



LONDON BOROUGH OF ENFIELD

**AGENDA FOR THE COUNCIL MEETING
TO BE HELD ON THURSDAY, 20TH
SEPTEMBER, 2018 AT 7.00 PM**

MEETINGS THAT HAVE TAKEN PLACE SINCE THE LAST COUNCIL (19 July 2018)

Set out below is a list of meetings that will have taken place since the last Council Meeting: The contact names for the relevant officers are included.

| Name of Meeting | Date | Officer | Contact Telephone |
|--|------------------|-------------------|-------------------|
| Director of Property and Economy Interviews | 20 July 2018 | Jane Creer | 020 8379 4093 |
| Enfield Lock Ward Forum | 20 July 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Remuneration Committee | 23 July 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Public Transport Consultative Group | 24 July 2018 | Dominic Millen | 020 8379 3398 |
| Vulnerable Young People Task Group | 24 July 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Cabinet | 25 July 2018 | Jacqui Hurst | 020 8379 4187 |
| Health and Wellbeing Board | 26 July 2018 | Jane Creer | 020 8379 4093 |
| Director of Children and Families Interviews | 26 July 2018 | Jane Creer | 020 8379 4093 |
| Audit and Risk Management Committee | 26 July 2018 | Metin Halil | 020 8379 4091 |
| Overview and Scrutiny Committee | 26 July 2018 | Elaine Huckell | 020 8379 4187 |
| Local Pension Board | 31 July 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Chase Ward Forum | 31 July 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Pension Policy and Investment Committee | 1 August 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Licensing Sub Committee | 8 August 2018 | Penelope Williams | 020 8379 4098 |
| Conservation Advisory Group | 14 August 2018 | Bridget Pereira | 020 8379 2103 |
| Overview and Scrutiny Committee | 22 August 2018 | Elaine Huckell | 020 8379 4187 |
| Planning Committee | 28 August 2018 | Metin Halil | 020 8379 4091 |
| Bowes Ward Forum | 4 September 2018 | Tariq Soomaaroo | 020 8379 1872 |
| Overview and Scrutiny Committee | 5 September 2018 | Elaine Huckell | 020 8379 4187 |
| Palmers Green Ward Forum | 5 September 2018 | Tariq Soomaaroo | 020 8379 1872 |

| Name of Meeting | Date | Officer | Contact Telephone |
|--|-------------------|-------------------|--------------------------|
| Electoral Review Panel | 11 September 2018 | Stacey Gilmour | 020 8379 4187 |
| Licensing Sub Committee | 12 September 2018 | Jane Creer | 020 8379 4093 |
| Enfield Highway Ward Forum | 12 September 2018 | Tariq Soomauroo | 020 8379 1872 |
| Cockfosters Ward Forum | 12 September 2018 | Tariq Soomauroo | 020 8379 1872 |
| Cabinet | 12 September 2018 | Jane Creer | 020 8379 4093 |
| Vulnerable Young People Task Group | 13 September 2018 | Tariq Soomauroo | 020 8379 1872 |
| Bush Hill Park Ward Forum | 14 September 2018 | Tariq Soomauroo | 020 8379 1872 |
| Local Plan Cabinet Sub Committee | 18 September 2018 | Penelope Williams | 020 8379 4098 |
| Upper Edmonton, Lower Edmonton, Haselbury and Edmonton Green Ward Forums | 19 September 2018 | Tariq Soomauroo | 020 8379 1872 |

**THE WORSHIPFUL THE MAYOR
AND COUNCILLORS OF THE
LONDON BOROUGH OF ENFIELD**

**Please
Reply to:** Penelope Williams

Phone: (020) 8379 4098

Textphone: (020) 8379 4419

E-mail: Penelope.Williams@enfield.gov.uk

My Ref: DST/PW

Date: 20 September 2018

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on Thursday, 20th September, 2018 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

Jeremy Chambers

Director Law & Governance

1. **ELECTION IF REQUIRED OF THE CHAIR/DEPUTY CHAIR OF THE MEETING**
2. **THE MAYOR'S CHAPLAIN TO GIVE A BLESSING**
3. **MAYOR'S ANNOUNCEMENTS IN CONNECTION WITH THE ORDINARY BUSINESS OF THE COUNCIL**
4. **MINUTES OF THE MEETING HELD ON 19 JULY 2018 (Pages 1 - 14)**

To receive and agree the minutes of the meeting held on Thursday 19 July 2018.

5. **APOLOGIES**
6. **DECLARATION OF INTERESTS**

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

7. OPPOSITION PRIORITY BUSINESS - EMPTY SHOPS (Pages 15 - 24)

An issues paper prepared by the Opposition Group is attached for the Council to consider.

The Council rules relating to Opposition Business are also attached for information.

8. CORPORATE PLAN 2018/22 (Pages 25 - 30)

To receive a report from the Chief Executive on the Council's new Corporate Plan 2018/22. **(Report No: 59)**

Council is asked to adopt the Corporate Plan 2018/22 as attached to the appendix of the report.

Cabinet is meeting to consider the plan and recommend to Council on 12 September 2018, after the agenda for this meeting has been published. The Cabinet decision and any alterations agreed will be reported to Council on the update sheet tabled at the meeting.

9. ANNUAL TREASURY MANAGEMENT REPORT 2017/18 (Pages 31 - 40)

To receive a report from the Executive Director of Resources presenting the Council's Annual Treasury Management Report for 2017 -18 in accordance with Treasury Management Practices.

It is a regulatory requirement for Council to receive this report by 30 September each year. **(Report No: 25)**

(Key decision reference number: 4527)

10. REARDON COURT EXTRA CARE HOUSING (Pages 41 - 58)

To receive a report from the Executive Director Resources and the Director of Adult Social Care recommending that Council approve the addition of £17.5m to the Council's Capital Programme for the Reardon Court Extra Care Housing scheme. **(Report No: 31) (Key Decision Number KD: 4710)**

Please see also Report No: 36 on the Part 2 Agenda.

Cabinet approved the Reardon Court Extra Care Housing Scheme on 25 July 2018 and recommended that Council approve this addition to the Capital Programme.

11. OVERVIEW AND SCRUTINY WORK PROGRAMME 2018/19 (Pages 59 - 68)

To receive a report from Overview & Scrutiny Committee setting out the Scrutiny Annual Work Programme and Workstreams identified for 2018/19.

(Report No: 65)

Council is asked to note that Cabinet will be considering this report at their meeting on 12 September 2018. Any comments from Cabinet will be included on the Council update sheet at the meeting.

12. ROLE OF CHIEF FINANCE OFFICER (Pages 69 - 70)

To receive a report from the Director of Law and Governance on the designation of the role of the Chief Finance Officer. **(Report No: 73)**

13. MOTIONS

13.1 Motion in the name of Councillor Laban

“This Chamber agrees that the new Administration has fallen at the first hurdle by the announcement that the Annual Town Show will not be held.

This Council has no confidence in the leader of the council because if the administration cannot facilitate a long-standing event such as the Annual Town Show it is not competent enough to deal with the complex challenges our borough faces over the next four years.”

13.2 Motion in the name of Councillor Alessandro Georgiou

“For all future international tournaments, the St. George’s Flag should have a prominent place within the chamber whilst the England team is still in the tournament.”

13.3 Motion in the name of Councillor Barry

“The results of the recent election in Winchmore Hill once more showed that our residents support the Cycle Enfield scheme. Opposition candidates made this an election issue and their share of the vote decreased by 8.5%.

We ask that the Leader of the Council and the Cabinet members for Community Safety & Public Health, the Environment and Economic Regeneration & Business do all they can to ensure that the other parts of this scheme are built as soon as possible so that other parts of the borough can also benefit from the advantages it brings.”

13.4 Motion in the name of Councillor Laban

The officers who work in the group offices do an exceptional job supporting past and present councillors. Enfield Council wishes to thank officers in both groups for their tireless dedication to the borough and its residents over many years. Their work has been greatly appreciated by councillors and residents.

13.5 Motion in the name of Councillor Laban

Enfield Council is committed to delivering fairness and equality. However, it currently has one of the highest levels of nepotism in Local Government. This council agrees to deliver on its promise to tackling inequality by reducing the level of nepotism that exists within the organisation. This act will give a strong signal to the local community as well as Officers that we are truly committed to delivering fairness and equality.

13.6 Motion in the name of Councillor Maguire

“The LGA has estimated that councils face a funding gap of £7.8 billion by 2025 – just to maintain current service levels. By 2020, the Government will have cut a staggering £16 billion from core funding since 2010. Here in Enfield, the Government has cut £161 million from our funding since 2010 with yet more to come.

These massive cuts threaten Enfield Council’s ability to deliver the services that the people of Enfield, whether residents or running businesses, expect and deserve.

This Council believes that this punitive action by this Government against local authorities shows a callous disregard for the young, sick, elderly and vulnerable who rely on council services to have a decent quality of life.

This Council supports the LGA campaign – Moving the Conversation On – to build the case for long-term, sustained investment in local government as the way forward to restore Enfield and other councils to a strong and stable financial footing.”

13.7 Motion in the name of Councillor Susan Erbil

“As schools prepare to return after the summer, Enfield Council continues to be concerned about the immense pressure on our schools as a result of the Conservative government’s policies and austerity agenda.

The latest analysis by the Institute for Fiscal studies has shown that schools in England have been cut in real terms by 8% per pupil since 2010. Rising pupil numbers - and cuts to local authorities and sixth form funding - have seen a real-term reduction in school spending.

England's schools are also facing a ‘severe shortage’ of teachers. According to the Education Policy Institute (EPI), bigger class sizes and more subjects taught by staff without a relevant degree is now the norm.

Our schools are in a vulnerable state. Whilst teachers and all staff are working hard to support our young people, the Conservative government is doing everything it can to make it as difficult as possible.

The real effect of budget cuts on education goes beyond and extends to the life of younger people after school. That is why Enfield Council calls on the government to reverse policies which are causing pressure on our schools; to invest adequately; and provide the support our schools need to teach our young people.”

13.8 Motion in the name of Councillor Orhan

“This council notes:

Though slavery was abolished in the UK in 1833, there are more slaves today than ever before in human history. Figures from the International Labour Organisation (ILO) suggest that there are more than 40 million people in modern slavery across the world, with nearly 25 million held in forced labour.

There were 3805 victims of modern slavery identified in the UK in 2016. A rising number but still well below the 10,000 and 13,000 potential victims estimated by the Home Office.

Modern Slavery is happening nationwide. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment. This can include sexual and criminal exploitation.

This council believes:

That action needs to be taken to raise awareness of modern slavery and the fact that it is happening all over the UK.

That the current support for victims is not sufficient and needs to go beyond the 45 days they are currently given by the government.

That councils have an important role to play in ensuring their contracts and supplies don't contribute to modern day slavery and exploitation.

This council resolves:

To adopt the Co-operative Party's Charter against Modern Slavery to ensure our procurement practices don't support slavery.”

13.9 Motion in the name of Councillor Keazor

“We are proud of our diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country and in our borough.

Enfield council condemns and stand against racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable.

We will support initiatives that fight and prevent racism and xenophobia.

We reassure all people living in our borough that they are valued members of our community.

As we approach National Hate Crime Week 14th-21st October 2018, I propose that the Council continue to work in partnership with the Hate Forum Panel to ensure a robust response to Hate Crime in our Borough.

#NHCAW or #westandtogether during that week. (stophateuk.org)”

13.10 Motion in the name of Councillor Brett

“The London Borough of Enfield and hopefully the CCG working in partnership will lobby NHS England to help redress the lack of appropriate funding to the local CAHMS. Funding needs to be based on local need. Enfield is less well funded than other London boroughs. Our children's mental health is our priority.”

14. COUNCILLOR QUESTION TIME

11.1 Urgent Questions (Part 4 - Paragraph 9.2.(b) of Constitution – Page 4-9)

With the permission of the Mayor, questions on urgent issues may be tabled with the proviso of a subsequent written response if the issue requires research or is considered by the Mayor to be minor.

Please note that the Mayor will decide whether a question is urgent or not.

The definition of an urgent question is “An issue which could not reasonably have been foreseen or anticipated prior to the deadline for the submission of questions and which needs to be considered before the next meeting of the Council.”

Submission of urgent questions to Council requires the Member when submitting the question to specify why the issue could not have been reasonably foreseen prior to the deadline and why it has to be considered before the next meeting.

11.2 Councillors' Questions (Part 4 – Paragraph 9.2(a) of Constitution – Page 4 - 8)

Please note that the list of questions and their written responses will be published on Wednesday 19 September 2018.

15. COMMITTEE MEMBERSHIP

To confirm the following changes to Committee memberships:

- Licensing Committee – Councillor Anne Brown to replace Councillor Ahmet Hasan and Councillor Savva to be appointed as a vice chair.
- Electoral Review Panel – To increase the number of councillors on the panel from 7 to 9. Councillors Nesil Caliskan, Daniel Anderson and

Ergin Erbil to be appointed. Councillors Tolga Aramaz, and Anne Brown to be removed. Another member from the Opposition Group to be nominated.

Please note that any other changes received once the agenda has been published will be tabled on the Council update sheet at the meeting.

16. NOMINATIONS TO OUTSIDE BODIES

To confirm the following changes to the nominations to outside bodies:

1. Council Companies

That the following councillors have been nominated to represent the Council on the Council Company Boards:

- Housing Gateway: Councillor Tim Leaver
- Enfield Innovations: Councillor Sabri Ozaydin
- Independence and Wellbeing Enfield (IWE): Councillor Hass Yusuf
- Energetik: Councillor Doug Taylor
- Enfield Norse: Councillor Charith Gunawardena
- Red Lion Homes: Councillor Anne Brown
- Montagu Regeneration: Councillor Tolga Aramaz

2. Edmonton United Charities

To nominate Councillor Mahym Bedekova as the Council's third representative on Edmonton United Charities.

Please note that any further changes notified after the agenda has been published will be reported to Council on the update sheet tabled at the meeting.

17. CALLED IN DECISIONS

None received.

18. DATE OF NEXT MEETINGS

To note the date agreed for an extraordinary meeting of the Council:

- Tuesday 30 October 2018 at 7pm at the Enfield Civic Centre.

To note the date agreed for the next ordinary Council meeting:

- Wednesday 21 November 2018 at 7pm at Enfield Civic Centre.

19. EXCLUSION OF PRESS AND PUBLIC

To pass a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for any items of business moved to part 2 on the grounds that it involves the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006) as listed on the agenda.

Please see part 2 agenda.

COUNCIL - 19.7.2018

**MINUTES OF THE MEETING OF THE COUNCIL
HELD ON THURSDAY, 19 JULY 2018**

COUNCILLORS**PRESENT**

Saray Karakus (Mayor), Kate Anolue (Deputy Mayor), Huseyin Akpinar, Mahmut Aksanoglu, Maria Alexandrou, Daniel Anderson, Guner Aydin, Ian Barnes, Dinah Barry, Mahym Bedekova, Chris Bond, Sinan Boztas, Yasemin Brett, Anne Brown, Alev Cazimoglu, Nesil Caliskan, Mustafa Cetinkaya, Katherine Chibah, Will Coleshill, Jon Daniels, Lee David-Sanders, Birsen Demirel, Chris Dey, Guney Dogan, Elif Erbil, Ergin Erbil, Achilleas Georgiou, Alessandro Georgiou, Christine Hamilton, Ahmet Hasan, Elaine Hayward, Stephanos Ioannou, Rick Jewell, Nneka Keazor, Joanne Laban, Bernadette Lappage, Dino Lemonides, Tim Leaver, Derek Levy, Mary Maguire, Andy Milne, Gina Needs, Ahmet Oykener, Sabri Ozaydin, Vicki Pite, Lindsay Rawlings, Michael Rye OBE, George Savva MBE, Edward Smith, Jim Steven, Doug Taylor, Mahtab Uddin, Glynis Vince and Hass Yusuf

ABSENT

Tolga Aramaz, Clare De Silva, Susan Erbil, Ergun Eren, Margaret Greer, Charith Gunawardena, Terence Neville OBE JP, Ayfer Orhan and Claire Stewart

1**ELECTION IF REQUIRED OF THE CHAIR/DEPUTY CHAIR OF THE MEETING**

Not required.

2**THE MAYOR'S CHAPLAIN TO GIVE A BLESSING**

The Mayor's Chaplain, Reverend Martin Legg gave the blessing.

3**MAYOR'S ANNOUNCEMENTS IN CONNECTION WITH THE ORDINARY BUSINESS OF THE COUNCIL**

The Mayor welcomed everyone to her first ordinary meeting, since becoming Mayor of Enfield. She began by saying that she had embraced her mayoral duties with great pride.

1. Citizenship Ceremonies

One of the Mayor's first tasks had been to chair a citizenship ceremony. She had been honoured to play a part, together with so many of the people of the borough, taking their place in the country. Everyone was very excited and she had enjoyed being with them. She had attended six ceremonies so far.

COUNCIL - 19.7.2018

2. Invitations and Thanks

The Mayor said that she had had many invitations over the last two months and would like to thank the Deputy Mayor, Councillor Kate Anolue, for helping her with some of the events. She felt that together with the Mayoral office they made a great team.

3. People

The Mayor had met many people involved in the Mayor's Office including Ann Cable (Deputy Lieutenant), Kathy Worrall, Paul Everitt, Shaun Rogan, Andrea Clemons, Catherine Drake, Michael Lerpiniere and the very helpful press team. She said that she had also received very many visitors from local organisations, many bringing flowers to the parlour.

4. Mayor's Charities

The Mayor said that she had been extremely lucky to meet so many representatives from the voluntary sector and community agencies and had been overwhelmed by the amount of work that they did for the borough's communities. From amongst these charities, she had chosen to support the following:

- Enfield Voluntary Action (supporting different communities and bringing them together)
- Mind in Enfield and Enfield Club House (helping those with mental health issues and supporting sufferers back into mainstream society)
- Platinum Dance School for Performing Arts (inspiring young people to achieve their full potential).
- Age UK Enfield (supporting the elderly)
- Face Front Inclusive Theatre (disabled and non-disabled arts practitioners how make multi layered theatre accessible to all)
- One to One Enfield (helping people with learning difficulties to have better lives)
- The Children's Society (fighting child abuse, making sure that no child feels alone)
- Noah's Ark Children's Hospice (supporting children with limited lives, and their families)
- Edmonton Eagles Boxing Club (positive mentoring for our youth)
- MacMillan Cancer Support
- The Reading Agency and the Book Trust (inspiring people of all ages and all backgrounds to read for pleasure and empowerment because education transforms lives)
- Enfield Volunteer Police Cadets (Mayor's Officer for Policing and Crime (MOPAC)) – encouraging youths to stay off the streets and give them a place to go, guiding them to a healthy lifestyle
- Over 50's Forum (providing support and combatting loneliness in Enfield)

COUNCIL - 19.7.2018

The launch of the Mayor's Charity on 22 June 2018 had been a wonderful event, enjoyed by many people, with many different roles, from different backgrounds and communities. It had been an inclusive social gathering and the Mayor said that she had been overwhelmed by the amount of support that she had received. Over 400 people had attended.

Engagements

The Mayor had visited many local organisations, since becoming Mayor, and been amazed at the work being done in the borough, including the following:

- The Enfield Club House
- Enfield Asian Welfare Association
- Mevlana Mosque
- Revival Christian Church of Enfield
- Ingleborough Residents Association
- Saint Monica's Players' Spamalot at Millfield Theatre
- Women in Business
- Capel Manor
- Turkish Cypriot Festival
- Starksfield Primary School
- St John's Church Flower Show
- Enfield Choral Society Concert
- The Great Voluntary Sector Get together at Forty Hall
- PEP Parent Champion Graduation Ceremony
- Kingsmead School
- Butterflies Upcycling Festival
- Armed Forces Day
- Grand Final of Speak Out Challenge
- Bishops Stopford's 50th Jubilee Founders Day Celebrations
- 100 Hours of Volunteering
- Nightingale Erasmus Gala
- Ellenborough Tennis Club Competition
- Production of Lamah Hee at the Millfield Theatre
- Ponders End Together Summer Festival
- World Premier of London Town @ Palmers Green United Reformed Church
- Southgate Homebound and Disabled Association
- Capel Manor College Students Awards Ceremony
- Masquerade Ball at Forty Hall
- Wellbeing Connect Services Secondary Mental Health Debate
- The Space Between Us at the Chickenshed Theatre
- Celebration of Refurbishment at Quaker House
- Tamil Chariot Festival at Hindu Temple
- Independence Awards 2018 at Meridian Campus
- PAARs (Parent Abuse and Reconciliation Service) and Edmonton Rotary Club

COUNCIL - 19.7.2018

- Received the Deputy Mayor of Courbevoie in France – the twinning experience is progressing well.
- Held a mock debate with a Chinese English Language delegation in the Council Chamber

4

MINUTES OF THE MEETING HELD ON 23 MAY 2018

The minutes of the meeting held on 23 May 2018 were agreed as a correct record.

5

APOLOGIES

Apologies for absence were received from Councillors Aramaz, De Silva, Susan Erbil, Eren Ergun, Greer, Neville, Orhan, Stewart, and for lateness from Councillor Lappage.

6

DECLARATION OF INTERESTS

Jeremy Chambers, Director of Law and Governance, advised members that they would need to declare a non-pecuniary interest in relation to Motion 11.2 if they worked or had close connections to people who worked in the national Health Service.

Councillors Elif Erbil, Guney Dogan, Mary Maguire, Anne Brown, Ahmet Oykenner, Ergin Erbil, Alev Cazimoglu, Hass Yusuf, Nesil Caliskan and Alexandro Georgiou declared non-pecuniary interests in Motion 11.2 in the name of Councillor Brett celebrating 70 years of the National Health Service.

Councillor Rye declared a non-pecuniary interest in Item 7 Opposition Business as he was connected to the owner of a small business which would be affected by the proposals.

7

OPPOSITION PRIORITY BUSINESS - "THE EXPANSION OF THE ULTRA LOW EMISSION ZONE TO THE NORTH AND SOUTH CIRCULARS"

Councillor Laban introduced the issues paper, prepared by the Opposition Group.

1. Issues highlighted by Councillor Laban were as follows:
 - Whilst supporting the introduction of the Ultra-Low Admission Zone (ULEZ), as originally proposed by Boris Johnson, when Mayor of London, to improve London's air quality, she could not support the current Mayor, Sadiq Khan's, proposal to extend the zone beyond the Central London Congestion Zone to the North and South Circular Roads.

COUNCIL - 19.7.2018

- She felt that the consequences of expansion had not been fully debated and the extension would have a detrimental impact on small businesses and local people living on the boundaries. People with vehicles that were not ULEZ compliant will be charged £12.50 to enter the zone. She felt that this would have a disproportionate effect on small businesses and people on low incomes who could not afford to upgrade their vehicles.
 - Residents living the Central London Congestion Zone had been allowed a sunset clause allowing them time to make the changes but this had not been extended to those living within the M25.
 - People visiting North Middlesex Hospital and local schools would have to pay the charge, every time they entered the zone, dividing communities.
 - The impact on small businesses could cause them to become financially unviable which could result in the closure of businesses and the loss of jobs. Local businesses were she thought the lifeblood of the community.
 - The North Circular itself was not in the zone which would mean that vehicles which were not compliant would be more likely to use it, adding to the pollution in the area.
 - Many other outer London boroughs were concerned about the impact and felt that the zone could increase congestion and pollution in surrounding roads.
 - It was not fair in her opinion that those in central London should be offered a sunset clause, whilst those in Enfield would have to pay on as soon as the zone was introduced.
2. Councillor Nesil Caliskan, Leader of the Council, responded on behalf of the Majority Group highlighting:
- Air pollution in London was consistently breaching legal limits. In recent times the Government had lost several challenges through failing to do something about harmful nitrogen oxide emissions.
 - Public health advice was that improving air quality would improve health. Most recent reports show that each car costs the NHS £8,000 due to the effects of air pollution. She felt that a look needed to be taken at the long term savings that can be achieved by improving health and also reducing the number of deaths due to pollution. Air pollution can cause lung cancer, cardiovascular diseases and dementia. Air quality in many schools breaches legal limits. In Enfield 350 deaths can be linked to poor air. This disproportionately affects children and people living in poorer communities.
 - The introduction of the ULEZ would reduce air pollution and improve health outcomes. It would be an even greater improvement if the zone was extended to the M25 and she felt that the Opposition should support the administration in lobbying for this. The administration supported the increased priority and profile that the Mayor has given to tackling air pollution but also agreed with the London Council position

COUNCIL - 19.7.2018

that the current proposals were not ideal as they could divide communities..

- There was no evidence for the claim that the zone would increase traffic on the North Circular and local roads and add to pollution. Even so she did recognise this could be a potential risk but was aware that the Mayor of London was committed to review the policy and closely monitor any impact.
- The Leader wanted the Council to be able to provide support for low income families and small businesses to upgrade their vehicles, had asked officers to research how to do this and to work with Transport for London to provide more rapid electrical charging points and improve local public transport. She felt that the Opposition would have more credibility if they were to join with the administration to lobby the Government to bring in a diesel vehicle scrappage scheme which she thought would show a more convincing concern for improving air quality for poorer residents of the borough.
- The Opposition should also support the Labour administration in bringing forward options to help mitigate the impact for people visiting North Middlesex Hospital. There was time enough to adjust the scheme before it was implemented in 2021.

3. Other issues highlighted during the debate were as follows:

a. The need highlighted by the members of the Opposition Group:

- To acknowledge that the charges would have the most impact on people on low incomes and with health problems which was felt to be unfair.
- Whilst acknowledging the urgent need to tackle emissions, implementing the ULEZ was not felt to be the best way to improve air quality. An integrated industrial strategy was needed with a plan to reduce nitrogen dioxide emissions.
- To recognise that the Government had already agreed to phase out diesel cars by 2040, had set aside £36 billion to improve air quality, was looking at promoting the move from petrol to electric vehicles and improving the electrical charging point infrastructure.
- To accept that the Opposition was supportive of a diesel vehicle scrappage scheme
- To recognise the need to update the Council's Air Quality Plan which was focussed reducing car use and increasing cycling and walking. However there were concerns that not enough people were using the cycle lanes.
- To accept the view that the Mayor should be looking to retrofit all public transport to use cleaner fuels.

COUNCIL - 19.7.2018

- To recognise that not including the North and South Circulars in the scheme would make pollution in those areas worse.
- To acknowledge that charging vehicles to enter the zone was just a money making scheme.
- To recognise that the scheme would not have the intended affect and would increase pollution, increase rat running and that parents walking their children to school in the area would in fact be subject to more pollution.
- Many people were unaware of the scheme and there was a need to ensure that they were made aware.
- Concern about the loss of electric charging points in the Genotin Road Car Park.

b. The need highlighted by members of the Majority Group:

- To acknowledge that bad air was killing residents and was responsible for 350 premature deaths in Enfield. The health arguments in support of the scheme were thought to be indisputable.
- To support the Mayor in his efforts to improve air quality and to campaign with the majority group to bring forward the implementation date, extend the zone to the M25, to encourage people to move to cleaner vehicles and use more sustainable means of transport, such as cycling and walking.
- That the scheme would reduce pollution by at least 4% and up to 27% in some areas.
- To acknowledge that Enfield had lost £700m worth of grants from Central Government.
- The need to reduce over reliance on the car, to make people aware that people were exposed to more pollution when travelling by car, that the population was increasing and it was essential that we encourage more people to walk and cycle. Even electric cars still required polluting power.
- The Government had dragged its feet for 3 years on air quality, despite challenges from the European Union, any change would be too late for those who have died from conditions exacerbated by poor air. The cost to the NHS was billions.

COUNCIL - 19.7.2018

- If we leave the European Union it was important to ensure that we stick to the same high standards of the rest of Europe.

During the debate Councillor Erbil moved and Councillor Anderson seconded a proposal under para 9.2 to increase the time allowed for Opposition Business by 15 minutes. This was agreed without a vote.

4. At the end of the debate Councillor Laban summed up on behalf of the Opposition Group as follows:

She did not agree with the ULEZ proposals and would, with her shadow cabinet colleagues, write to the Mayor to ask him to reconsider the proposals in the light of the impact on people visiting the North Middlesex Hospital. She was also concerned that people skirting round the ULEZ boundaries would increase pollution in those areas. She felt that people ought to be made aware of what the impact of the scheme would be on small businesses and people on low incomes in Enfield. She felt that a sunset clause was necessary and that to charge people £12.50 to go to hospital was barbaric.

5. Councillor Caliskan, Leader of the Council, then summed up on behalf of the majority group responding to the recommendations in the Opposition Priority Business Paper as follows:

- That the electric charging points currently situated in the Genotin Road Car Park would be moved to another location.
- She could not support recommendation 2.1, because she was not opposed to the expansion of the scheme, but rather thought the zone should be extended to cover the M25. The Labour Council had put on record that they welcomed the initiative to clean up the air and called on the Opposition to join the administration in urging the Mayor of London to extend the ULEZ to the M25.
- She was happy to agree to recommendation 2.2 for the Cabinet Member for Health and Social Care and the Shadow Cabinet Member for Health and Social Care to meet with the Chief Executive of North Middlesex Hospital to discuss potential mitigation measures so that residents whose cars were non-compliant would not be charged £12.50 to access health care. Cabinet members and senior officers already meet regularly with the North Middlesex Chief Executive and they would continue to work with all stakeholders to find a solution for the issue.
- In relation to recommendation 2.3 she was happy for the Council to work with Transport for London in delivering their stakeholder engagement plan to highlight the ULEZ policy. Transport for London have already undertaken a Londonwide consultation and

COUNCIL - 19.7.2018

will be undertaking significant publicity campaigns ahead of each phase.

- In relation to recommendation 2.4 she felt that it would be disastrous to reverse the Mayor's decision as this would have a severe impact on the health of many Enfield residents and therefore could not be acceptable. Rather than a sunset clause, she felt that the Opposition should support the administration in lobbying the government for targeted assistance to vehicle owners (a scrappage scheme).
- She understood in relation to recommendation 2.5 that SourceLondon could not provide the necessary technology to introduce more rapid charging points as they only do slow recharging parts and that more research was required on this issue. The Council was already working with Transport for London to identify new sites and deliver new electric vehicle rapid charging points.

There was no vote on the Leader's response.

8

CHANGE IN THE ORDER OF BUSINESS

Councillor Ergin Erbil moved and Councillor Anderson seconded a proposal under paragraph 2.2(B) of the Council procedure rules to change the order of items on the agenda to take the following motions in the following order:

- 11.2 Motion in the name of Councillor Brett
- 11.3 Motion in the name of Councillor Taylor
- 11.1 Motion in the name of Councillor Barry
- 11.6 Motion in the name of Councillor Caliskan

The change in the order was agreed after a vote with the following result:

For: 37
Against: 14
Abstentions: 0

The minutes reflect the order of the meeting.

9

MOTIONS

Motion 11.2

Councillor Brett moved and Councillor Hamilton seconded the following motion.

COUNCIL - 19.7.2018

“The NHS has turned 70 on July 5th. This internationally admired British institution, the world’s first, universally public funded health care system delivering on the basis of clinical need, and not the ability to pay, employs over a million dedicated staff. It is in crisis though, following eight years of effectively frozen budgets, and reforms that have sought to undermine the integrity of the NHS. Staff deliver day in day out under the threat of repeated reorganisations.

The government has promised the cash starved NHS an extra 20 billion by 2023, with only 4 billion available immediately rather than the immediate 7.7billion it needs. This is disastrous and is no birthday present.

We call on the Council to write to the government to honour the NHS and its staff properly by appointing July 5th a Bank Holiday and by providing the funding it needs now.”

Following the debate the motion was put to the vote and agreed with the following result:

For: 37
Against: 15
Abstentions: 0

Motion 11.3

Councillor Taylor moved and Councillor Brett seconded the following motion:

“Enfield Council notes the report of the National Audit Office on Universal Credit and calls for an immediate halt to the roll out and a fundamental reappraisal of the system.”

Duration of the time allowed for Motions

In the middle of the debate the Mayor advised that the time allocated for motions had now elapsed. Councillor Ergin Erbil moved and Councillor Anderson seconded a proposal to extend the time available for another 15 minutes. The procedural motion was put to the vote and agreed with the following result:

For: 34
Against: 14
Abstentions: 0

Following the debate, the motion was put to the vote and agreed with the following result:

For: 36
Against: 14
Abstentions: 0

COUNCIL - 19.7.2018

Duration of the time allowed for motions.

The Mayor advised, at this stage of the meeting, that the time available for motions had now elapsed so Council Procedure Rule 9 would apply.

Motions 11.1, 11.4, 11.5, and 11.6 lapsed under the guillotine.

10

DURATION OF TIME ALLOWED FOR THE COUNCIL MEETING

The Mayor advised, at this stage of the meeting, that the time available to complete the agenda had now elapsed so Council Procedure Rule 9 would apply. No further contributions or replies were permitted.

NOTED that in accordance with Council Procedure Rule 9 (page 4-8 – Part 4), the remaining items of business on the Council agenda were considered without debate.

11

REFERENCES FROM MEMBER AND DEMOCRATIC SERVICES GROUP

10.1 The Council received a report from the Executive Director of People's Services recommending changes to the Health and Wellbeing Board Terms of Reference. (Report No: 45)

NOTED

1. Changes to the terms of reference were considered by the Member and Democratic Services Group on 21 June 2018 and recommended for Council approval.
2. Following consideration at the Member and Democratic Services Group a further change had been put forward for Council approval: that the board membership should include a representative from Enfield Voluntary Action, in recognition that this is the largest umbrella voluntary group in Enfield.

AGREED the changes to the Health and Wellbeing Board Terms of Reference as set out the appendix to the report with the addition of the proposed change to the board membership noted above.

10.2 The Council received a report from the Executive Director of People's Services recommending changes to the Member Governor Forum terms of reference. (Report No: 46)

NOTED

1. Changes to the terms of reference were considered by the Member and Democratic Services Group on 21 June 2018 and recommended for Council approval.

COUNCIL - 19.7.2018

2. The revised terms of reference as set out in the appendix attached to the update sheet tabled at the Council meeting, replacing the appendix published with the agenda.

AGREED the changes to the Member Governor Terms of Reference as set out in the revised appendix to the report.

It was noted that the Opposition would have voted against the changes to the Member Governor Terms of Reference, if there had been time for a vote.

12

COUNCILLOR CONDUCT COMMITTEE ANNUAL REPORT 2017/8

The Council received the Annual Report of the Councillor Conduct Committee 2017/18 setting out the work of the committee over the past year.

NOTED

1. That the report was approved and recommended onto Council by the Councillor Conduct Committee on 11 July 2018.

AGREED to note the report.

13

AUDIT AND RISK MANAGEMENT COMMITTEE ANNUAL REPORT 2017/18

Council received the annual report of the Audit and Risk Management Committee 2017/18, covering the key issues dealt with by the Committee over the past year.

NOTED

1. That the report was approved for referral onto Council by the Audit and Risk Management Committee at a meeting held on 20 June 2018.

AGREED to note the report.

14

COUNCILLOR QUESTION TIME

1. Urgent Questions

There were no urgent questions.

2. Questions by Councillors

COUNCIL - 19.7.2018

NOTED the thirty two questions on the Council agenda and the written responses provided by the relevant Cabinet Members and Chair of the Licensing Sub Committee.

15

COMMITTEE MEMBERSHIP

AGREED to confirm the following changes to committee memberships:

- Audit and Risk Management Committee – Councillor Hass Yusuf to replace Councillor Gina Needs

To note that Councillor Aramaz had been appointed as a Vice Chair of the Licensing Committee.

16

NOMINATIONS TO OUTSIDE BODIES

AGREED to confirm the following changes to the nominations for Outside Bodies.

- London Borough of Enfield/Enfield Racial Equality Council (LBE/EREC) Councillor Greer to replace Councillor Barry
- Citizen's Advice Bureau – to appoint Councillor Rick Jewell as the Council's representative.
- Safer Stronger Communities Board – Councillor Keazor to replace Councillors Aydin and Uddin.
- Enfield, Essex and Hertfordshire Border Liaison Group – Broxbourne, Epping Forest, Lee Valley RPA, Enfield, Essex and Herts – Councillors Dogan, Oykenor and Hasan to replace Councillors Gunawardena, Demirel and Orhan.

17

CALLED IN DECISIONS

None received.

18

DATE OF NEXT MEETING

NOTED that the next meeting of the Council will take place on Thursday 20 September 2018 at 7pm.

The Mayor thanked everyone for attending the meeting. All sent their best wishes for a speedy recovery to Councillor Tolga Aramaz who had been involved in an accident on the previous evening.

Re-energising Enfield Town – filling the empty shops

1

1.0 Executive Summary

- 1.1 Enfield Town is the central shopping area in the borough¹.
- 1.2 At the time of writing there are over 20 vacant units. The highest of the two main shopping centres in Enfield.
- 1.3 Empty shops are the start of a downward spiral for a high street. They put off consumers and highlight that a town or parade is struggling. This makes it harder for high streets and parades to secure further investment from developers and new businesses.²
- 1.4 The state of Enfield Town shopping area is a concern for residents which has been proven by the many online discussions and the number of times it was raised during the recent local election.
- 1.5 The Conservative Group recognises that there are many factors that cause vacant shop units in town centres and that some are outside of the council's remit. However, this does not mean that Enfield Council cannot help with the re-energising of Enfield Town as a shopping destination.
- 1.6 This OPB paper includes eight recommendations.

2.0 Recommendations

- 2.1 Investigate the potential for rate relief for new retailers who wish to come to Enfield Town.
- 2.2 Establish an Empty Shops Taskforce with representatives from the Administration, Opposition, EMT and the business community serving on the panel. The task group would have the sole remit of bringing new retailers and restaurateurs to Enfield Town.
- 2.3 Submit a bid to the Growing Places Fund to deliver a comprehensive inward invest programme for Enfield Town linking to the work of the Empty Shops Taskforce.
- 2.4 Carry out regular enforcement against those landlords who allow their units to become untidy spoiling the aesthetics of the high street.
- 2.5 Hold more events to increase footfall.
- 2.6 Reverse the decision to increase the price of parking.

¹ <https://new.enfield.gov.uk/services/planning/enfield-town-framework-masterplan-planning.pdf> Page 16

² <https://thegreatbritishhighstreet.co.uk/pdf/ACS-Rate-Relief-Guide---Future-High-Streets-Forum.pdf>

Re-energising Enfield Town – filling the empty shops

2

- 2.7 Invest in Christmas lights for our high streets and town centres.
- 2.8 There should be flexibility if a new owner of a unit wishes to change from A1 to A3 use if it means that an empty shop gets filled.

3.0 Background

- 3.1 Enfield Town is the main shopping and commercial centre in the borough. However, Enfield Town Centre faces strong competition from nearby out of town centres, such as Enfield Retail Park on the A10, Brent Cross, Brookfield and Stratford Westfield. The result has been a steady decline in retail offer, particularly along Church Street, Burleigh Way and the east side of London Road.³
- 3.2 Enfield Town as a shopping and leisure destination consists of 5 key areas Church Street, Palace Gardens (built in the 1982), Palace Exchange (built in 2006), Cecil Road and London Road/Genotin Road/Genotin Terrace.
- 3.3 Since the 2008 economic crash Enfield Town has been struggling especially when just two years earlier more retail units were built.
- 3.4 Enfield Town was one of the areas that was affected by the 2011 riots which had an impact on footfall.
- 3.5 The events mentioned above occurred at the same time as the rise of online shopping.
- 3.6 Enfield Town retailers did not benefit from the discretionary rate relief that a former Cabinet Member for Finance awarded to businesses in Edmonton Green ward.
- 3.7 A cross-party workstream was carried out during the last term that concentrated on empty shops across the borough. Most of the recommendations were never taken on board by the then Cabinet Member for Economic Development.

4.0 Past Regeneration Schemes

Impact of Palace Exchange

- 4.1 Palace Exchange is the newest addition to the infrastructure of Enfield Town as a shopping destination.
- 4.2 Built in 2006, just two years before the economic downturn it provided Enfield with a modern extension to Palace Gardens.

³ <https://new.enfield.gov.uk/services/planning/enfield-town-framework-masterplan-planning.pdf> Page 16

Re-energising Enfield Town – filling the empty shops

3

- 4.3 However, once built some retailers moved from Palace Gardens into the new units in Palace Exchange including Next, Dorothy Perkins, Burton, and River Island.
- 4.4 Next vacated two units in Palace Gardens into one larger unit in Palace Exchange.
- 4.5 Dorothy Perkins and Burton had separate units in Palace Gardens but moved into one larger unit in Palace Exchange.
- 4.6 Topshop and Topman at one stage had individual units in Palace Gardens. Topshop relocated into one larger unit in Palace Exchange.
- 4.7 JD Sports left its shop on Church Street and took a unit in Palace Exchange. A unit that has remained vacant ever since.
- 4.8 Superdrug moved into Palace Exchange from its previous unit on Church Street.
- 4.9 Stores such as Holland and Barratt relocated to a spare unit in Palace Gardens.
- 4.10 Palace Exchange due to circumstances beyond anyone's control did not provide a complete new offer for consumers but opportunities for many existing retailers to move around Enfield Town shopping area. The Palace Exchange was developed by the then Labour Administration and it did not obtain the large anchor stores required to develop the precinct around which is why it took a long time to fill the empty store spaces. The result being a lot just moved in from elsewhere in Enfield Town so there was very little gain in the variety of shopping.

5.0 Enfield Town Current Offer

- 5.1 The vitality and viability of a high street or local parade is tied up with its diversity of premises; retail, independents and multiples, food and non-food, leisure, office space and public services. All of these industries and services in one place make high streets attractive and convenient to consumers.
- 5.2 Enfield Town has a modest mix of mid-range multiples and independents with its two anchor stores being Pearsons, Marks and Spencer and Waitrose. There are concerns that if Pearsons, Marks and Spencer and Waitrose were to leave it would effectively kill off Enfield Town as a shopping destination.
- 5.3 Due to rumours online, the Leader of the Conservative Group has written to the Chief Executive of Waitrose to get clarity on the long-term future of its Palace Gardens store. She stressed how important the Waitrose store is to Enfield Town.

Re-energising Enfield Town – filling the empty shops

4

- 5.4 The evening economy offer in Enfield Town is currently limited, based around several family restaurants in the Enfield Town station area, and a small number of local restaurants, pubs, bars and one nightclub.⁴
- 5.5 Enfield Town had at various times a cinema, bingo hall and nightclubs but they have either moved or closed down.
- 5.6 When the leisure centre opened in 2002 and then subsequently the cinema it attracted restaurants to move there as well. The night time economy of Enfield Town to some extent shifted to the leisure park.
- 5.7 The Dugdale Centre provides the only leisure/cultural facility other than eateries and pubs where people will spend time in the evening.
- 5.8 Enfield Town without reinvestment and incentives for new businesses to enter the area will continue to struggle to attract visitors⁵.

6.0 Parking

- 6.1 Parking is an issue raised by many of the independent shop owners as it has an impact on both visitors and staff.

6.2

Off Street ChargingSeparate tariff increases

| Tariff structure | Current Enfield Town car park charges | Proposed Enfield Town car park charges | Current Outer Enfield car park charges | Proposed Outer Enfield car park charges |
|------------------|---------------------------------------|--|--|---|
| Up to 1 hour | £1.20 | £1.40 | £1.00 | £1.20 |
| 1 to 3 | £2.40 | £2.80 | £2.00 | £2.40 |
| 3 to 5 | £3.00 | £5.00 | £4.00 | £4.00 |
| Over 5 | £5.00 | £8.00 | £5.00 | £6.00 |
| Monthly | £66 | £80 | £33 | £40 |
| Annual | £660 | £880 | £330 | £440 |

In July 2018, a decision was made to increase parking to pay and display charges (KD Num:4697). The decision paper stated that

‘The provision of car parking is a discretionary service provided by the Council and it is recognised that in the London Borough of Enfield, the supply and availability of accessible, safe and good quality parking is a key element of the transport infrastructure supporting the vitality of the Borough’s town centres’⁶

However, the affordability of parking also plays a part especially when competing retail centres provide both free or cheaper parking.

⁴ <https://new.enfield.gov.uk/services/planning/enfield-town-framework-masterplan-planning.pdf>

⁵ <https://thegreatbritishhighstreet.co.uk/pdf/ACS-Rate-Relief-Guide---Future-High-Streets-Forum.pdf>

⁶ <https://governance.enfield.gov.uk/documents/s69738/PL%2018.003%20P%202.pdf> Page 5

Re-energising Enfield Town – filling the empty shops

5

6.3 The increases from KD Num: 4697 were as follows⁷

On street charging

Increasing the parking charges in the Enfield and outer Enfield areas

| | 15 mins | 30 mins | 1 hour | 2 hours |
|----------------------------------|---------|---------|--------|---------|
| Current charges in Enfield Town | 40p | 80p | £1.50 | £3.00 |
| Proposed charges in Enfield Town | 50p | £1 | £2 | £4 |

| | 15 mins | 30 mins | 1 hour | 2 hours |
|-----------------------------------|---------|---------|--------|---------|
| Current charges in outer Enfield | 30p | 60p | £1.20 | £2.40 |
| Proposed charges in outer Enfield | 40p | 80p | £1.50 | £3.00 |

6.4 You could argue that the increases were only moderate, but the paper failed to compare the prices to competing retail outlets that are located both within the borough and outside of it in Hertfordshire. The paper only concentrated on other London Boroughs.

Charges at car parks are listed below:

Charges apply Monday-Friday, 7.30am-6.30pm
Saturdays, 7.30am-5pm

Newnham Parade and Community Hospital, Cheshunt, Eleanor Cross Road and High Street, Waltham Cross, Burford Street, Taverners Way and (North and South) Hoddesdon car park charges.

| | |
|---------------------------|-------|
| Up to 1 hour | 90p |
| Up to 2 hours | £1.60 |
| Up to 3 hours | £2.40 |
| Up to 4 hours | £3.40 |
| More than 4 hours | £4.40 |
| Sundays and Bank Holidays | Free |

ng

A10 Great Cambridge Road/Southbury Road retail parks provide both a leisure and retail offer which Enfield Town does not. The price to park at both the retail and leisure parks is free making it more affordable to visit.

The Brookfield Centre in Chestnut, Hertfordshire has many of the shops that Enfield Town has but they are larger stores. The parking is also free of charge.

⁷ <https://governance.enfield.gov.uk/documents/s69738/PL%2018.003%20P%202.pdf> Page 5

Re-energising Enfield Town – filling the empty shops

6

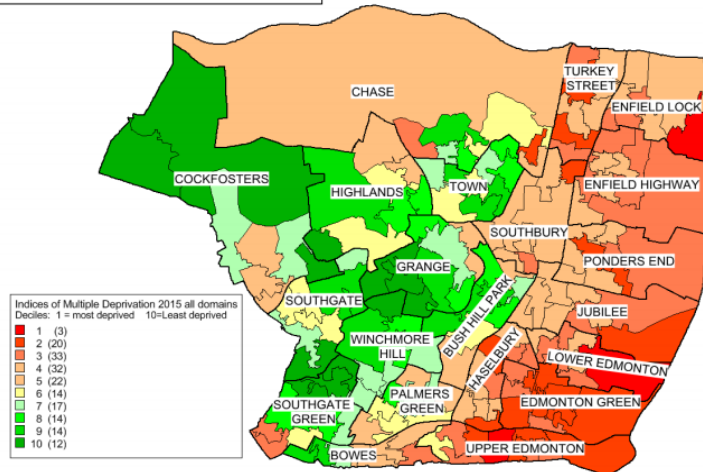
Broxbourne

Waltham Cross and Hoddesdon shopping areas have lower parking charges than Enfield Town.

6.5 The recent decision failed to make any reference in the key risks about the effect parking has only high streets and town centres that are struggling.

6.6

© Crown Copyright and Database rights
2015



The deprivation map⁸ on the previous page shows that our most deprived wards are in the eastern corridor. If residents in the east of the borough wanted to access certain shops that are not located closer to home, why would they choose Enfield Town to shop and pay for parking when they could visit the A10 retail parks or Brookfield (which depending on the level traffic can take just as long to travel to as Enfield Town) where parking is free? The price of parking influences the choice residents make on where they shop. The decision paper did not take into consideration how increasing parking charges affected families on restricted incomes.

6.7 The Conservative Group understands that it would be unfeasible to offer like for like free parking like the retail and leisure centres on the A10 and Brookfield. However, a limited number of pop and shop free parking bays would be helpful along with the reversal of the recent decision to increase charges would aid in boosting Enfield Town.

7.0 Enfield Town Masterplan

7.1 The Enfield Town Masterplan was adopted in March 2018.

7.2 The Enfield Town Masterplan is a long-term planning document that provides a conceptual layout to guide future growth and development.

⁸ <https://new.enfield.gov.uk/services/your-council/about-enfield/borough-and-wards-profiles/about-enfield--information-borough-profile-2017.pdf>

Re-energising Enfield Town – filling the empty shops

7

7.3 The issue with the masterplan is that Enfield Town needs work to be done in the short term to place it on a programme of recovery, so the vision established in the masterplan can potentially be realised.

8.0 Financial Implications

8.1 Enfield Council should submit a bid to the third round of the Growing Places Fund⁹ to deliver an inward investment programme to re-energise Enfield Town to fill the empty shops.

8.2 The new Director of Commercial should be tasked within her existing budgets to increase the number of events held in Enfield Town which at the same time would achieve income for Enfield Council.

8.3 The income from events could be used to fund Christmas lights.

8.4 Officer support for the Empty Shops Taskforce could be provided via existing CEO unit budgets.

9.0 Equalities

9.1 Enfield Town has not benefited hugely from outside funding directed at regeneration and high streets over the last 8 years like other areas. Below are just a few examples.

Outer London Fund

Round 1 Ponders End £278,000¹⁰
Round 2 A1010 Corridor £715,000¹¹

High Street Fund

Enfield Thinks – Enfield Town (lasted 2 months) £20,000¹²

Mayor's Regeneration Fund

£600,000 for Market Gardening¹³

⁹ <https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/good-growth-fund-supporting-regeneration-london#acc-i-51983>

¹⁰ <https://www.london.gov.uk/what-we-do/regeneration/regeneration-project-north-east-enfield>

¹¹ <https://www.london.gov.uk/what-we-do/regeneration/regeneration-project-north-east-enfield>

¹² <https://www.london.gov.uk/WHAT-WE-DO/regeneration/what-weve-funded-so-far/high-street-fund>

¹³ <https://www.london.gov.uk/WHAT-WE-DO/regeneration/what-weve-funded-so-far/mayors-regeneration-fund#acc-i-43934>

Re-energising Enfield Town – filling the empty shops

8

NB: The London Regeneration Fund was created after the riots in 2011. The fund was used to boost the areas where riots occurred. Ninety eight percent of boroughs chose to bid for funding to improve their town centres where the riots were mainly located. Enfield Council made an active decision to bid for funding for a project located nowhere Enfield Town with many local businesses losing out in the process.

9.2 Enfield Town did not benefit from the discretionary rate relief that was offered a couple of years back to existing businesses located in Edmonton Green Shopping Centre.

9.3 Improving Enfield Town and attracting more visitors will boost the local economy. New retailers and restaurateurs will increase the number of local job opportunities.

10.0 Impact on Enfield Council's own priorities

10.1 Fairness for All

Maintaining and improving Enfield's town centres and high street shopping areas will ensure that the majority of residents have access to accessible quality shopping area.

10.2 Growth & Sustainability

Attractive, vibrant shopping areas encourage residents to shop locally and attracts visitors from outside of the borough strengthening the local economy.

10.3 Strong Communities

Improving the town centre by working with existing local businesses will strengthen the relationship between Enfield Council and the business community.

15. OPPOSITION BUSINESS

- 15.1 The Council will, at four meetings a year, give time on its agenda to issues raised by the Official Opposition Party (second largest party). This will be at the first normal business meeting (in May /June), and then the third (September), fifth (January) and seventh (March) meetings (unless otherwise agreed between the political parties). A minimum of 45 minutes will be set aside at each of the four meetings.
- 15.2 All Council meetings will also provide opportunities for all parties and individual councillors to raise issues either through Question Time, motions or through policy and other debates.
- 15.3 The procedure for the submission and processing of such business is as follows:
- (a) The second largest party shall submit to the Monitoring Officer a topic for discussion no later than 21 calendar days prior to the Council meeting. This is to enable the topic to be fed into the Council agenda planning process and included in the public notice placed in the local press, Council publications, plus other outlets such as the Council's web site.
 - (b) The Monitoring Officer will notify the Mayor, Leader of the Council, the Chief Executive and the relevant Corporate Management Board member(s) of the selected topic(s).
 - (c) Opposition business must relate to the business of the Council, or be in the interests of the local community generally.
 - (d) If requested, briefings on the specific topic(s) identified will be available to the second largest party from the relevant Corporate Management Board member(s) before the Council meeting.
 - (e) No later than 9 calendar days (deadline time 9.00 am) prior to the meeting, the second largest party must provide the Monitoring Officer with an issues paper for inclusion within the Council agenda. This paper should set out the purpose of the business and any recommendations for consideration by Council. The order in which the business will be placed on the agenda will be in accordance with Council Procedure Rule 2.2 relating to the order of business at Council meetings.
 - (f) That Party Leaders meet before each Council meeting at which Opposition Business was to be discussed, to agree how that debate will be managed at the Council meeting.
 - (g) The discussion will be subject to the usual rules of debate for Council meetings, except as set out below. The Opposition Business will be conducted as follows:

- (i) The debate will be opened by the Leader of the Opposition (or nominated representative) who may speak for no more than 10 minutes.
- (ii) A nominated councillor of the Majority Group will be given the opportunity to respond, again taking no more than 10 minutes.
- (iii) The Mayor will then open the discussion to the remainder of the Council. Each councillor may speak for no more than 5 minutes but, with the agreement of the Mayor, may do so more than once in the debate.
- (iv) At the discretion of the Mayor the debate may take different forms including presentations by councillors, officers or speakers at the invitation of the second largest party.
- (v) Where officers are required to make a presentation this shall be confined to background, factual or professional information. All such requests for officer involvement should be made through the Chief Executive or the relevant Director.
- (vi) The issue paper should contain details of any specific actions or recommendations being put forward for consideration as an outcome of the debate on Opposition Business.
- (vii) Amendments to the recommendations within the Opposition Business paper may be proposed by the Opposition Group. They must be seconded. The Opposition will state whether the amendment(s) is/are to replace the recommendations within the paper or be an addition to them.
- (viii) Before the Majority party concludes the debate, the Leader of the Opposition will be allowed no more than 5 minutes to sum up the discussion.
- (ix) The Majority Group will then be given the opportunity to say if, and how, the matter will be progressed.
- (x) If requested by the Leader of the Opposition or a nominated representative, a vote will be taken on whether to approve the Majority Group's response.

MUNICIPAL YEAR 2018/2019 REPORT NO. 59**MEETING TITLE AND DATE:**

Cabinet: 12 September
2018
Council: 20 September
2018

REPORT OF:

Chief Executive

| | |
|---|----------------|
| Agenda – Part: 1 | Item: 8 |
| Subject: Corporate Plan 2018-2022 | |
| Wards: All | |
| Cabinet Members consulted: All Cabinet Members | |

Contact officer and telephone number:

Shaun Rogan 020 8379 3836

E mail: shaun.rogan@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The current Council vision and strategic aims have been in place since 2010. They have helped the Council to deliver the vision to make Enfield ‘a better place to live and work delivering fairness for all, growth and sustainability and strong communities’.
- 1.2 The May 2018 elections provided an opportunity to set out the Council’s vision and priorities for the next four years, whilst reflecting on the current situation.
- 1.3 The Corporate Plan 2018 2022, ‘Creating a lifetime of opportunities in Enfield’ that is attached is the result of robust consultation with Council Members, the Executive Management Team, senior managers and staff and provides a clear direction for the Council over the next four years. More detailed actions to achieve the priorities are set out in departmental plans and robust performance management will ensure we are able to measure progress towards achieving the priorities.

2. RECOMMENDATIONS

- 2.1. Council to approve the Corporate Plan 2018-2022 if recommended by Cabinet on 12 September 2018.

3. BACKGROUND

- 3.1 The current Council vision and strategic aims have been in place since 2010. They have served the Council well and excellent progress has been made in delivering the vision to make Enfield ‘a better place to live and work delivering fairness for all, growth and sustainability and strong communities’.
- 3.2 However the way the Council operates has altered and continues to change as we deal with increasing demand for our services and reducing resources. The way services are delivered is different as we have moved from being a department-driven organisation to one where cross-cutting initiatives, often involving other public bodies, the private and not for profit sectors, are the norm. The Council is also engaged in large scale regeneration projects such as Meridian Water and is increasingly working at a sub-regional or regional level.
- 3.3 The May 2018 elections provided an opportunity to set out the Council’s vision and priorities for the next four years, whilst reflecting on the current situation.
- 3.4 London Communications Agency (LCA) were engaged to work with the Council on the plan to provide robust, comprehensive consultation, independent challenge and produce a well-written professional document.
- 3.5 In late 2017, LCA conducted individual interviews with the Council Leader and all members of the Cabinet; the Leader of the Conservative group and several members of the shadow cabinet; and the Chief Executive. A focus group session was conducted with the Executive Management Team (EMT) and five sessions were arranged with Assistant Directors, Head of Service and Team Leaders.
- 3.6 A questionnaire and script were used for each interview, though the discussions were allowed to take their own direction whilst ensuring that all the salient points were covered. The senior management focus groups addressed some of the interview questions for comparison, but also covered more operational concerns. The information gathered was used to populate an evidence base from which key themes and priorities were identified. This was used to develop the Corporate Plan framework, from which the full Corporate Plan was developed
- 3.7 Following the election, the new Council Leader reviewed and amended the draft Corporate Plan to reflect manifesto commitments and the political direction and priorities of the new administration.
- 3.8 The Corporate Plan 2018 – 2022 ‘Creating a Lifetime of Opportunities’ sets out the Council’s strategic direction and priorities for the next four years. The plan is divided into two sections:
- **The People and the Place** section sets out the Council’s three strategic aims for Enfield, the key priorities that support them and the main actions that will contribute to the delivery of these priorities. Departmental plans set out our delivery plans in more detail.
 - **Our Guiding Principles** describes the relationship that the Council aims to develop with residents, partners and among its staff to

ensure that they feel informed and have opportunities to contribute to the development of services and comment on their effectiveness

3.9 In addition to the vision and strategic priorities, the full plan (to be attached at Appendix A) includes a Foreword from the Leader of the Council; more information on the Council's priorities; facts about Enfield; and examples of good practice and achievements.

4. ALTERNATIVE OPTIONS CONSIDERED

The Council could have continued with the existing Corporate Plan. However the Council requires a clear strategy setting out the strategic aims and priorities for the next four years to ensure that resources are allocated to defined need; regeneration and infrastructure projects are well planned and managed; services are provided cost effectively; and that there is a positive effect on the lives and wellbeing of Enfield's residents.

5. REASONS FOR RECOMMENDATIONS

The Corporate Plan 2018 – 2022 provides the strategic direction of the Council over the next four years. It will inform the strategies and delivery programmes that will deliver the Council's aims and priorities and ensure effective use of our limited resources.

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

6.1 Financial Implications

None

6.2 Legal Implications

The General Power of Competence (General Power) under the Localism Act 2011 (LA 2011) provides: 'A local authority has power to do anything that individuals may do' even if:

- It is unlike anything else the authority may do
- It is unlike anything that other public bodies may do
- It is carried out in any way whatever
 - Anywhere in the UK or elsewhere
 - For a commercial purpose or otherwise for a charge or without a charge
 - For, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.

When exercising the General Power, local authorities will still be bound by the usual constraints of public law. The exercise of the General Power, as with any other power, can still be challenged under judicial review on the following grounds:

- Illegality

- Irrationality
- Procedural unfairness
- Legitimate expectation

The exercise of the power will also be subject to express statutory restraints such as the public sector equality duty in section 149 of the equality Act 201:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This report and its recommendations present as being within the legal powers and duties cited above.

7. KEY RISKS

Clearly setting out the Council's strategic aims and priorities for the next four years in the new Corporate Plan ensures that the Council's resources and efforts are focused on priority activities and services.

8. IMPACT ON COUNCIL PRIORITIES

The new Corporate Plan 'Creating a Lifetime of Opportunities in Enfield' sets out the Council's strategic aims and priorities for 2018 – 2022 that will inform the development and delivery of services and how we will work with and for residents, staff and partners.

9. EQUALITIES IMPACT IMPLICATIONS

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report to approve the new Council Business Plan 2018-2022. However it should be noted that projects or work stream deriving from this may be subject to a separate Equalities Impact Assessment. Therefore any projects or work stream will be assessed independently on its need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

A new corporate performance scorecard is being developed to enable the Council's progress in achieving the strategic aims and priorities to be monitored robustly. This will have a particular focus on the Council's commitment to reducing the inequality experienced by people across the Borough and enabling everyone to reach their full potential.

11. PUBLIC HEALTH IMPLICATIONS

The plan demonstrates the Council's commitment to Health in All Policies by making health a priority in decision-making throughout the Corporate Plan.

Background Papers

None

This page is intentionally left blank

Creating a lifetime of opportunities in Enfield

Enfield Corporate Plan 2018-2022

2018



CONTENTS

| | |
|--|----|
| FOREWORD | 03 |
| EXECUTIVE SUMMARY..... | 04 |
| ABOUT ENFIELD | 06 |
| THE PEOPLE AND THE PLACE | 08 |
| GOOD HOMES IN WELL-CONNECTED NEIGHBOURHOODS..... | 08 |
| SUSTAIN STRONG AND HEALTHY COMMUNITIES | 10 |
| BUILD OUR LOCAL ECONOMY TO CREATE A THRIVING PLACE | 12 |
| OUR GUIDING PRINCIPLES..... | 14 |
| COMMUNICATE WITH YOU..... | 14 |
| WORK WITH YOU..... | 16 |
| WORK SMARTLY FOR YOU | 17 |
| DELIVERING DIFFERENTLY..... | 18 |
| KEY STRATEGIES AND CONTACT..... | 20 |

FOREWORD



Councillor Nesil Caliskan
Leader of Enfield Council
cldr.nesil.caliskan@enfield.gov.uk

I am honoured to have been elected as Leader of Enfield Council and look forward to building on the achievements that have been made in recent years, working together with my colleagues and the wider community to make Enfield a better place for everyone.

Enfield has many strengths and is full of potential, we have a young and growing population; an emerging and strengthening business sector; an ambitious regeneration and housebuilding programme; and an attractive natural environment with over 100 parks. Sustained by committed council staff and effective partnership working, this progress has been made in spite of continuing austerity and ongoing reductions in local government funding.

In this new plan, we set out Enfield Council's vision, aims and priorities for the next four years. The Council will continue to play a full part in supporting our Borough to move ahead. By prioritising our objectives, continuing to manage our resources effectively and exploring new and innovative ways of providing services, we will deliver real improvements to the lives and wellbeing of our residents. Over the next four years we will continue with our regeneration programme and seek new ways to accelerate our affordable housing provision and council homes to create vibrant new communities.

We want to make Enfield a place where people feel safe in their homes and when they are out and about in the Borough. We will work with the Mayor of London, the Police and other partners to deliver initiatives that increase feelings of security, tackle crime, and develop community resilience. The Council will play its part in supporting young people and help to engage them in positive activities.

Running through everything the Council is going to do is a commitment to reducing the inequality experienced by people across the Borough. We will protect our most vulnerable residents and work to improve the health, education and skill levels to enable everyone to fulfil their potential.

The Council, in common with all local government, has changed significantly in recent years and this transformation will carry on. We will regularly review our role, our services and the ways they are delivered in response to the challenges we face. What will not change is our commitment to having the best interests of Enfield's residents at the heart of everything we do.

EXECUTIVE SUMMARY

Corporate Plan Framework – Creating a lifetime of opportunities in Enfield

THE PEOPLE AND THE PLACE

Delivering for everyone in Enfield over the next four years:



Good homes in well-connected neighbourhoods

- Continue our pioneering approach to regeneration to create thriving, affordable neighbourhoods and places.
- Increase the supply of affordable, quality housing options for ownership, social rent and private rent.
- Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development.
- Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks.



Sustain strong and healthy communities

- Protect those most in need by continuing to deliver the services and safeguarding measures they rely on.
- Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives.
- Build measures into all our strategies and projects that will help improve public health and people's wellbeing.
- Work with partners to make Enfield a safer place by tackling all types of crime and anti-social behaviour; and protecting the local urban and green environment.



Build our local economy to create a thriving place

- Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents.
- Support residents to take more responsibility and play a greater role in developing active and safe communities.
- Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
- Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age.

OUR GUIDING PRINCIPLES

We will:



Communicate with you

- Be responsive, effective and consistent in our communications with residents.
- Listen carefully to what our residents need and use this information to improve our services.
- Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes.



Work with you

- Be honest about what we can deliver and provide advice when we are not able to.
- Engage with residents to measure and evaluate our services.
- Collaborate across the Borough and beyond to develop new ways of working.
- Value the workforce across the Borough and enable them to deliver services effectively and efficiently.



Work smartly for you

- Manage resources smartly and reinvest income wisely to deliver excellent value for money.
- Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents.
- Increase access to digital services and transactions and make better use of data to understand the needs of our residents.

ABOUT ENFIELD

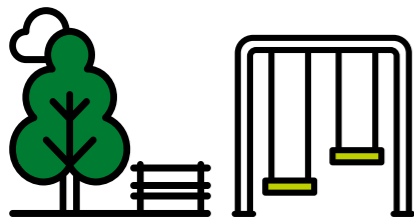
Making the most of Enfield's potential

cześć হ্যালো
MERHABA
 Përshëndetje
 Is ka warran



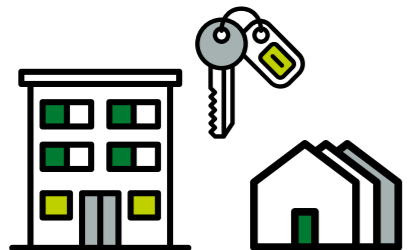
Communities

- 5th highest population in London with 332,127 residents
- 23% of population under 16 (London average 20.5%)
- 13% of population 65 and over (London average 11.5%)
- 35% of residents born overseas
- 178 languages or dialects spoken including Turkish, Somali, Polish, Bengali, Albanian and Greek
- 12th most deprived borough in London
- 10 out of 21 wards among the 20% most deprived in England
- 22% of children under 20 live in low income households



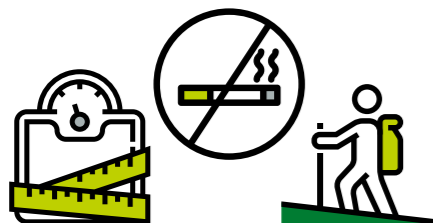
Environment

- London's most northerly borough
- Covers 31.7 square miles
- 40% of Borough designated as Green Belt
- 130 parks and open spaces
- 113 play areas for children (including housing sites)



Housing

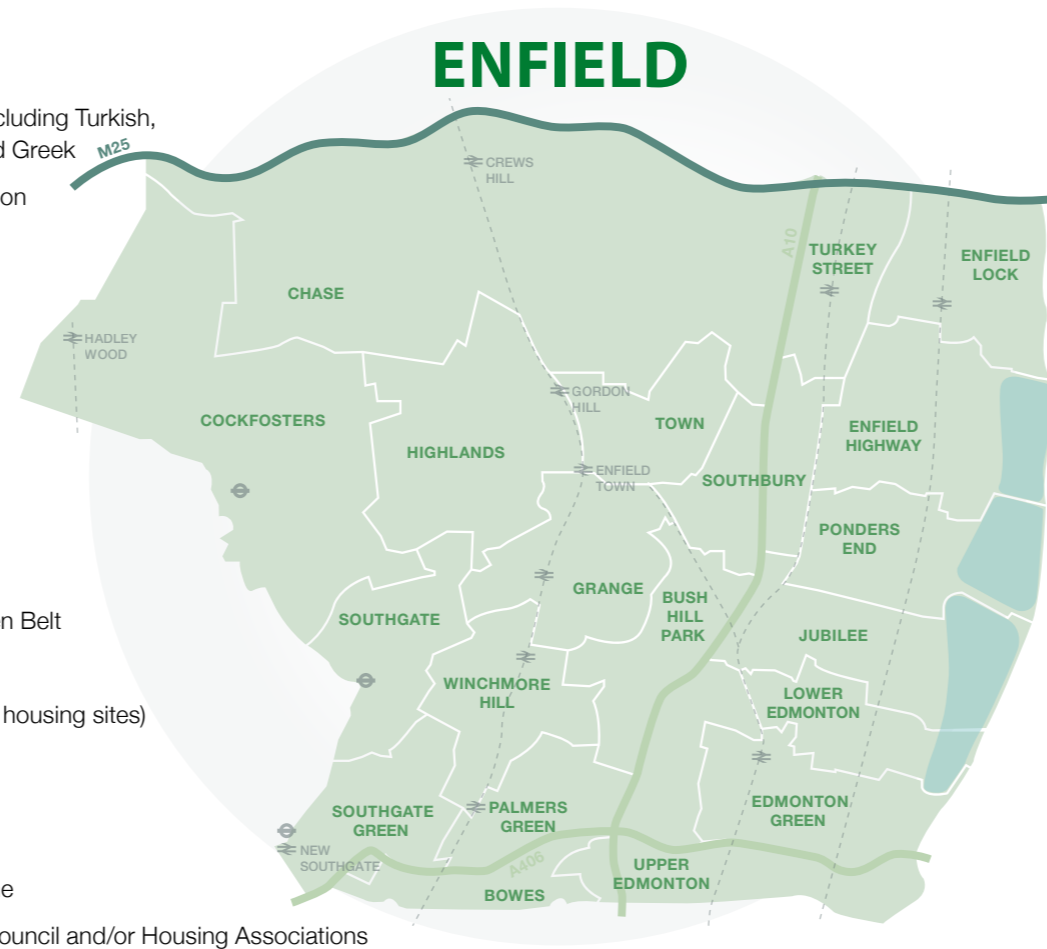
- 59% of residents own their own home
- 17% of homes are rented from the Council and/or Housing Associations
- 9th cheapest borough in London to rent
- 1,900 homes a year needed to keep up with projected population growth



Health

- Gap between life expectancy and healthy life expectancy still wide – 15 years for men and 20 years for women living in poor health.
- 61% of adults overweight or obese
- 42% of children overweight or obese by 10/11 years old
- Smoking rates in the young Turkish population are 28% higher than the Enfield average (13%)

Source: Various sources from Enfield Council.



Education

- 58,000 children in education
- Soil Association 'Silver Food for Life' award recognising the quality and healthiness of school meals
- 21% of pupils achieve AAB or better at A-Level
- 97% of schools rated good or outstanding by Ofsted



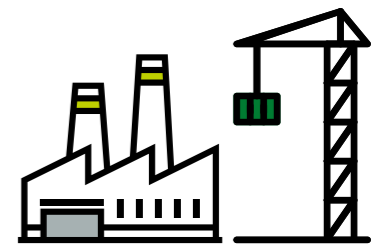
Transport

- 4 Underground stations on the Piccadilly line with 15.2m entries and exits per year
- 18 railway stations with a total of 21m entries and exits per year
- 41 day bus routes, 7 school-day only services and 6 night bus routes
- 80% of car trips in Enfield are of cycle-able length



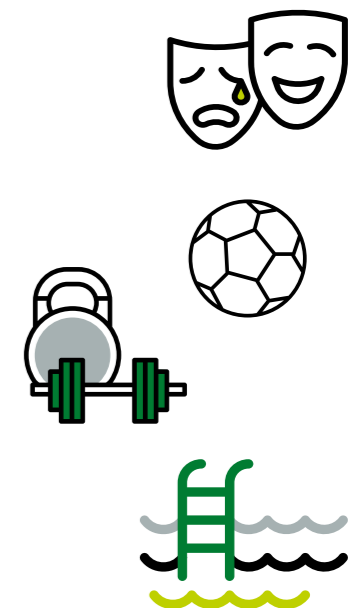
Economy

- 69% of working age residents employed
- 15% health, human and social care activity jobs (London average 10%)
- 5.5% construction jobs (London average 3.5%)
- 5% manufacturing jobs (London average 2%)
- 92.6% of companies in Enfield are 'micro' businesses with 0-9 employees



Heritage and Culture

- 3 theatres – Dugdale, Chickenshed and Millfield
- 17 libraries
- Museum of Enfield in Dugdale Centre
- 479 listed buildings
- Forty Hall Grade I listed Jacobean Mansion House includes museum and extensive grounds
- 22 conservation areas
- 5 registered parks and gardens
- Tottenham Hotspur FC training complex located in north east Enfield
- Queen Elizabeth II Stadium hosts home matches of Enfield Town FC, along with other events
- Lee Valley Athletics Centre accessible for community and athlete use
- 4 leisure centres, pool and bowls hall



THE PEOPLE AND THE PLACE

Good homes in well-connected neighbourhoods

We will:

Deliver regeneration to create thriving, affordable neighbourhoods and places by:

- Maximising development opportunities around well-connected transport locations.
- Ensuring that health needs are built into housing, infrastructure and service design to improve wellbeing and encourage active lifestyles.
- Delivering initiatives to improve standards in the private rented sector and tackle rogue landlords.
- Working with local authorities across the Local London sub-region to promote long-term growth which benefits everyone.

Increase the supply of affordable housing including ownership, private rent, council housing and other social rent by:

- Delivering planned housing renewal and estate regeneration programmes.
- Reducing reliance on temporary accommodation by offering a range of housing options including for those on lower incomes.

- Working with the public and private sector to deliver decent, safe housing that meets residents' needs.
- Developing high quality supported accommodation for older people, people with learning and/or physical disabilities, and mental health issues to promote independent living.

Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development by:

- Reducing congestion, improving air quality and encouraging people to walk and cycle through the continued implementation of Cycle Enfield and associated active travel programmes.
- Promoting the early delivery of four-tracking of the West Anglia Mainline to increase rail capacity and prepare for Crossrail 2.
- Contributing to the Crossrail 2 business case and campaigning for the release of Strategic Industrial Land (SIL) to secure sites for housing.
- Working with central government, the GLA and other partners to develop infrastructure that will help to deliver significant economic growth, new homes and health-promoting environments.

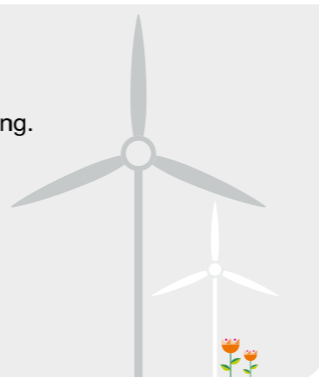
Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks by:

- Creating places to live, work and enjoy, and boosting the night-time economy by encouraging communities, businesses and developers to invest in vibrant and attractive town centres.
- Working with the private sector to drive economic development and help new and innovative businesses to settle in Enfield – with a special focus on Meridian Water.
- Creating high-skilled and better paid jobs and opportunities, and ensuring residents have the skills to access the job market at all levels.
- Investing in excellent IT and digital infrastructure including full fibre connectivity that benefits both businesses and residents.

INNOVATION HUB FOR BUSINESSES

As London's second largest industrial location and manufacturing employment corridor, Enfield is already a powerhouse in food and drink, logistics, construction and manufacturing.

Now the Borough has the opportunity to become an innovative and collaborative environment for creative, green, digital and low carbon technologies. Estates such as Brimsdown Business Estate and Montagu Industrial Estate are being transformed into state-of-the-art spaces for exciting businesses such as the Camden Town Brewery, which has opened its second brewery in Enfield.



CASE STUDY



PIONEERING REGENERATION Creating thriving and sustainable communities

We will deliver much needed new homes and jobs across the Borough as part of several large-scale regeneration schemes.

The £6bn Meridian Water development will provide 10,000 homes and thousands of jobs over its 20-year programme, as well as Meridian Works – a workshop for makers and artists.

A brand new rail station at Willoughby Lane will also be delivered, due to be completed in 2019.

By 2026, over 1,000 new homes will be built at Ponders End. Of these, 167 homes will be delivered as part of the £40m Electric Quarter redevelopment, which will also include shops, community space, a

replacement library and public realm improvements.

The Alma Estate is over 50 years' old and in need of modernisation. Supported and designed by residents of the estate, the £150m redevelopment will deliver 993 new homes, jobs, shops, a host of community facilities and green spaces and public realm improvements.

The development will take 10 years to complete.

CASE STUDY



CYCLING IN ENFIELD Investing in safe, active travel

80% of car trips in Enfield are of cycle-able length yet less than 1% of total journeys are made by bike – meaning the Borough has one of the lowest cycling rates in London.

When asked what would encourage residents to cycle more, their number one response was safer cycle routes.

We are transforming the Borough by creating over 40km of safe and secure cycle routes to better connect our high streets and town centres and the amenities they offer.

Public realm improvements will benefit the whole community whilst cycle routes will offer a convenient, healthy and environmentally friendly travel option.

There is also a full programme of activities including cycle training, bicycle maintenance workshops, community bike markets and guided bike rides to encourage people to get on their bike. The project is being delivered in phases, with a series of major projects across the Borough complete by 2021. Once this initial network is in place, our ambition is to generate a five-fold increase in cycling levels, enabling approximately 25,000 daily journeys by bicycle.

THE PEOPLE AND THE PLACE

Sustain strong and healthy communities

We will:

Protect those most in need by continuing to deliver the services and safeguarding measures they rely on by:

- Collaborating with mental health services to ensure the most vulnerable are able to access services when they need them.
- Continuing to deliver a range of initiatives that help to prevent or reduce homelessness.
- Working with the Police and other partners to make Enfield a safer place to live, work and study whilst ensuring a robust response to crime.
- Prioritising vulnerable children, young people and families, and engaging with communities on decision making so that services can be targeted where they are most needed.
- Engaging with adults at risk of abuse or neglect to ensure they receive the personalised support they need to live happy, fulfilled lives.

Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives by:

- Working with other public sector organisations, housing associations and the Citizens Advice Bureau, and with the voluntary sector to ensure services that residents need are delivered as efficiently and effectively as possible.
- Developing prevention and early intervention measures to promote independent living and wellbeing.
- Engaging with our health and voluntary sector partners to ensure people with mental health problems, learning and/or physical disabilities, and older people can access health and social services and lead independent lives for as long as possible.

- Improving services for young people, including young offenders to reduce youth crime, improve health and wellbeing, increase active participation in education, employment and training, and build confidence.

Build measures into all our strategies and projects that help improve people's health by:

- Ensuring that improving the public's health is a priority and that addressing long-term public health challenges such as obesity remain high on the agenda despite continuing financial challenges.
- Delivering a 'Health in all Policies' approach that gives due-consideration to health in decision-making across all policy and service areas.
- Involving partners, residents and the voluntary sector in the development and delivery of projects to tackle health challenges and encourage behaviour change.
- Working directly with care leavers to improve access to and engagement with adult mental health support services.

Work with partners to protect the local urban and green environment and make Enfield a safer place through tackling all types of crime and anti-social behaviour by:

- Reducing our carbon footprint and improving air quality by investing in renewable energy and recycling.
- Maintaining and improving our parks and green spaces, and keeping our streets and public spaces clean, safe and tidy.
- Enhancing our very successful leisure centres and promoting a range of physical activities for people of all ages.
- Continuing to develop work with our partners and communities to tackle crime, with a particular focus on serious youth violence.



HEALTH IN ALL POLICIES (HIAP)

Making health a priority in decision making

Long-term conditions such as diabetes, arthritis and heart failure, which can be managed but not cured, account for 70% of the NHS budget. However, over 50% of these could be avoided through changes to people's lifestyles.

Health in All Policies (HIAP) is an approach that seeks to ensure that the Council is doing all it can to create and improve people's physical and social environments, as well as making the best use of our existing community facilities so that residents feel empowered to mutually support each other to improve their lifestyles and reach their full potential.

HIAP seeks to make 'the healthy choice the easy choice'. This will mean that people will walk and cycle because their streets are safe and pleasant; children will eat more healthily because they have better access to fruit and vegetables; and tobacco consumption will become increasingly abnormal.

Our ultimate goal is for residents to be healthier and less dependent on the NHS and social care services.

CASE STUDY



SAFER ESTATES POLICING TEAMS

Making Enfield a safer place to live

Since 2016, the Safer Estates Policing Teams have been patrolling five priority council estates in the Borough – The Shires, Ayley Croft,

Joyce Avenue and Snells Park, and Moree Way and Lytchet.

The teams have been working closely with the Council's Community Safety Unit, sharing information and resources and making environmental improvements such as putting up fencing to protect residents from crime. To date, they have made 571 arrests for a wide range of suspected offences including murder, road traffic offences, drug possession and supply, and possession of a weapon.

The teams have also been tackling the problem of prostitution – their efforts resulting in a reduction in

crime and anti-social behavior, as well as fewer reports of robbery, assault and sexual offences.

Other initiatives led by the Council's Community Safety Unit that are contributing to the safety of those living, working and studying in the Borough, include a campaign to tackle violence against women, issuing Criminal Behaviour Orders against anti-social behavior, providing safety visits to previous offenders, delivering engagement activities for young people, and the installation of CCTV.

SAFEGUARDING

The protection of vulnerable people in our community is a top priority for the Council. We work with our partners, including the Police and those at risk of harm so that people are:

- Safe and able to protect themselves from abuse and neglect.
- Treated fairly and with dignity and respect.
- Protected when they need to be.

Last year, we received over 7,000 contacts to our Multi-Agency Safeguarding Hub and just over 1,200 of those went on for further investigation. This year, we are developing a plan across the Council to tackle the growing problem of modern slavery and human trafficking.

ADULT SOCIAL CARE

Adult Social Care works with around 10,000 people a year across a range of partnerships, including Health and the Voluntary Sector. We continue to prioritise front line services by:

- Working with more people earlier to help them maintain or regain independent living skills.
- Reducing the number of people admitted to hospital for avoidable reasons.
- Making sure that people do not stay in hospital any longer than they need to.
- Giving people more choice and control over the services they need.

Our priority for the year ahead is to secure the right kind of accommodation for people across a range of needs.



THE PEOPLE AND THE PLACE

Build our local economy to create a thriving place

Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents by:

- Providing support to retain and develop existing businesses in Enfield while helping those who are considering relocating to the area.
- Promoting the London Living Wage through procurement and engagement with businesses and effective employment practices.
- Delivering initiatives to enable our high streets and town centres to thrive and attract people to live, work and visit.

Support residents to take more responsibility and play a greater role in developing active communities by:

- Collaborating with residents and businesses to expand the part they play in looking after their communities.
- Producing and providing social care services, working collaboratively with local communities to tackle loneliness and reduce dependency for those with support needs.
- Involving a wide range of residents and young people in supporting and delivering our early intervention programme for children and families, and a varied, attractive range of youth activities across the Borough.
- Encouraging greater use of libraries as facilities to support community participation and volunteering; job clubs and information and advice; learning environments for all ages and abilities; and micro-business development.

Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment by:

- Ensuring that educational attainment is above the national average with an aspiration to be in the top 20% of local authority areas nationally.
- Making sure every child has a school place and continuing to improve the school estate to provide a fit-for-purpose educational environment.
- Continuing with the planned expansion of provision for pupils with special educational needs and disability (SEND) and developing internship and employment opportunities for young people and adults with learning disabilities and mental health issues.
- Making better use of employment agencies and organisations offering support for work readiness and job seeking.

Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age by:

- Providing strong local leadership to increase positive interaction, address issues and build resilience within local communities.
- Promoting the Borough's achievements to local, sub-regional and national organisations across the public and private sectors.
- Embracing Enfield's market town setting and ensuring our high streets and town centres thrive and attract people to live, work and visit.
- Providing opportunities for all communities to meet and enjoy a wide range of cultural events and activities which celebrate the Borough's diversity.



A RICH HISTORY AND CULTURE

Enfield can trace its roots as far back as the Roman times in the early 1st Century. The Borough had grown into an important business hub by the 14th Century, and a favourite royal hunting ground by the 16th Century. It was during the 18th and 19th Centuries, Enfield made a significant contribution towards industry and science, with the construction of the Royal Small Arms Factory and the manufacturing of light bulbs and radio valves.

Following the slow decline of manufacturing, the Enfield of today has transformed itself into a creative and innovative borough, with an abundance of cultural offerings and historical sites for residents and visitors to enjoy. The Dugdale Arts Centre and Millfield Theatre offer a wide range of plays and music to choose from. In addition, there is an annual programme of festivals, fairs, sporting events and independent film screenings across the Borough. Forty Hall, built in 1632 on the former grounds of Henry VIII's Elysing Palace, is one of a number of historical sites which are a must see for visitors.

CASE STUDY



SCHOOLS EXPANSION PROGRAMME

Providing a fit-for-purpose educational environment

We are continuously working to meet the demand for new primary and secondary school places in the Borough, which is currently expected to peak in 2022/23. This includes increasing the capacity within special schools and the provision of education for some of the most acute special needs.

In January 2018, we opened a £10.7m new school called

Orchardside, which provides facilities for secondary school children requiring short-term support before they return to mainstream education. The new building replaces the outdated facilities housed in the school's previous buildings and provides areas for specialist and general teaching and extensive outdoor space for PE and recreation. It is also being used out of hours as a flexible space for the community.

In addition, we are developing the former Minchenden School site to provide Key Stage 4 & 5 education for 126 pupils with Autism. The £11m refurbished buildings will provide the school with specialist and general teaching spaces; separate non-teaching areas and ancillary spaces; a separate dining hall; and play areas and landscaped surroundings. Southgate College, which is situated opposite the school, will provide valuable opportunities for joint working and an easier transition to higher learning for pupils.

CASE STUDY



LIBRARIES

Supporting community participation

Enfield has four flagship libraries that can be found at Edmonton Green, Enfield Town, the Ordnance Unit Centre and Palmers Green,

and along with the community, libraries are spread across the Borough. Together, they provide a wide range of library and council services alongside community activities.

Our libraries continually develop new ways of working so that we can provide a range of library services, whilst supporting initiatives that deliver health and employment outcomes, volunteering opportunities, learning and education, and access to IT and information for our residents; bringing together council services, external partners and communities to support participation, cohesion and growth.

TACKLING INEQUALITY

The Council will be working over the next four years to reduce the inequality that local people experience on a daily basis. Low income is a major issue that makes it more likely that households will be claiming benefits. It also has a negative effect on people's ability to find affordable housing. This inequality is highlighted by the fact that the median income in Enfield's wealthiest ward was more than twice the income in Enfield's poorest ward (a difference of more than £25,000).

Moreover, 35,000 Enfield residents are earning an hourly rate below the London Living Wage, with 22% of children now living in low income households. People from Pakistani, Bangladeshi, mixed, black and other ethnic groups are most likely to be working in low pay jobs. Additionally, disabled people are less likely to be in work than able-bodied people and are more likely to be in low paid work. Debt is also a major issue, with residents in one area of Enfield collectively amassing over £247m in outstanding unsecured personal loans, which roughly equates to £2,000 per household in Enfield.

Our focus will be on increasing the amount of affordable accommodation for local residents; encouraging businesses to move to the Borough and employ local people; enabling people to reach their potential by providing high quality schools and more training opportunities; and reducing health inequalities and improving wellbeing.



OUR GUIDING PRINCIPLES

Communicate with you

We will:

Be responsive, effective and consistent in our communications with residents by:

- Providing residents with regular communications on all council activities as well as giving them greater control over the content and frequency of updates and their preferred communications channels.
- Integrating the approach for emails, digital marketing campaigns and social media engagement whilst maintaining more traditional communications for those not able to access online channels.

Listen carefully to what our residents need and use this information to improve our services by:

- Implementing our Customer Experience Strategy to ensure that residents' interactions with the Council are positive and address their needs.
- Developing a range of ways for residents to provide feedback and ideas to develop and improve services.

Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes by:

- Developing an overarching narrative for use across campaigns to inform key stakeholders of the benefits of working with and investing in Enfield.
- Engaging in national, regional and sub-regional programmes to enhance Enfield's reputation across London and beyond.
- Playing an active role in Local London and ensuring that Enfield benefits from increased devolution of decision-making powers and resources.



CUSTOMER EXPERIENCE STRATEGY

Delivering a positive experience to customers

Delivering services to residents and businesses, enabling people to report and request services, dealing with enquiries and enabling people to access information – are core to the business of the Council.

That's why we are developing a Customer Experience Strategy to support our aim of delivering a consistently positive experience to all our customers by 2021.

The strategy will include a promise to be friendly and helpful, clear and concise, and to act with honesty and respect.

We have already started testing our new approach and will continue to review progress to 2021 and beyond.

There are currently six programmes within the Customer Experience Strategy:

1. Learning, development and cultural change – investing in staff across frontline services to ensure that they have the skills and support they need to deliver the customer promise.
2. Customer journey improvement – process and service re-design work, using what customers experience and need as our guide, starting with three journeys: planning enquiries, housing repairs, and recruitment and induction.
3. Customer insight and performance management – making sure staff and managers have the data we need to make effective decisions and target resources appropriately.
4. Demand management – finding and fixing the errors that lead to high customer contact levels, as well as developing ways we can enable greater self-help and self-service.
5. Enhancing the digital offer for the customer – improving the website and the Enfield Connected account within it, so that customers get reliable information and resolution of service requests.
6. Face to face access centres – making council and partner services more accessible through libraries.

LOCAL LONDON

Our work with Local London – a partnership with seven other London boroughs making the case to government for further powers and funding – has secured long-term benefits to improve the health, wellbeing and job prospects of our residents through new sub-regional programmes.

The national Work and Health Programme is now being delivered by Local London, providing better and more targeted support for local residents with health and disability challenges, who are trapped in long-term unemployment, through £39.5m of government funding.

From next year, the Government's adult education budget will be devolved to the Mayor of London, with Local London expected to play a major role in improving the educational and career prospects of young adults in Enfield and the wider sub-region.



OUR GUIDING PRINCIPLES

Work with you

We will:

Be open and transparent about what we are able to deliver by:

- Ensuring our services continue to be effective, focused on customer need and deliver the required outcomes as simply as possible.
- Developing a clear service offer to manage residents' expectations and advising them of alternative solutions where the Council is not able to provide a specific service.
- Improving communications and collaboration with the public, private and voluntary and community sectors to provide accurate and up-to-date signposting and advice.

Engage with residents to measure and evaluate our services by:

- Engaging with parents, carers and other users to co-produce future service developments across Adult and Children's Services.
- Delivering comprehensive consultation programmes on services and taking action to address issues where required.
- Involving residents in the development of our customer service programmes.

Collaborate across the Borough and beyond to develop new ways of working by:

- Encouraging local businesses to engage with the Council on projects that will benefit the Borough and its residents.
- Working with partners to ensure services are simple to understand and easy to access.

- Developing innovative approaches to generating income and reducing costs to maximise our investment in front-line services.

Value the workforce across the Borough and enable them to deliver services effectively and efficiently by:

- Developing a workforce strategy for 2018-21 that will identify the key challenges the Council faces and set out actions to ensure we are able to recruit, retain and motivate the right people with the right skills and behaviours, doing the right things.
- Using the evidence from the Cultural Audit to ensure that the Council has a greater focus on the customer, improves staff engagement and influence, makes better use of rewards and develops a fair and effective appraisal system.
- Providing staff with the most appropriate IT equipment and software and a new digital workspace to make managing work easier, whilst supporting improved internal communication and working practices.



Driving Efficiency Through Technology Award Winner



NEW WAYS OF WORKING

Like many other local authorities in the UK, we are facing unprecedented and continued pressure on our finances, which has forced us to act more commercially to ensure we keep delivering the services our residents need and deserve.

That's why we have invested £124m in Housing Gateway, a local property company which has bought and refurbished more than 500 properties in Enfield, to help more than 3,000 households living in temporary accommodation, to find permanent homes they can genuinely afford to live in – saving the Council more than £4.3m to date.

We have also set up Independence and Well Being Enfield, a private company launched in 2016, which delivers high quality services, encouraging elderly residents and those with disabilities to live independently, while also generating revenue for the Council by offering these services to other organisations in the Borough.

OUR GUIDING PRINCIPLES

Work smartly for you

We will:

Target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality by:

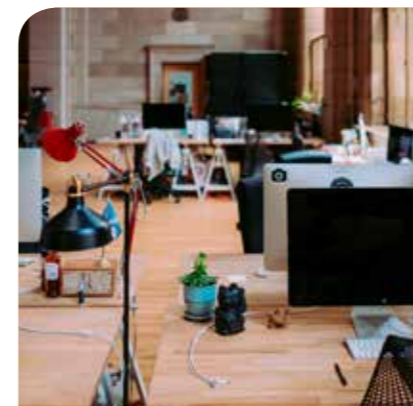
- Continuing to make best use of all available financial resources and balance risks and opportunities.
- Ensuring effective governance is in place to support the efficient and smart delivery of our services.
- Maximising the procurement of services and assets to support local businesses and residents wherever possible.

Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents by:

- Implementing a regional adoption agency and new safeguarding arrangements in line with new government legislation.
- Working closely with the voluntary and community sectors to support sustainable service provision, focus financial support on where it is needed most, encourage co-production of activities, and integrate voluntary and community activity into the Council's strategic objectives.

Increase access to digital services and transactions and make better use of data to understand the needs of our residents by:

- Investing in core IT infrastructure and enhancing the rationalisation, integration and consolidation of business solutions to support effective services for staff, residents and customers.
- Exploring the use of software innovations to automate non-complex processes.
- Developing our growing reputation as a digital council by using technology where sensible to improve the customer experience and reduce costs.



DIGITAL ENFIELD

Providing digital infrastructure to connect people

We want to establish a world class digital infrastructure in Enfield that benefits everyone – to provide fast, reliable and future-proofed digital connectivity for the future well-being of our residents, businesses and public services.

That's why we are developing a Digital Enfield Strategy to help us embed a digital approach to all policies in order to support the needs of residents, employers and partners by improving digital skills; connecting people to employment pathways; and providing infrastructure and connectivity to attract new businesses to Enfield. Progress will be reviewed in 2020.



CULTURAL AUDIT

Changing the way we work

Over recent years – in response to the continued pressure on our finances and increasing demand from residents – the Council has had to transform the way it operates and delivers services. However, it was felt that the culture of the organisation and the way staff worked had not kept pace with these changes. A recent staff survey showed that there was general agreement that people wanted to work in an organisation where they felt empowered to make decisions, be innovative, open and honest, felt supported, and would work together to resolve problems. Staff felt that at present these behaviours were not being actively encouraged.

60% of our staff live in the Borough. They are vital to delivering a good customer experience and therefore, we are developing a culture change programme to transform the way we work. Staff at all levels are involved in designing initiatives that will enable people to work in a way that encourages new ideas, improves the way services are run, delivers a better experience for customers, keeps staff happy and motivated, and rewards hard work.

DELIVERING DIFFERENTLY



£6bn

value of Meridian Water, delivering 10,000 new homes and thousands of new jobs for the Borough

Aspiration to be in top 20%

local authority areas nationally for educational attainment

More than £4.3m

saved in temporary accommodation costs through 500 properties purchased by Housing Gateway

£290,000

saved per year by investing in more energy efficient office buildings

Over 1,000 new homes
at Ponders End by 2026

£150m

Alma Estate redevelopment, delivering 993 new homes, jobs, shops and community facilities

200 additional school places

for children with special needs provision

£39.5m

government funding for Local London to provide more targeted support for residents with health and disability challenges

£4.2m

refurbishment of Edmonton Green Library – 20,000 books, state of the art IT and free wifi, study space and a dedicated museum

£377,000

awarded by Home Office to Community Safety Team to fund a tailored service to those fleeing domestic abuse

16

new police officers funded to keep our housing estates safer



Customer Experience Strategy

to deliver consistently positive customer experience by 2021

192

frontline health and care staff received Making Every Contact Count training in 2018

2,500

people supported by Health Trainers to make lifestyle changes

New rail station

at Willoughby Lane in 2019 as part of Meridian Water development

2018 Winner

Driving Efficiency Through Technology LGC awards

Over 5,000

babies and mothers visited by Health Visitors each year

7,000

people seen and supported each year by Enfield's Drug and Alcohol treatment service

Over 40km

of safe and secure cycle routes to improve connectivity in the Borough

£550,000

saved per year from reducing and dimming street lights

623

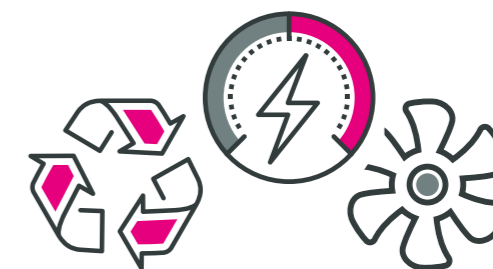
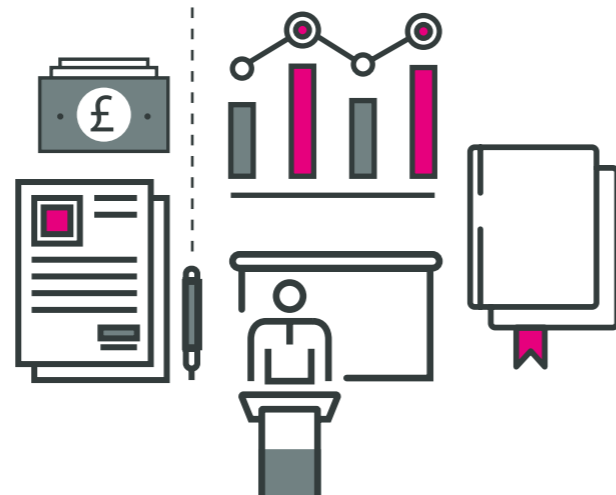
trees planted in 2018 and at least 400 more planned

Over £1m

being invested by the Council and its partners to reduce Enfield's carbon footprint by 2025

Enfield selected

to host de-stigmatisation Hub, to improve resilience for emotional and mental health wellbeing, as part of Thrive LDN programme



Thank you for taking the time to read our Corporate Plan for 2018-2022; we hope you found it interesting. If you have any questions or comments, please get in touch as we value your feedback.



Call

020 8379 1000



Twitter



Facebook

This page is intentionally left blank

MUNICIPAL YEAR 2018/19 REPORT NO. 25**MEETING TITLE AND DATE:**

Cabinet: 25th July 2018
 Council: 20th September 2018

REPORT OF:

Executive Director of Resources

Contact officer and telephone no:

Fay Hammond
 020 8379 2662
 e-mail: fay.hammond@enfield.gov.uk

| | |
|---|----------------|
| Agenda – Part: 1 | Item: 9 |
| Subject: ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2017/18 | |
| KD: 4716 Wards: All | |
| Cabinet Member consulted: Cllr Maguire | |

1. EXECUTIVE SUMMARY

1.1. This report reviews the activities of the Council's Treasury Management function over the financial year ended 31 March 2018.

1.2. The key points of the report are highlighted below:

| | | See section: |
|--|---|-------------------------|
| Debt Outstanding at year end to finance capital | <ul style="list-style-type: none"> £696.8m - an increase of £142m from 2016/17. | 5 |
| Average interest on total debt outstanding | <ul style="list-style-type: none"> 3.4% - a reduction of 0.3% from 2016/17. | 6 |
| Debt Re-scheduling | <ul style="list-style-type: none"> <i>None undertaken.</i> | 8 |
| Interest earned on investments | <ul style="list-style-type: none"> £0.106m – a decrease of £36k from 2016/17 (excluding interest receipts from loans made by the council) | 10 |
| Investments & Net Borrowing | <ul style="list-style-type: none"> Net Borrowing increased by £131.5m to £682m, resulting from an increase of £10.5m in investments and an increase in borrowing of £142m. | 10 |

2. RECOMMENDATIONS

2.1. Council is asked to approve the 2017/18 Treasury Outturn Report.

3. BACKGROUND

- 3.3. The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2017/18. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 3.4. During 2017/18 the minimum reporting requirements were that the full Council should receive the following reports:
- a. an Annual Treasury Strategy in advance of the year – (reported to Council 28th February 2017 as part of the 2017/18 Budget report)
 - b. a mid-year Treasury update report – (TM activity is monitored by Cabinet in year and may be reported on to Council if there are any concerns)
 - c. an annual review following the end of the year describing the activity compared to the strategy - (this report)
- 3.5. The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 3.6. The Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all the above treasury management reports by the Cabinet before they were reported to the full Council. Member training on treasury management issues was undertaken during the year to support members' scrutiny role.

4. NATIONAL CONTEXT

- 4.1. At its 2 November meeting, the Monetary Policy Committee (MPC) raised the Bank Rate from 0.25% to 0.50%.
- 4.2. The February Inflation Report indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. Although in March two MPC members voted to increase policy rates immediately and the MPC itself stopped short of committing itself to the timing of the next increase in rates, the minutes of the meeting suggested that an increase in May 2018 was highly likely.

5. BORROWING IN 2017/18

- 5.1. The following table summarises the councils loan portfolio and changes that have taken place from March 2017 to March 2018 due to debt repaid and new loans raised:

| Table 2: Movement in year | Debt 1 April 2017 | Debt Repaid | New Debt Raised | Debt at 31 March 2018 |
|--|----------------------------------|------------------------|--------------------------------|--------------------------------------|
| | £000 | £000 | £000 | £000 |
| Temporary Borrowing (less than a year) | 109,000 | (129,000) | 88,000 | 68,000 |
| | 109,000 | (129,000) | 88,000 | 68,000 |
| Public Works Loan Board (PWLB) | 372,416 | (7,261) | 191,597 | 556,752 |
| Commercial Loan | 30,000 | 0 | 0 | 30,000 |
| Local Authority borrowing | 28,000 | 0 | 0 | 28,000 |
| European Investment Bank | 9,548 | (310) | 0 | 9,238 |
| LEEF | 5,243 | (617) | 0 | 4,626 |
| Salix | 575 | (422) | 0 | 153 |
| | 445,782 | (8,610) | 191,597 | 628,769 |
| Total Debt Outstanding | 554,782 | (137,610) | 279,597 | 696,769 |

- 5.2. During 2017/18 there was major volatility in PWLB rates with rates falling during quarters 1 and 2 to reach historically very low levels in July and August, before rising significantly during quarter 3, and then partially easing back towards the end of the year.

6. INTEREST ON TOTAL DEBT OUTSTANDING

- 6.1. The average interest rate paid on total external debt in 2017/18 was 3.4% (3.7% in 2016/17).
- 6.2. Table 3 shows the interest paid (i.e. the cost of borrowing) by the Council during the year:

| Table 3: Cost of Borrowing | 2016/17 £'000 | 2017/18 £'000 |
|--|--------------------------|--------------------------|
| Public Works Loan Board | 13,575 | 16,736 |
| Commercial Loan | 2,143 | 2,144 |
| Local Authority Loans | 354 | 384 |
| EIB Loan | 221 | 217 |
| LEEF Loan | 96 | 86 |
| Salix Loan | 0 | 0 |
| Total Interest on Debt | 16,389 | 19,567 |
| Short Term Loans | 441 | 293 |
| Total interest paid: Total Cost of Debt | 16,830 | 19,859 |
| Interest income receipts from: | | |
| Housing Revenue Account | 8,159 | 8,159 |
| Capitalised interest on M Water | 2,740 | 5,745 |
| Interest Charged to HGL | 1,776 | 2,534 |
| Interest Charged to EIL | 908 | 992 |
| Interest Charged to LVHN | 0 | 366 |
| Interest Charged to E Enterprise* | 0 | 113 |
| General Fund** | 3,248 | 1,950 |
| Total Cost of Debt | 16,831 | 19,859 |

*2017/18 interest receipts include invoices not raised in prior years

**remaining cost picked up by general fund

7. DEBT MATURITY STRUCTURE

- 7.1 The Council has 79 loans spread over 50 years with the average maturity being 29 years. The maturity profile allows the Council to spread the risk of high interest rates when debt matures in any one year.
- 7.2. Table 4 shows the maturity structure of Enfield's long-term debt:

| Table 4: Profile Maturing Debt | Debt Outstanding as at 31 March 2017 (£m) | Debt Outstanding as at 31 March 2018 (£m) |
|---------------------------------------|--|--|
| Years | | |
| Under 1 year | 117.3 | 121.6 |
| 1- 5 | 98.6 | 54.7 |
| 6-10 | 28.1 | 44.9 |
| 11-15 | 27.4 | 51.6 |
| 16-25 | 60.2 | 115.3 |
| 26-30 | 9.3 | 58.5 |
| 31-40 | 139 | 141.4 |
| 41+ | 74.8 | 108.8 |
| | 554.7 | 696.8 |

8. DEBT RESTRUCTURING

- 8.1 Debt restructuring normally involves prematurely replacing existing debt (at a premium or discount) with new loans to secure net savings in interest payable or a smoother maturity profile. Restructuring can involve the conversion of fixed rate interest loans to variable rate loans and vice versa.
- 8.2 No rescheduling was done during the year as the PWLB new borrowing rates and premature repayment rates made rescheduling unviable. The council will continue to actively seek opportunities to re-structure debt, if viable.

9. TREASURY MANAGEMENT PRUDENTIAL INDICATORS: 2017/18

- 9.1 Throughout 2017/18 total loan debt was kept within the limits approved by the Council against an authorised limit of £1,178 million. The authorised limit (as defined by the Prudential Code) was set as a precaution against the failure, for whatever reason, to receive a source of income or a major unexpected expenditure. In the unlikely event of this happening, the Council would need to borrow on a temporary basis to cover the shortfall in cash receipts. Any significant breach must be reported to Council.
- 9.2 The Council held no variable interest rate debt during 2017/18. However, the Council's Treasury Management Strategy does permit variable interest rate interest rate loans
- 9.3 The Council's Treasury Management Strategy permits up to 30% of its debt to mature in one year (equivalent to £209 million as at 31 March 2018). This limit was not breached; the actual position as at 31 March 18 was £137.6m (19.7%), which includes the short-term loans from LAs, repayment of other loans which is now due within a year and principal payments of all other loans which will be paid in 2018/19.
- 9.4 Within the prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. For example, the operational borrowing limit set by the council, determines the external debt levels which are not normally expected to be exceeded, whereas the authorised borrowing limit represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs

to be set or revised by the full Council. It helps to monitor and reduce the risk of exposing the council to external debt.

10. INVESTMENTS

- 10.1. The Bank Rate increased from 0.25% to 0.5% in November and remained at that level for the rest of the year.
- 10.2. The Council manages its investments arising from cash flow activities in-house and invests within the institutions listed in the its approved lending list. It can invest for a range of periods approved in the Annual Treasury Management Strategy. The Council currently acts as the treasury manager for most Enfield schools who are within the HSBC banking scheme. The Council produces a three-year cash flow model (based on daily transactions) which projects the cash flow movements of the Council linked into the Council's Medium Term Financial Plan and Capital programme. This allows the Treasury Management team to make more informed decisions on borrowing and lending.
- 10.3 All investments entered into by the Council during 2017/18 were fully compliant with the Annual Investment Strategy. The strategy makes clear that the investment priorities are given firstly to security of principal, then to liquidity over yield. To this extent all investments have only been made with counterparties of high credit quality. The council only had £15m investment with two Call Account counterparties as at 31 March 2018 (£4.5m in 2016/17)
- 10.4 Total cash balances during 2017/18 varied considerably, predominantly because of the significant peaks and troughs arising from payment profiles of business rates collection, capital expenditure, DWP payments and housing benefit payments.
- 10.5 Liquidity was managed through call accounts and money market funds. Through careful cash management control (i.e. the ability to accurately predict the daily out / inflows of cash) the Treasury Management team have limited the Council's overdraft costs in the year to £151 (£197 in 2016/17)
- 10.6 In 2017/18 the Council received £0.106 million in interest on money lent out to the money markets; a decrease from 2016/17. This was because of lower cash balances, reduced interest rates from money markets and holding cash in more liquid accounts. The average cash balance held by the Council during the year was £44.1m compared to £45.4m 2016/17.
- 10.7 Table 5 shows the maturity structure of Enfield's investments. The council continues to adopt a very prudent approach and the 2017/18 strategy allowed investments up to 12 months with financial institutions that met the Council's credit rating requirements.
- 10.8 Investments as at 31 March 2018 were as follows:

| Table 5: Duration of Investments | Investments as at 31 March 2017 | No of counter-parties | Investments as at 31 March 2018 | No of counter-parties |
|--|--|------------------------------|--|------------------------------|
| | £000's | | £000's | |
| On call accounts | 4,500 | 1 | 15,000 | 2 |
| Total Investments held at 31st March | 4,500 | 4 | 15,000 | 2 |

- 10.9 The Council's net borrowing increased in 2017/18 as demonstrated in Table 6. This recognises that future capital expenditure will need to be financed from external borrowing and will create pressure on the revenue budget, but this impact has been recognised in the Council's Medium term financial plan.

| Table 6: Trend in Net Borrowing | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--|----------------|----------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Total Borrowing | 298,624 | 313,032 | 438,641 | 554,782 | 696,769 |
| Total Investments | -40,200 | -63,350 | -28,490 | -4,500 | -15,000 |
| Net Borrowing | 258,424 | 249,682 | 410,151 | 550,282 | 681,769 |
| Annual change in net debt | 0 | -8,742 | 160,469 | 140,131 | 131,487 |

- 10.11 The Capital Financing Requirement reflects the Council's underlying need to borrow to fund its capital programme (Table 7).

| Table 7: Capital Financing Requirement (CFR) | 31st March 2017 | 31st March 2018 |
|---|-----------------------------------|-----------------------------------|
| | £m's | £m's |
| General Fund | 578.2 | 733.0 |
| Housing Revenue Account | 157.7 | 157.7 |
| Total CFR | 735.9 | 890.7 |
| External Borrowing | 554.8 | 696.8 |
| Under / (Over) Borrowing | 181.1 | 193.9 |
| Authorised Limit | 900 | 1,178 |

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 None. This report is required to comply with the Council's Treasury Management Policy statement, agreed by Council.

12. REASONS FOR RECOMMENDATIONS

- 12.1 To inform the Council of Treasury Management performance in the financial year 2017/18.

13. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS

13.1 Financial Implications

Financial implications are set out in the body of the report.

13.2 Legal Implications

The Council has a statutory duty to ensure the proper administration of its financial affairs and a fiduciary duty to tax payers to use and account for public monies in accordance with proper practices. The Statement has been prepared in accordance with the CIPFA Code of Practice.

13.3 Key Risks

Extending the maximum period of deposits will increase the level of risk of default. This fact must be considered against the backdrop that investments will still be restricted to countries outside the UK with a sovereign rating of AAA and that deposits will be made only with financial institutions with a high credit rating.

14. IMPACT ON COUNCIL PRIORITIES

14.1 Fairness for All

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

14.2 Growth and Sustainability

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

14.3 Strong Communities

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

14.4 PERFORMANCE MANAGEMENT IMPLICATIONS

The report provides clear evidence of sound financial management, efficient use of resources, promotion of income generation and adherence to Best Value and good performance management.

15 PUBLIC HEALTH IMPLICATIONS

15.1 There are no public health implications directly related to this report.

16 EQUALITIES IMPACT IMPLICATIONS

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

Background Papers

None

This page is intentionally left blank

MUNICIPAL YEAR 2018/2019 REPORT NO. 31**MEETING TITLE AND DATE:**

**Council – Thursday 20th
September 2018**

REPORT OF:

Director of Health and Adult
Social Care
Executive Director of Resources

Contact officer and telephone number:

Lia Markwick

0208 3796148

E mail: lia.markwick@enfield.gov.uk

| | |
|---|-----------------|
| Agenda – Part: 1 | Item: 10 |
| Subject: Reardon Court Extra Care Housing Wards: All Key Decision No: KD4710 | |
| Cabinet Member consulted: Cllr Cazimoglu | |

1. EXECUTIVE SUMMARY

1.1 The number of people in Enfield over 65 years of age is forecast to increase by 23% over 10 years – from 42,400 in 2015 to 52,500 in 2025. This increase is slightly above the overall percentage increase of England (21%) and poses a significant local challenge in terms of developing services to meet future demand. This includes demand for quality, accessible and care focussed housing in later life.

1.2 Extra Care Housing (ECH) provides purpose built, accessible, self-contained accommodation plus communal facilities, to support independent living and facilitate social inclusion for older people and adults with disabilities.

1.3 The model offers a real alternative for older people and adults with disabilities who may be struggling to remain living independently in their own homes. It also offers an alternative option for people placed in inappropriate or high cost residential care, who - given the right support and the right environment - would be able to live more independently.

1.4 Reardon Court is the site of a former in-house residential care home. It is a Council owned site that is well placed to accommodate an extra care housing service, with good transport and community links. It is located in Winchmore Hill, an area of the borough in which the Council supports a high number of older people with adult social care needs and sits adjacent to green space to encourage healthy active ageing.

1.5 To maximise the long-term value of this Council owned asset and secure future provision of affordable Extra Care Housing in the borough it is recommended that the Council maintains ownership of this site and instructs demolition, design, development and delivery services to provide Extra Care Housing provision at Reardon Court.

1.6 See Part 2.

1.7 There are options to be considered in respect of funding a Council led development of this site. This includes Council borrowing and potential opportunities to secure in excess of £4,000,000 capital contributions from the GLA (circa £60,000 per home for rented accommodation).

1.8 A high level financial analysis undertaken by Ernst & Young indicates that a Council led development is financially viable over the life of the Project.

1.9 The development of Extra Care Housing on the Reardon Court site will enable the Council to

- increase the long-term security of extra care housing supply, helping to ensure that future costs can be managed, and statutory care requirements can be met
- optimise the use of (and investment in) a local authority asset
- create an opportunity for future income generation to support reinvestment in front line services

1.10 The strategic development of this site will also support cost avoidance through:

- the reduction of high cost residential placements or community packages
- the reduction of costs associated with of hospital discharge delays
- a reduction in costs relating to carer breakdown
- a reduction in costs relating to the adaptation of inaccessible properties not suited to the mobility needs of some people with disabilities
- a potential reduction in temporary accommodation costs, realised through the increase in local housing supply, and in some instances, release of Council and Housing Association properties
- a potential reduction in levels of social isolation and loneliness, and costs associated with this
- a reduction in falls, injuries and subsequent hospitalisation caused by housing design that does not suit the needs of older people and adults with disabilities.
- a potential reduction in care package costs for older people with dementia, who require 24-hour support in a community setting

1.11 The development of Extra Care Housing on the Reardon Court site is consistent with local and national drivers for improvement and change including the Care Act 2014. Strategic development in this area will help secure the availability of high quality, affordable and accessible Extra Care Housing provision. It will help ensure that:

- people have access to services that prevent their support and care needs escalating, or delay the impact of their needs;
- people are supported to maximise their independence and feel in control of the support and care that they receive;
- people have a choice of a range of providers offering high quality, safe and appropriate services from a vibrant and diverse marketplace.

1.12 On 25th July 2018, Cabinet:

- approved removal of the Reardon Court Site from the Council's current disposal list
- approved a Council led demolition, design and redevelopment of the Reardon Court site for the provision of modern, accessible, self-contained Extra Care Housing provision
- approved the appointment of design expertise to develop architectural plans and support an application to the Local Planning Authority
- granted permission for officers to tender for a building contractor to develop the scheme
- approved indicative borrowing requirements for development capital, subject to securing a capital contribution from the Greater London Authority (GLA)
- delegated to the Executive Director Place, in consultation with Adult Social Care, Legal and Procurement Services, the appointment of a design team

1.13 This report seeks Council approval for addition to the Capital Programme as detailed in the Part 2 report.

2. RECOMMENDATIONS

2.1 It is recommended that Council approves addition to the Council's Capital Programme as detailed in the Part 2 report and as recommended by Cabinet at their meeting on 25th July 2018.

3. BACKGROUND & CONTEXT

3.1 A Changing Demographic

3.1.1 The demographic of Enfield is changing. The number people in Enfield over 65 years of age is forecast to increase by 23% over 10 years – from 42,400 in 2015 to 52,500 in 2025. This increase is slightly above the overall percentage increase of England (21%) and poses a significant local challenge in terms of developing services to meet future demand. This includes demand for quality, accessible and care focussed housing in later life.

3.1.2 People are living longer but this does not always come with good health. The number of people with complex needs is increasing and the number of older people (65+) managing health conditions, including long term conditions that limit quality of life is also on the rise. In Enfield in 2015 it was projected that:

- over 2,000 older people had a long standing health condition caused by heart attack (rising to 2,579 by 2025)

- over 950 older people had a long standing health condition caused by a stroke (rising to 1,230 in 2025)
- 895 older people were admitted to hospital as a result of a fall (rising to 1,147 in 2025)

3.1.3 Dementia is also on the rise. In Enfield the total population aged 65 and over predicted to have dementia is forecast to increase from 3,034 in 2015 to 4,022 in 2025.

3.1.4 The number of older people living in Enfield providing unpaid care or unable to manage self-care activities is increasing. In 2015 it was projected that:

- over 5,500 older people provided unpaid care (rising to nearly 7,000 by 2025)
- nearly 17,400 older people were unable to manage at least one domestic task (rising to over 22,000 in 2025)
- over 14,200 older people were unable to manage at least one self care activity (rising to over 18,000 in 2025)

3.2 Understanding Who We Support

3.2.1 To accompany borough wide population projections and better understand potential demand for Housing with Care services going forward, information in respect of who the Council currently supports can be considered. This information can help build a view on the local preventative value of Housing with Care, and the role it may play in minimising the escalation of need and the requirement of residential care environments.

3.2.2 In 2015/2016, 2694 older people received a long term Adult Social Care funded service. Cockfosters, Chase, Edmonton Green and Winchmore Hill are amongst the wards with the highest number of people receiving an Adult Social Care funded services.

3.2.3 The number of people receiving care in their own home is rising year on year. There are currently over 500 older people aged 60+ years in receipt of intensive home care services funded by the local authority. Of these, 237 people own or part own their property, 97 reside in Council or Housing Association accommodation and 57 live in sheltered accommodation. The average package cost is over £300 per person per week.

3.2.4 Residential care placements are also on the increase. In 2015 it was projected that there were over 1,300 older people living in a residential care home (with or without nursing care) and this number is projected to rise to 1,780 in 2025. Placements of older people into long term residential care, funded by ASC are rising year on year, from 116 new admissions in 2014/2015 to 263 new admissions in 2017/2018.

- 3.2.5 Consistent with this increase, placements of older people with physical frailty into residential care are rising year on year, from 17 placements in 2012/2013 to over 30 in 2015/2016. The average cost for new placements is over £650 per week.

3.3 Extra Care Housing – An Alternative Option

3.3.1 Extra Care Housing (ECH) provides purpose built, accessible, self-contained accommodation plus communal facilities, to support independent living and facilitate social inclusion for older people and adults with disabilities. Round the clock on site support offers a flexible model of care that respects the dignity and privacy of individuals living in their own homes. It also offers opportunities for support and care to be delivered more efficiently, maximising the benefits of 'shared care' and assistive technology and helping to prevent hospital admissions and escalating care packages triggered by falls due to inaccessible environments.

3.3.2 The model offers a real alternative for older people and adults with disabilities who may be struggling to remain living independently in their own homes. It also offers an alternative option for people placed in inappropriate or high cost residential care placements, who - given the right support and the right environment - would be able to live more independently.

3.4 Understanding Current Supply

3.4.1 Enfield accommodates retirement housing, extra care housing (ECH) and residential/nursing care provision across the private and social rent sector.

3.4.2 Enfield Council's Sheltered Accommodation stock constitutes a significant proportion of age exclusive accommodation for older people living in the borough. The Council provides over 82 units of Sheltered Accommodation for social rent in Enfield, offering a mix of studio, 1-bedroom and 2-bedroom homes.

3.4.3 A further 1,474 units of specialist accommodation for older people are provided by registered social landlords and private sector providers in the borough (Source Elderly Accommodation Council October 2015). Tenure type varies – 631 of these homes are Leasehold properties available for purchase and 656 of these homes are for social rent.

3.4.4 There are currently 4 Extra Care Housing services in the borough, providing a total of 187 units of extra care accommodation for older people with support and care needs living in Enfield. Of these 187 units, 93 units (Alcazar Court, Skinners Court) provide accommodation for social rent, directly commissioned by Enfield Council Adult Social Care (ASC) services. The remaining units provide leasehold and

market rent accommodation, for people with care and support needs wishing to purchase an Extra Care home of their own.

- 3.4.5 The closure of Reardon Court as a former residential care home with extra care facilities has led to the reduction of ECH (by 28 units) available in the borough for older people with 24 hour on site support and care needs.
- 3.4.6 There are 99 residential and nursing care homes located in the borough that are registered with the Care Quality Commission, providing a total bed capacity of 2016. In respect of service type, 14 care homes, offering a total of 745 beds are registered as providing nursing care.
- 3.4.7 *Appendix A* maps local supply of Sheltered & Extra Care Housing provision in the borough in addition to residential and nursing care provision across the sector.

3.5 Projecting Future Supply Requirements

- 3.5.1 Although Enfield hosts a reasonably diverse provider market, future development that improves accessibility and environment in line with HAPPI design principles will help the borough keep pace with the changing aspirations of our ageing population.
- 3.5.2 Regional and national tools are available to help predict future demand for specialist accommodation in later life. The Housing LIN Strategic Housing for Older People Analysis Tool for predicting borough demand for extra care housing highlights an undersupply of over 400 homes.¹
- 3.5.3 Local data on waiting lists for ASC funded extra care housing is consistent with the requirement for more accommodation of this nature, with an average of 4-5 people each month presenting as requiring specialist extra care provision. Both the Council's directly commissioned schemes currently operate to capacity.
- 3.5.4 Additional extra care homes would create local opportunity to avoid inappropriate residential and nursing care admissions. Over 2017/2018 263 older people were admitted to adult social care funded residential care. Research undertaken by East Sussex Council (as cited in the recent ADASS New Dialogue Paper in April 2018) indicates that 64% of residents living in extra care provision would otherwise have been placed in residential or nursing care services.²

1

<http://www.housinglin.org.uk/Topics/browse/HousingExtraCare/ExtraCareStrategy/SHOP/SHOPAT/Dashboard/?loginSuccess=1>

² https://www.housinglin.org.uk/_assets/Resources/Housing/OtherOrganisation/A-Better-Offer-for-Older-People-Making-Extra-Care-Housing-work-for-your-community.pdf

3.5.5 Supplementary Planning Guidance (Housing) references a pan-London requirement for approximately 3900 new specialist homes (sheltered and extra care housing) per year.

4. RECOMMENDATION

4.1 Reardon Court: An Opportunity for Growth

4.1.1 Reardon Court (Cosgrove Close, Winchmore Hill, London) is the site of a former in-house residential care home. It is a Council owned site that is well placed to accommodate an extra care housing service, with good transport and community links. It is located in Winchmore Hill, an area of the borough in which the Council supports a high number of older people with adult social care needs and sits adjacent to green space to encourage healthy active ageing.

4.1.2 To maximise the long-term value of this Council owned asset and extend the borough's affordable rent Extra Care Housing offer it is recommended that:

- the Council maintains ownership of this site and
- the Council instructs demolition, design, development and delivery services to provide modern, flexible and accessible Extra Care Housing provision at Reardon Court

4.1.3 See Part 2.

4.1.4 See Part 2.

4.2 Financial Viability of Development

See Part 2.

4.3 Project Links

4.3.1 The development of Extra Care Housing on the Reardon Court site will contribute to the overarching strategic development of Housing with Care in the borough.

4.4 Timescales & Governance

4.4.1 On the basis that approval is given to proceed in line with recommendations of this report, it is estimated that the Reardon Court site could be demolished, designed, developed and delivered over a 2½ year period.

4.4.2 A Reardon Court Project Board shall be established to include key representatives from Property, Legal, Finance and Adult Social Care Services to oversee the project. A Service User & Carer Reference Group shall be established to help ensure a user driven development.

...

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 Do Nothing

- 5.1.1 A 'do nothing' does not realise potential financial, strategic or community/public value benefits as detailed in 6.1-6.3 of this report.
- 5.1.2 Given rising demand pressures and the projected undersupply of Housing with Care options locally, adopting a 'do nothing' approach will do little to address supply requirements. Pressure on local supply is likely to increase the number of avoidable residential care placements made. It may also lead to an increase in levels of delayed discharge, which currently costs the Council £155 per night per patient.
- 5.1.3 A 'do nothing' approach would limit the availability and therefore *choice* of Housing with Care options for older people in the borough. While a natural market response to demand pressure is possible in the private sector, this trend is less likely in the affordable housing sector due to the affordability and availability of sites for development.
- 5.1.4 A 'do nothing' approach fails to address market facilitation duties as set out in the Care Act 2014. This statutory guidance requires the Council to ensure that there is sufficient and affordable supply of care services locally for users and carers.
- 5.1.5 A 'do nothing' approach incurs costs to the Council in respect of maintaining and securing a vacant site.
- 5.1.6 A 'do nothing' approach fails to maximise use and value of a Council resource, when the availability of affordable sites of necessary scale to delivery Extra Care Housing are limited.

5.2 Site Sale for the development of 100% Affordable Housing

- 5.2.1 Sale of this site for the development of 100% Affordable Housing (to include consideration of sale to Red Lion Homes or Housing Gateway) would generate a capital receipt for the Council.
- 5.2.2 See Part 2.
- 5.2.3 Site sale for Affordable Housing secures the site and utilises Reardon Court for delivery of the Council's strategic requirements. Whilst an attractive immediate option in respect of capital receipt to be acquired, development for non specialist affordable housing on this site fails to respond to demand pressures in the Adult Social Care sector. This option does not contribute to the financial, strategic or community/public value benefits of developing Extra Care Housing in the borough, as detailed in 6.1-.6.3 of this report.

- 5.2.4 A site sale approach for Affordable Housing results in the loss of this site for care use and fails to optimise existing site planning permissions as a site for delivery of care services. Alternative site options for the development of affordable Extra Care Housing provision to meet escalating need are limited.

5.3 Open Market Site Sale to the Highest Bidder

- 5.3.1 See Part 2.
- 5.3.2 Whilst attracting a substantial capital receipt, the long term strategic, community/public value and financial benefits of maintaining this site as an Extra Care scheme (See 6.1-6.3), or indeed Council use, would be lost. The residual value of the site would be lost upon sale, as would the opportunity to attract external development funding to increase the value of this asset.
- 5.3.3 The loss of this site as a Council resource would reduce local development options for affordable rent Extra Care Housing in the borough. Previous feedback from the Extra Care Housing Market has indicated that affordable site options of the scale required to deliver this housing model are increasingly difficult to secure. Subsidisation is often required by way of site contribution to enable the delivery of services at an affordable rent level.

5.4 Site Disposal for Development of Extra Care (Freehold)

- 5.4.1 Site disposal for the development of Extra Care Housing (Freehold) would generate a capital contribution for the site.
- 5.4.2 See Part 2.
- 5.4.3 This option reduces the Council's financial liability in respect of demolition, development and management of the asset. Development is undertaken by the Extra Care housing provider and there is no requirement for the Council borrowing for development. Disposal within Property Procurement Rules (PPR) means that disposal can be undertaken relatively quickly compared to Corporate Procurement Rules (CPR) route, however ability to specify future service would be limited.
- 5.4.4 Whilst this option is preferable to 5.1-5.3 in terms of ring fenced strategic use of the site as Extra Care Housing, the Council's long term influence over site use is minimal. The Council will not be in a position to guarantee the long- term use of site as affordable Extra Care Housing, at a time when need for such resource is rising.
- 5.4.5 Proceeding with this option is also likely to limit local authority influence over quality and cost of support and care provided. Within an increasingly pressurised market, RSLs providing specialist housing

have indicated a wish to provide both housing management and support/care functions within a service that they have invested in. This can make changing care and support provision to maximise value difficult.

- 5.4.6 The residual value of the site would be lost upon sale, as would the opportunity to attract external development funding to increase the value of this asset.

5.5 Site Disposal for Development for Extra Care (Under Lease)

- 5.5.1 Whilst the long term lease of the site would be deemed as a disposal, a lease agreement would increase the level of influence over development and long term use of the site, helping to maintain site for use as housing for older people in perpetuity.

- 5.5.2 See Part 2.

- 5.5.3 Extra Care Housing provider preferences for delivering housing management *and* support/care functions within a given scheme (as set out in 5.4.5) are also likely to remain limiting influence over the cost of care.

5.6 Site Sale with Specification for Future Service

- 5.6.1 The option to sell site with specification for future Extra Care Housing Service enables site sale based on thorough examination of organisational capacity and expertise in the development and delivery of ECH,

- 5.6.2 This approach will provide a greater opportunity to select a good quality organisation to extend Enfield's Extra Care Housing offer, in alignment with strategic requirements and greater opportunity to influence model and cost of provision, to including the separate contracting of support and care in early phases. However, the long term limitations in respect of securing site for extra care housing use and influencing service cost remain upon contract expiry. Market interest in the purchase of a site for Extra Care Housing without the ability to provide support/care functions is limited.

- 5.6.3 See Part 2.

6. REASONS FOR RECOMMENDATIONS

6.1 Financial Reasons for Recommendation

- 6.1.1 Leading the development of an Extra Care Housing service on a site owned by the local authority will increase the long-term security of supply, helping to ensure that future costs can be managed, and statutory care requirements can be met.

...

6.1.2 The development of an existing Council site for this purpose would optimise the use of a local authority asset whilst opening opportunity for future income generation. On the assumption that circa £60,000 per unit development funding from the GLA could be secured there is potential to draw in capital funding in excess of £4,000,000 for this development.

6.1.3 See Part 2.

6.1.4 An external analysis of Financial Viability undertaken by EY, indicates potential for this development to create a long term cash surplus. Surplus monies created through this development may be reinvested into frontline services, including the strategic development of specialist housing supply to meet the escalating housing care and support needs of local people.

6.1.5 The development of Extra Care Housing on the Reardon Court site will support cost avoidance for Adult Social Care in respect of funding care and support. Local evidence indicates that the average cost to Adult Social Care of supporting an individual in Extra Care Housing is less than high cost residential placements or community packages. The current cost of supporting an individual within one of the Council's directly commissioned extra care services is £178.51 per week. The average cost to adult social care of an intensive package within this setting is £304 per week (£264 average net cost per week). The average weekly cost of a residential care placement for older people with physical frailty is £670 per week (£420 average net cost per week). On this basis the development of extra care housing on the Reardon Court site holds potential to support cost avoidance in excess of £500,000 per annum.

6.1.5 Longitudinal research undertaken by Aston University in association with the Extra Care Charitable Trust is also helpful in quantifying the potential cross cutting impact of Extra Care Housing. In a recent study, 162 new extra care housing residents were compared against control participants on measures of health, well-being, cognitive ability and mobility following 18 months living in an extra care housing environment. The research documented:

- significant savings in NHS budgets (38% cost reduction over 12 month period)
- a reduction in the length of unplanned hospital stays
- a reduction in GP visits
- significant cost savings on Adult Social Care (lower level care 17.8% less, higher level social care 26% less)
- reductions in depressive symptoms

6.1.6 Additional cross departmental efficiencies linked with the development of Extra Care Housing on the Reardon Court site may also be realised through:

- the reduction of hospital discharge delays and cost associated with delayed discharge;
- a reduction in costs relating to carer breakdown – by providing a supportive environment whereby partners can remain living together;
- a reduction in costs relating to the adaptation of inaccessible properties that are not suited to the often complex needs of older people with care and support needs;
- a potential reduction in temporary accommodation costs, realised through the increase in local housing supply, and in some instances, release of Council and Housing Association properties.
- a potential reduction in levels of social isolation and loneliness, and costs associated with this, given the identified links between loneliness and mental/physical ill health³.
- a reduction in falls, injuries and subsequent hospitalisation caused by housing design that does not suit the needs of people with disabilities.
- a potential reduction in care package costs for people with dementia, who require 24-hour support in a community setting due to risk factors of living alone, but have minimal support and care needs.

6.2 Strategic

6.2.1 The development of Extra Care Housing on the Reardon Court site is consistent with national drivers for improvement and change set out in the Care Act 2014. Strategic development in this area will contribute to the delivery of a local housing with care market that helps to ensure:

- people receive services that prevent their support and care needs escalating, or delay the impact of their needs;
- the emotional physical and mental wellbeing of people in need of care and support, and their carer is maximised;
- people are supported to maximise their independence and feel in control of the support and care that they receive;
- people experience an integrated approach to the planning and delivery of support and care;
- people have a choice of a range of providers offering high quality, safe and appropriate services from a vibrant and diverse marketplace;
- people feel able to maintain the social and support networks that are important to them

6.2.2 Locally, the development of Extra Care Housing on the Reardon Court site is consistent with priorities set out in Enfield's Housing Strategy (2012-2027) and Enfield's Joint Health and Wellbeing Strategy (2014-2019), specifically priority 5 – enabling people to be safe, independent and well and delivering high quality health and social care services.

6.2.3 Development of Extra Care Housing provision in the borough is aligned with Adult Social Care Commissioning Priorities, as set out in Enfield's Adult Social Care Market Statement.

6.3 Community & Public Value Benefits

6.3.1 Community and Public Value Benefits include opportunities to

- raise the profile of high quality housing with care options in Enfield, to support a positive understanding of what high quality housing with care can offer
- improve building quality within the Housing with Care sector, to better meet the changing aspirations of older people with support needs

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

7.1 **Financial Implications**

See Part 2.

7.2 **Legal Implications**

7.2.1 Development of the nature discussed in the report will require planning permission pursuant to section 57 of the Town and Country Planning Act 1990

7.2.2 The Localism Act 2011 (brought the general power of competence into force for principal local authorities. The general power of competence is set out in s. 1.1 of the Localism Act 2011 and states that “a local authority has power to do anything that individuals generally may do. “ Ss (2) states that “Subsection (1) applies to things that an individual may do even though they are in nature, extent or otherwise— (a) unlike anything the authority may do apart from subsection (1), or (b) unlike anything that other public bodies may do.” Where the authority can do something under the power, the starting point is that there are to be no limits as to how the power can be exercised. For example, the power does not need to be exercised for the benefit of any particular place or group, and can be exercised anywhere and in any way. Section 2 sets out the boundaries of the general power, requiring local authorities to act in accordance with statutory limitations or restrictions.

7.2.3 The Care Act 2014 places a duty on local authorities to promote diversity and quality in the provision of services in its area. Local authorities must ensure there are sufficient services available for meeting the needs of adults in their area with care and support needs. The proposals to redevelop the site as outlined in this report are within the local authority's general responsibilities pursuant to the Care Act 2014.

7.3 Property Implications

7.3.1 The site has been vacant since late 2015, and currently the Council are incurring significant security, maintenance and running costs for the asset; whilst a decision is being determined for the long-term use.

7.3.2 In 2016 Cabinet approved the recommendation that this asset was surplus to requirements and could therefore generate a valuable capital receipt for the Council if sold on the open market. Subject to the current proposal being approved, Reardon Court will not generate a capital receipt and therefore should be removed from the list of Cabinet approved sales and an adjustment made to the capital receipts target.

7.3.3 There is also a risk that the GLA funding for extra care housing units will not be forthcoming and this will potentially affect the viability of the direct development build route.

8. KEY RISKS

8.1-8.3 See Part 2.

8.4 Planning permission for the development of a site has yet to be secured, and the outcome of any planning application submitted cannot be guaranteed. Early consultation with the Local Planning Authority to include pre- planning advice (by way of a pre- planning application) shall be sought to help mitigate this risk.

8.5 Subject to Cabinet approval of development on this site, a Project Risk Register shall be maintained and owned by the Project Board (4.42)

9 IMPACT ON COUNCIL PRIORITIES

9.4 Fairness for All

It is considered that the recommendation of this report contributes the above-mentioned Council priority, by extending high quality, affordable and accessible housing with care options for older people living in the borough.

9.5 Growth and Sustainability

...

It is considered that the recommendation of this report contributes the abovementioned Council priority, by contributing to housing growth and employment opportunities to the borough.

9.6 Strong Communities

It is considered that the recommendation of this report contributes the above-mentioned Council priority, through the development of a housing model that supports social inclusion and active citizenship amongst older residents of the borough. The development of Reardon Court as an Extra Care Housing Scheme will help meet the escalating needs of older people and adults with long term conditions, including those with physical disabilities and dementia, delivering a housing option that values the safety, security, health and care needs of the older community.

10 EQUALITIES IMPACT IMPLICATIONS

A Predictive Equalities Impact Assessment has been completed for update and review pending approval to proceed with this development. The proposed development is predicted to have a positive impact on disability and age groups, and a positive socio-economic impact on disadvantaged community groups, including people in poor health and people in social housing, through the extension of affordable Housing with Care options in the borough.

11 PERFORMANCE MANAGEMENT IMPLICATIONS

The need for appropriate performance measures will be reviewed and implemented as required, aligned with any contractual agreements that may arise from this recommendation.

12 HEALTH AND SAFETY IMPLICATIONS

Health & Safety measures shall be implemented as required and appropriate to ensure that development on this site adheres to all necessary measures for correct planning implementation for safety. All construction and building work projects have to be managed under the various parts of CDM regulations.

13 PUBLIC HEALTH IMPLICATIONS

There is a growing demand for care within Enfield that is at least partly driven by unhealthy lifestyles as evidenced by a high prevalence of obesity in the borough. This presents two challenges; how to improve lifestyles across the borough to reduce morbidity and how to care for that population that has become dependent and / or frail. Population projections imply that further caring capacity in the borough is needed. The proposals here will contribute to meeting this demand.

Background Papers

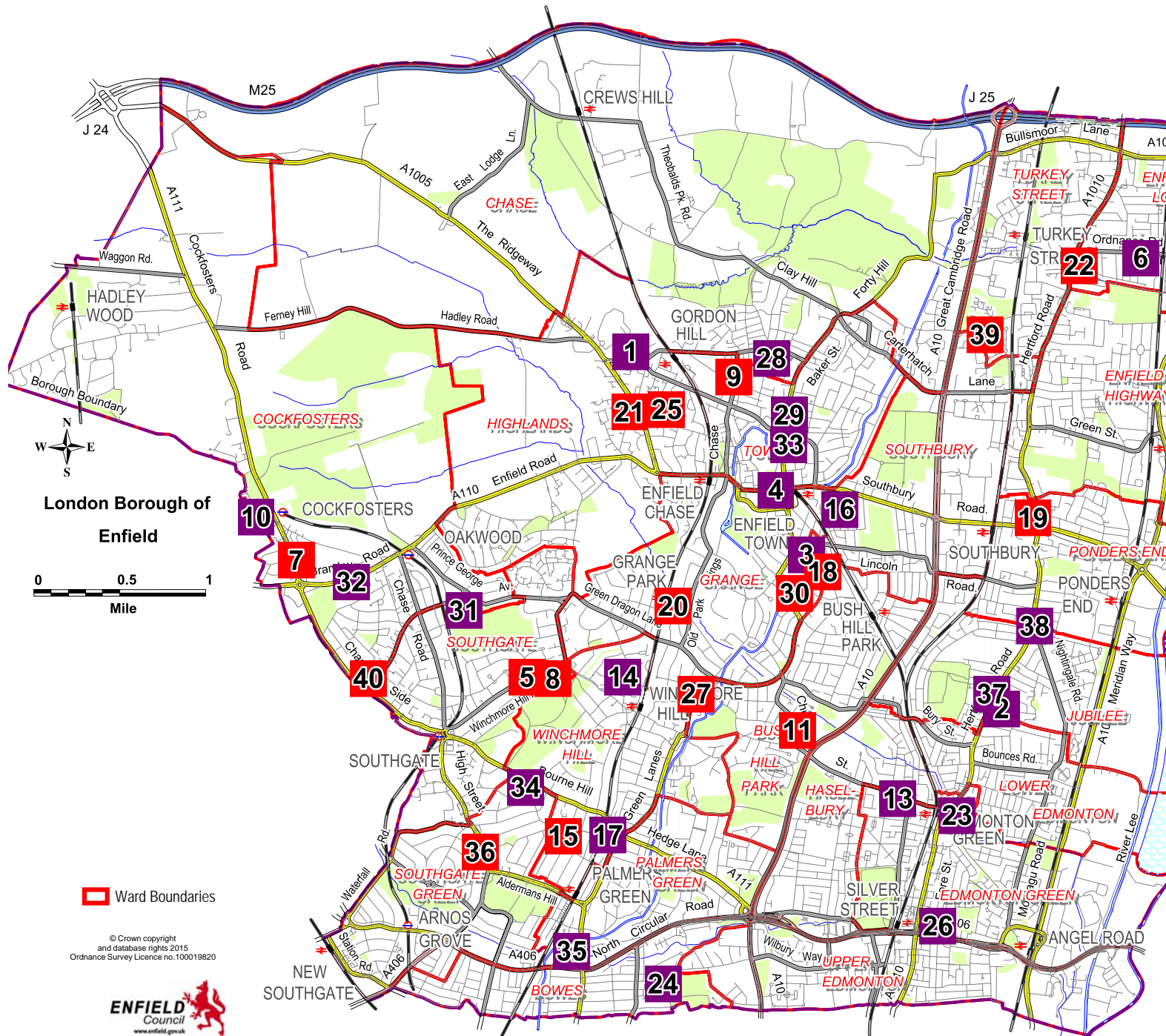
None.

END.

**Sheltered and Extra Care
 Accommodation
 RSL and Private Sector Provision**

- Leashold
- Social Rent

| ID | NAME OF SERVICE | PROVIDER | CAPACI ¹ | TYPE |
|----|---------------------------------|-----------------------------------|---------------------|--------------------|
| 1 | Albuhera Close, | Housing 21 | 46 | Sheltered/Retireme |
| 2 | Alcazar Court | Circle Anglia | 45 | Extra Care |
| 3 | Anchor Court | Anchor Trust | 30 | Sheltered/Retireme |
| 4 | Ann Crowe's & Wright's Almshous | Ann Crowe's & Wright's Almshous | 10 | Age Exclusive |
| 5 | Austen Court, | First Port | 40 | Sheltered/Retireme |
| 6 | Bartholomew House | Christian Action Housing Associat | 15 | Sheltered/Retireme |
| 7 | Bejeman Court | Ian Gibbs Managing Agents | 38 | Sheltered/Retireme |
| 8 | Blake Court | Retirement Security Ltd | 73 | Extra Care |
| 9 | Borrowdale Court | Orbit Housing Association | 38 | Sheltered/Retireme |
| 10 | Christchurch Lodge, | Riverside | 34 | Sheltered/Retireme |
| 11 | Churchill Court | Ian Gibbs Managing Agents | 66 | Sheltered/Retireme |
| 12 | Cybil Smith Court | Christian Action Housing Associat | 20 | Sheltered/Retireme |
| 13 | Edmonton Almshouse | Edmonton United Charities | 10 | Age Exclusive |
| 14 | Esther Does's Almshouses | Esther Doe's Almshouse Charity | 12 | Age Exclusive |
| 15 | Everard Court | Home Group Ltd | 32 | Sheltered/Retireme |
| 16 | Felix Neubergh Hse, | Anchor Trust | 37 | Sheltered/Retireme |
| 17 | Glebe Court | Christian Action Housing Associat | 28 | Sheltered/Retireme |
| 18 | Grasmere Court | Anchor Trust | 21 | Sheltered/Retireme |
| 19 | Holmeleigh Court | Orbit Housing Association | 32 | Sheltered/Retireme |
| 20 | Homewillow Close | First Port | 55 | Sheltered/Retireme |
| 21 | Ingleborough | Anchor Trust | 86 | Sheltered/Retireme |
| 22 | Lewington Court | First Port | 41 | Sheltered/Retireme |
| 23 | Mendip House | Metropolitan | 184 | Sheltered/Retireme |
| 24 | Mike Wright House | Viridian | 21 | Age Exclusive |
| 25 | Oakdene House | Christian Action Housing Associat | 28 | Sheltered/Retireme |
| 26 | Paul Court, | Christian Action Housing Associat | 19 | Sheltered/Retireme |
| 27 | Pegasus Court | First Port | 26 | Sheltered/Retireme |
| 28 | Philip Court | Christian Action Housing Associat | 14 | Sheltered/Retireme |
| 29 | Pilgrims Court | Anchor Trust | 43 | Sheltered/Retireme |
| 30 | Regency Court | Orbit Housing Association | 44 | Sheltered/Retireme |
| 31 | Russell Court | Riverside | 15 | Sheltered/Retireme |
| 32 | Servite House | Viridian | 33 | Sheltered/Retireme |
| 33 | Shapland Way | Habinteg Housing Association | 5 | Sheltered/Retireme |
| 34 | Skinners Court | Hanover Housing/Skinners Compa | 48 | Extra Care |
| 35 | Southchurch Court | Christian Action Housing Associat | 32 | Sheltered/Retireme |
| 36 | Southgate Beaumont | Barchester Healthcare | 21 | Extra Care |
| 37 | St Clements Court | Anchor Trust | 36 | Sheltered/Retireme |
| 38 | Summerfield Court, | Anchor Trust | 12 | Age Exclusive |
| 39 | Westwood Court | First Port | 31 | Sheltered/Retireme |



London Borough of
Enfield

0 0.5 1
 Mile

Ward Boundaries

© Crown copyright
 and database rights 2015
 Ordnance Survey Licence no.100019820



Dwg.No.6228J
 Oct.2015

This page is intentionally left blank

MUNICIPAL YEAR 2018/2019 REPORT NO. **65**

MEETING TITLE AND DATE:

Cabinet, 12th September 2018

Council, 20th September 2018

REPORT OF:

Chief Executive

Contact officer and telephone number:

Claire Johnson, Head of Governance &

Scrutiny Tel: 020 8379 4239

E-mail: Claire.johnson@enfield.gov.uk

| | |
|---|-----------------|
| Agenda - Part: 1 | Item: 11 |
| Subject: Scrutiny Work Programme 2018/19 | |
| Wards: None specific | |
| Cabinet Member consulted: | |

1. EXECUTIVE SUMMARY

- 1.1 This report and Appendix 1 & 2 sets out the Scrutiny work programme and workstreams for 2018/19 for the Council's Overview & Scrutiny Committee (OSC), Health and Crime Standing Panel.
- 1.2 The Council's Constitution requires that the work programme proposed by OSC is adopted by Council on the recommendation of the Overview & Scrutiny Committee, following consultation with the Cabinet and the Executive Management Team (EMT).

2. RECOMMENDATIONS

- 2.1 Council is asked to approve the scrutiny work programme and workstreams for 2018/19.

3. BACKGROUND

- 3.1 The Overview and Scrutiny Committee sets its own work programme for the year, taking into consideration wider consultation with Cabinet, EMT, and stakeholders.
- 3.2 OSC consists of one overarching Overview & Scrutiny Committee, 2 Standing Panels on Health and Crime, with an OSC Chair and 6 other members, 5 majority and 2 opposition. Each member of the committee will lead on a workstream or Standing Panel, therefore there will be up to 4 workstreams operating at any one time, with the option of an additional workstream if the Chair decides to lead on an area.

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

4.0 **Overview & Scrutiny Committee**

4.1 OSC met on the 12 July 2018 and agreed the work programme and workstreams for 2018/19. The OSC work programme and the Crime and Health Panels work programmes are shown in Appendix 1. The agreed workstreams are shown as Appendix 2.

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

5.0 **Engagement**

5.1 The Scrutiny work programme will be an item for information for the Health & Wellbeing board and the Safer and Stronger Communities Board. In addition, the work programmes will be sent to key stakeholders such as Health, the Police, CCG, and EVA.

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

- Terms of reference
- Desired outcomes
- Key stakeholders
- Training/information required for members to prepare for the review
- Timescale for the review
- Co-optees

6. **ALTERNATIVE OPTIONS CONSIDERED**

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

7. **REASONS FOR RECOMMENDATIONS**

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

8. COMMENTS FROM EMT

EMT agreed to note the work programme and that:

- (i) the Customer Experience Strategy is to be included before pre-scrutiny and as a quarterly item
- (ii) Overview And scrutiny should be more involved in budget items; and
- (iii) Housing Repairs and Maintenance to be included as pre scrutiny.

9. COMMENTS FROM CABINET

TBC

10. COMMENTS OF THE EXECUTIVE DIRECTOR OF RESOURCES AND OTHER DEPARTMENTS

10.1 Financial Implications

Any cost implications of undertaking the Scrutiny workstreams must be contained within budgeted resources.

10.2 Legal Implications

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

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

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

10.3 Key Risks

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

11. IMPACT ON COUNCIL PRIORITIES

11.1 Fairness for All

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

11.2 Growth & Sustainability

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

11.3 Strong Communities

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

12. EQUALITIES IMPACT IMPLICATIONS

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

13. PERFORMANCE MANAGEMENT IMPLICATIONS

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

14. PUBLIC HEALTH IMPLICATIONS

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

Appendix 1
OVERVIEW & SCRUTINY WORK PROGRAMME 2018/19

| WORK | 12 June (Planning) | 12 July | 26 th July | 5 Sept | 11 Oct | 7 Nov | 15 Jan | 12 Feb | 03 April |
|---|-----------------------|----------------------|------------------------|--|-------------------------|------------|-----------|------------|----------|
| Date papers to be with Scrutiny Team | | 3 rd July | 17 th July | 24 th August | 3 RD October | 29 October | 4 January | 1 February | 25 March |
| Specific Topics: | | | | | | | | | |
| Leader/ Cabinet Member | | | Leader-discussion item | Cabinet Member for Environment-Discussion item | | | | | |
| Meridian Water | | | | | | | | Report | |
| Pre Decision scrutiny | | | | | | | | | |
| Genotin Road Carpark | Report | | | | | | | | |
| Safeguarding Adults Strategy consultation 2018-23 | | Report | | | | | | | |
| Homelessness Strategy | | | | | | Report | | | |
| Customer Experience Strategy | | | | Report | | | | | |
| Budget | | | | | | Report | | | |
| Housing Repairs and Maintenance | | | | | | | | | |

| WORK | 12 June (Planning) | 12 July | 26 th July | 5 Sept | 11 Oct | 7 Nov | 15 Jan | 12 Feb | 03 April |
|---|-----------------------|---------|-----------------------|---|--------|---|----------------|---|--|
| Commercial Strategy | | | | | Report | | | | |
| Standing Items | | | | | | | | | |
| Children's and Young People's Issues | | | | Monitoring Items: Fostering & Adoption/IRO/ LADO/ Annual LSCB report | | Children's Social Care Self - evaluation | | Local Offer for Leaving Care | Regional Adoption agency Annual Complaints Report for Children's Social Care & Adult Social Care |
| Monitoring/Updates | | | | | | | | | |
| Scrutiny Involvement in Budget Consultation 18/19 | | | | | | | Budget Meeting | | |
| Safeguarding Annual Report - Adults Services | | | | | | Report | | | |
| Speech & Language Therapy | | | | | | | | Update on the scrutiny workstream recommendations | |
| Housing Repairs | | | | | | Update on Scrutiny Workstream recommendations and current performance | | | |
| Human Trafficking | | | | | | | | | Update on Scrutiny Workstream recommendations |

| WORK | 12 June (Planning) | 12 July | 26th July | 5 Sept | 11 Oct | 7 Nov | 15 Jan | 12 Feb | 03 April |
|---|--|--------------------------|-----------------------------|---------------|---------------|--------------|-------------------|---------------|-----------------|
| Annual Corporate Complaints Report | | | | | | | | | Report |
| Customer Experience | | | | | | | | Report | |
| Work Programme | | | | | | | | | |
| Setting the Overview & Scrutiny Annual Work Programme 2018/19 | Agree Work Programme and discuss workstreams | Finalise workstreams | | | | | | | |
| Selection of New Workstreams for 2018/19 | Discuss new Workstreams | Finalise new workstreams | | | | | | | |

Note: Provisional call-in dates: - 8th November, 6th and 20th December, 7th February, 12th and 26th March, 11th April. These dates may also be used for pre-decision scrutiny as necessary. *11th October was originally a provisional call-in date but will now be used for business meeting. Any call-ins received will take precedence at this meeting.

Please note that the above programme may be subject to change during the course of the year

CRIME SCRUTINY WORK PROGRAMME 2018/19

| WORK | Thursday 5 July (Work Planning) | Thursday 27 September | Thursday, 10 Jan | Thursday, 28 Mar |
|---|------------------------------------|----------------------------|---------------------------|-------------------|
| Deadline for sending papers to Scrutiny Team | N/A | 18 th September | 29 th December | 18 March |
| Panel Work Programme 2018/19 – To consider the Panel work programme | Agree work programme | | | |
| Standing Items | | | | |
| SSCB Partnership Plan & Strategic Priorities – To review the development of the Plan and strategic priorities for 2018 – 19. | | Verbal update | | Progress Update – |
| SSCB Performance Management – provide a monitoring overview on performance of SSCB | | Monitoring Update | Monitoring Update | Monitoring Update |
| Update on Police numbers | | Update | Update | Update |
| Briefings, Monitoring & Updates: | | | | |
| Serious Youth Violence Action Plan | | | Report | |
| Basic Command Unit (Local Policing Model) | | | | Report |
| Update on the extra summer youth diversionary activities | | Report | | |
| Drug dealing | | | Report | |
| Prostitution including brothels | | | | Report |
| Burglary | | Report | | |

HEALTH SCRUTINY WORK PROGRAMME 2018/19

| Work Programme | Tuesday 17th July 2018 (planning session) | Wednesday 10th October 2018 | Thursday 17 th January 2019 | Thursday 14 th March 2019 |
|---|---|-----------------------------------|---|--|
| Deadline for sending papers to Scrutiny Team | n/a | 28 th September | 8 th January | 4th March |
| Annual Items | | | | |
| Agree Annual Work Programme 2018/19 | Agree | | | |
| NHS Trust Quality Accounts B&CF(RF), NMUH, BEHMHT, (in liaison with NCL JHOSC) | | | | If available |
| Monitoring Items | | | | |
| Theme : Inspections and Reviews Care Quality Commission Follow up on Serious Case Reviews | | Reports | | |
| Theme : Interventions in Children's Health Obesity in Children Dental Care for Children | | | Reports | |
| Theme : Pressures on A&E North Middlesex Hospital Accessing Primary Care – GPs and Pharmacies | | | | Reports |

Appendix 2

Workstreams agreed for 2018/19

- **1 Transition of Children Leaving Care**
 - Lead Member: Susan Erbil. Membership: Sinan Boztas, Katherine Chibah, Elaine Hayward, Bernadette Lappage, Glynis Vince, Hass Yusuf. Support Officer: Susan O'Connell
- **2 Empty shops**
 - Lead Member: Tolga Aramaz. Membership: tbc. Support Officer: Penelope Williams
- **3 Parks & Green Spaces**
 - Lead Member: Gina Needs. Membership: Ian Barnes, Chris Bond, Rick Jewell, Hass Yusuf, Lindsay Rawlings, Jim Steven. Support Officer: Andy Ellis

MUNICIPAL YEAR 2018/2019 REPORT NO. 73

MEETING TITLE AND DATE:

Council
20th September 2018

REPORT OF:

Chief Executive

| | |
|---|-----------------|
| Agenda – Part: 1 | Item: 12 |
| Subject: Designation of Chief Finance Officer (Section 151 Officer) role | |
| Wards: N/A | |
| Key Decision No: N/A | |
| Cabinet Member consulted: | |

Contact officer and telephone number:

Jeremy Chambers
 Director of Law & Governance
 Email: jeremy.chambers@enfield.gov.uk
 Tel: 0208 379 4799

1. EXECUTIVE SUMMARY

The Chief Finance Officer (Section 151 Officer) is the Council's Executive Director of Resources. The post holder leaves the Council's employment on 28th September 2018.

The recruitment of a permanent replacement is ongoing. In the intervening period the intention is for the current deputy Section 151 Officer, the Council's Head of Finance to act as the Chief Finance Officer (Section 151 Officer).

2. RECOMMENDATION

To designate the Head of Finance as the Chief Finance Officer (Section 151 Officer) until such time as a permanent appointment is made to the post of Executive Director of Resources and a further report is brought to Council.

3. BACKGROUND

- 3.1 The Chief Finance Officer (Section 151 Officer) is the Council's Executive Director of Resources. The post holder leaves the Council's employment on 28th September 2018.
- 3.2 The recruitment of a permanent replacement is ongoing. In the intervening period the intention is for the current deputy Section 151 Officer, the Council's Head of Finance to act as the Chief Finance Officer (Section 151 Officer).
- 3.3 The recommended designation is intended to only cover the period from the departure of the current Executive Director of Resources until the recruitment of a successor.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The designation of the function of Chief Finance Officer (Section 151 Officer) is a decision reserved for Council.

6. COMMENTS OF THE EXECUTIVE DIRECTOR RESOURCES AND OTHER DEPARTMENTS

6.1 Financial Implications

None

6.2 Legal Implications

The designation of the function of Chief Finance Officer (Section 151 Officer) is a decision reserved for Council.

6.3 Property Implications

Not applicable.

7. KEY RISKS

Not applicable.

8. IMPACT ON COUNCIL PRIORITIES

Not applicable.

Background Papers

None