



Contact: Jacqui Hurst  
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## THE CABINET

**Wednesday, 13th September, 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.

Dinah Barry (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 of the agenda.

## **DECISION ITEMS**

### **3. URGENT ITEMS**

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.

### **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 agree that the following report be referred to full Council:

1. Report No.49 – Scrutiny Annual Work Programme 2017/18

### **6. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE (Pages 1 - 24)**

#### **6.1 SCRUTINY ANNUAL WORK PROGRAMME 2017/18**

A report from the Overview and Scrutiny Committee is attached. (Non-key)

(Report No.49)  
(8.20 – 8.25 pm)

## **6.2 HOUSING REPAIRS SCRUTINY WORKSTREAM**

A report from the Housing Repairs Scrutiny Workstream is attached.  
(Non – key)

(Report No.50)  
(8.25 – 8.30 pm)

## **6.3 CALL-IN: MERIDIAN WATER STATION UPDATE AND BUDGET (DECISION TAKEN BY CABINET ON 26 JULY 2017, PUBLICATION OF DECISION LIST NO.16/17-18 ISSUED ON 28 JULY 2017)**

To note, for information, that at its meeting on 14 August 2017, the Overview and Scrutiny Committee considered a call-in of the above Cabinet decision and, agreed to confirm the original Cabinet decision.

## **7. REVENUE MONITORING REPORT 2017/18: JULY 2017 (Pages 25 - 40)**

A report from the Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4544)**

(Report No.51)  
(8.30 – 8.35 pm)

## **8. LOCAL HERITAGE REVIEW (Pages 41 - 60)**

A report from the Executive Director of Regeneration and Environment is attached. **(Key decision – reference number 4321)**

(Report No.52)  
(8.35 – 8.40 pm)

## **9. SECTION 75 AGREEMENT: APPROVAL OF REVISIONS FOR 2017/18 (Pages 61 - 68)**

A report from the Executive Director of Health, Housing and Adult Social Care is attached. **(Key decision – reference number 4488)**

(Report No.53)  
(8.40 – 8.45 pm)

## **10. EDMONTON CEMETERY EXTENSION (REVISED APPROACH) (Pages 69 - 84)**

A report from the Executive Director of Regeneration and Environment is attached. **(Key decision – reference number 4558)**

(Report No.54)  
(8.45 – 8.50 pm)

## **11. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 85 - 88)**

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

**12. MINUTES** (Pages 89 - 98)

To confirm the minutes of the previous meeting of the Cabinet held on 26 July 2017.

**INFORMATION ITEMS**

**13. ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**14. DATE OF NEXT MEETING**

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 18 October 2017.

**CONFIDENTIAL ITEMS**

**15. 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. 49

### MEETING TITLE AND DATE:

OSC – 6 September 2017  
 EMT -15 August 2017  
 Cabinet -13 September 2017  
 Council -19 September 2017

<b>Agenda - Part:</b> 1	<b>Item:</b> 6.1
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### Subject:

SCRUTINY WORK PROGRAMME 2017/18

WARDS: None Specific

### REPORT OF:

Overview & Scrutiny Committee

Contact officer and telephone number:

Claire Johnson Governance & Scrutiny Manager Tel: 020 8379 4239

e-mail: [Claire.johnson@enfield.gov.uk](mailto:Claire.johnson@enfield.gov.uk)

## 1. EXECUTIVE SUMMARY

- 1.1 This report and Appendix 1 & 2 sets out the Scrutiny work programmes and workstreams for 2017/18 for the Council's Overview & Scrutiny Committee (OSC), Health Standing Panel and Crime Standing Panel.
- 1.2 The Council's Constitution requires that the work programme proposed by OSC is adopted by Council on the recommendation of the Overview & Scrutiny Committee, following consultation with the Cabinet and the Executive Management Team (EMT).

## 2. RECOMMENDATIONS

- 2.1 Cabinet is being invited to comment on the Overview & Scrutiny Committee proposed work programme and workstreams for 2017/18, prior to approval by Council.

## 3. BACKGROUND

- 3.1 The Overview and Scrutiny Committee sets its own work programme for the year, taking into consideration wider consultation with Cabinet, EMT, and stakeholders.

3.2 OSC consists of one overarching Overview & Scrutiny Committee, 2 Standing Panels on Health and Crime, with an OSC Chair and 5 members, 4 majority and 2 opposition. Each member of the committee will lead on a workstream, or Standing Panel, therefore there will be up to 4 workstreams operating at any one time, with the option of an additional workstream if the Chair decides to lead on an area.

3.3 Workstreams, being task and finish groups, vary in their duration with some being more condensed than others. Therefore, to enable a wider span of effective coverage in each municipal year, subject to support resource capacity, OSC has an ongoing 'waiting list' of pre-agreed additional topics or themes ready to replace workstreams once they have been fully concluded. This provides continuity and ensures that a forward plan is in place from the start of and for the whole of the forthcoming year.

#### **4.0 Overview & Scrutiny Committee**

4.1 OSC met on the 25 May 2017 and agreed the work programme and workstreams for 2017/18. The OSC work programme and the Crime and Health standing panel workstreams are shown in Appendix 1. The agreed workstreams are shown in Appendix 2.

4.2 Membership of the workstreams will be agreed with the OSC leads and party whips, allocating non-executive councillors to the workstreams who have expressed an interest in undertaking scrutiny in those areas. Membership of the workstreams is cross party and will reflect political proportionality. However membership numbers can be flexible on the workstreams, and once the workstream has finished, the membership is disbanded.

#### **5.0 Engagement**

5.1 The Protocol to engage and involve Directors, Chairs of Boards, statutory bodies and other key stakeholders was previously agreed by EMT. Therefore EMT is consulted, and the Scrutiny work programme will be an item for information on the agenda for the Health & Wellbeing board and the Safer and Stronger Communities Board. In addition, the work programmes will be sent to key stakeholders such as Health, the Police, CCG, and EVA.

5.2 Cabinet is asked to note that before beginning its work, each workstream will agree a scope for the review including:

- Terms of reference
- Desired outcomes
- Key stakeholders
- Training/information required for members to prepare for the review
- Timescale for the review
- Resources required (member and officer)
- Co-optees

## **6. COMMENTS FROM EMT**

- 6.1 EMT noted the Scrutiny work programme and agreed that in addition to the items that were listed, there should be an item on fire safety following the Grenfell Tower fire. It was agreed that major reports should go through Scrutiny and a process for this would be reviewed.

## **7. REASONS FOR RECOMMENDATIONS**

To comply with the requirements of the Council's Constitution, as the work programme has to be formally adopted by Council. In addition, scrutiny is essential to good governance, and enables the voice and concerns of residents and communities to be heard, and provides positive challenge and accountability.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

No other options have been considered as the Overview & Scrutiny Committee is required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

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

### **9.1 Financial Implications**

There are no financial implications associated with the recommendations in this report however, should any costs be incurred in undertaking the Scrutiny work programme this is expected to be contained within existing budgeted resources.

### **9.2 Legal Implications**

The recommendations within this report for adoption of the annual Scrutiny Workstream Programme are lawful and will help support the Council in meeting its statutory obligations for effective overview and scrutiny.

The Council has statutory duties within an existing legal framework to make arrangements for scrutiny of its decisions and service delivery and the areas of crime and health, which are covered within these recommendations.

The setting of the annual Scrutiny Workstream Programme is a matter for the Council, following consultation with directors, members and key stakeholders within an agreed protocol. These requirements are set out in the Council's Constitution.

The Council should consider its ongoing duties under the Equality Act to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share

a protected characteristic and those who do not and consider how its decisions will contribute towards meeting these duties.

### **9.3 Key Risks**

There are no key risks associated with this report. Any risks relating to individual scrutiny workstreams will be identified and assessed through the scoping process.

## **10 IMPACT ON COUNCIL PRIORITIES**

### **10.1 Fairness for All**

OSC will monitor the scrutiny work programme to ensure that it addresses issues affecting a wide range of Enfield residents and that services provided are fair and equitable.

### **10.2 Growth & Sustainability**

As part of the approach towards scrutiny, reviews will consider issues relating to sustainability.

### **10.3 Strong Communities**

OSC will ensure that the work programme continues to include active participation from residents and that reviews contribute to building strong communities.

## **11. EQUALITIES IMPACT IMPLICATIONS**

Equalities impact assessments relating to individual scrutiny workstreams and their recommendations will be assessed through the scrutiny process.

## **12. PERFORMANCE MANAGEMENT IMPLICATIONS**

OSC will monitor the work programme and ensure that review recommendations are acted on and implemented by departments.

## **13 PUBLIC HEALTH IMPLICATIONS**

There are no direct public health implications of this report, but rather what happens as a result of scrutiny.

### **Background Papers**

None.

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**OSC WORK PROGRAMME 2017/18**

<b>WORK</b>	<b>Lead Officer</b>	<b>25 May - planning session</b>	<b>11 July- joint with Crime</b>	<b>25 July</b>	<b>6 Sept</b>	<b>*12<sup>th</sup> Oct</b>	<b>8 Nov- joint with Health</b>	<b>18 Jan</b>	<b>22 Feb</b>	<b>*13 March</b>	<b>11 April</b>
<b>Date papers to be with Scrutiny Team</b>		-	30 <sup>th</sup> June	14 <sup>th</sup> July	28 <sup>th</sup> August	2 <sup>nd</sup> Oct	30 <sup>th</sup> Oct	8 <sup>th</sup> Jan	12 <sup>th</sup> Feb		30 <sup>th</sup> March
<b>Specific Topics</b>											
Meridian Water	Peter George					Report					
Knife Crime (Joint meeting with Crime Scrutiny)	Andrea Clemons/ Paul Sutton		Report							Update from Crime Panel	
Delayed Transfer of Care (Joint meeting with Health Panel)							Report				
Retail in Town Centres						Report					
Planning Enforcement									Report		
Chief Executive and Leader – LBE Strategic Overview										Report	
Air Quality							Report				
Contract Compliance										Report	
Pre-decision Scrutiny					Housing Allocations Policy						
<b>Standing Items</b>											

WORK	Lead Officer	25 May - planning session	11 July-joint with Crime	25 July	6 Sept	*12 <sup>th</sup> Oct	8 Nov-joint with Health	18 Jan	22 Feb	*13 March	11 April
Date papers to be with Scrutiny Team		-	30 <sup>th</sup> June	14 <sup>th</sup> July	28 <sup>th</sup> August	2 <sup>nd</sup> Oct	30 <sup>th</sup> Oct	8 <sup>th</sup> Jan	12 <sup>th</sup> Feb		30 <sup>th</sup> March
Children's and Young People's Issues	Tony Theodoulou			Adoption Regionalisation	Monitoring items: Fostering/ Adoption/IRO/ LADO reports Annual LSCB Report			Adoption Reg. Business Case	School Places Education Attainment SEND	Troubled Families	Homeless 16/17 yr olds
<b>Monitoring/update</b>											
Budget Meeting	James Rolfe							Budget meeting			
Equalities & Diversity	Ilhan Basharan								Report		
Annual Corporate Complaints									Report		
CE Task Group	Grant Landon			Update							
Quarterly Performance	Joanne Stacey										
Safe Guarding Annual report-Adult Services	Marion Harrington & Sharon Burgess										Report
<b>Work Programme</b>											
Setting the Overview & Scrutiny Annual Work Programme 2017/18	Claire Johnson			Agree Work Programme							

WORK	Lead Officer	25 May - planning session	11 July- joint with Crime	25 July	6 Sept	*12 <sup>th</sup> Oct	8 Nov- joint with Health	18 Jan	22 Feb	*13 March	11 April
Date papers to be with Scrutiny Team		-	30 <sup>th</sup> June	14 <sup>th</sup> July	28 <sup>th</sup> August	2 <sup>nd</sup> Oct	30 <sup>th</sup> Oct	8 <sup>th</sup> Jan	12 <sup>th</sup> Feb		30 <sup>th</sup> March
Selection of New Workstreams for 2017/18 and 2018/19	Claire Johnson	Review and Approve Workstreams 17/18									Consider New workstreams 18/19
Workstreams Update (standing and time-limited)	Claire Johnson										
Scrutiny Workstream Reports											
Agenda Planning	Andy Ellis										

Note: Provisional call-in dates:- 20<sup>th</sup> June, 10<sup>th</sup> August, 14<sup>th</sup> September, 9<sup>th</sup> November, 7<sup>th</sup> December, 21<sup>st</sup> December, 8<sup>th</sup> February, 13<sup>th</sup> and 29<sup>th</sup> March, 5<sup>th</sup> and 19<sup>th</sup> April.\*12<sup>th</sup> October, and 13<sup>th</sup> March were originally provisional call-in dates but will now be used for business meetings. Any call-ins received will take precedence at these meetings.

### CRIME STANDING WORKSTREAM: WORK PROGRAMME 2017/2018

WORK Programme	Lead Officer	Tuesday 4 July (Work Planning)	Monday, 30 Oct	Thursday, 11 Jan	Thursday, 22 Mar
<b>Deadline for sending papers to Scrutiny Team</b>		N/A	19 <sup>th</sup> October	2nd January	13 March
<b>Panel Work Programme 2017/18 –</b> To consider the Panel work programme	Sue O’Connell	Agree work programme			
<b>Standing Items</b>					
<b>SSCB Partnership Plan &amp; Strategic Priorities</b> – To review the development of the Plan and strategic priorities for 2018 – 19.	Andrea Clemons/ Sue O’Connell		Verbal update		Progress Update –
<b>SSCB Performance Management</b> – provide a monitoring overview on performance of SSCB	Andrea Clemons/ Sue O’Connell		Monitoring Update	Monitoring Update	Monitoring Update
Update on Police numbers	Supt Tony Kelly / Sue O’Connell		Update	Update	Update
<b>Briefings, Monitoring &amp; Updates:</b>					
Changes to the policing model for London	Supt Tony Kelly/ Sue O’Connell		Report		
Knife Crime	Andrea Clemons/ sue O’Connell				Report
Prevent- looking at radicalisation	Andrea Clemons/ Sue O’Connell			Report	
ASB- kerb crawling	Andrea Clemons/ Sue O’Connell			Report	

Cannabis- open smoking on streets	Andrea Clemons/ Sue O'Connell				<b>Report</b>
CAPE's- looking at operation across the borough	Supt Tony Kelly/ Sue O'Connell		<b>Report</b>		

### HEALTH STANDING SCRUTINY WORKSTREAM: WORK PROGRAMME 2017/2018

Work Programme	Lead Officer	Wednesday 18th October 2017	Thursday 16 <sup>th</sup> January 2018	Wednesday 15th March 2018
		<b>6<sup>th</sup> October</b>	<b>5<sup>th</sup> January</b>	<b>5th March</b>
<b>Annual Items</b>				
Agree Annual Work Programme 2017/18	Andy Ellis	To agree		
NHS Trust Quality Accounts B&CF(RF), NMUH, BEHMHT, ( in liaison with NCL JHOSC)	Trust Reps			
<b>Monitoring Items</b>				
Adherence to Evidence Based Medicine – results of consultation	Graham McDougall CCG			
Paediatric assessment Unit – performance update	Graham McDougall CCG			
Commissioning Intentions 18/19 - CCG and Public Health	Graham McDougall -CCG/ Tessa Lindfield – Director of Public Health			
Integrated Models of Care	Graham McDougall CCG			
Public Health Prevention Strategies/ Inequalities	Tessa Lindfield – Director of Public Health			

Work Programme	Lead Officer	Wednesday 18th October 2017	Thursday 16 <sup>th</sup> January 2018	Wednesday 15th March 2018
<b>Deadline for sending papers to Scrutiny Team</b>		<b>6<sup>th</sup> October</b>	<b>5<sup>th</sup> January</b>	<b>5th March</b>
Chase Farm Redevelopment –progress report	Andrew Panniker- Royal Free			
Acute Adult Mental Health Pathway – The Crisis Cafe	Graham McDougall CCG			
Substance Misuse and DAAT Performance	Tessa Lindfield – Director of Public Health			
GP Access in Enfield	NHS England			

## Appendix 2

### Workstreams agreed for 2017/18

- **Human Trafficking/ Modern Slavery**
  - Lead Member: Mike Rye. Membership: Chris Bond, Pat Ekechi, Elaine Hayward, Jansev Jemal and Mary Maguire. Support Officer: Andy Ellis
- **Transport Connectivity**
  - Lead Member: Nneka Keazor. Membership: Chris Bond, Mary Maguire, Erin Celebi, Peter Fallart and one more member- tbc. Support Officer: Susan O'Connell
- **Primary School Exclusions**
  - Lead Member: Guney Dogan. Membership: Dinah Barry, Mary Maguire and 3 more members tbc. Support Officer: Susan O'Connell



## MUNICIPAL YEAR 2017/2018 - REPORT NO. 50

### MEETING TITLE AND DATE

Cabinet 13<sup>th</sup> September 2017

### REPORT OF:

Chief Executive

Contact officer and telephone number:

Susan O'Connell 020 8379 6151

E mail: susan.o'connell@enfield.gov.uk

<b>Agenda - Part: 1</b>	<b>Item: 6.2</b>
<b>Subject: Housing Repairs Scrutiny Workstream</b>	
<b>Wards: All</b>	
<b>Non key</b>	

### 1. EXECUTIVE SUMMARY

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

## **2. RECOMMENDATIONS**

Cabinet are asked to note the following recommendations (Appendix A refers):

- 2.1 The Council run a campaign using estate based communication such as Housing News to provide details to tenants of their estate managers. This information is also to be provided to Ward Councillors for use in their Ward Surgeries. (see 7.5-7.7)
- 2.2 Clear communication protocols and procedures between the Council, contractor and tenant should form part of the action plans with each contractor. (see 7.4, 7.8)
- 2.3 The Council consider phasing contracts in future to avoid all contracts starting at the same time. (see 8.1-8.3)
- 2.4 The Council undertake a detailed risk analysis/ feasibility study looking at the pros and cons of bringing the voids and the whole Repairs and Maintenance Service in-house including reviewing what other local authorities have done, what has worked and what has improved. (see 6.1-6.7, 8.4-8.10)
- 2.5 The Council run a communication campaign advising residents what to do and what to avoid in contributing to condensation problems.(see 9.2-9.4)

### **Workstream Membership**

The workstream consisted of the following Councillors:  
Cllr Kathrine Chibah (Chair), Cllr Lee Chamberlain (Vice Chair), Cllr Erin Celebi, Cllr Jansev Jemal and Cllr Mary Maguire.

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

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

## **3. BACKGROUND**

- 3.1 The scrutiny workstream was set up following reports to the Overview and Scrutiny Committee detailing concerns on the performance of the Housing Repairs Service.

- 3.2 The workstream agreed at the start that the key issues that they would like to investigate further were:
- How does the service compare today, to the previous contractors performance?
  - Enfield's outcome measures/ performance indicators, are they suitably robust?
  - The work of the Customer Voice, how are residents involved in evaluation and monitoring of performance?
  - How can performance standards be improved?
  - Should penalty clauses be invoked for poor performance? Update to be received on new strategies to deal with failures
  - The processes involved in a simple repair, serious and complex repair and for complaints
  - Review good value considerations on performance; whilst huge savings are being made if targets are not being met is this good value?
  - Review comparisons to other boroughs on historic data on performance indicators.
- 3.3 The workstream has received detailed briefings on the Housing Repairs Service, the performance of the contractors, explored the processes involved from start to completion, met with the members of the Customer Voice and undertaken a site visit to gain an overview of the difficulties involved in complex repairs.
4. **Housing Repairs Service**
- 4.1 The Repairs & Maintenance (R&M) service delivers Council Housing repairs and planned maintenance to around 13,000 properties within the borough. The Service also carries out reinstatement and compliance works to void properties (properties made vacant) in order to re-service the properties to a lettable standard to enable them to be allocated and re let as quickly as possible.
- 4.2 There are currently four term contractors (two Building (Repairs and Maintenance) contractors and two Mechanical & Electrical contractors) who deliver the majority of the works. The Council also has access to a framework of contractors to carry out specialist works (i.e. asbestos testing and removal, Legionella testing etc.) and to enable back up service for surplus volumes or re-assignment of works due to poor performance issues.
- 4.3 The service also undertakes works for the Housing Gateway programme and supports the Temporary Accommodation team in delivering voids reinstatement works and responsive repairs for the private sector landlord (PSL) properties throughout the borough.
- 4.4 The current contracts are for a five year period and came into force on 1 May 2015. The contract award was weighted towards price and

substantial savings on the cost of the contract have been delivered to date.

- 4.5 The workstream heard that the new contract is delivered via a paperless system designed to be streamlined and minimize staff involved. The contract had a very short mobilisation period of eight weeks. Normally, an extensive contract of this size with new areas and significant IT upgrades would require a mobilisation period of between six and nine months. This contract was awarded in March 2015 and the reintegration of Enfield Homes back into the Council also took place in this month.

5. Performance

- 5.1 The workstream was advised that the Council has recently re-joined Housemark. Housemark is a recognised provider of business intelligence and comparative data analysis across all London Boroughs and many London housing providers. As Enfield had previously been a member till 14/15, benchmarking comparison with other local authorities is only available up to this time; however going forward this information will be available.

- 5.2 Officers advised that the performance indicators (PI's) used by the Council are standard to those in use by other local authorities across the country. However, it is difficult to compare the performance of five years ago with today as the types of PI's measured then are not comparable with today's PI's.

- 5.3 Members compared performance in Enfield over a 4 year period noting that since the start of the contract performance has been below the contractual targets for all four contractors until relatively recently.

- 5.4 The performance over the first year in particular, provided cause for concern. Officers advised that during this time and in addition to the extensive liaison that already takes place including a minimum one operational meeting and further monthly individual performance meetings with each contractor; the local authority held regular meetings, a number of ad-hoc meetings and conducted additional workshops in an attempt to work through problems, review processes/working practices and IT requirements to improve performance and assist to help the contractors achieve targets. The Council also changed some of its processes to assist the contractors.

- 5.5 Members were informed that the Council has the ability to issue penalty notices as part of the contract. However, it was felt it unfair to

invoke these in the first year; and better that failures are acknowledged instead. Had the Council of gone down this route then 3 out of 4 contractors would have had areas of work removed. The penalties are based on historic performance so that should a contractor fail or the service is below par aspects of the contract could be removed and put with a better contractor. Financial penalties were issued from summer 2015, but not removal of contract areas.

- 5.6 The Council instead focussed on strategies to improve performances; developing action plans with each of the contractors to drive up performance and deal with areas of concern. As part of this process the local authority looked at its own processes to improve issues around payment, IT and contract management.
- 5.7 The action plans contain commitments from both the local authority and the contractors to jointly contribute to enabling performance and sustainability.
- 5.8 The workstream heard that the Council considered that closer working with the contractor and acknowledging its own issues has yielded better results than the issuing of penalty notices and assisted in building a constructive relationship going forward. All four contractors have improved performance; with significant improvements made with both M & E contractors and one of the Building contractors. The performance now is broadly in line with that of the previous contractors, other than the performance of the term contractors on voids which is detailed later in the report.
- 5.9 The workstream suggest that the action plans remain in place for the duration of the contract to continue to drive performance upwards and identify and deal quickly with any areas of concern.

## 6. Voids

- 6.1 Enfield has a large number of voids amounting to approximately 500-700 per year and it is important that these are turned around quickly to help minimise costs in temporary accommodation. All voids works are undertaken by the two Building Contractors.
- 6.2 This performance has been consistently poor from the start with both term contractors being suspended from undertaking any new voids works in August 2015.
- 6.3 Officers advised that the Voids team has had to source alternative non term contractors through the London Tender Portal in order to ensure continuity of customer service and minimal delays in turnaround times.

Each void is currently competitively tendered, this does cost slightly more as the building contractors priced exceptionally low, but it does enable each void to be tested for value for money. Whilst this is neither ideal nor sustainable voids are being turned around, providing a better performance in a quicker timescale than under either of the term contractors.

- 6.4 The local authority has attempted numerous strategies to improve this position. However, unfortunately these have all had minimal effect.
- 6.5 The workstream were advised that the exceptionally low pricing structure that the contractors bid is the main reason for difficulties with voids.
- 6.6 Voids work was re-introduced to both term contractors in November 2015 however performance did not improve. The contractors were unable to complete the works to the required quality and turnaround times.
- 6.7 The phased reintroduction of void works to the term contractors has been planned and attempted on other occasions. However, Framework contractors are continuing to deliver the significant majority of voids and whilst this has enabled standards to be maintained and re let times managed a more sustainable structured approach is needed for delivery of voids in the future.

## 7. The Customer Voice

- 7.1 The Customer Voice is one of the borough's strategic tenants and leaseholders' representative organisations. The Customer Voice receives regular updates on repairs performance at their bi monthly meetings. Officers and Heads of Service are also sometimes invited along to carry out presentations on specific issues that the Customer Voice wants to discuss. The CV has both a strategic function as well as decision-making powers for Estate Improvement Projects programme. The Customer Voice service provision and influence policies and standards across council housing.
- 7.2 The workstream members were invited to attend a Customer Voice meeting to discuss the Repairs and Maintenance Service.
- 7.3 Workstream Members heard some very positive comments and examples of where the service received had been very good.
- 7.4 Members of the Customer Voice stated that their main cause of frustration was issues of communication; they felt that there was a lack of communication between the Council, tenant and the contractor. They understood that there might be delays or issues due to lack of

resources, but this must be communicated back to them. Tenants felt that they should not need to be chasing up information.

- 7.5 Communication was also raised again and they felt that there was inconsistency across the borough; with issues being experienced and taking much longer to resolve in areas where the Housing and Estate Officers were not known to the residents. Attending officers from the Council advised both workstream and Customer Voice members that there had been a large turnover of staff and had been vacancies in some of these positions. However there had been improvements and officers stated that the Council should be able to publicise the name of the relevant Estate Managers and Housing Officers in the near future.
- 7.6 Members were also advised by the Housing Programme Manager that early indications from the Tenant Satisfaction Survey are that this issue was also raised there with people expressing concerns that they do not know who their estate manager is. Ward councillors similarly confirmed that this concern is raised with them at their ward surgeries.
- 7.7 Members felt that a communication campaign using estate based communication providing details of the estate managers would be very helpful. This information to also be provided to Ward councillors for use in their Ward Surgeries.
- 7.8 Members also felt that clear communication protocols/procedures between the Council, contractors and tenant should form part of each of the action plans.
8. Future options
  - 8.1 The Workstream discussed possible future options for the service. This is something that the Council would need to start to consider well in advance of the expiry of the current contract in 2020.
  - 8.2 Looking towards the future, the workstream felt that whilst they appreciate that any new contract will be weighted on price, this is a false economy if the prices for any part of the contract are unrealistic and undeliverable. This appears to be what has happened with the voids part of the contract. The workstream would suggest that as part of the procurement process of any new contract, there is an evidenced reality check to ensure that the pricing in the contract is both affordable and deliverable.
  - 8.3 Members felt that given the issues that have been experienced in the first year with all 4 contractors that as part of any new contract the Council should consider phasing the contracts so that all of them are not starting at the same time.

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

9. Other Findings

- 9.1 The workstream discussed the sort of repairs that are commonly undertaken by the service.
- 9.2 Members heard that condensation is one of the main issues making up a significant proportion of all pre inspections. Whilst the workstream were advised that overcrowding can and does contribute to this, many properties experience problems and the lifestyles of the residents also contribute to this issue.



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

9.4 Members felt it would be helpful if there was a communications campaign advising what to do and what to avoid in contributing to condensation.

**10. ALTERNATIVE OPTIONS CONSIDERED**

None

**11. COMMENTS FROM EMT**

EMT noted the report and the comments made by the Cabinet Member and the Executive Director in response to the recommendations.

**12. REASONS FOR RECOMMENDATIONS**

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

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

**13.1 Financial Implications**

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

**13.2 Legal Implications**

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

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

**13.3 Property Implications**

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

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

**14. KEY RISKS**

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

**15. IMPACT ON COUNCIL PRIORITIES**

**Fairness for All, Growth and Sustainability and Strong Communities**

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

**16. EQUALITIES IMPACT IMPLICATIONS**

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

**17. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

**18. PUBLIC HEALTH IMPLICATIONS**

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

**Background Papers**

None

## Appendix A

**CABINET MEMBER'S AND EXECUTIVE DIRECTOR'S RESPONSE  
TO THE HOUSING REPAIRS SCRUTINY WORKSTREAM REPORT  
& RECOMMENDATIONS**

<b>Recommendations</b>	<b>Executive Director/Cabinet Member's Response</b>
<b>Recommendation for the Cabinet Member for Housing and Housing Regeneration</b>	<b>Meeting with Cllr Oykenner, Madeleine Forster, Housing Programme Manager and Cllr Levy 20 July 2017</b>
The Council run a campaign using estate based communication such as Housing News to provide details to tenants of their estate managers. This information is also to be provided to Ward councillors for use in their Ward Surgeries.	Agreed  The information will be circulated in the September mailing of Housing News and sent separately to councillors
Clear communication protocols and procedures between the Council, contractor and tenant should form part of the action plans with each contractor.	Agreed Considerable work has been done with the contractor and Contact Centre to streamline procedures and improve communication. This is a key part of the action plans and will continue to be.
The Council consider phasing contracts in future to avoid all contracts starting at the same time.	Agreed Phasing will be considered as part of the proposals for future contracts (below)
The Council undertake a detailed risk analysis/feasibility study looking at the pros and cons of bringing the voids and the whole R and M Service in-house including reviewing what other local authorities have done, what has worked and what has improved.	Agreed The risk analysis and feasibility study will cover the whole of the R and M service (rather than just voids) and will inform the procurement strategy once the contracts reach their conclusion.
The Council run a communication campaign advising residents what to do and what to avoid in contributing to condensation problems.	Agreed This will be run during autumn/winter when the problem tends to increase.

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**MUNICIPAL YEAR 2017/2018 REPORT NO. 51****MEETING TITLE AND DATE:**

**Cabinet**  
**13<sup>th</sup> September 2017**

**REPORT OF:**

Executive Director of Finance,  
 Resources & Customer Services

<b>Agenda – Part: 1</b>	<b>Item: No 7</b>
<b>Subject:</b> Revenue Monitoring Report 2017/18: July 2017	
<b>Wards: ALL</b>	
<b>Key Decision No: 4544</b>	

Contact officer and telephone number:

Stephen Fitzgerald, 0208 379 5910

E mail: Stephen.fitzgerald@enfield.gov.uk

**1. EXECUTIVE SUMMARY**

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of July 2017. The report forecasts an outturn position of £5.1m overspend for 2017/18, which is an improvement of £0.4m on the position reported on in May and the mitigating actions to bring the budget into balance.

**2. RECOMMENDATIONS**

Cabinet is recommended to note:

- 2.1 The £5.1m overspend revenue outturn projection.
- 2.2 That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.
- 2.3 The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A.

### 3. BACKGROUND

- 3.1. The Council's revenue expenditure against budget is monitored by regular monitoring reports to the Executive Management Team and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.2. The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.
  - Comparisons between expenditure to date, current budgets and profiles.
  - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
  - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
  - Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.
- 3.3. This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, variations in this report are limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4. A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a "dashboard" style summary. It is designed to capture the key messages across the Council's main financial areas, namely:
1. Income and expenditure;
  2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
  3. Cash flow forecasting and management.

**Table 1: Summary performance overview**

Area of review	Key highlights	Risk Rating		
		Dec	Jan	May
Income and Expenditure position	<ul style="list-style-type: none"> <li>Year-end variances of £5.1m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures.</li> </ul>	Amber	Amber	Amber
	<ul style="list-style-type: none"> <li>Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year.</li> </ul>	Green	Green	Green
	<ul style="list-style-type: none"> <li>The HRA is projecting a nil variance at year-end outturn against budget.</li> </ul>	Green	Green	Green
Balance Sheet	<ul style="list-style-type: none"> <li>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.</li> </ul>	Green	Green	Green
	<ul style="list-style-type: none"> <li>The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2017/18.</li> </ul>	Green	Green	Green
Cash flow	<ul style="list-style-type: none"> <li>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.</li> </ul>	Green	Green	Green
	<ul style="list-style-type: none"> <li>Interest receipts forecast for the year are on target with budget.</li> </ul>	Green	Green	Green

#### 4.0 July 2017 Monitoring – General Fund

- 4.1 Each of the departments has generated a list of the variances which are contributing to the projected outturn figures. Cabinet Members and Executive Directors are expected to manage their budgets in year and contain any forecast overspends by implementing offsetting savings measures. All Executive Directors reporting overspends are working on mitigating actions for the current year and where pressures are ongoing these are also being worked up as part of the MTFP.
- 4.2 Below is a summary of the projected outturn variances broken down between departments:

**Table 2: Forecast Projected Departmental Outturn Variances**

July 2017 Department	Net Controllable Budget				
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	July Variation
	£000s	£000s	£000s	£000s	£000s
Chief Executive	4,016	4,884	8,900	8,894	(6)
Regeneration & Environment	23,678	(3,565)	20,113	19,368	(745)
Finance, Resources & Customer Services	45,923	(2,580)	43,343	43,980	637
Health, Housing and Adult Social Care	72,133	2,492	74,625	75,387	762
Education and Children's Services	40,670	228	40,898	43,849	2,951
<b>Total Department Budgets</b>	<b>186,420</b>	<b>1,459</b>	<b>187,879</b>	<b>191,478</b>	<b>3,599</b>
Contribution from reserves	0	0	0	0	
Corporate Items	47,673	(1,159)	46,514	46,014	(500)
Corporate Items: Enfield 2017	(5,668)	(300)	(5,968)	(3,968)	2,000
Government Funding	(114,256)	0	(114,256)	(114,256)	0
<b>Council Tax Requirement</b>	<b>114,169</b>	<b>0</b>	<b>114,169</b>	<b>119,268</b>	<b>5,099</b>

- 4.3 Further management actions have been identified that will improve the departmental position and aim to reduce the variance to zero.
- 4.4 If there is still a variance at the year-end it will need to be met from a contribution from the council's general balances, though it is intended to keep this as low as possible and which will be replenished in subsequent years.

## 5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & MITIGATING ACTIONS

### 5.1. Chief Executive's Department (Appendix A1)

This department is reporting a favorable of £0.006m variance to budget for July. Change from May reflects the transfer of legal and registrars services from FRCS.

### 5.2. Regeneration & Environment (Appendix A2)

The department is forecasting a favorable variance of £0.745m; explanations for variances over £50k are detailed in Appendix 2.

### 5.3. Finance, Resources & Customer Services (Appendix A3)

FRCS are forecasting an overspend position of £0.637m in 2017/18, details of which are provided in Appendix 3.

### 5.4. Health, Housing & Adult Social Care (Appendix A4)

The departments forecast remains at an £0.8m overspend with key assumptions within the forecast based on projected activity and year to year trends. The monitor includes assumptions regarding the additional Social Care funding allocated by Central Government in the Spring budget pending agreement with the Clinical Commissioning Group and sign off at the Health & Well Being Board. It has notionally been applied to a mix of increased demand and price pressures, ensuring stability in



the market and reducing pressure on the NHS through supporting more people to be discharged from hospital when they are ready. Included within the forecasted overspend are savings from previous years within Care Purchasing, £2.7m and Transport £234k which are assessed as unachievable in current market conditions. Each of the Adult Social Care services have developed and are implementing recovery plans in order to mitigate the forecast overspend. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.

**5.5. Children's Services (Appendix A5)**

The department is forecasting a £2.95m overspend, which is an improved forecast of £0.4m from the May position with details provided in Appendix 5.

**5.6. Corporate Items (Including Contingency & Contingent Items) General Fund**

The Council maintains a general contingency of £1.0m which is currently unallocated and the forecast reflects that £0.5m across contingency and treasury management budgets will be available to offset the departmental overspends.

The £2.0m represents savings still to be achieved across departments via the Councils challenging transformation programme.

**5.7. Schools Budgets (Appendix A6)**

These variations do not form part of the General Fund position but are reported for information in Appendix A6.

**6. HOUSING REVENUE ACCOUNT (HRA) – Nil Variance**

6.1 The HRA projection for July shows no variances.

6.2 After a review of the requirements needed to implement the Civica CX system additional costs of £1.1m are required. Redundancy costs of £210k are estimated this year with further costs next financial year. Resources have been identified within the HRA to cover these additional costs.

6.3 It is too early in the year to predict a variance to the Day to Day Repairs and Maintenance budget but this continues to be monitored closely.

6.4 In light of the tragic events at Grenfell Tower, fire safety checks/works on all residential high rise blocks has been taking place. It is currently unknown what the potential financial impact will be to the HRA.

**7. ACHIEVEMENT OF SAVINGS**

7.1 The 2017/18 Budget Report included new savings and the achievement of increased income totaling £13.4m to be made in 2017/18. A new risk based

approach has been implemented to improve the in year monitoring of savings, where the delivery of each saving is given a risk rating from one to ten.

7.2 Information on the progress in achieving the Councils savings programme is included in Appendix B.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

Not applicable to this report.

## **9. REASONS FOR RECOMMENDATIONS**

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

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

### **10.1 Financial Implications**

As the Section 151 Officer, the Executive Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is a key part of this review process. If required, measures will be put in place to address any risks identified through the monitoring process and to contain expenditure within approved budgets. There is further work to be done to ensure a budget can be set within available resources.

### **10.2 Legal Implications**

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

### **10.3 Property Implications**

Not applicable in this report.

## **11. KEY RISKS**

There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan:-

- Achievement of challenging savings targets.
- Brexit and the state of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.

- Impact of the fall in the pound on inflation and pay
- Demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the audit of various Grant Claims.
- Movement in interest rates.

Risks associated with specific Services are mentioned elsewhere in this report.

## **12 IMPACT ON COUNCIL PRIORITIES**

12.1 Fairness for All – The recommendations in the report fully accord with this Council priority.

12.2 Growth and Sustainability – The recommendations in the report fully accord with this Council priority.

12.3 Strong Communities – The recommendations in the report fully accord with this Council priority.

## **13. QUALITIES IMPACT IMPLICATIONS**

The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

## **14. PERFORMANCE MANAGEMENT IMPLICATIONS**

The report considers the financial impact of changes arising from reduced funding. The projections and future pressures on the budget are viewed with due consideration of financial management and the most efficient use of resources.

## **15. HEALTH AND SAFETY IMPLICATIONS**

Not applicable in this report.

**16. HR IMPLICATIONS**

Not applicable in this report.

**17. PUBLIC HEALTH IMPLICATIONS**

Not applicable in this report.

## Appendix A1

<b>Chief Executive</b>	<b>Budget Variation July 2017 (£'000)</b>
The department is currently projecting an over recovery of income against budget relating to the Matrix Agency rebate for 2017/18.	(200)
<b>Legal Services</b> - Overspend within this service area is due to staffing cost overspends in Legal services (£55k) and income target for land charges (£154k) no longer achievable.	209
The department is forecasting minor variances totalling 15k	(15)
<b>Chief Executive Total</b>	<b>(6)</b>

## Appendix A2

Regeneration and Environment	<b>Budget Variation July 2017 (£'000)</b>
<b>Morson Road Depot:</b> £150k Adverse Variance; this is mainly due to the additional cost of security guards. It has been agreed that the additional number of security guards will be reduced back to its normal levels as at Sep 2017 - as the automated security measures are fully operational now.	150
<b>Parking:</b> £505k favourable variance; This is mainly due to the efficiencies achieved in the Parking Contract (£300k) + income generated from Parking measures introduced to control Traffic flows across the Borough plus other minor efficiencies.	(505)
<b>Traffic &amp; Transportation:</b> £70k favourable variance; this is mainly due to increased salary recharges to capital schemes (LIP and Cycle Enfield) and additional Temporary Traffic Order income.	(70)
<b>Commercial Waste Services</b> - £178k favourable variance; this is due to additional income generated from a successful marketing of the commercial waste services.	(178)
<b>Cemeteries Operations</b> - Cemeteries income Overachievement	(78)
<b>Client and Strategy</b> - £98k favourable variance; this is mainly due to income overachievements from Parks Assets; plus the Recycling Centre and BIFFA contract efficiencies.	(98)
<b>Neighbourhood Regeneration Services</b> - £200k favourable variance; this is mainly due to underspend in the revenue cost of consultancy, advertising and publications plus salary recharges to capital projects (MW and Ponders End Project and other schemes).	(200)
<b>Parks Traveller Incursions</b> - £300k adverse variance; this is due to a budget pressure as a result of traveller incursions costs in Parks.	300
<b>Plus Other Minor Variances</b> - Minor variances under £50k	(66)
<b>Regeneration and Environment Total:</b>	<b>(745)</b>

## Appendix A3

<b>Finance, Resources &amp; Customer Services</b>	<b>Budget Variation July 2017 (£'000)</b>
<p><b>Property Services</b></p> <p><b>Facilities Management (+£69k)</b> This is as a result of a shortfall in the rental income for Marsh House, delays in the renting out of space within the Civic Centre and further rental shortfalls across Council properties. These are offset by underspends in salaries and a rates rebate to be received due to a revaluation of the Civic Centre. Further revaluations are expected but the outcome of which can't yet be determined.</p> <p><b>Strategic Property Services (+£690k)</b> This is predominantly due to the increased delays in achieving the anticipated Bund income for 2017/18.</p>	759
Other Items - most notably Former Employees cost centre with an underspend of £80k.	(122)
Use of reserves and other control measures	0
<b>Finance, Resources &amp; Customer Services Total</b>	<b>637</b>
<b>Mitigating actions being taken to reduce overspend position - FRCS</b>	
Further revaluation of rates values is underway and outcome will be reported in future monitors.	

Health, Housing and Adult Social Care	July £000's
<b>Adult Social Care</b>	
The monitor includes £5.7m of additional Social Care funding from Central Government allocated to Enfield announced in the Spring Budget. There are unrealised savings from previous years within Care Purchasing, £2.7m and Transport £234k which adds to the pressure within the Service. Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.	
<b>Strategy &amp; Resources</b> - These Services include, transport, grants to voluntary originations, Safe Guarding and Service Development.	0
<b>Mental Health</b> - The service is currently projecting an overspend for the year on care packages.	79
<b>Learning Disabilities</b> - The service continues to project an overspend position as a result of managing demand led services. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics and Ordinary Residence clients. Not included in the monitor are additional risks of £1m for Ordinary Residence.	143
<b>Older People and Physical Disabilities (the Customer Pathway)</b> - The service is projecting care purchasing overspends due to demand led services, especially within residential. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics. Additional Better Care Fund of £4.6m is applied to this Service	540
Client income at Bridgewood House.	0
<b>Public Health Grant</b> The Departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2017/18 is now £17.2m, this reflects a reduction in grant of £436k, and increased allocation to other Corporate Public Health services. There is also additional reductions of the grant of £386k planned over the next three years. There is a risk that demand led sexual health services could result in additional pressures. The Public Health grant is ring fenced and used as per the Department of Health guidance. The 0-19 year old service is provided by BEH. The Council and BEH are in discussions about the service provided and costs for 16/17 and 17/18, which could result in an additional pressure.	0
<b>Other control measures-</b>	
<b>Adult Social Care &amp; Public Health</b>	<b>762</b>

Housing-General Fund	July £000's
<b>Homelessness and Temporary Accommodation.</b> - There is on-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. This however, area of spend remains volatile and the underlying pressure due to the increased volume of homelessness still remains.	(868)
<b>Housing Related Support</b> . - There is savings in 17/18 of £2.0m in Housing Related Support. There is an overspend from Housing Related Support contracts, as a result of delayed savings. This is offset by a forecast underspend in homelessness and temporary accommodation. Work continues in the decommissioning/recommissioning preventative housing related support services in order to mitigate the current forecast pressure.	868
<b>Housing-General Fund</b>	



Appendix A5

Children's Services	Budget Variation July 2017 (£'000)
<b>Catering</b> The Catering Service is currently projecting an overachievement of income. The projected outturn of -£84k reflects current income and expenditure for the service; overhead increases and the impact of potential reductions in income should take up be affected due to schools increasing meal price to parents	(84)
<b>SEN Transport</b> is currently anticipating an overspend of approximately £1.5m this year. <b>Number of Clients: 747 (May-745)</b>	1,500
<b>No Recourse to Public Funds (NRPF):</b> In 2016-17 there was an overspend of over £1m. Based on information currently available this budget is projecting an overspend of £426k, having received a growth in the 2017-18 budget of £560k. The work of an anti-fraud officer as well as an immigration officer are expected to contain the overspend within this area which will be closely monitored over the course of the year. <b>Number of Families (supported financially): 92. New-8. Left-19. (May-103)</b>	426
<b>Adoption/SG Allowances:</b> This area has seen a special guardianship budget growth of £60k in 2017-18 but is projecting an overspend of £507k. Existing allowances are £252k over budget with the remainder primarily due to 26 planned SGO cases. The projection reflects the new allowance rates that apply. This budget area presents a high risk of overspending further. <b>Number of Clients Adoption: 72 New-0. Left-1. (May- 73)</b> <b>Number of Clients SGO: 165. New-4. Left-0. (May-161)</b>	507
<b>Leaving Care - Client Costs</b> The Leaving Care client costs budget is projecting an overspend of £452k which is a similar level to 2016-17. The LAC service are continuing to review the most expensive support packages and exploring alternative or new options for service provision for these clients where possible. There are potentially further pressures on this budget with changes in the Children's & Social Work Act introducing increased expectations requiring all Leaving Care clients up to 25 years old being funded in future. <b>Number of Clients: 239 (May-239)</b>	452
<b>Safeguarding &amp; Quality Assurance:</b> There is projected overspend of £35k due to performance related pay costs.	35
<b>Youth &amp; Family Support Service</b> - A reported overspend of £83k which is mostly driven by emergency sheltered accommodation for young people. We worked with 38 clients in July. Since the last monitor 10 young people presented to the service as being homeless, and 4 cases closed during this period. 23 were supported to return home. 2 were looked after children in foster placement but 1 returned home by the end of July. 1 was provided with short term emergency accommodation and 13 were provided with semi-supported housing due to safeguarding/irreconcilable differences with their parents.	83
<b>Other minor variations</b>	32
<b>Children's Services Total</b>	<b>2,951</b>

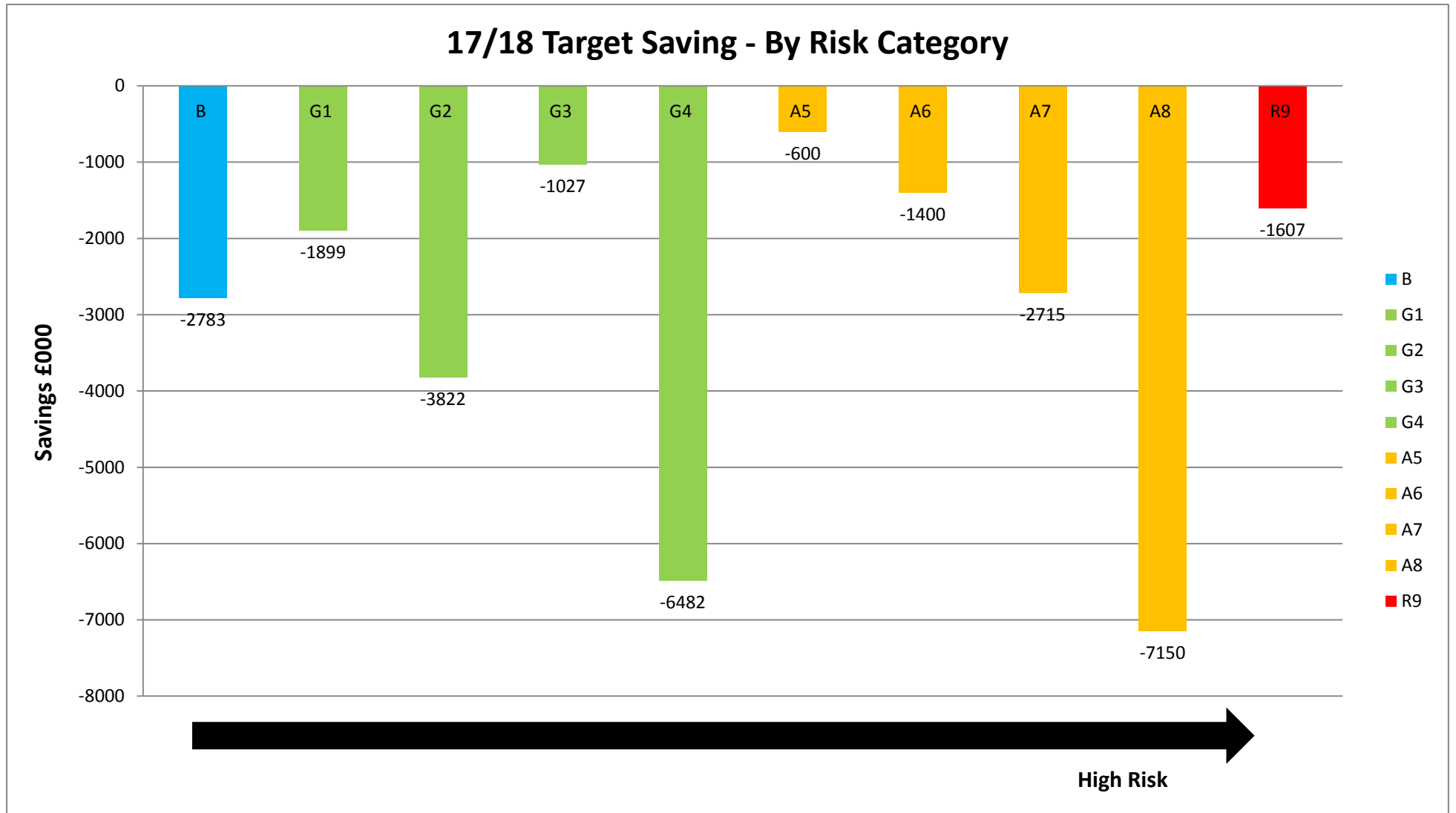
Mitigating actions being taken to reduce overspend position - Children's Services
<b>Families with No Recourse to Public Funds:</b>
- Enhanced assessment processes involving fraud and legal officers at an early stage.
- More consistent application of policies and procedures
- Better monitoring/performance management.
- Liaise with Home Office for new resource to speed up decision-making processes.
- Review of cohort to ensure eligibility.
- Social worker now located in Housing Services to ensure a corporate response.
- Better use of website to clarify expected service.
<b>Looked After Children's [LAC] Placements:</b>
- Resolute focus on helping families to care for their children.
- Reshaping the offer for targeted and preventative interventions.
- Best value through regional commissioning arrangements.
- Opportunities for invest to save initiatives.
- Develop services through DfE and DCLG grants.
<b>Reduction in Number in Care:</b>
- Further improvements in support to family in order to prevent family breakdown aimed at increasing family resilience to further reduce family breakdown.
- The DfE funding that was just for one year has been well managed and will allow for the maintenance of this service until March 2017. This will allow more resource to be focussed on preventing family breakdown.
- Troubled Families funding is being well targeted at the most needy families in a timely manner to reduce risk of family breakdown.
- Reduction in UASC being accommodated. The London UASC protocol has been renegotiated and there is now a national UASC protocol and both aim for a fairer distribution of UASC. As a result no UASC arriving in Enfield will stay for more than a few weeks before being transferred to national scheme and Enfield will no longer take permanent responsibility for new arrivals in the next few months.
- Where it is in their best interests, families are being supported to move from the borough and have a fresh start in other areas of the country. 9 families, including 24 children, have moved this year giving a potential saving of at least £0.5million per annum.
- Consistent decision making about admissions to care.
- Review of the accommodation service for 16/17 year olds to ensure fewer of these young people enter care by increasing family mediation services.
<b>Reduction in the cost of care provision/increased efficiency in system:</b>
- Improved, faster, foster carer recruitment process to increasing the quality and quantity of in house foster carers available to reduce the use of more expensive agency placements. Ernst and Young estimate that agency foster care costs £100 per week more than in house even when all hidden costs of in house are accounted for.
- Reviewing our foster care allowances to ensure we remain competitive
- More assessments of foster carers being undertaken by independent assessors to speed up process.
- Restructuring of the fostering service to reduce management costs.
- Better use of joint funding for placements with health via the complex issues panel.
- Commissioned research into the increase in referrals.
<b>Home School Travel Assistance for Eligible Children and Young People (SEN Transport) :</b>
A major cross-departmental project led by Children's Services is underway to review all policies and processes related to travel assistance. Savings will be delivered as a result of the following actions:
- Review of council travel assistance policy so that it is fully compliant with new SEND legislation and less likely to be challenged.
- Improved consultation and engagement with parents.
- New online access to information and application process.
- Regular review of eligibility and mode of appropriate travel assistance.
- Establishment of new Travel Brokerage Service for parents that offers different modes of travel assistance and no automatic assumption of directly provided transport.
- New routing software to ensure more efficient use of resources.
- Ensuring the most efficient, effective and economical option is used.
- Better monitoring and improved IT system that allows individual financial tracking for each child.
- New procurement exercise underway for external transport providers.
- Review of terms and conditions and training for Drivers and Personal Assistants.
- Closer working with schools to identify children capable of developing independent travel.
- New approaches to Council provided transport e.g. communal pickup/drop off points, walking buses.

## Appendix A6

<b>Schools Budget (Dedicated Schools Grant)</b>	<b>Budget Variation May 2017 (£'000)</b>
<b>OLA Special Schools</b> At this early stage of the cycle, the projected forecast is based on current students plus 10% contingency for new or changed placements	181
<b>Independent Day</b> At this early stage of the cycle, the projected forecast is based on current students plus 10% contingency for new or changed placements	1,397
<b>Independent Residential.</b> At this early stage of the cycle, the projected forecast is based on current complex care students plus a 25% contingency. The contingency is to allow for new or changed placements and for confirmation of health and social care contributions.	612
<b>Budgets with no/ minor variances</b>	40
<b>Total Variation – Schools Budget</b>	<b>2,230</b>

<b><u>Schools Budget Risks</u></b>	
There are some ongoing pressure areas in the Schools Budget, particularly in relation to SEN. The process for monitoring the costs of pupils in outborough provision is being refined to ensure that projections are as accurate as possible. There are plans to expand Enfield special schools and increase other in borough provision for which plans are still being finalised and costed. The termly increase in costs of additional Education, Health and Care Plans for pupils in mainstream schools is currently being assessed and is not included in this monitoring.	

Appendix B - 2017/18 Savings by Risk Categorisation



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## MUNICIPAL YEAR 2017/2018 REPORT NO. 52

### MEETING TITLE AND DATE:

Cabinet –13<sup>th</sup> September 2017

### REPORT OF:

Executive Director of Regeneration & Environment

Contact officer and telephone number:

Samuel Abelman

0208 379 5085

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<b>Agenda - Part:</b> 1	<b>Item:</b> 8
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### Subject:

Local Heritage Review

**Wards:** All

**Key Decision No:** KD4321

## 1. EXECUTIVE SUMMARY

- 1.1 A local heritage review and preparation of a draft local list has been undertaken, guided by specialists Urban Vision Enterprises CIC and delivered in conjunction with community volunteers identified and organised through a partnership between the Council and The Enfield Society.
- 1.2 All parts of the Borough have been assessed by the volunteers and the survey data evaluated for compliance with the selection criteria and consistency of approach across the survey areas.
- 1.3 Public consultation has been undertaken on the draft local list (including consultation with property owners). Following completion of the public consultation on 30<sup>th</sup> November 2016, responses have been considered and amendments made.
- 1.4 This report seeks approval of the Local Heritage List.

## 2. RECOMMENDATIONS

- 2.1 That Cabinet approve the Local Heritage List.

### **3. BACKGROUND**

- 3.1 The National Planning Policy Framework (NPPF) advises Local Planning Authorities to set out 'a positive strategy for the conservation and enjoyment of the historic environment' in their Local Plan. The Enfield Local Plan Core Strategy (approved in 2010), contains the core policy framework for the historic built environment and urban design issues. Every borough will contain a number of buildings, designed landscapes and archaeological sites that are not on Historic England's National List for England (the statutory list), but have been identified locally as having some heritage interest meriting consideration on planning decisions. The Local List will support and uphold the conservation planning policy framework within Enfield's adopted Core Strategy and will form a key part of the evidence base for the Local Plan review. It will also provide an up to date policy background to support Development Management decisions, including appeals.
- 3.2 Local listing does not introduce a requirement to obtain any additional permissions over and above those that are already required e.g. for demolition or internal alterations, nor does it automatically remove any permitted development rights. Being on the Local List means that the building's conservation as a heritage asset is a material consideration when deciding on planning applications. The NPPF requires the local planning authority to consider whether any proposals affect a 'non designated heritage asset' irrespective of whether it is on the local list. Local listing would not raise a fundamentally new planning issue that is not already a material consideration, albeit the weight given to this material consideration would increase if the building was on the local list.
- 3.3 Policy 6.5.2 of Enfield's Development Management Document sets out a requirement that development should conserve and enhance these buildings. The purpose of local listing is not to prevent change, but to ensure that all reasonable proposals for change are given due consideration. Proposals for change will be decided taking a balanced judgement having regard to the scale of any harm or loss and the significance of the heritage asset, weighed against all other material considerations.
- 3.4 If a locally listed building is to be lost, its replacement would be expected to be good quality design, which makes a positive contribution to the local area. The CABI document 'The value of Good Design' 2002 draws together key research from the UK and abroad to show that investment in good design generates economic and social value. It argues that good design does not cost more when measured across the lifetime of the building or place. Good design is not just about the aesthetic improvement of our environment, it is as much about improved quality of life, equality of opportunity and economic growth. A well designed neighbourhood will benefit from lower crime and higher house values and stimulate civic pride which contributes to developing strong communities.
- 3.5 Local heritage listing is a means for a community and a local authority to jointly identify heritage assets that are valued as distinctive elements of the local

historic environment. It provides clarity on the location of assets and what it is about them that is significant, ensuring that strategic local planning properly takes account of the desirability of their conservation. The current Local List was prepared in 1974 and has been added to incrementally over the years and require review.

- 3.6 The project was delivered in conjunction with specialists Urban Vision Enterprise CIC and volunteers from The Enfield Society and other local organisations. Urban Vision prepared draft technical designation criteria for assessing the borough's local heritage assets, in accordance with Historic England (HE) best practice guidance and this was subject to public consultation between July and September 2015. The Local Heritage list Guidance on Selection Criteria is attached as Appendix 2.
- 3.7 Fifty (50) community volunteers were identified to undertake the survey work organised through a partnership between the Council and The Enfield Society. Urban Vision delivered volunteer training from July – September 2015. The volunteers undertook the survey work between July and December 2015. All parts of the Borough have been assessed by volunteers.
- 3.8 A Local Heritage Review Board, convened from stakeholders across the project (including The Enfield Society, Enfield Conservation Advisory Group, Local History Officers, Historic England and a Volunteers representative) evaluated the survey data collected by the volunteers for compliance with the agreed selection criteria and consistency of approach across the survey areas. This took place between November 2015 and January 2016. The existing local list comprised of 117 buildings / structures and 26 parks / gardens (Total 143). The proposed draft comprises 262 buildings / structures and parks / gardens combined. In both cases some of the list entries contain more than one property e.g. it may be a terrace of houses or shops. The list entries fall into a number of different asset types, such as dwelling houses, shops, banks, public houses, factories, utilities (e.g. telephone exchanges, postal sorting offices), structures (railway bridges, street furniture, post boxes etc.), parks / gardens and cemeteries, schools, libraries and places of worship.
- 3.9 Public consultation was undertaken on the draft local list (including consultation with property owners) between 5<sup>th</sup> September and 30<sup>th</sup> November 2016. The consultation took the form of 956 letters sent to each property on the draft list. The consultation was also on the Council's website. The consultation was reported to the Conservation Advisory Group. The consultation made clear that any request to remove an asset will only be normally considered if there is a factual error, for example if the building is not of the age described or if the building is not by the architect mentioned.
- 3.10 Responses from public consultation included suggestions for amendments of entry details and enquiries of the implications of property being included on the list. Some consultees suggested additional sites be considered for addition to the local list. Six respondents did not wish to be included on the Local List. Where reasons were given, these included that local listing was perceived to limit development, the local list criteria were not considered to be met or the

listing was unnecessary. All consultation responses have been carefully considered. The additional information submitted on one entry demonstrates the degree to which the building has been altered and the property removed from the draft list. The remaining buildings are considered to meet the criteria and have been retained on the draft list. The comments and responses and amendments made to the final draft list are indicated in Appendix 1. Subsequently one building has been removed from the draft list as it has been demolished and one additional building has been added to the draft list, in consultation with the building owner and Project Review Board.

- 3.11 The Local List is a dynamic document. National Planning Policy Guidance recommends that the Local List should be reviewed at least every two years (NPPG paragraph 043). Reviews can also be made on an on-going basis (as and when nominations are received). Further nominations will be carefully considered against the Council's adoption criteria. The relevant consultation and notification processes adhered to. However, in order not to be in a constant state of review, it is proposed that suggested changes be considered no more than twice a year. Removal of assets from the list may be appropriate in circumstances where an asset no longer meets the criteria for selection, has been demolished, or has undergone changes that have negatively impacted on its significance.
- 3.12 The Local List is presented to Cabinet for approval and will replace the existing Local List, bringing the Local Heritage Review to a conclusion. The new Local List can be found at <https://new.enfield.gov.uk/services/planning/heritage-conservation-and-countryside/listed-buildings/>

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

- 4.1 An alternative option would be not to update the existing Local List. The existing list dates from 1974 is now out of date in terms of national planning policy and the recasting of the local planning policy through the Local Plan, Historic England (formerly English Heritage) guidance and changes in the physical fabric of the area since the previous review. The 1974 document does not provide up-to-date information to support Development Management decisions, including appeals.

#### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 National Planning Policy Guidance (paragraph 041) identifies that '*Local lists incorporated into Local Plans can be a positive way for the local planning authority to identify non-designated heritage assets against consistent criteria so as to improve the predictability of the potential for sustainable development.*' Policy 6.5.2 of Enfield's Development Management Document sets out a requirement that development should conserve and enhance historic assets, therefore the up-to-date list will support decision making.



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

### **6.1 Financial Implications**

- 6.1.1 This report is seeking the approval of the Local Heritage List; therefore there are no direct associated costs as a result of this proposal.

Enfield Council owns properties that are currently locally listed and others that have been considered as additions to the Local List, as part of the review process. Some of these premises may be subject to proposals for change or development and the local listing will be a material consideration in these proposals which will have to be taken into account in developing any proposals in the same way as for privately owned properties. The costs of bringing forward suitable proposals will need to be met as part of any scheme development costs. These costs will depend upon the individual site circumstances and cannot therefore be quantified at this stage. These implications are discussed in para 8.2 Key Risks section.

Provision for the cost of preparing the documents and consulting on them was included in the Local Plan budget.

### **6.2 Legal Implications**

- 6.2.1 The Council has the general power of competence under section 1(1) of the localism Act 2011 to do anything that individuals generally may generally do provided it is not prohibited by legislation. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way.
- 6.2.2 The National Planning Policy Framework states that Local Planning Authorities should recognise that heritage assets are an irreplaceable resource and conserve them in a manner appropriate to their significance.
- 6.2.3 Inclusion in the local list does not give the building any statutory protection. As with Statutory Listed Buildings, any works carried out should preserve or enhance the building and any features of architectural or historic interest retained and appropriate materials used.
- 6.2.4 Non statutory guidance is provided on the level and depth of consultation that is recommended and the report sets out how this has been accommodated.
- 6.2.5 The recommendations contained within this report as to the review of the Local List fulfil the Council's duty as a local planning authority.

### **7.3 Property Implications**

- 7.3.1 Enfield Council owns properties that are currently locally listed and others that have been considered as additions to the Local List, as part of the review

process. Many of these are properties that contribute to the local heritage are also important assets to the local authority.

- 7.3.2 The Local Heritage Review has a bearing on Council owned properties, and given the Council's extensive property holdings, Property Services has been a key consultee in the review, alongside the service departments that occupy specific premises that might be affected.
- 7.3.3 Four (4) libraries have been suggested for addition to the Local List: Enfield Town, Palmers Green, Enfield Highway and the Ridge Avenue Library at Bush Hill Park. Palmers Green and Enfield Town have received extensive investment to refurbish and are unlikely to be the subject of further work, or other changes for the time being, that might be constrained by the local listing status. Enfield Highway and Ridge Avenue libraries are proposed as community libraries as part of the Library Strategy. However, the development potential of the Ridge Avenue site has been under investigation, with one option examining the potential for housing alongside a replacement community facility, including library services. The list entry for Enfield Highway Library has been revised to clarify the extent of architectural interest, which relates to the frontage building only. Redevelopment options for Ridge Avenue library that might be constrained by local listing would be assessed through the planning process as explained in para 3.3. The Local List is a dynamic document which will be reviewed periodically to consider further additions and deletions as appropriate.
- 7.3.4 A number of schools have also been suggested for addition to the Local list. These are Brettenham Road, Chesterfield, Eastfield, Edmonton County, Hazelwood, Enfield County, Lavender Road, George Spicer and Latymer. None of these schools has been flagged up by the Education Department as a potential expansion opportunity. Forty Hill School was already on the existing local list and has been retained on the proposed new local list.
- 7.3.5 A number of parks, cemeteries and open spaces are already on the Council's local list and these are all proposed to remain on it. The London Parks and Gardens Trust have suggested a number of additions, which have been considered and it is proposed to add a further 6 parks / gardens as a result. These are Bury Lodge Gardens, Bush Hill Park, Jubilee Park, Lakeside, Hertford Cemetery and Christ Church Cockfosters Churchyard.
- 7.3.6 Other Council owned and managed historic assets include street furniture and utility structures.

## **8. KEY RISKS**

8.1 The Local Heritage Review process has been conducted in accordance with Historic England policy and National Planning Policy Framework guidance including public consultation on designation criteria and the proposed list entries and is therefore considered robust.

8.2 Some of these premises may be subject to proposals for change or development in the future. The local listing will be a material consideration in these proposals which will have to be taken into account in evolving the form and detail of the scheme and preparing the associated planning application documentation. For example an applicant may need to demonstrate whether a locally listed building can be retained, converted, extended and altered rather than redeveloped or that any proposed replacement building is of good quality design and makes a positive contribution to the local environment. Para 3.4 of this report explains how good design does not necessarily cost more and has other valuable benefits for improving the quality of life in local communities. The costs of bringing forward suitable proposals will need to be met as part of any scheme development costs.

## **9. IMPACT ON COUNCIL PRIORITIES**

### **9.1 Fairness for All**

Locally listed buildings are part of the cherished local scene and are valued by many residents in all parts of the borough. All parts of the borough have been surveyed and assessed during the review.

### **9.2 Growth and Sustainability**

The Local List underpins policy and development management to guide, change and ensure that the borough remains and becomes an attractive place to live, work, learn and play. The provision of up to date designations will provide more certainty for developers and thereby support regeneration and enhancement of the borough.

### **9.3 Strong Communities**

The preservation and enhancement of the cherished local scene and heritage helps increase the communities' sense of belonging, civic pride and self-confidence while demonstrating the Council's commitment and support to them and their area. Together these help deliver stable, safe and sustainable places and communities.

## **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 neither relevant nor proportionate for the approval of this report.

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 11.1 The production of the Local List will form a key part of the evidence base for the Local Plan Review.

**12. HEALTH AND SAFETY IMPLICATIONS**

No health and safety implications have been identified.

**14. PUBLIC HEALTH IMPLICATIONS**

The Local List seeks to enhance the local environment and thereby promote physical and mental wellbeing by contributing to the attractiveness of the environment. The preservation and enhancement of the cherished local scene and heritage helps increase the communities' sense of belonging, civic pride and self-confidence, thereby contributing to mental well-being and enjoyment.

**Background Papers**

None

Appendices

Appendix 1 - Consultation response matrix

Appendix 2 - Local Heritage list Guidance on Selection Criteria

LOCAL LIST PUBLIC CONSULTATION RESPONSES

Respondent	Date	Building	Asset Number	Comment	LBE comment	action
	13/09/2016	Cooks Hole Lane Cottage (No4) Cooks Hole Lane, Enfield EN2 0UD	61	Incorrect address on correspondance. Should be 1, Cooks Hole Road. Does not want inclusion on the Local List as perceived to limit development.	Local listing will not prevent maintenance, alteration or extension, subject to use of suitable materials / designs. The purpose of locally listing is not to prevent change, but to ensure that all reasonable proposals for change are given due consideration and are in keeping with the buildings special character and appearance and carried out in a sensitive manner. The existing building would currently be treated as an undesignated heritage asset and any proposals for change assessed accordingly.	Address corrected, building retained.
	13/09/2016	Canister Lodge 29 Forty Hill Enfield EN2 9EQ	162	Incorrect address on correspondance. Should be Canister Lodge, 29 Forty Hill, Enfield EN2 9EQ	Address corrected, building retained.	Address corrected, building retained.
	13/09/2016	St John the Evangelist Dyson Road, Upper Edmonton N18 2DS	65	The church is a part of a significant suite of linked-buildings by the same architect and built as a piece. They include the church, cloister, church hall and vicarage. Part of the architectural uniqueness of the church is that grouping of Arts and Crafts buildings around the central cloister. Could the listing be amended to include the remaining buildings?	List amended, buildings included.	List amended, buildings included
	15/09/2016	152 Chase Side, Enfield EN2 0QX	40	Letter addressed to: The Bays 152 Chase Side EN2 0QX Address list incorrectly listed all Chase Side properties as 'The Bays'. No 99 is 'The Bays'. The correct name should be Mr and Mrs P J Gardner.	Resent x4 letters with correct addresses.	Address corrected, building retained. Resent x4 letters with correct addresses.
	16/09/2016	Flat 1 Antlia Court, 57 Hadley Road	115	The property was originally marketed and sold to us as "The Pump House" that clearly describes what this beautiful building used to be and has great "heritage". Regrettably when we moved in we were told that it had been renamed "Antlia Court" that means nothing to us. Can anything be done to restore the rightful and appropriate name?	LBE (Street Naming and Numbering) named this development, the name "The Pump House" did not comply with LBE ands emergency services requirements. LBE criteria the use of "the" in a name. The Emergency Services objected as they still use pump stations and could cause confusion in an emergency situation.  Other options that could be used to still keep the meaning without directly calling it pump house was looked at with the developers, such as the word pump in different languages and the developers decided on Antlia which means pump in Latin. Dwevelopers are advised to use the official name but often market properties with unofficial names. Official names are rarely changed. Building retained.	Building retained.

LOCAL LIST PUBLIC CONSULTATION RESPONSES

Respondent	Date	Building	Asset Number	Comment	LBE comment	action
	20/09/2016	Ann Crowe's Almshouses, Wrights Almshouses, Kings Head Pub in Enfield Town, The Vestry Office	9, 58	The Old Enfield Trust are landlords for Ann Crowe's Almshouses, Wrights Almshouses, Kings Head Pub in Enfield Town and The Vestry Office. Ann Crowe's Almshouses, Kings Head pub, and the Market Square have been included and mentioned that there is a connection between the market square and The Vestry office). Would it be possible to have a separate editorial and photograph of The Vestry Office (Grade II listed). Hold Open House days for the Vestry and is a very historical and great place of interest to visit. Also landlords for The Wrights Almshouses, 346 – 356 Hertford Road, EN3 5BZ. These are a little row of 6 terraced Almshouses which have a plaque above saying that they were given to six poor women in 1847. They are a Grade II listed building	The Old Vestry and Wrights Almshouses are both statutorily listed buildings (both designated Grade II listing), the new list identifies locally listed buildings only. The Kings Head, Market House and Anne Crowes Almshouses were on the existing local list and have been retained on the updated version, with an expanded entry regarding the Market Place.	Wording in the list description amended reflecting that the Old Vestry is a 'Grade II' listed building.
	28/09/2016	Lock Cottage	96	Telephone conversation sought.	Informed M L Osborne that the property is already on the Local List prior to review.	Building retained.
	12/10/2016	Various.	6, 20, 27, 32, 37, 39, 72, 75, 76, 80, 122, 131, 166, 208, 210, 236, 245, 251	Additional historical information and descriptions provided for a number of entries. Two buildings, no.132 (Southgate High Street, jewellers shop) and no.118 (Dharma Centre) are very marginal for inclusion in the list as they have been substantially altered and little of the original detailing appears to remain. Confused over the following two assets on the draft list:- No 37 New River Gardens, No 250 Chase Green Gardens. Suspect No 37 is actually referring to Chase Green although the associated photo is of Chase Green Gardens.	Additional historical information on a number of entries. Removal of assets from the list may be appropriate in circumstances where an asset no longer meets the criteria for selection, has been demolished, or has undergone changes that have negatively impacted on its significance. All nominations have been carefully considered against the Council's adoption criteria.	Reviewed additional information and list amended. Incorrect address amended, building retained.
	10/10/2016	Fountain, Enfield Town	222	The Fountain, Enfield Town not on list.	The fountain was included within the description of Enfield Market House and Market Place, number 207 on the local list, 'The Fountain marks the centre of the old and present Enfield Town.'	Separate entry now added, number 224
	13/10/2016	15 Turkey Street	231	Please remove my property from the list due to the following factual error; The properties listed are described as "Four pairs of modest two storey single bay houses". This is no longer the case as there are now in fact nine properties with mine being part of a terrace of three. Enfield Council granted planning permission for number 17 to be turned into two houses, now numbered 17 and 17a. The listing cites Age, Rarity and Group Value for Significance. Since the erection of 17a, there is no longer a "Group Value" or consistency in age or rarity. Further more, the neighbourhood these properties are in and many of the properties themselves are neglected and run down. Turkey Brook, which runs along the street, its banks and the street itself are littered and rarely cleaned. Council owned land next to number 1 Turkey Street is also littered and is now being used as a dump. Rubbish is left uncollected in front gardens of some houses. It would be far more beneficial to the area if the council kept it clean. Whereas Conservation Area and Local Heritage status makes it less likely that these properties will be renovated, improved and kept in good order.	Removal of assets from the list may be appropriate in circumstances where an asset no longer meets the criteria for selection, has been demolished, or has undergone changes that have negatively impacted on its significance. All nominations have been carefully considered against the Council's adoption criteria. Criteria of age/rarity/group met. Make an important contribution to the character of the Conservation Area and are typical of the character of eastern Enfield before suburban housing development enveloped the area. Local listing will not prevent maintenance, alteration or extension, subject to use of suitable materials / designs.	Building retained.

LOCAL LIST PUBLIC CONSULTATION RESPONSES

Respondent	Date	Building	Asset Number	Comment	LBE comment	action
	14/10/2016	96 Vicars Moor Lane	234, 235, 236, 237, 238, 249,	Why is 96 Vicars Moor Lane and the rest of the row left off. Also the three houses beyond that at 90-86 which date from 1870 and were photographed many times as found in the local archives. Also the four amazing villas on the other side of the railway bridge? 96 is one of four built in 1827 and they backed on to the market garden fields that supplied the inhabitants of the area. The cottages still have the original fire signs on the walls and the frontages have been preserved in immaculate condition. Also another house shown in my road which is painted white, I was told actually dates from 1910 and is not from 1830 and replaced an older house. Also another house shown was actually 'absorbed' into another building and is not separate at all. It was up for sale when 96 moved in and the owners of the house next to it bought it and used it as an extension of their own. Otherwise a very interesting document.	All these properties are in the Vicars Moor Lane Conservation Area and identified as making a positive contribution to the area. Location within a Conservation Area gives a greater degree of protection than local listing.	Building not included.
The Broomfield Home-Owners and Residents Association	24/10/2016	Ritz Parade	17	The Broomfield Home-Owners and Residents Association supports the inclusion of Ritz Parade in the List of Enfield's Local Heritage Assets. The Parade together with the former cinema meets almost all of the criteria listed in Historic England's Good Practice Guide. Along with other excellent local examples of 1930s "Art Deco" architecture – the Charles Holden underground stations, the Arnos public library, clinic and pool complex, the remaining apartments of Powys Court and Palmers Green library – Ritz Parade plays an important part in giving this Southern part of the Borough a particular and under-appreciated character. Ritz Parade deserves the sort of recognition that inclusion in the List offers as a contribution to the residential, commercial and social fabric in its current form. BHORA takes the view that with the prospect of development hanging over the Ritz Parade site (as suggested in the Council's draft Opportunity Development Brief), inclusion of these buildings in the List could offer a degree of well-deserved protection from insensitive and destructive alteration or worse.	Noted.	No changes to draft list required.
	10/11/2016	3 Wellington Road	Not listed	Why isn't Wellington House, 3 Wellington Road, Bush Hill Park, EN1 2PB included in the Local Heritage List? This house has already been classed as a 'non designated heritage asset'.  It is the only remaining 1880s house opposite the cricket pitch at the end of Wellington Road – that makes it a rarity and of historic significance. The house is of architectural value: its arts and crafts design is pleasing to the eye and it is unique – where else in the area would you find one the same?  It should have been included in the Bush Hill Park Conservation Area and	A group of less altered examples of this type of property are included in the Conservation Area.	Building not included.

LOCAL LIST PUBLIC CONSULTATION RESPONSES

Respondent	Date	Building	Asset Number	Comment	LBE comment	action
	10/11/2016	St Monica's Hall, Intimate Theatre, 521 Green lanes	110	As the owners of this building we wish to object to the proposed listing due to serious inaccuracies in the reasons given for the proposal. You have indicated a number of areas of significance that are not all correct. <b>Creative Association</b> The building has resumed its first original purpose of being a church hall. Although some plays are still staged they total a maximum of 6 weeks in a year. <b>Historic Association</b> Although undoubtedly because of some past associations with celebrities it may be of interest, there is no visual reminder of its past associations to merit a local listing. <b>Social Value</b> The building is now used to facilitate its many parish activities and all other uses one would associate with an active and vibrant parish. <b>Rarity</b> We would argue that because its primary use is no longer that of a theatre, and indeed has not been so for many years without recognition now being called for, its rarity values falls away. <b>Landmark Status</b> The building listing citation notes only that it has a two storey frontage of red brick with stone quoins and window surrounds. We would suggest that this does not merit landmark status. We would therefore request that the local listing is denied.	List description corrected regarding building's use. Still considered to meet other local list criteria, including rarity, historic association, landmark status, social value and creative association.	Building retained
Transport for London	16/11/2016	Southbury Road & Edmonton Green Rail Stations	192, 198	Great selection (fine schools), in particular including Carnegie Library and Edmonton Fire Station. Surprised that none of the Lee valley stations were included.	Added Southbury Road and Edmonton Green Rail Stations	Additional list entries made
Watch Tower Society on behalf of the Trustees of North London Assembly Hall of Jehovah's Witnesses (NLAH).	21/11/2016	Ritz Parade (Incl. Jehovah's Witness Building), Bowes Road, N11 2JG	17	Listing is likely to complicate and slow down progression and implementation of the North Circular Area Action Plan (under NC Policy (site 12) for redevelopment) and the development brief. The listing of the building would potentially make the future picture of the Parade less clear. According to a draft study by a heritage consultancy, the building is not of sufficient architectural quality to merit listing. The same source indicates that the landmark status of the parade is not significant. The facade of the parade has been altered and no longer retains the unity it once had. For the above reasons, and particularly in view of the risk of removing the flexibly drafted planning options at the site, NLAH would not support adding the Ritz Parade to the sites on the Local List.	Considered to meet local list criteria, including Architectural Quality, Landmark Status & Urban Design. It is a good example in the Local List retaining many features of interest. Condition is not a designation criteria. It is distinctive in its surroundings. The existing building would currently be treated as an undesignated heritage asset and any proposals for change assessed accordingly. Proposals for change will be decided taking a balanced judgement having regard to the scale of any harm or loss and the significance of the heritage asset and all other material factors.	Building retained



LOCAL LIST PUBLIC CONSULTATION RESPONSES

Respondent	Date	Building	Asset Number	Comment	LBE comment	action
Sent on behalf of London Parks and Gardens Trust	28/11/2016	Various Open Spaces, Parks and Gardens	35, 88, 99, 125, 187, 189, 241	The attached list identifies sites which the London Parks & Gardens Trust particularly supports and we request that the Local Heritage List for Enfield be expanded to recognise the value of the omitted sites which meet the criteria set out by Historic England. The following open spaces are included in LPGT inventory and are of heritage interest in their own right but are not proposed by Enfield, some are rather lovely parks, all have cultural significance and we recommend that they should be included in the Local Heritage List (links are to the LPGT inventory): All Saints' Churchyard, Friends Meeting House, St James Churchyard, St John the Baptist, Millfield House Arts Centre, Salisbury House Arts Centre, Bush Hill Park Golf Course, Western Synagogue Cemetery, Oakwood Park, Bury Lodge Gardens, Bush Hill gardens, Bush Hill Park, Christ Church Cockfosters Churchyard, Enfield Crematorium, Hertford Cemetery, Jubilee Park, Lakeside.	Various suggestions for inclusion on the Local List are already gardens within the curtilage of statutorily listed assets, therefore afforded protection. These include; All Saints Churchyard, Friends Meeting House, St John the Baptist, Millfield Arts Centre and Salisbury House. Bush Hill Park Golf Course, Enfield Crematorium are included within the Local List. Western Synagogue Cemetery is within the Montagu Road Conservation Area. Oakwood Park and Bury Lodge Gardens are designated Metropolitan Open Land (MOL). This leaves Bush Hill Gardens, Bush Hill Park, Christ Church Cockfosters Churchyard, Hertford Cemetery, Jubilee Park and Lakeside. New submitted evidence will be considered by the project review board. The published Local List is a fluid document which is to be reviewed and updated periodically to respond to newly identified non-designated heritage assets.	List reviewed periodically.
Sent of behalf of Notting Hill Housing Trust	29/11/2016	Ritz Parade (Incl. Jehovah's Witness Building), Bowes Road, N11 2JG	17	A Historic Buildings Appraisal has been supplied which provides assessment of the Parade against each of the Council's adopted selection criteria. It demonstrates that it does not successfully meet any of these criteria and thus concludes that the Parade should not be included on the Council's Local List. <b>Architectural Quality</b> The building overall presents a poor quality façade with numerous alterations that have been damaging to its architectural quality and its original design. <b>Landmark Status</b> The Ritz Parade does not significantly stand out from its surroundings and as such it is considered that the buildings do not successfully meet this criterion as per the council's definition of 'landmark status' <b>Urban Design Quality</b> Areas of the Parade are in a poor state of repair and the alterations detract from the architectural consistency of the frontage and serve to erode its positive contribution to the streetscape and thus its 'urban design quality'. It is considered that the Site does not successfully meet the remainder of the Council's adopted selection criteria for locally listing.	Considered to meet local list criteria, including Architectural Quality, Landmark Status & Urban Design. It is a good example in the Local List retaining many features of interest. Condition is not a designation criteria. It is distinctive in its surroundings.	Building retained.

LOCAL LIST PUBLIC CONSULTATION RESPONSES

Respondent	Date	Building	Asset Number	Comment	LBE comment	action
Shimplin Brown Planning & Development on behalf of Oak Hill College.	29/11/2016	186 Chase Side, Southgate, ENFIELD, N14 5HN	Not listed	<p>The College are concerned that the description of the building in the draft list is factually incorrect. The College have commissioned WYG Heritage Consultants to provide an independent assessment of the property which has concluded that the property does not meet any of the criteria set out in the Council's guidance on selection for the Local List. <b>Architectural Quality</b> The designed and intended elegance of the building, sitting over two storeys and a basement, has been subject to a series of unsympathetic alterations which have severely impinged on its pure architectural form. <b>Landmark Status</b> The building in question cannot be considered as "iconic", in particular as its scale is very similar to that of the surrounding street-scape. The utilisation of this criterion for including this building on the local list is unfounded and highly inaccurate. <b>Group Value</b> Whilst the two buildings (Nos 184 and 188) are mentioned within the description for this building, they are not included within the draft local list. Furthermore, the description of these two buildings states that they have less grandeur than No 186, and it is probable that this is the reason for their non-inclusion.</p> <p>On behalf of my client, I therefore strongly object to the inclusion of this building on the local list as it clearly does not meet any of the criteria set out in the guidance adopted by yourselves.</p>		This additional information has been reviewed by the project review board and the property removed from the Local List.
Sent of behalf of Berkeley Homes	30/11/2016	Dower House & Stable Block, Trent Country Park	186, 226	In relation to the proposal to include these assets on the Local List, we note that they are already afforded protection by virtue of their inclusion as part of the Trent Park Conservation Area., both are statutory provisions and under national planning policy requirements set out in NPPF. We therefore do not consider their addition to the Local List to be necessary and request that both assets are removed on this basis. Berkeley is pleased to support the conservation of Enfield's locally and nationally significant heritage assets through the regeneration of Trent Park, and looks forward to delivering the scheme following planning approval.	It has not been suggested that the buildings do not meet nomination criteria. Likewise, the consultation responses do not suggest that they do not meet criteria. The buildings have been nominated and assessed through the project and review board. The purpose of locally listing is not to prevent change, but to ensure that all reasonable proposals for change are given due consideration and are in keeping with the buildings special character and appearance and carried out in a sensitive manner. The existing buildings would currently be treated as undesignated heritage assets and any proposals for change assessed accordingly.	Buildings retained on Local List.

# London Borough of Enfield Local Heritage List GUIDANCE ON SELECTION CRITERIA

## REVIEW OF LOCAL HERITAGE ASSETS

Enfield Council is working with the Enfield Society to review the Local Heritage List for the Borough. Local heritage assets are defined as buildings, structures and sites which have special local interest, but which are not included in the national list of buildings of special architectural or historic interest, or in the national register of historic parks and gardens. Buildings, structures and sites included in the Local Heritage List will be given special consideration in the planning process, when decisions are made on development proposals which affect them.

Volunteers from the Enfield Society, from the Borough's Conservation Advisory Group and Conservation Study Groups, and other local societies, as well as the local community, will be carrying out a survey of the Borough to identify candidates for inclusion in Enfield's Local Heritage List.

The decision on whether to include an asset in the Local Heritage List will be made by Enfield Council, based on the recommendations of a panel comprising members of the Enfield Society and other local conservation bodies, Heritage Officers from Enfield Council, and their professional advisors.

Historic England have produced a Good Practice Guide for Local Heritage Listing (May 2012) which sets out what to consider when developing local selection criteria.

The following proposed selection criteria are based upon and include the criteria identified in Historic England's Good Practice Guide and are organised under the general headings of Historic Value, Townscape Value, and Local Cultural Value. For an asset to be considered for inclusion in the Local Heritage List it must clearly satisfy at least one of the selection criteria listed below.

### Historic Value

- Age
- Rarity
- Historic association
- Archaeological interest

### Townscape Value

- Architectural quality
- Landmark status
- Group value
- Urban design quality
- Designed landscape merit

### Local Cultural Value

- Social and communal value
- Aesthetic merit
- Literary or creative association

This Guidance Note defines the selection criteria used to review the current Enfield Local Heritage List, using local examples to illustrate each criterion.

*The National Planning Policy Framework says that a heritage asset is a building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage assets include those identified by the local planning authority in a local heritage list.*



## HISTORIC VALUE

*This quality is based on the historic significance of the asset in terms of its age, rarity, archaeological interest or historic associations.*

### AGE

The older the building or structure is the more valuable it is likely to be. Most buildings in original or largely unaltered condition which date from before 1840 are included in the national list. The newer the heritage asset is, the greater the need to justify its inclusion in the Local Heritage List.

*Age: Chapel of Rest, Church Lane, Enfield, a 19th century building which is largely unaltered and which is not included in the statutory list.*



### RARITY

This is often related to age, but may be a result of there having been only a few examples in the first place. Older buildings or structures tend to be rarer because it is more likely that over time other examples of the same kind will have been lost. The rarer the building or structure the more valuable it is.

*A rare local heritage asset: Edward VIII Pillar Box at Winchmore Hill, Southgate, one of only 161 made during Edward's brief reign before he abdicated in 1936. Unusually the Borough has three of these pillar boxes..*



### HISTORIC ASSOCIATION

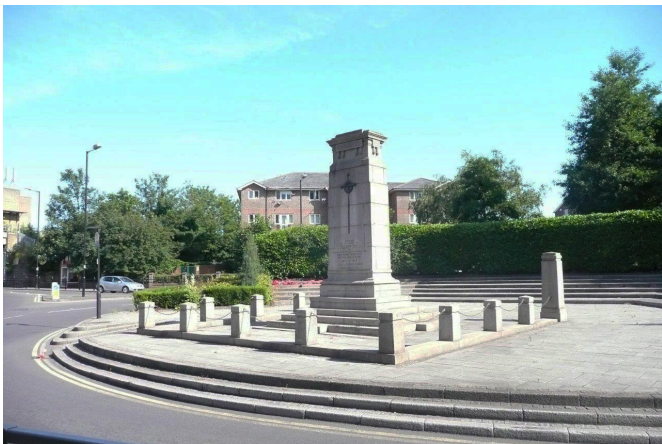
This refers to any association the asset may have

- with any notable persons (did they design the building, live there or stay there),
- with any historical events (did anything noteworthy happen there),
- with a design movement (is the building or structure a good example of a particular design type or style),
- with a particular kind of technology or industry (was the building designed for a specific industrial process or technological purpose), or
- with a political or social movement (was the building the venue for any notable political activities or events).

Such associations should be given greater weight where there is a good historic written record.



*Association with a notable architect: Ellington Court, Southgate (1937), an early work by Frederick Gibberd, later renowned as the architect of Liverpool Metropolitan Cathedral.*



*Association with a historic event:  
Edmonton War Memorial comprises a cenotaph in Portland Stone with inscriptions commemorating the men of Edmonton who fell in the First and Second World Wars.*



*Historic association with pioneering technology:  
Ediswan Factory Offices, East Duck Lees Lane, Ponders End (1890), where Britain's first radio valve and television cathode ray tube factories opened in 1916 and 1936 respectively.*

## ARCHAEOLOGICAL INTEREST

A building or site may have archaeological significance, for example because it has a relationship to known archaeological remains based on evidence, and a distinct area or location can be identified. For example, Roman remains are often discovered in the Bush Hill Park area.

*A structure of archaeological interest:  
Footings of Weld Chapel, The Green, Southgate*



## TOWNSCAPE VALUE

*The townscape value of the building, structure or site is the contribution it makes to the local physical environment. This is partly derived from the form of the heritage asset itself and partly from its role in the wider townscape.*

## ARCHITECTURAL QUALITY

This is created by a variety of factors including the building's composition, proportioning, form, decoration, and massing. The building or structure may be a good representative example of a recognised architectural style, with few or no damaging alterations.

It should be noted that this criterion is not based on style preferences, but on the abstract, formal qualities of the building or structure.

*Architectural quality:  
Barclays Bank was built as London and Provincial Bank in 1897 in the baroque style. The world's first cash machine was installed here in 1967.*



## LANDMARK STATUS

Some buildings or structures have an iconic quality which derives from their scale (higher than adjoining buildings), position (such as a corner or elevated location), or contribution to a view or vista (can be seen from a distance). Such buildings are often used to help people orientate themselves, give directions and navigate an area.

*Landmark status:*

*Grange Park Methodist Church, Old Park Ridings, Southgate (1938) by C H Brightiff, a striking Art Deco building on a corner site.*



## GROUP VALUE

Certain buildings or structures are part of a larger group of similarly designed buildings or structures, which together create a distinctive local environment. Examples include houses in a terrace, different buildings in an estate designed by the same architect which share common design features, a range of buildings in a similar architectural style, and buildings which use the same palette of locally distinctive materials.

*A terrace of 4 one-bedroom bungalows built for the needy residents of the Ancient Parish of Enfield, rebuilt 1893 by C H Bowles.*



## URBAN DESIGN QUALITY

Individual buildings sometimes have value because they make a positive contribution to the public realm, either informally or as part of a formally planned environment. Examples include dwelling houses in a Garden City estate, buildings which enclose and form a public square, and buildings which provide a frontage of some, preferably consistent quality to a public park, highway or footpath.

*"The Town", Enfield, where buildings, including some of good architectural quality, enclose and form a public space.*



## DESIGNED LANDSCAPE MERIT

This refers to gardens, parks or landscaped grounds which have been designed and create a special environment for the enjoyment of outdoor spaces. They often contain key buildings or structures which form focal points within the landscape.

*The Town Park and New River Loop, Enfield, is an area of designed landscape which makes an important contribution to the local environment.*



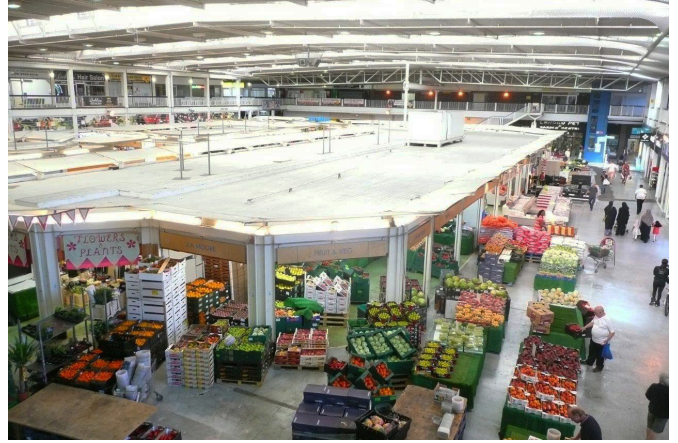
## LOCAL CULTURAL VALUE

*The local cultural value of the building or site is based on more intangible factors and derives from the role the asset plays or has played in local life. The more important these characteristics are the more likely the heritage asset is to be of more than local significance.*

### SOCIAL OR COMMUNAL VALUE

Buildings or sites which have associations with local social activities, events, traditions or practices. They are often perceived as a source of local identity, distinctiveness, social interaction or coherence. Such properties may be based in intangible aspects of memory contributing to the “collective memory” of a place.

*Edmonton Green Market grew to be a major shopping destination following the opening of Edmonton Green railway station in 1872.*



### AESTHETIC MERIT

The intrinsic artistic merit of a heritage asset relating to its design, materials or other distinctive characteristics. Such an asset may be a locally significant work of art, although sometimes it may have wider value.

*Bas-relief portrait plaques in memory of Charles Lamb and John Keats (1898) in bronze and marble by George Frampton, at Community House, Edmonton.*



### LITERARY OR CREATIVE ASSOCIATIONS

Some buildings or places are featured or referenced in literature or other creative arts, without any independent historical or factual basis, and become well known and appreciated purely from their association with the relevant work of literature or art. The Abbey Road zebra crossing is a national example of this.

*No 1 Avondale Road, Palmers Green, home of Stevie Smith, poet and novelist, from 1906 to 1971. Architecturally unexceptional, the building's significance rests on its association with an important literary figure (note the blue plaque).*



## THE NEED FOR EVIDENCE

It is important to ensure that the inclusion of an asset in the Local Heritage List is based on robust evidence demonstrating its significance. Documentary evidence should therefore be provided wherever possible to support its assessment against each of the above criteria, as appropriate.

The inclusion of a building, structure or site within the Local Heritage List will have different policy implications for how the asset will be managed in the future, dependent upon the nature of the asset concerned. For example, where the significance of the asset rests in its architecture or physical form, the appropriate policy response will be to protect the physical form of the asset; where the significance of the asset derives from a more intangible quality, such as its association with an event or a person, the appropriate policy response may be to commemorate the association with a blue plaque.

## DEFINITIONS

*Local Heritage Asset* – a building, structure or site which Enfield Council has included in Enfield's Local Heritage List because it satisfies at least one of the agreed selection criteria.

*Listed building* - a building or structure which is included in the national statutory list of buildings of special architectural or historic interest.

*Registered Park or Garden* - an area of designed landscape which is included in the national register of parks and gardens of special historic interest.



**MUNICIPAL YEAR 2017/2018 REPORT NO.****53****MEETING TITLE AND DATE:****Cabinet, 13 September  
2017****REPORT OF:**Executive Director of  
Health, Housing and Adult  
Social Care**Agenda – Part: 1****Item: 9****Subject: Section 75 Agreement: Approval  
of Revisions for 2017/18****Wards: All****Key Decision No: 4488**

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**1. EXECUTIVE SUMMARY**

- 1.1 Enfield Council and NHS Enfield Clinical Commissioning Group (CCG) have had a pooled budget arrangement under a Section 75 Agreement for commissioned services for adults since 2011 and for children and adult services since 2015. The current agreement has continued to work well during 2016/17.
- 1.2 Both parties are seeking to renew the Section 75 (pooled funding) Agreement again for 2017/18. Uplifts have been applied to some areas to reflect contract uplift or staff pay awards for 2017/18.
- 1.3 The revised agreement will create a single pooled Better Care Fund which will now include funding amounts which were previously separately pooled as follows: Better Care Fund, Mental Capacity Act and Deprivation of Liberty Safeguards; Joint Commissioning Team (adults); Integrated Community Equipment Service; Integrated Learning Disability Service and the twelve Continuing Healthcare (CHC) beds at Bridgewood House. The components relating to Children's services are: Voluntary and Community Sector contracts including Dazu, Mental Health Forum and Mental Health Training; Youth Offending Unit, Youth Offending Service, Youth Offending Unit Psychologist, YOS – CYP IAPT, EPS training and Future in Mind Enfield Parent Infant Partnership and Educational.
- 1.4 This report outlines the proposed contributions for 2017/18 and seeks approval of these to allow the revised Section 75 Agreement to be finalised to ensure appropriate governance arrangements are in place.

1.5 The Section 75 agreement for 2017/18 has been approved by EMT on 4<sup>th</sup> of July 2017. It will be presented at the ECCG Finance and Performance committee on 30<sup>th</sup> August 2017 and the ECCG Governing Body Board on 20<sup>th</sup> September 2017.

1.6 This includes the additional Adult Social Care Funding agreed by the government to be used for the purposes of meeting adult social care needs, reducing pressures on the NHS, including support for more people to be discharged from hospital in an appropriate and timely way and stabilising the social care provider market.

## **2. RECOMMENDATIONS**

2.1 Approve the proposed contributions to the Section 75 Agreement for 2017/18.

2.2 Approve the creation of a single pooled Better Care Fund to include all pooled funds previously contained under separate S75 schedules with those terms and conditions to continue as previously agreed.

2.3 Agree to delegate formal sign off of the Section 75 Agreement on Enfield Council's behalf by the Director of Health, Housing & Adult Social Care following formal approval from the Enfield Clinical Commissioning Group for a period of one year with the option to extend the contract period for a further period of up to one year at a time.

2.4 The final BCF guidance was issued by the Department of Health in early July 2017 which prevented a submission of the BCF spending plan to the Health and Wellbeing Board on the 12<sup>th</sup> of July. The BCF spending plan and the report have now been sent to the Health and Wellbeing Board members for consideration.

2.5 To note that the Enfield Clinical Commissioning Group Governing Body will be considering the same authorisation to enter into the agreement on 20<sup>th</sup> September 2017.

## **3. BACKGROUND**

3.1 Enfield Council and NHS Enfield Clinical Commissioning Group have had pooled funding arrangements under a Section 75 Agreement for commissioned services for adults since 2011 and for some commissioned services for children since 2015. The existing Section 75 contains 12 separate schedules.

3.2 The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. The BCF has been created to

improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life. The BCF encourages integration by requiring CCGs and local authorities to enter into pooled budget arrangements and to agree an integrated spending plan.

3.3 Both parties are seeking to renew the Section 75 Agreement under a single Better Care Fund Schedule in order to further support the transformation and integration of health, social care and children's services.

3.4 The inclusion of Children's commissioned services into the agreement is in line with national guidance which supports the further development of joint working and the integration of children's services. The Children's and Families Act 2014 requires Local Authorities to take the lead in making arrangements to promote co-operation between agencies to improve the well-being of children in the authority's area, and establishes that relevant partners (including NHS Clinical Commissioning Groups) have a duty to co-operate with these arrangements. Going forward, the changing landscape of health and social care reinforces the importance of effective partnership arrangements and the integration of children's services.

3.5 A Section 75 Partnership Agreement for commissioned services offers the following opportunities:

- Improved integrated commissioning and service delivery that can consider the requirements of health, social care and children's services
- Development of shared local priorities for service provision and the alignment of funding to deliver these
- An evidence based approach to commissioning which incorporates joint assessment of needs
- Development of a shared vision for services to deliver more cohesive and comprehensive outcomes
- Development of joint performance indicators, monitoring processes and key strategic information such as baselines and tracking systems
- Easier identification of gaps in provision
- Reduced bureaucracy
- Better use of resources to deliver improved value for money
- Production of joined up commissioning priorities, service specifications and care pathways for all service areas.

3.6 The contributions of each Party for 2017/18 are shown below (subject to approval from Enfield Clinical Commissioning Group)

**Summary of the Better Care Fund Contributions 2017-18**

Schedule	NHS Enfield Clinical Commissioning Group	Enfield Council
Better Care Fund iBCF	£19,528,864	£2,796,777 £6,136,893
Mental Capacity Act and Deprivation of Liberty Safeguards	£45,174	£834,863
Joint Commissioning Team	£55,201	£55,201
Integrated Community Equipment Service	£477,201	£972,642
Adult CHC Equipment	£211,585	
Integrated Learning Disability Service	£1,864,402	£4,506,378
STAY project (PBS intervention for young people)	£42,000	£0
CHC Beds	£750,816 (£187,704 per Quarter)	£0
Dazu – Counselling for Young Carers, Mindfulness Training	£20,381	£0
Voluntary Sector – Mental Health Forum and Mental Health Training	£10,000	£0
Youth Offending Unit – Nurse/health professional	£65,763 (monies to be paid directly to commissioned Community Health provider by CCG)	£0
YOU Therapeutic Interventions Social Workers x2	£0	£83,892
YOU .6 (.4+.2) Psychologist (monies to be paid direct to commissioned CAMHS	£24,314	£12,157

provider)		
YOU – CYP IAPT – subject to NHSE funding and trainees completing the course	£18,000	£0
EPS training -7 days @ £780 per day + training materials	£7,040	£0
Future in Mind EPIP and EP .3 EP Incredible Years & crèche	£108,000 £9,000	£0 £0
<b>Total</b>	<b>£23,237,741</b>	<b>£15,398,803</b>

#### 4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Including the Better Care Fund, there are currently twelve separate pooled funds under the Section 75 agreement. Continuation of maintaining these schedules separately was considered and consensus reached that having a single pooled fund, a single and common governance process with all terms and conditions to continue as previously agreed was the most efficient and appropriate option.

4.2 NHS England guidance requires the pooling of the Better Care Fund to be via a Section 75 Agreement.

#### 5. REASONS FOR RECOMMENDATIONS

5.1 The pooled funds within the existing Section 75 Agreement require amendment to reflect contract value uplifts and staff pay awards.

5.2 Creating a single pooled fund rather than 12 separate pooled funds does not change the terms and conditions attached to the spending plan for each area of spend and is a more efficient option.

5.3 Both Enfield Council and Enfield Clinical Commissioning Group have endorsed the amendments (subject to final approval through Cabinet and ECCG governing body) to the Section 75 Agreement, and the recommendation to re-issue and re-sign the document.

5.4 The revised Section 75 Agreement will further consolidate and improve collaborative working between Enfield Council and Enfield

Clinical Commissioning Group, providing stability to existing local services and supporting the transformation and integration of health, social care and children's services.

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

### **6.1 Financial Implications**

6.1.1 The revised contribution under the jointly approved Section 75 agreement for 2017/18 from the NHS Enfield Clinical Commissioning Group will be £23.237m and £15.398m from Enfield Council, totalling £38.636m.

6.1.2 There is an increase from 2016/17 of 2.25% on services with a staffing element, such as the Integrated Learning Disabilities Services to cover pay and employer pension increases, and £200k within Mental Health Capacity and Deprivation of Liberty Safeguards from the Council. This was in the Council's Medium Term Financial Plan, contained within the Budget Report approved by Council.

6.1.3 Within Childrens Services there is an increase of ECCG contribution by £178,643 and LBE contributions by £54,944.

6.1.4 The detailed schedules in the Section 75 Agreement with the NHS Enfield Clinical Commissioning Group for 2017/18 are currently specific areas of budget accountability within Health, Housing and Adult Social Care (HHASC) and Schools and Childrens Services for the Youth Services. They represent delegated budget holder and financial management responsibility and are included as part of the monthly budget monitoring and year end close down process.

6.1.5 Under the Section 75 Agreement, the Council and NHS Enfield CCG will invoice the other for their contribution quarterly in arrears.

6.1.6 The Section 75 Agreement also includes procedures for the treatment of under and over spends at financial year end. In essence the parties will jointly agree whether resources are to be rolled forward to benefit future years or divided between the parties in the proportions as contributed.

### **6.2 Legal Implications**

6.2.1 Enfield Council has power under section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions. Section 1 of the Localism Act 2011 further empowers Enfield Council to do anything that individuals generally may do, provided it is not prohibited by legislation and subject to Public Law principles.

6.2.2 The proposals in this report are in line with section 75 of the National Health Service Act 2006 (the “NHS Act”), together with associated secondary legislation and guidance. Section 75 enables Enfield Council to enter into arrangements to pool funds and integrate prescribed functions with NHS bodies (as defined in section 245 of the NHS Act) if such arrangements are likely to lead to an improvement in the way in which those functions are exercised.

6.2.3 Throughout the duration of the Agreement, Enfield Council must ensure value for money in accordance with the overriding Best Value Principles under the Local Government Act 1999.

### **6.3 Property Implications**

None

## **7. KEY RISKS**

### **7.1 Additional statutory or legislative changes are made throughout the duration of the Agreement.**

This has been mitigated by seeking approval to delegate any variations during the term of the Agreement to the Assistant Director of Adult Social Care and the Assistant Director of Service Development and Youth Services.

### **7.2 The available resources at both authorities are reviewed and existing capacity levels cannot be maintained.**

This has been mitigated by specifying the contributions to pooled funds as agreed as part of the budget setting processes at both organisations and including the agreed processes for managing an over-spend and under-spend within the pool.

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

The continuation of a Section 75 Partnership Agreement will contribute to delivering access to high quality health and social care services for local people through the facilitation of further integrated working, improving outcomes for health, social care and children’s services.

### **8.2 Growth and Sustainability**

Enfield Council and NHS Enfield Clinical Commissioning Group will be able to develop the market, to ensure sufficient, high quality services are available to meet local demand, in line with the Joint Strategies and commissioning intentions

### **8.3 Strong Communities**

The continuation of a Section 75 Agreement will further strengthen the partnership between Enfield Council and NHS Enfield Clinical Commissioning Group and support integration across health, social care and children's services and the co-ordination of resources to provide more efficient and effective services.

## **9. EQUALITIES IMPACT IMPLICATIONS**

Equalities Impact Assessments will be carried out for each of the service areas within the Section 75 Agreement where necessary.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The performance reporting arrangements are specified within each area of spend and set out the frequency of monitoring and what information will be collected to assess success. The continuation of the Section 75 Agreement will build on work already undertaken to integrate health, social care and children's services and evidence the Council's ongoing commitment to a partnership with health services to improve outcomes for local residents. The Section 75 Agreement will provide the mechanism through which seamless health, social care and children's services provision can be delivered thus improving the outcomes for local people.

## **11. HEALTH AND SAFETY IMPLICATIONS**

None.

## **12. HR IMPLICATIONS**

None.

## **13. PUBLIC HEALTH IMPLICATIONS**

The continuation of the Section 75 Agreement will facilitate better integration and joint working arrangements across health, social care, and children's services which will contribute to a more strategic approach to the delivery of services and therefore offer the opportunity to improve public health as a result.

## **Background Papers**

None.



## MUNICIPAL YEAR 2017/2018 REPORT NO. **54**

**MEETING TITLE AND DATE:**

Cabinet – 13th September 2017

**REPORT OF:**

 Executive Director –  
 Regeneration &  
 Environment

<b>Agenda – Part: 1</b>	<b>Item: 10</b>
<b>Subject: Edmonton Cemetery Extension            (Revised approach)</b> <b>Wards: Bush Hill Park</b> <b>Key Decision No: 4558</b>	

Contact officer and telephone number:

Matthew Watts, Assistant Head of Commercial Services

 Email: [matthew.watts@enfield.gov.uk](mailto:matthew.watts@enfield.gov.uk)

### 1. EXECUTIVE SUMMARY

- 1.1 This report seeks authority to amend the scope of the Cabinet decision made on 19th October 2016 through Report No.102 (KD 4234) to extend Edmonton Cemetery.
- 1.2 At a meeting of the Cabinet on 19th October 2016, approval was given to extend Edmonton Cemetery onto the adjacent Council land that is currently occupied by 14-tennis courts, to meet the growing demand for burial space. As part of the recommendations agreed within Report No.102 (KD 4234), the extension of the cemetery would create 1718 new burial plots and secure £250k of investment for tennis across the Borough.
- 1.3 Since the decision was taken by Cabinet in October 2016 the Friends of Firs Farm have requested (appendix 1) that the Council considers relocating the four remaining tennis courts that were to be upgraded through the original project, from the land adjacent to the cemetery to Firs Farm Playing Fields that is located immediately south of the cemetery. Sport England and the Lawn Tennis Association have both been also engaged and support the proposal (appendix 2).
- 1.4 The revised scope of the project would increase the number of new burial plots to 2137, and investment in the Borough's tennis facilities would increase to £500k. The proposal would delay the completion of the cemetery expansion from September 2018 until late 2018/early 2019.

## 2. RECOMMENDATIONS

- 2.1 That Cabinet approve plans to move the four tennis courts that would have been upgraded through the Edmonton Cemetery Expansion Programme from the land adjacent to Edmonton Cemetery to Firs Farm, subject to Planning Permission.
- 2.2 The land on which the four tennis courts currently stands becomes part of the wider Edmonton Cemetery Expansion Programme, increasing the number of burial plots to 2137 and increasing investment in tennis provision to £500k.
- 2.3 Cabinet recognise that approval of the revised scope would result in a delay of up to three months to the completion of the Edmonton Cemetery Expansion Programme.

## 3. BACKGROUND

- 3.1 At a meeting of the Cabinet on 19th October 2016, approval was given to extend Edmonton Cemetery onto the land adjacent that is currently occupied by 14 tennis courts. The plans approved by the Cabinet were for the extension of the cemetery to provide 1718 new burial plots. The proposal was developed to meet the growing demand for burial space within the Borough, particularly within the Edmonton area, and the need for new burial options for the diverse communities of the Borough.
- 3.2 Report No.102 outlined the growing need for additional burial space within the Borough given the projected demand over the 20-year period from 2010/11. The report considered five different options to address the issue:
  - **Option 1** - Develop all the land next to the A10, replacing all the tennis courts (14) and the skate park.
  - **Option 2** - Develop part of the land next to the A10 (excluding the skate park), removing 10 of the existing 14 tennis courts and investing in the remaining 4
  - **Option 3** - Develop other land adjacent to the cemetery
  - **Option 4** - Create a new cemetery at a different location
  - **Option 5** - Do nothing

Cabinet approved option 2 as it was financially viable and had minimal impact on the existing environment of the overall site.

- 3.3 To mitigate the loss of 10 of the tennis courts, Cabinet agreed to invest £250k into tennis provision within the Borough. The investment would allow for the upgrading of the 4 remaining courts on the land adjacent to the cemetery and improvements at other sites through the ring - fencing of £250k of funding from the project.
- 3.4 Since Cabinet approved the plans in October 2016 through Report No.102 (KD 4234) the Friends of Firs Farm have requested (appendix 1) that the Council considers relocating the four courts that would be

upgraded in situ through the original scope of the project to Firs Farm Playing Fields. The Friends of Firs Farm have requested that the tennis courts be moved there because historically tennis courts were present on Firs Farm, and with the recent addition of the wetlands and new walking routes, the playing fields are becoming a destination open space. The addition of new tennis courts would support the wider leisure offer at Firs Farm.

- 3.5 If approved, the revised scope would allow increased burial space within a revised area of expansion, with the number of new burial plots increasing from 1718 to 2137. Based on a projected 86 sales per annum from year three, as per the previously agreed business case (Cabinet 19<sup>th</sup> Oct 2016), the proposed revised scope would increase the life of the extension from 20 years to approximately 25 years.
- 3.6 As outlined above, Sport England and the Lawn Tennis Association both support these proposals, subject to granting of Planning Permission for the construction of four new courts at Firs Farm Playing Fields. The current courts are underutilised, presumably due to their position adjacent to A10 and their location away from residential areas. Their movement to Firs Farm Playing Fields would facilitate increased usage due to a better location.
- 3.7 The revised scope outlined within this report will retain the skateboard park in its current location along with the former toilet block that stands adjacent to the skate board park. The four tennis courts that were due to be retained and upgraded will now be moved to Firs Farm and provide a better facility than would not have been possible at their existing location.
- 3.8 The cost estimate of the original project approved by Cabinet in October 2016 was £2.05m, which with interest on the loan repayments (the capital loan is required to deliver project) would equate to a total estimated cost of £2.911m. With the change of scope as outlined within this report, the cost of the project is estimated to rise to £3.411m. The estimated cost increase, as supplied by the quantity surveyors working on the wider project, would be subject to detailed site surveys and land assessments, should approval be given to proceed by Cabinet. It is proposed that the additional capital required for the revised scope will be funded from the Cemeteries reserve fund so no additional borrowing would be required.
- 3.9 The potential income from the expanded area will increase from £4.716m to £7.163m, resulting in a net potential profit of £3.752m over the life of the project. As outlined above (in section 1.4) £500k will also be ring-fenced from the project to invest in tennis within the Borough.
- 3.10 Subject to approval of the revised scope, the completion of the cemetery expansion project will be delayed from September 2018 by

up to three months. However, the delay will not undermine the business plan due to the Council's ability to pre-sell certain burial plots.

3.11 Table below summarises the original plan versus the revised approach proposed within this report:

	<b>Original Plans</b>	<b>Revised Approach</b>
Number of burial plots	1718	2137
Target completion	September 2018	Up to 3 month delay
Planning application submitted	July 2017	Up to 3 month delay
Cost *	£2.911m	£3.411m
Income	£4.716m	£7.163m
Net	£1.805m	£3.752m
Investment in tennis	£250k	£500k
Stakeholders	Support from LTA & Sport England	Support from LTA, Sport England & Friends of Firs Farm

\*includes the cost of the investment in tennis

3.12 In addition to the Edmonton Cemetery Expansion Project, the Council's Property Team is currently disposing of the 'Cemeteries House' asset. The Bereavement Services Team currently use cemeteries House for office & welfare accommodation, customer sales, enquiries and the storage of burial records, but part of the receipt from the sale of Cemeteries House will be used to rehouse the team in another building within Edmonton Cemetery. Whilst the two projects are not directly linked, together they will ensure business continuity for the next 25 years.

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

4.1 Aside from the alternative options considered in Report No.102 (KD 4234), officers have considered continuing with the original scope approved by Cabinet in October 2016. However, the revised scope of the project is being pursued because it provides the best outcomes for the Cemetery Service, tennis provision within the Borough, and meets the aspirations of the local community.

#### **5. REASONS FOR RECOMMENDATIONS**

5.1 The revised scope meets all of the objectives agreed in Report No.102 (KD 4234), but allows increased burial space that will meet demand for a further five years than the original scope agreed by Cabinet, allows greater investment in tennis, and meets the Friends of Firs Farm's aspirations of delivering new facilities at the playing fields.

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

### 6.1 Financial Implications

6.1.1 This report seeks authority to amend the scope of the Cabinet Decision made on 19th October 2016 through Report No.102 (KD 4234) to extend Edmonton Cemetery.

6.1.2 The revised scope of the project would increase the number of new burial plots to 2137, and investment in the Borough's tennis facilities would increase from £250k to £500k.

6.1.3 The total cost estimate of the original project approved by Cabinet in October 2016 was £2.911m. With the change of scope as outlined within this report, the total cost of the project is estimated to rise to £3.411m.

The additional capital cost of £500k includes the initial additional £250k investment for the development of tennis facilities (from the original report). all survey / design work, and the construction costs associated, will be funded from the Mausolea / Cemeteries reserve.

6.1.4 If approved, the revised scope would allow increased burial space within a revised area of expansion, with the number of new burial plots increasing from 1718 to 2137. Based on a projected 86 sales per annum from year three. The potential income from the expanded area will increase from £4.716m to £7.163, resulting in a net potential profit of £3.752m over the life of the project. This is summarised in the table below.

	<b>Original Plans</b>	<b>Revised Approach</b>
Number of burial plots	1718	2137
Target completion	September 2018	Delay of 3 months
Cost*	£2.911m	£3.411m
Income	£4.716m	£7.163m
Net	£1.805m	£3.752m
Investment in tennis	£250k	£500k

\*includes the cost of the investment in tennis

### 6.2 Legal Implications

6.2.1 The Council has power under section 214 of the Local Government Act 1972 (LGA 1972) to provide land for use as a cemetery. The Council's existing site alongside the A10 can be formally appropriated for that

purpose in accordance with section 122 of the LGA 1972. As part of this process it is necessary to place an advertisement in a local paper circulating in the area for two consecutive weeks and to consider any representations received.

- 6.2.2 The procurement of works and services must be undertaken in accordance with the Council's Contract Procurement Rules and all contracts entered in to must be in a form approved by the Assistant Director of Legal and Governance.

### **6.3 Property Implications**

- 6.3.1 The revised option for extending the burial area creates a logical extension to the cemetery and achieves a significant increase in burial plots. This will result in the relocation of four tennis courts, as well as increasing the investment in tennis provision, to Firs Farm Playing Fields which increases and supports the wider leisure opportunities that become available.
- 6.3.2 Whilst maintenance costs for the tennis provision at the land adjacent to Edmonton Cemetery will cease it must be remembered that for the new provision at Firs Farm the early year's maintenance costs are likely to be relatively low, but rising as the facilities age and there will be a likely requirement for an increase in future maintenance provision.
- 6.3.3 The concentration of sporting facilities at Firs Farm will also create management efficiencies.
- 6.3.4 The Council's Property Procedure Rules (the Rules) set out mandatory procedures regarding the acquisition, management and disposal of property assets, which must be followed and commits the Council to a rigorous and business-like approach to the management of its property assets.
- 6.3.5 The recommendations made in this report fully comply with the requirements of the Rules.

## **7. KEY RISKS**

- 7.1 The risks for the proposals outlined within this report are consistent with those for the wider expansion programme outlined within Report No.102. They are:

- Capital infrastructure costs exceed estimates;

#### Mitigation

Independent, qualified quantity surveyors have supplied provisional sums to identify all known costs for the project. The Council's

Corporate Maintenance and Construction Team have reviewed the provisional sums. A contingency fund has been created to mitigate unknown costs.

- Income projections do not meet predictions, and demand for burial space is lower than forecast;

#### Mitigation

Detailed, external verified, analytic data has been reviewed to enable accurate projections to be made.

Income and sales targets will be monitored regularly.

The sites full development will be phased to enable the ability to sustain annual costs, at a relative rate to burials and income raised.

- Not doing anything will create a £178K financial pressure in 2019/20 due to Edmonton cemetery being at capacity with no burial space available and will also inhibit the ability to increase income to meet the additional income target of £200k per annum from 17/18-18/19 within the Council's Medium Term Financial Plan. This option will also prohibit investment into tennis facilities within the Borough;

#### Mitigation

Agree to the extension of Edmonton Cemetery, including the revised scope as outlined within this report to meet the financial pressure and provide additional income to support the ongoing maintenance required to sustain the standard of the Council's cemeteries.

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

The proposals outlined within this report will provide additional burial space for residents within the Borough. The proposals include a choice of different burial options for the community.

### **8.2 Growth and Sustainability**

The proposals outlined within this report will provide additional burial space that will meet the growing demand within the community. The proposals will also ensure that the Cemetery Service can continue to operate with financial sustainability.

### **8.3 Strong Communities**

The proposed scheme is focused on the future demands of residents within the Borough and allows for provision for non-residents with links to Enfield. The proposal with its implementation can also adapt to future priorities of the borough and its community's needs. The Friends of Firs Farm support the proposals outlined within this report, because the proposals will provide new tennis provision in a more suitable

location. New facilities at Firs Farm will support the creation of a destination park within the Bush Hill Park Ward and this will bring people together to help build stronger communities.

## **9. EQUALITIES IMPACT IMPLICATIONS**

- 9.1 Corporate advice was sought for Report No.102 and in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report.
- 9.2 It may however be necessary for Predictive Equalities Impact Assessments be undertaken on various work streams to ensure that proposed extension schemes benefit the community and it remains fully accessible particularly by those in the protected characteristic groups.
- 9.3 It should also be noted that the any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 Officers will monitor uptake of new burial plots through the Commercial Services monthly Performance Dashboard. Performance will be monitored against the business plan projections of 86 burials per month.

## **11. HEALTH AND SAFETY IMPLICATIONS**

- 11.1 It is not believed that there are any specific health & safety risks associated with the Edmonton Cemetery Expansion Programme. Subject to approval, officers will ensure that contractors have fully risk assessed the works that are required to transform the existing tennis courts into cemetery land. As part of the programme of work, the contractor will be expected to supply method statements for the works and deliver safe systems of working that protect those involved in the works and members of the public.

## **12. HR IMPLICATIONS**

- 12.1 There are no HR implications due to the proposals outlined within this report.

## **13. PUBLIC HEALTH IMPLICATIONS**

- 13.1 Reducing obesity is a priority for Enfield, as outlined in the borough's Health and Wellbeing Strategy. Obesity and particularly childhood obesity is a national problem with the number of Year 6 pupils classified as overweight or obese (ALS, 2015/16) on average being



34.2% in England and 38.1% in London. If left unchanged, this situation will lead to serious health complications later in life, such as diabetes, heart disease and cancers.

- 13.2 Being physically inactive is a known contributor for obesity and in Enfield a high percentage of residents are not doing enough physical activity to benefit their health. This is concerning because people who are insufficiently active have a 20% to 30% increased risk of death compared to people who engage in at least 30 minutes of moderate intensity physical activity on most days of the week. People who are physically active live longer and have a lower risk of heart disease (20%), breast cancer (20%), depression and dementia (20%), type 2 diabetes (30%), colon cancer (30%) and hip fracture (35%).
- 13.3 The proposal outlined within this report will ensure that four tennis courts are retained close to their current position, at a location better suited to promoting physical activity. There will also be a significant amount of money invested into tennis facilities across the Borough, which is expected to result in an increase in the number of people playing tennis. The use of the courts will be free of charge for certain groups vulnerable to poverty. This will become part of work in Enfield to increase physical activity in all areas so that it becomes part of everyday life and leads to an overall improvement of public health in Enfield.

### **Background Papers**

None

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## **Appendix 1 The Friends of Firs Farm request**

Hello Jonathan

I am contacting you as the Chair of the Friends of Firs Farm group on a matter raised at tonight's public meeting.

It has been noticed that works have commenced on the tennis courts by the A10 roadside of Firs Farm and we understand that this is as a result of an extension to the cemetery. Concerns that have been raised in the past included, playing tennis next to a now busy dual carriageway therefore it is probably not the healthiest environment in which to improve fitness. This was probably not the case when they were built some 70 plus years ago but we may now be in a position to change this today hopefully.

Firs Farm was once home to a number of tennis courts and pavilions but sadly no more (see attached map OS 1935). Once the courts along the A10 are gone the community lose yet another local opportunity to encourage our children and others to take up this sport and deal with some of the Obesity issues that appear to be on the increase in our society.

Enfield will lose the opportunity of inspiring yet another young person to take up tennis and you never know they could go on to become the next Andy Murray of the future.

Lets bring tennis back into Firs Farm and ensure that the courts are well maintained, well used, and continue to offer free tennis for those less fortunate and or able.

In place of the tennis courts by the A10 it would be appreciated, if the first 2/4 courts are left as part of the Firs Farm so that we don't actually lose any green space footage. This could be left as wildflower meadow as would then form part of the entrance to Firs Farm from the A10.

We look forward to your reply

On behalf of  
Friends of Firs Farm

Chair

**Friends of Firs Farm Park**

LOVE YOUR GREEN SPACE?



## Appendix 2 Support from the Lawn Tennis Association (LTA) and Sport England

### 2.1 Support from the LTA



Lawn Tennis Association  
The National Tennis Centre  
100 Priory Lane, Roehampton  
London SW15 5JQ

T 020 8487 7000  
F 020 8487 7301  
www.lta.org.uk  
info@lta.org.uk

Mr Jonathan Stephenson  
Head of Commercial Services, Public Realm  
Regeneration and Environment Department  
Enfield Council.  
PO Box 58  
Silver Street  
Enfield  
EN1 3XJ

Thursday 24<sup>th</sup> August 2017.

RE: Edmonton Cemetery Expansion.

Dear Jonathan,

Further to our conversations in recent week, I can confirm that in principle the LTA are happy for Enfield Council to progress with plans to switch the tennis provision from Church Street to the Firs Farm site. The LTA is in agreement with the council in that it becomes harder to justify the level of investment planned at the Church Street site given the planned level of works to the cemetery, especially if the cost of enabling the courts to be redeveloped borders on the costs of building new courts on another location. The choice to switch the tennis provision to Firs Farm where access to the courts and future sustainability is improved, appears to be a much more appropriate use of the funds earmarked to grow tennis throughout Enfield.

Should the plans to switch the provision from Church Street to Firms Farm be approved, the LTA approval is subject to the below;

-Any application made to the LTA for capital funding will need to meet the criteria of Transforming British Tennis Together. More information can be found via the following link <https://www.lta.org.uk/venue-management/facilities-advice/>

-If the decision is to not include floodlit or indoor provision at Firs Farm in the first stage of the project, and the council wish to use any funding allocated to the scheme as partnership funding towards future applications for match funding from the LTA, a network plan detailing this investment alongside the other planned investments throughout the Borough must be submitted and approved by the LTA prior to the works starting on site.

-The council will continue to work with the LTA to produce a detailed tennis development plan for the Borough, including the operation models for the various tennis sites within the Borough, to ensure that all sites promote a level of sustainability going forward.

-The securing of additional funding over the amount of £250,000 previously agreed to support the capital developments, given the increased cost of developing Firs Farm compared to Church Street. The LTA will continue to be consulted as to where this funding should be invested, especially when funding from the LTA is requested.

-The specification used to obtain quotations must be approved by the LTA technical consultant and the court works are to be completed by a member of the SAPCA tennis division.





Lawn Tennis Association  
The National Tennis Centre  
100 Priory Lane, Bournemouth  
London SW15 5JQ

T 020 8487 7000  
F 020 8487 7301  
www.lta.org.uk  
info@lta.org.uk

I hope that this letter gives you and the Council the necessary assurances the Council needs to progress the Edmonton Cemetery project. If you need any additional information, please do not hesitate to contact with myself or Mandana Mehranpour.

Yours Sincerely

Christopher Donkin  
Facilities Project Manager – London and South East.

CC'd  
Mandana Mehranpour (LTA)  
John Golding (LTA)  
Mark Furnish (Sport England).



## 2.2 Support from Sports England

Dear Jonathan,

Thank you for your email.

Sport England had concerns when consulted in 2015 for the proposal that would have resulted in the loss of 10 of the 14 courts without replacement and did not consider it to be consistent with Sport England Policy to protect sports facilities especially since the Council did not have an up-to-date strategy for tennis in the Borough so it couldn't be demonstrated to Sport England's satisfaction that these courts are surplus to requirements. It is understood that now the intention is to remove all the tennis courts at the site.

Although the Council still do not have this evidence base, Sport England understand that the London Borough of Enfield is an area where the LTA are seeking to increase the participation in tennis and the LTA have confirmed that the existing tennis courts appear in a bad state, have limited usage and are not located in the best location due to the adjacent A10. As a result the tennis courts, in their current state, do not have a significant impact on tennis participation in the Borough. Sport England is aware that the Council and the LTA have had ongoing discussions in relation to the site and tennis within the Borough and an agreement is in place where £500,000 would be spent on tennis within the Borough, including at the nearby Firs Farm and providing new tennis courts (albeit less than the 14 that could be lost at Church Street) to mitigate the loss of the Church Street tennis courts. The LTA have indicated that a lot of this investment would be to the east of the Borough which is where the Church Street tennis courts are located and that the existing limited usage of the Church Street tennis courts can relocate to Firs Farm.

In light of the above, it appears that despite the loss of a considerable number of tennis courts there would be greater benefits for tennis in the Borough therefore Sport England would not object to the proposals provided the conditions set out in the LTA's letter dated 24<sup>th</sup> August 2017 to yourself are imposed and that the £500,000 is secured. In regard to the latter, it is understood that there is a dedicated holding account ringfenced for tennis development but in the absence of a S.106 agreement, Sport England would seek a letter, signed by the Council's Chief Executive, setting out this commitment.

Please note that this view is on the basis that there would not be an impact on any other sports, playing field sites or other sports facilities in the Borough by any new or improved facilities at other sites.

If you have any questions relating to the above please do not hesitate to contact me.

Yours sincerely

Planning Manager



Join the conversation #thisgirlcan



1st Floor, 21 Bloomsbury Street, London, WC1B 3HF

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## THE CABINET

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

<b>MUNICIPAL YEAR 2017/2018</b>
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<b>OCTOBER 2017</b>
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- 1. Quarterly Corporate Performance Report** Ian Davis

This will present the latest quarterly corporate performance report. **(Key decision – reference number 4520)**
- 2. August 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of August 2017. **(Key decision – reference number 4545)**
- 3. Prevention and Early Intervention Contract Awards** Ray James

The report will recommend the award of contracts. **(Key decision – reference number 4555)**
- 4. Enfield Safeguarding Adults Board Annual Report 2016/17** Ray James

This will present the Enfield Safeguarding Adults Board Annual Report 2016/17. (Non key)
- 5. Enfield Local Implementation Plan Annual Spending Submission 2018/19** Gary Barnes

This will outline Enfield's proposals for spending the anticipated £4.1 million 2018/19 grant funding to be provided by Transport for London (TfL) to help implement the Mayor's Transport Strategy. **(Key decision – reference number 4557)**
- 6. Care and Support Services** Ray James

This will present proposals for Cabinet approval. **(Key decision – reference number 4462)**
- 7. 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)**

8. **Genotin Road Car Park** James Rolfe/Gary Barnes  
This will outline the future strategy for Genotin Road car park. **(Key decision – reference number 4567)**
9. **Governance of Enfield’s Trading Companies** James Rolfe  
This will update Members on the findings of a review of the Council’s companies at both an entity and group level and will make recommendations going forward. (Non key)
10. **Broomfield House** Gary Barnes  
Information item only, verbal update to be provided at the Cabinet meeting.

<b>NOVEMBER 2017</b>
----------------------

1. **September 2017 Revenue Monitoring Report** James Rolfe  
This will report on the projected variance to the 2017/18 Revenue Budget as at the end of September 2017. **(Key decision – reference number 4546)**
2. **Adult Social Care Community Services Charging Policy 2017/18** James Rolfe  
This will consider, following consultation, a proposal to amend the current charging policy. **(Key decision – reference number 4559)**
3. **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)**
4. **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)**
5. **Electric Quarter – Land Disposal** Gary Barnes  
This will seek authority to dispose of an area of land with the Electric Quarter Scheme Boundary. **(Key decision – reference number 4560)**

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. **Public Spaces Protection Orders** Gary Barnes

To consider whether to introduce Public Spaces Protection Orders to control anti-social behaviours. **(Key decision – reference number 4568)**

#### DECEMBER 2017

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

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

2. **October 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of October 2017. **(Key decision – reference number 4547)**

#### JANUARY 2018

1. **November 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of November 2017. **(Key decision – reference number 4548)**

#### FEBRUARY 2018

1. **December 2017 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of December 2017. **(Key decision – reference number 4549)**

#### MARCH 2018

1. **Heritage Strategy** Gary Barnes

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

2. **January 2018 Revenue Monitoring Report**

James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of January 2018. **(Key decision – reference number 4550)**

**NEW MUNICIPAL YEAR 2018/2019**

1. **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)**

## CABINET - 26.7.2017

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 26 JULY 2017****COUNCILLORS**

**PRESENT** Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts and Culture), 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 Oykener (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development)

**Associate Cabinet Members (Non-Executive and Non-Voting):** Dinah Barry (Enfield West) and George Savva (Enfield South East)

**ABSENT** Alev Cazimoglu (Cabinet Member for Health and Social Care), Vicki Pite (Associate Cabinet Member – Enfield North)

**OFFICERS:** Ian Davis (Chief Executive), James Rolfe (Executive Director of Finance, Resources and Customer Services), Ray James (Executive Director of Health, Housing and Adult Social Care), Tony Theodoulou (Executive Director of Children's Services), Gary Barnes (Interim Executive Director of Regeneration and Environment), Jayne Middleton-Albooye (Acting Assistant Director of Legal and Governance), Peter George (Assistant Director, Regeneration and Planning), John Baker (Project Consultant - Meridian Water) and David Greely (Corporate Communications Manager) Jacqui Hurst (Secretary)

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

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

Councillor Doug Taylor (Leader of the Council) apologised for the delay in the start of the meeting.

Apologies for absence were received from Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) and Councillor Vicki Pite (Associate Cabinet Member – Enfield North).

**2**

**DECLARATIONS OF INTEREST**

Councillor Achilleas Georgiou (Deputy Leader) declared a disclosable pecuniary interest in Report Nos. 42 and 43 – Meridian Water: Station Update and Budget (Minute Nos. 7 and 14 below refer). Councillor Georgiou left the meeting for these items and took no part in the discussion.

**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 following reports:

1. Report No.41 – Budget 2018/19: Tranche One Savings (Minute No.6 below refers)
2. Report Nos.42 and 43 – Meridian Water: Station Update and Budget (Minute Nos.7 and 14 below refers)

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.

**Traveller Encampments in the Borough**

Gary Barnes (Interim Director of Regeneration and Environment) updated Members on the current situation with regard to Traveller Encampments in the Borough. Members were advised of the number of encampments that had been set up to date, the actions that had been taken and the costs incurred.

The legal action that had been taken by the Council was explained in detail to the Members. An Injunction Order had been obtained for all 130 parks and open spaces in the Borough. The Council had taken all legal action possible; the injunction could not cover commercial or private ground.

A report would be presented to the Cabinet in due course considering future options for the Borough in moving forward with this issue.

**4**

**DEPUTATIONS**

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

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**5**

**ITEMS TO BE REFERRED TO THE COUNCIL**

NOTED, that there were no items to be referred to the Council.

**6**

**BUDGET 2018/19: TRANCHE ONE SAVINGS**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.41) setting out an update on the progress of the 2017/18 savings work streams, including proposals for a first tranche of savings for 2018/19 and beyond.

NOTED

1. That a progress report and update on the first tranche of savings proposals was detailed in Appendix 1 of the report.
2. Councillor Taylor drew Members' attention to point 7.2 of appendix 1 to the report – Joint Service for Disabled Children: 10% reduction of short breaks grants, which stated that a review of how short breaks were delivered was to be conducted in order to achieve efficiencies without having an adverse effect on the local offer and support services to disabled children in the borough. It proposed savings of £45k in both 2018/19 and 2019/20. Councillor Taylor sought clarification and assurance on the proposed savings and questioned how there would be no adverse effect.
3. Tony Theodoulou (Executive Director of Children's Services) explained that the savings in the first year would be achieved through a reduction in one short break co-ordinator post. More families were now arranging their own short breaks through their personal budget allocations so the need for such co-ordinators had reduced, one post would be remaining. Tony Theodoulou further explained the comprehensive care packages that were supported and how efficiencies could be made. The Council worked closely with the groups and families involved.
4. In response to a question raised by Councillor Brett, Tony Theodoulou outlined the access that parents had to the "local offer" through the Council's commissioning framework, and the information provided to families. It was noted that good partnership working was well-established with all involved. Families were still able to access the short breaks directly. Following further discussion, it was agreed to remove the savings figures for 2019/20 for the time-being. Further discussion and explanation would be provided on the proposed efficiency savings for Tranche 2, for consideration at a future Cabinet meeting.

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**Alternative Options Considered:** The Medium Term Financial Plan would be updated for the latest Governance spending plans.

**DECISION:** The Cabinet

1. Noted the progress made in preparation of the 2018/19 budget.
2. Agreed the first tranche of savings proposals for 2018/19 and beyond as set out in Appendix 1 to the report, with the exception of point 7.2 – Joint Service for Disabled Children: 10% reduction of short breaks grants, with regard to the projected savings for 2019/20. With this exception, the proposed savings would be included in the Medium Term Financial Plan (MTFP) for 2018/19 and future years.

**Reason:** Cabinet needed to manage the 2018/19 financial planning process having regard to constraints in public spending.

**(Key decision – reference number 4528)**

**7**

**MERIDIAN WATER: STATION UPDATE AND BUDGET**

Councillor Achilleas Georgiou (Deputy Leader) left the meeting for this item, Minute No.2 above refers.

Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) introduced the report of the Executive Director of Regeneration and Environment (No.42) seeking approval to the allocation of funding from the existing Neighbourhood Regeneration Capital Programme and to enter into further agreements with Network Rail to ensure the delivery of the new Rail Infrastructure at Meridian Water.

NOTED

1. That Report No.43 also referred as detailed in Minute No.14 below.
2. The new rail infrastructure, as set out in the report, was crucial to deliver the Meridian Water Regeneration Scheme unlocking the potential for 10,000 homes and 6,700 jobs in the area.
3. Members' attention was drawn to the funding implications and risks as detailed in the report (Report No.43 also referred), and were advised of the ongoing discussions with Network Rail in the proposals going forward.
4. Councillor Brett expressed her thanks to officers for the considerable work which had been undertaken to date and acknowledged the value that the new station would have for the Borough.

**Alternative Options Considered:** Do nothing. This would fail to achieve the objectives set out for delivery of Meridian Water, and lose the significant



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economic, social and environmental benefits set out with the Meridian Water Masterplan.

**DECISION:** The Cabinet agreed to

1. Approve additional funding from the Neighbourhood Regeneration Capital Programme to deliver the new Rail Infrastructure for Meridian Water (Report No.43, Minute No.14 below, set out the full financial details and legal agreement).
2. Authorise entering into further Implementation Agreement and subsequent variations within the approved budget (Report No.43 set out the financial details, as referred to in Minute No.14 below).
3. Delegate authority to the Executive Director of Regeneration and Environment to enter in to agreements relating to the maintenance and operation of the station (Report No.43 set out the financial details, as referred to in Minute No.14 below).
4. Authorise entering into a pre-contract arrangement with Barratt (Planning Services Agreement) to develop design and progress towards the submission of reserved matter for the Zone 1 planning application (Report No.43 set out the financial details, as referred to in Minute No.14 below).

**Reason:** The Meridian Water station added a new station to the TfL tube and rail map, so quite literally puts Meridian Water on the map. The existing station at Angel Road was inaccessible, intimidating, cut off from Meridian Water and far from the Council's aspiration for a new neighbourhood at Meridian Water station. The new station overcomes all of the limitations of the existing station whilst providing an enhanced customer experience as well as being Crossrail 2 ready. The entry into of the Planning Services Agreement with Barratt, ahead of the entry into the Master Development Framework Agreement (MDFA), was to ensure that the planning delivery of homes was not further delayed so that work on Reserved Matter approvals could proceed in advance of the final approval of the MDFA.

**(Key decision – reference number 4470)**

At this point in the meeting, the Cabinet passed a resolution to enable consideration of the part two report – Report No.43 – Meridian Water: Station Update and Budget to take place, whilst Councillor Georgiou was absent.

**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 two 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).

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Any press and public present left the meeting. The Minutes reflect the order of the published agenda. Following the conclusion of the part two report, the meeting returned to part one for the consideration of the remaining part one agenda items and Councillor Georgiou returned to the meeting.

**8  
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

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

**9  
CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**10  
MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 13 July 2017 be confirmed and signed by the Chair as a correct record.

**11  
ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**12  
DATE OF NEXT MEETING**

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 13 September 2017 at 8.15pm.

**13  
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 two 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).

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14

**MERIDIAN WATER: STATION UPDATE AND BUDGET**

Councillor Taylor varied the order of the agenda to enable Members to consider this report immediately following their consideration of the part one report, Report No.42, Minute No.7 above refers. The minutes reflect the order of the published agenda. Councillor Georgiou had declared a disclosable pecuniary interest in this report and was not present for the consideration of this item, Minute No.2 above refers.

Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) introduced the report of the Executive Director of Regeneration and Environment (No.43).

## NOTED

1. That Report No.42 also referred as detailed in Minute No.7 above.
2. That the new railway infrastructure was essential for the Meridian Water development. The report set out in detail the requirements of the Meridian Water station and how the cost was to be funded. The Council had worked closely with Network Rail to develop an enhanced station design. The key objectives were (1) the essential connectivity of a 24/7 publicly accessible stairs and lifts over the railway line, (2) clearly raising the design quality of the station to align it with the ambition of Meridian Water and (3) compliant with the requirements of a Crossrail 2 to ensure the development was ready for future rail ambition avoiding expensive changes to the station in the future.
3. Councillor Lemonides outlined in detail the cost of the proposals and the breakdown of the various funding sources, as set out in the report. The cost to be met by the Council was explained to Members.
4. The alternative options considered and key risks were highlighted for Members' consideration. The potential of future cost recovery and land values were discussed. The information contained in the appendices to the report including opinions on Station Land Values and Assumptions were noted.
5. The potential future public realm maintenance obligations as set out in the report.
6. The significance of the station proposals for the overall Meridian Water development was noted.
7. Councillor Oykener welcomed the proposals and the positive effect that this would have on the ability of the housing development within the Meridian Water project to move forward. Councillor Oykener reiterated that this was a long-term project that would require many difficult decisions. It was noted that there would be a number of changing

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factors over a significant period of time and, that it would be important to ensure that effective scrutiny was put in place on the progress of the project and, to ensure that Members were kept fully up-to-date on all related issues.

8. Councillors Sitkin and Oykenner assured Members that regular open and transparent discussions were proposed with Members, including Scrutiny and Opposition Members. It was noted that there was an aspiration for the Meridian Water Contract Close to come to Cabinet for decision in the near future. Extensive and comprehensive negotiations were continuing to take place.
9. Councillor Taylor requested that a standing part two item be included on all future Cabinet agendas for a Meridian Water Progress Update. This would ensure that Cabinet Members were kept fully appraised of any progress and development on the project as a whole.
10. Councillor Taylor proposed a change to the wording of recommendation 2.3 of the report and an additional recommendation 2.4, as reflected in decisions 3 and 4 below. This was to delegate authority to the Acting Chief Executive, with Councillor Dino Lemonides and Councillor Alan Sitkin, to agree any material changes to the Implementation Agreement, as set out in Appendix 1 of the report, subject to any such amendments first being notified to all of the Cabinet Members prior to the Agreement being finalised.
11. Councillor Taylor recommended (decision 4 below refers) that arrangements were put in place for an informal working group comprising Cabinet Members and officers to be set up to oversee, monitor and ensure compliance with the implementation of the Meridian Water Station contract. It was initially proposed that Councillor Daniel Anderson, Ayfer Orhan and Dino Lemonides join this group with appropriate officers. In moving forward, issues as appropriate would be referred back to Network Rail and the Cabinet as necessary.
12. Councillor Daniel Anderson questioned the text of paragraph 3.1.14 of the report. It was subsequently noted that there was a typographical error in the text which should refer back to recommendation 2.6 of the report, not 2.3 as stated.
13. Councillor Taylor reiterated that any significant changes to the final Implementation Agreement would be circulated to Cabinet Members in advance of the decision being taken.
14. Members noted the alternative options considered as set out in section 5 of the report and the effect on other major projects in the area. Councillor Anderson questioned any potential funding sources from the other projects.

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15. The significance of this project was recognised as was the need for effective scrutiny of the progress of the project by both Cabinet and other Members. A discussion took place on the most effective way in which to scrutinise the project in moving forward. Further discussions would be required on the potential options. Councillor Levy stated that an initial meeting of the Overview and Scrutiny Committee was due to take place on 12 October 2017 on the Meridian Water project.
16. Councillor Taylor stated the importance and significance of seeking a final contract with Barratt London, the Master Developer. It was important for Cabinet Members to understand the detail of this very complex agreement and to recognise the risks and challenges that would arise in moving forward. The project was significant and would require on-going evaluation and scrutiny. Peter George (Assistant Director Regeneration and Environment) would provide detailed briefings to Cabinet Members on request.

**Alternative Options Considered:** NOTED, the detailed alternative options considered as set out in section 5 of the report.

**DECISION:** The Cabinet agreed to

1. Approve funding, as set out in recommendation 2.1 of the report, to be drawn down from the Neighbourhood Regeneration Capital Programme to deliver the new Rail Infrastructure for Meridian Water and to forward fund a further amount, as set out in recommendation 2.1 of the report, also to be drawn down from the Neighbourhood Regeneration Capital Programme. The second phase of approval reflects the scope increase above the Cabinet key decision number 4029 to deliver the enhanced station design.
2. Authorise entering into an Implementation Agreement (Phase 2) in the form set out in Appendix 1 of the report and authorise expenditure of up to a total, amount set out in recommendation 2.2 of the report, Enfield commitment. This reflected a total station cost of the sum set out in recommendation 2.2 of the report; including the GLA director funding of the amount set out in recommendation 2.2 of the report with Network Rail.
3. Delegate authority to the Acting Chief Executive with Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) and, Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) to agree any material changes to the Implementation Agreement as set out in Appendix 1 of the report, subject to such amendments being notified to all Cabinet Members in advance of the agreement being finalised.
4. Recommend that arrangements be put in place for an informal working group comprising Cabinet Members and officers to be set up to oversee, monitor and ensure compliance with the implementation of the

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Meridian Water Station contract. This would be comprised of Councillors Lemonides, Orhan and Anderson.

5. Note that any budgetary increase would be subject to further Cabinet authorisation.
6. Noted sections 3.2.8 – 3.2.12 of the report that set out the potential variance between a fixed cost and an emerging cost approach as well as explaining the mechanism being put in place to provide joint governance arrangements to manage any increase in estimated project cost.
7. Delegate authority to the Executive Director of Regeneration and Environment to enter in agreements relating to the maintenance and operation of the station including a financial commitment towards maintenance.
8. Authorise entering into a pre-contract arrangement with Barratt London to develop design and progress towards the submission of reserved matters for the Zone 1 planning application (Planning Services Agreement). The agreement would share or underwrite costs to be incurred with progressing development works (external Barratt costs only) up to a cap as detailed in recommendation 2.7 of the report.

**Reason:** As detailed in Report No.42, Minute No.7 above refers.  
**(Key decision – reference number 4470)**