Pageant of Motoring, the Race for Life, Bear Grylls Survival Race and a range of local community events. The Borough also has a background of staging arts/cultural events in parks and open spaces and these events include the New River Festival, the Autumn Show and the Edmonton Cultural Festival and Carnival.

The Council produced its first Strategy, the Events Guidance Document, to cover the period 2012- 2017. It was very successful in assisting with the growth, development, and management of events. Enfield's parks and open spaces hosted 92 Events in 2015, with the largest of these events held in Trent County Park and Town Park. This led to a review of events in Trent County

Park in late 2015, resulting in a series of measures that were piloted during summer 2016. At that time a review of the overarching events strategy was initiated, which built on this and sought the views of residents, community organisations, other stakeholders and event organisers. The result of this work is a revised events strategy for 2017-2022.



## The Vision

The vision for the Events Strategy is:

To enable the delivery of a diverse events programme that helps create a vibrant place to live, work and visit whilst ensuring the positive use of Enfield's parks and open spaces. To generate a sustainable income stream that covers the cost of facilitating the events programme and generates revenue to help the Council maintain its parks and open spaces to a high standard.





## The Role of Events

This strategy will complement and build on the objectives identified in other Council strategies and support their aims to develop good quality and inclusive events in Parks and Open Spaces.

It has been influenced by and will support several key Council strategies including the following:

- Enfield's Future, A sustainable Community for Enfield 2009-2019.
- The Local Development Framework (LDF) - Core Strategy
- Consultation for a Local Plan for Enfield 2017-2032
- Parks and Open Spaces Strategy
- Enfield's Biodiversity Action Plan
- Active and Creative - Enfield Leisure and Cultural Strategy 2015 - 2020

These strategies can be viewed on the Council's website - [www.new.enfield.gov.uk](http://www.new.enfield.gov.uk)

## Summary of Strategies

The cumulative impact of these strategies is to recognise the important role that Enfield's parks and open spaces play in shaping the character of the Borough and its attractiveness as a place to live work and visit. That commitment is carried through into the regeneration of areas of the Borough where there is a commitment to provide additional new open spaces for residents to enjoy and to respect the biodiversity of the area.

The events strategy is key to the delivery of the Active and Creative

Strategy and its three principles of engage, inspire, and grow. Parks and open spaces provide an ideal location for events, which contribute to improving community cohesion by the opportunity to meet neighbours and experience different cultures. The events strategy enables people to become more active by taking part in leisure and sporting activities for good causes, and improve their health and well-being. It enables local community organisations to run events to fundraise and reach more people. The events strategy contributes directly to the objectives to develop Enfield as a geographical social and economic hub of activities for arts, cultural, heritage and sporting events, and major events have a role to play in supporting this.

## Economic value of Events

Whilst the primary benefits of running events are set out above it is recognised that events have an economic impact, directly and indirectly creating and supporting employment. It is difficult to capture this economic impact without collecting detailed data, but a series of measures can be used to estimate the impact.

The Wish You Were Here (WYWH) reports published by UK Music details the economic impact of music and outdoor festival events across the UK in 2015<sup>1</sup> and 2016<sup>2</sup>. The report analyses 'music-tourism' as a separate and specific sub-group within the overall impact of tourism to create comparable 'music tourism' estimates, and highlight the significance of music to the UK visitor economy. WYWH provides totals for the number of people attending music and outdoor events, total direct and indirect spend (including from

international visitors), and the number of full-time-equivalent (FTE) jobs supported by the music and events industry – broken down by regional profile into the former nine Government Office Regions (GORs). An analysis has been undertaken of the value of music tourism.

In 2016 The London Borough of Enfield's programme of events attracted 65,400 visitors to music and outdoor events<sup>3[1]</sup>. However, Enfield's existing events programme is not primarily comprised of major commercial events of the same type as reflected by the WYWH reports, but has a diverse mix of community, charity and free-to-participate events where the primary benefits are non-financial.

The numbers of people taking part in Enfield events can be split to reflect the lower share of purely commercial events compared to the type of events captured in WYWH reports. There are two primarily commercial events in Enfield that have associated higher entry charges<sup>4[2]</sup>, and together these events attract approximately 25,000 of Enfield's 65,400 event attendees, or 38% of the total.

If Enfield's events profile reflected the profile of the wider spread of commercial events in London, we estimate that the economic impact of 65,400 visitors would be £13.52m, based on an average spend of £207.52, and support around 173 local jobs. Adjusting this to account for the different profile would give an impact estimate from the more commercial events of around £5,188,000, based on a total direct and induced spend of £207.52 per attendee. An estimate for the remaining 40,400 attendees is based on a much

lower spend per-person of around £40, including direct and indirect spend. We estimate the spending impact of the remaining 40,400 event attendees to be £1,616,000. The total impact is therefore estimated to be £6,804,000, and the number of jobs supported by this total direct and indirect event spend in Enfield is 87 FTE jobs<sup>5</sup>.

1 [http://www.ukmusic.org/assets/general/WYWH\\_2015Report.pdf](http://www.ukmusic.org/assets/general/WYWH_2015Report.pdf)

2 [http://www.ukmusic.org/assets/general/Wish\\_You\\_Were\\_Here\\_2016\\_Final.pdf](http://www.ukmusic.org/assets/general/Wish_You_Were_Here_2016_Final.pdf)

3[1] Enfield's programme is primarily outdoor by nature, and therefore the estimated impacts have been estimated using the London average figures, adjusting slightly for the higher spend-per-visitor at festival type events.

4[2] These are: Bear Grylls survival race and 51st State

5 This assumes an average spend of £78.6k to support 1 FTE job. For some tourism-services the spend required to support 1 FTE job can be lower at around £57,000. Based on this the total FTE jobs could be adjusted upwards to 119 FTE jobs. The figure of 87 jobs is based on a more conservative assumption.



## Event Principles

To provide reassurance to residents the Council has developed a policy framework of principles that will be applied when facilitating the delivery of events within the borough's parks and open spaces.

An online consultation, focus groups for stakeholders, a door knocking exercise and telephone conversations with events providers were held to consider the key principles that should underpin this strategy going forward.

The results of that consultation are reflected in:

- A revised classification of types and size of events,
- Additional conditions on frequency of events and a more streamlined consultation process for licensable large and major events,
- A clear and documented understanding of which parks and open spaces can support events of different sizes,
- Introduction of a new charging structure to encourage efficient set-up and takedown and fines for those organisers that overrun,
- The introduction of specific guidelines around events on Town and Village Greens.

### Event Classification

Events are now categorised under two headings:

- Charity and community – run by a charity/raising funds/benefit to community or by a community group

for the benefit of and to engage with the local community. This includes events organised by community interest companies; and

- Commercial – profit-making

There are scales of fees and charges for these two types of events.

Events are categorised into four levels:

Major – over 5,000 people a day

Large – over 1,000 and less than 5,000 people per day

Medium – between 201- 999 people per day

Small – between 50-200 people per day

Events for 49 people and under (with no live music/no catering/no inflatables), school visits and wedding photography are exempt from having to follow a formal process. However, organisers may wish to check with the Parks Business Unit [parksbusinessunit@enfield.gov.uk](mailto:parksbusinessunit@enfield.gov.uk) to ensure that there is not another event planned for the time.

### Event Conditions

Following this and earlier consultations the Council has introduced some new conditions for different types of events. These are designed to minimise disruption to residents and make the events process smoother for and more straightforward for event organisers.

**Frequency.** Historically the Council has not imposed any limits on the number of events or how often they are held in any park. Feedback has suggested that a more structured approach would be beneficial for both event organisers and residents. On that basis, there will be a





limit of 8 major event days plus a further 2 large event days per annum for those parks and open spaces that can host events of this scale. There will be no more than 4 events days or 2 weekends for major or large events during the summer school holiday period. Ideally, there will be a gap of at least two clear weekends between major events.

**Fee structure.** The fee structure for events has been reviewed and simplified. The original principle of benchmarking fees and charges with neighbouring boroughs has been maintained. Major and large events involve setting up and taking down time. Fees will be introduced to cover this time and penalties will be imposed if the agreed deadlines are not met. Any penalties will be added to the environmental impact fees for each park. All income generated from the Environmental fee and penalties will be allocated for park improvements, subject to discussion and agreement between the Council and the relevant Friends of Park Group.

**Consultation process.** View on the appropriateness and impact of events have always been sought as part of the events and licensing process. The current process is a resident consultation for all new large-scale event applications, plus a second statutory consultation for licensable activities. This has led to concerns about how long it takes to know whether an event is going ahead – a key issue for both event organisers and residents, and confusion about the correct route to raise concerns.

The new process will ensure that event organisers have to apply earlier to hold their events thereby ensuring the

organisers have sufficient time to gain all necessary licences, whilst allowing residents greater time to raise concerns through a simple consultation process. The consultation process is as follows:

In consultation with the Cabinet Member for Environment, the Council will agree all new large-scale and major events that do not involve licensing (for example a running event) following a consultation with residents living in roads immediately adjacent to the park and the Friends of Park Group. A notification will also be sent to all residents 28 days prior to the event going ahead if the decision is taken to support the event.

- For all licensable events e.g. those that involve the sale of alcohol, there will be the single statutory licensing consultation that is undertaken for all new licence applications. Where representations are made against a new licence application, they will be referred to the independent Licensing Committee for a decision.
- There will be no consultation for small and medium scale events.

These processes are designed to ensure that events run as smoothly as possible. If there are problems, then complaints can be made through the Council's complaints procedure.

## Park and Open Spaces

The Borough has a wide range of parks and open spaces and three Town and Village Greens. Many of the parks and open spaces would work well for community and charity events whilst a smaller number have attributes that make them appropriate for hosting larger scale and commercially organised events. Enfield Parks have, therefore, been classified based on their suitability for hosting events of different sizes and this and the rationale for it is set out below.

### Parks that can host Major and Large Events

Enfield Town Park, Enfield Playing Fields, Trent Country Park, and Broomfield Park all host events with an audience exceeding 5,000 people.

These parks are suitable for all events including large-scale events; this is due to their landscape value, location, and access to local facilities. They are already hosting large and major events attracting more than 5,000 visitors and offer organisers a great event platform. Examples of major events held include the Autumn Show and Cancer Research Race for Life. Broomfield Park has been included in this category due to the increasing number of large-scale events such as the Palmers Green Festival, a popular funfair and Circus Zyair. These parks and open spaces offer the following characteristics: Excellent location, good pedestrian access, public transport links, a wide range of facilities and flat ground.



## Parks that can host Large Medium and Small Events

This includes, but not limited to: Albany Park, Arnos Park, Aylands Open Space, Bury Lodge Gardens, Bush Hill Park, Durants Park, Elsinge Golden Jubilee Park, Firs Farm, Forty Hall, Grovelands Park, Hilly Fields, Holmesdale Open Space, Jubilee Park, Library Green, Oakwood Park, Ponders End Recreation Ground, Pymmes Park, and Tatem Park.

These parks provide the community access to equally rich and diverse open space, but they are less suited to hosting large-scale and major events. These parks are suitable for events managed by residents, associations, charities and community groups, and for low-level commercial events such as farmers markets, arts festivals, car boot sales, craft fairs, travelling theatre groups, brand sampling, weddings, and special interest events. Examples of events held in these parks include bandstand concerts, a Folk Festival, and Shakespearean plays. These parks and open spaces offer the following facilities: Good transport links within approximately 15-minute walk, vehicle access, parking onsite or close by, flat ground, and close to many residents.

Many of these parks and open spaces in both categories have Premises Licences in place or are in the process of applying for a licence that permits regulated entertainment, such as a performance of music, any playing of live and pre-recorded music, performance of dance and performance of a play.

## Town and Village Greens

There are three designated Town and Village Greens within the Borough. All three are subject to special legislation protecting their status as ex-common land and with rules governing their use.

They are:

1. Winchmore Hill Green
2. Southgate Green
3. Chase Green

Following the consultation and for the duration of this strategy, the Council will no longer promote the borough's Town and Village Greens as potential event locations, nor will the Council consider or accept applications for events on any of the three greens. Local people will continue to have continuous access at all times to the whole green for lawful sports and pastimes as the law requires.

## Other Parks and Open Spaces

All other Enfield parks and open spaces do offer the community and charities a suitable opportunity for events and activities. They are not suitable for large or major events because they have less favourable transport links, limited parking options, small or uneven land and limited access due to sporting seasons.







## Procedures for managing events

### The overarching process

The overarching process that governs events is designed to ensure that all events that take place within the Borough are safe and well organised. There is a documented application process, which going forward will be managed via an online process from 2017 onwards. There are also predetermined fees and charges for different types and sizes of events. These are set annually as part of the Council's annual budget setting process.

Current information on fees and charges and application forms for all events can be found at:

<https://new.enfield.gov.uk/services/leisure-and-culture/parks-and-open-spaces/park-events/>

Once an application is received, it is checked and if it is a large or major event it will generally go to a meeting of the Safety Advisory Group (SAG). This group includes representatives from the Police, Fire and Ambulance Services. They review the management plans of the proposed events and the risk assessments for the events. This may result in requests for revision to the plans, or can prevent the event from going ahead if it is concluded that the event will not be held safely. The Safety Advisory Group will recommend the maximum number of attendees for a particular event to be run safely.

The role of the Police, Fire and Ambulance services regarding events, major and large events is clear. Whilst they will always attend emergencies, it is not their role to ensure that the events are safe or to provide security for them,



unless they meet a very clearly defined set of criteria. They can be a paid for service if required or deemed essential by the service provider. This is the role of events organisers and is clearly set out in the application process.

Whilst some of the borough's parks have Premises Licences for the following regulated entertainment; such as a performance of music, any playing of live and pre-recorded music, performance of dance and the performance of a play, organisers will be expected to put in place measures to manage all impacts of the event. This may include traffic management, restrictions on hours, noise levels and requirements for the disposal of waste.

An additional licence is required for the sale of alcohol. Licensing is a formal process which may need to be considered by the Licensing Committee following a statutory consultation. This process enables both stakeholders and residents to make representations to the Committee to be considered as part of its decision making.

It should be noted that event organisers also need to apply, if relevant, for occasional sales licences if there are 5 or more stalls operating together and a special treatments licence for herbal remedies and treatments. The Council will always insist that any caterers on site have a 3 - star hygiene rating.

Once all the appropriate permissions are in place organisers can go ahead with arranging and promoting their event. The event organisers are responsible for ensuring the effective management of the event and cleaning up afterwards.

## Unauthorised Events

Unauthorised events i.e. those events of 50 people or more that have not been granted permission by the Council will be dealt with consistently across all parks and open spaces through rigorous enforcement.

## Healthy Events

During the life of this strategy, the Council will work with event organisers to deliver healthier events. We will do this by:

- Working with event organisers to promote sustainable forms of travel including public transport, walking or cycling,
- Working with the organisers of park events with the aim of ensuring that 40% of their food and drink options are healthy,
- Ensuring that park events organised by the Council have at least 40% of food and drink options that are healthy,
- Ensuring that mothers are aware that breastfeeding is welcome at park events.



## Flow charts and additional information

**Appendix A** is a flow chart that sets out the Parks Events Application process for all types of events including timescales for submitting application forms and documentation required.

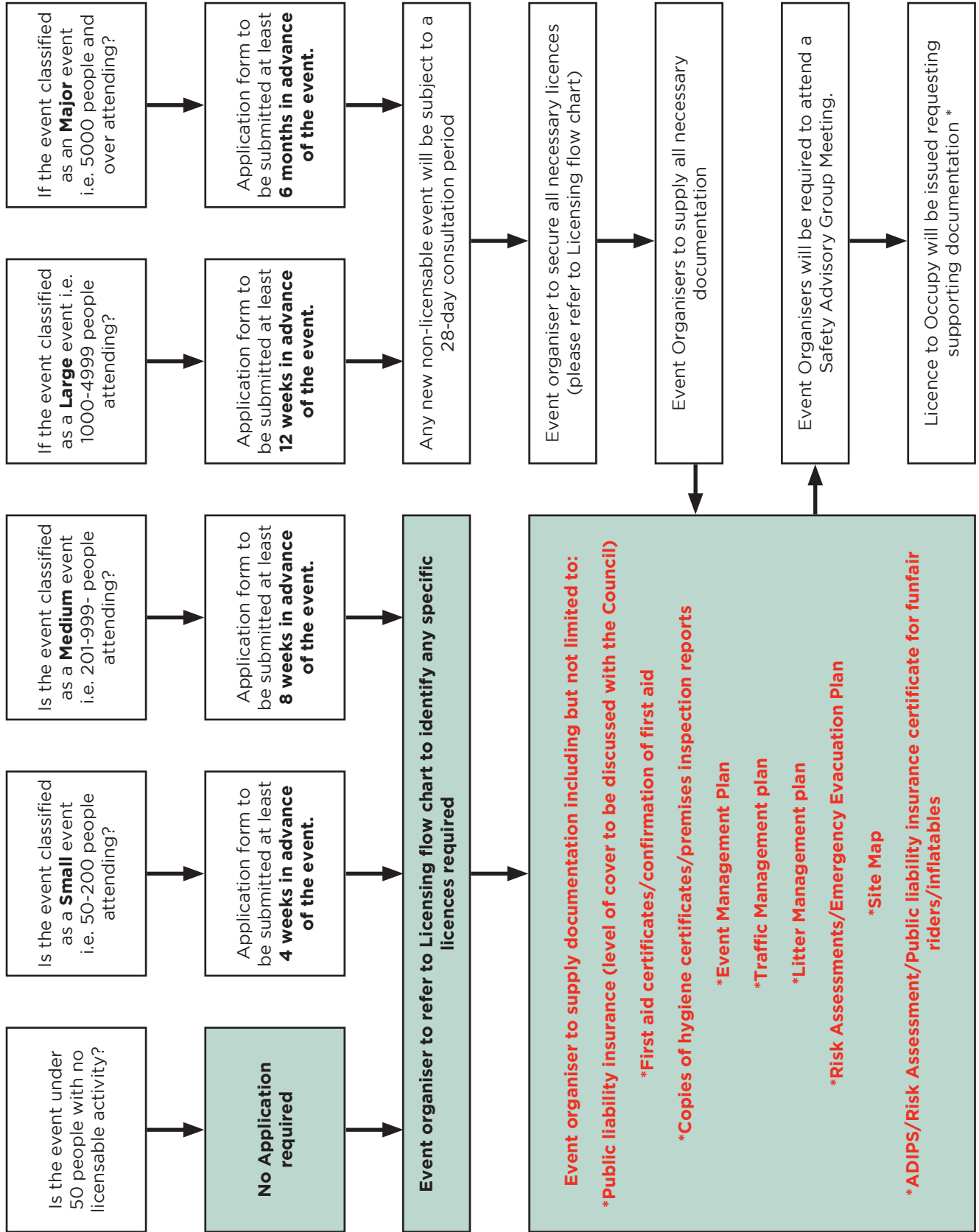
**Appendix B** is a Parks Events Licence flow chart showing when and where licences are required and a listing of all activities that are licensable.

### Process for reviewing the Strategy

Whilst many of the changes incorporated in this Strategy build on considerable experience of running events or approaches that have been piloted, the strategy will be reviewed after two years to check that the principles are working as intended or if not, what modifications need to be made. This review will be led by the Parks Business Unit who will seek the views of stakeholders on the success or otherwise of the processes. They will consider the volume of complaints made to the Council about events, and may also take that into account when future applications from the same organisers are received. The strategy will be published on the web and updated annually to reflect any changes in process and any revised fee schedules.

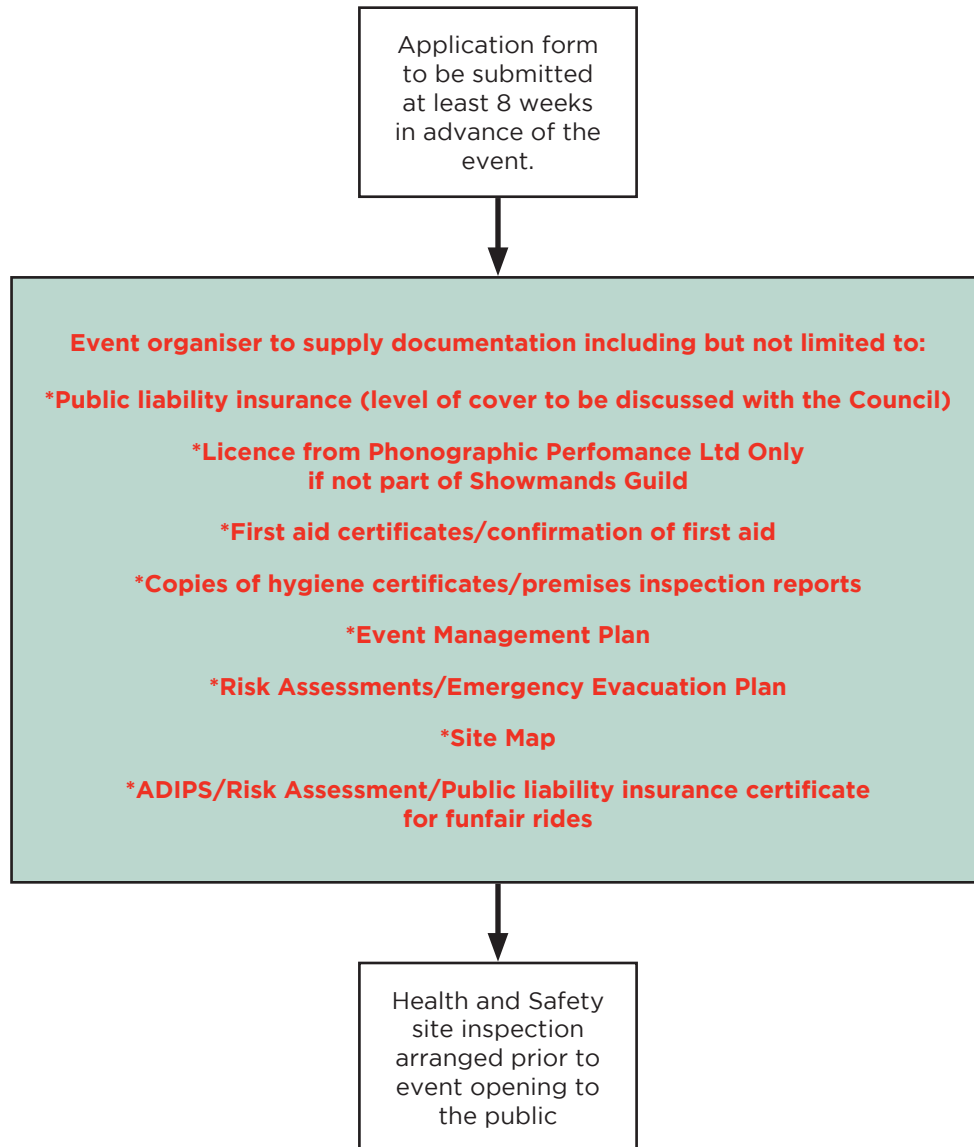
Appendix A

Parks Application Process



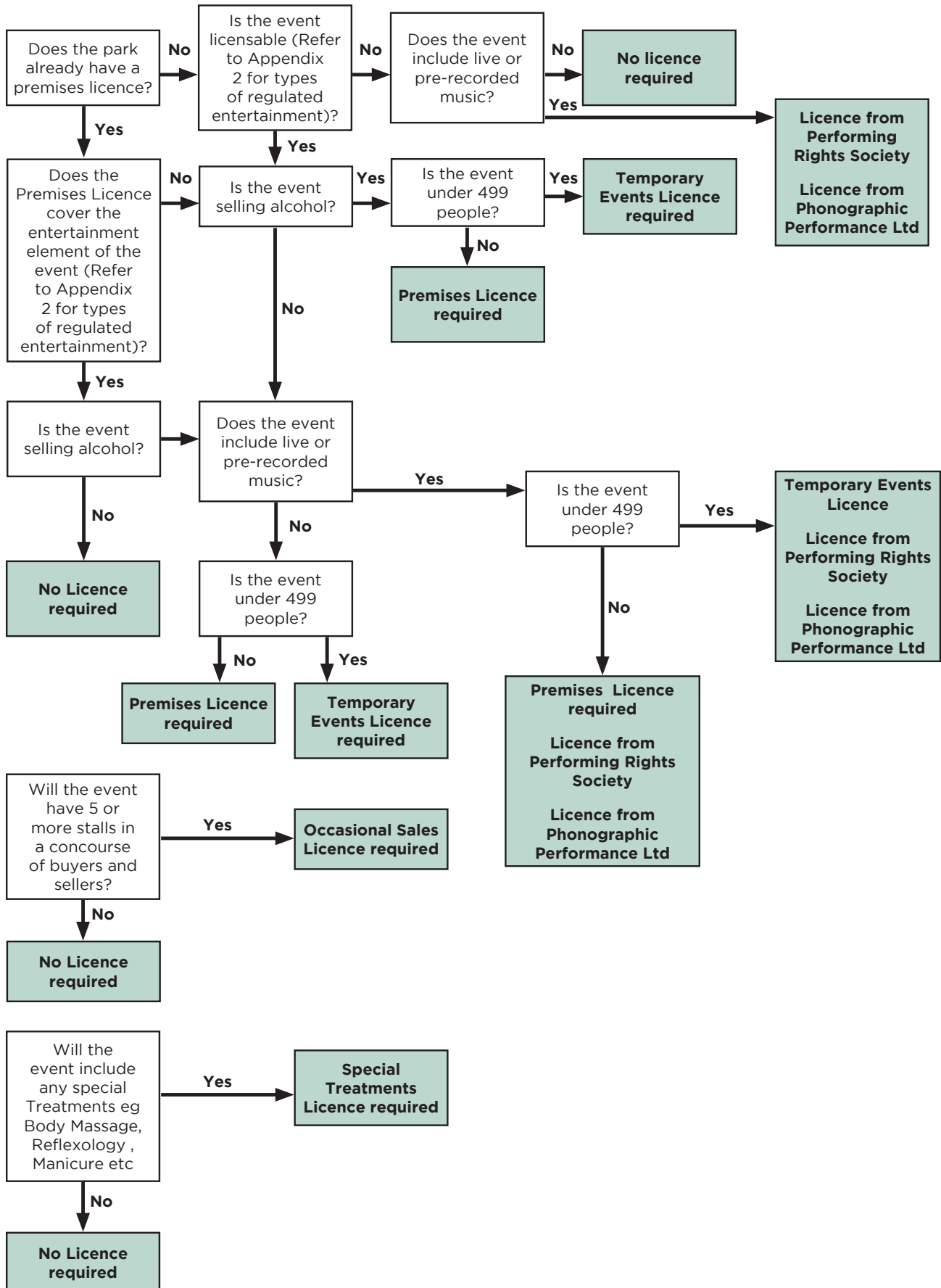
## Appendix A

### Funfairs and Circuses



**Appendix B**

**Parks Events Licence Flow Chart**



## Appendix B

### Licensing Act 2003 - Regulated Entertainment

Activity	Type	Audience & Times	Place	Licensable?
<b>Plays</b>	n/a	Audience of 1 - 500, between 08:00 - 23:00	Anywhere	Not licensable
<b>Plays</b>	n/a	Audience of 501+, between 08:00 - 23:00	Anywhere*	Licensable
<b>Plays</b>	n/a	Audience of 1+, between 23:01 - 07:59	Anywhere*	Licensable
<b>Films</b>	n/a	Audience of 1+, at any time	Anywhere*	Licensable
<b>Indoor sporting events</b>	n/a	Audience of 1 - 1,000, between 08:00 - 23:00	Anywhere	Not licensable
<b>Indoor sporting events</b>	n/a	Audience of 1,001+, between 08:00 - 23:00	Anywhere*	Licensable
<b>Indoor sporting events</b>	n/a	Audience of 1+, between 23:01 - 07:59	Anywhere*	Licensable
<b>Boxing or wrestling</b>	n/a	Audience of 1+, at any time	Anywhere*	Licensable
<b>Live music</b>	Unamplified	Audience of 1+, between 08:00 - 23:00	Anywhere	Not licensable
<b>Live music</b>	Unamplified	Audience of 1+, between 23:01 - 07:59	Anywhere*	Licensable
<b>Live music</b>	Amplified	Audience of 1 - 500, between 08:00 - 23:00	Workplace or Licensed Premises	Not licensable
<b>Live music</b>	Amplified	Audience of 1 - 500, between 08:00 - 23:00	Anywhere not a Workplace or Licensed Premises*	Licensable
<b>Live music</b>	Amplified	Audience of 501+, between 08:00 - 23:00	Anywhere*	Licensable
<b>Live music</b>	Amplified	Audience of 1+, between 23:01 - 07:59	Anywhere*	Licensable
<b>Recorded music</b>	n/a	Audience of 1 - 500, between 08:00 - 23:00	Licensed Premises	Not licensable
<b>Recorded music</b>	n/a	Audience of 1 - 500, between 08:00 - 23:00	Anywhere not a Licensed Premises*	Licensable
<b>Recorded music</b>	n/a	Audience of 501+, between 08:00 - 23:00	Anywhere*	Licensable
<b>Recorded music</b>	n/a	Audience of 1+, between 23:01 - 07:59	Anywhere*	Licensable
<b>Performance of dance</b>	n/a	Audience of 1 - 500, between 08:00 - 23:00	Anywhere	Not licensable
<b>Performance of dance</b>	n/a	Audience of 501+, between 08:00 - 23:00	Anywhere*	Licensable
<b>Performance of dance</b>	n/a	Audience of 1+, between 23:01 - 07:59	Anywhere*	Licensable
<b>Facilities for making music</b>	n/a	Audience of 1+, at any time	Anywhere	Not licensable
<b>Facilities for dancing</b>	n/a	Audience of 1+, at any time	Anywhere	Not licensable

## Appendix B

\*The following activities are also not licensable :

(1) Activities hosted by local authorities, hospitals, nurseries and schools (except HE establishments) on own premises :

All activities (except alcohol)	n/a	Audience of 1+, between 08:00 - 23:00
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(2) Activities held on local authority, hospital, nursery and school premises (except HE establishments) by others with their permission :

Live music	n/a	Audience of 1 - 500, between 08:00 - 23:00
------------	-----	--

Recorded music	n/a	Audience of 1 - 500, between 08:00 - 23:00
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(3) Community premises (eg: church and village halls, community centres, etc) :

Live music	n/a	Audience of 1 - 500, between 08:00 - 23:00
------------	-----	--

Recorded music	n/a	Audience of 1 - 500, between 08:00 - 23:00
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(4) Circuses :

Plays	n/a	Audience of 1+, between 08:00 - 23:00
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Indoor sporting events	n/a	Audience of 1+, between 08:00 - 23:00
------------------------	-----	---------------------------------------

Live music	n/a	Audience of 1+, between 08:00 - 23:00
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Recorded music	n/a	Audience of 1+, between 08:00 - 23:00
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Performance of dance	n/a	Audience of 1+, between 08:00 - 23:00
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# Events Strategy

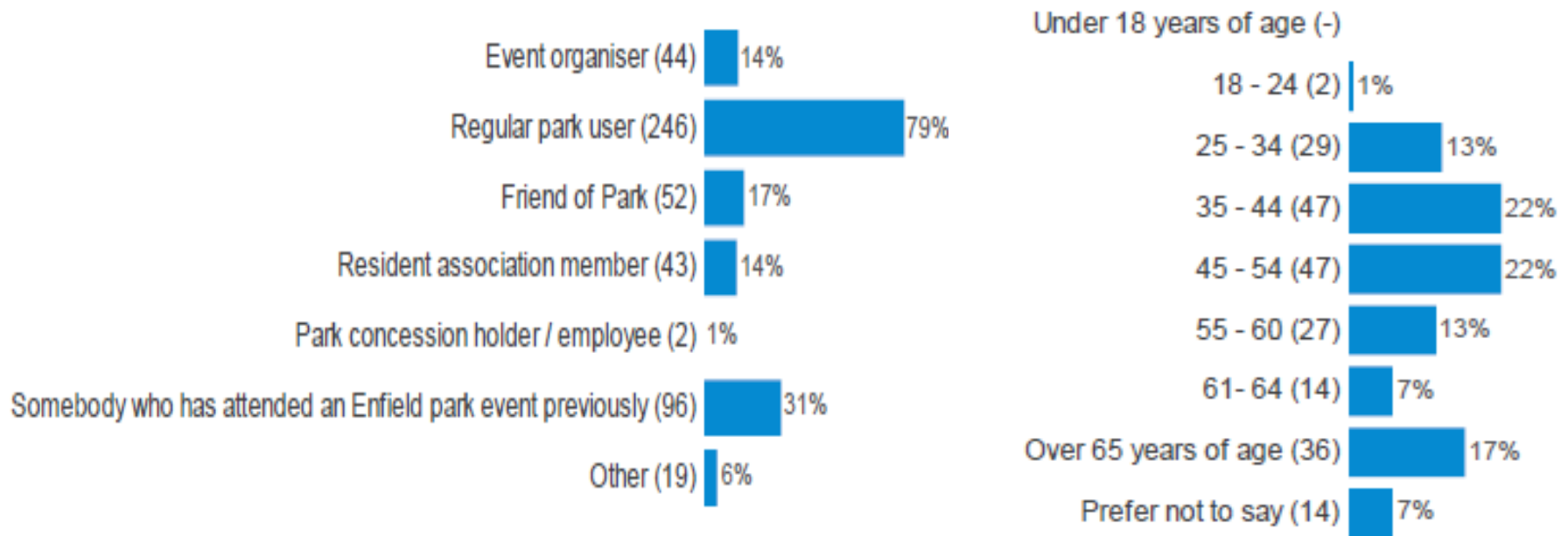
## Consultation- Result Summary

# Structure of Consultation

- **Two stakeholder workshops** – 14<sup>th</sup> & 17<sup>th</sup> November
- **8 week online consultation** – 23<sup>rd</sup> November – 17<sup>th</sup> January
- **Door knocking** at properties surrounding Town Park, Trent Park and Enfield Playing Fields
- **Social media** promotion throughout consultation

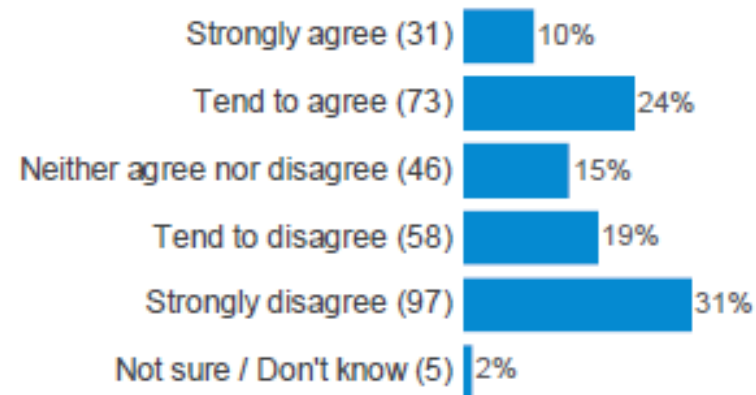
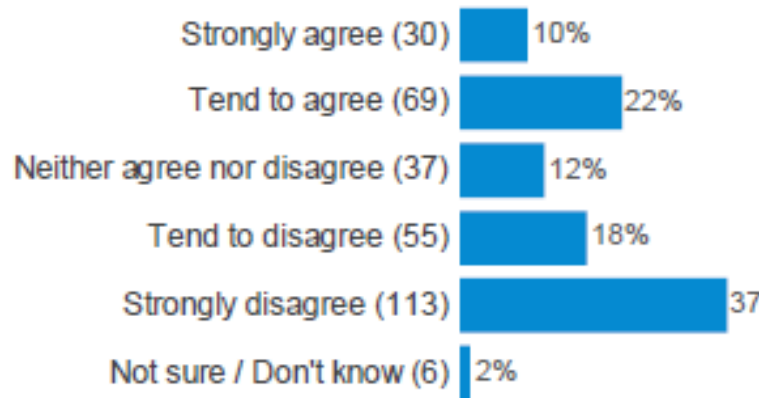
# Respondents

- **339** respondents to online survey
- **29** people were interviewed during the door knocking
- Respondents described themselves as:



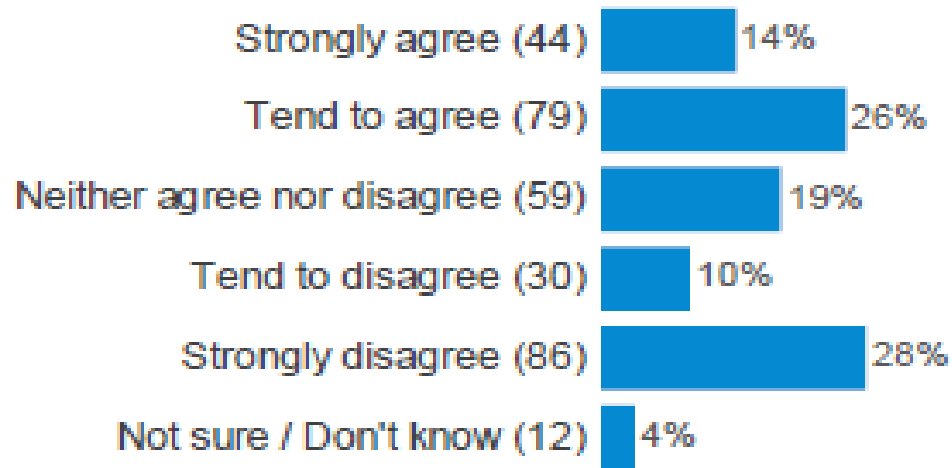
# Proposals to change the event size categories

- Small from **50 – 200** to **50 – 500**
- Medium from **201 – 999** to **501 – 1000**

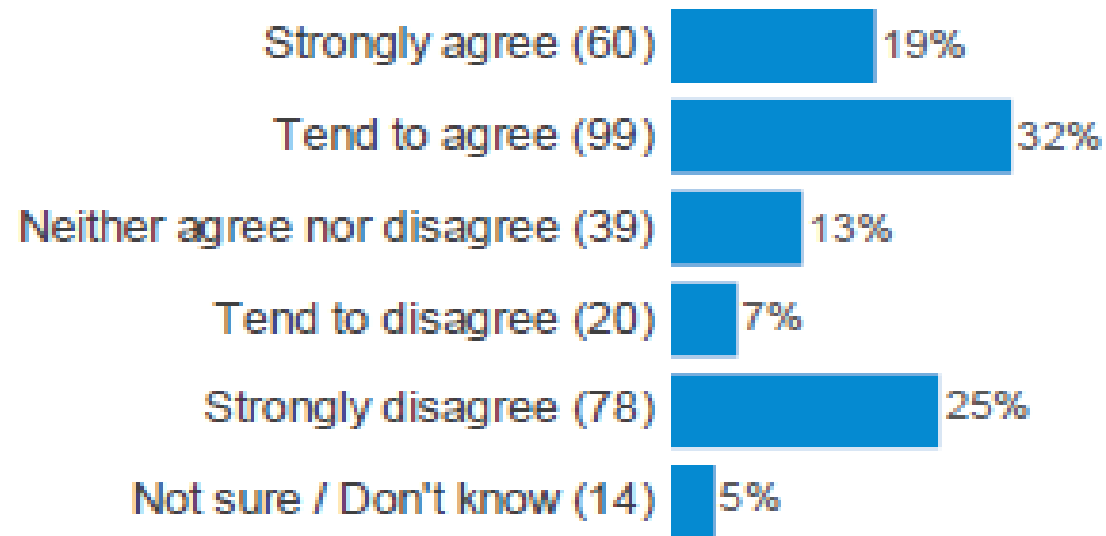


# Proposals to change the event size categories

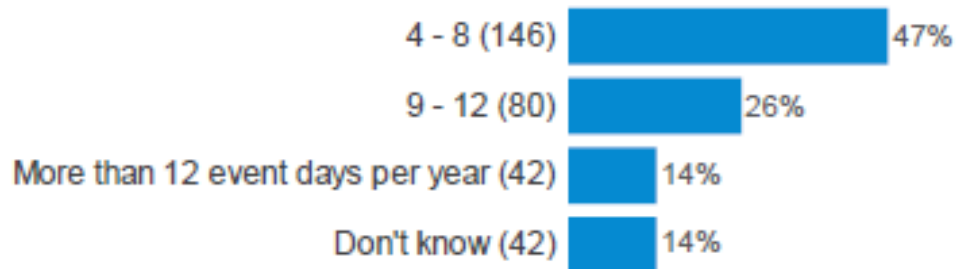
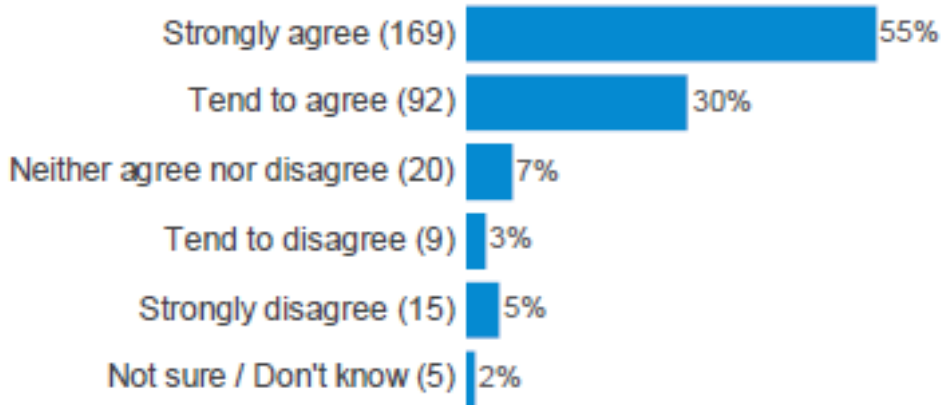
- Large from **over 1000** to **1001 – 5000**



# Proposal to introduce additional “major events” category

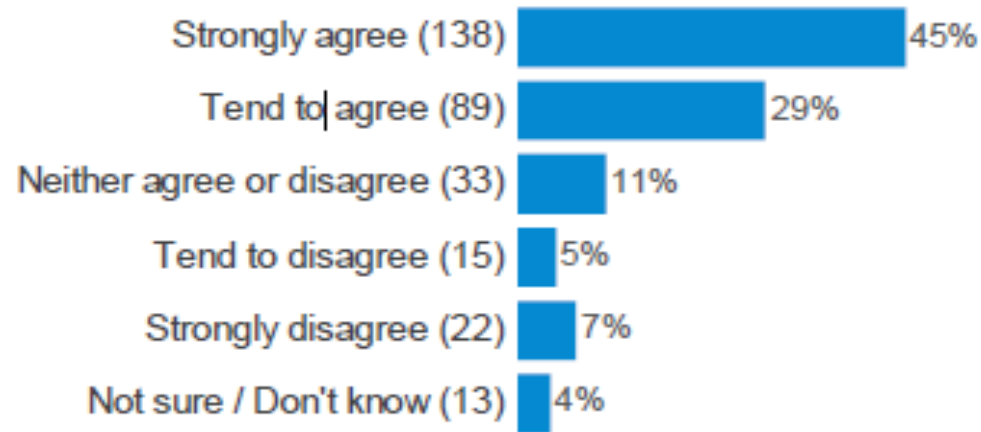


# Proposal to introduce cap on number of large and major event days



# Town & Village Greens

- Council is proposing that events held on town & village greens should be dealt with separately





## THE CABINET

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

<b>MUNICIPAL YEAR 2017/2018</b>
---------------------------------

<b>JULY 2017</b>
------------------

- 1. Revenue and Capital Outturn 2016/17** James Rolfe

This will set out the final position on revenue and capital expenditure for the financial year 2016/17. **(Key decision – reference number 4530)**
- 2. Annual Treasury Management Report 2016/17** James Rolfe

This will set out the Treasury Management position for the financial year 2016/17. **(Key decision – reference number 4527)**
- 3. Budget 2018/19 – Tranche 1 Savings** James Rolfe

This will update Cabinet on the first round of savings proposals arising from the various work streams. **(Key decision – reference number 4528)**
- 4. May 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of May 2017. **(Key decision – reference number 4529)**
- 5. Local Heritage Review** Gary Barnes

A local heritage review and preparation of draft local list has been undertaken in conjunction with community volunteers. Following completion of public consultation the draft local list will be presented for approval. **(Key decision – reference number 4321)**
- 6. Land Planning at Meridian Water Scrutiny Work Stream**

This will present a report from the Scrutiny Work Stream. (Non key)
- 7. Meridian Water: Programme Update Contract Close** Gary Barnes

Cabinet approval is required following the procurement of a Master Developer for the Meridian Water Project. Since the selection of the preferred bidder in May 2016, there have been detailed clarification and negotiations to finalise the Master Developer Framework Agreement which have now reached a stage at which approval will be required from the Cabinet prior to entering into the contract. It will also provide a commercial and financial

update outlining progress and changes to the project since the last report in October 2015. **(Key decision – reference number 4469)**

8. **Meridian Water: Station Update and Budget** Gary Barnes

This will provide an update on the Meridian Water Station and Update. **(Key decision – reference number 4470)**

9. **Estate Renewal Programme Update** Gary Barnes

This will provide an update on the estate renewal programme. **(Key decision – reference number 4497)**

10. **Small Sites Phase 1** Gary Barnes

This will provide a summary of the current position and proposed next steps to deliver the scheme. **(Key decision – reference number 4298)**

<b>SEPTEMBER 2017</b>
-----------------------

1. **Quarterly Corporate Performance Report** Ian Davis

This will present the latest quarterly corporate performance report. **(Key decision – reference number 4519)**

2. **Broomfield House** Gary Barnes

The report will refer to the Broomfield Conservation Management Plan and Options Appraisal and will set out options for the next steps. **(Key decision – reference number 4419)**

3. **Redevelopment of the Arnos Pool and Bowes Library Site** James Rolfe

This will seek approval to extend the sport and leisure facilities at the site, whilst also ensuring that library provision is included within the future provision. **(Key decision – reference number 4492)**

4. **Housing Repairs Scrutiny Work Stream**

This will present a report from the Scrutiny Work Stream. (Non key)

5. **Amendments to the Energetik Delegations Matrix** Gary Barnes

This will update the original 2015 Delegations Matrix so that it will become fit for purpose. **(Key decision – reference number 4526)**

6. **Bury Street West - Development** James Rolfe/Gary Barnes

This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**

7. **Claverings Industrial Estate** James Rolfe

**(Key decision – reference number 4381)**

8. **Investment Property Asset Management** James Rolfe

This will seek approval to the establishment of an investment property asset management fund. **(Key decision – reference number 4356)**

9. **Revisions to Section 75 Agreement – 2017/18** Ray James

This will seek approval of revisions to the Section 75 Agreement between Enfield Council and the Enfield Clinical Commissioning Group for 2017/18. **(Key decision – reference number 4488)**

**OCTOBER 2017**

1. **Quarterly Corporate Performance Report** Ian Davis

This will present the latest quarterly corporate performance report. **(Key decision – reference number 4520)**

**NOVEMBER 2017**

**DECEMBER 2017**

1. **Quarterly Corporate Performance Report** Ian Davis

This will present the latest quarterly corporate performance report. **(Key decision – reference number 4521)**

**JANUARY 2018**

**FEBRUARY 2018**

**MARCH 2018**

1. **Heritage Strategy** Gary Barnes

This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**

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## CABINET - 9.5.2017

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON TUESDAY, 9 MAY 2017****COUNCILLORS****PRESENT**

Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Krystle Fonyonga (Cabinet Member for Community Safety and Public Health), Dino Lemonides (Cabinet Member for Finance and Efficiency), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenner (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development)

**Associate Cabinet Member (Non-Executive and Non-Voting):** George Savva (Enfield South East)

**ABSENT**

Yasemin Brett (Cabinet Member for Community, Arts and Culture) and Alev Cazimoglu (Cabinet Member for Health and Social Care), Bambos Charalambous (Associate Cabinet Member – Enfield West) and Vicki Pite (Associate Cabinet Member – Enfield North)

**OFFICERS:**

Ian Davis (Executive Director of Regeneration & Environment), James Rolfe (Executive Director of Finance, Resources and Customer Services), Tony Theodoulou (Executive Director of Children's Services), Bindi Nagra (Assistant Director, Health, Housing and Adult Social Care), Asmat Hussain (Assistant Director Legal & Governance Services), Jayne Middleton-Albooye (Head of Legal Services), Peter George (Assistant Director, Regeneration and Environment), Alan Fleming (Meridian Water Programme Director), Paul Gardner (Regeneration and Environment), Heather McManus (Interim Assistant Director Property, Strategic Property Services) and Gerry Ansell (Planning Policy Team Leader) Jacqui Hurst (Secretary)

**Also Attending:** Councillor Derek Levy (Chair of the Overview and Scrutiny Committee) and Councillor Robert Hayward

**1****APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Alev Cazimoglu (Cabinet Member for Health and Social Care), Yasemin Brett (Cabinet Member for Community, Arts and Culture), Bambos Charalambous (Associate Cabinet Member (Enfield West), and Vicki Pite (Associate Cabinet Member (Enfield North)); and, Rob Leak (Chief Executive) and Ray James (Executive Director of Health, Housing and Adult Social Care).

**2**

**DECLARATIONS OF INTEREST**

Councillor Achilleas Georgiou (Deputy Leader) declared a disclosable pecuniary interest in Report Nos.263 and 264 – Meridian Water: Land Acquisition (Minute Nos. 6 and 13 below refer) as a member of his family was employed by PricewaterhouseCoopers (PwC). Councillor Georgiou left the meeting and took no part in the discussion on these reports.

**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 and Meetings) (England) Regulations 2012 with the exception of Report Nos. 263 and 264 – Meridian Water: Land Acquisition (Minute Nos. 6 and 13 below refer). These requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

**AGREED**, that the above reports be considered at this meeting.

**4**

**DEPUTATIONS**

NOTED, that no requests for deputations had been received for presentation to this Cabinet meeting.

**5**

**ITEMS TO BE REFERRED TO THE COUNCIL**

**AGREED**, that the following reports be referred to full Council:

1. Report Nos. 263 and 264 – Meridian Water: Land Acquisition

**6**

**MERIDIAN WATER: LAND ACQUISITION**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Regeneration and Environment (No.263) and invited Peter George (Assistant Director – Regeneration and Environment) to present the report to the Cabinet.

**CABINET - 9.5.2017**

NOTED

1. That Report No.264 also referred as detailed in Minute No.13 below.
2. That approval was being sought to the Agreement for Sale and authorisation to exchange contracts and complete purchase of two sites in Meridian Water comprising c.13 hectares (c.32 acres) subject to approval of the overall viability of the Meridian Water scheme. The report set out the reasons for the recommendation and the regeneration benefits of proceeding with the acquisition.
3. The excellent progress that the Council had made to date in land assembly at Meridian Water, as detailed in section 3.2 of the report. The acquisition of the land in question would take the total land holdings in Council ownership up to c.87 acres (c.35 hectares) or c.64% of the developable land in Meridian Water.
4. Peter George outlined in detail the background to the recommendations and the proposed way ahead including the anticipated development on the sites; and, the vision for job creation and employment opportunities, as set out in full in section 3 of the report. Barratt London had previously been approved as the preferred master developer; contracts were due to be concluded in the near future. The proposed development on this part of Meridian Water consisted of two main elements: the e-commerce building and residential-led mixed use development. The proposals would seek significant job creation in the area. The e-commerce centre, as explained within the report, would be the first significant step for Barratt London (with SEGRO) on delivering on its commitment to provide 6,700 jobs, a number of which would be high salaried positions.
5. The detailed overall employment proposals as part of the Meridian Water site as set out in section 3 of the report together with the anticipated timeframe.
6. The valuation processes which had been carried out to date, with two independent valuations having been sought, as set out in the report and explained to Members in detail. The report was seeking approval for exchange and completion of the purchase of both the Stonehill and Hastingwood sites subject to confirmation of the overall viability of the Meridian Water scheme.
7. The status of the land in question and the potential income generation from the sites was noted. The Stonehill site was currently held as Strategic Industrial Land (SIL) with a restrictive planning designation presently in place which did not support residential development. However, Members were advised of ongoing discussions and proposals currently under consideration. Peter George explained to Members the basis on which the Council was proposing to purchase the sites. He outlined the due diligence work which had been



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undertaken to date and, the further financial due diligence that was being carried out to confirm the overall viability of the proposals, as detailed in recommendation 2.1 of the report. Members were advised of the financial implications of the proposals and the options in the future.

8. In relation to the Council's acquisition strategy, it was noted that this negotiated settlement was another example of the Council securing control of land through negotiated methods. The alternative options considered, as set out in section 4 of the report were noted, including private treaty acquisition at a later date; compulsory acquisition; and, the option of buying in ten years' time. Members noted the restrictions on seeking compulsory acquisition. Members were advised that an Area Action Plan for the area in question had not yet been adopted and, the contract with the Master Developer was still to be concluded; both of which would restrict the current use of a compulsory purchase order.
9. In response to issues raised by Members, the proposed timescales and reasons for purchasing the sites at this time was outlined in detail. The Stonehill site was currently vacant and not income-producing and therefore if the Seller did not sell now they were very likely to commit to proceeding with their development proposals, section 4.2 of the report referred. The potential implications of delaying the purchase were noted.
10. The property implications, section 6.3 of the report referred, and that the Council had fully complied with due process requirements. In response to issues raised, the Council's contractual relationship with Barratt London as the preferred master developer and the secondary relationship with SEGRO were outlined.
11. The need to conclude the acquisition without further delay for the reasons set out in the report and discussed in full by Members.
12. In conclusion, Councillor Sitkin reiterated that the acquisition of the land in question was within the overall Meridian Water development plan, as previously approved by Members. However, the opportunity to acquire the land had arisen earlier than had originally been anticipated. The part two report (as detailed in Minute No.13 below) set out a recommendation to full Council to increase the capital programme for 2017/2018 in order to enable acquisition of the land in question to proceed at this time, for the reasons set out in the report.

**Alternative Options Considered:** NOTED, the detailed alternative options that had been considered as set out in section 4 of the report including: Private treaty acquisition at a later date; compulsory acquisition and, option of buying in ten years' time.

**DECISION:** The Cabinet, subject to the agreement of the part two report detailed in Minute No.13 below:

**CABINET - 9.5.2017**

1. Noted that the decisions were subject to the demonstration of overall viability of the Meridian Water scheme. Cabinet agreed that authority to approve the overall viability be delegated to the Cabinet Member for Economic Regeneration and Business Development and the Cabinet Member for Finance and Efficiency in consultation with the Executive Director of Regeneration and Environment and Executive Director of Finance, Resources and Customer Services. Subject to confirmation of overall viability, the report recommended the following decisions.
2. Agreed to approve the terms of the sale as set out in the Agreement for Sale and associated legal documents (appended to the part two report, Minute No.13 below referred) for the purchase of two sites in the east of Meridian Water Regeneration Area: a 10 hectare (24.5 acre) site known as Stonehill Estate (Stonehill) and a 3 hectare (c. 7.3 acres) site known as Hastingwood Estate (Hastingwood) (the Sites) complete the acquisition in accordance with the terms set out in the Agreement for Sale and associated legal documents (appended to the part two report, Minute No.13 below referred) and subject to approval of overall viability of the Meridian Water scheme.
3. Agreed to authorise the Assistant Director of Legal and Governance in consultation with the Assistant Director of Regeneration and Planning, and the Assistant Director of Property to complete the legal requirements to enable entering into the Conditional Agreement for Sale and exchange and complete contracts subject to approval of overall viability of the Meridian Water scheme.
4. Noted that the recommendations for approval of all expenditure associated with the purchase of the Sites could be found in the part two report; Minute No.13 below referred.

**Reasons:** The detailed reasons were set out in section 5 of the report and listed below:

- The acquisition of the Sites would enable the Council to exercise control over a key plot of the land within the Meridian Water Masterplan area, which would help accelerate housing delivery.
- To provide a greater level of certainty over the timescales associated with the development of Meridian Water and to increase developer and stakeholder confidence in the delivery of the Masterplan.
- The purchase of the Sites would underpin the delivery of the Meridian Water Housing Zone and this land could support a mixed use development at a later date, including providing the land for c. 2,200 homes, subject to the adoption of the current proposed submission Edmonton Leaside Area Action Plan.
- To provide an important opportunity to bring forward both meanwhile and permanent development that could begin to release the economic potential of Meridian Water, create jobs and spearhead investment in the area. The e-commerce centre proposed for the northern part of Stonehill could be brought forward at a very early stage creating over

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1,000 new jobs and proving a major catalyst for economic regeneration in this part of the borough.

**(Key decision – reference number 4442)**

**7**

**ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

NOTED, that there were no items to be considered at this meeting.

**8**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**9**

**MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 26 April 2017 be confirmed and signed by the Chair as a correct record.

**10**

**ENFIELD STRATEGIC PARTNERSHIP UPDATE**

NOTED, that there were no written updates to be received at this meeting.

**11**

**DATE OF NEXT MEETING**

NOTED, that the next meeting of the Cabinet was provisionally scheduled to take place on Wednesday 21 June 2017, subject to approval of the Council's calendar of meetings for 2017/18 at the Annual Council meeting on 10 May 2017.

**12**

**EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the item listed on part 2 of the agenda on the grounds that it involves the likely disclosure of 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 Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

**13**

**MERIDIAN WATER: LAND ACQUISITION**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Regeneration and Environment (No.264).

NOTED

1. That Report No.263 also referred as detailed in Minute No.6 above.
2. Members' questions were sought on the recommendations set out in the report and a full and detailed discussion followed on all aspects of the proposed land acquisition.
3. The current terms on which the land was to be acquired and the planning restrictions in place with regard to designated Strategic Industrial Land. Members noted the on-going discussions that were currently taking place with regard to the potential future commercial and residential uses of the sites in question, as set out in the report. Members were advised of the terms of the purchase based on existing uses and the valuations which had been carried out in support of the proposed purchase price. The potential future financial implications for the Council were discussed, as set out in the report.
4. The detail of the valuations and purchase report undertaken as set out in section 3.6 of the report. The recommended purchase price reflected the value of existing use as industrial, considering all current planning permissions. Councillor Sitkin emphasised the prudent approach that was being taken and, reiterated the potential implications of the on-going discussions with the GLA in moving forward with the future designated use of the sites in question.
5. Members highlighted the need for a holistic approach to the Meridian Water development to be taken. It was reiterated that the purchase was based on existing designated use and the timeframes for the overall development were outlined. The long-term aspirations were highlighted.
6. The importance of the Council having control over the future potential uses of the sites in question to support the overall aspirations of the Meridian Water development. The financial implications for the Council would be positive in considering the range of potential future uses of the land. Members were advised of the potential future uses of the sites in question by the current Seller should the Council not proceed with the acquisition. This could not only have a negative impact on the overall Meridian Water development proposals but would also potentially have a future financial impact on the value of the land.

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7. James Rolfe (Executive Director of Finance, Resources and Customer Services) outlined the detailed revenue and capital financial implications for the Council in proceeding with the land acquisition which would be within the Council's prudential borrowing thresholds. The issue of potential meanwhile income was also addressed. Members discussed the annual revenue income predictions of both sites and the benefits that this could present for the Council. It was anticipated that there would be no adverse impact on the Council's revenue position, as detailed in the report.
8. That following the previous deferral of the decision from the Cabinet meeting on 26 April 2017, further due diligence work had been undertaken as requested by Members. Financial due diligence was ongoing to confirm the overall viability of the Meridian Water scheme, as highlighted in the recommendations of the report and set out in the decisions below.
9. Councillor Taylor requested that recommendation 2.1 of the report be amended to include "in consultation with the Executive Director of Regeneration and Environment and the Executive Director of Finance, Resources and Customer Services"; as reflected in decision 1 below and in the decisions of the part one report (Minute No.6 above referred).
10. That the decisions included a recommendation to full Council for an additional capital fund to be made available to the 2017/18 capital programme to support the acquisition, decision 3 below referred. Excluding the recommendation to Council, the decisions taken would be subject to the Council's call-in processes.

**Alternative Options Considered:** NOTED, that the part one report (Minute No.6 above referred) addressed the alternative option of acquiring the Sites by CPO and acquiring the Sites at a later date. The part two report addresses the risks, as set out in full in section 4 of the report.

**DECISION:** The Cabinet

1. Noted that the decisions below were subject to the demonstration of overall viability of the Meridian Water scheme. Cabinet agreed that authority to approve the overall viability be delegated to the Cabinet Member for Economic Regeneration and Business Development and the Cabinet Member for Finance and Efficiency in consultation with the Executive Director of Regeneration and Environment and the Executive Director of Finance, Resources and Customer Services. Subject to confirmation of the overall viability, the decisions below were recommended.
2. Agreed to authorise and approve the purchase of the Stonehill Industrial Estate (Stonehill) and Hastingwood Industrial Estate (Hastingwood) for a total price, detailed in recommendation 2.2 of the

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report (exclusive of VAT) plus SDLT and fees as detailed in recommendation 2.2 of the report.

3. Agreed to recommend to Council that the existing capital funding allocation for the Meridian Water programme be re-profiled to accommodate the immediate requirement and an additional capital fund, as set out in recommendation 2.3 of the report, be made available to the 2017/18 Capital Programme to support the acquisition.
4. Agreed to authorise the release of the sum detailed in recommendation 2.4 of the report (+VAT) for the purchase of Stonehill. The structure of the payment was as set out in recommendation 2.4 of the report including the deposit, payment on completion and, payment 12 months following completion.
5. Agreed to recommend that the Council Opt to Tax for the Stonehill Site. Confirmation had been received that Seller had elected to tax. This would allow the Council to recover the sum detailed in recommendation 2.5 of the report, in VAT liability. It also meant that the Council would charge VAT on future sales and leases at the Site.
6. Agreed to authorise the release of the sum detailed in recommendation 2.6 of the report, for the purchase of Hastingwood (subject to existing long leases). The structure of the payment was as set out in recommendation 2.6 of the report.
7. Noted that Hastingwood would be purchased on the basis of a Transfer of Ongoing Concern (TOGC) and therefore VAT was not payable on the purchase of this Site.
8. Agreed to delegate authority to the Cabinet Member for Economic Regeneration and Business Development and the Cabinet Member for Finance and Efficiency, in consultation with the Executive Director of Regeneration and Environment and the Executive Director of Finance, Resources and Customer Services, to authorise and approve the purchase of the 1.09 acre site known as "The Triangle" site, if the option to acquire this Site from the Seller became available at market value.
9. Agreed to delegate authority to the Cabinet Member for Economic Regeneration and Business Development and Cabinet Member for Finance and Efficiency, in consultation with the Executive Director of Regeneration and Environment, and Executive Director of Finance, Resources and Customer Services to approve the meanwhile strategy for Stonehill that would be recommended following further detailed appraisal of options and Due Diligence.

**RECOMMENDED TO COUNCIL** that the existing Capital funding allocation for the Meridian Water programme be re-profiled to accommodate the immediate requirement and an additional capital fund, as set out in

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recommendation 2.3 of the report, be made available to the 2017/18 Capital Programme to support the acquisition.

**Reason:** NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

**(Key decision – reference number 4442)**



## LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017

**MINUTES OF THE MEETING OF THE LOCAL PLAN CABINET SUB-COMMITTEE  
HELD ON WEDNESDAY, 3 MAY 2017****COUNCILLORS****PRESENT** Alan Sitkin, Daniel Anderson and Ayfer Orhan**Associate Cabinet Member (Non-Executive and Non-Voting):** George Savva (Enfield South East)**ABSENT** Ahmet Oykenner**OFFICERS:** Peter George (Assistant Director, Regeneration and Planning), Gerry Ansell (Planning Policy Team Leader), Andrew Slaney (Senior Urban Designer), Neeru Kareer (Planning Policy Officer), Isha Ahmed (Principal Planner) and Deniz Nisancioglu (Planning Officer), Jacqui Hurst (Secretary)**ALSO ATTENDING:** Councillor George Savva (Associate Cabinet Member)  
Councillor Vicki Pite – (Associate Cabinet Member)**1  
APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Ahmet Oykenner (Cabinet Member for Housing and Housing Regeneration).

**2  
DECLARATION OF INTEREST**

NOTED, that there were no declarations of interest in respect of any items listed on the agenda.

**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 and Meetings) (England) Regulations 2012 with the exception of the Annex to Report No.261 – Enfield Town Master Plan – Draft for Public Consultation (Minute No.4 below referred).

**AGREED**, that this report and annex be considered at this meeting.

**LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017**

The Chair varied the order of the agenda and considered Report No.262 – Endorsement of Monitoring Report 2015/2016 and Housing Trajectory 2016 at this point in the meeting (Minute No.5 below refers). The minutes reflect the order of the published agenda.

**4**

**ENFIELD TOWN MASTER PLAN - DRAFT FOR PUBLIC CONSULTATION**

Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) introduced the report of the Executive Director of Regeneration and Environment (No.261) outlining the context for the Enfield Town Master Plan, its scope and broad content alongside the intended timetable for consultation and adoption as a Supplementary Planning Document.

Councillor Sitkin welcomed Anthony Benson (Allies and Morrison Urban Practitioners) and Martyn Saunders (GVA) to the meeting and invited them to present the Enfield Town Master Plan Framework to the Sub-Committee. The presentation included the highlights detailed below; following the introduction and overall vision:

**The Objectives of the Master Plan**

- More People
- More Jobs
- More Liveable
- More Connected
- More Markets and Street Life
- More Evening Activity

The objectives above were outlined and the proposals for meeting the objectives were explained. Enfield Town had been broken down into character areas for further consideration:

**Character Areas**

- Enfield Chase – infill, intensification and secondary retail
- Centre West – Chase Green Gardens, community and office campus
- Centre North – Community heart, sensitive townscape
- Core Centre – Core retail consolidation
- Enfield Town – Regeneration and growth

A range of interventions and actions were proposed which together would uplift Enfield Town as a whole. The importance of successfully adapting to change was outlined, for example, the increase in on-line shopping and development of large retail centres such as Westfield. There was a need to develop an ongoing role for town centres. A range of activities were suggested.

## LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017

### Opportunities

- Support and promote expansion of the evening economy and leisure activities
- Encourage town centre living
- Support the clustering of employment activity at the Chase side of town
- Reinforce East-West links in the town centre
- Maximise the blue and green assets and heritage and market town character

### Key Moves

- Environmental and parking management. Members discussed the need for a clear parking strategy for Enfield Town. The Chair reported the view of Councillor Taylor, Leader of the Council, regarding parking concerns. The Cycle Enfield initiative was also highlighted.
- Investment at Enfield Town.
- Diversification of the Centre, for example, the aspiration to support the evening economy.
- Strengthening attraction of the west. Discussions were continuing on potential sites.
- Ongoing infill opportunities
- Long term investment east of Enfield Town.

Illustrations were provided to the Sub-Committee at the meeting.

### Development Sites

Members were provided with information on 18 potential development sites, as outlined in the draft master plan document. The sites had been shown on a phased delivery basis for short, medium and long-term developments. Any development would need to be undertaken within design and planning guidance principles and on a controlled basis as opportunities came forward in the future.

Members discussed the potential individual development sites as set out in the document and noted the discussions that were ongoing with other interested parties. The master plan document would support future engagement with key landowners in looking at future development opportunities to support the overall objectives for Enfield Town. It was noted that the sites were a mixture of privately and council owned.

The presentation concluded by outlining to the Sub-Committee the proposed next steps in moving forward.

NOTED, in response to the above presentation,

1. That following a period of public consultation, comments received would be reviewed and appropriate amendments made. A revised document would then be presented to the Local Plan Cabinet Sub-Committee prior to formal adoption.

**LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017**

2. The Council would continue to support local businesses and engage with key partners and landowners as opportunities arose.
3. Councillor Sitkin was pleased to note the progress which had been made to date and invited Members' comments and questions.
4. Councillor Savva highlighted the growth of on-line shopping and its potential impact on the future viability of town centres. Peter George (Assistant Director – Regeneration and Environment) outlined the measures that were being taken forward including a review of the relevant planning policies with regard to use of sites to ensure that they were not too restrictive and, to allow the development of wider retail experiences to support social and cultural experiences.
5. Councillor Orhan raised a number of specific points of clarification within the master plan document and highlighted the need to ensure that the wording used throughout the document did not restrict or limit future development opportunities and creative solutions. Opportunities should be maximised and areas of space utilised. The master plan should clearly convey the ambitions of the framework and reflect the overall vision for the future of Enfield Town. Councillor Orhan highlighted the need for the vision to be conveyed with all of the individual development proposals being brought together for a holistic approach going forward.
6. In response, Councillor Sitkin, noted that the master plan was intended to show the potential developments on an operational, phased basis. Whilst the overall vision was incorporated within the document he agreed that a more explicit statement could be added at the beginning of the master plan. There were a number of overall elements that could be brought together such as public realm opportunities and Cycle Enfield.
7. Councillor Anderson, whilst supporting the visions within the draft master plan framework highlighted the need for case studies of similar town centre developments and evidence that such practical transformation projects were successful. Councillor Anderson whilst supporting the aspirations within the masterplan emphasised the need for clear evidence that such approaches had led to successful developments in other areas. The complexity of the proposals and range of partners/agencies involved was acknowledged. In response Peter George (Assistant Director – Regeneration and Environment) stated that whilst it would be possible to identify areas that had been successfully revitalised, case studies would not reveal the extent to which a master plan had been influential.
8. In moving forward, it was explained that the Enfield Town Master Plan would be used in the future to encourage land owners and key partners

**LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017**

to come forward with development proposals for their own sites and, to encourage private investment.

9. A further discussion took place on the overall vision for Enfield Town and what would make Enfield a “great place to visit in the future.” A robust approach was required. In response to issues raised, it was noted that the master plan was evidence based and the viable uses to meet future trends had been taken into consideration in moving forward. A balanced approach was outlined over the short, medium and long term.
10. Councillor Sitkin concluded the discussion and acknowledged the issues which had been raised. Whilst Members endorsed the document for consultation, modifications would be required prior to the consultation starting. It was noted that due to the purdah restrictions, the public consultation period would not begin until after the General Election on 8 June 2017.
11. In accordance with recommendation 2.2 of the report, the draft document would be amended in the light of Members’ comments including the addition of an overall thematic vision at the beginning of the document. The amended document would be circulated to Members of the Sub-Committee for agreement prior to proceeding to public consultation.
12. The Sub-Committee endorsed the overall substance of the Master Plan subject to modifications discussed at the meeting, for agreement by the Cabinet Member for Economic Regeneration and Business Development, following consultation with the other members of the Sub-Committee. The modifications to include incorporating an introduction and conclusion, and a review of the wording used throughout the document in the light of comments made.
13. In addition, in response to Councillor Anderson’s request, Peter George (Assistant Director – Regeneration and Environment) undertook to carry out appropriate research, beyond the scope of the Master Plan document, into the successful delivery of such proposals and interventions in other locations.

**Alternative Options Considered:** NOTED, that having an adopted Framework Master Plan for the area provided the context by which decisions on development could be guided. This was essential to support the Council’s regeneration programme, for on-going as well as future investment opportunities. The need to bring forward a masterplan for Enfield Town was seen as a planning tool to deliver the commitment as set out in the Council’s adopted Core Strategy, Core Policy 42. This policy emphasised the need to complement existing regeneration programmes with physical and public realm enhancements.

**LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017**

**DECISION:** The Local Plan Cabinet Sub-Committee agreed

1. To endorse, subject to required modifications as detailed above, the Proposed Consultation Draft Enfield Town Framework Master Plan Supplementary Planning Document and approved for publication, under Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012, and thereafter be subject to a statutory period of public consultation.
2. In consultation with the Cabinet Member for Economic Regeneration and Business Development, and other members of the Sub-Committee, that the Executive Director – Regeneration and Environment be delegated authority to make appropriate changes to the Consultation Draft version of the Enfield Town Framework Master Plan Supplementary Planning Document and undertake any further consultation required.
3. That required changes of a substantive nature be referred back to the Local Plan Cabinet Sub-Committee for consideration and formal adoption.

**Reason:** To agree that consultation be undertaken and the Enfield Town Framework Master Plan Supplementary Planning Document proceeds so it might fulfil the following aims: To promote much needed new homes which in turn would drive town centre vitality; supporting the Phase 1 of the Master Plan as set out; providing a planning framework against which the Council could determine planning applications within Enfield Town; providing a tool with which the Council could measure and assess the regeneration and growth of the town; and, giving the Council, Landowners, and Stakeholders the confidence of having a long-term planning approach to Enfield Town.

**(Key decision – reference number 4221)**

**5**

**ENDORSEMENT OF MONITORING REPORT 2015/2016 AND HOUSING TRAJECTORY 2016**

Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) introduced the report of the Executive Director of Regeneration and Environment (No.262) seeking approval of Enfield's Local Plan Monitoring Report 2015/16 and Housing Trajectory 2016 for publication.

NOTED

1. That, modifications were required to the report prior to publication. Members of the Sub-Committee would submit their comments on the document to relevant officers for co-ordination. The Sub-Committee agreed to delegate approval of the final report to the Cabinet Member for Economic Regeneration and Business Development, as Chair of the Sub-Committee, for publication, following consultation with other

**LOCAL PLAN CABINET SUB-COMMITTEE - 3.5.2017**

Members of the Sub-Committee and the Assistant Director – Regeneration and Environment.

**Alternative Options Considered:** None considered as the preparation of the monitoring report was a legal requirement.

**DECISION:** The Local Plan Cabinet Sub-Committee agreed to delegate approval of the final version of Enfield's Local Plan Monitoring Report 2015/16 and Housing Trajectory 2016 for publication, to the Cabinet Member for Economic Regeneration and Business Development, in consultation with the other members of the Sub-Committee and the Assistant Director – Regeneration and Environment.

**Reason:** Preparation of the monitoring report was a statutory requirement.  
(Non key)

**6**

**MINUTES OF PREVIOUS MEETING**

**AGREED**, that the minutes of the previous meeting of the Local Plan Cabinet Sub-Committee held on 22 November 2016 be confirmed and signed by the Chair as a correct record.

**7**

**DATES OF FUTURE MEETINGS**

**NOTED**, that this was the last meeting of the Sub-Committee in the current municipal year. Dates for the next municipal year would be agreed as part of the Council's calendar of meetings at the Annual Council meeting on 10 May 2017.



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