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THE CABINET

**Thursday, 22nd March, 2018 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 Oykenar (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. DECLARATION OF INTERESTS

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

DECISION ITEMS

3. URGENT ITEMS

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 note that there are currently no items to be referred to full Council.

6. REVENUE MONITORING REPORT 2017/18: JANUARY 2018 (Pages 1 - 18)

A report from the Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4550)**

(Report No.163)

(8.20 – 8.25 pm)

7. CAPITAL PROGRAMME MONITOR - THIRD QUARTER (DECEMBER 2017): BUDGET YEAR 2017-18 (Pages 19 - 32)

A report from the Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4652)**

(Report No.164)

(8.25 – 8.30 pm)

8. STRATEGY AND APPROACH TO DELIVERING PUPIL PLACES (Pages 33 - 60)

A report from the Executive Director of Finance, Resources and Customer Services and the Executive Director of Children's Services is attached. **(Key decision – reference number 4594)**

(Report No.165)
(8.30 – 8.35 pm)

9. PROPOSAL FOR MEMBERSHIP OF LOCAL GOVERNMENT ASSOCIATION (LGA) INSURANCE MUTUAL COMPANY (Pages 61 - 68)

A report from the Executive Director of Finance, Resources and Customer Services is attached. (Non key)

(Report No.179)
(8.35 – 8.40pm)

10. MERIDIAN WATER DEVELOPER UPDATE

A report from the Executive Director of Regeneration and Environment will be "To Follow". (Appendices A&B, agenda part two also refers) **(Key decision – reference number 4649)**

(Report No.167)
(8.40 – 8.50 pm)

11. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE
(Pages 69 - 84)

11.1 Enfield 2017 Scrutiny Work Stream

To receive, a report from the Enfield 2017 Scrutiny Work Stream. (Non key)

(Report No.169)
(8.50 – 8.55pm)

12. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 85 - 88)

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

13. MINUTES (Pages 89 - 102)

To confirm the minutes of the previous meeting of the Cabinet held on 14 February 2018.

14. MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE MEETING HELD ON 1 MARCH 2018 (Pages 103 - 108)

To note, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 1 March 2018.

INFORMATION ITEMS

15. ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

16. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 18 April 2018 at 7.00pm.

CONFIDENTIAL ITEMS

17. 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 they involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

(Members are asked to refer to the part 2 agenda)

MUNICIPAL YEAR 2017/2018 REPORT NO. 163

MEETING TITLE AND DATE:
Cabinet
22nd March 2018

Agenda – Part: 1	Item: 6
Subject: Revenue Monitoring Report 2017/18: January 2018	
Wards: ALL	
Key Decision No: 4550	

REPORT OF:

Executive Director of Finance,
 Resources & Customer Services

Contact officer and telephone number:

Fay Hammond, 0208 379 2662

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1. EXECUTIVE SUMMARY

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of January 2018.
- 1.2 The revenue budget forecast reflects an outturn position of £2.3m overspend for 2017/18, which is a £1.5m improvement on the December forecast position. This improvement is due to the application of £0.2m of contingent items to deal with income collection pressures within property services and a further £1.0m from contingent items and treasury management budgets.

2. RECOMMENDATIONS

Cabinet is recommended to note:

- 2.1 The £2.3m 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		
		Nov	Dec	Jan
Income and Expenditure position	<ul style="list-style-type: none"> Year-end variances of £2.3m 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. 	Amber	Amber	Amber
	<ul style="list-style-type: none"> Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. 	Green	Green	Green
	<ul style="list-style-type: none"> The HRA is projecting a £0.496m overspend at year-end outturn against budget. 	Green	Green	Amber
Balance Sheet	<ul style="list-style-type: none"> 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. 	Green	Green	Green
	<ul style="list-style-type: none"> 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. 	Green	Green	Green
Cash flow	<ul style="list-style-type: none"> 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. 	Green	Green	Green
	<ul style="list-style-type: none"> Interest receipts forecast for the year are on target with budget. 	Green	Green	Green

4.0 January 2018 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 Medium Term Financial Plan (MTFP).
- 4.2 Below is a summary of the projected outturn variances broken down between departments:

Table 2: Forecast Projected Departmental Outturn Variances

January 2018	Net Controllable Budget						
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	January variation	December variation	Change in Variation
Department	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executive	4,016	5,168	9,184	8,659	(525)	(322)	(203)
Regeneration & Environment	23,678	(2,648)	21,030	20,137	(893)	(826)	(67)
Finance, Resources & Customer Services	45,923	(1,101)	44,822	45,235	413	607	(194)
Health, Housing and Adult Social Care	72,133	2,849	74,982	76,300	1,318	1,318	0
Education and Children's Services	40,670	674	41,344	44,339	2,995	2,994	1
Total Department Budgets	186,420	4,942	191,362	194,670	3,308	3,771	(463)
Contribution from reserves	0	0	0	0			0
Corporate Items	47,673	(4,614)	43,059	40,059	(3,000)	(2,000)	(1,000)
Corporate Items: Enfield 2017	(5,668)	(328)	(5,996)	(3,996)	2,000	2,000	0
Government Funding	(114,256)	0	(114,256)	(114,256)			0
Council Tax Requirement	114,169	0	114,169	116,477	2,308	3,771	(1,463)

4.3 Management actions are ongoing to continue to address these budget pressures. In addition, a review of corporate items is underway as we approach the end of the financial year. This review is expected to identify potential contributions towards the departmental overspends and improve the budget position further.

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

Chief Executive's Department (Appendix A1)

5.1. This department is reporting a favourable £0.525m variance to budget for January, details of which are provided in Appendix A1.

Regeneration & Environment (Appendix A2)

5.2. The department is forecasting a favourable variance of £0.893m; explanations for variances over £50k are detailed in Appendix A2. It should be noted that this favourable variance is adversely effected by the costs of dealing with traveller incursions which to date have cost the Council £0.591m.

Finance, Resources & Customer Services (Appendix A3)

5.3. FRCS are forecasting an overspend position of £0.413m in 2017/18, details of which are provided in Appendix A3. The reduction since last month is due to the application of £0.210m set aside in contingent items to deal with pressures relating to the collection of rental income within property services.

Health, Housing & Adult Social Care (Appendix A4)

- 5.4. The Adult Social Care position is a £0.9m 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 forecast 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 pressure due to demographic pressures, provider cost pressures and a growing demand for social care services.
- 5.5. There are increasing pressures on the Housing General Fund budget and the current forecast is an overspend of £0.4m, with details provided in Appendix A4.

Children's Services (Appendix A5)

- 5.6. The department is forecasting a £3.0m overspend which presents a stable position from the previous month. Details are provided in Appendix A5.

Corporate Items (Including Contingency & Contingent Items) General Fund

- 5.7. The Council maintains a general contingency of £1.0m, of which approximately £888k has been applied to children's social care pressures for legal costs incurred; an overspend as a result of the demand for those with No Recourse to Public Funds and the cost of 5 secure remand placements.
- 5.8. The forecast also reflects that across contingent items and treasury management budgets, approximately £3.0m will be available to offset the departmental overspends and to contribute to the Enfield 2017 savings target. This follows a review of capital financing costs which has resulted in one off savings in 2017/18 as well as an on-going saving which has been included in the 2018/19 budget.
- 5.9. As reported previously, the £2.0m Enfield 2017 variance represents savings still to be achieved across departments via the Council's challenging transformation programme. During 2018-19, the wider management structure will contribute to this saving, alongside a wider review of council budgets.

Schools Budgets (Appendix A6)

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

6. HOUSING REVENUE ACCOUNT (HRA)

- 6.1 The HRA projection for January shows an overspend of £496k. The following paragraphs set out the key budget variances:
- 6.2 Block security (£65k), increase in health and safety costs and overtime costs for Neighbourhood Managers/Officers, and Caretakers (£28k) has resulted in an overspend of £133k.
- 6.3 The priority changes have been implemented since October and changes to the forecasts are starting to be identified. The most significant change has been the allocation of repairs between responsive and planned which has seen the budgets move from an underspend to an overspend and vice versa although the overall spending has remained at similar levels. However an increase in the volume of responsive repairs in January has reduced the underspend to a nil variance.
- 6.4 An overspend of £41k has been identified due to rate charges incurred on void shops. This is being investigated further to ensure the charges are accurate.
- 6.5 Loss of income has been identified due to an increase in the number of Right To Buy (RTB) properties. The budget expected 100 sales but the number of sales has increased and is now expected to be 150. The reduction in income is estimated to be £207k. Additional leaseholder service charge income will be received due to the increase in RTB sales; this is estimated to be £45k.
- 6.6 A reduction of £44k in garage rental income due to an increase in the void rate, estimates 55% compared to an actual void rate of 62.3%. A number of shops have become void which has resulted in a reduction on expected income of £116k.
- 6.7 Since the tragic events at Grenfell Tower fire safety checks/works on all residential high rise blocks have taken place. The estimated costs to the HRA in 2017/18 are £1.3m.

7. ACHIEVEMENT OF SAVINGS

- 7.1 The 2017/18 Budget Report included departmental new savings and the achievement of increased income totaling £11.2m 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.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 Not applicable to this report.

9. REASONS FOR RECOMMENDATIONS

- 9.1 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

Financial Implications

- 10.1 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.

Legal Implications

- 10.2 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.

Property Implications

- 10.3 Not applicable in this report.

11. KEY RISKS

- 11.1 There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the period of 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.
- 11.2 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. EQUALITIES IMPACT IMPLICATIONS

- 13.1 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.
- 13.2 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.
- 13.3 Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

14. PERFORMANCE MANAGEMENT IMPLICATIONS

- 14.1 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

Chief Executive	Budget Variation Jan 2018 (£'000)
The department is currently projecting a saving of £394k achieved by controls imposed on discretionary spend.	(394)
Land charges - The income target for land charges is currently projecting a shortfall with a further decline in the market being exhibited.	239
Agency Rebate - projecting an overachievement of agency rebate income based on actuals to date. There is a risk that this may reduce slightly over the remainder of this financial year in light of the drive to reduce agency staff numbers. The agency rebate mechanism is to be discontinued from 2018/19.	(227)
The department is forecasting other savings totalling £143k mainly due to the performance of schools traded services.	(143)
Chief Executive Total	(525)

	Appendix A2
Regeneration and Environment	Budget Variation Jan 2018 (£'000)
Director Of Operational Services: £90k favourable variance; due to a vacant post (Director of Operational Services).	(90)
Morson Road Depot: £90k Adverse Variance; this is mainly due to the additional cost of security guards. The additional security guards have been reduced back to normal levels as the automated security measures are fully operational now.	90
Highways Services: £62k favourable variance; this is due to increased receipts from vehicle cross over (£40k) and £17k from Parks Tree Maintenance, plus other minor variances.	(62)
Street Lighting: £50k adverse variance; due to the estimated cost of festive lighting.	50
Parking: £529k favourable variance; this is mainly due to the efficiencies achieved in the Parking Contract £225 (£300k Full Year Effect) plus temporary increase in receipts from parking measures introduced to control the flow of traffic across the Borough, plus other minor efficiencies.	(529)
Traffic & Transportation: £100k favourable variance; this is due to additional salary recharges to capital schemes, plus increased receipts from Temporary Traffic Orders.	(100)
AD Commercial Services: £51k favourable variance; this is mainly as a result of an on-going project to review efficiencies across the Commercial Services.	(51)
Commercial Services (Parks Assets and contracts): £317k favourable variance; mainly due to BIFFA contract efficiencies and income overachievements from Parks Assets.	(317)
Commercial Services (Cemeteries Operations): £194k favourable variance; due to Cemeteries early overachievement of income for 2018/19.	(194)
Commercial Services (Commercial Waste Services): £339k favourable variance; This is due to additional income generated from the successful marketing of the commercial waste services, North London Waste Authority commercial waste disposal rebate (related to 2016/17) and bins cost efficiencies.	(339)
Commercial Services Parks: £97k adverse variance; This is mainly due to the delay in the tendering of the Whitewebbs Golf Course £100k; offset by favourable variances from Parks Events and Allotments.	97
Neighbourhood Regeneration Services: £230k favourable variance; this is mainly due to underspend in the revenue cost of consultancy, advertising and publications plus salary recharges to capital projects (Meridian Water and Ponders End Project and other schemes).	(230)
Planning Applications: £65k adverse variance; The forecast overspend is mainly due to legal costs associated with Revocation Order 40 Nelson Road (estimated at £130k).	65
Planning Enforcement: £60k adverse variance; Due to St Georges Road + Appeal Costs (estimated cost £50k), plus other minor variances.	60
Skills For Work Service: The adverse variance is due to Schools Funding Agency funding clawback.	160
Plus Other Minor Variances: Minor variances under £50k - adding up to £94k.	(94)
Regeneration and Environment (Excluding The Traveller Incursions Pressure) Total:	(1,484)
Traveller Incursions: £591k adverse variance; budget pressure due to the Parks traveller incursion costs.	591
Regeneration and Environment (Including The Traveller Incursions Pressure) Total:	(893)

Appendix A3

Finance, Resources & Customer Services	Budget Variation Jan 2018 (£'000)
<p>Property Services</p> <p>Facilities Management (-£119k) There is 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 other Council properties. These are offset by underspends in salaries, together with rates rebates to be received due to a revaluation of the Civic Centre and other buildings resulting in an overall saving within Facilities Management.</p> <p>Strategic Property Services (+£1,040k) This is predominantly due to the increased delays in achieving the anticipated Bund income for 2017/18. There is a further pressure due to an unachievable commercial property income target which was to be delivered following capital investment in investment properties.</p>	711
<p>Other Items - most notably a Former Employees cost centre underspend of £88k; staff vacancy savings of £81k within Corporate Governance and £105k Transformation team savings through the application of one off capital receipts funding</p>	(298)
<p>Use of reserves and other control measures</p>	
Finance, Resources & Customer Services Total	413
Mitigating actions being taken to reduce overspend position - FRCS	
<p>Ongoing management action is being taken to consider where expenditure can be charged to capital projects or capital receipts as appropriate.</p>	

Appendix A4

Health, Housing and Adult Social Care	Budget Variation Jan 2018 (£'000)
Adult Social Care	
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 are increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services. Following public consultation, Members decided not to proceed with the £250k saving for additional night time income.	
Strategy & Resources - These services include, transport, grants to voluntary organisations, Safeguarding and Service Development.	0
Mental Health - The service is currently projecting an overspend for the year on care packages.	104
Learning Disabilities - 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.	102
Older People and Physical Disabilities (the Customer Pathway) - 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.	683
Public Health Grant 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 are also additional reductions of the grant of £886k planned over the next three years. There is a risk that demand led sexual health services could result in additional pressures.	0
Other control measures	
Adult Social Care & Public Health	889

Housing - General Fund	Budget Variation Jan 2018 (£'000)
Homelessness and Temporary Accommodation - There is ongoing 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 area of spend, however, remains volatile and the underlying pressure due to the increased volume of homelessness still remains. Given the complexity of the data and systems involved, together with the volatility of this demand led budget, we are continuing to check and validate the forecast and any pressure will be funded from the Flexible Homelessness Support grant.	0
Housing Related Support - There are savings in 2017/18 of £2.0m to be achieved from Housing Related Support. The forecast overspend is as a result of delayed decommissioning and recommissioning of Housing Related Support Contracts, the most significant of which is floating support - now delayed until at least May 18 due to provider withdrawal. It is anticipated that the full year effects of these savings will be achieved for 2018/19. This variance is to be partly offset by the application of the Flexible Homelessness Grant and work continues in the decommissioning/recommissioning preventative housing related support services in order to mitigate the current forecast pressure.	429
Housing-General Fund	429

Mitigating actions being taken to reduce overspend position - HHASC	
Reviewing personal budgets	
Recommissioning the Voluntary & Community Sector to provide more integrated and outcome focused early intervention support	
Decommissioning/recommissioning preventative housing related support services	
Delivering a Local Authority Trading Company to deliver commercially viable (what were in-house run) services	
Implementation of new supported living framework for Learning Disabilities services with improved quality framework and value for money (with same being developed for Mental Health services)	
Development of new Positive Behaviour Support model in Learning Disabilities services to deliver improved outcomes and reduced support costs	
Development of strategic commissioning and procurement of residential/nursing services across the North Central London (NCL) area to reduce costs	
Ongoing review programme to target high cost placements to deliver against outcomes in different ways/reduce personal budgets)	
Development of a Personal Assistant market to provide more responsive, personalised support for people at home and improved value for money	
Further integration of services including establishment of integrated locality teams to prevent hospitalisation	
Further expansion of the enablement service to reduce the number of people both in the community and from hospital needing ongoing support	

Children's Services	Budget Variation Jan 2018 (£'000)
Enhanced Pensions: Projected overspend due to non achievement of £100k savings target built into 2017/18 budget.	69
Special Educational Needs (SEN) Transport is currently anticipating an overspend of approximately £1.7m this year. Number of Clients: 760	1,700
Traded Services: £230k of the additional £500k traded service income target for 2017/18 is projected not to be achieved due to contraction of school budgets.	230
External Child Care placements: The net overspend of £370k in 2016/17 was mainly due to secure welfare/ remand spend (£315k). In 2017-18, the budget is projected to be overspent by £370k due to an increase in secure remand placements, agency fostering placements, and a high cost placement in residential school for a young person with severe and complex needs. Number of Clients: 119. New-14. Left-5.	370
Special Guardianship Allowances (SGO): This area has seen a special guardianship budget growth of £60k in 2017/18 but is projecting an overspend of £618k. Allowances carried forward from previous years account for £252k of overspend with the remainder primarily due to the new SGO cases. The projection reflects the new allowance rates that apply. This budget area presents a high risk of overspending further due to insufficient funding within the budget to meet growing demand. Number of Clients SGO: 178. New-7. Left-0.	618
Leaving Care - Client Costs The Leaving Care client costs budget is projecting an overspend of £250k which is a similar level to 2016-17. The Looked After Children (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. Though there has been an increase in the numbers of clients, the average costs have been reduced to contain the overspend. Number of Clients: 245. New-0. Left-0.	250
Homeless 16-17 year olds: A reported overspend of £23k which is mostly driven by emergency sheltered accommodation for young people which is used as an alternative to bringing children into care. Young people who have become estranged from their families are provided with supported accommodation until they are able to claim housing benefit. The provision is being re-tendered to ensure that it reflects needs and delivers value for money. Number of clients: 30. New referrals 5. Closed cases: 9. In supported accommodation: 15. LAC: 0. In emergency accommodation: 2. In prison: 2. Remained at home: 11	23
Other minor variations	(265)
Children's Services Total	2,995

Mitigating actions being taken to reduce overspend position - Children's Services	
Families with No Recourse to Public Funds:	
- Enhanced assessment processes involving social worker, fraud and legal officers at an early stage.	
- More consistent application of policies, procedures and better monitoring/performance management.	
Where it is in their best interests, families will continue to be supported to move from the borough and have a fresh start in other areas of the country.	
Review of existing cohort underway to ensure eligibility.	
Looked After Children's (LAC) Placements:	
- Resolute focus on helping families to care for their children.	
- Strategy to increase in-house foster carers and reduce high cost external placements where possible.	
- Best value through regional commissioning arrangements.	
- Focus upon friends and family placements where possible	
- Increased focus upon Special Guardianship Orders	
Review planned in January 2018 re: commissioning arrangements exploring options for cheaper costs through block booking	
Containing the rise in Care Leavers and the Number in Care:	
- Review of early help services a multi-agency family hub in operation from April 2018 further improving support services to families.	
- Investment in an edge of care service from April 2018 preventing family breakdown and containing the number of teenagers coming into care.	
- Troubled Families funding is being well targeted at the most needy families in a timely manner to reduce risk of family breakdown.	
- Immigration officer co-located in the leaving care service from December 2017 to focus upon former unaccompanied asylum seeking children (UASC) to improve links with the Home Office and expedite plans for those who receive negative decisions.	
- Consistent decision making about admissions to care through panel processes chaired by senior managers.	
- Increasing mediation services to ensure fewer young people enter care.	
Reduction in the cost of care provision/increased efficiency in system:	
- Improved, faster, foster carer recruitment process to increase 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.	
- Review of foster care allowances completed to ensure we remain competitive.	
- Service fully staffed no drift or delay in assessments.	
- Recruitment strategy reviewed with dedicated officer in place to drive communications and increase number of new foster carers.	
- Continued partnership funding of complex placements with health and education via the complex issues panel.	
Home School Travel Assistance (SENTransport)	
The latest Travel Assistance Policy has been in place since 2016 and is due for a review next year. The Board that reviews applications for transport meets on a weekly basis and applies the policy judiciously. The number of referrals that are being turned down has increased, though overall the number of applicants is up.	
The Brokerage Team have worked hard at diverting eligible pupils from fleet by offering independent travel training as well as personal travel budgets. The fleet routing system has been upgraded and the number of providers has tripled since 2016. This means that there is a more competitive process for tendering routes.	
The pressure on the budget is due to the increase in eligible numbers, the complexity of need and our over-reliance on out of borough placements (See DSG: High Needs Block).	
In 2016, 71 learners were being transported out of borough at an average cost of £16,600.	
Today we are transporting 159 with an average cost of £10,500.	
If we had not instigated the changes indicated above this cost would have been £2.64m, instead it is £1.68m a saving of £920,000 . We need to reduce over-dependence on out of borough Special Educational Needs and/or Disabilities (SEND) placements to further reduce the overall cost of travel assistance.	

Schools Budget (Dedicated Schools Grant)	Budget Variation Jan 2018 (£'000)
Behaviour Support Service - The Behaviour Support Service is projecting an underspend due to staff vacancies.	(47)
Special Educational Needs (SEN) Transport is currently anticipating an overspend of approximately £1.7m this year. Number of Clients: 760	(355)
Enfield Special Schools - place funding for 30 additional places at West Lea School wef Sept 2017 and for 7 additional places at St Marys Annex (Russet House) wef Feb 2018.	262
Exceptional Needs Funding - transitional support fund allocated to schools with highest losses resulting from new methodology (£400k) and estimated termly increases for additional Education, Health and Care Plans (£400k).	800
Mainstream Tuition - The projected forecast is based on current students. The projected outturn has reduced this month due to the net effect of 6 leavers and 8 starters and the removal of 10% contingency.	(30)
Other Local Authority Special Schools - The projected forecast is based on current students. The projected outturn has reduced this month due to the net effect of 6 leavers and 2 increased placement costs and the removal of 10% contingency.	305
Independent Day - The projected forecast is based on current students. The projected outturn has reduced this month due to the net effect of 8 leavers and 3 new placements and the removal of 10% contingency.	2,194
Independent Residential - The projected forecast is based on current students. The projected outturn has reduced this month due to the net effect of 1 re-starter and 1 ended alternative provision placement and the removal of 10% contingency.	92
Therapies - Occupational Therapy contract - being queried with health colleagues as previously included in £693k contract price.	52
Post 16 SEN Students - New arrangements are being introduced for Post 16 Special Educational Needs learners to make the number of years provision consistent for all students. Negotiations are taking place with our main providers to reduce costs where possible. Overspend projected for this financial year as new arrangements become established.	39
Other minor variations	(80)
Total Variation – Schools Budget	3,232

Mitigating actions being taken to reduce overspend position - Schools Budget

DSG: HIGH NEEDS BLOCK

Special Educational Needs (SEN) Transport is currently anticipating an overspend of approximately £1.7m this year.

Number of Clients: 760

In the first instance, we are targeting pupils with Autism and Social, Emotional, Mental Health Needs.
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Currently we have 23 primary aged autistic pupils who attend Kestrel House in Crouch End where the average cost of a placement is £40k - an expenditure of £920k.

Cost for this cohort in our existing primary autism provision would be £506k a saving of £414,000 .
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The average cost of transporting a pupil out of borough is £10.5k making an approximate current cost of transport to Kestrel House to be £241k (depending on routing etc.)
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The average cost for in borough transport is £6.2k which makes the average cost of transporting these pupils in Enfield to be £142,600, a saving of £98,400 .
--

This is before we factor in eligibility, some due to proximity may no longer be eligible for transport assistance, as well as an ability to now instigate travel training as education is more local.

Leaways School in Hackney currently educate 35 Enfield pupils in the secondary phase with Social, Emotional, Mental Health (SEMH) Needs as well as Autism. The average cost of a placement is £50.4k making the total cost to Enfield of these placements £1.76m. Cost for this cohort in our existing provision would be £805k, a saving of £955,000 .
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Using the average travel costs as articulated above, if these pupils were in borough there would be a saving £105,000 but as above it would also enable the Council to look at eligibility as well as travel training.

From January 2018 for pupils with SEMH and September 2018 for primary autism we should no longer be using wither Leaways or Kestrel House unless 'in extremis'. This work has already begun with 4 learners who would previously have been sent to Leaways being educated in Enfield.

The current strategy for getting the High Needs block back in budget is to provide more SEND places in Enfield. In doing this our over reliance on using out of borough provision will be negated.
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The table below articulates the number of SEND places being developed by the Local Authority by September 2020. As you can see there is a significant increase in the number of places in our own SEND provision which will alleviate some of the usage of out of borough provision.

<u>Current Provision</u>							
			Last year	Current Places	Sep-20 places		
SEMH	<u>Fernhouse</u>	Mixed		44	48	4	109%
ASD/SLD	<u>Durants</u>	Secondary		105	225	120	214%
MLD	Oaktree	Mixed		95	95	0	100%
ASD	Russet House	Primary		110	155	45	141%
PMLD	Waverley	Mixed		133	133	0	100%
SLD	West Lea	Mixed		138	233	95	169%
SEMH	Free School	Secondary			70	70	
ASD	Swan	Secondary (this place number is flexible)			20	20	
				625	979	354	157%

Many of these places become available over the next two years as existing provision is expanded (Durants, Russet House, West Lea) and new provision is developed and filled (SEMH free school).

By September 2018 in Enfield we should have an additional 21 primary autism places and an additional 20 secondary SEMH places which will start to erode the overspend in the High Needs Block

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MUNICIPAL YEAR 2017/18 REPORT NO. 164**MEETING TITLE AND DATE:**

Cabinet: 22 March 2018

Agenda – Part: 1**Item: 7****Subject:** Capital Programme Monitor

Third Quarter December 2017

Wards: All**Key Decision No:** 4652**REPORT OF:****Executive Director of Finance,
Resources & Customer Services**

Contact officer and telephone number:

Olu Ayodele - Tel: 0208 379 6133; Olu.Ayodele@enfield.gov.ukJennifer Sarumi - Tel: 0208 379 2339; Jennifer.Sarumi@enfield.gov.uk**1. EXECUTIVE SUMMARY**

The purpose of this report is to inform Members of the current position up to the end of December 2017 regarding the Council's Capital Programme (2017/18-2020/21) taking into account the latest information for all capital schemes including the funding arrangements.

The report shows that the overall expenditure for the approved programme is projected to be £164m for the General Fund, £77m for the HRA and £68m for Enfield Companies for 2017/18.

The report:

- 1.1 Sets out the estimated capital spending plans for 2017/18-2020/21 including the proposed arrangements for funding;
- 1.2 Confirms that the revenue capital financing costs for the agreed 2017/18 to 2020/21 programme are provided for in the budget.
- 1.3 Sets out indicative budgets which give an insight into projects on the horizon for which full business cases need to be worked up and costed and notes the financial implications of these projects are not reflected in the Medium Term Financial Plan (MTFP).

2. RECOMMENDATIONS

It is recommended that:

- 2.1 Cabinet agrees the revised four-year approved programme totalling £724m and the indicative programme of £162m as set out in Appendix A.
- 2.2 The additions to the programme are for information only and either require no additional borrowing as they are grant funded or have already been approved as part of the Councils democratic process as detailed in Table 3.

3. BACKGROUND

- 3.1 The Council's Capital Programme is continually reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. The Council continually strives to maximise external grants and contributions, attracting new income streams to fund projects wherever possible and minimising the need to borrow.
- 3.2 This is the third report on the 2017/18 capital budget and four-year Capital Programme 2017/18 - 2020/21 as approved by Council on the 28th February 2017 (2020/21 reported and noted as indicative figures), reporting the third-quarter year position.

4. 2017/18 CAPITAL PROGRAMME BUDGET

- 4.1 The full Capital programme is contained in Appendix A and is a four-year programme with the budgets shown inclusive of carry forwards from 2016/17 where there was reported budget reprofiling. The programme is split between the approved and the indicative programme, which gives an insight into projects on the horizon for which budget approval has not yet been sought.
- 4.2 The approved capital budget for the current financial year 2017/18 is summarised in Table 1 below and this provides the latest position reflecting updated project expenditure profiles as advised by programme managers.

TABLE 1 – Current Year Capital Programme	2017/18 Current Year Budget (inc. Carry-forwards)	2017/18 Budget at Q2	Budget Reprofiting (Table 2)	Additions 2017/18 (Table 3)	Proposed Reductions 2017/18 (Table 4)	Proposed Programme 2017/18	Actuals as at Q3
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environment & Regeneration	104,192	177,085	(66,027)	1,269	0	112,327	60,383
Finance, Resources and Customer Services	28,338	36,323	(20,843)	0	0	15,481	8,998
Health, Housing and Adult Social Care	4,462	4,582	(412)	279	(488)	3,962	1,973
Schools and Children's Services	44,324	44,324	(12,498)	0	0	31,826	12,106
Total General Fund	181,316	262,314	(99,780)	1,548	(488)	163,595	83,460
Energetik	0	2,398	0	0	(162)	2,236	2,236
Enfield Innovations Ltd	2,410	2,049	0	0	(327)	1,722	1,031
Housing Gateway Ltd	67,468	67,468	(3,367)	0	0	64,101	47,730
Total Companies	69,878	71,915	(3,367)	0	(489)	68,059	50,997
HRA Major Works	33,110	20,638	(8,064)	0	0	12,574	10,343
HRA Minor Works	1,900	1,900	1,226	0	0	3,126	2,453
HRA Estate Renewals	72,325	58,111	3,073	0	0	61,184	28,663
Total HRA	107,335	80,648	(3,764)	0	0	76,884	41,459
Total Capital Programme	358,530	414,878	(106,911)	1,548	(977)	308,538	175,916

Carry Forwards from Previous Years

- 4.3 These budget changes represent the net effect of reprofiling the prior year 2016/17 capital programme into or from 2017/18 to reflect a change in the delivery of the timing of projects, often to maximise the use of external resources and keep Council borrowing minimised. These will remain unchanged now for the financial year.

Budget Reprofiting

- 4.4 These are changes regarding the forecast timing of the expenditure from the approved programme between financial years with no reported increase or decrease in budget requirement. Unless otherwise reported below these movements have minimal impact on the overall delivery of the project. Where service delivery may be impacted, these will be reported quarterly to members.
- 4.5 The primary budget reprofiling this quarter has been summarised in Table 2 below, with explanations below the table for the significant items.

TABLE 2 – Budget Reprofiting	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	Funding Source
Firs Farm Wetlands & Flood Storage	(110)	110			<i>Grant Funded (DEFRA)</i>
Turkey Brook Flood Alleviation Scheme	(35)	35			<i>Grant Funded (Environment Agency)</i>
HSS Footways and Carriageway	(600)	600			<i>Borrowing</i>
Structures & Watercourse	(100)	100			<i>Grant Funded (Various)</i>
Parks Footway	(300)	300			<i>Borrowing</i>
Broomfield House	(100)	100			<i>Borrowing</i>
Edmonton Crescent	(240)	240			<i>Borrowing</i>
Building Improvement Programme	(725)	725			<i>Borrowing</i>
Edmonton Cemetery (Extension)	(1,940)	1,940			<i>Borrowing</i>
Vehicles	(2,554)	2,554			<i>Earmarked Resources</i>
Edmonton - Greening the Green	(50)	50			<i>Borrowing</i>
Ponders End Electric Quarter	(1,600)	1,600			<i>Borrowing</i>
Meridian Water	(57,674)	69,134	0	(11,460)	<i>Borrowing / Capitalised Interest</i>
Total Environment & Regeneration	(66,027)	77,487	0	(11,460)	
Montagu Industrial Estate	(13,782)	13,782			<i>Borrowing</i>
Jeffries Rd Industrial Estate	(2,000)	2,000			<i>Borrowing</i>
Southgate Circus Library Development	(307)	307			<i>Borrowing</i>
New IT Investment	(4,754)	5,635	(1,852)	971	<i>Borrowing</i>
Total Finance, Resources and Customer Services	(20,843)	21,724	(1,852)	971	
Bridgewood House	(412)	412			<i>Borrowing</i>
Total Health, Housing and Adult Social Care	(412)	412	0	0	
Children's Centres	(646)	646			<i>Grant (2YO Entitlements)</i>
Schools Conditioning Funding	(1,247)	1,247			<i>Grant (Maintenance)</i>
Targeted Capital - School Meals	(105)	105			<i>Grant (Maintenance)</i>
Schools Expansion Project	(10,500)	10,500			<i>Grant (Basic Needs)</i>
Total Schools and Children's Services	(12,498)	12,498	0	0	
Housing Gateway	(3,367)	3,367			<i>Borrowing</i>
Total Companies	(3,367)	3,367	0	0	
HRA Major Works	(8,064)	8,064			<i>Various (see Table 5)</i>
HRA Minor Works	1,226	(1,226)			<i>Various (see Table 5)</i>
HRA Estate Renewals	3,073	(3,073)			<i>Various (see Table 5)</i>
Total HRA	(3,764)	3,764	0	0	
TOTAL Budget Reprofiting	(106,911)	119,253	(1,852)	(10,489)	

Edmonton Cemetery (Extension)

- 4.6 This project is currently at feasibility stage due to a change in scope. Spend to date has been mainly on feasibility work, with the project work now scheduled to take place in 2018/19.

Vehicles

- 4.7 Fewer than originally anticipated vehicles will be delivered this financial year. This is mainly due to:

- only 3 of 11 bin waggons will be delivered in 2017/18 due to a delay in the chassis arriving from Germany,
- change in the design of small tippers for street scene and parks,
- delay to 13 Vehicles from Renault in France.

Ponders End- Electric Quarter

- 4.8 £2.5m was reprofiled in quarter 2 for land assembly, with a further £1.6m being reprofiled in Q3, pending phase 2 of the project starting.

Meridian Water

- 4.9 The authorised budget has been reprofiled to reflect the project's current scheduling. The reprofiling allows the project to continue within existing approved funds until the end of September 2018, when a report outlining the future strategy, including budgetary requirements will be presented to include existing and estimated contractual commitments.
- 4.10 This report notes £57.6m is being reprofiled from 2017/18 into 2018/19 and £11.4m from from 2020/21 to 2018/19 to realign the budget with current project scheduling. The £11.4m forms part of £22m budget approved for the acquisition Hastingwood Estate in June 2017(KD4442); it is anticipated that these funds will not be required until later in the overall scheme and therefore have been re-profiled.
- 4.11 The £69m reprofiled into 2018/19 will fund essential expenditure required to service the project for the first six months of 2018/19. This includes £53m which relates to contractual land acquisition and station infrastructure obligations. Another key activity during this period is the ongoing remediation of Zone1 – the former Willoughby Lane National grid gasworks industrial site. The Council's Executive Management Team (EMT) are continuing to ensure that the budget position is subject to ongoing scrutiny.

Montagu Industrial Estate

- 4.12 The contract with Henry Booth the Council's Joint Venture Partner has been signed. Land assembly is scheduled to commence in 2018/19 and the budget is reprofiled to reflect this position.

Jeffries Road Industrial Estate

- 4.13 KD 45425, granted approval to fund the acquisition of Jeffries Road from capital funds originally approved as part of the Montagu project. The Council is in negotiations regarding the purchase, this is now expected to happen in 2018/19.

Schools and Children's Services

- 4.14 Budget reprofile arising from slippage in a number of areas including the rebuild/reprovision of Aylands school and the Deboun school project.

Housing Gateway

- 4.15 The company's loan drawdowns from the Council have been lower than forecast, as the number of purchases made by Housing Gateway has slowed due to market conditions, resulting in the reprofile of £3.36m into 2018/19.

HRA Major Works

- 4.16 A number of planned major works projects intended to commence this year have been delayed resulting in budgets being reprofiled to 2018/19. The most significant programme changes have occurred because of the implications arising from this Grenfell Tower fire, with planned commencement dates for several projects slipping into future years, these include;
- Great Cambridge Road West - initially designed and tendered as a major roof replacement scheme but following representations from residents a detailed survey of the existing roofs was commissioned and as a result some of the roofs are now being repaired instead of replaced. This has reduced the cost of the scheme but also resulted in delays to the scheme. Works will commence in April.
 - New Southgate external works – These have been delayed due to issues with the original contractors, this contract has been re-procured and the tender has now been awarded. Works are due to start April.
 - Upper Edmonton external works – scheduled to commence in 2017/18, however delays on other schemes, has meant this scheme has been delayed.
 - Channel Islands heating system – delayed due to changes being made post tender submission, to include sprinklers.

HRA Minor Works

- 4.17 Additional Health and Safety works are forecast to cost £1.5m, by the end of 2017/18, therefore, £1.2m is being reprofiled from 2018/19. The current position is summarised below:
- Emergency works to address concerns over fire safety in tower blocks have taken priority over all planned scheme. Surveys and tests were carried out on all tower blocks and particularly those with any kind of cladding applied. Work at Dorset and Keys House, for example, where cladding had been incorrectly installed and was planned to be replaced has been brought forward to this year;
 - Photo luminescent lighting is being installed in tower block stairways where there was previously no, or inadequate emergency lighting;
 - Sprinkler system designs have been commissioned for all tower blocks and a programme developed to install over the next 2 years, beginning in the Channel Islands as part of a wider major works project now underway;
 - Installation of risers in 13 blocks that had no internal dry risers for use by the fire brigade in the event of fire;

- The major works team have been re-visiting a number of planned schemes to ensure that projects include any fire precaution related works as a matter of course.

HRA Estate Renewals

4.18 The estate renewal budgets have been re-profiled to reflect a more accurate position for all projects. The main movements in the projects are due to the following:

- Alma - The Alma project budget has been re-profiled to reflect delays to the scheme. This has affected the spend profile of developer costs and leaseholder buybacks. The re-profiling has resulted in reduced spend in this financial year with costs re-profiled over future years.
- New Avenue - Vacant possession has now been obtained for phase 1 of this project, however, this has resulted in delays which has reduced the expected leaseholder buyback costs in 2017/18.
- Ladderswood - There is an estimated six-month delay to phase 2 of this project due unexpected cladding tests that need to be completed, as a result some 2017/18 costs will now happen in 2018/19.
- Small sites - Re-tendering of the original contract has resulted in additional costs in 2017/18, to enable the completion of phase 2 of the project.
- Feasibility studies and planning preparations. These are being completed on many new small sites schemes in 2017/18, however these were not previously profiled in the 2017/18 budget. These schemes include Newstead and Upton and Raynham.

Additions to the Programme

4.19 There have been several additions to the 2017/18 capital budget since quarter 2, primarily funded from grant, summarised in Table 3 below.

TABLE 3 – Growth Items	2017-18 £'000	Funding Source
Tennis Re-provision	500	<i>Edmonton Cemetery (KD4558)</i>
Structures & Watercourse	87	<i>Grant (Various)</i>
3G Pitch Enfield Playing Fields	672	<i>Grant / Revenue Contribution (KD4379)</i>
Turkey Brook Flood Alleviation Scheme	10	<i>Grant</i>
Total Environment & Regeneration	1,269	
Housing Assistance	279	<i>Grant (North London Sub-Regional)</i>
Total Health, Housing and Adult Social Care	279	
TOTAL Growth	1,548	

Proposed Reductions

- 4.20 Table 4 summarises the reductions, with explanations for significant reductions below the table. These are removal of budgets from the programme due to either an underspend in a completed project, the adjustment of a project budget to reflect a loss of funding or to remove the project from the programme entirely. (The detailed capital programme is set out in Appendix A.)

TABLE 4 – Reductions	2017-18 £'000
Bridgewood House	(488)
Total Environment & Regeneration	(488)
Energetik	(162)
Enfield Innovations Ltd	(327)
Total Companies	(489)
TOTAL Reductions	(977)

- 4.21 Bridgewood House - This project is complete. This represents a reduction in the contingency within the budget.

5. INDICATIVE PROGRAMME

- 5.1 The General Fund programme has several schemes that will only proceed following a full business case being made so that the schemes:
- Meet Council priorities;
 - Represent value for money;
 - Are either funded by new government grants, new external contribution
 - Are invest-to-save projects and can be met from the current Medium Term Financial Plan;
 - Replace existing approved schemes;
 - Meeting governance requirements.
- 5.2 All these 'indicative' projects have been grouped together as a separate programme block for noting by Council. They include later year rolling programmes and projects where external funding is expected but not guaranteed at this stage and each will be subject to further reports to Cabinet and Council as necessary. The revenue costs of these schemes are not yet provided for in the Medium Term Financial Plan. The indicative programme is set out in Appendix B.

6. FINANCING OF CAPITAL EXPENDITURE

- 6.1 The following table sets out the current funding position for the 2017-21 Capital Programmes. The second part of the table shows that the increase in borrowing is to be funded to a significant extent by 'commercial

arrangements' with business plans for commercial property rental and capitalisation of costs associated with major regeneration at Meridian Water.

Table 5 - Financing of Capital Expenditure	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Total General Fund Expenditure	163,595	183,681	25,662	13,770	386,707
Funded From:					
Grants	57,209	34,032	15,662	-	106,902
Contributions	1,637	-	-	-	1,637
Earmarked Reserves	2,447	6,689	607	2,260	12,002
Increase in General Fund Financing Requirement	102,303	142,960	9,393	11,511	266,166
Total HRA Expenditure	76,884	79,806	52,827	41,984	251,501
Funded From:					
Grants	251	1,698	-	-	1,949
Contributions	31,170	19,689	8,963	7,486	67,308
Capital Receipts	32,359	25,164	18,450	21,040	97,013
Earmarked Reserves	13,104	13,255	13,414	13,458	53,231
HRA Financing Requirement	-	20,000	12,000	-	32,000
Companies Finance Requirement	68,059	12,987	5,080	-	86,126
Total Financing Requirement	170,362	175,947	26,473	11,511	384,292
Increase in CFR Funded by:					
Council Tax (Minimum Revenue Provision)	26,552	75,005	21,393	971	123,919
Commercial Business Plans*	143,810	100,943	5,080	10,540	260,373

*includes Council investment in HGL, EIL, Meridian Water and Bury Street West Depot Project

6.2 A description of the sources of finance for the capital programme is set out below. The final funding requirement will be based on the final actual expenditure, and will seek to maximise the use of grants and other funding sources in advance of borrowing.

Types of Capital Funding

Grants	Specific government grants from external parties such as the Education Funding Agency and Transport for London. Funding is specific to certain schemes or certain types of capital investment e.g. provision for additional school places. There is a high level of certainty over these funding streams.
Contributions	These are S106/Community Infrastructure Levy and other revenue contributions towards capital projects. There is a high level of certainty over these funding streams

Capital Receipts	Capital receipts from previous years' disposals and from estimated proceeds from the sale of assets (net of disposal costs) that have so far been approved for disposal over the life of the programme
Earmarked Reserves	The use of specific reserves within the Council's available resources to fund specific projects such as the Vehicle Replacement Fund and the CCTV reserve, these are readily available funds which can only be used once to meet Capital costs and are not an ongoing income stream

7. REVENUE IMPLICATIONS

- 7.1 Local Government is currently facing reduced resources due to the continued reductions in public sector costs. At the same time there are increases in demand for our key services and the continued affordability of the Capital Programme should be viewed in this context.
- 7.2 Over recent few years the Council has reduced its short-term investments primarily to fund the Capital Programme. This has been a sensible approach agreed with our external treasury advisors given the relative interest earned from investments in comparison to borrowing costs. The Council is now in a position where it will need to borrow to finance capital investment that is not funded from other resources such as grants, contributions and capital receipts. The Council has headroom in its current borrowing position to allow this to happen given that actual borrowing including the effect of the current Capital Programme is within the Council's Capital Financing Requirement but will continue to review its borrowing position on a regular basis when assessing the affordability of future capital projects.
- 7.3 The revenue costs do not include any capital financing relating to indicative schemes. These are still subject to approval of business plans and proposed funding arrangements. The table also includes an allowance for costs to be met under commercial business plans mentioned previously. The net cost is the financing forecast to be met in the Medium Term Financial Plan.

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

Financial Implications

- 8.1 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 quarterly capital monitoring is part of this review process. If required, measures will be put in place to address risks identified through the monitoring process and to contain expenditure within approved budgets.

Legal Implications

- 8.2 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.

Property Implications

- 8.3 All property implications are included within the main report.

9. KEY RISKS

- 9.1 All the key risks relating to the quarter are included within the main report.

10. IMPACT ON COUNCIL PRIORITIES

Fairness for All

- 10.1 The Capital Programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

Growth and Sustainability

- 10.2 The Capital Programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

Strong Communities

- 10.3 The Capital Programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities

11. PERFORMANCE MANAGEMENT IMPLICATIONS

- 11.1 The report provides clear evidence of sound financial management, efficient use of resources.

12. HEALTH AND SAFETY IMPLICATIONS

- 12.1 Not applicable to this report.

13. PUBLIC HEALTH IMPLICATIONS

13.1 None specific to this report.

14. BACKGROUND PAPERS

14.1 None.

Appendix A

Appendix A	2017/2018	2018/2019	2019/2020	2020/21	Total 2017/18 to 2020/21
Approved Programme	£'000	£'000	£'000	£'000	£'000
Environment & Regeneration					
Building Improvement Programme	1,343	2,225	0	0	3,567
Highways & Street Scene:					
Main Programme	6,962	7,295	0	0	14,257
Corridor Improvements Hertford Rd	1,619	0	0	0	1,619
Environmental Protection	80	0	0	0	80
Parks	2,329	2,540	0	0	4,869
Recycling	0	312	0	0	312
Transport for London Funding:					
Cycle Enfield	15,402	6,177	0	0	21,579
Future Years	4,257	0	0	0	4,257
Vehicle Replacement Programme	1,947	6,689	607	2,260	11,502
Housing Assistance Grants	175	0	0	0	175
Regeneration:					
Broomfield House - Restoration Project	53	100	0	0	153
The Crescent, Edmonton	19	240	0	0	259
Economic Development	84	0	0	0	84
Ponders End	400	6,100	145	0	6,645
New Southgate	481	500	0	0	981
Meridian Water	75,251	69,134	0	10,540	154,925
Electric Quarter	1,728	5,100	1,742	0	8,570
Edmonton Green	0	2,000	2,000	0	4,000
Enfield Town	200	800	1,000	0	2,000
Environment & Regeneration Total	112,328	109,212	5,494	12,800	239,834
Finance, Resources and Customer Services					
New IT Investment	10,299	13,635	4,148	971	29,053
Bury Street West Depot Project	500	18,821	0	0	19,321
Southgate Circus Library Development	15	0	307	0	322
William Preye	10	0	0	0	10
Ridge House Clinic	10	0	0	0	10
Civic Centre Refurbishment	240	0	0	0	240
Montagu Industrial Estate	591	13,832	50	0	14,473
Jeffries Road Industrial Estate	0	2,000	0	0	2,000
Forty Hall	133	0	0	0	133
Palmers Green Library	172	0	0	0	172
Edmonton Green Library	3,357	0	0	0	3,357
Enfield Highway Library	123	0	0	0	123
Customer Interface Venues	30	0	0	0	30
Finance, Resources and Customer Services Total	15,479	48,288	4,505	971	69,243
Health, Housing and Adult Social Care					
Welfare Adaptations	0	0	0	0	0
Bridgewood House	598	412	0	0	1,010
Mental Health and Wellbeing Centre	938	552	0	0	1,490
Disabled Facilities Grants	2,001	1,819	1,819	0	5,639
Sub Regional Housing	425	0	0	0	425
Health, Housing and Adult Social Care Total	3,962	2,783	1,819	0	8,564
Schools and Children's Services					
Basic Needs - Primary Schools Places	6,500	6,000	6,000	0	18,500
Children's Centres	0	646	0	0	646
Fire Precaution Schemes	1,276	0	0	0	1,276
Primary Schools	80	0	0	0	80
School Access Initiative	285	0	0	0	285
Schools Conditioning Funding	9,532	1,247	0	0	10,780
School Expansion Project 1	1,903	0	1,843	0	3,746
School Expansion Project 2	4,723	15,400	6,000	0	26,123
Targeted Capital- School Meals	58	105	0	0	163
Special Needs & Special Schools	7,468	0	0	0	7,468
Schools and Children's Services Total	31,825	23,398	13,843	0	69,067
Total General Fund	163,595	183,681	25,662	13,770	386,707

Appendix A	2017/18	2018/19	2019/20	2020/21	Total 2017/18 to 2020/21
Approved Programme	£'000	£'000	£'000	£'000	£'000
Companies					
Energetik	2,236	3,500	5,080	0	10,816
Enfield Innovations Ltd	1,722	0	0	0	1,722
Housing Gateway Ltd	64,101	9,487	0	0	73,588
Companies Total	68,059	12,987	5,080	0	86,126
Housing Revenue Account					
Major Works	12,574	31,752	16,899	18,353	79,578
Minor Works	3,126	1,900	1,900	1,900	8,826
Estate Renewals	61,184	46,154	34,028	21,731	163,097
Housing Revenue Account Total	76,884	79,806	52,827	41,984	251,501
APPROVED CAPITAL PROGRAMME	308,538	276,474	83,569	55,754	724,335

Appendix B

	2018/19	2019/20	2020/21	Total 2018/19 to 2020/21
Indicative Programme*	£'000	£'000	£'000	£'000
Environment & Regeneration				
Building Improvement Programme	-	1,500	1,500	3,000
Highways & Street Scene (Main Programme)	-	6,450	6,450	12,900
Transport for London Funding (Future Years)	4,453	1,903	-	6,356
Affordable Housing	2,100	2,100	-	4,200
Environment & Regeneration Total	6,553	11,953	7,950	26,456
Health, Housing and Adult Social Care				
Welfare Adaptations Top-Up Loans	100	100	100	300
Health, Housing and Adult Social Care Total	100	100	100	300
Schools and Children's Services				
Fire Precaution Schemes	500	500	500	1,500
School Access Initiative	250	250	250	750
Schools Conditioning Funding	4,483	4,483	4,483	13,449
Schools and Children's Services Total	5,233	5,233	5,233	15,699
Companies				
Energetik	-	5,000	13,000	18,000
Housing Gateway Ltd	51,450	-	-	51,450
Investment in Commercial Property	25,000	25,000	-	50,000
Companies Total	76,450	30,000	13,000	119,450
INDICATIVE CAPITAL PROGRAMME	88,336	47,286	26,283	161,905

*as noted in the **Budget 2018/19 and Medium Term Financial Plan 2018/19 to 2021/22** (Council Meeting 21st Feb 2018)

MUNICIPAL YEAR 2017/18 REPORT NO. 165**MEETING TITLE AND DATE:**

Cabinet – 22 March 2018

REPORT OF:

Executive Director of Finance,
Resources and Customer Services and
the Executive Director of Children's
Services

Contact Officer:

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Agenda – Part: 1	Item: 8
Subject: Strategy and approach to delivering pupil places	
Wards: All KD 4594	

1. EXECUTIVE SUMMARY

- 1.1 The Council continues to successfully deliver additional school places to meet demand in increasingly challenging and uncertain conditions. The Council will work to help the delivery of both primary and secondary places when they are required.
- 1.2 This report sets the scene for the administration's approach to the provision of school places for Enfield residents and updates the strategy for the provision of places. The update reflects:
- the 2017 annual review of the population projections about the expected demand for school places;
 - There has been evidence of inward and outward migration of families in 2017 which makes population projections difficult to assess pressure on specific year groups. Further assessments will be made based on the January 2018 school census;
 - the national policy and funding position under the current government;
 - the increasing demand pressures on provision for children who need additional high-level specialist support;
 - updated information on the current and planned supply of mainstream school places; and
- 1.3 The key points from the review of demand for school places up to 2020 are:
- Demand for primary school places between 2017 and 2022 is lower than projected last year but there is local demand in the South West from 2022;
 - Demand for secondary school places between 2018 and 2022 is broadly as previously reported with a peak in 2023;
 - Demand for high support provision for children with certain categories of special education need continues to increase;
- 1.4 Information on current spare capacity in schools and plans to create additional places means that demand for places can continue to be met over the 2018 to 2022 period at the borough level. However, two forms of

entry will be needed by 2022 in the South West. This is subject to the impact of any additional provision via academies and free schools in the borough and any other additional provision serving Enfield from adjacent boroughs.

- 1.5 The current school roll projections do not reflect new housing developments planned in Enfield and therefore future demand may vary from those depicted in the report.
- 1.6 Most school sites that can easily accommodate expansions have already been expanded, resulting in the need to acquire additional land or budget for whole school rebuild as expansion projects. This presents challenges as land acquisitions are not covered by the funding from government to create additional school places. Total school rebuild to maximise available school sites is very expensive and potentially disruptive to pupils and staff.
- 1.7 In terms of delivery there is a need to:
- Deliver two additional permanent forms of primary entry (FE) in the South West from September 2022;
 - The previous 2016 report projected the need to deliver twelve additional permanent secondary forms of entry (FE), 6FE by September 2018 and 6FE September 2022. The updated roll projections graph in Appendix A Section 3, identifies the need for approximately 9FE. Education and Schools Funding Agency (ESFA) plans will deliver 8 forms of entry for 2019/20, which means there is no need or available funding, for Council delivered secondary schools up to 2020. However the same graph shows that a small change in the transfer of year 6 pupils to Enfield year 7 secondary schools may require additional places. We, therefore, need to plan to achieve any required additions.
 - Officers will monitor the situation and will implement alternative plans should the ESFA fail to deliver additional secondary places in the required timeframe.
 - Increase capacity in special schools and establishments that provide education services for some of the most acute special need categories. Autistic Spectrum Disorder is the highest priority and permanent capacity needs to be increased by at least one form of entry at all age ranges. Plans have been developed to achieve this are outlined in section 3.11.
- 1.8 Construction sector market conditions continue to be challenging in London and the South East due to buoyant market conditions, shortages of skilled staff and some materials. Programme and project budgets and costs will continue to be monitored and adjusted through the quarterly Capital Monitor process.
- 1.9 Previously established delegated authority is in place for decisions on:
- Establishing the detail of the School Expansion Programme (SEP) and projects detailed in section 3 of this report, including project level budgets within the SEP; and
 - Agreeing procurement routes, land transactions, placements of orders, submission of planning applications and entering into contracts with required contractors, by conducting suitable procurement exercises.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet:
- 2.1.1 Agree the continuation of the school expansion programme, with the focus on special provision and high needs pupil places in both primary and secondary phases;
- 2.1.2 Agree the increase capacity in special schools and establishments that provide education services for some of the most acute special need categories subject to further approval for the manner in which this is to be achieved.
- 2.1.3 Note that the SEP capital budgets for 2017/18 to 2018/19 are maintained at £27.4 million (section 6.1), funded entirely from central Government grants. Any budget revision is to be updated by separate report(s) brought forward as necessary on any land acquisitions required to facilitate provision of extra places and/or the need to increase budgets from Council resources;
- 2.1.4 Support continued delegated authority to the Cabinet Member for Education, Children's Services and Protection in consultation with the Cabinet Member for Finance and Efficiency:
- The individual schools, sites and preferred partners for expansions, and decisions on statutory requirements, to meet the demand for extra pupil places, both mainstream and special, up to 2021/22;
 - Conducting suitable procurement exercises and either calling off EU-compliant framework agreements or conducting suitable procurement exercises, entering into contractual arrangements with successful contractors and placing orders for any capital works required for the projects; and
 - Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold up to the value of £500,000, as individual schemes are developed.
- 2.1.5 Support continued delegated authority to the Executive Director for Finance, Resources and Customer Services in consultation with the Assistant Director Education:
- Programme management arrangements and operational resourcing, including procurement of any required support services;
 - Commencing feasibility or initial design to inform pre-application discussions with planning and procurement of resources for this activity;
 - Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme;
 - Submission of planning applications; and
 - The appropriate procurement routes for professional support services and construction for individual schemes.
- 2.2 It is recommended that Cabinet Members note: That if options for schemes cannot be progressed then alternative options will need to be brought forward for decision and inclusion on the Council's Capital Programme.

3. BACKGROUND

Academy and Free Schools approvals

3.1 From a Local Authority perspective, the impact of mainstream schools converting to academy or approvals for new free school openers is an increasing risk to the planning of future pupil places. Therefore, before developing plans for school expansions it is necessary to evaluate central government's plans for changing the admissions of existing academy schools and approvals to open new free schools.

2017 Mainstream School Convertors

3.2 There are new mainstream school organisations that have decided to convert to academies in the current academic year;

- 01 September 2017 Lavender and Brimsdown Primary schools, now known as the Ivy Trust;
- Grange Park and Carterhatch Juniors, 01 November 2017 and 01 January 2018 respectively, have joined the Enfield Learning Trust (ELT), multi academy trust;
- Following a Ofsted decision Aylands Special School has been compelled to academise and is now also part of ELT;
- 01 March 2018 Lea Valley High, now known as the Cedars Learning Trust.

Further schools are also consulting and their decisions will be reported in future reports.

Planned New Free School openers

3.3 As previously reported the Department for Education (DfE), approved three new Free Schools, One Degree Academy, Limes Academy and The Wren Academy. The updated position is as follows

3.4 One Degree Academy was approved to open in Enfield as a 3FE all-through school (1080 places not including 6th form), which was planning to open in the south-east planning area, centred around Edmonton but is temporarily housed at Heron Hall Secondary Academy. The ESFA has now announced the primary phase will be permanently based in a new primary school to be built at the Chase Farm Hospital site. The secondary phase site has not yet been identified.

3.5 As previously reported Limes Academy has been approved as a 3FE primary to open in 2017 in the north of Enfield but the permanent school site has not yet been confirmed. As One Degree Academy has to be established in the north of Enfield, Officers do not feel further primary places are required in this area. Officers are in conversation with the ESFA to resolve the site location issue.

3.6 The Wren Academy was approved as a 6FE secondary school to open in 2018 in the north of Enfield. The ESFA has since announced that an 8FE Wren Academy will be opening on the Chase Farm site, opening date to be confirmed. The opening of an 8FE school rather than 6FE does require Officers to review the original plans of a 6FE 2018 and 6FE 2020.

3.7 Previously, the DfE approved a free school, Ark North Enfield, programmed to open 2020 but the demand for additional secondary places now needs to be review (as in section 3.6).

- 3.8 The DfE announce an opportunity to Councils to bid for a new special free school. Officers compiled an application for a new Social, Emotional and Mental Health (SEMH) special school for secondary age children for up to seventy learners, including a 6th Form. Officers can now report that Enfield application was successful in bidding for a new SEMH free school which is to be sited on Ark John Keats off-site playing field at Bell Lane. Officers are currently in discussion with the ESFA on the design development of the new school.

The School Expansion Programme

- 3.9 The School Expansion Programme (SEP) further developed the approach used in the Primary Expansion Programme previously reported to Cabinet but now reflects the need to assess the whole school estate, including Secondary and Special school provision. Appendix A summarises Enfield's available places and future demand for school places. SEP also considers the effect of new Free School openers on available places and existing expansion plans.

Primary School Provision

- 3.10 The opening of Free Schools such as One Degree Academy and the proposed Limes Trust has required officers to re-evaluate school expansion strategies. In the medium term there is sufficiency of places. However current trends suggest a need for additional places, by 2022/23, in the South West area. By 2025, if all planned new free schools and expansions occur, there will be over-provision of approximately 15FE (8% above demand), mainly felt in the SE which is likely to impact less popular schools.

- 3.11 In response to the future levels of anticipated demand for school places identified as part of previous annual reviews of demand and capacity a number of other projects were established. These remain subject to feasibility and/or land acquisitions are either being delivered or subject to feasibility work. These are:

3.11.1 Additional primary capacity - South West

Currently, a temporary primary provision has been established, in partnership with ELT at Bowes Southgate Green using Broomfield Secondary school's accommodation. This "partner school" arrangement is proving popular locally. To establish the primary school classrooms, it has been necessary to refurbish parts of Broomfield School accommodation. The refurbishment works is continuing annually as the school grows incrementally but will also allow a 6FE Broomfield secondary school to operate and cope with the rising demand for secondary school placements, as the larger primary cohorts transfer to the secondary phase.

A proposal to provide additional 2FE accommodation in new buildings at Grovelands park has proved challenging and delivery of a new building is not envisaged in the short term. Delivery will be dependent on securing the support of Historic England given the heritage features of the site. If this support can be gained then the design, works delivery and provision details will be developed with the ESFA and suitable partners. This will include further resident consultation on more detailed proposals. The success of the negotiations will be the subject of a further report to Cabinet but it is proposed to programme the delivery of a new school for 2022/23.

Secondary School Provision

Additional Secondary School Capacity

3.11.2 The additional capacity created by School Expansion Programme to accommodate the growing primary school population will inevitably put pressure on secondary school sector, as successive larger cohorts transfer. The pressure on secondary school places becomes critical in 2019/20 when there is a requirement for 6FE and a further need for 6FE in 2020.

Secondary North West

3.11.3 The North West area, including Enfield Town, demand already outstrips capacity but surpluses in the rest of the borough, particularly the South East, alleviates an issue in placing secondary children. The planned capacity depends on an additional 8FE through the Wren Academy for 2019/20.

Secondary North East

3.11.4 Previously reported the planned capacity was dependent on the introduction of a 6FE through Ark North Enfield, for 2020. However the introduction of an 8FE Wren academy requires Officers to review with the ESFA the timing and capacity of Ark North Enfield to prevent an oversupply of secondary places.

Special Need Provision

3.11.5 As previously reported there has over the last five years been significant increase in demand for high needs placements, particularly in the Autistic Spectrum Disorder (ASD) and SEMH. In the current climate of financial reductions, the biggest potential risk to the Council in regard to children with Education, Health and Care plans (EHC), is the growing cost of special school placements. Over the last five years the cost of out of borough placements has increased by £2.5 million alone. If growth in the demand for special school placements continues the costs will also increase and the risk is that the costs are over the High Needs allocations from Central Government.

3.11.6 The High Needs Funding block funding could be better utilised and quality of SEN placement/care improved by increasing the places available in Special Schools in Enfield

Current Special School expansions

3.11.7 Orchardside School, Bullsmoor Lane, consolidates and increase capacity for secondary school aged children requiring short term support before returning to mainstream educational settings. Works are now largely complete and the school is in occupation.

3.11.8 West Lea Special School, originally a maintenance project to replace life expired buildings, has been incorporated into the SEP programme and the project scope increased to include additional places. However, to proceed with the works safely it is necessary to decant some of the pupils to a new facility at St John's Church Hall, Dysons Road (originally the temporary classes for Meridian Angel Primary). The lease for St Johns Hall has been extended to allow West Lea to provide additional longer-term school placements for 70 children with

complex needs. The construction works at the main school site have commenced and progressing well.

- 3.11.9 Aylands Special School (now Fern House part of ELT multi academy trust), also a maintenance project to replace the life expired main school building. Again, the opportunity has been taken to increase the availability of special school places to 56, an additional 12 places. The project is currently at feasibility stage.
 - 3.11.10 Funding for the West Lea and Aylands projects utilises funding from Capital Maintenance grant awarded from Central Government.
 - 3.11.11 Durants Special school. The former Minchenden Secondary School site has been purchased with a view to establishing a Durants upper school provision key stage 4. This would allow for permanent additional special school places to be provided in a refurbished building for 120 learners.
 - 3.11.12 Russet House Springfield, Autism Provision. In cooperation with Russet House a new provision is to be established in the redundant Garfield key stage 2 building (approved in separate reports). The project creates an additional 20 primary autistic spectrum places and is due to open in September 2018.
 - 3.11.13 Russet House Edmonton. St Marys primary unit, previously occupied and run by the Bowes Alliance has been vacated and a new primary autistic provision for 14 learners is to be set up also in cooperation with Russet House.
 - 3.11.14 Swan Centre. As the centre is now vacant following the opening of Orchardside the opportunity has been taken, in cooperation with West Lea, to create 16 additional places for children with complex needs.
 - 3.11.15 SEMH Free School (as per section 3.8) 70 places.
 - 3.11.16 The above listed projects create a total of additional 322 special school places with an estimated saving of £31.4 million return from investment of £27.4 million Central Government Grants, over the primary phase (7 years) or secondary phase (5 years), see appendix A, section 4. The estimate includes transport cost saving of £1.3 million per annum, representing direct saving on General Resources. The caveat is that each Child's Education Health and Care plan (EHC), is tailored to the education need and specialised support required and therefore the estimate is an indicator in the support of the investment rather than actual projected savings.
 - 3.11.17 Further investigation is underway to support high performing children with ASD.
- 3.12 If any of the above options cannot be delivered then alternative options, with associated costs, will need to be generated to ensure that demand is met.

Programme costs for expansion projects

- 3.13 As reported previously, the construction sector continues to be buoyant. The situation is particularly acute in London where there is higher developer interest in capital schemes but also in the education construction sector due to the continuing demand for construction works to support higher demand for school places. Again this is doubly the case in London. Indicative cost

estimates for the projects have been uplifted significantly to reflect market conditions. This was based on recent market testing and the Royal Institute of Chartered Surveyors (RICS) Building Cost Information Service (BCIS) indexes.

- 3.14 A significant challenge arises from Basic Need Funding from Government as Enfield received notification that no grant funding will be received for 2018/19 as this was taken at source to fund free school places and 2019/20.
- 3.15 If future Government grant funding is not forthcoming, or is insufficient, and other sources such as Section 106 or Community Infrastructure Levy are receipts are also insufficient then prudential borrowing as a last resort may have to be utilised to fund school expansion but this report does not seek additional funding from the previously approved levels.
- 3.16 Additionally, the government has announced that it will make £2.5 million available for special need places in 2018/19. The additional funding will be utilised in supporting the projects in section 3.11.

Programme and Project Structure

- 3.17 Appendix B outlines the SEP structure.
- 3.18 The structure seeks to address the challenges of future delivery, limitations on sites, and the updated information on levels of funding from central government. The programme team will seek more opportunities for additional permanent capacity to be brought forward as part of residential developments, where feasible. The input of school head teachers will be important and be sought through representatives already engaged in established forums.
- 3.19 The programme structure and ways of working will continue to be reviewed regularly to ensure they fit with the wider approach of the Council.

Stakeholder engagement

- 3.20 Alongside the programme management arrangements, a Stakeholder Engagement Strategy has been put in place for the programme. This is to ensure that the pro-active approach to consultation and communications is maintained. The programme objectives for stakeholder engagement are:
 - To achieve wider Council commitments about communication and consultation;
 - Stakeholders are identified, appropriately informed and consulted in the right way at the right time;
 - Communication and engagement with stakeholders is pro-active and ensures there is clarity amongst all stakeholders about the Council's plans; and
 - Opportunities for dialogue are provided to ensure that stakeholders understand how and when they can contribute their views.
- 3.21 With more varied and complex projects likely, to be a feature of the programme there is likely to be an increasing need for engagement and consultation activities to ensure that the benefits of proposed schemes are understood and supported by the wider community.

Procurement for school expansions and improvement projects

- 3.22 The procurement approach for the SEP was agreed by Strategic Procurement Board in November 2013. The approach is to use existing and verified frameworks or, where appropriate, OJEU procedures (subject to changes in legislation following Britain's exit from the European Union).
- 3.23 The initial list of suitable Frameworks is subject to ongoing review by Corporate Procurement and has been expanded to include newly available frameworks.
- 3.24 The approach to procurement reflects Council's commitment to positively supporting the local economy through its sustainable procurement policy. Procurement activity will require contractors, where relevant and proportionate to the contract, to consider the use of apprentices, local supply chains, and local labour. This is implemented through use of the Community Benefit toolkit at the Invitation to Tender stage, the impact of which is reported back to SPB throughout each year.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Enfield Council has a statutory responsibility to provide the necessary school places. The SEP creates a mechanism to assist with the delivery of extra capacity required. Failure to provide enough school places is not an option.
- 4.2 The following proposals have been considered but rejected:
- Complete reliance on additional capacity from new free schools or existing free school / academy expansions. There is no guarantee that high quality providers will come forward with proposals for new schools that the ESFA will then accept and then deliver, this is particularly true for Special Schools. The Council will continue to work with the ESFA and current providers that provide high quality services and contribute to the wider education community in the borough to assess potential expansion opportunities.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The Council has an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. This report sets out the proposed strategy and delivery arrangements to oversee delivery arrangements for schools with funding secured for expansion, to further develop options for expansion by conducting feasibility studies and consultation with the schools identified and to secure funding through opportunities that become available.
- 5.2 This strategy and delivery arrangements will deliver the additional reception places required in the areas of highest demand up to 2020. The expanded capacity aims to provide a higher level of flexibility built in to counter sudden increases in demand.

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

6.1 Financial Implications

6.1.1 The approved School Expansion Programme (SEP) capital budgets for the years 2018/19 are shown in the table below.

	2017/18 £'000s	2018/19 £'000s	TOTAL £'000s
Approved SCS SEP Capital Programme	6.350	21.101	27.451
Funded by:			
Government Basic Need Grants	(5.370)	(8.520)	(13.890)
Contribution from Capital Maintenance Grant	(0.980)	(12.581)	(13.561)
TOTAL	(6.350)	(21.101)	(27.451)

6.1.2 The above figures represent the approved allocation for existing schemes within the Schools & Children's Services Capital Programme for the School Expansion schemes listed in section 3.11.

6.1.3 As part of the quarterly monitoring of the capital programme all current schemes will be subject to a review of funding and delivery to reflect current national policy and funding regimes, particularly given the need for the Council to find savings in the Capital Programme and to minimise the impact of prudential borrowing on the revenue budgets in the Medium Term Financial Plan.

6.1.4 Officers will utilise Government Grants and other contributions ahead of Council Resources.

6.2 Additionally, the government has announced that it will make £2.5 million available for special need places in 2018/19 (not included in the above table).

6.3 Legal Implications

Section 14(1) of the Education Act 1996 requires that a local education authority secures that sufficient schools for providing primary education and education for children up to the age of 19 are available in their area. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to actively plan to remedy any shortfall. In addition, section 1 of the Localism Act 2011 gives the Council a general power of competence which enables the Council to do anything which an individual may do provided it is not prohibited by legislation. This would include a power to draw up a strategy to make available additional school places and adopt the other recommendations set out in this report.

6.3.1 Each school expansion will be subject to the statutory consultation prescribed by Section 19 of the Education and Inspections Act 2006, and The School Organisation (Prescribed Alterations to Maintained

Schools) (England) Regulations 2013. There is also statutory guidance ('Making 'prescribed alterations to maintained schools' April 2016). The decision on each statutory expansion will be made by the Cabinet Member for Children and Young People.

- 6.3.2 Where Planning Permission is required in respect of any school site expansion that proceeds beyond feasibility considerations and initial consultation with schools, such will be accordance with the Town and Country Planning Act 1990 (as amended). This will require statutory and public consultation. Pursuant to the Council's constitution the decision whether to grant planning consents will be a matter for the Council's Planning Committee. Works should not commence until such time as approval is given and any pre-commencement conditions (if required) by the planning permissions are discharged.
- 6.3.3 All procurements of goods/services/works will be in accordance with the Councils Constitution, in particular Contract Procedure Rules ("CPRs") and the Public Contracts Regulations 2006 or 2015 (as appropriate). In particular, the Council is able to utilise a range of EU compliant frameworks to engage the services of construction contractors or technical support staff such as architects or quantity surveyors in full compliance with the CPRs. Any use of a framework must be in accordance with the framework terms.
- 6.3.4 Section 120 the Local Government Act 1972 provides the Council with powers to acquire land by agreement for any of their functions or for the benefit, improvement and development of their area. The local authority can also CPO land for a purpose authorised by the 1972 Act or any other general Act. Section 122 of the same act gives power to the Council to appropriate for any purposes which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the Council and is no longer required for the purpose for which it is held Any acquisition or appropriation of land will need to be in accordance with the Council's Property Procedure Rules.
- 6.3.5 All legal agreements will need to be in a form approved by the Director of Law and Governance.

6.4 Property Implications

- 6.4.1 The Strategy set out in this report will provide additional school places in local areas of need.
- 6.4.2 Where there is a requirement for expansion, existing Council assets will be reviewed in the first instance. Where an acquisition may present itself, in order assist in the School Expansion Programme, these opportunities will be need to be assessed in more detail with feasibility and due diligence studies.
- 6.4.3 Stamp Duty Land Tax (SDLT), transactional costs (legal, surveyors and disbursements), potential VAT, holding costs including security and vacant premises rates will need to be considered when acquiring a property and a suitable strategy will need to be enabled to limit the Council's exposure to these cost items

- 6.4.4 The site values will depend upon the prevailing market conditions at the time, and external valuations may be required to support the acquisition of land.
- 6.4.5 The land acquisition strategy will be challenging. Several internal and external approvals will be required and the Council will need to ensure appropriate consents are obtained or in place.
- 6.4.6 Land acquisitions to support expansion must conform to the Council's Property Procedure Rules (PPR's) and to demonstrate the Council's obligations under section 120 of the Local Government Act 1972, there will be a requirement for the Council to obtain an external RICS Red Book valuation by a Registered Valuer/Chartered Surveyor.
- 6.4.7 If existing Council assets are to be brought in to assemble land for an expansion, then Appropriation to the correct holding department will be required. If Appropriation from the Housing Revenue Account to the General Fund is required, then all transactions will be undertaken at current existing use value.
- 6.4.8 Initial consultations regarding acquisitions should require the Assistant Director of Strategic Property Services to be either present or informed.
- 6.4.9 Relevant stakeholder consultation will be required from the outset to support either acquisition or disposal of land and gaining planning permissions. Depending on the site and land-use designation, consultees could include English Heritage, the Greater London Authority (GLA), Sports England and the appropriate Secretary of State.
- 6.4.10 To meet statutory requirements, it is vital to ensure that the Council's financial accounts do not include buildings (or parts of buildings) that have been demolished. To ensure we have high quality records and meet our statutory obligations Education Asset Managers will complete a demolition notification form and return to Property Services.
- 6.4.11 An inventory list of any material procured and produced will need to be kept. In the event of failure, appropriate arrangements will need to be made for these supplies to be retained and secured for the Council until a decision is made on how best to dispose of them.
- 6.4.12 Property Services will need to be aware and sent the new data being generated for the expansion of these schools. These include floor plans with room data for the purposes of the Asset Management System, Atrium.
- 6.4.13 Property Services is involved in the programme management structure and is able to advise on acquisition, disposal and other land development issues.
- 6.4.14 Once planning permission is gained Building Regulations will need to be adhered to as part of the enabling and construction works.

7. KEY RISKS

Additional capacity and contingency

- 7.1 The Provision of Primary Places Strategy has been revised by this report to set out the arrangements to commence delivery of additional school places in the 2018/19 to 2022/23 period. This is in response to the recent review of pupil number projections. The next set of pupil number projections will be available in Spring 2018 and will be reviewed to inform the annual update to the strategy for providing school places. The aim is to improve parental choice, and minimises the risk of providing insufficient pupil places.
- 7.2 There is a risk that if popular and successful Enfield schools near the borders of neighbouring boroughs are expanded then this could encourage an influx of pupils from those boroughs if they have not been successful in expanding their own provision.
- 7.3 Actual pupil numbers will be carefully monitored against projections, to ensure that the Council strives to provide places in the actual areas of demand (i.e. local places for local children). Officers will also continue to engage in regional and bilateral discussions about the provision of places to assess provision in other boroughs.

Concerns about school expansions

- 7.4 Experience to date suggests that the three most significant factors likely to cause concern to some stakeholders are car parking, increased traffic flows and the impact of new building structures to their sight lines (views from their windows) including building proximity and exterior treatments of outward facing structures. The programme and project team members will work closely with schools and Governing Bodies to ensure that designs are of high quality and that issues of concern are addressed in the design proposals, including traffic management once technical information is available.
- 7.5 Both the informal and statutory rounds of consultation will be managed in a way that makes them accessible to stakeholders, including residents, to maximise opportunities for input.

Basic Need Funding

- 7.6 The annual submission to the Department for Education (DfE) is based on identifying existing capacity in the system. Thus, close monitoring of pupil numbers and a review of projections will ensure that the Council is best placed to maximise any Basic Need Funding for the provision of school places.
- 7.7 It should be noted that the Council received no Basic Need Allocations for 2018/19 as these were held centrally by the EFA against future provision of free schools planned in Enfield.

Delivery Timescales

- 7.8 Each school year the Council will have to fulfil its statutory duty to provide sufficient school places. To ensure the Council meets its statutory duties any identified need for places will be assessed and a programme with clear project milestones will be identified and progress monitored closely by the Programme Executive and Board which is made up of stakeholders, Cabinet Members, Headteachers, Governors and Council officers at the most senior level.

Planning Consent

- 7.9 Each school expansion will require planning consent. During the initial design and pre-planning processes, architects will carefully follow pre-application advice that has been provided, so that designs presented to the Planning Committee will be of a high quality and best placed for approval. However, there is clearly a risk at this stage. Some flexibility regarding pupil numbers will be provided within the programme to ensure that the Council meets its statutory duty to provide sufficient school places.

Costs

- 7.10 The estimated cost of expansion as outlined in the body of the report could well place additional strain on the Council's finances. If Government grant funding is not forthcoming then prudential borrowing might have to be a route to funding school expansion but this would have a significant impact on revenue budgets.
- 7.11 The overall programme cost and the amount included on the Capital Programme will be reviewed as part of an annual programme review each Spring that will consider the updated statistics on pupil places; levels of school provision, particularly planned Academy or Free School provision; construction market inflation and the progress of individual projects.
- 7.12 Costs for each established project will be managed through the project and programme management governance arrangements already put in place and be subject to the Council's usual due diligence and value for money tests. Changes in estimated costs, established budgets and the spend profile will be managed through the Capital Programme via the quarterly Capital Monitor updates.
- 7.13 Wider economic and market conditions are likely to be a major factor in terms of contract costs. As previously stated, the construction index lags behind real market conditions suggesting it will increase again next year. Statutory requirements around the provision of places and guidance around teaching space sizes limit options on reducing the quantity of provision. Reducing the quality of provision will not be able to counter balance a buoyant construction market and in addition to increasing the risk of higher maintenance costs it could have a negative impact on school Head Teachers' and Governors' willingness to support expansions in the first place. Officers will engage with school building framework providers to identify procurement routes of school buildings that provide value for money, building quality and controls to prevent cost increases.

8. IMPACT ON COUNCIL PRIORITIES

Fairness for All

- 8.1 This proposal will result in pupil places being created across the borough in order to meet demand in the relevant geographical areas which will also create employment opportunities for teaching and support staff. Further improvement and investment in school buildings will provide greater opportunities for enhanced community use.

Growth and Sustainability

- 8.2 By ensuring that places are provided in areas of highest demand, this will ensure that pupil mobility across the borough is kept to a minimum. This therefore means that increased road travel is minimised and families can be encouraged to walk to school.

Strong Communities

- 8.3 The proposals outlined in this report will provide additional places in parts of the borough where pressure on local schools is forecast to be greatest. The extra places provided in the neighbourhoods of highest demand will help satisfy demand in these specific areas and will ensure that young children will not have to travel unmanageable distances to and from school.
- 8.4 The proposals in this Strategy will allow the Authority to have greater control over the provision (and potential future reduction) of pupil places, allowing more opportunities to stabilise local communities and ensure that there are local places for local children.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 An equality impact assessment was completed for approval of the overall strategy in June 2012. The strategy was developed to ensure that there are sufficient places across the borough to meet demand, that these places are not discriminatory and to ensure that all children have access to high quality education. The delivery of the strategy is updated annually following a review of pupil place projections. In accordance with the publication of statutory notices, full consultation with residents and parents on each proposed school expansion will be conducted.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The provision of additional places at the schools identified in this report will enable the Authority to meet its statutory duty to ensure the availability of sufficient pupil places to meet demand. The programme management arrangements are established and this provides the mechanism for both programme and project monitoring to ensure objectives are met.
- 10.2 The strategy presented in this report is consistent with the national agenda for expanding popular and successful schools.

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 As all of the school expansion projects will involve contractors working on existing school sites, the Council will ensure that contractors provide the highest level of Health and Safety on site and meet Disclosure and Barring Service (DBS) requirements.
- 11.2 There are no specific health and safety implications other than the impact of additional traffic, generated by increased numbers at the SEP schools. Working with Highways, funding has been included in the cost summary to allow for traffic mitigation measures on each of the schemes. As part of the planning approvals process, traffic impact assessments have to be submitted for each scheme, and the Planning committee will have to give approval.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 Providing school places in the areas where there is demand will encourage parents and carers to walk to school. This will impact on the health and well-being of the public in Enfield. Walking to school will encourage healthy lifestyles, and reduce pollution caused by traffic.

Background Papers

None

Appendix A

1) Current School Capacity

The pupil projections generally focus on Reception and year 7 cohorts to depict pressure on school places. However, this approach does not show the pressures on other year groups. The table below identifies years 3, 5 and 7 as close to being at full capacity. The risk is that inward migration from families moving into the borough requiring school places at different year groups. Inward migration is an all year phenomenon and requires Officers to monitor pressure on places and respond quickly if necessary. It should also be noted the increasing size of the primary cohorts and long-term impact on secondary capacity shown in section 2 of this Appendix.

Assessment of current demand and school capacity

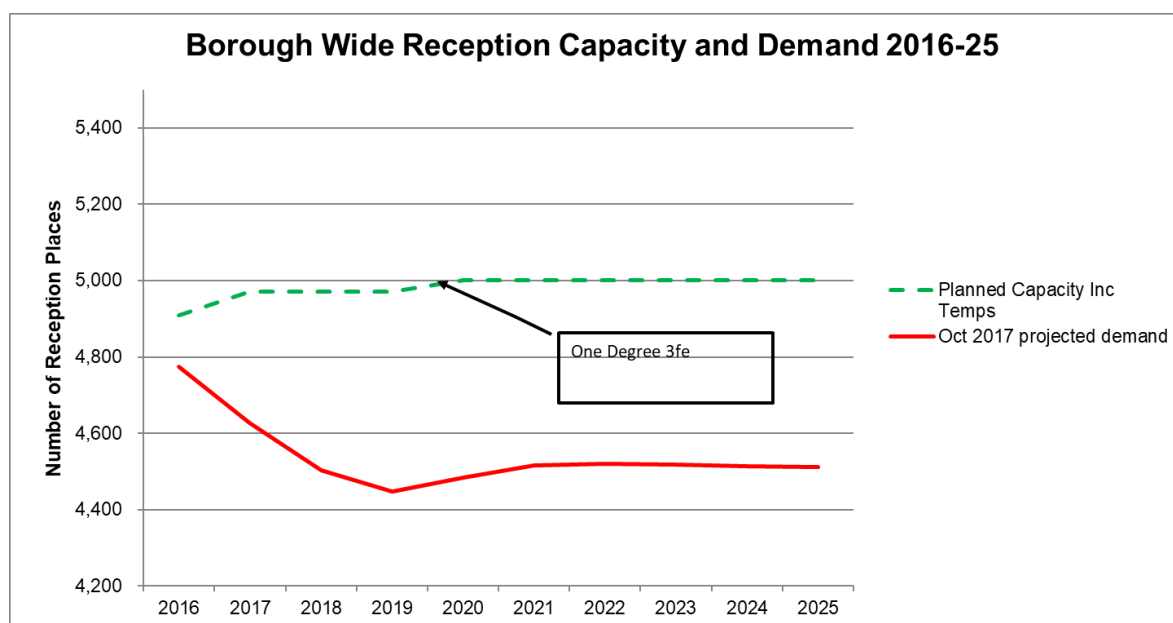
Surplus Places	R	1	2	3	4	5	6	7	8	9	10	11
2017 Capacity	4910	4910	4910	4910	4910	4910	4910	4076	4076	4076	4076	4076
Over/under capacity	503	251	245	187	297	188	399	179	312	304	415	587
% Surplus capacity	10%	5%	5%	4%	6%	4%	8%	4%	8%	7%	10%	14%

Pupil Projections

2) Primary School Projections.

Primary school provision and projected demand by area up to 2025 is set out in the graphs following. Projected demand is based on data supplied by the GLA plus a 5% buffer for GLA under projections seen in previous years.

At the borough level total capacity of primary school places indicates there are sufficient places until 2025. By 2025, if all planned new free schools and expansions occur, there will be over-provision of approximately 15FE (8% above demand), mainly felt in the SE which is likely to impact less popular schools. This assessment does not include additional demand for places from new housing developments which will be incorporated into future projections once the detail of the types of houses are known.

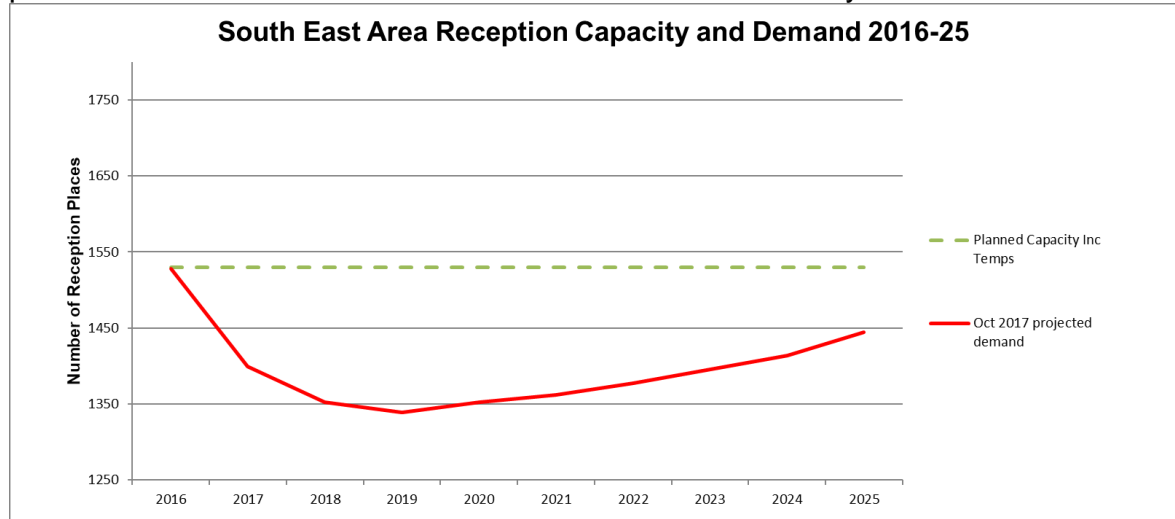


Note that the capacity in the above graph includes One Degree Academy of 3 FE temporary classes, at Heron Hall, as at September 2016 and a permanent 3FE from September 2020.

Primary South East

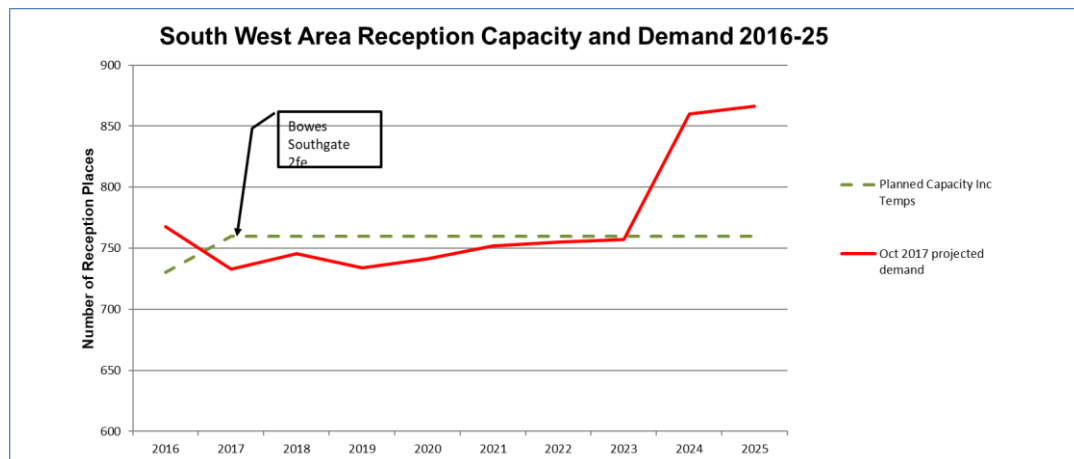
SE Enfield’s primary school place demand is projected to peak in 2016, then decline until 2021 when demand begins to again rise.

The situation may be affected by Meridian Water and other planned redevelopments of flats/housing in the area which could initially reduce demand temporarily, before the greater density housing increases demand beyond levels predicted below. The situation should be monitored annually.



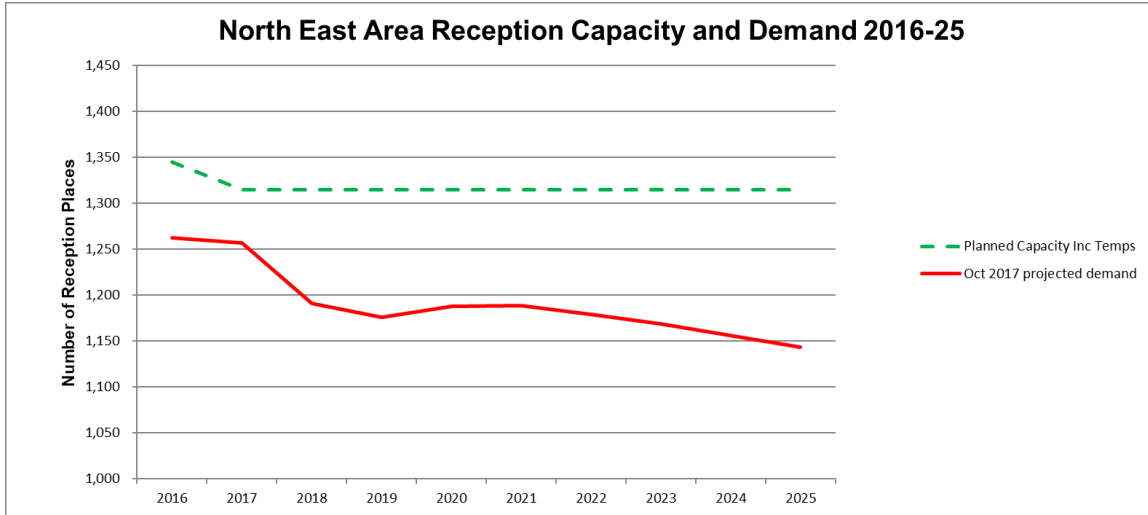
Primary South West

The SW area shows demand beyond capacity, rising to a predicted need of around 2FE by 2022. The current planned capacity includes a temporary 2FE at Bowes Southgate Green (at Broomfield Secondary) but complications on agreeing the lease between Broomfield and ELT brings into doubt with whether this provision can be sustained as a longterm solution. The situation is further complicated by the opening of a 2FE primary, September 2016, at Ashmole secondary school (Barnet). Therefore, area pupil place demand is difficult to predict for two reasons; the redevelopment of the Ladderswood estate as well as other housing projects and the uncertainty around the take up of Ashmole places by Enfield children. In the longer term there is a need to continue to investigate a permanent 2FE primary option for 2022.



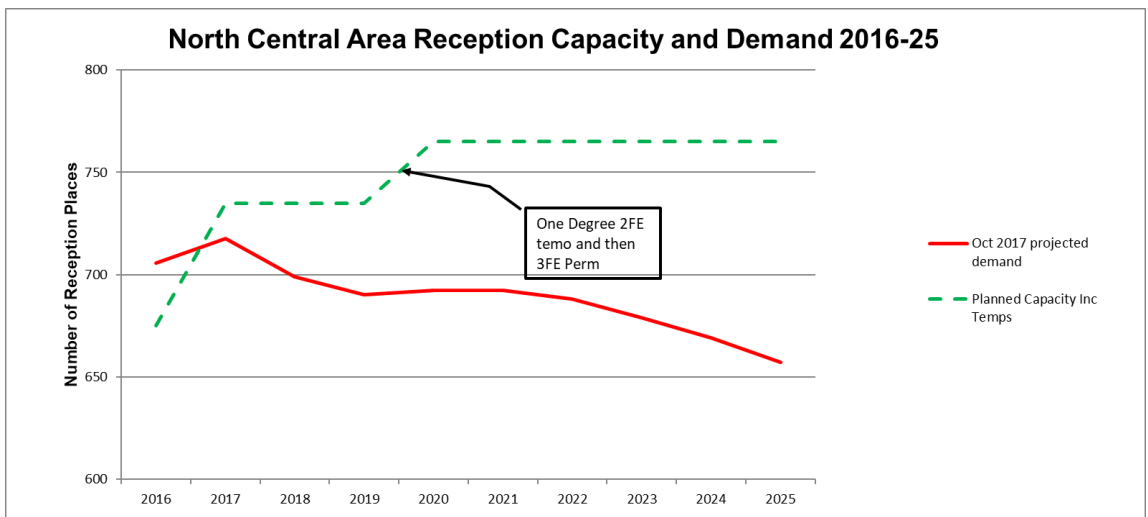
Primary North East

NE Enfield’s projected primary demand falls within capacity for the foreseeable future and indicates up to 5FE spare capacity in 2020 (9% over projected demand).



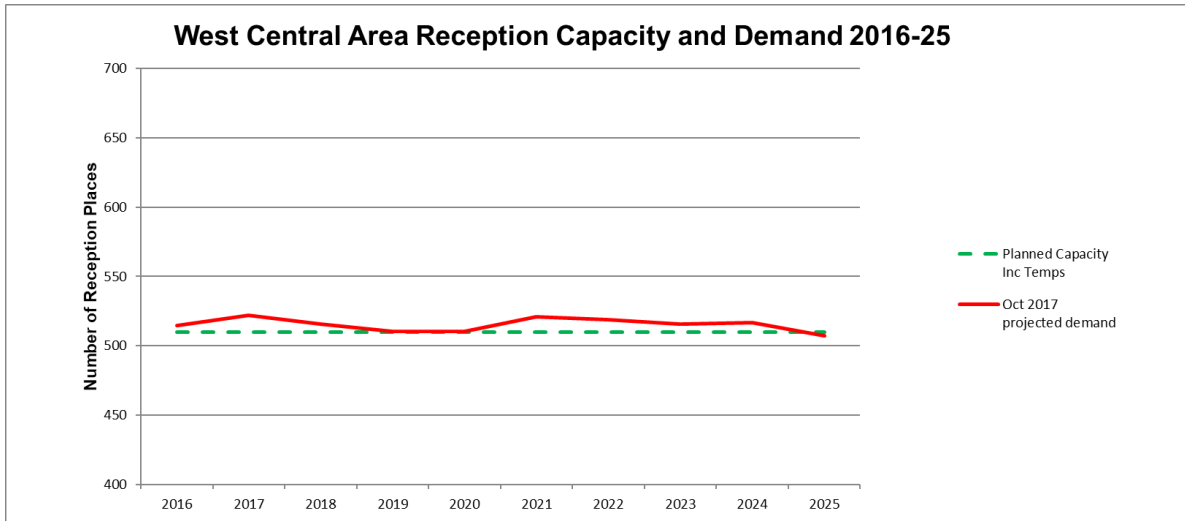
Primary North Centre

NC Enfield’s projected primary demand falls within current provision. The proposed additional school capacity provided by the One Degree Academy indicates a surplus of 3FE from 2020 onwards. However, this surplus is dependent on the additional demand from the Chase Farm Hospital housing development.



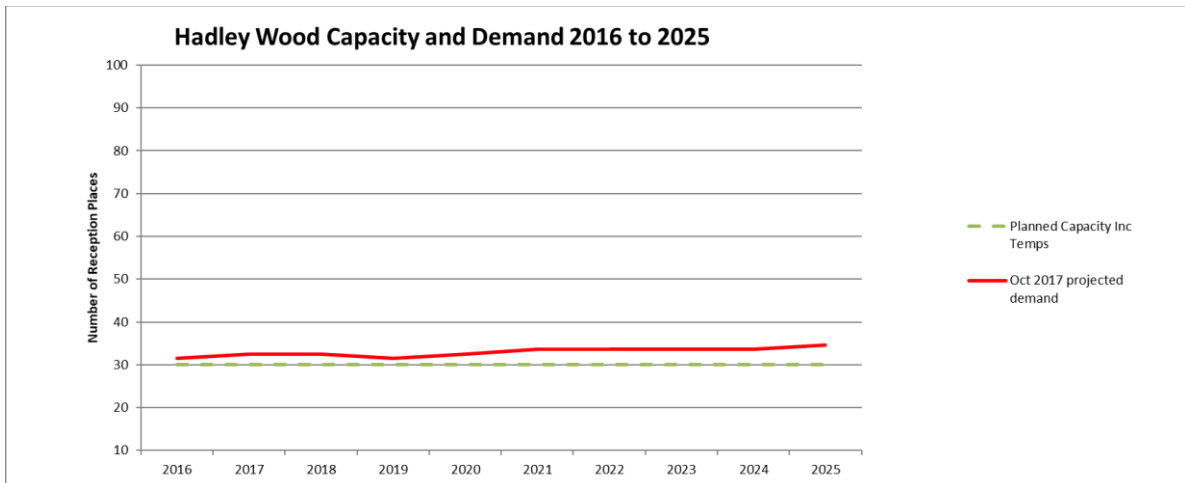
Primary West Central

The WC area demand already exceeds capacity with a predicted requirement for places of between 1FE and 2FE by 2020. However, as the NC area has a surplus of places and will be able to be offer to children from the WC area. It is recommended that the area be monitored and contingency plans implemented if necessary.



Hadley Wood

Hadley Wood primary school place projections show a small increase in places up to 2021. However, the surplus of places in the North Central area should be able to meet any additional demand.

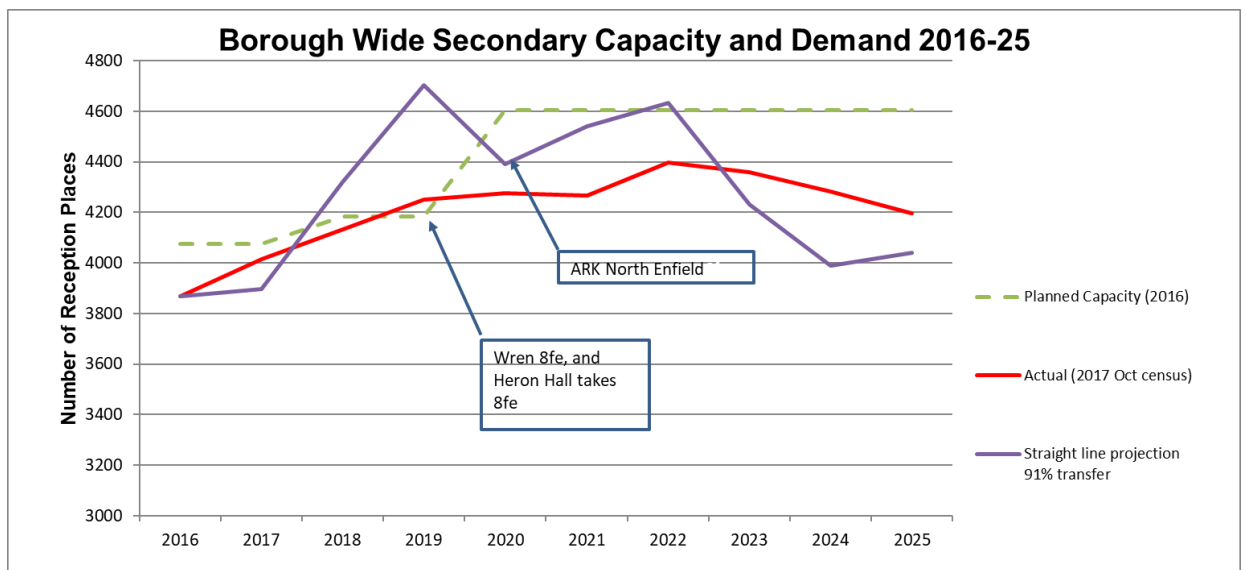


3) Secondary School Projections

The secondary projection shows demand increasing as the larger primary cohort's transfer to year 7. The approval of One Degree Academy 3FE, all-through free school, further approvals for the Wren Academy 8FE and Ark North Enfield Academy (6FE), increases the secondary capacity by 17 forms of entry. This will not only provide sufficient places to meet demand but also the potential of an oversupply of places should a 6FE Ark North Enfield also be introduced. However, should the ESFA fail to deliver the new free schools within their projected timescales there will be a shortage of places.

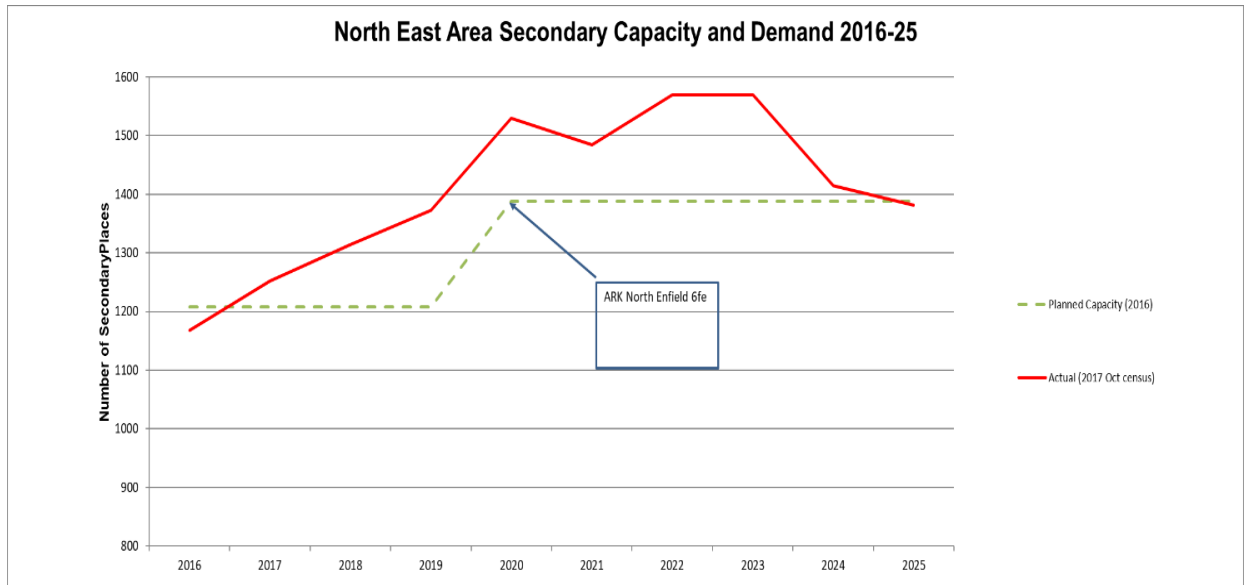
As an example of how small changes could alter the demand patterns, a further line of data has been added to the graph below, (Straight line projection 91% transfer). The data for straight line projection comes from the current primary roles with an average 91% transfer from year 6 to 7 (some cohort survival rates have been also applied to the primary cohorts) Therefore it can be seen that higher demand for secondary school places could be encountered than indicated from the 2017 actual demand projection. What should be noted that both methods of projection show surplus of places from 2022 and therefore care must be taken in delivery of additional permanent places to prevent an oversupply of future places.

Officers have been in contact with the ESFA and will continue to monitor the situation.



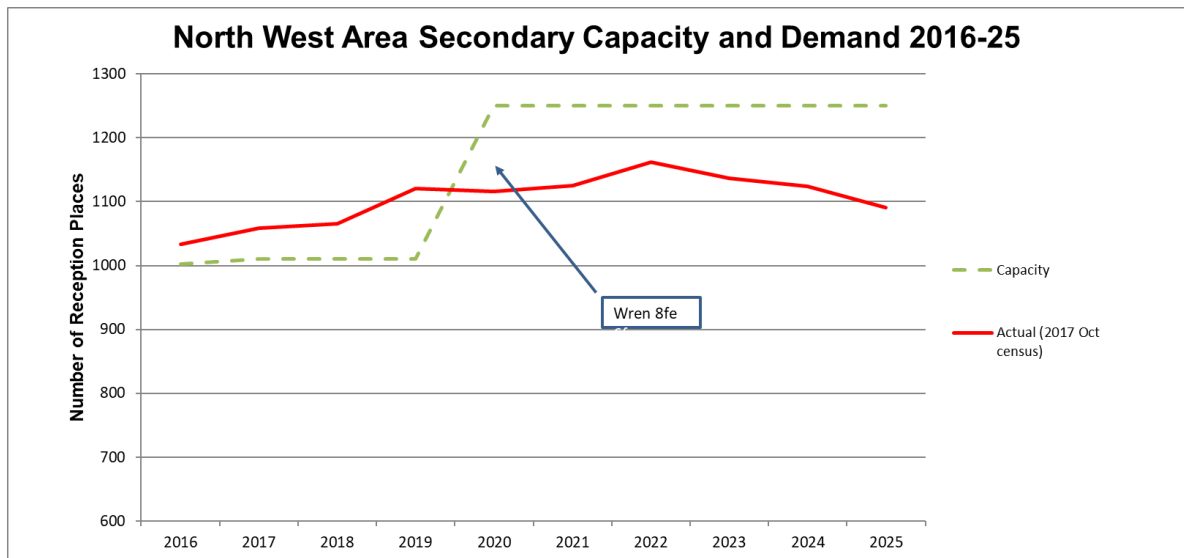
Secondary North East

The planned capacity is dependent and sufficiency of places is dependent on the introduction of the Wren academy in 2019/20 to provide additional places at the borough level. Further places may need to be added but the need for an Ark North Enfield at 6FE is under review.



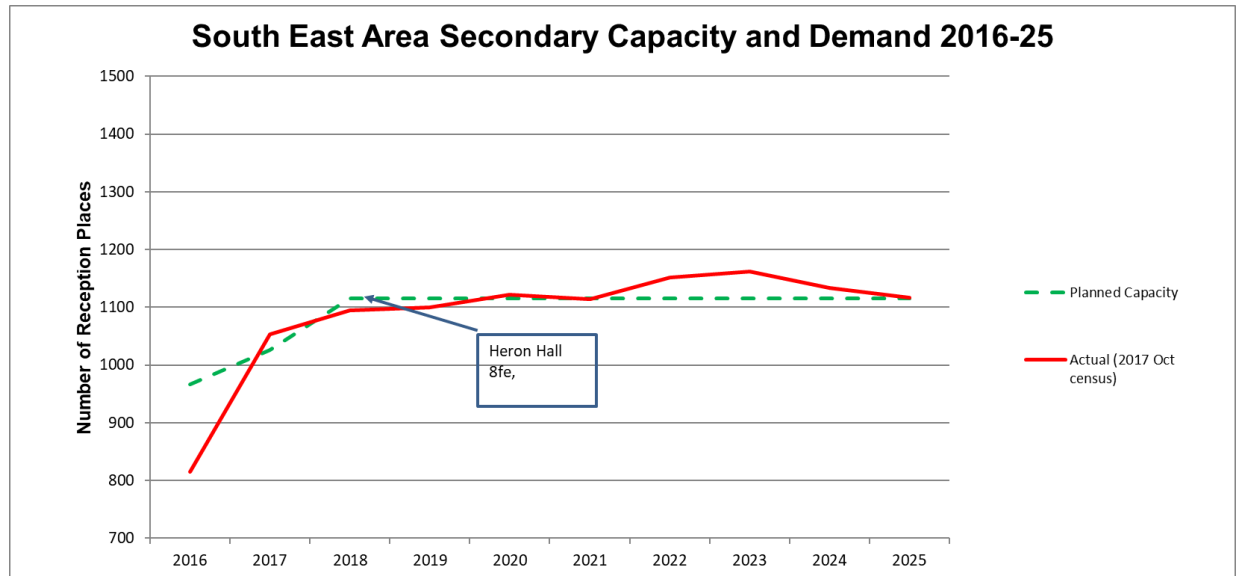
Secondary North West

The North West area, including Enfield Town, demand already outstrips capacity but surpluses in the rest of the borough, particularly the South East, alleviates the issue of placing secondary children. The planned capacity shown is dependent on an additional 8FE through the Wren Academy for 2019/20.



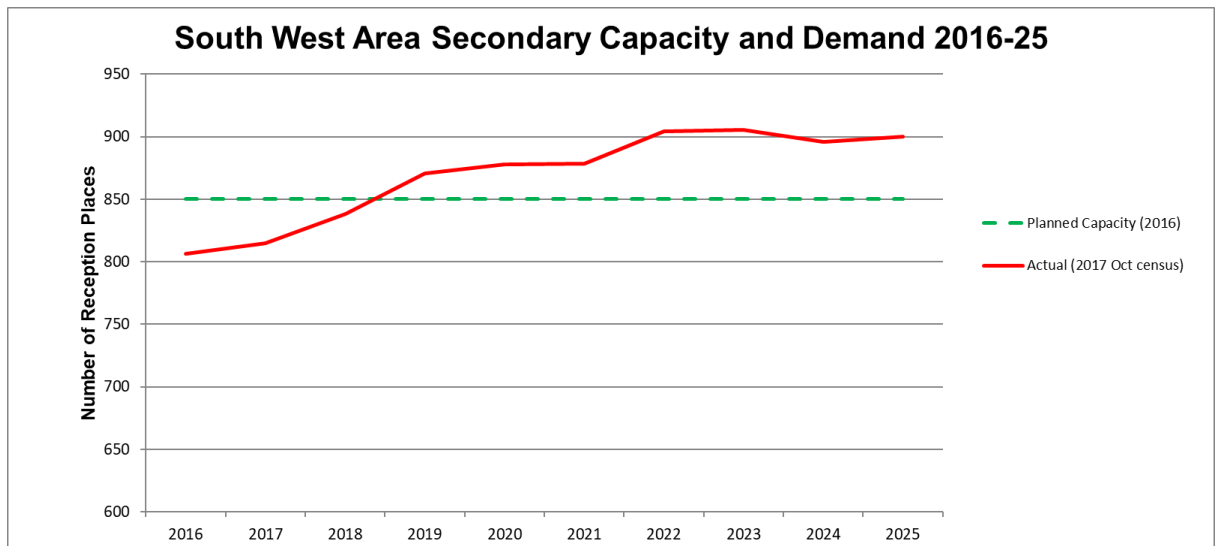
Secondary South East

The South East area has sufficiency of places provided by Heron Hall's planned increase to 8FE. One Degree 3FE secondary phase site location is yet to be confirmed.



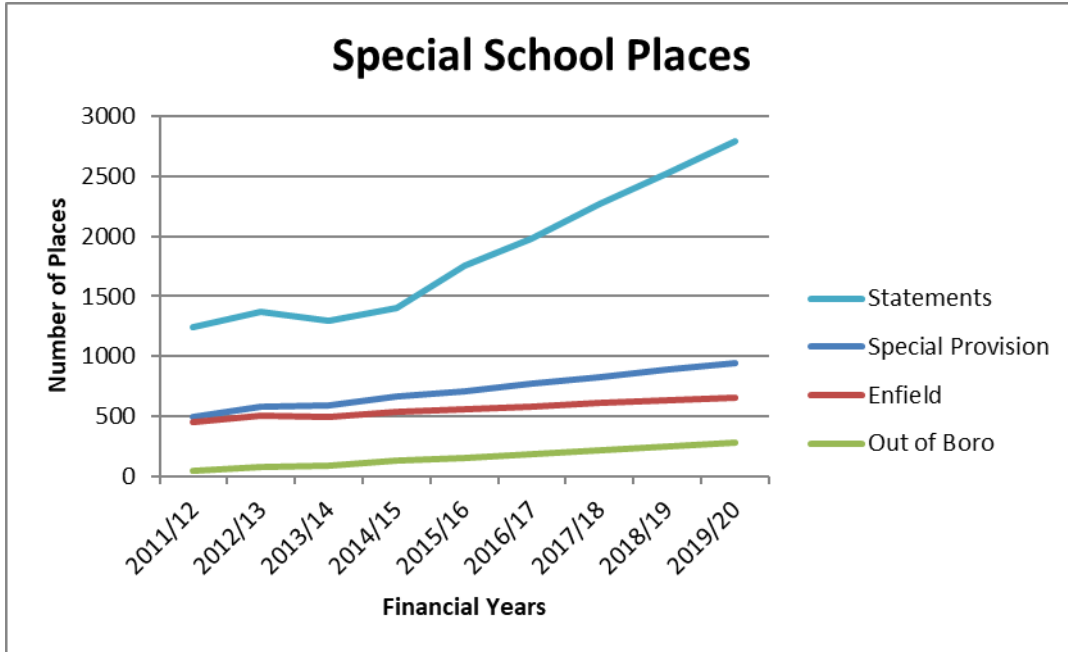
Secondary South West

The South West area trend shows demand outstrips capacity by 3fe by 2018 but surpluses in the other areas will allow for pupils to be offered places providing the Wren Academy is established as planned by the ESFA.



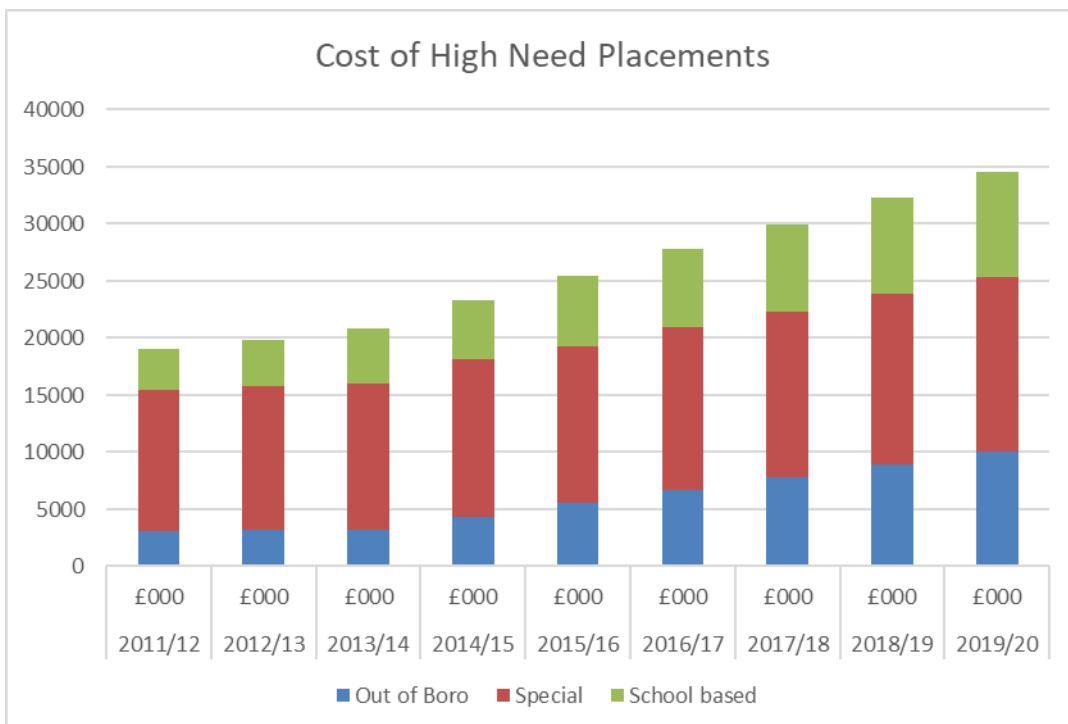
4) Special School Projections

Given the ad-hoc nature of pupils requiring admission to placement with high needs it is difficult to project demand. However, although not completely reliable, it is possible to represent historic growth and extrapolate the trends to show likely future growth.



Special School Costs

In the current climate of financial reductions, the risk to the Council is the growing cost of special school placements. Over the last five years the cost of out of borough placements has increased by £2.5 million alone. If growth in the demand for special school placements continues as depicted the costs would also increase and potentially overtake the High Needs allocations from Central Government.



The High Needs Funding block funding could be better utilised and quality of SEN placement/care improved by increasing the available high needs places in Enfield Mainstream and Special Schools.

Potential return from investment from projects listed in section 3.11 (special school expansions)

Investment to save - estimated savings							
Project	Number of new places	Average cost of in-boro educated PA (£000) *	Average cost of out of boro educated PA (£000) *	Average annual saving (£000)	Average saving over education phase (£000)**	Cost of Project and investment, capital grants (£000)	Comment
West Lea Special School	70	£1,770	£4,259	£2,489	£17,426	£ 4,000	Children from 5 to 18 with complex needs
Swan Centre - West Lea, to create additional places for children with complex needs.	16	£404	£974	£569	£2,845	£ 40	Secondary children with complex needs
Aylands Special School (now Fern House part of ELT multi academy trust)	12	£379	£730	£351	£1,755	£ 8,800	SEMH - All through. 5 Years education phase average as majority of children are secondary
SEMH Free School	70	£2,212	£4,259	£2,047	£10,235		SEMH - Secondary. DfE funded. Mainstream cost based on Aylands as it is the same category
Durants Special school - Minchenden	120	£3,780	£7,301	£3,521	£17,606.40	£ 11,000	ASD Secondary. Cost at the higher per place value
Russet House Springfield. The project creates an additional primary autistic spectrum places and is due to open in September 2018.	20	£588	£1,217	£629	£4,406	£ 1,500	ASD Primary
Russet House Edmonton.	14	£411	£852	£441	£3,083.96	£ 600	ASD Primary
Total	322	£9,544	£19,592	£10,048	£57,357	£ 25,940	
Savings return from investment						£ 31,417	
* Average transport costs In-boro £6.5k and out of boro £10.5k							
** Primary 7 years, secondary 5 years							

The above table is based on the worked example below:

Three providers	No of pupils	NET COST for full year	Average Cost pa
		(actual for 2017-18)	
Kestrel House	21	£786,217	£37,439
Leaways School	30	£1,437,508	£47,917
Treehouse School	9	£591,087	£65,676
Grand Total	60	£2,814,811	£151,032
Average cost		£938,271	£50,344

Worked example

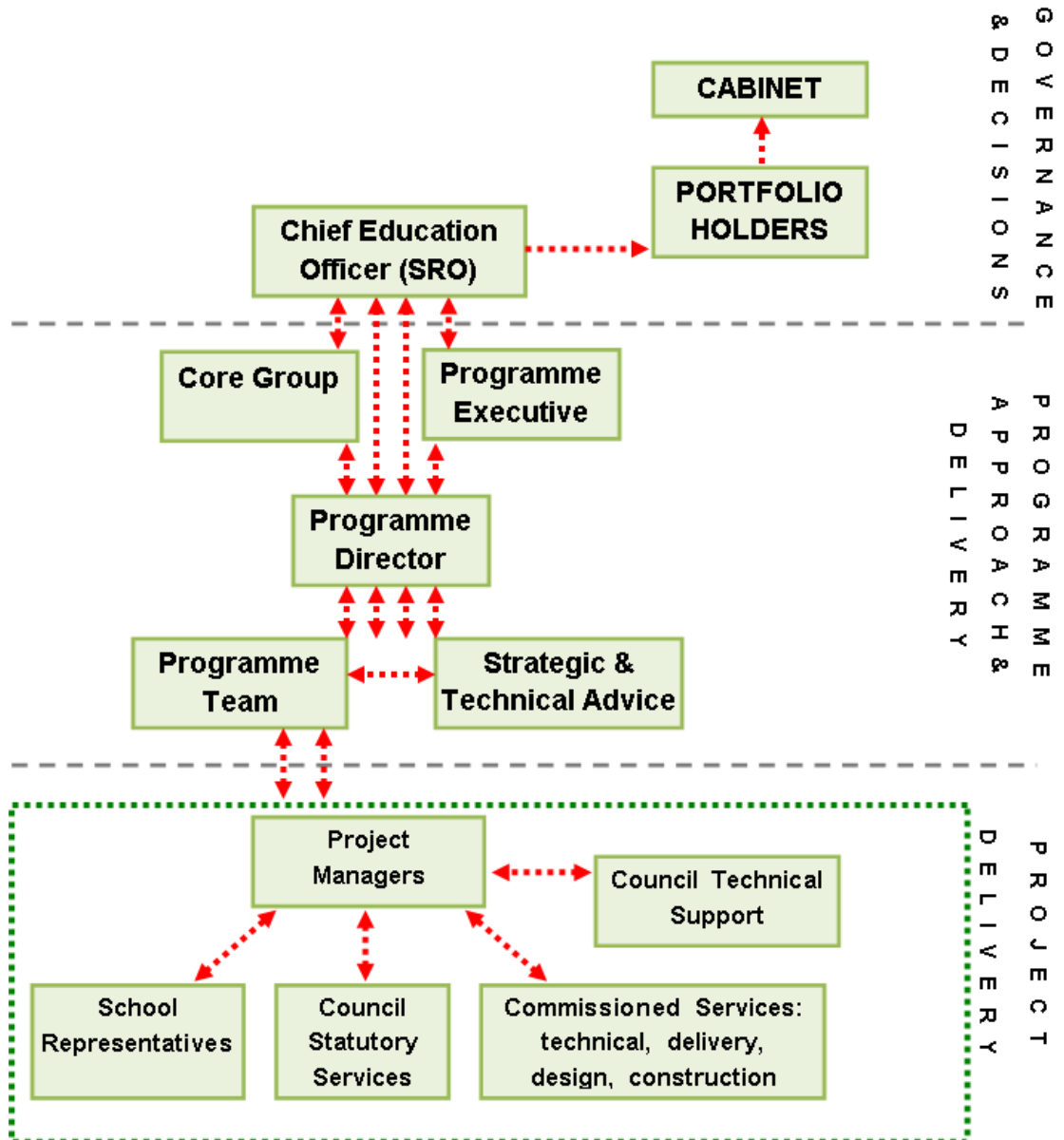
Requirement during 2017/18, a need to place 16 students			
West Lea agreed to manage the Special provision at the Swan; otherwise these students would have been placed at Leaways.			
West Lea @ Swan	16	£400,000	£25,000
If at Leaways	16	£766,671	£47,917
Net Saving		-£366,671	-£22,917
Kestrel House - 5 to 16 years - we have tended to place primary pupils here			
Leaways - 7 to 18 years - mainly placed secondary pupils			
Treehouse - 3 - 19 years - a mix age range placed			
The provision at the Swan is for secondary aged pupils			

Mainstream special costs per place		
Aylands	£25,101	
Durants	£22,919	Likely this will increase to £25k
Oaktree	£19,496	
Russet House	£22,875	
Waverley	£25,478	
West Lea	£18,781	

Average annual transport per place	Cost per placement	Accumulated cost	
	£000	£000	
Out of boro	10.5	£	3,381
In boro	6.5	£	2,093
Total difference		£	1,288

Appendix B Programme and Project Structure

- 1.1 The programme structure established for the programme needs to be amended to take account of the retirement of the Director of Schools and Children's Services and the subsequent interim arrangements in place until the wider senior restructure is delivered.



- 1.2 The Assistant Director Education post will take on the Senior Responsible Officer role for the programme and delegated authority decision-making responsibilities alongside the Executive Director of Finance, Resources and Customer Services.
- 1.3 To maintain a balance between technical and educationalist input at the Programme Executive the Assistant Director for Special Projects will be invited to the meetings.
- 1.4 Programme and project ways of working will continue to be reviewed to ensure operations align with corporate approaches, emerging delivery options and industry standards of practice. This will be explored further as a prelude to restructure changes that will affect staff involved in both the delivery and management of Council assets. The current programme

arrangements, programme and project level guidance documents will be updated as required and agreed through an operational decision in line with established delegated authority or through any reports in relation to Enfield 2018 re-structures. Currently the programme arrangements set out:

- The governance structure and strategic decision-making protocols;
- Delivery governance, structures and key delivery roles;
- A consistent approach to delivery activity for phase two projects that is aligned to industry standards, corporate ways of working and corporate systems;
- Information requirements to support decision-making and consistent reporting; and
- Mechanisms to manage the flow of accessible accurate information for each project and the programme overall to internal and external stakeholders.

MUNICIPAL YEAR 2017/18 REPORT NO. 179

MEETING TITLE AND DATE:

Cabinet – 22 March 2018

REPORT OF:Executive Director of Finance,
Resources and Customer Services**Agenda – Part: 1****Item: 9****Subject: Proposal for Membership
of LGA Insurance Mutual Company****Wards: All
Non Key**

Contact officer and telephone number:

Christine Webster, Head of Internal Audit & Risk Management

020 8379 5837

Email: christine.webster@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Local Government Association (LGA) represents more than 370 councils in England and Wales and has begun work with a number of them to develop a new insurance mutual for local authorities.
- 1.2 A viable potential alternative identified is pooling the risk of LGA members to form a discretionary mutual (the Mutual), where all surpluses are retained in the Mutual.
- 1.3 The new Mutual would aim to provide improved insurance protection to LGA member authorities at a competitive rate and would be owned and controlled by its local authority members.
- 1.4 Founding members of the Mutual would not need to change their insurance arrangements. No contribution to the new Mutual's set-up costs will be sought, but they would need to provide an elected member to join the Mutual's Board to help establish its governance and management arrangements and oversee its launch. There would be no obligation on this Council to utilise the Mutual subsequently.
- 1.5 A paper to inform Cabinet in December 2017 was withdrawn on the advice of the LGA's lead adviser because changes were being made to the proposed constitution, which could have implications for the Cabinet decision. Whilst we have not been formally notified of the changes, we understand that the founding members have made progress. Therefore, this paper is being presented in anticipation that the mutual will be going ahead.

2 RECOMMENDATIONS

Cabinet is asked to:

- 2.1 Approve the concept of the Council becoming a founding member of a new company limited by guarantee, from which to develop an insurance Mutual.
- 2.2 Authorise the Director of Law and Governance in consultation with the Leader of the Council and the Executive Director of Finance, Resources & Customer Services, to sign binding documents including the Memorandum of Association, subject to due diligence by Legal and other relevant Council Services.
- 2.3 Authorise the Executive Director of Finance, Resources & Customer Services to share the Authority's relevant risk transfer and protection data with the LGA officers working on the project on a strictly confidential basis
- 2.4 Note that once the new Mutual is established, a report on options and recommendations for the Council will be presented to Cabinet.

3. BACKGROUND

The LGA Proposal

- 3.1 Councils currently spend hundreds of millions of pounds on insurance nationally. The LGA has been exploring options to develop a cost-effective alternative to the conventional insurance market products and services available to local authorities.
- 3.2 A viable potential alternative identified by the LGA is pooling the risk of LGA members to form a discretionary mutual, where all surpluses are retained in the mutual.
- 3.3 The LGA wants to work with a small number of leading authorities with a view to developing a new mutual for local government which will aim to offer comparable cover to LGA members at a competitive rate.

The LGA Offer

- 3.4 The new mutual aims to offer the prospect of affordable, high quality risk transfer and risk management through a mutual structure for the benefit of the local government sector.

- 3.5 It may make a valuable contribution to sector-wide efficiencies and financial stability.
- 3.6 Participation in the manner described below allows the Council to contribute to the establishment of the new mutual without exposing itself to any financial or operational risk.
- a) The Council becomes a Founding Member (*i.e. subscribe to the memorandum of association*) of a new company limited by guarantee ("NewCo"), the intention being that NewCo develops into the new Local Government Mutual ("Mutual"), whose establishment is being facilitated by the Local Government Association ("LGA");
 - b) The Council's Leader / Finance Portfolio Holder / a Chief Officer is appointed a Director of NewCo to oversee and make strategic and operational decisions in respect of its build phase activity pending trading as a mutual
 - c) The Council's Chief Financial Officer shares its relevant risk transfer and protection data with NewCo and its suppliers and contractors working on the project on a strictly confidential basis
 - d) Officers of the Council consider the business case for utilising the Mutual at the appropriate time and to report accordingly to its Cabinet with a recommendation.
- 3.7 A company such as NewCo acts through two bodies of people – its Members and its Board of Directors.
- 3.8 The tasks of the Founding Members will in the ordinary course of events be limited to:
- a) Subscribing to the memorandum of association of NewCo in order to incorporate the company
 - b) Adopting the Mutual's Rules and new Articles of Association which will convert NewCo to mutual trading status and allow it to accept risks.
- 3.9 The tasks of NewCo's Board of Directors will be, inter alia, to:
- a) Procure the Mutual management services
 - b) Procure supporting insurance arrangements
 - c) Adopt a business plan, prospectus and member admissions process
 - d) Have general oversight of the build activity.

- 3.10 No contribution to the new Mutual's set-up costs is sought from this Council.
- 3.11 There is no obligation on this Council to utilise the Mutual subsequently.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council does not accept the LGA offer and continues with its current Corporate Insurance Arrangement including the use of any surpluses within the insurance fund as reserves set aside to smooth expenditure between years and meet contingent risks within the Council.

5. REASONS FOR RECOMMENDATIONS

- 5.1 A mutual is an alternative option for the transfer of insurable risks.

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

6.1 Financial Implications

As we do not know how the mutual will be structured, we cannot comment on potential cost savings or benefits at this stage. It is, however, noted that no contribution to set-up costs is being sought.

6.2 Legal Implications

6.2.1 The mutual is intended to be set up as a company limited by guarantee. In this way, there are no shareholders of the company, only members. The members undertake to contribute a certain sum to the liabilities of the company which will become due in the event that the company is wound up. The intention is for such guarantee to be limited to £100. The Foundling Members will therefore need to provide this guarantee on incorporation of the mutual and becoming members.

6.2.2 Local authorities have a legal power to participate in a company for a commercial purpose under sections 1 and 4 of the Localism Act 2011 or for trading under section 95 of the Local Government Act 2003.

6.2.2 The Council should also ensure that it is acting for a "proper purpose" (for example, not to circumvent restrictions in legislation) and that it is acting in a reasonably business-like manner.

6.2.3 The authority should also satisfy itself that its decision to enter into the mutual will not have any adverse impact on its public sector equality duty and under the Human Rights Act 1998.

6.2.4 It should be noted that the company will need to comply with the propriety controls under the Local Government and Housing Act 1989, Part 5 and the Local Authorities (Companies) Order 1995 (as amended).

6.2.5 If Local authority members of the Mutual rather than officers, are appointed to be directors on the Board of the Mutual then their remuneration must be limited to an amount equivalent to their allowances as elected members due to restrictions in the Local Authorities (Companies) Order 1995, (the Order) Article 5(1).

6.2.6 The mutual company will be a "body governed by public law" under the Public Contracts Regulations 2015 (PCR 2015) and will therefore have to comply with public procurement law when letting its contracts and as a company wholly owned by local authorities, the company will be subject to the Freedom of Information Act (FOIA).

6.2.7 The Council should satisfy itself that the mutual remains compliant with the Teckal exemption "control" test by requiring the mutual company to provide copies of the minutes of board meetings and general meetings and the business plan. This would allow the Council to verify that it has been involved in all "significant decisions" and the "strategic direction" of the mutual company in order to satisfy Regulation 12(5)(b) PCR 2015 (i.e. namely that the Council exercises jointly with other member authorities control over the mutual company which is similar to that which they exercise over their own departments (Regulation 12(4)(a) PCR 2015) and the member authorities are able to jointly exert decisive influence over the strategic objectives and significant decisions of the mutual company (Regulation 12(5)(b) PCR 2015) and that the mutual company does not pursue any interests which are contrary to those of its member authorities (Regulation 12(5)(c) PCR 2015)).

6.2.8 It should also be borne in mind that the mutual company is likely to be a "body governed by public law" under the PCR 2015 which means that its contracts above the defined value thresholds should be let in accordance with the PCR 2015.

6.2.9 The Council should also consider whether any benefit afforded to the Mutual could be perceived as State Aid.

6.3 Property Implications

There are no specific property implications arising from this report.

7. KEY RISKS

- 7.1 If the Council is not involved as a founding member, an opportunity may be lost in influencing and making strategic and operational decisions for the mutual.
- 7.2 There may be potential liability for the Council as a Founding member and/or Director on the Board. This could be mitigated by ensuring binding documents are subject to due diligence by Legal and other relevant Council services before they are signed or adopted by the Council.
- 7.3 To ensure sharing of the Council's risk transfer and protection data is in line with relevant data and information Regulations, Council data should be subject to usual internal processes for disclosure and the permission/agreement of insurance company obtained where applicable.
- 7.4 Whilst insurance costs to Councils might be saved overall, this could be at the expense of those Councils which have a good claims history, such as Enfield. A full risk assessment should be carried out if/when the mutual has been formed and its proposals are known.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Adequate insurable risk transfer mechanism is integral to the functioning of the authority, enabling the Council to meet insurable financial losses that may arise from the delivery of services to all residents.

8.2 Growth and Sustainability

Adequate insurable risk transfer mechanism is integral to the functioning of the authority, enabling the Council to meet insurable financial losses that may arise from the delivery of objectives in the area of growth and sustainability.

8.3 Strong Communities

Adequate insurable risk transfer mechanism is integral to the functioning of the authority, enabling the Council to meet insurable financial losses that may arise from the delivery of objectives in the area of strong communities.

9. EQUALITIES IMPACT IMPLICATIONS

It is not relevant or proportionate to undertake an equalities impact assessment as the items summarised in this report only affect the Council's ability to meet financial losses arising from its insurable risks.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

There are no specific performance management implications arising from this report.

11. HEALTH AND SAFETY IMPLICATIONS

There are no specific health and safety implications arising from this report.

12. HR IMPLICATIONS

There are no specific HR implications arising from this report.

13. PUBLIC HEALTH IMPLICATIONS

Items summarised in this report do not have a direct impact on the health and well-being of the public in Enfield.

Background Papers

None

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MUNICIPAL YEAR 2017/2018 - REPORT NO. 169**MEETING TITLE AND DATE :****Cabinet, 22 March 2018****REPORT OF:**

Chief Executive

Contact officer and telephone number:

Susan O'Connell 020 8379 6151

Email: susan.o'connell@enfield.gov.uk

Agenda Part 1	Item: 11
Subject: Enfield 2017 Scrutiny workstream	
Wards: N/A	

1. EXECUTIVE SUMMARY

- 1.1 Central Government funding to local authorities has greatly reduced since 2010. This has required Councils across the country to embark on significant transformation programmes in order to achieve the necessary efficiencies. Between 2010/11 and 2018/19 Enfield's funding from Central Government will have reduced by in excess of 25%. Enfield developed the Enfield 2017 (E2017) transformation programme.
- 1.2 The transformation that has taken place under E2017 has been significant with major changes to organisational structures (in the form of hubs), processes, information technology and to workforce numbers.
- 1.4 The workstream acknowledges the very difficult and challenging financial climate for the Local Authority and the substantial savings that have been made under E2017.

2. RECOMMENDATIONS

Cabinet are asked to note the recommendations from the workstream and the comments of the Cabinet Member and Executive Director (Appendix A)

- 2.1 The Council provide further information on the Hubs internally to all staff and councillors including clear guidance on:
 - The services each hub provides
 - How to use them
 - Contact details in the event of queries (see Section 7, 10.6)
- 2.2 The Council consider broadening the strategic leadership of the Hubs more widely to spread across all the Executive Directors to embed shared responsibility and ensure the necessary culture change to the new ways of working throughout the local authority. (see 4.5, 7.4, 7.5).
- 2.3 As part of the on-going review of the hubs, to look at synergies between the hubs to see if further efficiencies and greater resilience can be achieved, the workstream felt that the Performance Hub and the Data & Management Information Hub seemed to perform very similar functions and this was an area that could possibly be combined. (see 7.3, 7.10)
- 2.4 Whilst the Council is moving towards self-serve, some residents still require face to face support. Currently it is unclear to some residents and groups how to access this support. Clear guidance to residents is required on where they can access this support. (see 5.5,5.6, 10.5)
- 2.5 Feedback from customers on issues with accessibility to the council needs to be regularly monitored and reviewed to ensure that on-going changes do not significantly impact on service. The workstream were particularly interested in the areas covered by the Gateway and Assessment hub and wished to receive a further report to OSC detailing whether resilience has been increased, service levels have either been maintained or improved and whether scheduled major IT investments have been successfully completed. (see 7.8-7.13, 10.3)
- 2.6 To note that; following queries raised by the workstream positive changes have occurred on finding ways to share information with voluntary organisations within existing resources, and that blind software guides are now available for staff and users in all hub libraries. (see 5.7-5.11)

- 2.7 OSC to liaise with Internal Audit to ensure that all outstanding actions from their report have been resolved.

Workstream Membership

The workstream consisted of the following Councillors:

Cllr Edward Smith (Chair), Cllr Donald McGowan (Vice Chair), Cllr Lee David-Sanders, Cllr Vicki Pite, and Cllr Claire Stewart.

The workstream members would like to thank all members and officers who contributed to the work of the review.

3. BACKGROUND

- 3.1 The scrutiny workstream was set up following briefings on E2017 received by the Overview and Scrutiny Committee. The Committee decided that there were issues they would like to explore in more detail as a workstream, given the concerns raised by residents.

- 3.2 The workstream initially decided to focus on the following:

- Whether residents who lack access to IT or have difficulty in using IT were able to access the services they need.
- Whether the Council staff re-organisation and introduction of generic hubs following the implementation of E2017 had been successfully integrated with the new IT systems required.
- Total investment and projected cost savings

- 3.3 The workstream has received detailed information and briefings on the:

- E2017 programme;
- the hubs;
- the internal audit report on Enfield 2017 Benefits Realisation;
- Members have taken part in a website demonstration and a Member's dashboard demonstration.
- Members have also gathered feedback from organisations working with vulnerable groups.

4. E2017

- 4.1 In September 2014, Cabinet agreed the vision for the E2017 Transformation Programme. The vision was that E2017 would improve the focus on outcomes; and streamline the council's operating procedures by increasing the Council's digital delivery capacity. Key to this was a significant investment in IT.

- 4.2 The workstream were advised by officers at their first meeting that the objective of E2017 was to improve services at a time of reduced funding and increasing demand; Enfield has a growing and an ageing population.
- 4.3 This has involved significant change across the local authority and by the first meeting of the workstream had already included; the development of a new enhanced website to replace the existing website; Enfield Connected accounts (enabling and increasing resident self-service online, allowing residents to access council services 24/7) and the development of the Hubs. The Hubs had been created by drawing similar functions together across the council. (See section 6)
- 4.4 At the time of the workstream, officers advised that the focus Enfield 2017 was around 3 core themes:
- Finishing the job
 - Getting the Basics Right
 - Building on New Foundations
- 4.5 These themes were explored from technology, people and process perspectives. The Enfield 2017 programme has involved a substantial change in the way council residents access services and the way those services are delivered, automating where possible nearly all transactional activity. Members felt that it was very important to the success of E2017 that a change of culture embracing these new ways of working were embedded with both staff and residents.
- 4.6 The substantial transformation under E2017, including major changes to organisation structures, processes, technology and workforce numbers, has been undertaken over a short timescale for changes of this extent. The workstream were advised that whenever a major project is delivered it is to be expected that there would be problems and that a mechanism would be needed to pick up any problems and resolve them.
5. **Whether residents who lack access to IT or have difficulty in using IT were able to access the services they need.**
- 5.1 The drive under E2017 for self-serve through Enfield connect and through the hubs may suit the majority of people who now like to run their lives self-sufficiently on-line. However, the workstream wanted to seek re-assurance that there were systems in place that would assist those people that required or preferred face to face contact. Therefore, feedback from voluntary organisations and members of Enfield Vision was sought.

- 5.2 Views were sought and provided by Age UK, Citizens Advice Bureau (CAB), Over 50's Forum and members from Enfield Vision.
- 5.3 General feedback echoed was that the website works well for the IT literate, but there was a perception that it can act as a barrier for those who have difficulties using IT, in that they can feel forced to come to voluntary groups/organisations for help. Whilst the length of time for a call to be answered or the correct person found was mentioned by some, once the call went through to a person, all agreed that the service received was always very good.
- 5.4 The issues that were expressed from the organisations dealing with the elderly and disadvantaged and members of Enfield Vision covered three main areas: online forms and website issues, resistance to Enfield Connected accounts and issues with the telephones.
- 5.5 It was stressed by all those spoken to that certain residents will always need face to face support. This may be the only contact that they have and they often get very anxious when they have an issue and are unable to make themselves understood over the telephone. Organisations felt that this is particularly true of the elderly.
- 5.6 Both residents and organisations were not clear where people can still go to get face to face services from the Council and on what basis. There was also some confusion expressed on the difference between the hub libraries and normal libraries.
- 5.7 Since speaking to the organisations queries raised have been followed up by the workstream with issues raised with officers from the hubs. These are detailed over the next four paragraphs.
- 5.8 Whilst all computers in every library have the specialist software installed for the blind, the staff in the libraries did not know how to use them. Following discussions, there are now guides on this specialist software system for staff and braille guides for users available at all hub libraries. Unfortunately these are not available at non hub libraries due to space limitations.
- 5.9 Organisations raised a query that forums that used to exist to discuss changes to welfare reform no longer took place and expressed concern that they might not be providing the correct advice. This matter was discussed further with officers from the hubs and an agreed way to regularly disseminate and discuss information around welfare benefit reforms and universal credit was found within existing resources.
- 5.10 Discussions were held on the challenges some people are facing with form filling on the Enfield Council website. Voluntary groups and organisations were contacted and asked to provide any examples of those forms considered

complex, and in what respect they are considered so. The Council would then look to see whether or not any of the forms can be put in a simpler format.

- 5.11 Members were very pleased to note that officers from the hubs had responded both positively and promptly to the issues raised and had also been proactive regarding on line forms on the council's website.
 - 5.12 Members felt that not everything could be digitised. They also discussed whether processes could be simplified and whether it was necessary for residents to provide so much information at the start; perhaps there was potential to explore whether a simple online triage process could be used instead.
 - 5.13 The workstream was particularly interested in the new telephone system and were advised that this will be a Cloud Based Contact Centre Telephone System – and will provide automatic routing of customer calls to appropriately skilled advisers, automatic queue management and performance reporting. This will also include improved customer in call options and updates.
6. Website demonstrations
- 6.1 The workstream requested a website demonstration to look at the new enhanced Council website (at this time the new enhancements were not live on the Council's website) and be taken through the recent changes.
 - 6.2 Members were provided with details of the history of the changes and the reasons why these changes had been necessary. The local authority provides a very wide complex range of services and specialisms. The website is interactive and available for residents to access 24/7 without the need to phone or visit the civic centre or a library.
 - 6.3 Officers advised that the amount of online transactions through Enfield Connect had increased. The website is on a continual journey with a constant need to ensure that information is sharable across systems and that all systems can communicate with each other.
 - 6.4 Suggestions were made at this meeting by members regarding improving residents' ability to navigate the site. Subsequently, changes were taken into account with certain sections amended accordingly.
 - 6.5 Following on from this it was suggested that the Workstream members took part in a member's dashboard session.
 - 6.6 Members felt that the dashboard had potential and would assist them in their role as Ward Councillors. Members were advised that this could also be used as a management tool. Progress on enabling the dashboard to go live needed to be kept under review.

7. **Has the Council staff re-organisation and introduction of generic hubs following the implementation of E2017 been successfully integrated with the new IT systems required**

7.1 The Hubs are a major part of the E2017. Members noted that the clear majority of the savings from Enfield 2017 have come from the creation of the hubs and consequent staff reductions.

7.2 The workstream was advised that the ambition had been that the hubs would also create resilience around areas of high demand and increase professionalism in support and customer services. The design principles in respect of the hubs are:

- Do it once – and in one place
 - Automate and self-serve nearly all transactional activity
 - Consolidate teams and create smaller, more focussed centres of excellence
 - Enable essential work to be delivered effectively for less
- Empower our residents to service and resolve their own requests to reduce transactions and manage down demand

7.3 Workstream Members were not familiar with how many hubs there were or the functions of the hubs. They were advised that there were 11 hubs, only 6 of these were new hubs created as part of E2017. The hub functions provided to the workstream are:

1. Gateway & Assessment

The key service areas are; library and museum services; complaints and access to Information team; provide assisted self-service for people who require help with access; Council housing income collection; recovery and arrears management; concessionary travel; Adult social care income assessment; housing options & advice; homeless and immigration; school admissions; welfare and benefits advice.

(Staff approx. 250-300)

2. Finance & Exchequer

The key service areas are; Projects & capital; Pension & investment management; finance activity, Budget challenge; accounts payable & receivable; Corporate finance.

(Staff approx. 90-125)

3. Operational Support

The key service areas are; document production, management and retrieval; reception/ general office; meetings/panels and events; service-aligned teams.

(Staff approx. 300 staff)

4. Data & Management Information (MI)

The key service areas are; statutory returns and reports; improves data quality; provide consistency; share best practice and report efficiencies.

(Staff approx. 16 FTE)

5. Performance Management

The key service areas are; performance reporting; analysis and challenge; performance support; information collation and analysis; statistical insight analysis, research projects.

(Staff approx. 6FTE)

6. Procurement & Commissioning
The key service areas are: Operational commissioning functions; value for money contracts; corporate contracts including stationery and cleaning supplies; procurement governance; e-tendering system; provides commercial insight, challenge and support.
(Staff approx.60)
 7. Strategy, Partnerships Engagement & Consultation (SPEC)
The key service areas are; consultation and resident engagement; third sector development; stakeholder management; strategic partnership working; corporate strategy and policy services.
(Staff approx. 3.5)
 8. IT and Transformation
The key service areas are; Transformation- People programmes, Place & enabling Programmes and Corporate Programme Management Office; ICT.
(Staff approx. 95 FTE)
- With a further 3 to be fully set up in 2017/18:
 - Corporate Property & Asset Management
 - Legal & Member Services
 - Human Resources & Organisational Development

7.4 Members were informed that at the time of the workstream 6 out of the 8 hubs were led by the Executive Director for Finance Resources & Customer Services (FR&CS) and 2 by Chief Executive. The 3 hubs that were to be fully set up will have a lead of the Executive Director (FRCS) for 2 and the remaining one will be led by the Chief Executive.

7.5 Members considered whether it would provide an improved strategic direction if the responsibility for the hubs was spread across all the Executive Directors. The Executive Directors would continue with service delivery in their particular areas and in addition would take the strategic lead for a hub/s. The workstream felt that this could assist in creating shared responsibility across the council and may assist in creating the cultures, behaviours and team ethics being sought.

7.6 Members were taken through an overview of the roles that each hub undertakes and the level of staffing in each hub. Members felt that it would be helpful if the functions of the hubs and key contact details were promoted more widely to all council staff and councillors.

7.7 The workstream was also provided with general overviews of scheduled major system investment due over the course of 2017/18 to improve the operation of

the hubs. Investment in the appropriate technology is crucial to the success of the hubs.

Hub reviews

- 7.8 At the time of the workstream meeting the SPEC hub was coordinating the process of reviewing the hubs through customer and staff surveys and focus groups. This is an ongoing process and several hubs were still to be reviewed at this point.
 - 7.9 From the detailed information presented to the workstream on the hubs, members thought that more work with staff across the council was needed on change management to thoroughly embed new ways of working.
 - 7.10 Members felt when they were provided with an overview of the hubs that there seemed to be quite a few similarities between some functions; the Performance hub and the Data and Management Information hub in particular. It was felt that it might be helpful to combine these two hubs together to provide greater resilience and explore further synergies.
 - 7.11 The workstream were pleased to note that the Chief Executive had commissioned a full cultural audit of local authority staff to explore whether staff feel empowered, are collaborating, engaged and their responses to change management amongst other things. They felt that results of this and any action and improvement plan will be fundamental to the success of the current and future transformation programmes.
 - 7.12 Members felt it was important that the local authority continue to seek feedback and understand the views of specialist groups and the general public with regard to the impact and new approach to delivering customer access to services and to adapt services where the feedback was poor.
8. Internal Audit report
- 8.1 The workstream received the final Internal Audit report on Enfield 2017 Benefits Realisation completed in June 2017. This was a retrospective review of the controls in place to enable the Council to realise financial and non-financial benefits from Enfield 2017 and a forward looking assessment of the design of benefits management control for the post- Enfield 2017 transformation. Members were informed that the Internal Audit report had also been discussed at the Strategic Delivery Board (SDB). The SDB will continue to receive updates until the actions are completed.
 - 8.2 The three main findings in the report related to; benefits reporting; benefits monitoring and non-cashable benefits identification.
 - 8.3 This review identified one high risk, two medium risk and three low risk findings. The High Risk finding identified was that the total achieved savings reported to

Cabinet were £15.1m for 2015/16 within the Efficiency Plan for 2016-2020, but the benefits tracker maintained by Corporate Finance showed actual savings for 2015/16 of £14.6m. Reports did not include metrics around the realisation of key non-cashable benefits; e.g. increased take up of services 24/7. The revised revenue framework has benefits reporting timetables and improved levels of report details built into it. Further consideration should be given to the clarity, accuracy and completeness of management information to support benefits management and reporting.

- 8.4 The workstream was advised that Internal Audit will monitor and track the actions recommended in the report and this will remain open until all identified issues resolved.

9. Total investment and projected cost savings

Capital Expenditure/ Savings

- 9.1 In October 2014, the operating principles for E2017 were agreed by Cabinet and the total investment and the budget savings were endorsed as follows:
- Total investment of £16m over the next three and a half years (up to mid 2018). These one-off costs anticipated budget savings of £15m in 15/16, an additional £7m in 16/17 and then ongoing savings of £29m per annum in 2017/18. A total investment of £16m over the next three-and-a-half years was required to yield a minimum £29m per annum benefit from 17/18.
- 9.2 The workstream were provided at their last meeting with the final costs of E2017 as £21.6 million. They were advised that the costs of the project had increased because; the timescale for savings had been greatly reduced and at the same time the scope of the project greatly increased. In addition to this three new major systems (Care First, telephone system and the Homelessness Allocations system) were added onto E2017. Members were advised that these systems needed to be upgraded anyway. In addition over the course of E2017 it had been necessary to replace some suppliers who had not performed adequately and this had incurred further costs.
- 9.3 The Executive Director for Finance, Resources and Customer Services confirmed that the additional spending was tracked at project level and across the entire programme. Therefore, details were not recorded against the specific reasons stated below so it was not possible to provide a wholly accurate breakdown. A broad estimate, based on records held on the £5.6 m increase in spending is as follows:
- Major system upgrades- additional £2.6m
 - Replacing suppliers - £1m
 - Accelerated working - £0.5k
 - Increased scope of products on Enfield connected platform - £1.5m

9.4 E2017 included a staff headcount reduction of approximately 600 staff. An on-going saving of £18.6m was achieved from headcount reductions and other measures implemented in 2015/16 and 2016/17.

9.5 At the final meeting of the workstream members were advised that the total investment was 21.6m and that the amount of the savings achieved to date was £15.1m. The report 'Enfield 2017 Transformation Programme – A Year on' details future year savings for 2016-19 based on the current plans for the next stages of digitisation and resource review as follows:

- Year 2015/16 Target £15.1 m
- Year 2016-17 Target £3.5m
- Year 2017/18 Target £4.5m
- Year 2018/19 Target £6m

Overall Total £29.1m. Targets for 2015/16 and 2016/17 have been met and the 2017/18 and 2018/19 targets are under review as the transformation project moves into a new phase.

9.6 The E2017 project finished on the 31 March 2017 and will be succeeded by further transformation programmes and projects which aim to build on the work carried out. The workstream were advised that the focus would now be on continuous long term improvement that delivers the best possible return from the investment the local authority has made; delivers the savings required and improves outcomes in the borough.

10. Conclusions

10.1 The workstream recognises and acknowledges the difficult and challenging financial climate and the substantial savings achieved.

10.2 The workstream concluded that the financial pressures, which had resulted in a reduction in staff and introduction of new technology within the local authority at a rapid pace, had meant that levels of customer service had not met expectations.

10.3 Members could not say that the objectives of the hubs have been met outside of the substantial savings achieved; as not all hubs had been reviewed, more technology was needed to support the work of the hubs and the results of the improvements already identified are unknown to the workstream at this stage. They felt that a report should come to a future OSC meeting on the success of the hubs. Members suggested that this had a particular focus on the Gateway and Assessment Hub as at the time of the workstream meetings no review had been undertaken and this is the hub that most residents would use.

10.4 The cultural audit of all staff introduced by the new Chief Executive is welcomed by the workstream and they felt that any actions from this will assist the improvement of customer service levels across the council and the success of current and future transformation programmes. Members felt that it would be

helpful for the Council to also obtain views from specialist groups and the general public on the transformation that it has undertaken.

- 10.5 The feedback received from the organisations dealing with the elderly and disadvantaged and members from Enfield Vision by the workstream indicated that there is confusion where face to face support is available and how this is accessed. The workstream felt that the council should have clear guidance for residents on where they can access face to face support.
- 10.6 Members felt that the hubs and their functions were not understood by all of the councillors and thought that further information would be helpful to all councillors and all staff.
- 10.7 Members noted the audit report, and felt that further feedback on resolving the identified issues should be received by OSC.
- 10.8 Members were pleased that officers from the hubs had responded both positively and proactively to queries raised and that issues had been promptly and effectively resolved.

11. ALTERNATIVE OPTIONS CONSIDERED

None

12. COMMENTS FROM EMT

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

13. REASONS FOR RECOMMENDATIONS

To support and further improve the Council's transformation programme.

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

14.1 Financial Implications

Any costs associated with the recommendations in this report will be met from existing resources.

14.2 Legal Implications

- 13.3. The Public sector equality duty came in to force in April 2011 (s.149 of the Equality Act 2010) and public authorities are required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:
 - 13.4 (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
 - 13.5 (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

- 13.6 (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 13.7 Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

15. KEY RISKS

Implementation of the suggested recommendations should help enhance the council's transformation programme. The Overview & Scrutiny Committee will receive a further report on the Gateway and Assessment hub this will enable the Committee to scrutinise the resilience and service levels being provided and by liaising with Internal Audit on their report this will reduce the risk of any identified actions remaining outstanding.

16. IMPACT ON COUNCIL PRIORITIES

16.1 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.

17. 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 recommendations for the Enfield 2017 Scrutiny work stream.

However it should be noted that projects or work stream deriving from this may be subject to a separate Equalities Impact Assessment. Therefore any projects or work stream will be assessed independently on its need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010.

18. 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.

19. PUBLIC HEALTH IMPLICATIONS

There are no direct public health implications of this report but rather will be dependent upon how recommendations of this report are taken forward.

Background Papers

None

Appendix A

CABINET MEMBERS' AND EXECUTIVE DIRECTORS' RESPONSE TO THE ENFIELD 2017 SCRUTINY WORKSTREAM REPORT & RECOMMENDATIONS

Meeting with Cabinet Member for Finance and Efficiency Cllr Lemonides, James Rolfe and Cllr Smith on 7 February 2018	
Recommendations	Cabinet Member / Executive Director Response
<p>The Council provide further information on the Hubs internally to all staff and councillors including clear guidance on:</p> <ul style="list-style-type: none"> • The services each hub provides • How to use them • Contact details in the event of queries 	Agreed.
<p>The Council consider broadening the strategic leadership of the Hubs more widely to spread across all the Executive Directors to embed shared responsibility and ensure the necessary culture change to the new ways of working throughout the local authority.</p>	Agreed. Picked up as part of organisational review.
<p>As part of the on-going review of the hubs, to look at synergies between the hubs to see if further efficiencies and greater resilience can be achieved, the workstream felt that the Performance Hub and the Data & Management Information Hub seemed to perform very similar functions and this was an area that could possibly be combined.</p>	Agreed. Review as part of hub review and is now being progressed.
<p>Whilst the Council is moving towards self-serve, some residents still require face to face support. Currently it is unclear to some residents and groups how to access this support. Clear guidance to residents is required on where they can access this support.</p>	Agreed.
<p>Feedback from customers on issues with accessibility to the council needs to be regularly monitored and reviewed to ensure that on-going changes do not significantly impact on service. The workstream were particularly interested in the areas covered by the Gateway and Assessment hub and wished to receive a further report to OSC detailing whether resilience has been increased, service levels have either been maintained or improved and whether scheduled major IT investments have been successfully completed.</p>	A range of actions is in hand as part of the Customer Experience Strategy, so this point is agreed and being addressed.
<p>To note that; following queries raised by the workstream positive changes have occurred on finding ways to share information with voluntary organisations within existing resources, and that blind software guides are now available for staff and users in all hub libraries.</p>	Agreed

OSC to liaise with Internal Audit to ensure that all outstanding actions from their report have been resolved.	Noted
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THE CABINET

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

MUNICIPAL YEAR 2017/2018

APRIL 2018

1. **Adoption of Playing Pitch Strategy** Gary Barnes

This will seek approval to adopt a new playing pitch strategy for the borough. **(Key decision – reference number 4654)**
2. **Quarterly Corporate Performance Report** Ian Davis

This will provide the latest quarterly corporate performance report. (Non key)
3. **Human Trafficking and Modern Slavery Scrutiny Work Stream**

To receive, a report from the Human Trafficking and Modern Slavery Scrutiny Work Stream. (Non key)
4. **Meridian Works Project** Gary Barnes

This will outline the revised scope of the Meridian Works project. **(Key decision – reference number 4668)**
5. **Disposal of HRA Assets to Red Lion Homes** Rupert Brandon

This will set out proposals for the disposal of HRA assets to support the Council sponsored Registered Provider, Red Lion Homes, in its provision of affordable rented housing. (Key decision – reference number 4591)

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)**
2. **Tranche 2 Draw Down for Energetik** Gary Barnes

This will seek approval to draw down the Tranche 2 funding for Energetik's business case. Energetik's business case was approved in January 2017, with Tranche 2 funding added to the Council's indicative capital programme. **(Key decision – reference number 4642)**

3. **Claverings Industrial Estate** James Rolfe
(Key decision – reference number 4381)
4. **Heritage Strategy** Gary Barnes
This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**
5. **Public Health 0-19 Services; Health Visiting and School Nursing** Tessa Lindfield
This will ask Cabinet to decide which service delivery option for School Nursing, Health Visiting, Family Nurse Partnership and Immunizations is best suited to the needs of Children and Families in Enfield. Public Health offers discussion of the options in the decision paper and offers a recommended service delivery model. **(Key decision – reference number 4623)**
6. **Asset Utilisation** Ian Davis
This will detail the options for increasing the income for non-core assets. **(Key decision – reference number 4653)**
7. **Invest to Save in Solar Photovoltaics** Gary Barnes
This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**
8. **Leaseholder Major Works Write Offs** Ian Davis
This will seek approval to write-off rechargeable leasehold costs for major works completed. **(Key decision – reference number 4657)**
9. **Meridian Water Update and Budget Update** Gary Barnes
This will provide an update for Members. **(Key decision – reference number 4469)**
10. **Electric Quarter – Disposal of Land at 230 High Street and Revised Phase B Scheme** Gary Barnes
This will seek authority for disposal of land as specified above. **(Key decision – reference number 4560)**
11. **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)**

12. Bury Street West - Development James Rolfe/Gary Barnes

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

13. Civic Centre Phase II James Rolfe

This will consider the refurbishment and remodelling of the Civic Centre. **(Key decision – reference number 4617)**

14. Disposal of Land at Montagu Industrial Estate James Rolfe

This will consider the first phase of land disposal. **(Key decision – reference number 4616)**

15. Town Centre Renaissance Gary Barnes

This will consider the provision of capital investment in town centres. **(Key decision – reference number 4462)**

16. Joyce and Snells Estate Regeneration Gary Barnes

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**

17. The Customer Experience Strategy 2018-2022 James Rolfe

This will set out the strategic approach to improving customer experience for those accessing Enfield council services provided directly or by a contractor. **(Key decision – reference number tbc)**

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 14 FEBRUARY 2018**

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), Alev Cazimoglu (Cabinet Member for Health and Social Care), Krystle Fonyonga (Cabinet Member for Community Safety and Public Health), 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), Vicki Pite (Enfield North) and George Savva (Enfield South East)

ABSENT Dino Lemonides (Cabinet Member for Finance and Efficiency)

OFFICERS: Ian Davis (Chief Executive), Tony Theodoulou (Executive Director of Children's Services), James Rolfe (Executive Director of Finance, Resources and Customer Services), Gary Barnes (Interim Executive Director Regeneration and Environment), Bindi Nagra (Director of Adult Social Care), Nicky Fiedler (Assistant Director - Public Realm, Environment), Jayne Middleton-Albooye (Head of Legal Services), Jemma Gumble (Strategic Partnerships Manager, Health, Housing and Adult Social Care), Tariq Soomaaroo (Governance and Scrutiny Team), Andrea De Lucy (Press and New Media Officer) and Fay Hammond (Financial Management Services) Jacqui Hurst (Secretary)

Also Attending: Councillor Derek Levy (Chair of the Overview and Scrutiny Committee), Councillor Elaine Hayward, Councillor Robert Hayward, Councillor Edward Smith

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) and Jeremy Chambers (Director of Law and Governance).

An apology for lateness was received from Councillor Krystle Fonyonga (Cabinet Member for Community Safety and Public Health).

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2

DECLARATION OF INTERESTS

Councillor Ahmet Oykenler (Cabinet Member for Housing and Housing Regeneration) declared a potential future disclosable pecuniary interest in Report No.148 – Older People’s Housing and Care Project (Minute No.9 below refers) due to his employment and a potential for future involvement in the project. Councillor Oykenler left the meeting for this item 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 report:

Report No.146 – Housing Revenue Account (HRA) Business Plan Budget 2018/19, Rent Setting and Service Charges

These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

AGREED, that this report be considered at this meeting.

4

DEPUTATIONS

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

5

ITEMS TO BE REFERRED TO THE COUNCIL

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

1. Report Nos. 145 and 152 – Budget 2018/19 and Medium Term Financial Plan 2018/19 to 2021/22 (General Fund)
2. Report No.146 – Housing Revenue Account (HRA) Business Plan Budget 2018/19, Rent Setting and Service Charges

6

BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 (GENERAL FUND)

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Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.145) setting out the general revenue budget and council tax for 2018/19 financial year. The report also updated the Council's medium term financial strategy in the light of those decisions. James Rolfe (Executive Director of Finance, Resources and Customer Services) outlined the report in detail for Members' consideration.

NOTED

1. That Report No.152 also referred as detailed in Minute No.17 below. The reports would be considered and fully debated at the Council meeting on 21 February 2018.
2. That the report set out proposals for a balanced budget for 2018/19. James Rolfe extended his thanks and appreciation to all those who had been involved in the formulation of the budget proposals now being presented.
3. Members' attention was drawn to major Government initiatives which would affect Local Government funding in the future, as set out in the report. Initiatives included the Fair Funding Review which the Government was planning to implement in April 2020. A consultation document had been published in December 2017 – "Fair funding review: a review of relative needs and resources" which the Council would be responding to. The Business Rate Retention proposals were also highlighted as set out in section 5 of the report.
4. The additional funding allocations to Adult Social Care and Children's Services as outlined in the report.
5. An additional recommendation to the report as set out in the decision below, "to delegate authority to the Cabinet Member for Finance and Efficiency and the Executive Director of Finance, Resources and Customer Services to agree any necessary changes in preparation of the Budget 2018/19 and Medium Term Financial Plan Report to Council on 21 February 2018".
6. The continuing financial pressures on the Council in going forward. Members' noted that £500k of central contingency had been ring-fenced for Children's Services to meet growing demand pressures on service provision.

Alternative Options Considered: NOTED that the Council operated a budget planning and consultation process during which a wide range of options were considered in detail before recommendations were made. Issues raised and discussed had greatly contributed to this report including information from the Budget Consultation set out in the report. As part of its

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planning for both 2018/19 and future years the Council had considered future levels of Council Tax.

RECOMMENDATIONS TO COUNCIL: The Cabinet agreed to make the following resolutions and recommendations to Council:

1. With regard to the revenue budget for 2018/19 to recommend to Council:
 - (i) To set the Council Tax Requirement for Enfield at £121.079m in 2018/19.
 - (ii) To set the Council Tax at Band D for Enfield's services for 2018/19 at £1,261.17 (paragraph 8.1 of the report referred), being a 2.99% general Council Tax increase and a 2.00% Adult Social Care Precept.
 - (iii) To approve the statutory calculations and resolutions as set out in Appendix 10 of the report.

2. With regard to the Prudential Code and the Capital Programme to recommend that Council:
 - (i) To note the information regarding the requirements of the Prudential Code (section 9 of the report).
 - (ii) To agree the Approved Capital Programme for 2018/19 to 2021/22 as set out in section 9 (and Appendix 9 of the report). Also note the Indicative Capital Programme and it is recommended that Council agrees that these indicative programmes be reviewed in the light of circumstances at the time.
 - (iii) To agree the Prudential Indicators, the Treasury Management Strategy, the revised Minimum Revenue Provision policy and the criteria for investments as set out in section 9 and Appendices 4 and 5 of the report.

3. To agree the Medium Term Financial Plan, including the savings proposals set out in Appendix 2 of the report, and adopt the key principles set out in paragraph 10.8 of the report.

4. With regard to the robustness of the 2018/19 budget and the adequacy of the Council's earmarked reserves and balances to:
 - (i) To note the risks and uncertainties inherent in the 2018/19 budget and the Medium Term Financial Plan (sections 10 and 11 of report referred) and agreed the actions in hand to mitigate them.
 - (ii) To note the advice of the Executive Director of Finance, Resources and Customer Services regarding the recommended levels of contingencies, balances and earmarked reserves (section 12 of the report) and have regard to the comments of the Executive Director (section 13 of the report) when making final decisions on the 2018/19 budget.

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- (iii) To agree the recommended levels of central contingency and general balances (section 12 of the report referred).
- 5. To recommend that Council agrees the Schools' Budget for 2018/19 (section 5.10 and Appendix 14 of the report referred).
- 6. To agree the Fees and Charges for Environmental Services for 2018/19 (section 10.11 and Appendix 11 of the report referred).
- 7. To agree the Fees and Charges for Adult Social Care Services for 2018/19 (section 10.12 and Appendix 12 of the report referred), subject to consultation.
- 8. To agree the Fees and Charges for Finance, Resources and Customer Services and Chief Executive's Departments for 2018/19 (section 10.13 and Appendix 13 of the report referred).
- 9. To recommend that Council agrees that the New Homes Bonus £1.986m is applied as a one-off contribution to the General Fund in 2018/19.
- 10. To recommend that Council agrees the planned flexible use of capital receipts in 2017/18 of £6.7m and approves the planned flexible use of capital receipts in 2018/19, being £1.7m.
- 11. To note the feedback and minutes from the Budget Consultation and Overview and Scrutiny Committee Budget Meeting on 18 January 2018 as set out in Appendices 1a and 1b of the report.
- 12. To recommend that Council agrees that the design principles contained in Appendix 17 of the report should be used to inform the design of a new leadership and management staffing structure.
- 13. To agree to delegate to the Chief Executive the authority to design and implement a new leadership and management staffing structure in line with the design principles.
- 14. To note that Section 106 of the Local Government Finance Act 1992 required any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare this could be subject to prosecution.

DECISION: The Cabinet agreed to delegate authority to the Cabinet Member for Finance and Efficiency and the Executive Director of Finance, Resources and Customer Services to agree any necessary changes in preparation of the Budget 2018/19 and Medium Term Financial Plan report to Council on 21 February 2018.

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Reason: To set the Council's Budget Requirement and level of Council Tax for 2018/19 within the timescales set out in legislation. To agree, the Treasury Management Prudential Indicators and the Capital Programme for 2018/19.

(Key decision – reference number 4597)

7

HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN BUDGET 2018/19, RENT SETTING AND SERVICE CHARGES

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Chief Executive and Executive Director of Finance, Resources and Customer Services (No.146) setting out the proposed HRA 30-Year Business Plan, the detailed HRA Revenue Budget for 2018/19, the five-year Capital Programme and Right to Buy (RTB) One for One Receipts programme (2018/19 to 2022/23).

NOTED

1. That this was the annual Housing Revenue Account (HRA) report covering: the HRA 30-Year Business Plan; the HRA Budget 2018/19 and five-year Capital Programme; Rent setting 2018/19 for HRA properties; proposed service charges 2018/19; and, heating charges.
2. An additional recommendation to the report, referred to in paragraph 15.2 of the report, and detailed in recommendation 8 to Council below. Cabinet was asked to agree to delegate authority to the Cabinet Member for Housing and Housing Regeneration and the Chief Executive to approve tenders for Major Works in order that contracts could be let and works carried out more efficiently. This delegation had been in place for several years.
3. That the details of the HRA 30-year business plan were set out in the report. Resources would be tightly constrained; with an assumption that the Council would borrow £32m over the next 2 years leaving an £8m headroom. Members' noted the risks and sensitivities to the plan including additional works due to the Grenfell fire including the decision to install sprinkler systems in all high-rise stock totalling £8.4m and spending Right to Buy receipts, as detailed in the report. The Council had written to the Government seeking funding for these additional works; no response had been received to date.
4. That within the HRA budget 2018/19 several services were being reviewed; efficiency savings of £333k had so far been identified with further savings expected during 2018/19, as outlined in the report.
5. That over the next five years, the Council was proposing to spend a total of £237m on HRA capital schemes, detailed in the report, which would include major works to stock and estate renewal.

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6. That HRA rents would go down by 1% again in 2018/19 and 2019/20 but from April 2020 the Government had agreed that rents could be increased by CPI plus 1%, this would enable the Council to have the ability to develop new affordable homes.
7. The proposals for HRA service charges 2018/19 for tenants and leaseholders as set out in the report. The phase one review had been completed. Service charges had been discussed with the Customer Voice and the Housing Board.
8. The proposed changes to heating charges as detailed in paragraph 14 of the report.

Alternative Options Considered: NOTED

1. Since the Government implemented the Social Housing Policy which implemented a rent reduction of 1% the Council's income had considerably reduced. This created a shortfall in the business plan and other income sources had been maximised where possible. A number of different options had been considered around budget levels required both for 2018/19 and in the medium term.
2. Efficiency savings of 3% had been implemented across various departments to ensure a healthy level of balances were held. A service charge review was currently being undertaken to ensure full cost recovery and the service was value for money. Other areas for review could be to review the capital programme requirements and review funding of future estate renewal schemes.

RECOMMENDED TO COUNCIL

1. Following Cabinet approval, recommended to full Council the HRA 30-Year Business Plan.
2. To approve the detailed HRA Revenue Budget for 2018/19.
3. To approve the HRA Capital Programme and RTB One for One receipts programme 2018/19 to 2022/23.
4. To note the social and affordable rent levels for 2018/19 for HRA.
5. To approve the level of service charges for 2018/19 for those properties receiving the services.
6. To note the heating charges for 2018/19 for those properties on communal heating systems and the change in procuring the Landlord electric contract.
7. To approve the proposals for increases in garages and parking bay rents.

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8. To delegate authority to the Cabinet Member for Housing and Housing Regeneration and the Chief Executive to approve tenders for Major Works in order that contracts could be let and works carried out more efficiently.

Reason: The Council must comply with the law in setting its rents for Council tenants. Setting an annual budget, capital programme and balanced HRA 30-Year Business Plan were also legal requirements. Increasing service charges would allow the Council to provide new and better services to tenants, and the charges set out in the report were supported by the Council's Housing Board and Customer Voice (the Tenant and Leaseholder representative body).

(Key decision – reference number 4586)

8

REVENUE MONITORING REPORT 2017/18: DECEMBER 2017

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.147) setting out the Council's revenue budget monitoring position based on information to the end of December 2017. James Rolfe (Executive Director of Finance, Resources and Customer Services) outlined the detail of the report for Members' consideration.

NOTED

1. That the revenue budget forecast reflected an outturn position of £3.8m overspend for 2017/18, which was a £0.2m improvement on the November forecast position.
2. That Table 2 in the report set out the forecast projected departmental outturn variances. Work would continue to further reduce the projected overspend position. The appendices to the report set out in detail the departmental pressures and mitigating actions.
3. That Appendix A6 of the report set out the variations to the Schools' Budgets which did not form part of the General Fund position but were presented for information. This highlighted the significant funding pressures that were being faced by Schools.
4. An error in Appendix A2 of the report in respect of Regeneration and Environment, Commercial Services Parks which should record an adverse rather than favourable variation.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to note

1. The £3.8m overspend revenue outturn projection.

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2. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.
3. The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A of the report.

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

(Key decision – reference number 4549)

9

OLDER PEOPLE'S HOUSING AND CARE PROJECT

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) left the meeting for this item, Minute No.2 above referred.

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Adult Social Care and Executive Director of Finance, Resources and Customer Services (No.148) seeking approval for Council officers to lead the local consideration and development of an Older People's Housing and Care Project in line with the principles of development set out in the report.

NOTED

1. That this was an exciting project that would benefit some of the Borough's most vulnerable residents.
2. That the demographic of Enfield was changing. People were living longer, but not always in good health (paragraph 1.1 of the report referred). The number of people in Enfield over 65 years of age was forecast to increase by 23% over 10 years (paragraph 1.2 of the report). Innovative approaches were required across housing and care that could effectively respond to the needs identified. The development of an Enfield based Older People's Housing and Care Project was one such approach.
3. The local context with regard to current supply, increasing demand and projected future supply requirements as set out in the report. To maintain Enfield's existing level of retirement housing supply (proportional to the population of older people), it was projected that approximately 325 additional retirement homes would be required by 2025.
4. The proposals and benefits of co-locating specialist housing services with health, leisure and multi-generational facilities, including nursery services, as outlined in the report. Opportunities could be maximised

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for maintaining independence and also facilitate continuity of care as the needs of an individual escalated.

5. The considerable work which had been undertaken by officers in gathering evidence and data and, reviewing existing examples of such provision in other areas.
6. Members expressed their support of the proposals and drew on their own personal experiences in considering the way forward.
7. In response to questions raised, it was explained that there were a number of options to be considered in going forward and that no decisions had been made at this stage. There was the potential to work with a number of partners and draw on a wide range of expertise across various sectors to bring together all of the future services and facilities required. There would be significant interest in moving this project forward for the benefit of the Borough and its residents. Members highlighted the diversity of the Borough and the need to ensure that any project took into account the varying cultural and religious background of its residents to ensure that all individual needs were taken into account and catered for in any future service provision. A full equalities impact assessment would be undertaken at the appropriate stages of the project's development. Assurances were provided that such needs were considered in all such service provision.
8. That this item was due to be considered further at a forthcoming meeting of the Overview and Scrutiny Committee.

Alternative Options Considered: NOTED the future options to be considered as set out in section 4 of the report.

DECISION: The Cabinet agreed to

1. Note the content of the report.
2. Approve the local consideration and development of an Older People's Housing and Care Project, as outlined in section 5 of the report and aligned with principles of development set out in Appendix A of the report.
3. Authorise officers to progress the strategic planning of an Older People's Housing and Care Project, to include site identification, site feasibility and service modelling (including financial modelling).
4. Receive a further report to:
 - (a) Note the outcome of the feasibility studies and site identification.
 - (b) Authorise the tender of building development and/or delivery services as required.

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- (c) Consider and approve Phase 2 development as set out in paragraph 5.6 of the report.

Reason: The reasons for the recommendations were set out in detail in section 6 of the report.

(Key decision – reference number 4624)

Councillor Ahmet Oykener returned to the meeting.

10

GOVERNANCE OF ENFIELD'S TRADING COMPANIES

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.149) updating on the findings of a review of the Council's companies at both an entity and group level, and making recommendations on setting up an Oversight Board (referred to as the Shareholder Board).

NOTED

1. That Appendix 3 to the report set out the proposed Company reporting structure. In response to a question raised with regard to the Oversight Committee for the Independence and Well Being Company, and HoldCo for energetic; it was noted that subject to the proposed review by the new Shareholder Board, this Oversight Committee might no longer be required.
2. The proposal in recommendation 2.2 of the report that for consistency only one Councillor (Cabinet Member) should sit on each Company Board. Members felt that this proposal should form part of the review to be undertaken by the Shareholder Board to ensure that this proposal would be appropriate for each Company. Members proposed therefore to note rather than agree the proposal at this stage, as reflected in decision 2 below.
3. The proposed timescales for the review and implementation of the proposals in moving forward. It was felt that the proposed review of the current arrangements should start in the current municipal year with a view to the full implementation in the light of the review, starting in the new municipal year.
4. That the initial membership of the Shareholder Board would be:

Councillor Achilleas Georgiou (Deputy Leader)

Councillor Daniel Anderson (Cabinet Member for Environment)

Councillor Yasemin Brett (Cabinet Member for Community, Arts and Culture)

Councillor Krystle Fonyonga (Cabinet Member for Community Safety and Public Health)

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The membership would be reviewed at the start of the new municipal year and in the light of the initial review being undertaken.

5. In response to questions raised, it was noted that the Companies were subject to internal audit programmes, as appropriate to the individual Company and, that external auditors were also appointed. Audit reports were publicly available and the Freedom of Information Act principles also applied to the Companies. As a sub-committee of Cabinet, meetings of the Shareholder Board would be held in public, subject to the normal restrictions on part two information.
6. The role of the Shareholder Board as a Cabinet Sub-Committee was outlined and, how this was distinct from the role undertaken by the Overview and Scrutiny Committee.
7. The success of the companies involved and the need for a strategic overview of them all. The Shareholder Board would consider the strategic direction of each company, set targets, monitor progress and consider areas of mutual benefit and development.

Alternative Options Considered: NOTED, the alternative options which had been considered as set out in section 4 of the report.

DECISION: The Cabinet agreed

1. To set up a sub-committee of Cabinet to be referred to as the Shareholder Board, which would take on oversight and, directional responsibilities for all of the Council's companies. The initial membership of the Board to comprise:

Councillor Achilleas Georgiou (Deputy Leader)
Councillor Daniel Anderson (Cabinet Member for Environment)
Councillor Yasemin Brett (Cabinet Member for Community, Arts and Culture)
Councillor Krystle Fonyonga (Cabinet Member for Community Safety and Public Health)
2. To note the recommendation that for consistency only one Councillor (Cabinet Member) would sit on each Company board. This would be subject to an initial review by the Shareholder Board.
3. An early action of the sub-committee (Shareholder Board) would be to review the other governance arrangements of each company and report back on recommendations to improve consistency and approach.
4. To agree the Terms of Reference set out in appendix 1 of the report.

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5. To note that an annual report from each company would be submitted to Cabinet in the September cycle of meetings.

Reason: The detailed reasons for the recommendations were set out in section 5 of the report.
(Non key)

11

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

NOTED, that there were currently no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

12

CABINET AGENDA PLANNING - FUTURE ITEMS

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

13

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 24 January 2018 be confirmed and signed by the Chair as a correct record.

14

ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

15

DATES OF FUTURE MEETINGS

AGREED, that the next meeting of the Cabinet take place on Wednesday 14 March 2018 at 8.15pm.

NOTED, that the following meeting scheduled for Wednesday 18 April 2018 would start at 7.00pm.

16

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and the public from the meeting for the items listed on part two of the agenda on the grounds that they involve the likely

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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)).

17

BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 (GENERAL FUND)

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.152). James Rolfe (Executive Director of Finance, Resources and Customer Services) outlined the detail of the report for Members' consideration.

NOTED

1. The commercially sensitive information relating to fees and charges, as detailed in the report.
2. That any proposed increases were mainly due to inflation, market and policy changes.

Alternative Options Considered: As detailed in Report No.145, Minute No.6 above refers.

RECOMMENDED TO COUNCIL that the Pest Control, Commercial Waste, Schedule 2 waste, clinical waste, Planning pre-application service, Parks events and outdoor facilities, People Transport Services, Fleet services fees and charges for Environmental Services; as well as the Schools Health and Safety charges and Print Services charges within the Chief Executive's Department and also the Safe and Connected charges within Finance, Resources and Customer Services be agreed as set out in Section 3 and Appendices 1, 2 and 3 of the report.

Reason: As detailed in Report No.145, Minute No.6 above refers.

(Key decision – reference number 4597)

18

MERIDIAN WATER: PROGRESS UPDATE

Gary Barnes (Acting Executive Director of Regeneration and Environment) provided a verbal update to Members on the progress of the Meridian Water project setting out the current position and the next steps. A report would be presented to a future Cabinet meeting, when appropriate.

LOCAL PLAN CABINET SUB-COMMITTEE - 1.3.2018**MINUTES OF THE MEETING OF THE LOCAL PLAN CABINET SUB-COMMITTEE
HELD ON THURSDAY, 1 MARCH 2018****COUNCILLORS**

PRESENT Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration), Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) and Daniel Anderson (Cabinet Member for Environment)

ABSENT Dinah Barry (Associate Cabinet Member – Enfield West), Vicki Pite (Associate Cabinet Member – Enfield North), George Savva (Associate Cabinet Member – Enfield South East)

OFFICERS: Neeru Kareer (Planning Policy Officer), Peter George (Assistant Director, Regeneration and Planning) and Ismail Mulla (Planning Policy Officer), Jacqui Hurst (Secretary)

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dinah Barry (Associate Cabinet Member – Enfield West), Councillor Vicki Pite (Associate Cabinet Member – Enfield North) and Councillor George Savva (Associate Cabinet Member – Enfield South East) due to their attendance at other Council meetings.

2**DECLARATION OF INTEREST**

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

3**URGENT ITEMS**

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

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4

ADOPTION ENFIELD TOWN FRAMEWORK MASTER PLAN

Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) introduced the report of the Executive Director of Regeneration and Environment (No.161) seeking approval for the adoption of the Enfield Town Framework Master Plan supplementary planning guidance.

NOTED

1. That the Sub-Committee in discussion sought clarification on a number of issues and explanation from officers in going forward as reflected in the minutes below.
2. Officers outlined to Members the background to the development of the Enfield Town Framework Masterplan.
 - (a) Bringing forward planning guidance for Enfield Town was an established commitment that had been made through the adoption of the Council's adopted local plan (Enfield Core Strategy), and formed part of a series of area-based planning documents that the Council had brought forward across the Borough.
 - (b) The Framework Masterplan was to be a Supplementary Planning Document with a key focus providing guidance to supplement existing local plan policies. It did not in itself establish new development plan policies or site allocations. It did provide evidence to support Enfield's emerging New Local Plan.
 - (c) Following public consultation last summer, approximately 200 responses had been received and the key themes were highlighted in the document and included:
 - New growth and development versus protecting historic market town character
 - Addressing new development in the context of conservation and quality design
 - Managing town centre intensification and diversification
 - Tensions between town centre activity and established neighbourhoods and promoting new residential
 - Loss of accessible surface car parking
 - Concerns over sites which promote high density development
 - Need for social infrastructure to be planned in to support any growth
 - Balance between promoting new retail expansion when the existing retail offer is struggling
 - (d) The challenges being faced by Enfield Town and town centres generally, and the value of providing a planning framework to attract and guide new investment opportunities and provide a strategy for the way forward was a primary reason for adopting this SPD.
 - (e) The document had undergone detailed refinement and revisions. Minor amendments could be made by the Sub-Committee however any

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changes of a substantive nature would require further public consultation.

3. The Sub-Committee discussed the draft Framework document in detail and Members raised a number of issues including points for further consideration or amendment as summarised below:
 - (a) Members noted the vision and purpose of the Plan and acknowledged the challenges that would need to be faced going forward.
 - (b) The Planning Policy Context (section 2.2 of the document) was highlighted with regard to seeking growth whilst retaining its historic and green market town character. Section 3.5 in relation to Public Transport, Members emphasised the need to secure greater investment to improve links and greater connectivity.
 - (c) With regard to the vision and objectives it was noted that different challenges and conflicts would be faced. The changing nature of the retail economy was acknowledged.
 - (d) Clarification was sought on the proposed phasing of “now”, “soon” and “sometime” as set out in the document.
 - (e) The Sub-Committee praised the document as a whole and acknowledged the considerable work which had been undertaken over an extended period of time to reach this stage of the process.
 - (f) Robust consultation had been undertaken and officers had produced a complex document which reflected the feedback received from both Members and residents. The vision was embedded throughout the document. The growing need for change was recognised. Considerable effort had been made to retain the cultural and historical identity of Enfield Town.
 - (g) The document celebrated the history of Enfield Town and sought to encourage quality designed in new buildings to complement the historical buildings in existence. Regeneration was necessary and the need to encourage diversity, taking into account changes in retail and growth of an evening economy.
 - (h) That this was a high level document and as such individual company names should not be included. Developments going forward would be subject to detailed planning considerations and consultation.
 - (i) An amendment to the wording included within section 2.5 of the document in relation to leisure and specifically the library was requested.
 - (j) The need to generalise references to cycle lanes, pedestrian areas and car free zones. The context of cycling should be generalised, to capture the diversity of alternative modes of travel rather than refer to specific projects that may change over the life of the Masterplan.
 - (k) It was important for the Masterplan to make clear that the future of St. Anne’s School, was in the direct control of both the School together with the Secretary of State for Education. Approval would make its own determination with regard to any site move. Residents

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would have an opportunity to voice any opinions on proposals going forward when future planning applications were considered.

- (l) An issue raised for future consideration was the provision of not only a diverse range of food provision but also consideration of the affordability of that provision and the need to encourage healthy eating options at an affordable price.
 - (m) Members expressed their appreciation to officers for the development of a well-needed document that would guide future planning and development in Enfield Town. The expectations of residents were noted.
 - (n) The Masterplan should provide a complete picture of Enfield Town and acknowledge the wide range of provision available across all areas.
 - (o) Members sought clarification on the impact of the London Plan and the role that this document would provide in the future.
 - (p) Minor typographical and grammar changes would be picked up throughout the document prior to final publication.
 - (q) As noted above, the document should provide general rather than specific references to alternative modes of transport. This would enable the document to remain more current in the light of any changes and developments coming forward in this area of provision.
 - (r) Section 2.2, Planning Policy Context, included reference to the tall buildings policy context. Members asked whether it was appropriate to include references to the London Plan and GLA guidelines.
 - (s) A number of specific points were raised for minor amendments in the Plan including sections relating to clarifying the position on “comparison” spend in section 2.3 of the Plan; the use of identifying specific company names; pedestrian areas and cycle routes; and transport and parking in general.
 - (t) Members requested that the photographs used be reviewed to ensure that they were appropriate.
 - (u) It was noted that the reference to tall buildings in the document related to the assessment of existing buildings in Enfield Town rather than any, proposed new tall buildings.
4. Peter George (Assistant Director Regeneration and Environment) responded to the discussion and issues raised by Members. This document would provide a policy reference point and control development in Enfield Town and would assist the Council in the context of the London Plan. Constant changes were taking place and the preparation of the document had taken two years. Whilst it was acknowledged that concerns were expressed when changes took place, some change was unavoidable and the Plan would assist in ensuring that any future change was achieved appropriately. It was important to highlight the Masterplan was to form a reference document to inform future planning applications and decision making.
5. Peter George expressed his thanks and appreciation to Neeru Kareer and the Planning Policy team for the considerable work which had been undertaken and the good progress that had been achieved.

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6. Neeru Kareer, Planning Policy Officer, further responded to the specific issues raised by the Sub-Committee. It was important to balance the need for embracing change whilst retaining the important heritage character of Enfield Town. There was a need to attract new investment, respond to changing requirements and demographics and; provide flexibility as necessary. In response to issues raised, Members were advised of the proposed phasing as set out in the Plan.
7. It was agreed that identifying the names of individual companies should only be included when quoting a matter of fact, for example, in relation to any existing site considering future “opportunity” sites.
8. As requested, the wording in reference to the Library would be reviewed and clarification added on the planning processes relating to school sites. The reference to supporting alternative modes of movement would be generalised including reference to any cycling infrastructure investment. The text would be reviewed with regard to the range of food on offer, its affordability and health impact. It was also important to ensure that the document acknowledged the broad range of users of Enfield Town.
9. An explanation was provided on how such local plan documents would interact with the London Plan and the respective roles that they had in going forward.
10. In conclusion, Members agreed to the adoption of the document with the agreed minor amendments. Officers would circulate an amended version to the Sub-Committee prior to final publication.

Members also expressed their appreciation to Councillor Sitkin for acting as Chair of the Sub-Committee.

Alternative Options Considered: NOTED, the following alternative options which had been considered as set out in section 4 of the report:

- None as the obligation to bring forward a planning framework for Enfield Town was set out in the Council’s adopted Local Plan, Core Strategy Policy 1 and more specifically Core Policy 43 Enfield Town.
- Further, the absence of a document would leave a gap in the policy framework which would make it more difficult to co-ordinate regeneration efforts and restrain inappropriate development.
- Having a comprehensive Framework Masterplan for the town centre provided a basis for setting detailed area and site specific planning principles by which decisions on development could be guided. This was essential to support the Council’s regeneration programme, particularly in light of on-going as well as future investment opportunities.

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DECISION: The Local Plan Cabinet Sub-Committee agreed to approve the adoption of the Enfield Town Framework Masterplan Supplementary Planning Guidance (SPD), subject to minor amendments as discussed and agreed by the Sub-Committee. The adopted SPD will supplement existing Local Plan policies.

Reason: As set out in the alternative options detailed above and in section 4 of the report.

(Key decision – reference number 4640)

5

MINUTES OF PREVIOUS MEETING

AGREED that the minutes of the previous meeting of the Local Plan Cabinet Sub-Committee held on 16 November 2017 be confirmed and signed by the Chair as a correct record.

6

DATES OF FUTURE MEETINGS

NOTED, that this was the last scheduled meeting of the Sub-Committee in the current municipal year. Members of the Sub-Committee would be advised of dates for the new municipal year when the Council's calendar of meetings 2018/19 had been agreed.