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## THE CABINET

**Wednesday, 4th July, 2018 at 8.15 pm in the Conference Room,  
Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

Councillors : Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance & Procurement) and Ahmet Oykenen (Cabinet Member for Property and Assets)

### **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 Ahmet Hasan (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 as 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 no items to be referred to the Council.

### **6. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 1 - 18)**

A report from the Executive Director of Resources is attached. (Non key)  
(Report No.14)  
(8.20 – 8.25 pm)

### **7. PENALTY CHARGE NOTICE CHANGE - IMPLEMENTATION (Pages 19 - 24)**

A report from the Executive Director Place is attached. **(Key decision – reference number 4696)**

(Report No.15)  
(8.25 – 8.30 pm)

**8. GENOTIN ROAD CAR PARK, ENFIELD TOWN** (Pages 25 - 44)

A report from the Executive Director Place is attached. (Report No.17, agenda part two also refers) **(Key decision – reference number 4567)**

(Report No.16)  
(8.30 – 8.40 pm)

**9. ESTATE RENEWAL AND REGENERATION - AFFORDABLE HOMES**  
(Pages 45 - 54)

A report from the Executive Director of Place is attached. (Non key)

(Report No.20)  
(8.40 – 8.45 pm)

**10. PROPOSED WETLAND AND RIVER RESTORATION PROJECTS IN ENFIELD** (Pages 55 - 64)

A report from the Executive Director of Place is attached. (Non key)

(Report No.21)  
(8.45 – 8.50 pm)

**11. SUMMER INITIATIVES TO IMPROVE CLEANLINESS OF LOCAL ENVIRONMENTS** (Pages 65 - 68)

A report from the Executive Director of Place is attached. (Non key)

(Report No.22)  
(8.50 – 8.55 pm)

**12. CABINET SUB-COMMITTEES FOR THE MUNICIPAL YEAR 2018/19**

Cabinet is asked to establish the Cabinet Sub-Committees required for the new municipal year 2018/19 and, to agree the membership of those Sub-Committees.

(8.55 – 9.00 pm)

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

To note that there are currently no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

**14. CABINET AGENDA PLANNING - FUTURE ITEMS** (Pages 69 - 74)

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

**15. MINUTES OF SHAREHOLDER BOARD MEETING HELD ON 24 APRIL 2018** (Pages 75 - 80)

To receive, for information, the minutes of a meeting of the Shareholder Board held on 24 April 2018.

**16. MINUTES (Pages 81 - 90)**

To confirm the minutes of the previous meeting of the Cabinet held on 18 April 2018.

**17. ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**18. DATE OF NEXT MEETING**

To note that the next Cabinet meeting is scheduled to take place on Wednesday 25 July 2018.

**CONFIDENTIAL ITEMS**

**19. 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. 14****MEETING TITLE AND DATE:**Cabinet – 4<sup>th</sup> July 2018**REPORT OF:**

Executive Director of Resources

Contact officer and telephone number:

Alison Trew 020 8379 3186

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<b>Agenda – Part: 1</b>	<b>Item: 6</b>
<b>Subject: Quarterly Corporate Performance Report</b>	
<b>Wards: All</b>	
<b>Non Key</b>	
<b>Cabinet Member consulted:</b>	
<b>Cllr D. Anderson</b>	

**1. EXECUTIVE SUMMARY**

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

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

1.3 This is the latest quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the year end performance for 2017/18 and compares it to the Council's performance at the end of 2016/17.

**2. RECOMMENDATIONS**

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

**3. BACKGROUND**

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

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

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

#### **4. PERFORMANCE**

- 4.1 This is the latest quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the end of year performance for 2017/18 and compares it to the Council's performance at the end of 2016/17. Where appropriate, explanatory comments are provided in the column next to the performance information.

#### **4.2 Financial Indicators**

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

#### **4.3 Priority Indicators**

The scorecard groups performance indicators under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities. This report also includes a number of performance indicators that only report annually.

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

6 of the indicators being reported do not have targets. This is either because quarter 4 data is not yet available or the indicators do not have targets set (e.g. Domestic Violence).

83 performance indicators are being reported, of which 74 have targets and Q4 data. Of these, 41 (55.4%) are at green; 18 (24.3%) are at amber; and 15 (20.3%) are at red.

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

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

**5. ALTERNATIVE OPTIONS CONSIDERED**

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

**6. REASONS FOR RECOMMENDATIONS**

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

**7. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS**

**7.1 Financial Implications**

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

**7.2 Legal Implications**

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

**7.3 Property Implications**

None

**8. KEY RISKS**

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

**9. IMPACT ON COUNCIL PRIORITIES**

**a. Fairness for All**

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

**b. Growth and Sustainability**

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

**c. Strong Communities**

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

**10. EQUALITIES IMPACT IMPLICATIONS**

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

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

**12. PUBLIC HEALTH IMPLICATIONS**

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

**Background Papers**

None.



Key to status		2016/17 (end March 2017) – Number of indicators		2017/18 (end March 2018) – Number of indicators	
	<b>Alert</b>		<b>13</b>		<b>15</b>
	<b>Warning</b>		<b>14</b>		<b>18</b>
	<b>OK</b>		<b>35</b>		<b>41</b>

## EMT Review: 2017-18 Priority Indicators

Report Author: Joanne Stacey

Generated on: 15 May 2018

### (1) Fairness for All

#### (a) Housing and Homelessness

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
NI156i Number of households living in temporary accommodation	3189 	3285 	3290 	3249 	3249 	3189	Target is based on number of households in TA the previous year in order to provide a benchmark: March 2018: 3,249 households in TA March 2017: 3,189 households in TA. HRA Officers are producing report to consider options.
CHS012 Private Sector Housing: Empty Homes Brought Back into Use	61 	46 	51 	57 	57 	60	Target of 5 per month. Performance in Jan was 5, Feb 5, and March was 6.
TP123 Overall satisfaction with repairs service provided by Council Homes	93% 	98% 	98% 	98% 	98% 	92%	2,781 out of 2,845 (97.75%) surveys returned in respect of works orders issued (period April 2017 to March 2018 inc) indicated their satisfaction with the responsive repair service. (include housing gateway ) <b>Monthly Snapshot for March 2018: 96.4%</b>
TP150 Contractor monitoring by Council Homes of responsive repairs completed by agreed target date - (YTD)	94.43% 	93.49% 	92.46% 	91.81% 	91.81% 	96.00%	Data outturns are inclusive of all term contractor repairs that were raised in April 2017 (and completed by the end of March 2018 excluding housing gateway). A total of 19,836 responsive repairs were completed in time from a total of 21,606 repairs completed.
HO002 Rent collected by Council Homes as a proportion of rent due (excluding rent arrears)	100.29% 	100.15% 	100.30% 	99.50% 	99.50% 	100.50%	<b>Cumulative YTD:</b> A total of £60,811,500 of income was collected against a total of £61,117,557 in charges. <b>Monthly Snapshot for March: 99.80%</b>

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
SGB144a Number of children in B&B accommodation	47	18		6	6		
SGB144b Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review	19 	8 		0	0	0	
SGB144c Number of Household with dependent children and / or pregnant woman with no other dependents - In Bed and Breakfast	29	16					Published Data is a quarter in arrears. At Dec 2017, there are 16 households with dependent children and/or pregnant woman with no other dependents in B&B. ..of which there 18 children/expected children. ..of which 8 of these have been in resident for over 6 wks

**(b) Adult Social Care**

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
PAF-AO/D40s Number of clients reviewed in the year (of clients receiving any long term service)	68.80% 	61.13% 	67.73% 	71.54% 	71.54% 	80.00%	2017/18: 71.5% (3,223 clients receiving a review; 4,505 receiving a LTS) 2016/17: 68.8% (3,003 clients receiving a review; 4,365 receiving a LTS)
NI130(LTS-DP%) Percentage of current clients with LTS receiving a Direct Payment	60.86% 	58.36% 	57.64% 	57.51% 	57.51% 	63.00%	2017/18: 57.5% (1,547 receiving direct payment; 2690 carers specific service) 2016/17: 60.9% (1,631 receiving direct payment; 2680 carers specific service) 2 <sup>nd</sup> Highest rate in London
NI130s(%LTSs) Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100% 	100% 	100% 	100% 	100% 	99.5%	
NI131 (F10) Delayed transfers of care (days): Profile within Each Quarter	7650	293 	568 	1055 	1055 	1855	
NI131 (F11) Delayed Transfer of Care - Days Delayed (SOCIAL CARE Delays): Profile within Each Quarter	518	54 	162 	325 	1436 	446.8	
NI132 BV195 Timeliness of social care assessment (all adults)	97.4% 	84.6% 	84.3% 	84.1% 	84.1% 	90.0%	2017/18: 84.1% (1754 Assessments within 4 weeks; 2085 completed) 2016/17: 97.4% (1938 Assessments within 4 weeks;

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
	39.92%	34.80%	36.59%	40.76%	40.76%		1989 completed)
NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)						48.00%	2017/18: 40.8% (2388 receiving assessment/review; 5858 receiving community based Ni191 service) 2016/17: 39.9% (2424 receiving assessment/review; 6072 receiving community based service)
NI146(A) Number of adult learning disabled clients receiving LTS in paid employment	66 	139 	144 	144 	144 		Measure changed in July 2017 following the inclusion of professional support clients, Target amended to reflect.
NI149 No. of adults receiving secondary mental health services in settled accommodation (percentage)	78.8% 	83.4% 	85.0% 	84.8% 	84.8% 	80.0%	Adults receiving secondary mental health services in <b>settled accommodation -782</b> ; Those who have <b>received secondary mental health services: 922 (84.82%)</b>
NI150 No of Adults receiving secondary mental health services in employment	5.3% 	5.5% 	6.0% 	6.2% 	6.2% 	5.5%	Total number of adults who have received secondary mental health services in paid employment (i.e. those recorded as 'employed') at the time of their most recent assessment/formal review:57 Total adults who have received secondary mental health services at this point of the financial year: 922 <b>(6.18%)</b>
PAF-AO/C72 New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65	612.4 	427.2 	461.5 	520.9 	520.9 	514.0	2017/18: 520.9 represents 228 admissions for the year (population: 43,772) 2016/17: 612.4 represents 263 admissions for the year (population: 42,946)
PAF-AO/C73 New Admissions to Residential and Nursing Care 18-64 (per 100,000 population).	7.38 	4.88 	4.88 	5.85 	5.85 		5.85 represents 12 new admissions for 2017/18

### (c) Safeguarding Children

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
	39.6	41.3	41.9	41.4	41.4		
LAC18 (PAFCH39) Children looked after (CLA) per 10000 population age under 18						60	347 CLA as at the end of March. 34 Children with a disability. Current under 18 population figure from the DfE is 83,800 (note revision to figure, previously 83,200). 15 Children entered care in March. 8 Children left care in March. 12 month average figure of looked after children is up slightly at 343/month. 12-17 is the largest Cohort of children starting to be

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
LAC19 (PAFC23) The number of Looked after children who were adopted or where an Special Guardianship Order (SGO) was granted during the year as a percentage of the number of children Looked after who had been Looked after for 6 months or more	19% 				12.7% 	11%	looked after. Since April 2017, there have been 12 Adoptions and 19 Special Guardianship Orders granted out of a cohort of 244 (these figures are sourced from current information provided by service). This is an incremental target: Q1 = 2.75%, Q2 = 5.5%, Q3 = 8.25% and Q4 = 11%.
NI064 Child Protection Plans lasting 2 years or more	0.3% 	1% 	0.9% 	0.9% 	0.9% 	5%	Of the 318 children whose CP Plan ended within the last year, 3 had been on a Plan for more than 2 years at the point the plan ended; the 3 in question form part of the same sibling group. Good performance is low (0-10%).
NI065 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	9.1% 	8.8% 	7.4% 	8.0% 	8.0% 	8.0%	This indicator counts children who had a previous child protection plan in the past two years. Of the 336 children who became subject to a Child Protection plan during the past 12 months, 27 had been on a previous Child protection plan in the past two years and 53 (15.8%) have had a previous CPP at some point.  We have several large sibling groups which have affected the figures for example, a family of 8 children, a family of 5 and 1 family of 4, all have all had a previous CPP within the last 2 years.  The service is conducting an audit to look at the reasons behind children becoming subject of a CPP for a second or subsequent time, allowing us to gain insight into the rise in numbers.
SG11 (CS20) No of children on the CP Plan per 10000 children	26.8 	30.2 	31 	28.9 	28.9 	43	242 children with a CP plan as at the end of March 2018, divided by the child population of Enfield; 83,800 x 10000 (note revised population figure). The current rate compares to 26.8 (223) as at March 2017.

(f) Sport and Culture










Arts & Culture

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
LC 0010 CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	138,184 	114,216 				Q3. 92,500	Q3 as Q4 is currently unavailable. <b>TOTAL = 114,216</b> Dugdale Centre = 12057      Forty Hall = 15750 Millfield Arts Centre = 79517      Salisbury House = 392 Enfield Festivals = 6500
LC 008 Number of Arts activities for Children and Young people	11,350 	7,403 				Q3. 6,400	<b>TOTAL = 7403</b> Dugdale Centre = 176      Forty Hall = 4048 Millfield Arts Centre = 3056      Salisbury House = 31 Festivals and Events = 92
LC 009 Engagement in the Arts (People taking part in all arts at local level)	339,547 	273,964 				Q3. 232,500	<b>TOTAL = 273,964</b> Dugdale Centre = 47,191      Forty Hall = 85,544 Millfield Arts Centre = 106,655      Salisbury House = 6,574 Enfield Festivals = 28,000





















Libraries

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
LM04 Enfield Library Visits	1,278,812	N/A			1,238,260		2016/7 Total: 1,278,812, 2017/8 Total 1,238,260 Edm Green closed Q3/Q4 in 16/17 and Q1/Q2 in 17/18 Totals are for all libraries.
LM04.001 Enfield Town - Library Visits	315327 	21715	42490	65892 	280832 	300000	Annual target 300,000 (75,000 per quarter) Q1 - 78,586 visits; Q2 - 72,564, Q3 - 63,790, Q4 - 65,892 - Total: 280,832
LM04.002 Edmonton Green - Library Visits	159316 	40375	80653	120910 	223980 	155000	Q3 - 103,070, Q4 - 120,910 - Total: 223,980
LM04.003 Palmers Green -Library Visits	95785 	9776	20005	30234 	122750 	92000	*Q4 estimated as counters not working since 16/1/18
LM04.004 Ordnance Unity Centre - Library Visits	188692 	15209	29452	43695 	170913 	176000	*Feb & March est counters not working since 30/1/18 Q1 - 46,093 visits; Q2 - 36,605, Q3 - 44,520, Q4 - 43,695 - Total: 170,913

## Sport & Leisure

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
LC001 Sports Development Sessions - Young People Attendances	77,186 			59,934 	59,934 	57,186	Target reduced from previous year due to fewer externally funded projects in place
LC002 Sports Development Sessions - Adult Attendances	39,538 			47,388 	47,388 	39,538	Adult attendances have increased by 20%
LC05.1 Leisure Centre - Young People attendances	877,278 			922,432 	922,432 	886,050	Young people attendance have increased by 5%

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

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
AUD FC003 Recovery of council properties fraudulently obtained, sublet or abandoned (Includes Council properties and TA properties)	69 			101 	101 	100	Although the final figures did not reflect the 75:25 split between Council Housing (58) and Temporary Accommodation (43) that was originally envisaged, over 100 properties have been recovered as a result of joint working by the Council Housing, Temporary Accommodation, and Counter Fraud teams.
BV009 % of Council Tax collected (in year collection) Combined	95.88% 	90.40% 	92.45% 	96.00% 	96.00% 	92.14%	
BV010 % of Business Rates collected (in year collection)	98.83% 	92.18% 	95.40% 	99.13% 	99.13% 	98.90%	
BV079b(i) % of Housing Benefit Overpayments recovered.	74.00% 				81.24% 	75.00%	Quarterly reporting. At end of March 2018: £7,148,484 recovered of £8,799,109 overpayments identified (81.24%)
FCRCP32 Processing New claims - Housing Benefit (average calendar days - cumulative)	22.57 	22.96 	22.89 	22.66 	22.66 	23	2017/18: 6,702 new claims/151,893 days - average 22.66 days

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
FCRCP33 Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	5.5 	4.87 	3.94 	3.84 	3.84 	7	2017/18: 125,388 Claims – 482,041 Days (average 3.84 days)

**(2) Growth & Sustainability**

**(a) Employment & Worklessness**

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
SCS117 % of 16-17 year olds not in education, employment or training (NEET) or not known (NK) (new Sept 2016)	11.26% 	6.3% 	6.3% 	7.4% 	6.66% 	7%	Provisional Annual fig is 6.66% for 2017/18 NEET and NKs. This is the average of December, January and February.  March 2018 shows London at 4.6% for Joint NEET and NKs Enfield unknowns are 6% in March, 0.1% less than same period last year. Participation has improved Y/Y by 0.8% and is 92.2% in March.  March Cohort is 8295 with 113 NEETS and 494 Not Knowns
RLCPI 0012 Employment rate in Enfield - working age Population	70.4% 				68.7% 	73%	Covers the period January 2017 - December 2017 for those aged 16-64. Employment rate for London - 74%. Source: Nomis - Official Labour Market Statistics published 18/10/2017 The unemployment rate for Enfield is 6% compared to 5.3% for London.
YOU NI 046 Young Offenders' access to suitable accommodation	88.9% 	76.9% 	80.0% 	81.8% 	81.8% 	95.0%	The Youth Offending Service has been working with 11 young offenders that have come to the end of their Order, 9 were felt to be in suitable accommodation. 2 were deemed to be in unsuitable accommodation as they are in Custody.













**(b) Planning**

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
ENV142 % of valid planning applications registered within 5 working days of receipt	83.70% 	91.32% 	89.70% 	90.35% 	92.77% 	85.00%	Valid applications registered within 5 days: <b>March - 384/425 (90.35%)</b> <b>Q4 - 1,046/1,157 (90.41%)</b> <b>YTD - 4,618/4,978 (92.77%)</b>
ENV247 2 year rolling performance of MAJOR applications determined in 13 weeks	72.62% 	77.61% 	78.46% 	84.62% 	84.62% 	75.00%	<b>55 of the 65</b> major planning applications determined within the last 24 months were processed within 13 weeks.
NI157a BV109a Major planning applications processed within 13 weeks	84.8% 	66.7% 	100.0% 	100.0% 	84.4% 	85.0%	Major planning applications within 13 weeks: <b>March - 6/6 (100%), Q4 - 9/10 (90.0%), YTD - 27/32 (84.40%)</b> .  Performance can be affected by minor variations given the small numbers involved. Note performance is only 0.6 off target despite the pressures on resources during this period.
NI157b BV109b Minor planning applications processed within 8 weeks	82.2% 	71.4% 	80.0% 	81.0% 	82.3% 	80.0%	Minor planning applications within 8 weeks: <b>March - 64/79 (81.0%)</b> <b>Q4 - 144/185 (77.8%)</b> <b>YTD - 670/814 (82.3%)</b> .
NI157c BV109c Other planning applications processed within 8 weeks	84.22% 	73.72% 	82.05% 	87.27% 	86.45% 	85.00%	Other planning applications within 8 weeks: <b>March - 96/110 (87.27%)</b> <b>Q4 - 261/325 (80.31%)</b> <b>YTD - 1,250/1,446 (86.45%)</b> .

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









































Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
NI191 Residual Waste Per Household (kg)	Q3. 452.36 	457.31 		Not available	Not available	Q3. 435.00	<b>Q4 DATA to follow - not available process lag due to validation from North London Waste Authority</b> At end of Quarter 3: 56,692.70 tonnes of household waste not sent for recycling/reuse (123,790 households) Equals 457.3 kilograms per household <b>Q3 Awaiting Validation</b>
NI192 % of household waste sent for reuse, recycling and composting	Q3. 38.29% 	37.29% 		Not available	Not available	40.00%	<b>Q4 DATA to follow - not available process lag due to validation from North London Waste Authority</b> Quarter 3: <b>9,690</b> tonnes recycled of <b>28,405</b> tonnes collected ( <b>34.11%</b> )



Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
							Q1 - Q3: <b>33,714</b> tonnes recycled of <b>90,407</b> tonnes collected ( <b>37.29%</b> ) <b>Q3 Awaiting Validation</b>
ENV256 Barrowell Green Recycling Rate	66.98% 	57.96% 	62.32% 	68.25% 	64.14% 	65%	The contractual target is for an average 65% recycling rate for the financial year. The contractor is under this target with an average recycling rate for the year of 64.14%. The contract contains provisions for financial deductions if the performance targets are not met – the contractor has been deducted accordingly in line with contract conditions.
NI195a % of inspected land that has an unacceptable level of litter	2.83% 	zero cases	zero cases	2.00% 	1.44% 	4.00%	Indicator based on 3 surveys per annum: Survey 1 (July 2017) -1.17% (300 inspections - 3.5 with unacceptable levels of litter) Survey 2 (Nov 2017) -1.17% (300 inspections - 3.5 with unacceptable levels of litter) Survey 3 (March 2018) - 2.00% (300 inspections - 6 with unacceptable levels of litter) Year to Date: 13/900 (1.44%).
NI195c % of inspected land that has an unacceptable level of graffiti	0.00% 	zero cases	zero cases	1.33% 	0.44% 	2.00%	Indicator based on 3 surveys per annum: Survey 1 & 2 (July and November 2017) -0% (600 inspections - 0 with unacceptable levels of graffiti) Survey 3 (March 2018) - 1.33% (300 inspections - 4 with unacceptable levels of graffiti). Year to date: 0.44% (900 inspections - 4 with unacceptable levels of graffiti).
NI195d % of inspected land that has an unacceptable level of fly-posting	0.17% 	zero cases	zero cases	0.33% 	0.22% 	1.00%	Indicator based on 3 surveys per annum: Survey 1 (July 2017) - 0% (300 inspections - 0 with unacceptable levels of fly posting) Survey 2 (Nov 2017) - 0.33% (302 inspections - 1 with unacceptable levels of fly posting) Survey 3 (March 2018) - 0.33% (300 inspections - 1 with unacceptable levels of fly posting) Year to Date: 2/902 (0.22%).

(3) Strong Communities

(a) Crime Rates

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
CS-SSCB001 Burglary	2,486 	2,235 	2,551 	2,754 	2,754 	2,486	Burglary offences in Enfield experienced an increase of 10.8% in the year ending March 2018. This increase in burglary was also experienced in London with an increase of 11.6% in the same period.
CS-SSCB002 Criminal Damage	2,169 	1,869 	2,036 	2,230 	2,230 	2,169	
CS-SSCB003 Robbery	875 	862 	958 	1,099 	1,099 	875	Robbery Offences in Enfield experienced a large increase of 25.6% in the year ending March 2018, but remained below the London average of 35.9% in the same period.
CS-SSCB004 Theft from Motor Vehicle	2,076 	1,982 	2,209 	2,430 	2,430 	2,076	
CS-SSCB005 Theft/Taking of Motor Vehicle	897 	1,107 	1,255 	1,390 	1,390 	897	Theft from Motor Vehicle has increase significantly by 55%. London experienced a much smaller increase in the same period of 13.4%. We are liaising with the police to gain a better understanding of the type of vehicle stolen.
CS-SSCB006 Theft from the Person	565 	468 	518 	571 	571 	565	Theft from Person in Enfield has seen a small increase of 1.1% in the year ending March 2018 and remains considerably lower than the London average of 25.1% in the same year.
CS-SSCB007 Violence with Injury	2,390 	2,157 	2,332 	2,576 	2,576 	2,390	Violence with Injury offences in Enfield have increased by 7.8% in the year ending March 2018. This is higher than the London average increase of 2.5%.
CS-SSCB008 Total Offences (MOPAC 7)	11,458 	10,680 	11,859 	13,050 	13,050 	11,458	

**(b) Other Corporate Indicators**

**Absence**

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
BV012a Average Sick Days - Council Staff (rolling 4 quarters)	9.74 ✗				8.91 ▲	8.50	Performance has improved and HR are continuing to support managers.
BV012b Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)	3.43 ✗				3.30 ✗	3.00	
BV012c Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)	6.31 ✗				5.61 ▲	5.50	

**Complaints, FOIS & MEQs**

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
COMP 01a All Departments - Complaints closed within 10 days	57.75% ✗		N/A		57.3% ✗	92%	2017/18: 424 of 740 (57.30%) Stage 1 complaints received a response within 10 working days. Complaint, FOI and MEQ Data from Power BI continues to be developed in conjunction with the Complaints and Information Team.
FOI 01a All Departments - FOIs answered within 20 days	65.63% ✗		N/A		61.33% ✗	95%	2017/18: 969 of 1,580 (61.33%) FOIs were closed within the 20 day target.
MEQ 01a All Departments - MEQs closed within 8 days			N/A		57.85% ✗	95%	2017/18: 3,210 of 5,549 (57.85%) MEQs were closed within the set target.

### Health & Safety









Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
PEP01 Corporate Health and Safety Audits (including Corporate Fire Audits)	142 	159 	187 	210 	210 	204	
PEP02 Schools Health and Safety Audit Programme progress	41 	34 	35 	41 	41 	40	

### Other Corporate Measures

Indicator	2016/17	January 2018	February 2018	March 2018	2017/18	Target	Latest Note
FCRPP21 Internal Audit Programme - % of reviews completed to draft report stage	95.6% 	N/A			99% 	95%	Internal Audit has an annual target to deliver 95% of the audit plan to draft report stage by 31 March. The outcome is reported at the end of the year (quarter 4). Regular reports on progress through the year is provided to Monitoring Officers and the Audit & Risk Management Committee.
FCRPP24a I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours	99.23% 			79.55% 	79.55% 	95%	Q4: There were 35 out of 44 Severity 1 calls resolved within 2 hours = 79.55% ICT has broadened the definition of severity 1 incidents, which has significantly increased the volume being dealt with in this category. 2 hours is half the industry-standard timeframe for severity 1s, and so the SLA is being reviewed as part of a broader performance management framework refresh in ICT for 2018/19, to enable better prioritisation of resources and better performance.
INV004 Invoices Council Overall: Invoices Paid within 30 days		93.56% 	94.15% 	94.94% 	95.23% 	95%	2017/18: 95.23% (88,655 invoices inside target of 93,097 paid).

#### (4) Annual Performance Indicators

##### Education

Indicator	2015/16			2016/17			Latest Note
	Value	Target	Status	Value	Target	Status	
% All Secondary Schools judged as good or outstanding by Ofsted (as at 31August)	90.0%	85.0%		90.0%	85.0%		<p>DATA TO 31 August 2017: 90% - LA Maintained 40% of providers are Outstanding in Enfield as at 31 March 17, which is 45% of places/learners representing 4 providers and 5,095 pupils 50% of providers are Good in Enfield as at 31 March 17, which is 44% of places/learners representing 5 providers and 5,039 pupils</p> <p>'All Schools' Data to 31 March 2017: 90% 30% of providers are Outstanding in Enfield as at 31 March 17, which is 33% of places/learners representing 6 providers and 7523 pupils 60% of providers are Good in Enfield as at 31 March 17, which is 59% of places/learners representing 12 providers and 13,696 pupils</p>
% All Primary Schools judged as good or outstanding by Ofsted (as at 31August)	98.0%	89.0%		97.0%	89.0%		<p>DATA to August 31 2017: All LA Maintained: 97% 78% of providers are Good in Enfield as at 31 March 17, which is 78% of places/learners representing 46 providers and 22,895 pupils 19% of providers are Outstanding in Enfield as at 31 March 17, which is 18% of places/learners representing 11 providers and 5.366 pupils.</p> <p>'All Schools' data to August 31 2017: 97% 76% of providers are Good in Enfield as at 31 March 17, which is 77% of places/learners representing 50 providers and 26,289 pupils 21% of providers are Outstanding in Enfield as at 31 March 17, which is 19% of places/learners representing 14 providers and 6624 pupils.</p>
Average Progress 8 Score per pupil	0.05			0.07	0.04		Enfield is above our statistical Neighbours at 0.02 and has improved by 0.02 on last year. National Ranking is 37, quartile band 'B'.
Average Attainment 8 Score per pupil	50.40			46.20	44.20		Enfield is above England Average of 44.6 and also above our Statistical Neighbours 45.02 Ranked 69 Nationally, which positions us in Quartile band 'B'
% of children benefiting from early years education - 3/4 year olds	86%	90%		83%	90%		In London Enfield is Ranked 24/33 England Average 95% Enfield has 99% of 3&4 yr olds in funded early education With Good/Outstanding providers

Indicator	2015/16			2016/17			Latest Note
	Value	Target	Status	Value	Target	Status	
Obesity in primary school age children in Reception	11.7%	12.0%	✓	11.4%	12.0%	✓	
Obesity in primary school age children in Year 6	25.00%	21.40%	✗	25.80%	21.40%	✗	<p><b>2016/17 - 25.8%</b> (1063 Year 6 children)</p> <p><b>2016/17 LBE London rank: 24/32</b> (Hackney, Tower Hamlets, Newham, Southwark, Westminster, Greenwich, Brent and Barking and Dagenham below LBE). Average for London: 23.6% England 20.0%</p>

### Youth Justice

Indicator	2015/16			2016/17			Latest Note
	Value	Target	Status	Value	Target	Status	
First time entrants to the Youth Justice System (aged 10-17) Rate per 100,000 (YJB Sourced).	425	430	✓	488	430	✗	Latest figures Published June 2017 - Enfield Rate per 100,000 is 488. Statistical Neighbours is 498 and England average 326

## MUNICIPAL YEAR 2018/2019 REPORT NO. 15

### MEETING TITLE AND DATE

Cabinet – 4 July 2018

### REPORT OF:

Executive Director – Place

Contact officer and telephone number:  
David Morris x 8379 6556

<b>Agenda - Part: 1</b>	<b>Item - 7</b>
<b>Subject:</b> Penalty Charge Notice Change - Implementation	
<b>Wards: All</b> <b>Key Decision No: 4696</b>	
<b>Cabinet Member consulted:</b> Cllr Guney Dogan	

### 1. EXECUTIVE SUMMARY

- 1.1 Compliance with parking and traffic controls are necessary to ensure effective traffic management on Enfield's road network
- 1.2 An application was made and approved to proceed to London Councils, the Mayor of London and Secretary of State for Transport to change our Penalty Charge Notice bands from B to band A
- 1.3 Approval was given by the Mayor of London on 21 December 2017 and no objection was received from the Secretary of State for Transport during the one-month period from the date of the letter.
- 1.4 An original report went to Cabinet on 17 September 2014 and it was agreed (a) that the Council apply to increase the fee band; and (b) in the event the application was successful a further report would be forthcoming to recommend the implementation of the higher band.
- 1.5 The implementation of the band change is being done to secure a higher level of compliance to parking and traffic restrictions in Enfield.

### 2. RECOMMENDATIONS

Cabinet to agree to implement the higher band from 1 August 2018.

### 3. BACKGROUND

3.1 The level of Penalty Charge Notices (PCNs) is set by London Councils with the approval of the Mayor for London and the Secretary for State for Transport. All penalties issued in Enfield are currently Band B (£110 or £60 dependent of the contravention), except those issued for Bus Lane and Moving Traffic contraventions which are Band A (£130).

3.2 The current on and off-street parking penalty charges for Greater London are:

	Higher level	Lower level
Band A	£130	£80
Band B	£110	£60

3.3 Band A areas have traditionally been focused in Central London and urban centre's where the pressures on parking and congestion are often greatest. Band B areas have historically concentrated in outer London where pressures on parking have tended to not be as significant.

3.5 Parking Services sent a report to London Councils Transport and Environment Committee to consider changing the level of Additional Parking Charges on borough roads in the borough of Enfield. London Councils considered this request and subsequently wrote to the Mayor of London on 15 December 2016 seeking his approval of the change to the current charges from Band B to Band A.

3.6 The GLA replied to this by letter dated 24 February 2017 requesting further information and the Deputy Mayor for Transport subsequently wrote to Enfield Council requesting evidence of a consultation on the proposal. We returned this information in October 2017.

3.7 The Mayor approved the proposed level of charges on 21 December 2017. Paragraph 4 of Schedule 9 of the Traffic Management Act provides that the Mayor of London must then notify the Secretary of State of the levels of charges so approved. The levels of charges cannot be put into force until the expiration of either the period of one month beginning with the date on which the notification is given, or such shorter period as the Secretary of State may allow.

3.8 As no objection was received, the new PCN bands can now be implemented.

3.9 We (LB Enfield) intend to advertise the band change for 21 days prior to implementation.



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

Continue with the current levels of enforcement and penalty values, in the hope that compliance will improve.

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

Approval is sought to implement the scheme. The approval to seek the increase in the PCN bands was approved on KD3970 in 2014/15.

#### **6. COMMENTS OF THE EXECUTIVE DIRECTOR RESOURCES AND OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

The change of tariff is being sought to enable effective enforcement against vehicles unlawfully parked and involved in moving traffic contraventions.

##### **6.2 Legal Implications**

6.2.1 Enforcement of all parking restrictions is governed by the statutory regime set out under Part 6 of the Traffic Management Act 2004 and is subject to the provisions set out in the statutory guide.

6.2.2 London Councils determines the parking enforcement band enforceable in the London Borough of Enfield dependant on the demand of parking in the area.

6.2.3 The recommendation contained within this report is within the Council's power.

##### **6.3 Property Implications**

There are no property implications.

#### **7. KEY RISKS**

As the cost of paying a Penalty Charge Notice increases, there is a possibility that more motorists will be unable to pay. However, this should not deter the Council from robustly enforcing against illegally parked vehicles.

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

##### **8.1 Fairness for All**

Parking enforcement, whilst highly contentious, is an essential element of improved road safety for all road users in the borough. Bus lane enforcement facilitates the use of alternative, greener transport, as does the enforcement of

restrictions in cycle lanes. It also reduces the travelling and response times of emergency services vehicles

## **8.2 Growth and Sustainability**

Over the coming years Enfield will see a growth in population and employment due to the number of regeneration projects taking place. This growth will lead to more traffic, increasing stress on the boroughs main roads, increasing journey times, worsening bus reliability. In addition, the Council has been implementing cycle routes in the borough, including segregated cycle lanes on many of our main roads. Improved compliance will be essential to successfully increase the level of cycling in the Borough. Moving PCN's from band A to band B will support this objective.

## **8.3 Strong Communities**

Enforcement of parking contraventions ensures that roads are safe for all stakeholders; not just motorists but also the disabled, cyclists and pedestrians. All users may experience difficulties if parking enforcement is not carried out effectively.

## **9. EQUALITIES IMPACT IMPLICATIONS**

- 9.1 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 implement the higher penalty band from 1 June 2018. The change will be borough wide, and is aimed at deterring all motorists from parking illegally.
- 9.2 The provision of a parking enforcement service has benefits for all sections of our community. In particular disabled motorists through the use of the Blue Badge scheme.
- 9.3 After the Councils has paid for parking enforcement costs, any surplus revenue received from PCNs goes towards paying for Freedom Passes for old aged pensioners and young people and other Highways improvements.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The change of PCN bands from B to band A will complement a number of other initiatives to promote other modes of transport which the borough is introducing and to hopefully reduce the number of vehicles parked contravening restrictions.

## **11. PUBLIC HEALTH IMPLICATIONS**

The provision of an efficient and effective parking enforcement policy and operations supports reduced traffic congestion. This has a positive effect on

the Council's longer-term objective of reducing its carbon footprint and improving air quality leading to healthier place to live and work.

**Background Papers**

None.

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 16****MEETING TITLE AND DATE:**Cabinet 4<sup>th</sup> July 2018**REPORT OF:**

Executive Director Place

Contact officer and telephone number:

Sarah Cary : 0208 379 3500

E mail: sarah.cary@enfield.gov.uk

**Agenda – Part: 1****Item: 8****Subject: Genotin Road Car Park,  
Enfield Town****Wards: Town****Key Decision No: KD 4567****Cabinet Member consulted:  
Cllr Ahmet Oyken****1. Executive Summary**

- 1.1 This paper follows from a Cabinet report (no.93) on the strategy for Genotin Road Car Park in November 2017.
- 1.1.1 The Council and Metaswitch have engaged in discussions over the past 18 months as they have outgrown their existing premises. In an effort to retain Metaswitch in Enfield the Council and external agents undertook to identify a site within Enfield Town or in the vicinity for them to relocate to. Genotin Road Car Park is the only site that satisfies their space and time requirements.
- 1.1.2 Cabinet supported the retention of Metaswitch in the Borough and noted the development of a new office for them would support Enfield Town renewal and deliver positive outcomes for the whole borough.
- 1.1.3 Cabinet delegated authority to officers to progress final terms of the Option Agreement for the identified site of the Genotin Road Car Park. The delegation required a further report to Cabinet prior to any Option Agreement being entered into.
- 1.2 The aim of this report is for Cabinet to enable the Council to grant an institutional lease for, a grade A office building to Metaswitch Networks Limited and fund the development of that building, at an acceptable rate of return, whilst retaining this major employer and business in Enfield Town
- 1.3 This transaction will allow the company to bring forward a new Global headquarters building in Enfield. The development will be subject to planning committee approval.
- 1.4 Retaining a global company and major employer in the borough sends a clear message that the Council is 'open' for business. It also will give greater confidence to future occupiers whom we hope to attract to the Town Centre in light of the new Town Centre Framework Masterplan.

## **RECOMMENDATIONS**

- 2.1 To delegate authority to the Executive Director Place in consultation with Executive Director Resources to agree Heads of Terms and enter into a contract on those terms for an agreement for lease, including arrangements for the funding of the development of an office on land known as Genotin Road Car Park. On completion of the development, Metaswitch will enter into a business lease for a minimum of 15 years. The Council will retain the freehold of the property. The car park will be made available for public use at the weekend and evenings
- 2.2 In the event that Heads of Terms are not agreed for the preferred option above, that Cabinet delegate authority to the Executive Director Place in consultation with Executive Director Resources to agree Heads of Terms for a freehold disposal of the Genotin Road car park to Metaswitch and generate a capital receipt.
- 2.3 The contract (whether it be a development agreement, lease, or contract for sale) to be in a form approved by the Director of Law and Governance.

## **3. BACKGROUND**

- 3.1 Metaswitch Ltd is an Enfield success story. The firm has been located in Enfield Town for approximately 36 years, founded in 1981 from an initial workforce of only 7 staff; it now has 400 employees in Enfield and over 700 worldwide. Metaswitch Networks Ltd is a global leading network software provider who provide technical support and software for over 1,000 network operators. It is funded by Sequoia, one of the world's leading technology investors and continues to trade well in the increasingly competitive technology market. The company's headquarters are in Enfield, with offices in the; USA, Mexico, Hong Kong and Singapore.
- 3.2 Metaswitch currently occupy three sites in the town centre, the largest being their Church Street office. They have outgrown their Church Street office, and with leases expiring on their other sites, Metaswitch approached Enfield Council about opportunities to remain in the town centre, grow their business, and consolidate into a new global headquarters building. Metaswitch's alternative global headquarters locations were Dublin, Belfast and Cambridge, where Metaswitch already have options. The November Cabinet Report describes the economic benefit of Metaswitch to the Town Centre (please see Appendix 1).
- 3.3 Following a review of site options with officers, in November 2017 Cabinet delegated authority for officers to progress an option agreement to either develop or sell the site of Genotin Road car park

to Metaswitch for a new global headquarters office building. Members supported the principle of retention of Metaswitch in the borough and noted that there would be a detailed planning process on the detail of the development. The proposed development constitutes a new office development for Metaswitch Networks Ltd as well as employee car parking spaces. The development terms include for the employee car parking spaces to be made available to the public at the weekend and selected evenings.

### **3.4 Initial Cabinet Approval**

3.4.1 On the 15th November 2017 the Cabinet agreed in principle to further work being undertaken in respect of pursuing the following two options;

#### **Option 1: Freehold Disposal**

- A freehold disposal of the Genotin Car Park at Market Value. This value was derived at the time by an external RICS Registered Valuer and was based upon a residential scheme that would provide the Council a higher return as opposed to the land value for an office development.

#### **Option 2: Investment**

- The Council agrees to finance the development of the Office once Metaswitch decides to enter into a 125 year development lease. The Council would charge a ground rent equivalent to the loss of car parking income during the development period. On completion the development agreement would be replaced by an institutional lease for a minimum of 15 years. The Council would retain the freehold of the property. This would result in the car park being available for public use at the weekends and some evenings, the maintenance and cost of running the car park would be liable to the tenant.

3.4.2 Option 2 was considered more favourable for the Council as it would retain partial control of the parking provision at the weekends and some evenings. The Council would also benefit from long term income and would have the ability to sell the asset on the open market in the future.

3.4.3 From a wider socio-economic view, approval was seen as a rare opportunity to retain a key business in the Borough and support the creation of a global HQ building in the London Borough of Enfield. Furthermore, support for the scheme would highlight Enfield Council's commitment to Business and Economic development in the Borough whilst forming part of the regeneration of Enfield Town. The retention and expansion of Metaswitch in the Borough was viewed as providing economic benefits for the wider Enfield business community. Finally,

the expansion was viewed as a potential catalyst for further employment development in the Town Centre.

### **3.5 Since the Initial Cabinet Approval – Town Centre Framework Masterplan**

3.5.1 Enfield Council adopted a Town Centre Framework Masterplan in March 2018. This describes how the town centre could adapt and develop to meet the current and future needs of the borough. This outlines short and medium-term development plans to support the health of the town centre, across office, shopping, residential and leisure uses. This masterplan identifies the Genotin Road car park site as a short-term development opportunity for mixed-use development to strengthen the economy of the town. It describes public realm improvements and the potential access relationships of the car park site to adjacent sites.

3.5.2 To inform the Town Centre Framework Masterplan, an Enfield Town Parking Strategy was prepared for the Council by Alan Baxter Limited. The Parking Strategy indicates that even with the full loss of Genotin Road car park (123 spaces), the remaining parking supply in the Town Centre would be appropriate, at below 90% demand, on typical weekdays and Saturdays. The strategy notes that without Genotin Road car park, seasonal Christmas shopping parking demand would exceed supply. The development agreement, described below and in the Part 2 report, include for the Metaswitch car park to be available for public use on weekends and some evenings.

3.5.3 The November cabinet requested officers to explore the feasibility of opening Portcullis car park to the public. After initial investigations, officers believe Portcullis would need significant upgrading works, including improving access (it is currently one-way) to be suitable as public car park. However, expanding Civic Centre public parking at weekends and seasonal periods does seem feasible. A full car parking strategy for the borough is underway and will be brought forward soon, including a review of faith and evening parking in the Town Centre. Timings indicate that concerns around Enfield Town's parking supply can be resolved through the planning process, where transport impacts are appropriately considered.

### **3.6 Since the Initial Cabinet Approval – Discussions with Metaswitch**

3.6.1 Metaswitch in January 2018 appointed a developer through a formal procurement process resulting in Stoford Developments as the nominated developer.

3.6.2 Stoford Developments subsequently produced architectural designs in conjunction with an Architect and pre planning application discussions have commenced including a public meeting on the design proposals.



- 3.6.3 During April and May 2018, Cushman & Wakefield (appointed agents to Metaswitch/Stoford) approached the Council seeking to agree terms based on the financing of the development.
- 3.6.4 The Council have appointed GVA to provide advice on the structure and terms have been agreed on the following basis.

### **3.7 Proposal and Structure**

- 3.7.1. The proposal is for the Council to enter into legal agreements to facilitate the development of the building by Metaswitch, which will contract with Stoford. and subsequent letting to Metaswitch.
- 3.7.2 The original proposal for an option agreement has now fallen away and has been replaced by terms for a conditional contract subject to planning consent and other conditions with subsequent completion of agreements dealing with financing, an agreement for lease and institutional (occupational ) lease.
- 3.7.3 With regards to car parking, Metaswitch's consolidation will includes a reduction in staff car parking per head from their current provision. With regards to public car parking, the development agreement terms include a requirement for the car park associated with the Metaswitch development to be available for public use during evenings and weekends.

**Please see section 6 of this report for details of the due diligence compiled on the proposed deal.**

**See Part 2 report for detail of the proposed deal.**

### **3.8 The Development**

Construction of the proposed office building will be subject to planning processes including approval by committee.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Not seeking retain Metaswitch Networks Ltd in the Town Centre is likely to see Metaswitch relocate outside the borough. This would result in the loss of 370 jobs, c £630,000 spend in the Town Centre by staff, and a lost opportunity to enhance the Town Centre.
- 4.2 A further option which retains Metaswitch is to sell the car park land freehold to Metaswitch, who will finance the proposed office development separately. This results in a one-off cash receipt of to the council. Officers do not recommend this as it harms the Council's ability to shape the Town Centre over time as well as loses out on a valuable property investment opportunity.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The development of a new grade A office building and pre-letting to a local business represents a solid financial investment opportunity for the Council. The Council will receive ongoing rental income significantly above the car park income and make a reasonable return on the expenditure to build the development.
- 5.2 It also retains a key business in the borough and support the expansion of a significant employer to create a global HQ building in the London Borough of Enfield. It could help act as a catalyst for further employment development in the Town Centre.

## **6. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS**

### **6.1 Financial Implications**

- 6.1 The Council currently receives an income from the existing car park. This income would be lost should the site be disposed of or if the site was given an alternative use. However, the lost income would be replaced by a lease rent for an office building (funded by the Council) significantly above the car park income. Final Financial Implications are also reserved pending receipt of full and agreed Heads of Terms.
- 6.2 Financial due diligence has been undertaken on three options:
- A: no change, retain the land as a car park
  - B: sell the land for redevelopment to Metaswitch Networks
  - C: the proposed Heads of Terms:
    - o 15 years post construction
    - o 40 years post-construction.
- 6.3 The four financial due diligence workstreams include: consideration of our professional adviser's views; capital investment appraisal using net present value calculation; implications on the council's annual revenue budget and capital budget. In addition, an assessment of the financial standing of Metaswitch.
- 6.4 In conclusion, financial due diligence indicates that the highest financial return arises from Option C – development of the land to rent to Metaswitch. There are risks with any such development, however these risks need to be viewed alongside the qualitative benefits. This is summarised in this simple cost benefit table. (Refer to part 2 for the supporting details of the calculations included in this table and additional financial due diligence such as the annual revenue implications and financial standing of Metaswitch.)

### **6.5 Cost benefit table**

	<b>Option A: Retain car park</b>	<b>Option B: Sell land to Metaswitch</b>	<b>Option C: Develop land and rent building to Metaswitch</b>
NPV (17 years)	£4.720m	£1.719m	£5.738m (£9.682m excluding notional interest and land )
NPV (42 years)	£8.147m	£0.862m	£10.780m (£14.723m excluding notional interest and land)
Balance sheet impact			The Council will own an “A class” office building – potential for future uses include, renting, council offices and housing conversion. This needs to be balanced against any risk that the building may not be lettable.
Benefits to economic sustainability and employment and town centre	No change in existing economic benefit from existing users continuing to access town centre.  Impact on employment and town centre is dependent on the likelihood that Metaswitch Network will seek to move out of Enfield and the town centre.		Metaswitch is key employer with a highly skilled workforce of over 400 employees of which 200 live locally.  Further Metaswitch aims to increase their workforce based at Enfield; the Genotin Road site would be the Headquarters of this international company.  Commitment to Business and Economic development in the Borough whilst forming part of the regeneration of Enfield Town.  The economic benefit to the town would increase as Metaswitch moved staff into the new building and expanded.

## **6.2 Legal Implications**

- 6.2.1 By Section 123 of the Local Government Act 1972 (“S.123 of the LGA”) and Section 1 of the Localism Act 2011 the Council has the power to dispose of land in any manner it wishes, subject to certain conditions.
- 6.2.2 The Council has a statutory duty to obtain the best price reasonably obtainable, subject to certain exemptions.
- 6.2.3 State aid rules in relation to the disposal of land require (unless other exemptions apply) the disposal to be at market value and (in these circumstances) an independent valuation. As noted, GVA has provided advice to the Council in relation to whether the proposed arrangements equate to market value.
- 6.2.4 In accordance with the Council's Property Procedure Rules the inclusion of property on the disposals programme requires approval either by the appropriate Cabinet member or by Cabinet itself.
- 6.2.5 The Property Procedure Rules require all disposals to be made on a competitive basis, unless justified and approved otherwise.
- 6.2.6 In this particular case, as the intended transaction is to be on a non-competitive basis, a valuation report will be required in order to justify the disposal on the terms proposed, and in particular that it achieves best value.
- 6.2.7 The Public Contracts Regulations 2015 (the Regulations) require the Council to follow the competitive tendering procedures set out in the Regulations when procuring contracts for services, works and supplies over specified thresholds. Contracts for the disposal of land are specifically excluded from the Regulations and it is proposed that the transaction is structured so that it is a disposal of land which does not amount to a works or services contract requiring a competitive tendering procedure under the Regulations.
- 6.2.8 Final legal implications are also reserved pending receipt of full and final Heads of Terms.

## **6.3 Property Implications**

- 6.3.1 External consultants (GVA Grimley) have undertaken valuations that estimate the market value of the land at the Genotin Road.
- 6.3.2 The Council is of the opinion that the disposal is in line with the Council Property Procedure Rules and the Council have obtained best value under s123 of the LGA (1972); the valuation received confirms the price offered for the land.

## **7. PERFORMANCE MANAGEMENT IMPLICATIONS**

The legal agreements will have deadlines and dates for both Metaswitch and the Council to adhere to and will be managed accordingly.

## **8. KEY RISKS**

See Part 2 report

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

- 9.1 By retaining Metaswitch Networks in the Borough, families are not uprooted and moved and the local economy is not damaged with the long term future of Enfield Town secured.
- 9.2 The development of the office and global headquarters building will confirm to stakeholders that Enfield supports opportunity creation and job retention and is business friendly, which will lead to onward supply chains seeking to relocate to Enfield thereby creating jobs and prosperity.
- 9.3 Metaswitch are a community company with over half of the workforce residing in Enfield. The company are charitable with donations to local charities and hospices high on their agenda every year. Together this company has been part of Enfield since it's conception.

## **10. EQUALITIES IMPACT ASSESSMENT**

- 10.1 The council has a vision to create a fairer future for all by promoting social and economic equality in an economically vibrant borough.
- 10.2 The retention of a key employer providing highly skilled and secure work in our borough supports this ambition.
- 10.3 In formulating the specific recommendations of this report the potential impact on the equalities has been taken into account, including people identified as having protected characteristics.
- 10.4 There are 10 blue/brown badge holders spaces in Genotin Road car park, mitigations will be taken into account in the design and planning stages.

## **11. PUBLIC HEALTH IMPLICATIONS**

The reduction in car parking spaces will have a positive impact on public health through less reliance on short car journeys and use of alternative modes of transport including walking and cycling.

## **12. HR IMPLICATIONS**

Delivering this development scheme within the tight time constraints together with various other complex projects and schemes in the pipeline will require additional resources, initially will be met from within existing sources, however specialist areas where delivery is concerned may need to be met from external sources.

## **BACKGROUND PAPERS**

None.

## APPENDIX 1

## MUNICIPAL YEAR 2017/2018 REPORT NO.93

## MEETING TITLE AND DATE:

CABINET – 15<sup>th</sup> November 2017

**JOINT REPORT OF The  
Executive Directors of:**  
Finance, Resources and  
Customer Services &  
Regeneration and Environment

Agenda - Part: 1

Item - 9

Genotin Road Car Park, Enfield Town

WARD: All

KD 4568

**Contact officers:**Mohammed Lais Tel: 0208-379-4004 email: [mohammed.lais@enfield.gov.uk](mailto:mohammed.lais@enfield.gov.uk)Jeremy Pilgrim Tel: 0208-379-3563 email: [jeremy.pilgrim@enfield.gov.uk](mailto:jeremy.pilgrim@enfield.gov.uk)**1. EXECUTIVE SUMMARY**

- 1.1 This report is part of the Council's wider strategy to meet the needs of the business community within Enfield Town and to create the catalyst to kick-start the Enfield Town Framework Master Plan.
- 1.2 The Enfield Town Framework Master Plan, formally known as the Enfield Town Master Plan will form a Supplementary Planning Document as part of Enfield's Local Plan and supports the delivery of regeneration priorities within the Borough's Major Centre for the next 15 years.
- 1.3 The key aim of this report is that Cabinet agree to the strategy and Option Agreement for Genotin Road Car Park contained herein that will allow the retention of a major employer and business in Enfield Town and allow the company in partnership with the Council to bring forward an office development on the Car Park site for the Company's new Global & European Headquarters building.
- 1.4 The Borough of Enfield need anchor companies in new and evolving markets, and having a European Headquarters building situated within the Borough of Enfield sends a clear and direct message that the Council is 'open' for business to forward supply chains, companies and inward investment.
- 1.5 It also will give greater confidence to future retail and evening economy investors whom we hope to invest in light of the new Town Centre Masterplan that there will continue to be a strong business footfall during working hours in the Town Centre
- 1.6 In the current climate of 'BREXIT' and uncertainty in economic markets, central Government negotiating the exit with EU leaders, this commitment from a worldwide international company to locate its HQ building and stay in London, Enfield will not only raise the profile of the London Borough of

## APPENDIX 1

Enfield but also London as a whole in telecommunications and communications technologies which are driving the next wave of tech innovation.

1.7 The Local Plan Cabinet Sub Committee on the 3<sup>rd</sup> May 2017 endorsed the proposed consultation of the draft Enfield Town Framework Master Plan SPD which considers how growth projections for Enfield Town can be accommodated successfully through the regeneration of potential development sites. The proposal within this report conforms to the Master Plan objectives by enabling more jobs and supports the implementation of Phase 1 of the Master Plan on the Car Park site.

1.8 The Council and the 'Company' have been engaged in various high level discussions over the past 18 months as they have outgrown their existing premises and in an effort to retain the Company in Enfield the Council and external agents have undertaken a rigorous site process in an effort to identify a site within Enfield Town or in the vicinity for the Company to relocate to. Genotin Road Car Park is the only site large enough to accommodate an office development that satisfies the requirement.

## 2. RECOMMENDATION

It is recommended that Cabinet:

- 2.1 approves the Option Agreement as set out in the Part 2 Report and further
- i) Delegates Authority to the Executive Director of Finance, Resources and Customer Services and the Assistant Director – Strategic Property Services to approve the final terms and structure of the Option Agreement in accordance with the Council's Property Procedure Rules.
  - ii) Delegates Authority to the Executive Director of Finance, Resources and Customer Services in conjunction with the Executive Director of Regeneration and Environment to explore feasibility of opening Portcullis Car Park to the public.

## 3. BACKGROUND

- 3.1 Genotin Road car park is currently one of the largest surface car parks in Enfield Town and has 123 car parking spaces. The proposed development on the Genotin Road car park site is a new office development for the Company as well as employee car parking spaces. Proposals indicate that the employee car parking spaces will be made available to the general public at evenings and weekends to mitigate the loss of parking outside of office hours. This would mitigate peak parking demand requirements as identified by the Council and discussed in this report on weekends and holidays during the year.



## APPENDIX 1

- 3.2 The Council have been discussing options with Metaswitch Networks Ltd for the past 18 months, one of the largest employers in the town after the Council regarding their ongoing search to relocate to larger premises and consolidate offices to one location to create a Global/ European Headquarters Building.
- 3.3 With the assistance of key officers within the Council, Genotin Road Car Park has been identified as the preferred location in Enfield, as opposed to other locations such as Dublin, Belfast and Cambridge where Metaswitch already have options.
- 3.4 Metaswitch Ltd is an Enfield success story. The firm has been located in Enfield Town for approximately 26 years, founded in 1981 from an initial workforce of only 7 staff; it now has 400 employees in Enfield and over 700 worldwide.
- 3.5 They have become the world's leading network software provider, powering the transition of communication networks onto a cloud based, software centric IP Future supplier. They serve more than 1,000 network operators and suppliers around the world. Metaswitch's operations are headquartered from Enfield Town, with the company having other offices in San Francisco, Washington DC, Dallas, Melbourne (Australia), Mexico City, Hong Kong and Singapore.
- 3.6 Metaswitch is seeking to expand its office in Enfield Town and is unable to do so at their current location on Church Street. Metaswitch have already expanded their operations to two other sites in Enfield Town at Ross House and Oliver House but are looking to consolidate their operations into one building. Metaswitch's aspirations are for a new office building on Genotin Road to house the current 348 employees that the company employs in Enfield Town as well as offering room to recruit more people and expand in the future.
- 3.7 This proposal conforms not only to the Enfield Town Master Plan but also the priorities and policies of the Council with regard to Inward Investment. The investment into Enfield by Metaswitch will be high in the millions over the next 3 years. The company fits with Cloud and Smart City Communications and have their annual EMEA (emerging Markets) conference here in the UK which would give the Borough significant exposure internationally.
- 3.8 This company is significant with over £300,000 annually in business rates expected from 2020 and will create additional jobs through re-settlement from abroad and expansion. The company are also committed to develop higher level apprentices and recruit graduates direct. The additional footfall in Enfield would mean more business for the Town and surrounding restaurants and shops. Longer term for the Council and the Borough it would give a higher profile in the ICT telecoms sector for the London Stansted Cambridge Corridor (LSCC).
- 3.9 The Council, the Borough and London therefore cannot afford to lose such companies as it would send the wrong message to the wider business arena and existing businesses within.

## APPENDIX 1

### **ECONOMIC NEED & IMPACT ASSESMENT**

- 3.10 To understand the full economic impact of Metaswitch leaving the Borough, the Council appointed consultants to measure the impact of both economic and employment should the Company decide to leave.
- 3.11 The Council's consultants have been able use a number of data sources to analyse the impact to employment and Gross Value Added (GVA) in Enfield Town (the amount in monetary terms a business contributes the economy), 3 key sources have been used;
- The Cycle Enfield Town Centre Surveys
  - Estates Gazette – provides a directory of businesses and number of employees
  - ONS Annual Business Survey
- 3.12 To supplement these data sources, Metaswitch has provided data on the number of staff employed in Enfield, their annual wage roll, business expenditure with local businesses and our consultants conducted a survey of Metaswitch staff to ascertain spending patterns and usage of the Town Centre, bearing in mind over 200 persons and their extended families live in Enfield.
- 3.13 The report that the consultants undertook to deliver is extensive but suffice to say that if Metaswitch relocated outside the Borough and their 400 employees were not replaced by another office-based company moving in then annually around £630,000 of local spend would be lost to the town centre – Based on average turnover per Full-Time Equivalency (FTE), the estimated £630,000 spent by Metaswitch staff per annum supports the equivalent of nine people full time staff (FTE) in the town centre.
- 3.14 Moreover Metaswitch accounts for approximately 11% of all employment and around 35% of total Gross Value Added (GVA) in Enfield Town.
- 3.15 The supply chains spend for the staff canteen and other locally sourced supplies would also be lost as well as other indirect impacts – these are discussed in the Part 2 report. Impact would be most felt through the Metaswitch food and drink supply chain (for their canteen) and in local food, drink and leisure services.
- 3.16 It should be noted that if Metaswitch vacate the current offices and move elsewhere it is unlikely that the office capacity will be reprovided as the owner of Ross House favours conversion or redevelopment of that build to residential.
- 3.17 Metaswitch will look to expand its workforce in the new office at Genotin Road as they are looking to recruit and relocate staff from international offices. If Metaswitch recruited 50 additional staff this would increase local spend by £90,000 per annum.
- 3.18 In terms of business rate income from the new development, it is estimated that this would be in excess of £300,000. Subject to Government consultation on the full business rates retention from 2020 it is assumed that the Local Authority would retain a greater share of rates income, this share is not yet confirmed. Currently the
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**APPENDIX 1**

LA retains 30% of business rates receipts and on this basis a minimum of £90,000 would be retained from the new office development if the status quo remained.

- 3.19 Metaswitch pay £102,000 in business rates for the Church Street location and £87,000 at Ross house. If they move away then this would be lost but if the sites were redeveloped into residential that income would be replaced by Council Tax income. However, a new building at Genotin Rd, with a much higher rateable value should generate more than the current level of business rates from the two locations.
- 3.20 Overall the retention of Metaswitch in economic and employment terms is key to the Council's overall strategy for the regeneration of Enfield Town and as a key enabler of inward investment.

**CAR PARKING CONTEXT**

- 3.21 There are currently seven car parks in Enfield Town which are available for public use (Tesco's car park is for customers only). These car parks provide over 1,400 spaces and have a wide range of sizes and types (including open air and multi-storey). The largest car parks in Enfield Town at present are Palace Gardens (550 spaces) and Palace Exchange (500 spaces).
- 3.22 Genotin Road car park accounts for around 9% of car parking spaces in Enfield Town, and is the closest car park to Enfield Town railway station.
- 3.23 Shown below in the table is a summary of car parking for Enfield Town.

Type	Location	No of spaces available	
On-street	Church Road and London Road	14 (1 disabled)	Pay and display, limited to 2 hours
On-street Single Yellow Line Areas	Church Road and London Road	c.32	Only available in the evenings
Off-street	Little Park Gardens	99	Mon-Sat 7:30am - 6:30pm
	Church Lane	16	1 Hour £1.20, 3 Hours £2.40
	Genotin Road	123	5 Hours £4.00, Max £6.00
	New River Loop	46	Evening Free
	Sydney Road	68	Free parking for 3 hours on Sunday
	Palace Gardens	550	
	Dugdale Centre	500	Mon-Sun 6:00am - 10:00pm £1 per hour, up to a max of £7
Total Daytime		1,416	
Total Evening		1,448	

- 3.24 Analysis of parking data finds that total occupancy during 2016 for all car parks in Enfield Town is below 71% on weekdays and weekends throughout the year suggesting sufficient car parking is provided in Enfield Town for the majority of the year. During Easter/special sale periods and Christmas, occupancy rates rise on

**APPENDIX 1**

average of 74% in weekday peak periods and an average of 94% in weekend periods.

- 3.25 During 2017 similar parking patterns emerge, where the peak pinch-points are during Easter, the run up to the Christmas period. On an average week in the year the car park usage for Genotin Road is at its peak between 1pm and 5pm where all spaces are used, however at the same time the other car parks in the Town have capacity and some are even at 50% capacity throughout the peak periods.
- 3.26 The income for the car park during the years of 2015, 2016 and 2017 has remained constant at circa £175,000 per annum excluding including season tickets and cashless purchases and not including PCN's. In future years this loss of income will be partially offset by the increased business rates for the new office development due in 2020, however only 30% of rates are currently retained by the Council, future share of retention of rates receipts is subject to further consultation by Government and a decision is due in 2020.
- 3.27 As part of the new office development at Genotin Road, Metaswitch have offered the use of their staff car park at weekends throughout the year to the public alleviating the congestion at very high peak shopping periods. Further mitigation could also be brought forward for a period of two years during the development period.
- 3.28 Overall the loss of car parking spaces during weekdays will have no impact upon parking, employment or GVA given there is surplus capacity at other car parks in Enfield Town. None of the data from the car parking survey shows car parking capacity across Enfield Town being exceeded on a regular basis. Live parking availability is shown on signposts on all major routes into Enfield Town, therefore ensuring that shoppers are able to find alternative car parks.
- 3.29 The impact assessment shows that the same is true for parking at weekends in March, June and October, with parking never going over-capacity under the scenario conditions. The only occasion in the year when parking does go over-capacity is on December weekends and at the peak time of the shopping season.
- 3.30 On Saturdays in December, car parks in Enfield Town currently reach full capacity between 1pm and 3pm. The removal of 123 spaces and the provision of only 90 spaces (Subject to planning) would cause over-capacity across Enfield Town's car parks between 1pm and 4pm. The economic impact of this overcapacity is considered below. Without the provision of 90 spaces, car parks in Enfield Town would be considerably more over-capacity, with 11% more cars than spaces. The table below shows the current occupancy rate of car parks in Enfield Town, and how the occupancy rate would change at peak hours on December Saturdays if Genotin Road car park was lost, and if 90 spaces were provided at weekends.

## APPENDIX 1

Saturday	Existing		Without Genotin Road car park	With new Genotin Road car park
	No. of users	% Occupancy Rate	% Occupancy Rate	% Occupancy rate
11-12pm	1,080	87%	97%	90%
12-1pm	1,180	95%	106%	97%
1-2pm	1,230	100%	111%	102%
2-3pm	1,240	100%	111%	103%
3-4pm	1,220	98%	109%	101%
4-5pm	1,030	82%	92%	85%
5-6pm	630	52%	57%	54%

This could be further mitigated as the Council's car parks have not been included such as the Civic Centre Public Car Park.

3.31 Currently on Sundays in December, car parks in Enfield Town are near full capacity, with a 94% occupancy rate between 1pm and 2pm on Sundays. The removal of Genotin Road car park would cause an over-capacity in Enfield Town between 12pm and 3pm. However, providing an additional 90 spaces (subject to planning) at Genotin Road would ensure that car parks in Enfield Town do not reach full capacity. The table below shows the current occupancy rate of car parks in Enfield Town, and how the occupancy rate would change at peak hours on December Sundays if Genotin Road car park was lost, and if 90 spaces were provided at weekends

Sunday	Existing		Without Genotin Road car park	With new Genotin Road car park
	No. of users	% Occupancy Rate	% Occupancy Rate	% Occupancy rate
10-11am	510	41%	45%	42%
11-12pm	1,010	82%	91%	83%
12-1pm	1,130	91%	101%	93%
1-2pm	1,170	94%	105%	97%
2-3pm	1,160	93%	104%	96%
3-4pm	1,020	82%	91%	84%
4-5pm	570	55%	61%	56%

#### 4. PROPOSAL

- 4.1 The proposal in this report recommends a major strategic development of a Global Head Office on Genotin Road Car Park, Enfield Town to retain a key employer and company in the Borough.
- 4.2 Cabinet are asked to approve an Option Agreement that will detail two options that upon Metaswitch obtaining satisfactory planning permission for the redevelopment of the site will trigger either Option 1 or 2 which are discussed in the Part 2 report.
- 4.3 This will give Metaswitch comfort and reassurance and mitigate the risk of them expending considerable resource in bringing forward a planning application, and also will give the Council the luxury with regards to timelines and contingency planning.

## APPENDIX 1

- 4.4 The aim for both parties is to construct a high quality office Head Quarters building providing state of the art accommodation of approximately 50,000-70,000 sqft with associated car parking for the staff and public.

### 5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Not trying to retain Metaswitch Networks Ltd in the Borough will be considered a lost opportunity to retain a world class leader in technology, investment and employment.
- 5.2 Officers have considered using other facilities and land owned by the Council for expansion and office development. The Civic Centre has been discussed in particular the Tower (A Block), also a disposal/lease of several office locations in the Town has been discussed, however Metaswitch would prefer an exclusive occupational site.

### 6. REASONS FOR RECOMMENDATIONS

- 6.1 This is a rare opportunity to be able to retain a key business in the borough and support the expansion to create a global HQ building in the London Borough of Enfield.
- 6.2 This development will catalyse the Enfield Town regeneration and deliver positive outcomes for the whole borough and continue Enfield Council's commitment to Business and Economic development in the borough. It could act as a catalyst for further employment development in the Town Centre.

### 7. KEY RISKS & MITIGATION

- 7.1 **Failure to provide the Land** resulting in a damaged reputation and failure to meet the needs and aspirations of industry – Mitigated by entering into an Option Agreement with Metaswitch Networks Ltd for the Land.
- 7.2 **Failure to provide adequate parking** for the Town Centre- mitigated by Metaswitch reproviding their staff car park at the weekends to alleviate peaks parking pressures, during the construction stages, the Council can make available Council car parks in the Town area and also Enfield Grammar School have in the past opened up their playground for parking.
- 7.3 **Failure to allocate funding (Forward Funding Option)** resulting in Metaswitch drawing down alternative funding for the project, therefore negating Option 2.
- 7.4 **Risk of public opposition** objecting to parking changes with the largest surface car park in Enfield Town,– Mitigated by early extensive consultation with the public, businesses and other stakeholders during planning submission showing all stakeholders that this is essential for the future of Enfield Town as a viable shopping centre.
- 7.5 **Risk of costs rising** and value of disposal values falling.- Mitigated by monitoring and early identification at Capital/Investment Board of any possible issues.

## **APPENDIX 1**

7.6 **Risk of delays** and additional costs - . Mitigated by consultation with all parties and senior officers; both at the Council and at Metaswitch. Fortnightly Project Board meetings at various stages to continue during design and beyond.

7.7 **Risk of issues with planning** application due to opposition and conservation issues. To be mitigated by early consultation with planners plus a pre planning application.

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

### **8.1 Financial Implications**

See Part 2 Report

### **8.2 Legal Implications**

8.2.1 By Section 123 of the Local Government Act 1972 ("S.123 of the LGA") and Section 1 of the Localism Act 2011 the Council has the power to dispose of land in any manner it wishes, subject to certain conditions.

8.2.2 The Council has a statutory duty to obtain the best price reasonably obtainable, subject to certain exemptions.

8.2.3 In accordance with the Council's Property Procedure Rules the inclusion of property on the disposals programme requires approval either by the appropriate Cabinet member or by Cabinet itself.

8.2.4. The Property Procedure Rules require all disposals to be made on a competitive basis, unless justified and approved otherwise.

8.2.5 In this particular case, as the intended transaction is to be on a non-competitive basis, a valuation report will be required in order to justify the disposal on the terms proposed, and in particular that it achieves best value..

8.2.6 The terms of the Option Agreement should be in a form approved by the Director of Law and Governance.

### **8.3 Property Implications**

8.3.1 As embedded in this report.

8.3.2 External consultants (GVA Grimley) have undertaken valuations that estimate the market value of the land at the Genotin Road.

8.3.3 The Council is of the opinion that the disposal is in line with the Council Property Procedure Rules and the Council have obtained best value under s123 of the LGA (1972); the valuation received confirms the price offered for the land.

## **APPENDIX 1**

### **9. PERFORMANCE MANAGEMENT IMPLICATIONS**

The Option Agreement will have deadlines and dates for both Metaswitch and the Council to adhere to and will be managed accordingly.

### **10. EQUALITIES IMPACT ASSESSMENT**

Not required for this report.

### **11. PUBLIC HEALTH IMPLICATIONS**

Not required for this Report

### **12. IMPACT ON COUNCIL PRIORITIES**

#### **12.1 Fairness for All**

By retaining Metaswitch in the Borough, families are not uprooted and moved and the local economy is not damaged with the long term future of Enfield Town secured.

#### **12.2 Growth and Sustainability**

The development of the office and global headquarters building will confirm to the wider arena that Enfield is about opportunity, creation and retention of jobs and business friendly which will lead to onward supply chains seeking to relocate to Enfield thereby creating jobs and prosperity.

#### **12.3 Strong Communities**

Metaswitch are a community company with over 52% of the workforce residing in Enfield. The Company are also very charitable with donations to local charities and hospices high on their agenda every year. Together this company has been part of Enfield since its conception and it would be a sad day for Enfield if they were to leave the Borough.

### **13. HR IMPLICATIONS**

**13.1** Delivering this development scheme within the tight time constraints together with various other complex projects and schemes in the pipeline will require additional resources, initially will be met from within existing sources, however specialist areas where delivery is concerned may need to be met from external sources.

**13.2** As the projects(s) evolve there will be a requirement at different stages for further skill sets to complete various tasks, this could be achieved either through the Strategic Partnership Co-Sourcing agreement or through another short term agreement.

## **BACKGROUND PAPERS**

None.

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 20****MEETING TITLE AND DATE:**

Cabinet 4 July 2018

**REPORT OF:**

Executive Director – Place

Contact officer &amp; telephone number:

Sarah Cary 0208 379 5000

Email: Sarah.Cary@enfield.gov.uk

**Agenda – Part: 1****Item: 9****Subject: Estate Renewal and Regeneration  
– Affordable Homes****Wards: Various****Key Decision: N/A****Cabinet Member consulted:  
Leader****1. EXECUTIVE SUMMARY**

- 1.1 The Council has a large and well-respected Estate Renewal and Regeneration programme, with c 5,000 housing units on site and in the pipeline.
- 1.2 The government's cap on Housing Revenue Account (HRA) borrowing has limited the Council's ability to build new council and affordable homes in this programme.
- 1.3 This report describes the current performance of the council in building affordable homes and provides an opportunity for cabinet to give political direction on regeneration aims, in advance of further detailed reports to cabinet in the autumn.

**2. RECOMMENDATIONS**

- 2.1 To note the performance of the Council to date in building affordable housing types through its ongoing Estate Renewal and Regeneration programme.
- 2.2 To note the options currently under consideration to increase the supply of council and other affordable homes on council-led developments and to note that the forthcoming Local Plan and updated Housing Strategy will provide subsequent opportunities to support building further affordable homes.

### 3. BACKGROUND

#### 3.1 Enfield's Affordability Gap

- 3.1.1 The median household income in Enfield (2018) is £33,830, ranging from £22,000 in Edmonton Green to £47,500 in Winchmore Hill. This compares with £35,871 in London and £32,090 in England.
- 3.1.2. The average property price in Enfield (April 2018) is £392,750 (all types). The median cost of renting in the private sector is £1,275 per month or £15,300 per year.
- 3.1.3 Enfield has a growing number of households who present as homeless and currently 3,956 households are in temporary accommodation.
- 3.1.3 Appendix 1 describes affordable housing tenancy types. Enfield's current planning policy seek 40% affordable homes (council or affordable rent and shared equity) in new developments, including on council-led projects.

#### 3.2 Current Estate Renewal and Regeneration Projects

- 3.2.1 One way in which the council can address the affordability gap is through regeneration of council owned housing estates or council-led development.
- 3.2.2 The Council successfully completed three estate renewal and regeneration projects in 2017, at Lytchet Way, Ordnance Road and Dujardin Mews. These provided 78 affordable homes, a mix of social rent, affordable rent, and shared equity.
- 3.2.3 The current pipeline of projects is summarised as follows. Many of them are on site currently, and they are due to complete over future years. All projects provide wider socio-economic benefits, such as new community centres or commercial or retail facilities.

#### Current Estate Renewal and Regeneration Projects

	Ladderswood	Alma	New Avenue	Snells & Joyce*	Small Sites	Electric Quarter
<b>Prior</b>	<b>161</b>	<b>746</b>	<b>171</b>	<b>795</b>	<b>109</b>	<b>0</b>
Affordable	120	547	130	428	109	0
Leasehold	41	199	41	367	0	0
<b>Proposed</b>	<b>517</b>	<b>1009</b>	<b>408</b>	<b>c 3000</b>	<b>94</b>	<b>167</b>
Affordable	90	200	129	1450	47	25
Shared Equity**	59	199	11	150	14	27
Private	368	610	268	1350	31	115
Other		0	0	50	2	0

\*Regeneration of the Snells and Joyce Estates will be decided via a ballot of residents. Target to meet the GLA's 50% affordable criteria subject to viability.

\*\*Shared equity is currently considered affordable in Enfield's development management policy.

3.2.4 Overall, the forward programme contains 5,195 total homes proposed with 2,401 affordable or shared equity, 46% percent. There is overall a net gain of 3,213 homes and an increase of 607 affordable homes.

3.2.5 The Council has been restricted in its ability to deliver more affordable homes on estate regeneration and renewal projects due to the restriction on HRA borrowing for housing construction. While officers will review the Housing Revenue Account (HRA) to examine potential for further borrowing, the cap will continue to constrain council options.

### **3.3 Options to increase the number of affordable homes on estate regeneration and renewal projects**

3.3.1 The current administration has indicated that it wishes to increase the supply of affordable homes in the borough. It has also expressed a desire to build more council homes than in recent times.

3.3.2 Options to increase the supply of affordable homes are described below. This cabinet paper does not seek approval for any specific option to proceed; instead it notes the range of projects ongoing which will be brought to future cabinet meetings.

3.3.3 **Convert rooftops and flat roofs into new homes by adding additional storeys to existing council homes.** This would replicate the programme at Lytchet Way Estate where additional floors have been added to a selection of flat roof three-storey low-rise blocks, also adding a pitched roof rather than the existing flat roof. The project produced 24 one and two bed flats at an average cost of £125k per flat. 20-200 new affordable homes could be delivered.

3.3.4. **Apply for further grant funding.** The GLA recently announced a new prospectus with extra funding to help London councils to deliver additional affordable homes: "Building Council Homes for Londoners". The extra funding negotiated by the Mayor is intended to empower councils to 'get building again'. Officers have met with the GLA, and Enfield was encouraged to apply for c £10-20m of grant. The specific additional funding now available could be deployed on current regeneration schemes or to new projects. 100-200 affordable units could be funded through this grant. However, any allocation has a big impact on the HRA Business Plan, which still has to provide the greater share of funding for additional homes.

3.3.5. **Revisit current joint venture arrangements on Alma, New Avenue and Ladderswood to convert private sale homes to affordable by using Right to Buy receipts.** With recent changes in the London housing market,

private sales are no longer guaranteed and our two main joint venture partners have approached the Council about the potential to increase the affordable housing percentage on the consented schemes. The potential increase in affordable housing units is relatively small, but immediate and useful given the requirement we have to spend RTB receipts.

- 3.3.6 **Revisit current joint venture arrangements on Alma, New Avenue and Ladderswood to increase the number of homes to increase the number of affordable units.** This would necessitate our developer partners to apply for a variation in planning, or indeed a completely new application, but has the potential to achieve 100-200 more affordable housing units across the three sites over several years. Specific projects would be brought through planning on a case by case basis.
- 3.3.7 **Snells Park and Joyce Avenue provide an opportunity to substantially increase the overall number of affordable units by a redeveloping both estates around a new master plan.** The viability is constrained due to the number of leasehold, freehold and RP properties previously acquired across the estates (45%). This introduces a significant financial burden through the cost of buy-backs, although this could be ameliorated to some extent through soft loans from the GLA. Other development in the area including Meridian and Spurs will positively impact sales values, with this cross-subsidy helping to move towards the target of 50% affordable units. We will be seeking cabinet approval to progress this development in September, albeit dependant on a resident ballot.
- 3.3.8 **Consider infill on council housing estates.** The starting point for infill sites will be to work with the Council sponsored housing association, Red Lion Homes, to deliver new affordable homes part funded by RTB receipts. A review of council housing estates with potential development partners (e.g Red Lion Homes) could identify infill or garage conversion sites to be developed for new council and affordable housing, subject to planning. This is a medium term option.

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

Not applicable.

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

Not Applicable

#### 6. **COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS**

##### 6.1 **Financial Implications**

- 6.1.1 The current HRA capital programme includes a £128m investment in building homes programme over the next 5 years.
- 6.1.2 As set out in this report, the ability for the Council to borrow is restricted by the historical HRA cap on debt. In Enfield this is £198m, and our available forecast headroom is £9m. In addition, the Governments reduction in rents up to 2019-20 places additional pressures on the HRA revenue budget, reducing our flexibility to pay for borrowing or associated fees. This has also restricted Enfield's ability to build more homes and invest in our current Asset portfolio.
- 6.1.3 As options to increase the housing supply are brought forward for formal cabinet consideration, financial due diligence will be carried out. Subsequently, the HRA business plan, annual budget, and council's capital programme will need to be amended as appropriate to reflect decisions agreed. A full review of the Business Plan is currently being undertaken to update the year end position.
- 6.1.4 Long term, by increasing housing supply in Enfield this should reduce the Temporary Accommodation expenditure and increase rental income for the HRA.

## 6.2 **Legal Implications**

There are no legal implications arising from this report, as it is for noting only.

## 7. **KEY RISKS**

The rising affordability gap in housing in London between private housing options and median incomes increases the pressure on councils to provide housing and homelessness reduction. Not increasing the level of affordable housing provided on Estate Renewal and Regeneration schemes is likely to increase the pressure on the Council to provide temporary accommodation and other similar homelessness support.

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

These projects make a strong contribution to the Council's priorities by providing better quality accommodation, empowering residents which fosters community cohesion and improving life opportunities.

### 8.1 **Fairness for All**

Increasing the provision of affordable housing will enable older people and people with disabilities to live independently, and support the delivery of other aims

## **8.2 Growth and Sustainability**

Increasing the provision of quality, affordable housing is a specific objective of Enfield Council.

## **8.3 Strong Communities**

Estate regeneration helps provide clean, safe and resilient neighbourhoods, and creates environment in which residents want to live, work, learn and volunteer

## **9. EQUALITIES IMPACT IMPLICATIONS**

All projects are monitored in relation to their equalities impact. Providing additional affordable housing has the potential to benefit individuals with protected characteristics and people who are economically disadvantaged.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

There are no performance implications arising from this report.

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

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

## **12. PUBLIC HEALTH IMPLICATIONS**

Housing is a fundamental determinant of health as evidenced by that those without homes have a life-expectancy some 30 years lower than the national average. Good quality homes are associated with higher life expectancies and better health. Ultimately these developments should therefore improve public health both through the provision of better quality housing and by relieving some housing demand.

## **Background Papers**

None

## Briefing Note

### Housing Tenancy Types, Rent Levels and Unit Types

#### 1 Types of Tenure

##### 1.1 Council Tenancies

###### Introductory tenancy

New council tenants are offered an introductory tenancy. These is for 12 months and is like a 'trial' period.

The tenant automatically becomes a secure or flexible tenant after 12 months, unless the council has either:

- started action to evict
- extended the introductory tenancy for a further 6 months

There are limits to what a tenant can do with an introductory tenancy, for example they can't:

- make major improvements to the property
- swap the property with another council tenant
- apply to buy the property through the [Right to Buy scheme](#)

###### Secure tenancy

A secure tenant can normally live in the property for the rest of their life, as long as they don't break the conditions of the tenancy.

They can:

- rent out rooms - but can't sub-let the whole property
- buy the property through the [Right to Buy](#) scheme
- [swap home with another council or housing association tenant](#) - with the council's permission
- transfer the tenancy to someone else in some circumstances
- make improvements to the home - permission is needed from the council for some types of work

###### Flexible tenancy

A flexible tenant has a tenancy for a fixed period. This is usually for at least 5 years, though in some cases it may be between 2 and 5 years.

At the end of the fixed period the council may decide to:

- offer another fixed-term tenancy
- offer a secure tenancy
- not renew the tenancy

The Council will explain the reasons if we decide not to renew a tenancy and give the tenant a chance to challenge the decision.

A flexible tenant can:

- rent out rooms - but can't sub-let the whole property
- buy the property through the [Right to Buy](#) scheme
- [swap homes with another council or housing association tenant](#) - with the council's permission
- transfer the tenancy to someone else in some circumstances

## 1.2 Housing Association Tenancies

### Starter tenancy

New housing association tenants may be offered a starter tenancy. These usually last 12 months and are like a 'trial' period.

A tenant becomes an assured or fixed term tenant after 12 months, unless the housing association has either:

- started action to evict
- extended the starter tenancy

### Assured and fixed-term tenancies

At the end of the starter tenancy the tenant will be offered either:

- an assured tenancy - meaning they can normally live in your property for the rest of their life
- a fixed-term tenancy - usually lasting for at least 5 years (the landlord will decide whether it's renewed)

Rights may include:

- [buying the home](#)
- having repairs
- swapping homes with another council or housing association tenant



## 2 Rent Levels

This is surprisingly quite a complex area made more difficult with what the actual definition of affordable housing is.

### LBE Social Rent

Councils usually charge social rents. These are low rents (i.e. lower than typical housing association rents and market rents).

In LB Enfield the weekly social rent level is as follows for 2018/19:

1b £86.45    2b £95.55    3b £119.93    4b £127.41

### LBE Affordable Rent

LB Enfield has also agreed a policy of charging new build properties at a higher affordable rent as follows:

1b £158.40    2b 192.06    3b £208.89    4b £223.74

This is current policy may be reviewed in light of GLA policy on rent (see below)

### Housing Association Rents

With the Housing Act 1988 housing associations were able to start charging affordable rents, which replaced the old fair rents. These can be charged up to 80% of market rents and deemed to be affordable (however this more associated with what is termed intermediate housing). Within Enfield the housing associations charge a range of rents so there is no one level applicable to a particular size of property.

Tenants can only receive housing benefit or Local Housing Allowance up to a particular level. Any shortfall between rent and LHA has to be covered by the tenant from other sources e.g. their own income or Discretionary Housing Payments (DHP).

A number of housing associations are now currently rethinking their rental policies, having increased their affordable rents quite significantly over recent years to include lower levels than present.

This may be in part due to the GLA insisting that scheme funded through its grant programme be let at what they call London Affordable Rent (LAR).

	1 bed	2 bed	3 bed	4bed
80% of Market	£188.80	£241.60	£283.20	
LHA	£200	£255	£315	£389
LAR	£150.03	£158.84	£167.67	£176.49

### **3 Property Types and Mix**

The starting point for this will be the Council's DMD which sets out requirements for the split between private (60%) and affordable housing (40%). Within the affordable housing provision a further split between rent and intermediate types is 70% - 30%.

From a pure housing needs point of view affordable rented accommodation whether social or affordable rent is better than intermediate housing.

In terms of properties themselves these should meet the London Plan sizes. However not all property types are given in the London Plan e.g. 3b6p but in terms of meeting housing needs and giving more flexibility in allocations a 3b6p is better than a 3b5p. In short all bedrooms are usually better to be 2p than 1p but it is recognised that a mix of units is needed.

Developers can sometimes be reluctant to provide larger units, even on large sites. It is important that larger (5b+) units are provided very occasionally to meet particular and specific needs. It is difficult to provide these viably on small sites so large sites will be looked upon as the best place to achieve these.

There is the need for wheelchair adapted and adaptable homes. The involvement of Adult Social Care and Occupational Therapists will be required at a relatively early stage to ensure that properties can be adapted specifically for certain clients.

Other needs groups also need housing and where these are known about the Council will inform developers of what these requirements are to work into the mix e.g. older people's housing.

**MUNICIPAL YEAR 2018/2019 REPORT NO. 21****MEETING TITLE AND DATE:**

Cabinet – 4 July 2018

**REPORT OF:**

Director  
Environment and  
Operational Services

Agenda – Part: 1

Item: 10

**Subject: Proposed Wetland and River  
Restoration Projects in Enfield**

**Wards: Various  
Non Key**

**Cabinet Member consulted: Leader**

Contact officer and telephone number: Ian Russell

Email: [ian.russell@enfield.gov.uk](mailto:ian.russell@enfield.gov.uk)

**1. EXECUTIVE SUMMARY**

- 1.1 It is proposed to carry out wetland and river restoration projects in three parks in Enfield over the next 18 months. These projects will improve the environment for people and wildlife as well as reducing flood risk to several hundred properties. The estimated cost of these works is £1.25m. External funding of £0.9m has been allocated by several partner organisations including the Environment Agency, The Rivers Trust and the Greater London Authority.
- 1.2 These proposals have received great support from local residents and Friends groups.

**2. RECOMMENDATIONS**

- 2.1 Cabinet are recommended to:
- Note this report for information.

### 3. BACKGROUND

- 3.1 Enfield's [Local Flood Risk Management Strategy](#) (LFRMS) identifies that the number of properties at risk of flooding in the borough is high compared to most local authorities. This is mainly due to the geography and layout of Enfield – most of the properties at risk of flooding are in the Lee valley area, which was historically an area of marshland. The entire borough drains towards Edmonton and the Meridian Water development in the south-east following the route of the Turkey Brook, Salmons Brook and Pymmes Brook valleys.
- 3.2 The extent of the urban area in Enfield significantly increases rainfall runoff and is one of the main factors affecting flood risk from both localised surface water flooding and fluvial flooding from rivers. This has been exacerbated in recent years by urban creep and the associated increase in impermeable surfaces.
- 3.3 Storing excess water in parks and open spaces during times of extreme rainfall is one of the most effective ways of addressing the issue of urban flood risk. Enfield Council's Structures and Watercourses team, as part of Highway Services, have carried out a number of flood alleviation schemes in recent years that follow the principles of natural flood management – this involves working with the natural environment to restore rivers and wetlands, slowing and storing water thereby reducing peak flood levels.
- 3.4 It is proposed to carry out wetland and river restoration projects in three parks in Enfield over the next 18 months:
- **Broomfield Park Wetlands** – this involves the creation of a combined wetland and flood storage area in addition to improvements to the existing historic lakes adjacent to Broomfield House
  - **Enfield Town Flood Alleviation Scheme** – it is proposed to create a combined wetland and flood storage area in Town Park as part of a wider strategy to reduce flood risk in the Enfield Town area, approximately 200 properties in this area will have their exposure to flood risk reduced to some extent
  - **Albany Park River Restoration** – this project aims to transform Albany Park by naturalising a 300m long section of Turkey Brook that currently flows along the northern boundary of the park in a 3.5m deep concrete-lined channel; widening the river corridor and bringing it into the park will create interesting spaces for local people and significantly enhance the available habitat for a wide range of wildlife; wetland features and a large flood

storage area will also be delivered as part of this project resulting in reduced flood risk for over 200 properties

- 3.4 As well as reducing flood risk these schemes deliver the following additional benefits:
- Water quality – diverting surface water runoff through wetland features filters and breaks down pollutants which helps to clean Enfield's rivers
  - Biodiversity – the new features provide a habitat for a wide range of wildlife including birds, bees and amphibians
  - Amenity – the wetlands and restored river corridors will provide interesting focal points to these areas with potential for educational and social uses in the future

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

Do nothing: These schemes are part of a series of improvements to reduce the risk of flooding in Enfield. To do nothing will lose an opportunity to attract significant funding to the London Borough of Enfield, improve the environment, for both people and wildlife, and reduce flood risk to local residents and infrastructure. Furthermore, it would mean the loss of an opportunity to comply with the actions identified in the Local Flood Risk Management Strategy.

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

- 5.1 Improvements to the environment through the creation of wetland features that contribute to a diverse range of habitats and improve biodiversity within three of Enfield's parks.
- 5.2 Improved flood protection through the creation of a significant flood storage facility which will reduce the risk of flooding to properties downstream. This complies with the recommendations in Enfield's Local Flood Risk Management Strategy to reduce flood risk in these areas.
- 5.3 Improved utilisation of open space by providing amenity features and wildlife areas available to local schools and users of the park.
- 5.4 External investment of up to £0.9m through Defra's Flood Defence Grant in Aid, the Thames Regional Flood and Coastal Committee's Local Levy, the Greater London Authority's Green Capital Grant and the River Trust's water management fund.
- 5.5 Improved public perception and understanding of sustainable drainage and wetlands, and increased interaction with local waterways.

#### **6. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS**

## 6.1 Financial Implications

6.1.1 The estimated cost of these projects is £1.25m. The table below identifies the sources of funding that will fully fund these works and the timescales for delivery:

Project	Estimated Cost	External Funding	Funding Source	Construction Timescale
Broomfield Park Wetlands	£155k	£105k	The Rivers Trust	2018-19
Enfield Town FAS	£165k	£115k	Defra/EA *	2018-19
Albany Park River Restoration	£950k	£700k	Defra/EA * and GLA	2019-20

\* Defra/EA Allocated funding refers to Defra's Flood Defence and Grant in Aid funding and the Thames Regional Flood and Coastal Committee's Local Levy, both of which are administered by the Environment Agency

6.1.2 The Enfield Town and Broomfield Park projects will be fully funded from a combination of previously approved capital budgets (£100k KD4639) and external grants as detailed above.

6.1.2 Future maintenance costs which will be contained within existing departmental revenue budgets. It has been agreed with the Parks Operations team that although the proposals will require a change in the pattern of maintenance activities, the overall cost of future maintenance will not be significantly increased and can be managed within existing revenue budgets

## 6.2 Legal Implications

6.2.1 Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.

6.2.2 The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles. The proposals in this report are compliant with the Council's general power.

6.2.3 Furthermore, the recommendations in this report will enable the Council to fulfil its statutory duty as a Risk Assessment Management Authority (RMA). The Flood and Water Management Act 2010 requires RMAs to act in a manner that is consistent with the National Flood and Coastal Erosion Risk Management Strategy for England and the Local Flood Risk Management Strategy. The proposals in this report implement the actions identified in the latter.

- 6.2.4 When procuring relevant service providers, the Council must also comply with all requirements of its Constitution, Contract Procedure Rules (“CPRs”) and the Public Contracts Regulations 2015 (“Regulations”), should the contract value be above the relevant EU Thresholds. The CPRs require a competitive tendering process for all contracts and the Council must ensure that the selection process is fair, transparent, proportionate and non-discriminatory. Each decision taken must be recorded in writing and all documentation supporting the decision must be retained.
- 6.2.5 The Council must at all times also adhere to the Duty of Best Value in accordance with the Local Government Act 1999.
- 6.2.6 All legal agreements arising from the matters described in this report must be approved in advance of contract commencement by Legal Services.

### **6.3 Property Implications**

- 6.3.1 It is noted that planning permission is required for these projects. Planning consent has been obtained for the Enfield Town works but not, as yet, for the other two proposals.
- 6.3.2 When awarding contracts to the selected contractors, if a compound is to be utilised on site, consideration should be given as to whether this should be authorised by way of a temporary licence for the duration of the works.

## **7 KEY RISKS**

- 7.1 The following key risks relate to not implementing the project:
- Loss of opportunity to reduce flood risk and compliance with an action in Enfield’s Local Flood Risk Management Strategy
  - Loss of attraction of up to £920k of external funding to Enfield
  - Loss of opportunity to increase biodiversity and wildlife habitat
  - Loss of enthusiastic cooperation with local residents and Friends groups

## **8 IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

- 8.1.1 The main purpose of these schemes is to address the risk of flooding as part of an overall objective to reduce flood risk to all residents and businesses across the borough.
- 8.1.2 The combined proposals will improve the environment of three of Enfield’s parks for local residents and park users with an increase in biodiversity and amenity areas.

## **8.2 Growth and Sustainability**

- 8.2.1 These projects manage flood risk in a sustainable way by using natural processes and having a positive impact on the environment through the creation of wetland features. They also improve adaptation to the possible impacts of climate change.
- 8.2.2 Further improvements and considerations to the general heritage, cultural and ecological environment will be realised where possible.

## **8.3 Strong Communities**

- 8.3.1 The Friends of Broomfield Park, Town Park and other local groups, where relevant, will be engaged throughout and beyond the process of developing and delivering these schemes. Reducing flood risk in a way that improves public understanding about sustainable drainage and flood issues also contributes to promoting strong communities.

## **9 EQUALITIES IMPACT IMPLICATIONS**

- 9.1 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 this report.
- 9.2 These schemes have been designed in accordance with good practice to ensure they are reasonably accessible for all users. All new footpaths will be compliant with the Equalities Act 2010.
- 9.3 These projects aim to create sustainable and accessible green spaces which alleviate flood risk for a large number of residential properties.

## **10 PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 The implementation of these schemes will satisfy actions derived from the Local Flood Risk Management Strategy by reducing surface water runoff rates (Objective 4) and helping to protect existing properties from flooding (Objective 5).

## **11 HEALTH AND SAFETY IMPLICATIONS**

- 11.1 These schemes will be designed in accordance with the Construction Design and Management Regulations 2015, and industry good-practice standards, to be safe for members of the public. For example, open water features are surrounded by vegetated margins and slopes are designed to be shallow to reduce the risk of accidental entry into the water.
- 11.2 As these flood storage areas reduce flood risk to several hundred residential properties, the scheme will have a significant positive impact on health and safety during flood events.



## 12 PUBLIC HEALTH IMPLICATIONS

These improvements to the environment will reduce risk of flooding, improve the environment and encourage residents to visit parks so increasing the physical activity offer in Enfield.

### Background Papers

Figure 1 below shows the location of these three projects:

1. Broomfield Park Wetlands
2. Enfield Town Flood Alleviation Scheme
3. Albany Park River Restoration

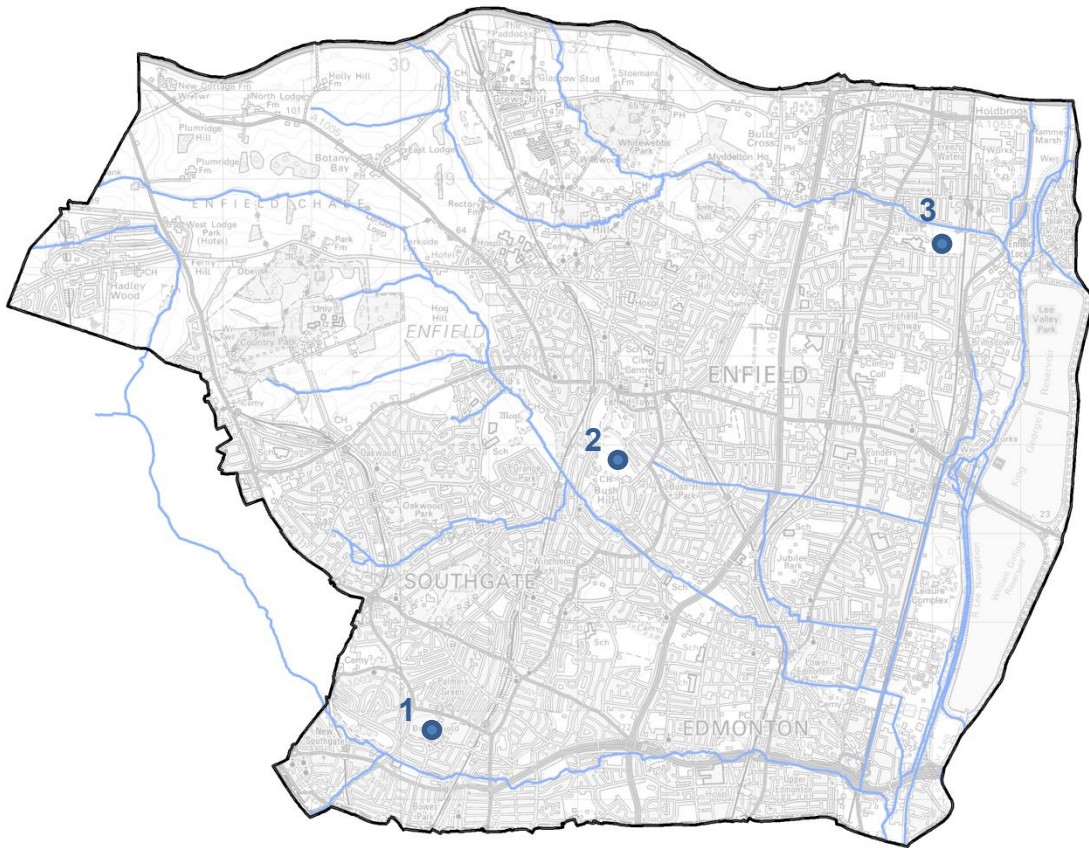


Figure 1 Map of Enfield with the location of 1. Broomfield Park 2. Enfield Town 3. Albany Park

Figures 2 to 7 overleaf show plans and other images that have been used to consult the public about these projects.

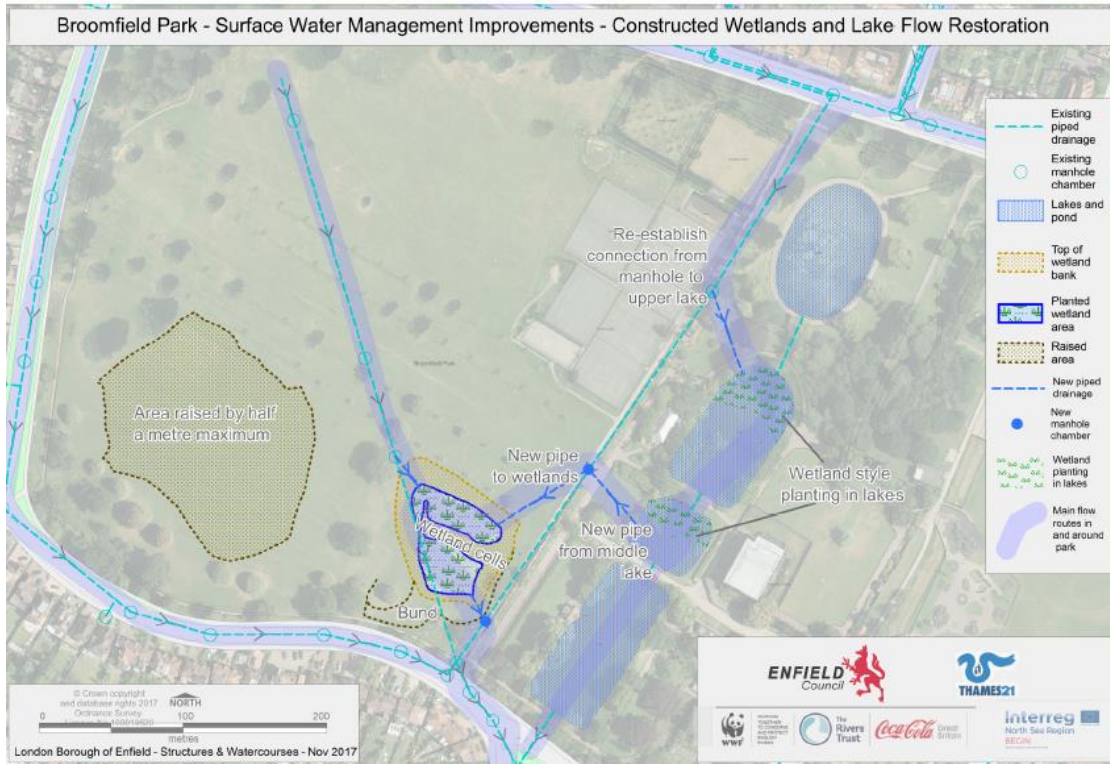


Figure 2 Plan of the proposed wetlands at Broomfield Park



Figure 3 Photograph of the Firs Farm Wetlands project that was completed in March 2017



Figure 4 Plan of the proposed flood alleviation scheme at Enfield Town Park



Figure 5 Artistic visualisation of the proposed wetland features at Town Park



Figure 6 Plan of the proposed river restoration works at Albany Park



Figure 7 Artistic visualisation of the proposed riverside walk at Albany Park

**MUNICIPAL YEAR 2018/2019 REPORT NO. 22****MEETING TITLE AND DATE:**

Cabinet – 4 July 2018

**REPORT OF:**

Executive Director Place

Contact officer and telephone number:

Russell Hart Head of Operations Parks &amp; Street Scene

E mail: Russell.Hart@enfield.gov.uk

**Agenda – Part: 1****Item: 11****Subject: Summer initiatives to improve cleanliness of local environments****Wards:****Key Decision No: N/A****Cabinet Member consulted: Leader****1. EXECUTIVE SUMMARY**

A series of targeted cleansing initiatives for the summer period are proposed to improve standards of cleanliness in high density litter and fly-tip hotspot highways and council housing areas.

The initiatives consist of enhanced cleansing patrols during the week including parks, additional fly-tip clearance resources at weekends and targeted intense street washing of shopping centres, and on council housing areas an amnesty on fly tipping for a fixed period per site, contractors on site to carry out communal repairs, and bulb/shrub planting in grassed areas.

The work programmes proposed in this report will be funded within the department budgets.

**2. FOR INFORMATION**

To note the targeted cleansing programmes for implementation by end July 2018.

**3. BACKGROUND**

The borough is cleaned to a high standard based upon a consistent and routine weekly clean supported by proactive clearance of fly-tip waste. The proactive approach is carried out in a route-based operation with five morning and two afternoon/evening teams working from Monday to Friday between the hours of 6am and 10pm.

In retail areas Tidy Teams clean in the early morning to ensure that local businesses and residents can go about their daily routine often unaware of the cleaning undertaken this routinely involves collection of fly-tip including black bags often containing household waste. A second daily clean is

undertaken in the afternoon/evening to ensure that these areas are kept to a high standard of cleanliness, litter bins are also attended.

However, at the weekend cleaning teams will clear fly-tips but are restricted in this period to main routes and retail areas. Current levels of fly-tipping particularly in high density areas of the borough are at significant levels throughout the week.

Parks sites have longer opening hours during summer that can fall outside of current resource deployment. It is proposed to create extra capacity for litter clearance to improve the response to peak demands.

There are limited opportunities in current work programmes for street washing but capacity could be increased following the purchase of new equipment.

Council Housing sites have a programme of daily cleans for the high-rise estates and weekly cleans for the low-rise blocks and supplemented with bulk refuse collections, mobile teams and jet washing of external areas. A limited weekend service ensures areas are cleaned and comply with fire safety.

### **Summer initiatives**

A number of summer initiatives have therefore been worked up to target resources to improve standards of cleanliness in high density litter and fly-tip hotspot areas.

Cleansing resources will be deployed to enable twice weekly cleansing in the area north of Silver Street N9. These resources will support more intensive cleansing of residential roads in the N9 / N18 areas.

Additional fly-tip resources will be deployed during the weekend to support existing restricted services and provide a more comprehensive fly-tip response. This will reduce the impact on early Monday morning commuters and shoppers.

Intense street washing of main shopping routes are proposed to provide greater impact on visible cleanliness. Subject to progress additional sites will be considered. The summer schedule is proposed as Enfield Town, Fore Street / Church Street; Fore Street / Sterling Way; Green Lanes, Palmers Green.

Deploy a mobile team to work across park sites to cover for the later evenings and associated impact on littering at prime sites. The work programme will concentrate on Jubilee, Trent, Pymmes, Grovelands, Oakwood, Town and Broomfield.

We may consider fly-tipping amnesty days allowing residents to bring bulky items/furniture that they want to dispose of to an agreed collection point. If so items will be separated where possible and taken for recycling/reuse at the recycling centre at Barrowell Green. Details to be worked up.

Teams in Council Housing estates, Waste and Street Cleansing will be developing a programme of joint initiatives across key sites in Enfield to provide maximum benefits to residents, including resident engagement initiatives such as bulb planting, community payback to carry out painting of external areas.

Monitoring of work programmes will be carried out to assess the impact and results will be used to feed into a longer-term development of service delivery.

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

Report is for information only.

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

Report is for information only.

#### **6. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

Report is for information only. All costs will be met by the departmental budget.

##### **6.2 Legal Implications**

Report is for information only.

##### **6.3 Property Implications**

Report is for information only.

#### **7. KEY RISKS**

Report is for information only.

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

##### **8.1 Fairness for All**

##### **8.2 Growth and Sustainability**

##### **8.3 Strong Communities**

Report is for information only.

#### **9. EQUALITIES IMPACT IMPLICATIONS**

Report is for information only.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

Report is for information only.

**11. HEALTH AND SAFETY IMPLICATIONS**

Report is for information only.

**12. HR IMPLICATIONS**

Report is for information only.

**13. PUBLIC HEALTH IMPLICATIONS**

Report is for information only.

**Background Papers**

None



## THE CABINET

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

<b>MUNICIPAL YEAR 2018/2019</b>
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<b>25 JULY 2018</b>
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- 1. Roof Space Conversions** Sarah Cary

This will seek approval for the conversion of Council housing flats roof space (low rise). **(Key decision – reference number 4679)**
- 2. Revenue and Capital Outturn 2017/18** James Rolfe

This will present the revenue and capital outturn 2017/18. **(Key decision – reference number 4699)**
- 3. Enfield Corporate Plan 2018-2022** Ian Davis

The Council's Corporate Plan "Creating a Lifetime of Opportunities in Enfield" sets out the vision, priorities and key actions that will guide the work of the Council from 2018-2022. Cabinet will be asked to approve the Corporate Plan. **(Key decision – reference number 4702)**
- 4. Budget 2019-20** James Rolfe

This will provide an update on the development of the budget for 2019/20. This report will contain savings proposals to be progressed with the approval of Cabinet. **(Key decision – reference number 4715)**
- 5. Reardon Court Site Capital Redevelopment Extra Care** Tony Theodoulou

This will consider the redevelopment of the site. **(Key decision – reference number 4710)**
- 6. Section 75 Agreement: Approval of Revisions for 2018/19** Tony Theodoulou

This will provide information on Enfield Council and NHS Enfield Clinical Commissioning Group pooled funding arrangements. **(Key decision – reference number 4693)**
- 7. Meridian Water Developer Update** Sarah Cary

This will provide a Meridian Water Developer update. **(Key decision – reference number 4649)**

8. **Meridian Water Programme Update** Sarah Cary

This will consider the Meridian Water programme update. **(Key decision – reference number 4033)**

9. **Meridian Water – Housing Infrastructure Fund** Sarah Cary

This will seek approval for the activities associated with the Housing Infrastructure Fund for the delivery of the strategic roads and, the enhancement of rail services at Meridian Water. **(Key decision – reference number 4711)**

10. **Meridian Water Meanwhile Programme** Sarah Cary

This will outline the Meridian Water Meanwhile Programme. **(Key decision – reference number 4704)**

11. **Review of Mobile Telephone Masts and Transmitters on Civic Buildings** James Rolfe

This will review a previous decision regarding mobile telephone masts and transmitters on Civic buildings. **(Key decision – reference number 4685)**

12. **Annual Treasury Management Report 2017/18** James Rolfe

This will set out the Treasury Management position for the financial year 2017/18. **(Key decision – reference number 4716)**

13. **Meridian Water Employment Approach** Sarah Cary

This will describe the emerging Meridian Water employment strategy and recommends activating some employment uses across a number of sites to realise the early stages. **(Key decision – reference number 4717)**

## SEPTEMBER 2018

1. **Broomfield House** Sarah Cary

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. **Meridian Water Update and Budget Update** Sarah Cary

This will provide an update for Members. **(Key decision – reference number 4469)**

3. **Joyce and Snells Estate Regeneration** Sarah Cary

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

**(Key decision – reference number 4381)**
5. **Bury Street West - Development** Sarah Cary

This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**
6. **Town Centre Renaissance** Sarah Cary

This will consider the provision of capital investment in town centres. **(Key decision – reference number 4462)**
7. **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)**
8. **Waste Services – Changes to Collection Arrangements** Sarah Cary

This will give consideration to collection arrangements for general waste, recycling, food and garden waste. **(Key decision – reference number 4703)**
9. **Electric Quarter – Disposal of Land at 230 High Street and Revised Phase B Scheme** Sarah Cary

This will seek authority for disposal of land as specified above. **(Key decision – reference number 4560)**
10. **Asset Utilisation** Sarah Cary/James Rolfe

This will detail the options for increasing the income for non-core assets. **(Key decision – reference number 4653)**
11. **Disposal of Land at Montagu Industrial Estate** Sarah Cary

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

- 12. Scrutiny Work Programme 2018/19** Jeremy Chambers
- This will consider the Scrutiny work programme 2018/19 for recommendation to full Council. (Non key)
- 13. 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. **(Non key)**
- 14. London Counter Fraud Hub** James Rolfe
- Details awaited. (Key decision – tbc)*
- 15. Temporary Accommodation Rent Review** Sarah Cary
- This will review the rents that the Council currently charges for temporary accommodation. **(Key decision – reference number tbc)**
- 16. Looked After Children Strategy** Tony Theodoulou
- This will present the Looked After Children Strategy. (Non key)
- 17. ICT and Digital Strategy** James Rolfe
- This will seek approval of the ICT and Digital Strategy. **(Key decision – reference number 4680)**

<b>OCTOBER 2018</b>
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- 1. Housing Allocations Scheme** Ian Davis/Sarah Cary
- The allocations scheme will set out who can apply for affordable and social rented housing in Enfield, how applications are assessed and how the Council sets the priorities for who is housed. It also sets out other housing options, including private rented sector, intermediate rent and shared ownership. **(Key decision – reference number 4682)**
- 2. Discretionary Housing Policy** Ian Davis/Sarah Cary
- This policy will set out the Council's approach to awarding Discretionary Housing Payments (DHP). It will apply to how the Council awards payments to all applicants of DHP in the London Borough of Enfield. **(Key decision – reference number 4683)**

3. **Temporary Accommodation Placement Policy/ Preventing Homelessness Strategy** Ian Davis/Sarah Cary

This policy will explain how the Council will assist homeless households in finding accommodation. **(Key decision – reference number 4676)**

4. **Enfield Transport Plan Incorporating Local Implementation Plan 3** Sarah Cary

The Enfield Transport Plan to 2024 will set out how delivery of the Mayor of London's Transport Strategy can be supported in the borough, taking into account local context. The Plan incorporates Enfield's Local Implementation Plan 3 which is a requirement under the GLA Act 1999. **(Key decision – reference number 4707)**

5. **Housing Repairs and Maintenance Procurement** Sarah Cary

This will seek approval of the process to procure contractors. **(Key decision – reference number 4694)**

6. **Civic Centre Phase II** Sarah Cary

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

7. **Modular Housing Pan London Group** James Rolfe

This will seek approval for Enfield to become a member of the Pan London Group and sign up to the London Council's Modular Housing Special Purpose Vehicle (SPV). **(Key decision – reference number 4674)**

**NOVEMBER 2018**

1. **Tranche 2 Draw Down for Energetik** James Rolfe

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)**

2. **Invest to Save in Solar Photovoltaics** James Rolfe

This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**

3. **Extra Care Services at Alcazar Court and Skinners Court** Tony Theodoulou

This will recommend that the extra care services provided at Alcazar Court and Skinners Court be put out to tender with new contracts to commence in March and April 2019. **(Key decision – reference number 4705)**

4. **North London Waste Plan Draft Regulation 19 Publication** Sarah Cary

The North London Waste Plan (NLWP) sites, policies and evidence base have been revised and updated from its Regulation 18 version and the new draft is ready to be approved by Cabinet for public consultation. **(Key decision – reference number 4709)**

5. **Enfield Safeguarding Adults Strategy 2018-23** Tony Theodoulou

This will present the Enfield Safeguarding Adults Strategy 2018/23. (Non key)

6. **Enfield Safeguarding Adults Annual Report 2017/18** Tony Theodoulou

This will present the Enfield Safeguarding Adults Annual Report 2017/18. (Non key)

**DECEMBER 2018**

1. **Heritage Strategy** Sarah Cary

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

## SHAREHOLDER BOARD - 24.4.2018

**MINUTES OF THE MEETING OF THE SHAREHOLDER BOARD HELD ON TUESDAY, 24TH APRIL, 2018****COUNCILLORS:**

**Present:** Councillors Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts & Culture) and Achilleas Georgiou (Deputy Leader of the Council)

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

**Officers:**

Jeremy Chambers (Director of Law and Governance), Nicky Fiedler (Assistant Director - Commercial, Regeneration and Environment) and James Rolfe (Executive Director of Finance, Resources and Customer Services), Jacqui Hurst (Secretary)

**1. APPOINTMENT OF CHAIR**

**AGREED**, that Councillor Yasemin Brett (Cabinet Member for Community, Arts and Culture) be appointed as Chair of the Shareholder Board for the remainder of the municipal year 2017/18.

**2. APOLOGIES FOR ABSENCE**

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

**3. DECLARATION OF INTEREST**

There were no declarations of interest in respect of any items listed on the agenda.

**4. 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 days in advance of meetings.

**SHAREHOLDER BOARD - 24.4.2018**

**5. TERMS OF REFERENCE**

Councillor Yasemin Brett introduced the report of the Executive Director of Finance, Resources and Customer Services (No.187) seeking approval to the terms of reference of the Shareholder Board.

**NOTED**

1. That Cabinet had agreed to create a Shareholder Board at its meeting on 14 February 2018 and had agreed terms of reference at that time. Following this, further work had been done to understand best practice at other councils that already had similar existing boards. As a result, the terms of reference had been amended to reflect this.
2. The amendments to the terms of reference were highlighted and explained. Within the role of the Board it had been made clear that the Board had an oversight role and that operational decisions were the responsibility of respective companies and their directors. Additional points had been added at sections 13 and 14 of the terms of reference to clarify the role of the Board with regard to “teckal” and “non-teckal” companies, as explained in section 5 of the report.
3. In response to questions raised by Members, the status and role of a “teckal” company was fully explained and illustrations provided.
4. Following issues highlighted, it was agreed that an officer presentation be provided to the next Shareholder Board meeting including a brief guide on teckal and non-teckal companies; the different types of company and, the rationale for their establishment; and, related issues such as procurement requirements.
5. Members were provided with background information regarding the need for and purpose of the companies which had been established; and, noted that the Council was currently in the process of producing its first commercial strategy.
6. A discussion took place on various aspects of the existing companies; the models that had been adopted; the control that the Council had over the companies; the legal implications for the local authority; and, the proposals in going forward.
7. In response to questions raised, the time commitment required of Board Directors on the individual companies was considered in detail. It was noted that the commitment would vary between the companies and would be affected by a range of factors including the stage of development of each company. In moving forward, Officers could consider the development of a job description for company directors setting out minimum expectations to be met and clarifying any issues of concern raised by Members. Background information on this matter



## SHAREHOLDER BOARD - 24.4.2018

would be included in the presentation to the next Shareholder Board meeting specifically addressing the role of Councillors appointed as Company Board Directors. This issue was particularly highlighted in view of the proposal to require only one Councillor Director to be appointed to each company board.

8. Members discussed the differences between the existing companies including their current status and potential development.

**Alternative Options Considered:** NOTED, that alternative options would have been to continue with the existing draft Terms of Reference. However, this would ignore learning from other councils and further clarification to the Board's role.

**DECISION:** The Shareholder Board agreed the amended terms of reference of the Board, as set out in Appendix 1 to the report.

**Reason:** To agree the terms of reference for the Shareholder Board reflecting best practice of other councils and clarifying the role of the Board.  
(Non key)

### 6. COMPANY GOVERNANCE - IMPLEMENTING THE SHAREHOLDER BOARD

Councillor Yasemin Brett introduced the report of the Director of Law and Governance (No.188) setting out the company governance arrangements.

NOTED

1. That the Shareholder Board had been established as a sub-committee of Cabinet on 14 February 2018 to take on oversight and directional responsibilities for all of the Council's wholly owned companies.
2. That the report set out at paragraph 2.5 a number of actions which needed to be taken by the Council's companies to accommodate the role of the Shareholder Board. The template letters attached as Appendices 2 and 3 of the report were noted.

**Alternative Options Considered:** Do nothing. The companies continued to operate without proper directional oversight from Cabinet. This option would not improve governance and strategic alignment with the Council's objectives and between the entities.

**DECISION:** The Shareholder Board agreed

1. To approve the content of the template letters attached at Appendices 2 and 3 of the report.

## SHAREHOLDER BOARD - 24.4.2018

2. That the template letter attached at Appendix 2 to the report be sent to the Council's wholly owned companies.
3. That the template letter attached at Appendix 3 to the report be sent to the Council's joint venture companies.
4. To delegate signing of the aforementioned letters to the Assistant Director – Commercial, Regeneration and Environment.

**Reason:** The recommendations would strengthen the exercise of control and influence over the companies and secure the best use of resources as shareholder, helping to manage risk and ensure the companies were contributing to the Council's wider objectives.

(Non key)

### 7. REPORTING TEMPLATE

Councillor Yasemin Brett introduced the report of the Executive Director of Finance, Resources and Customer Services (No.189) setting out a draft reporting template to monitor the performance of the Council's companies.

#### NOTED

1. That the Reporting Template attached as Appendix 1 to the report outlined a suggested method of monitoring the performance of the Council's companies. This updated a draft reporting template previously considered by Cabinet at the February 2018 meeting.
2. That section 5 of the report set out the changes which had been made to the original proposed template based on research of other councils. The changes were explained in detail to the Members. A request was made for the template to include a section on Equalities.
3. In response to questions raised, Officers outlined the controls and practice that existed to deter the use of zero hour contracts by the companies and ensure payment of the London Living Wage. Officers undertook to provide more detail and assurance to the Members on these specific issues in order to address their concerns.
4. A discussion followed on the information that would be provided to the Shareholder Board and how they could effectively monitor a range of issues including customer satisfaction with company performance, both positive and negative. Officers outlined the range of information that would be coming to future meetings of the Shareholder Board and the distinct roles of the Shareholder Board and the Company Boards.
5. That the template was based on best practice of other local authority Shareholder Boards. The effectiveness of the template could be reviewed and amended in the future as felt necessary. Members

## SHAREHOLDER BOARD - 24.4.2018

supported the proposal to review the template following six months of operation, as reflected in the decision below.

6. In response to issues raised, Members were advised of the purpose and stage of development of each of the companies, the work being undertaken, and the proposals in going forward.

**Alternative Options Considered:** NOTED, that the review carried out by Grant Thornton had noted that: "at Birmingham City Council the equivalent Committee did not prescribe a specific template; it was the responsibility of each entity to ensure that the Committee was appraised of key facts." This would be an alternative option to prescribing a template. However from research, a template appeared the most common method of ensuring that Shareholder Boards had access to key facts and was most likely to ensure complete and consistent access to relevant information.

**DECISION:** The Shareholder Board agreed the draft Reporting Template attached as Appendix 1 to the report subject to the inclusion of an Equalities section and a review of the effectiveness of the template following six months of implementation.

**Reason:** A reporting template was required in order to ensure that information was passed between companies and the Shareholder Board, allowing the Board to exercise its oversight function.  
(Non key)

### 8. SHAREHOLDER BOARD WORK PROGRAMME 2018/19

Councillor Yasemin Brett introduced the report of the Executive Director of Finance, Resources and Customer Services (No.190) seeking approval to the 2018/19 Shareholder Board work plan.

NOTED

1. That the draft work plan submitted to Cabinet in February 2018 had been updated, as outlined in section 5 of the report and set out in the Appendix to the report.

**Alternative Options Considered:** NOTED, that the draft work plan previously submitted to Cabinet had been updated based upon time constraints sequencing. Reasons for diversion from the previous draft were set out in the report.

**DECISION:** The Shareholder Board agreed the 2018/19 work plan.

**Reason:** To agree the 2018/19 work plan.  
(Non key)

**SHAREHOLDER BOARD - 24.4.2018**

**9. MEMBERSHIP OF THE SHAREHOLDER BOARD - RECRUITING CO-OPTED NON-LOCAL AUTHORITY SHAREHOLDER BOARD MEMBERS**

Councillor Yasemin Brett introduced the report of the Executive Director of Finance, Resources and Customer Services (No.191) seeking approval to the criteria for recruiting co-opted non-local authority members to the Shareholder Board.

NOTED

1. That Appendix 1 to the report outlined the suggested criteria for recruiting the co-opted non-local authority members.
2. Officers clarified the role of the co-opted members and set out the contribution that they could make to the Shareholder Board in going forward. In response to questions raised, the work undertaken by the Non-Executive Directors on the Company Boards was outlined including the time commitments and the expertise and professional advice that they could offer.
3. Councillor Daniel Anderson expressed a particular concern regarding the proposed payment to the co-opted non-local authority members. It was noted that the specific payment had not yet been agreed and had not been addressed in detail in the earlier report to Cabinet in February 2018.
4. Following further discussion it was agreed that this matter be deferred for consideration at the next meeting. The issues raised by Members would be addressed and more detailed information provided to the Board on the criteria for such recruitment. Officers outlined the ways in which suitable candidates could be sought for such positions.

**Alternative Options Considered:** NOTED, that the alternative option would be to continue the Board without the co-opted non-local authority members. This option would mean that the board would not benefit from the advice and commercial experience that could be offered by the co-opted members.

**Reason:** To help the Shareholder Board to exercise its oversight functions in respect to the Council's wholly owned companies.  
(Non key)

**10. DATES OF FUTURE MEETINGS**

NOTED, that members of the Shareholder Board would be advised of dates for the new municipal year following approval of the Council's calendar of meetings 2018/19.

## CABINET - 18.4.2018

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 18 APRIL 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), Krystle Fonyonga (Cabinet Member for Community Safety and Public Health), Dino Lemonides (Cabinet Member for Finance and Efficiency), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development)

**Associate Cabinet Members (Non-Executive and Non-Voting):** Dinah Barry (Enfield West) and Vicki Pite (Enfield North)

**ABSENT**

Alev Cazimoglu (Cabinet Member for Health and Social Care) and Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), George Savva (Associate Cabinet Member – Enfield South East)

**OFFICERS:**

James Rolfe (Executive Director of Finance, Resources and Customer Services), Sarah Cary (Executive Director of Regeneration and Environment), Jeremy Chambers (Director of Law and Governance), Tony Theodoulou (Executive Director of Children's Services), David Greely (Corporate Communications Manager) and Doug Wilkinson (Director of Operational Services, Regeneration and Environment) Jacqui Hurst (Secretary)

**Also Attending:** Councillors Derek Levy, Mike Rye and Edward Smith.

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

Apologies for absence were received from Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care), Councillor Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Councillor George Savva (Associate Cabinet Member – Enfield South East), and Ian Davis (Chief Executive).

**2****DECLARATION OF INTERESTS**

There were no declarations of interest in respect of any items listed on the agenda.

**3**

**URGENT ITEMS**

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012 with the exception of the following report:

Report No.184 – Adoption of Playing Pitch Strategy (Minute No.6 below refers)

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 the 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**

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

**6**

**ADOPTION OF PLAYING PITCH STRATEGY**

Councillor Daniel Anderson (Cabinet Member for Environment) introduced the report of the Executive Director – Regeneration and Environment (No.184) seeking approval to the adoption of the Playing Pitch Strategy.

NOTED

1. That this was a substantial, important and exciting document which sought to guide future investment, development, and improvements for the Borough's sports pitches and associated facilities. The Strategy focussed on the five sports of cricket, football, hockey, rugby union and tennis. In addition, the Council's sole netball facility was included within the Strategy because the Broomfield Park courts were a dual netball and tennis court facility.

**CABINET - 18.4.2018**

2. The Strategy considered a range of factors including current provision, the level of demand, potential for growth, any limitations and future proposals going forward.
3. Councillor Fonyonga expressed her support for the Strategy which had been developed in partnership with a range of agencies including Sport England, the national sports governing bodies, and local sports clubs. The Strategy would assist the Council in attracting investment into sports pitches from regional funders and through Section 106 contributions and the Community Infrastructure Levy (CIL).
4. The importance of such sports provision and the positive impact on public health, as recognised within the Strategy. The Strategy was commended to Members for adoption.
5. The popularity of basketball in areas of the Borough was noted together with its positive community benefit. A request was made for future consideration of this sport within the context of the Strategy whilst acknowledging that it was a wider issue that the specific matter of sports pitches currently being addressed within the document. Members were advised of the investment that had been made for basketball provision in the Borough.
6. Members sought clarification on the methodology used in assessing current levels of demand as outlined within the Strategy and proposals for use of the facilities at times of low demand. Members were advised of the extensive discussions which had taken place and the national data available. The Strategy would be subject to annual review, as outlined in the report, and would be important in applying for external funding to support such sports provision.
7. Councillor Taylor noted his membership of the London Sports Board as a representative of London Councils. The Board was encouraging all local authorities to have such a Strategy.

**Alternative Options Considered:** NOTED, that the alternative option considered was not to develop a Playing Pitch Strategy, although this had been discounted because that approach would not allow the prioritisation of future pitch improvements or access to external sources of sports funding.

**DECISION:** Cabinet agreed to

1. Approve adoption of the Playing Pitch Strategy (2018-2023), that included the action plan for the five sports and the site-by-site recommendations that encompass the priorities for protecting sites from development, pitch maintenance improvements, and investment to upgrade facilities.
2. Delegate authority to the Executive Director of Regeneration and Environment to approve the allocation of capital funding sourced either

**CABINET - 18.4.2018**

externally or from developer contributions (including Section 106 Planning Agreements) to the priority projects detailed within the strategy.

3. Approve the formation of a steering group that would be chaired by the Council's Sport and Physical Activity Team and meet biannually, to review and update the Playing Pitch Strategy in line with Sport England's guidance.

**Reason:** A Playing Pitch Strategy provided an evidence-based approach to current and future supply and demand of pitches for five sports provided within the Borough. The Playing Pitch Strategy set out an action plan with site-by-site recommendations that would guide a programme of improvements for the Borough. An up-to-date strategy approved by Sport England and the sport's governing bodies was required to secure a number of different sources of sport funding.

**(Key decision – reference number 4654)**

**7**

**DISPOSAL OF HRA ASSETS TO RED LION HOMES**

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Executive Director of Regeneration and Environment (No.185) seeking approval to the disposal of HRA assets to Red Lion Homes.

**NOTED**

1. That this was another innovative approach being taken by the Council supporting the provision of social housing. The Government's Right to Buy policy was explained together with the financial implications for the Council if it was required to hand back Right to Buy receipts, as detailed in full in the report.
2. The current costs to the Council in renting properties to support the provision of social housing in the Borough to meet housing demands.
3. The proposal for the development of Red Lion Homes as a Not For Profit Registered Provider as set out in the report. Members were advised that the proposals would comply with Government regulations and, noted the ways in which the council would be able to exercise control in going forward.
4. This was an innovative proposal to support the delivery of social housing and comply with Government regulations regarding Right to Buy Receipts. Members further noted that Enfield was due to feature in a forthcoming BBC documentary on the national Housing Crisis.



**CABINET - 18.4.2018**

5. Members expressed their support for the proposals and also acknowledged the increasing pressures being faced by residents as a result of changes to new welfare reform legislation.
6. An amendment to recommendation 2.4 of the report with the addition of the Executive Director of Finance, Resources and Customer Services to the delegated authority being sought, as reflected in decision 4 below.
7. Councillor Edward Smith, on behalf of the Opposition, raised a number of questions for clarification including the timescales involved, the funding proposals, the response of existing registered providers, and the proposals for going forward, including the formal registration of Red Lion Homes with the Regulator for Social Housing as a Registered Provider.
8. Detailed responses were provided with regard to the Council's current situation on Right to Buy receipts and estimates in going forward. The financial implications for the Council and the increasing demands for social housing were outlined. It was intended to implement the proposals as soon as possible following formal registration. It was noted that a Cabinet Member and Council officer would be on the membership of the Board of Red Lions Homes, as detailed in the report.

**Alternative Options Considered:** The Council could decide not to provide Red Lion Homes with land and properties to help it establish itself for the provision of affordable housing. However, the HRA would not be able to fund all these schemes itself as there was insufficient funding within the HRA to do so. By using Red Lion Homes match funding was provided by the Registered Provider itself and meant HRA resources could be used elsewhere.

As set out in the report, the Council had had limited success in funding the other Registered Providers working in Enfield. Of 36 Registered Providers only four had schemes using right to buy receipts. The Council would continue to fund these Registered Providers as the amount of available right to buy receipts would cover a variety of approaches for providing new affordable housing supply.

Red Lion Homes owning the homes that were developed meant they would not be subject to the Right to Buy, which they would be if they remained within the Council's ownership via the HRA.

For Red Lion Homes to continue to set up as a For Profit Registered Provider. Without the support of the Council to do this it was not seen as viable.

**DECISION:** The Cabinet agreed

1. That the Council provide funding to Red Lion Homes Ltd up to a value of £250,000, as "Start-Up" costs, this sum to be repaid to the Council

**CABINET - 18.4.2018**

once the new company was set up. The exact terms of the loan agreement to be approved by the Executive Director of Finance, Resources and Customer Services in consultation with the Director of Law and Governance.

2. That subject to Red Lion Homes receiving formal registration with the Regulator for Social Housing (RSH) as a Registered Provider, the following decisions were recommended and agreed by Cabinet.
3. To approve the principle of disposal of newly developed sites, at the appropriate relevant value, as set out in paragraph 3.15 of the report.
4. To delegate future decisions and the most appropriate disposal route on specific disposals of HRA assets to the Executive Director of Regeneration and Environment in consultation with the Executive Director of Finance, Resources and Customer Services, the Leader and the Cabinet Member for Finance and Efficiency subject to Property Procedure Rules and value for money.
5. To approve that Red Lion Homes, along with other Registered Providers, was an acceptable body, once registered for the receipt of Section 106 homes.
6. To approve delegating to the Executive Director of Regeneration and Environment in consultation with the Leader and Cabinet Member for Finance and Efficiency agreeing a Memorandum of Understanding about rent setting and strategic aims for Red Lion Homes in its relationship with the Council.
7. To note that the Board of Red Lion Homes had changed its Articles of Association and would change its corporate structure as appropriate to enable it to change its type of Registered Provider designation with the Regulator of Social Housing to that of a Not for Profit Registered Provider and further delegated to the Executive Director of Regeneration and Environment approval of the change to not for profit status subject to due diligence by Legal and Finance.

**Reason:** The Council had agreed to support/sponsor the setting up of a Registered Provider to help in the provision of affordable housing to meet housing needs in Enfield. By the direct sale of sites and newly developed properties to Red Lion Homes it and the Council could demonstrate to the Regulator for Social Housing that the Council was committed to ensure the establishment of the registered provider. By working with a Registered Provider with a close relationship to the Council, the Council was better able to expend its right to buy receipts from the Government's One for One Replacement Scheme. It enabled the Council to provide more homes than if it had to fund all of them through the HRA itself.

**(Key decision – reference number 4591)**

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

**Human Trafficking and Modern Slavery Scrutiny Work Stream**

Councillor Doug Taylor (Leader of the Council) invited Councillor Mike Rye, as Chair of the Scrutiny Work Stream, to present the report (No.186) to the Cabinet.

Councillor Mike Rye presented the report and the following issues arose.

**NOTED**

1. The duties placed on local authorities under current legislation, as set out in the report.
2. Councillor Rye expressed his thanks to the Scrutiny Support Officers, Claire Johnson and Andy Ellis, and to other members of the work stream.
3. The work stream had considered the current situation and had taken evidence from a range of partners and Council officers as highlighted within the report.
4. Members were advised of the number of referrals which had been made by Enfield for children affected by County Lines.
5. The recommendations set out in the report and the responses received. The report and its recommendations were commended to the Cabinet.
6. Councillor Derek Levy as Chair of the Overview and Scrutiny Committee, reinforced the positive and important work undertaken by the Scrutiny function of the Council and, the positive recommendations arising. He emphasised the importance of Member participation in the scrutiny role.
7. The importance of sharing information and expertise with appropriate community organisations within the Borough.
8. Tony Theodoulou (Executive Director of Children's Services) was pleased to report that a lead officer had now been identified within the Council and an action plan was being formulated with anticipated completion in the Autumn. To date, 200 targeted staff within the Council had received training; this would continue to be rolled out as appropriate.
9. That the report and its findings would be shared with the Independent Anti-Slavery Commissioner as an example of good practice.

**CABINET - 18.4.2018**

Councillor Taylor thanked Councillor Rye for his presentation and informative report to the Cabinet.

**Alternative Options Considered:** None, the Council needed to continue to raise awareness which would lead to identification of incidents which could then be reported.

**DECISION:** The Cabinet noted, for information, the following recommendations from the work stream and the comments of the Cabinet Member and Executive Directors as set out in Appendix A of the report and listed below:

1. For Enfield Council to address through its procurement practices the elimination of slavery in its supply chains.
2. The Executive Management Team had agreed to identify a lead officer to raise the profile within the organisation and produce an action plan to tackle human trafficking and modern slavery with a corporate approach and work with the police, NHS and the voluntary sector to identify and report victims via the national Referral Mechanism.
3. As part of the action plan to approve a programme of regular training to appropriate frontline staff so that they could recognise and identify potential victims of human trafficking and modern slavery. As part of the action plan, to establish a corporate group to ensure that tackling modern slavery had a joined-up approach across the council and its partners.
4. To provide training for Members. Members were well placed to identify and report areas of concern within their wards.
5. To raise awareness and inform schools, parents and carers of modern slavery issues, particularly where there were vulnerable students.
6. To train the Council's Regulatory services and Planning to ensure that commercial outlets within the borough were sufficiently inspected and regulated, and any areas of concern were reported.
7. To share these recommendations with the Independent Anti-Slavery Commissioner.

**Reason:** Raising awareness and training of Human Trafficking and Modern Slavery was essential to highlight the problem and act to prevent it.  
(Non key)

**9  
CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**10  
MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 22 March 2018 be confirmed and signed by the Chair as a correct record.

**11  
ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**12  
DATES OF FUTURE MEETINGS**

NOTED, that this was the last scheduled Cabinet meeting in the current municipal year. Members would be advised of the Cabinet meeting dates for the new municipal year in due course, following the agreement of the new Council Calendar of Meetings 2018/2019.

**13  
EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and the public from the meeting for the item listed on part two of the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) (Order 2006).

**14  
MERIDIAN WATER: PROGRESS UPDATE**

Sarah Cary (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 together with the proposed timescales going forward. Officer and Members briefings would take place prior to further reports being presented to appropriate Cabinet meetings in the new municipal year.

Opposition Members present asked that consideration be given to the involvement of the Opposition in the briefings if possible. In response to a discussion on anticipated timescales for future decision-making it was noted that the decision would be taken as quickly as possible and, as slowly as

**CABINET - 18.4.2018**

necessary. A careful and considered approach had been adopted throughout with advice sought from both internal and external professional advisers, this approach should continue in going forward with the process.

**15  
TRIBUTES**

As this was the last Cabinet meeting in the current Council administration, Councillor Achilleas Georgiou (Deputy Leader) took this opportunity to pay tribute to two Members of the Cabinet who would not be standing for re-election in the forthcoming Council elections – Councillor Krystle Fonyonga (Cabinet Member for Community Safety and Public Health) and Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development). Councillor Georgiou also added that this had been a successful Cabinet with all Members adding value. He also praised the introduction of Associate Cabinet Members and recognised their important contribution.

Councillor Georgiou praised the energy and enthusiasm of Councillor Sitkin and his positive impact on the redevelopment of industrial estates in the Borough and variety of sustainability projects. He had been successful in encouraging businesses to the Borough together with the creation of jobs. His achievements were recognised.

Councillor Georgiou highlighted the progress achieved through Councillor Fonyonga including the fight against domestic violence and, the support of public health and sports initiatives. A number of pioneering activities had been introduced. Councillor Fonyonga's skill as a persuasive and eloquent public speaker was also acknowledged.

Councillor Georgiou, on behalf of the Cabinet, extended thanks and future best wishes to them both.