

# Public Document Pack



## OVERVIEW & SCRUTINY COMMITTEE

Wednesday, 22 August 2018 at 7.30 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

Contact: Elaine Huckell  
Scrutiny Officer  
Direct: 020-8379-3530  
Tel: 020-8379-1000

E-mail: [elaine.huckell@enfield.gov.uk](mailto:elaine.huckell@enfield.gov.uk)  
Council website: [www.enfield.gov.uk](http://www.enfield.gov.uk)

Councillors : Derek Levy (Chair), Huseyin Akpinar, Tolga Aramaz, Susan Erbil,  
Gina Needs (Vice-Chair), Lee David-Sanders and Edward Smith

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Support Officer – Andy Ellis (Governance & Scrutiny Officer)  
Elaine Huckell (Governance & Scrutiny Officer)

## AGENDA – PART 1

### 1. WELCOME & APOLOGIES

### 2. DECLARATIONS OF INTEREST

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

### 3. CALL-IN OF REPORT: GENOTIN ROAD CAR PARK, ENFIELD TOWN (Pages 1 - 42)

To receive and consider a report from the Director of Law and Governance outlining details of a call-in received on the Cabinet Decision taken on Genotin Road Car Park, Enfield Town (Report No. 56)

The decision that has been called in was a Cabinet Decision taken on 25 July 2018 and included on the Publication of Decision List No: 11/18-19 (List Ref: 6/11/18-19) issued on 27 July 2018.

It is proposed that consideration of the call-in be structured as follows:

- Brief outline of the reasons for the call-in by representative (s) of the members who have called in the decision
- Response to the reasons provided for the Call-in by a Cabinet Member responsible for taking the decision

- Debate by Overview and Scrutiny Committee and agreement of action to be taken

Please also see the Part 2 agenda

#### **4. CALL-IN OF REPORT: REARDON COURT EXTRA CARE HOUSING** (Pages 43 - 74)

To receive and consider a report from the Director of Law and Governance outlining details of a call-in received on the Cabinet Decision taken on Reardon Court Extra Care Housing (Report No. 57)

The decision that has been called in was a Cabinet Decision taken on 25 July 2018 and included on the Publication of Decision List No: 11/18-19 (List Ref: 7/11/18-19) issued on 27 July 2018.

It is proposed that consideration of the call-in be structured as follows:

- Brief outline of the reasons for the call-in by representative (s) of the members who have called in the decision
- Response to the reasons provided for the Call-in by a Cabinet Member responsible for taking the decision (under the Part 2 agenda)
- Debate by Overview and Scrutiny Committee and agreement of action to be taken

Please also see the Part 2 agenda

#### **5. MINUTES OF MEETINGS HELD ON 12 JULY 2018 AND 26 JULY 2018** (Pages 75 - 90)

To agree the Minutes of the meetings held on the 12 July 2018 and 26 July 2018.

#### **6. DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

##### Provisional Call-Ins

Thursday 13 September, 2018  
Thursday 11 October, 2018  
Thursday 8 November, 2018  
Thursday 6 December, 2018  
Thursday 20 December, 2018  
Thursday 7 February 2019  
Tuesday 12 March 2019  
Tuesday 26 March, 2019  
Thursday 11 April, 2019

Please note, the business meetings of the Overview & Scrutiny Committee will be held on:

Wednesday 5 September, 2018

Wednesday 7 November, 2018

Tuesday 12 February, 2019

Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:

Tuesday 15 January, 2019

## **7. EXCLUSION OF PRESS & PUBLIC**

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information)(Variation) Order 2006), as are listed on the agenda (Please note there is a Part 2 agenda).

## **PART 2 AGENDA**

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 56****MEETING TITLE AND DATE:**

**Overview & Scrutiny  
Committee,  
22 August 2018**

**REPORT OF:**

Chief Executive

<b>Agenda – Part: 1</b>	<b>Item:</b>
<b>Subject: Genotin Road Car Park, Enfield Town</b>	
<b>Wards: Town</b>	
<b>Key Decision No: KD 4567</b>	
<b>Cabinet Member consulted: Cllr Ahmet Oykenner</b>	

Contact officers and telephone numbers:

Jeremy Chambers, Director Law and Governance

Tel: 020 8379 4799

Email: [Jeremy.chambers@enfield.gov.uk](mailto:Jeremy.chambers@enfield.gov.uk)

Claire Johnson, Head of Governance & Scrutiny

Tel: 020 8379 4239

E mail: [claire.johnson@enfield.gov.uk](mailto:claire.johnson@enfield.gov.uk)

**1. EXECUTIVE SUMMARY**

1.1 This report details a call-in submitted in relation to the following decision:

**Cabinet Decision (taken on 25/07/2018):**

1. To delegate authority to the Executive Director Place in consultation with the Executive Director Resources to agree Heads of Terms and enter into a contract on those terms for an agreement for lease, including arrangements for the funding of the development of an office on land known as Genotin Road Car Park. On completion of the development, Metaswitch would enter into a business lease for a minimum of 15 years. The Council would retain the freehold of the property. The car park would be made available for public use at the weekend and evenings.
2. That the contract (whether it be a development agreement, lease, or contract for sale) to be in a form approved by the Director of Law and Governance.

1.2 Details of this decision were included on Publication of Decision List No. 11/18-19 (Ref. 6/11/18-19 – issued on Friday 27 July 2018).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for

review.

- 1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

## **2. RECOMMENDATIONS**

- 2.1 That Overview and Scrutiny Committee considers the called-in decision and either:
- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making person or body then has 14 working days in which to reconsider the decision; or
  - (b) Refer the matter to full Council; or
  - (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

## **3. BACKGROUND/ INTRODUCTION**

- 3.1 Please refer to Section 3 in the Decision Report.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options

available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

## **5. REASONS FOR RECOMMENDATIONS**

To comply with the call-in procedure within the Council's Constitution.

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

### **6.1 Financial Implications**

The financial implications relating to the called-in decision have been detailed in Section 6.1 of the Cabinet Decision Report.

### **6.2 Legal Implications**

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

### **6.3 Property Implications**

The property implications relating to the called-in decision have been detailed in Section 6.3 of the Cabinet Decision Report.

## **7. KEY RISKS**

The key risks identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

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

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Portfolio Decision Report.

**9. EQUALITIES IMPACT IMPLICATIONS**

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet Decision Report.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**11. HEALTH AND SAFETY IMPLICATIONS**

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**12. PUBLIC HEALTH IMPLICATIONS**

The public health implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**Background Papers**

None

# **APPENDIX 1**

**Call-In: Cabinet Decision: Genotin Road Car  
Park, Enfield Town**

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 41****MEETING TITLE AND DATE:**Cabinet 25<sup>th</sup> July 2018**REPORT OF:**

Executive Director Place

Contact officer and telephone number:

Sarah Cary: 0208 379 3500

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

**Agenda – Part: 1****Item: 11****Subject: Genotin Road Car Park,  
Enfield Town****Wards: Town****Key Decision No: KD 4567****Cabinet Member consulted:  
Cllr Ahmet Oyken****1. Executive Summary**

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

## **2. RECOMMENDATIONS**

- 2.1 To delegate authority to the Executive Director Place in consultation with Executive Director Resources to agree Heads of Terms and enter into a contract on those terms for an agreement for lease, including arrangements for the funding of the development of an office on land known as Genotin Road Car Park. On completion of the development, Metaswitch will enter into a business lease for a minimum of 15 years. The Council will retain the freehold of the property. The car park will be made available for public use at the weekend and evenings
- 2.2 The contract (whether it be a development agreement, lease, or contract for sale) to be in a form approved by the Director of Law and Governance.

## **3. BACKGROUND**

### **Context**

- 3.1 Enfield Council's 2016/2018 business plan describes a goal for "Enfield is seen as a place for collaboration and innovation by the high tech and manufacturing sections" and secondly, "an environment in which businesses and community groups are able to survive, grow, thrive and actively contribute to the prosperity of the borough." The median gross weekly pay for full time workers in Enfield as a workplace was £548.80 in 2017 – the lowest in London (London median was £692.50) and therefore the maintenance and creation of high skilled and better paid job opportunities is a key priority. Further, since 2010, the council has experienced year on year funding reductions and at the same time increasing demographic and cost pressures. In this context, the council, continues to explore innovative ways to support the budget position to mitigate the impact on front line services. One such option is to increase the council income through the investment in revenue generating property assets.

This paper sets out the background and business case for retaining a key employer in the borough whilst generating net additional income to support the council's budget.

### **Metaswitch**

- 3.2 Metaswitch Networks Ltd is an Enfield success story. The firm has been located in Enfield Town for approximately 36 years, founded in 1981 from an initial workforce of only 7 staff; it now has c400 employees in Enfield and over 800 worldwide. Metaswitch Networks Ltd is a global leading network software provider who provide technical support and software for over 1,000 network operators. It is funded by Sequoia, one of the world's leading technology investors and continues to trade well in the increasingly competitive technology

market. The company's headquarters are in Enfield, with offices in the; USA, Mexico, Hong Kong and Singapore. Metaswitch has an active apprenticeship programme, 60 summer interns; and high skilled employment we wish to retain and grow in our borough.

- 3.2 Metaswitch currently occupy three sites in the town centre, the largest being their Church Street office. They have outgrown their Church Street office, and with leases expiring on their other sites, Metaswitch approached Enfield Council about opportunities to remain in the town centre, grow their business, and consolidate into a new global headquarters building. Metaswitch's alternative global headquarters locations were Dublin, Belfast and Cambridge, where Metaswitch already have options. The November Cabinet Report describes the economic benefit of Metaswitch to the Town Centre (please see Appendix 1).
- 3.3 Following a review of site options with officers, in November 2017 Cabinet delegated authority for officers to progress an option agreement to either develop or sell the site of Genotin Road car park to Metaswitch for a new global headquarters office building. Other locations, such as the police car park, were discounted given space and time limitations. Members supported the principle of retention of Metaswitch in the borough and noted that there would be a detailed planning process on the detail of the development.
- 3.4 The process of progressing this option agreement into a specific proposal is detailed below.

### **3.4 Initial Cabinet Approval**

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

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

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

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

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

See Part 2 for further detail of the initial options.

- 3.4.2 Option 2 was considered more favourable for the Council as it would retain partial control of the parking provision at the weekends and some evenings. The Council would also benefit from long term income and would have the ability to sell the asset on the open market in the future.
- 3.4.3 As described in the November Cabinet minutes, approval to proceed with option agreements was seen as a rare opportunity to retain a key business in the Borough and support the creation of a global HQ building in the borough. Furthermore, support for the scheme would highlight Enfield Council's commitment to business and economic development in the Borough whilst forming part of the regeneration of Enfield Town. The retention and expansion of Metaswitch in the borough was viewed as providing economic benefits for the wider Enfield business community. Finally, the expansion was viewed as a potential catalyst for further employment development in the Town Centre.
- 3.4.4 Following this initial proposal considered in November there has been ongoing activity namely:
- the Town Centre Framework Masterplan has been agreed and a further car parking analysis has been undertaken (3.5 below)
  - the heads of terms continue to be negotiated and revised (3.6 and 3.7)
  - due diligence on the options has been carried out

This work is detailed in the sections below.

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

- 3.5.1 Enfield Council adopted a Town Centre Framework Masterplan in March 2018. This describes how the town centre could adapt and develop to meet the current and future needs of the borough. This outlines short and medium-term development plans to support the health of the town centre, across office, shopping, residential and leisure uses. This Masterplan identifies the Genotin Road car park site as a short-term development opportunity for mixed-use development to strengthen the economy of the town. It describes public realm improvements and the potential access relationships of the car park site to adjacent sites.
- 3.5.2 To inform the Town Centre Framework Masterplan, an Enfield Town Parking Strategy was prepared for the Council by Alan Baxter Limited. This publicly available analysis indicates that even with the full loss of Genotin Road car park (122 spaces, 7% of parking in the Town Centre), the remaining parking supply in the Town Centre would have significant spare car parking capacity at the busiest times during typical conditions. However, seasonal Christmas Saturday shopping parking demand would exceed supply. The development agreement, described below and in the Part 2 report, includes for the Metaswitch car park to be available for public use on weekends and some evenings, and we are revising the feasibility of further opening of the Civic Centre car parking for public use.
- 3.5.3 The November cabinet requested officers to explore the feasibility of opening Portcullis car park to the public. After initial investigations, officers believe

Portcullis would need significant upgrading works, including improving access (it is currently one-way) to be suitable as public car park. This option is not being brought forward. However, expanding Civic Centre public parking at weekends and seasonal periods does seem feasible. A full car parking strategy for the borough is underway and will be brought forward soon, including a review of faith and evening parking in the Town Centre. Timings indicate that concerns around Enfield Town's parking supply and equalities can be resolved in time for planning determination, where transport impacts are appropriately considered.

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

- 3.6.1 Metaswitch and council officers have been in productive negotiations since November to progress financing the development of a new headquarters office.
- 3.6.2 Metaswitch proceeded at risk to develop plans for their office. In January 2018 they appointed a developer through a formal procurement process resulting in Stoford Developments as the nominated developer. Stoford Developments subsequently produced architectural designs in conjunction with an architect and pre- planning application discussions have commenced including a public meeting on the design proposals.
- 3.6.3 The proposed development constitutes a new office development for Metaswitch Networks Ltd as well as employee car parking spaces. The development terms include for the employee car parking spaces to be made available to the public at the weekend and selected evenings.
- 3.6.3 During April and May 2018, Cushman & Wakefield (appointed agents to Metaswitch/Stoford) approached the Council seeking to agree terms based on the financing of the development.
- 3.6.4 The Council have appointed GVA to provide advice on the structure. In June, outline terms were agreed with Metaswitch on the following basis.

### **3.7 Proposal and Structure – Recommended**

- 3.7.1 The original proposal for an option agreement has now fallen away as both parties would prefer certainty of a single choice agreement. The recommendation is now for the council to contract with Metaswitch to finance the development of a grade A office building and then enter a minimum 15-year lease for Metaswitch to occupy the building. This is a more favourable option than the 125 year lease proposed in November 2017 as this council retains ownership of the building as an investment property.
- 3.7.1 It is proposed that the Council will enter Heads of Terms and subsequently into an agreement with Metaswitch Networks Limited, comprising an Agreement for Lease and potentially a separate agreement. Subject to certain conditions being fulfilled, Metaswitch will appoint the Developer (Stoford) to arrange for the construction of the new office building and the Council will finance this (subject to certain conditions). The Council and Metaswitch will enter into an Agreement for

Lease in which the form of the new Lease will be agreed and will be entered into following Practical Completion of the development

- 3.7.2 Conditional Exchange of principal agreement is anticipated in summer 2018 with an Unconditional Exchange taking place just ahead of commencement of construction in Autumn 2018. Conditionality will include planning and tendering of the main building contract. Practical Completion is anticipated to take place in Autumn 2020.
- 3.7.3 The agreement requires Metaswitch to design a 'Grade A' office which is of high quality and can be easily used by other tenants. This supports the council's financial investment, enabling the building to be leased to other tenants at the end of Metaswitch's lease should they vacate.
- 3.7.4 With regards to car parking, Metaswitch's consolidation will include a reduction in staff car parking per head from their current provision. Also, the Heads of Terms agreement terms include a requirement for the car park associated with the Metaswitch development to be available for public use during evenings and weekends. We intend for the detail of these arrangements, including alignment with council parking strategy on charging and access, to be agreed as part of the Agreement for Lease.
- 3.7.5 Following financial due diligence, option 2 to develop the site, maximises the financial return for the council.

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

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

### **3.8 The Development**

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

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Not seeking retain Metaswitch Networks Ltd in the Town Centre is likely to see Metaswitch relocate outside the borough. This would result in the loss of c400 jobs, c£630,000 spend in the Town Centre by staff, and a lost opportunity to enhance the Town Centre.
- 4.2 Alternative locations for a new Metaswitch office were considered in Autumn 2017. These locations, (e.g. Civic Centre, Police Station, occupation across several locations) were discounted as they did not meet Metaswitch's time and space requirements. Please see Appendix 1 for more detail. Several of these options would also result in the Council losing out on a valuable property investment opportunity.

- 4.2 A further option which retains Metaswitch in the town centre is to sell the car park land freehold to Metaswitch, who will finance the proposed office development separately. This results in a one-off cash receipt of to the council. Officers do not recommend this as it harms the Council's ability to shape the Town Centre over time as well as loses out on a valuable property investment opportunity.

## **5. REASONS FOR RECOMMENDATIONS**

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

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

### **6.1 Financial Implications and Due Diligence**

- 6.1.1 Following the 15<sup>th</sup> November 2017 Cabinet report, financial due diligence has been undertaken on the proposals to enable the retention of a major employer and business in Enfield Town and the Council to bring forward an office development on the Genotin Road car park site for the company's new global & European headquarters building.
- 6.1.2 The Council currently receives an income from the existing car park. This income would be lost should the site be disposed of or if the site was given an alternative use. However, the lost income would be replaced by a lease rent for an office building (funded by the Council) significantly above the car park income.
- 6.1.3 Our Professional Advisers (GVA) have undertaken IRR (internal rate of return) analysis using their professional industry expertise; and provided their professional view on this deal comparable with other similar deals. See Part 2.
- 6.1.4 The council finance team have undertaken a NPV (net present value) cost benefit calculation of three options:
- Base case no change, retain the land as a car park
  - Option 1: sell the land for redevelopment to Metaswitch Networks
  - Option 2: the proposed Heads of Terms:
    - o 15 years post construction
    - o 40 years post-construction.

See Part 2 for details.

- 6.1.5 The due diligence workstreams to support this cost benefit analysis include: consideration of our professional adviser's views; capital investment appraisal using net present value calculation; implications on the council's annual revenue budget and capital budget.
- 6.1.6 In addition, an assessment of the financial standing of Metaswitch and an assessment of the impact of the loss of the Genotin Road car park on the council's overall car parking income has been undertaken and integrated into all the council's modelling.
- 6.1.7 All developments include a level of risk, key assumptions within the financial models include 1) value of the building in the future and 2) assume that the building is let once built able to be let in the future. These risks are mitigated by taking prudent assumptions in our approach to the financial due diligence. For example, all the models (GVA and the council cashflow) have included the value of the land, this is an opportunity cost rather than an actual cash cost.
- 6.1.8 This modelling has been undertaken using the draft heads of terms, although these are not expected to materially change, due diligence will be repeated on the final heads of terms. The outcome of this due diligence is set out below.
- 6.1.9 In conclusion, financial due diligence indicates that the highest financial return arises from Option C – development of the land to rent to Metaswitch. There are risks with any such development, however these risks need to be viewed alongside the qualitative benefits. This is summarised in this simple cost benefit table. (Refer to part 2 for the supporting details of the calculations included in this table and additional financial due diligence such as the annual revenue implications and financial standing of Metaswitch.)

#### 6.1.10 Cost benefit table

	<b>Base Case Retain car park</b>	<b>Option 1: Sell land to Metaswitch</b>	<b>Option 2: Develop land and rent building to Metaswitch</b>
NPV (17 years)	£4.720m	£1.719m	£5.738m (£9.682m excluding notional interest and land )
NPV (42 years)	£8.147m	£0.862m	£10.780m (£14.723m excluding notional interest and land)
Balance sheet impact			The Council will own an "A class" office building – potential for future uses include, renting, council offices and housing conversion. This needs to be balanced against any risk that the building may not be lettable.

Benefits to economic sustainability and employment and town centre	<p>No change in existing economic benefit from existing users continuing to access town centre.</p> <p>Impact on employment and town centre is dependent on the likelihood that Metaswitch Network will seek to move out of Enfield and the town centre.</p>	<p>Metaswitch is key employer with a highly skilled workforce of over 400 employees of which 200 live locally.</p> <p>Further Metaswitch aims to increase their workforce based at Enfield; the Genotin Road site would be the Headquarters of this international company.</p> <p>Commitment to Business and Economic development in the Borough whilst forming part of the regeneration of Enfield Town.</p> <p>The economic benefit to the town would increase as Metaswitch moved staff into the new building and expanded.</p>
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## 6.2 Legal Implications

- 6.2.1 By Section 123 of the Local Government Act 1972 ("S.123 of the LGA") and Section 1 of the Localism Act 2011 the Council has the power to dispose of land in any manner it wishes, subject to certain conditions.
- 6.2.2 The Council has a statutory duty to obtain the best price reasonably obtainable, subject to certain exemptions.
- 6.2.3 State aid rules in relation to the disposal of land require (unless other exemptions apply) the disposal to be at market value and (in these circumstances) an independent valuation. There has been no bidding or auction procedure here, so the Council must ensure market value by benchmarking or another assessment method. This can be by way of obtaining an independent valuation. The Council may not take into account benefits that it might receive from the disposal of the land that would not be of benefit to a private sector seller. Accordingly, any wider regeneration or social benefits of the transaction cannot be factored into the valuation. As noted above, GVA has provided advice to the Council in relation to whether the proposed arrangements equate to market value.
- 6.2.4 In accordance with the Council's Property Procedure Rules the inclusion of property on the disposals programme requires approval either by the appropriate Cabinet member or by Cabinet itself.
- 6.2.5 The Property Procedure Rules require all disposals to be made on a competitive basis, unless justified and approved otherwise.

- 6.2.6 In this particular case, as the intended transaction is to be on a non-competitive basis, a valuation report will be required in order to justify the disposal on the terms proposed, and in particular that it achieves best value.
- 6.2.7 The Public Contracts Regulations 2015 (the Regulations) require the Council to follow the competitive tendering procedures set out in the Regulations when procuring contracts for services, works and supplies over specified thresholds. Contracts for the disposal of land are specifically excluded from the Regulations and it is proposed that the transaction is structured so that it is a disposal of land which does not amount to a works or services contract requiring a competitive tendering procedure under the Regulations.
- 6.2.8 It is proposed that the transaction is structured with the intention that it is a disposal of land which does not amount to a works or services contract requiring a competitive tendering procedure under the Regulations. In order to do so, under Option C the Council would enter into one or more agreements with Metaswitch (as appropriate, following further legal advice), including an agreement for lease, and Metaswitch would have a primary contractual relationship with Stoford for development of a new office building.
- 6.2.9 Final legal implications are also reserved pending receipt of full and final Heads of Terms.

### **6.3 Property Implications**

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

## **7. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

## **8. KEY RISKS**

See Part 2 report for detail.

- 8.1 All developments include a level of risk, key assumptions within the financial models include 1) value of the building in the future and 2) assume that the building is let once built able to be let in the future. These risks are mitigated by taking prudent assumptions in our approach to the financial due diligence. For example, all the models (GVA and the council cashflow) have included the value of the land, this is an opportunity cost rather than an actual cash cost.

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

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

## **10. EQUALITIES IMPACT ASSESSMENT**

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

## **11. PUBLIC HEALTH IMPLICATIONS**

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

## **12. HR IMPLICATIONS**

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

## **13 OVERVIEW AND SCRUTINY**

A draft of this report was presented to Overview and Scrutiny on 12 June 2018, as pre-scrutiny process. The report was substantially revised to reflect the

matters raised. The following section details how scrutiny concerns have been considered in the revised report.

1. It is understood from the report that the preferred option for the Council is Option 1. Is this correct and are Metaswitch definitely on board for this option?
  - Yes, see Section 3.6 and 3.7
2. Why do you think it is the best option for the Council to fund this for Metaswitch?
  - This is the most financially favourable option, see Section 6
3. Are the Council going to manage this project?
  - Only with regards to financing, see Section 3.7 for detail
4. Why would you dispose of an asset, i.e. the car park which generates approximately £200,000 in income per year? We are meant to be encouraging more foot-fall into Enfield Town so why would you dispose of a car park?
  - See Section 6 and Section 3.5.
5. What are the long-term plan/implications? What is the forward plan if in 15/20 years Metaswitch leave Enfield?
  - See Section 3.7.3
6. Who will get the income if Metaswitch decide to rent out the car park in the evenings and at weekends?
  - This is still under negotiation with Metaswitch. For prudence's sake we have assumed in the cost benefit analysis that the Council's car parking income reduces by 25%. Please see Part 2 for detail.
7. Has a cost analysis been done on what Metaswitch employees currently spend in Enfield Town? Can we see details of the Cost Benefit Analysis that have been undertaken?
  - This was undertaken to inform the November cabinet. See Appendix 1
8. What are the options for Metaswitch funding this deal themselves?
  - This is not a preferred option by either party however we have analysed this option, see 6.1.10 "sell the land".
9. Will Metaswitch be covering the loss to the Council for future car park charges?
  - No, Metaswitch will not be specifically covering the reduction in car parking income. However, overall the financial due diligence shows that the rental income will exceed the estimated car park income losses. Customers will park in other town centre car parks. The cost benefit analysis in Section 6 assumes that the council will lose some of the income, see Part 2 for detail.
10. Why is there no Equalities Impact Assessment included in the report? It was felt that the proposed build would have a huge impact on the community and local residents as well as local faith communities who regularly use the car park at times of worship.
  - See Section 10 and 3.5.3
11. Are we as a Council being driven by what Metaswitch want or are we doing this as it really is what's best for the Council?
  - See Appendix 1 as well as Section 3.1, Section 3.3 and Section 6
12. Further concrete evidence should be included in the report to Cabinet on what other car parking will be made available for use in Enfield (e.g. schools etc). Convincing and specific information is required.
  - See Section 3.6.3 and 3.7.4

13. We are making assumptions about how much Metaswitch contribute to the viability of the Town Centre. Again specific and concrete evidence is required.
  - See Section 3.10 to 3.20 in the Appendix 1, as well as 3.1 and 3.2
14. Cost Benefit Analysis figures should be included in the Part 2 report to Cabinet.
  - See Section 6 and the Part 2 report for an expanded version.
15. What will be the impact on businesses in Enfield given the number of empty shops should the Genotin Road car park close?
  - Should the car park close, there will be very limited impact. Analysis done for the Town Centre Framework Masterplan shows the remaining parking supply is appropriate. A separate survey of town centre users indicated that 80% of users come by non-car modes. For detail, please see Section 3.5.2 and the parking analysis available at: <https://new.enfield.gov.uk/services/planning/planning-policy/master-plans/>

## **BACKGROUND PAPERS**

Appendix 1- November Cabinet Report

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## APPENDIX 1

## MUNICIPAL YEAR 2017/2018 REPORT NO.93

## MEETING TITLE AND DATE:

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

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

Agenda - Part: 1

Item - 9

Genotin Road Car Park, Enfield Town

WARD: All

KD 4568

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

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

**APPENDIX 1**

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

- 1.7 The Local Plan Cabinet Sub Committee on the 3<sup>rd</sup> May 2017 endorsed the proposed consultation of the draft Enfield Town Framework Master Plan SPD which considers how growth projections for Enfield Town can be accommodated successfully through the regeneration of potential development sites. The proposal within this report conforms to the Master Plan objectives by enabling more jobs and supports the implementation of Phase 1 of the Master Plan on the Car Park site.
- 1.8 The Council and the 'Company' have been engaged in various high level discussions over the past 18 months as they have outgrown their existing premises and in an effort to retain the Company in Enfield the Council and external agents have undertaken a rigorous site process in an effort to identify a site within Enfield Town or in the vicinity for the Company to relocate to. Genotin Road Car Park is the only site large enough to accommodate an office development that satisfies the requirement.

**2. RECOMMENDATION**

It is recommended that Cabinet:

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

**3. BACKGROUND**

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

## APPENDIX 1

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

**APPENDIX 1****ECONOMIC NEED & IMPACT ASSESMENT**

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

## APPENDIX 1

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

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

### CAR PARKING CONTEXT

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

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

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

## APPENDIX 1

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

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

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

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

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

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

#### 4. PROPOSAL

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

## APPENDIX 1

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

### 5. ALTERNATIVE OPTIONS CONSIDERED

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

### 6. REASONS FOR RECOMMENDATIONS

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

### 7. KEY RISKS & MITIGATION

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

## **APPENDIX 1**

- 7.6 **Risk of delays** and additional costs - . Mitigated by consultation with all parties and senior officers; both at the Council and at Metaswitch. Fortnightly Project Board meetings at various stages to continue during design and beyond.
- 7.7 **Risk of issues with planning** application due to opposition and conservation issues. To be mitigated by early consultation with planners plus a pre planning application.

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

### **8.1 Financial Implications**

See Part 2 Report

### **8.2 Legal Implications**

- 8.2.1 By Section 123 of the Local Government Act 1972 ("S.123 of the LGA") and Section 1 of the Localism Act 2011 the Council has the power to dispose of land in any manner it wishes, subject to certain conditions.
- 8.2.2 The Council has a statutory duty to obtain the best price reasonably obtainable, subject to certain exemptions.
- 8.2.3 In accordance with the Council's Property Procedure Rules the inclusion of property on the disposals programme requires approval either by the appropriate Cabinet member or by Cabinet itself.
- 8.2.4. The Property Procedure Rules require all disposals to be made on a competitive basis, unless justified and approved otherwise.
- 8.2.5 In this particular case, as the intended transaction is to be on a non-competitive basis, a valuation report will be required in order to justify the disposal on the terms proposed, and in particular that it achieves best value..
- 8.2.6 The terms of the Option Agreement should be in a form approved by the Director of Law and Governance.

### **8.3 Property Implications**

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

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

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

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

Not required for this report.

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

Not required for this Report

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

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

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

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

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

#### **12.3 Strong Communities**

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

### **13. HR IMPLICATIONS**

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

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

### **BACKGROUND PAPERS**

None.

# **APPENDIX 2**

**Call-in request form submitted by 7 members of  
the Council**

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DST – Ref No:

**CALL-IN OF DECISION****(please ensure you complete all sections fully)**

Please return the completed original signed copy to:  
 Claire Johnson, Scrutiny Team, 1<sup>st</sup> Floor, Civic Centre

**TITLE OF DECISION:** GENOTIN ROAD CAR PARK ENFIELD TOWN

**DECISION OF:** CABINET

**DATE OF DECISION LIST PUBLICATION:** 27 JULY 2018

**LIST NO:** 6/11/18-19

(\* N.B. Remember you must call-in a decision and notify Scrutiny Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

**(a) COUNCILLORS CALLING-IN (The Council's constitution requires seven signatures or more from Councillors to call a decision in).**

(1) Signature:  Print Name: Edward Smith

(2) Signature:  Print Name: Cllr C. DE SILVA

(3) Signature:  Print Name:   
 Joanne Laban

(4) Signature:  Print Name: 

(5) Signature:  Print Name: 

(6) Signature:  Print Name: Will Coleshill

(7) Signature:  Print Name: Cllr Andy McIvor

(8) Signature:  Print Name: Cllr ELAINE HAYWARD  
 Signature:  Cllr LINDSAY RAWLINGS

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# **APPENDIX 3**

**Reasons for Call-in by Councillor calling in the  
decision**

**&**

**Briefing Note in response to called in decision**

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**(1) Reason why decision is being called in:**

- 1) The recent report agreed by the Cabinet on 25<sup>th</sup> July 2018 to enter into a development agreement with Metaswitch Networks Ltd sets out the risks involved in carrying out the proposed office development but did not explain which party was going to be liable for them: LBE; Metaswitch; or Stoford Developments.
- 2) If LBE is being asked to shoulder all or most of the risks involved in this development, then the proposed development needs to be revised or dropped.
- 3) The report did not explain what Metaswitch intended to do with their current office site, how much they were likely to profit from its development or whether any of these profits would be ploughed back into the new development or used in some other way to defray LBE's costs.
- 4) The report did not address the possibility of relocating Metaswitch to another more suitable site within the borough, such as Innova Park.
- 5) The proposed development agreement would only require Metaswitch to enter a 15-year lease after which they could walk away. The financial risk to LBE of being unable to re-let this bespoke office building to another tenant was not given sufficient weight within the report.
- 6) The report did not say how car drivers parking in the existing Genotin Rd overground car park, the most popular car park in the Town, might be persuaded to use the surplus spaces in our multi-story car parks, which are less popular. The huge impact for the Town if shoppers went instead to other destinations with more convenient parking was not explored in the report.
- 7) The use of the Portcullis staff car park opposite the Civic Centre was dismissed because of cost and unsuitability. This car park is large, in decent repair and could with a little investment be used to re-provide Genotin Rd. At the very least, it should be considered for public use at weekends and at Christmas. (See 3 above).
- 8) The report does not make reference to the Enfield Town Centre, Framework Master Plan's (adopted March 2018) proposals for regenerating around Enfield Town Station and Transport Hub.

**(2) Outline of proposed alternative action:**

Refer to Cabinet for the decision to be reviewed

**(3) Do you believe the decision is outside the policy framework?**

No

**(4) If Yes, give reasons: n/a**

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**FOR DST USE ONLY:**

Checked by Proper Officer for validation –



Name of Proper Officer:

**Jeremy Chambers**

Date:

**31/7/18**

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## **OVERVIEW & SCRUTINY COMMITTEE**

**22<sup>nd</sup> August 2018**

### **RESPONSE TO REASONS FOR CALL IN**

#### **PART 1**

#### **Relating to the Following Decision:**

**Decision: Genotin Road Car Park, Enfield Town**

**Decision Date: 25<sup>th</sup> July 2018**

**Decision of: Cabinet**

**Key Decision No: KD 4567**

- 1. Reasons for Call In**
- 2. Response to Reasons for Call In**

#### **GENOTIN ROAD REPORT CALL-IN**

Reason why decision is being called in :

1. The recent report agreed by the Cabinet on 25<sup>th</sup> July 2018 to enter into a development agreement with Metaswitch Networks Ltd sets out the risks involved in carrying out the proposed office development but did not explain which party was going to be liable for them; Metaswitch or Stoford Developments.

#### **Response to 1**

The key risks, section 8 (part 2) of the report outlines both the commercial property investment risk and commercial property development risks. As appropriate, the risks section focuses on risks to the council. The report did not set out to identify the risks being taken by either the tenant or the developer as the Council are only concerned with the risks which affect them.

As is normal in commercial property, some of the Council's risks arise from tenant and or developer performance. How we mitigate these risks is describe in Section 8.

2. If LBE is being asked to shoulder all or most of the risks involved in this development, then the proposed development needs to be revised or dropped.

#### **Response to 2**

The risks highlighted in the report are no different from any other commercial property investment or development. We have taken steps to mitigate risk wherever possible e.g. by undertaking due diligence on the tenant's and in due course the main contractor's financial standing, the rental risk (drop in revenue) is mitigated by inflation linked increases, and the Council have a construction cost funding cap beyond which cost will be the responsibility of the tenant or developer. Future

flexible building use is mitigated by ensuring the building can be let on a floor by floor basis.

As with any development the Council will be set to gain significant financial benefits of 6% yield on costs, an overall positive contribution to the council's revenue budget, whilst ensuring 400 plus high skilled jobs remain within the borough, as well as the creation of a Grade A office building.

3. The report did not explain what Metaswitch intended to do with their current office site, how much they were likely to profit from its development or whether any of these profits would be ploughed back into the new development or used in some other way to defray LBE's costs.

#### Response to 3

Metaswitch's existing premises (one owned, two are leased) are not under the council's control and are not part of the commercial property investment and development agreement. The current proposed heads of terms provide a positive financial revenue impact for the council's overall budget. Through planning policy and Planning Committee we will be able to influence the future use of the Metaswitch existing occupied buildings.

4. The report did not address the possibility of relocating Metaswitch to another more suitable site within the borough such as Innova Park.

#### Response to 4

Metaswitch have not expressed an interest in relocating to another location in the Borough. On the contrary they have a strong preference for a site within close proximity to their current operation in order to continue to retain and recruit high quality staff. See Appendix 1 for further information.

Officers understand that Metaswitch have other short listed sites which lie outside the Borough and in the event that the Genotin road car park site is not available then it is very likely that the borough will lose the 400 staff to a neighbouring borough.

In the extreme case that Metaswitch did consider alternative locations in the borough, the town centre would lose a valuable anchor occupier which supports the Enfield Town economy.

5. The proposed development agreement would only require Metaswitch to enter into a 15 year lease after which they could walk away. The financial risk to LBE of being unable to relet this bespoke office building to another tenant was not given sufficient weight within the report.

#### Response to 5

A 15 year lease is a highly acceptable and industry standard lease length and well above the Investment Property Database average of circa 6 years. The lease contains no break provisions. By the end of the lease, Metaswitch would have re-paid the Council's capital outlay in full if the Council were to choose to commit the full income received from Metaswitch during the lease period towards paying down the

debt. In summary, after 15 years at the expiry of the current lease, the investment is expected to generate a positive net present value.

Following that, the asset will remain within the ownership of the Council. The lease length is not therefore considered an impediment to a commercial property investment

In addition, the property fundamentals for the development are strong. The building shall provide Grade A office accommodation in Enfield to a BREEAM Excellent rating, of which no building currently exists within the borough. The building shall also have the benefit of being able to be sub-let floor by floor. The building is well placed in the Town Centre with excellent rail communications and 96 car parking spaces. Our property consultants - GVA believe that this building provides strong re-letting characteristics. This is of course omitting the potential scenario whereby Metaswitch (who have been in Enfield since 1981) do not renew at the end of the lease.

6. The report did not say how many drivers parking in the existing Genotin Road overground car park, the most popular car park in the town, might be persuaded to use the surplus spaces in our multi-storey car parks, which are less popular. The huge impact for the Town if shoppers went instead to other destinations with more convenient parking was not explored in the report.

#### Response to 6

Enfield Town has a Variable Messaging System (VMS) which advises drivers in real time as to the capacity in all of the main town centres car parks, easily guiding drivers to the available parking spaces. Officers accept that Genotin Road car park is a popular car park. However, as stated above, the council has a duty to ensure it is achieving best value from all of its assets and the proposals within the Cabinet report and this call-in paper highlight the financial benefits of this development. Car park occupancy surveys have demonstrated that there is sufficient spare capacity in the remaining car parks to absorb the displaced demand. Whilst the level of car parking will therefore continue to be sufficient to support the town centre, it is important to bear in mind that fewer people travel by car to Enfield Town than walk, cycle or use public transport, and that car trips are estimated to account only for an estimated 40% of the town centre spend (Economic Impact Assessment of Cycle Enfield Scheme on Enfield Town, Regeneris Consulting Ltd, November 2016).

7. The use of the Portcullis staff car park opposite the Civic Centre was dismissed because of cost and unsuitability. This car park is large, in decent repair and could with little investment be used to re-provide Genotin Road. At the very least, it should be considered for public use at weekends and Christmas. (see 3 above)

#### Response to 7

The access road leading to Portcullis staff car park is a narrow single lane with a limited number of passing points. This arrangement is adequate for staff use on the basis that the majority of entrance and exit movements are tidal, i.e. the majority of movements into the car in the morning and leaving the car park in the evening. However, the sub-standard arrangement is not acceptable as an access to a busy public car park. Officer evaluations are that the cost of undertaking the bank

stabilisation and road widening would be prohibitive and not value for money. Finally, the distance from the town centre makes this not attractive for town centre users. A much more sustainable option for weekends and bank holidays would be the use of the current ground floor civic centre car park.

8. The report does not make reference to the Enfield Town Centre, Framework Master Plan's (adopted March 2018) proposals for regenerating around Enfield Town station and Transport Hub.

#### Response 8

The report does reference the Town Centre Framework Masterplan and proposals for the Station and Genotin Road Car Park site, see section 3.5 of the cabinet report.

**MUNICIPAL YEAR 2018/2019 REPORT NO. 57****MEETING TITLE AND DATE:**

**Overview & Scrutiny  
Committee,  
22 August 2018**

**REPORT OF:**

Chief Executive

<b>Agenda – Part: 1</b>	<b>Item:</b>
<b>Subject: Reardon Court Extra Care Housing</b>	
<b>Wards: All</b>	
<b>Key Decision No: 4710</b>	
<b>Cabinet Member consulted: Cllr Cazimoglu</b>	

Contact officers and telephone numbers:

Jeremy Chambers, Director Law and Governance

Tel: 020 8379 4799

Email: [Jeremy.chambers@enfield.gov.uk](mailto:Jeremy.chambers@enfield.gov.uk)

Claire Johnson, Head of Governance & Scrutiny

Tel: 020 8379 4239

E mail: [claire.johnson@enfield.gov.uk](mailto:claire.johnson@enfield.gov.uk)

**1. EXECUTIVE SUMMARY**

1.1 This report details a call-in submitted in relation to the following decision:

**Cabinet Decision (taken on 25/07/2018):**

That the following decision will come into effect on Monday 6 August 2018, subject to not being called in (excluding the recommendation to Council):

1. To note the content of this report.
2. To approve removal of the Reardon Court Site from the Council's current disposal list.
3. To approve a Council led demolition, design and redevelopment of the Reardon Court site for the provision of modern, accessible, self-contained Extra Care Housing provision.
4. To approve the appointment of design expertise to develop architectural plans and support an application to the Local Planning Authority.
5. To grant permission for officers to tender for a building contractor to develop the scheme.
6. To approve indicative borrowing requirements for development capital, subject to securing a capital contribution from the Greater London Authority (GLA).
7. To delegate to the Executive Director Place, in consultation with Adult Social Care, Legal and Procurement Services, the appointment of a design team.
8. To receive a further report to:
  - appoint a building contractor to develop the scheme
  - tender and appoint a provider of support and care services (as required)
9. Recommended to Council to approve the recommendation in the part 2 report which contain exempt information.

- 1.2 Details of this decision were included on Publication of Decision List No. 11/18-19 (Ref. 7/11/18-19 – issued on Friday 27 July 2018).
- 1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.
- 1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

## **2. RECOMMENDATIONS**

- 2.1 That Overview and Scrutiny Committee considers the called-in decision and either:
  - (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making person or body then has 14 working days in which to reconsider the decision; or
  - (b) Refer the matter to full Council; or
  - (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

### **3. BACKGROUND/ INTRODUCTION**

- 3.1 Please refer to Section 3 in the Decision Report.

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

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

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

To comply with the call-in procedure within the Council's Constitution.

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

#### **6.1 Financial Implications**

The financial implications relating to the called-in decision have been detailed in Section 6.1 of the Cabinet Decision Report.

#### **6.2 Legal Implications**

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

#### **6.3 Property Implications**

The property implications relating to the called-in decision have been detailed in Section 6.3 of the Cabinet Decision Report.

### **7. KEY RISKS**

The key risks identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**8. IMPACT ON COUNCIL PRIORITIES**

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Portfolio Decision Report.

**9. EQUALITIES IMPACT IMPLICATIONS**

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet Decision Report.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**11. HEALTH AND SAFETY IMPLICATIONS**

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**12. PUBLIC HEALTH IMPLICATIONS**

The public health implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

**Background Papers**

None

# **APPENDIX 1**

**Call-In: Cabinet Decision: Reardon Court Extra  
Care Housing**

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## MUNICIPAL YEAR 2018/2019 REPORT NO. **31**

**MEETING TITLE AND DATE:**
**Cabinet – 25 July 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: 13**
**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.

## **2. RECOMMENDATIONS**

### **2.1 It is recommended that Cabinet Members:**

- note the content of this report;
- approve removal of the Reardon Court Site from the Council's current disposal list
- approve a Council led demolition, design and redevelopment of the Reardon Court site for the provision of modern, accessible, self-contained Extra Care Housing provision
- approve the appointment of design expertise to develop architectural plans and support an application to the Local Planning Authority
- grant permission for officers to tender for a building contractor to develop the scheme
- approve indicative borrowing requirements for development capital, subject to securing a capital contribution from the Greater London Authority (GLA)
- delegate to the Executive Director Place, in consultation with Adult Social Care, Legal and Procurement Services, the appointment of a design team
- receive a further report to:
  - appoint a building contractor to develop the scheme
  - tender and appoint a provider of support and care services (as required)
- See Part 2.

## **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.<sup>1</sup>
- 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.<sup>2</sup>
- 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.

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1

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

<sup>2</sup> [https://www.housinglin.org.uk/\\_assets/Resources/Housing/OtherOrganisation/A-Better-Offer-for-Older-People-Making-Extra-Care-Housing-work-for-your-community.pdf](https://www.housinglin.org.uk/_assets/Resources/Housing/OtherOrganisation/A-Better-Offer-for-Older-People-Making-Extra-Care-Housing-work-for-your-community.pdf)

## **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 health<sup>3</sup>.
- 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

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(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**

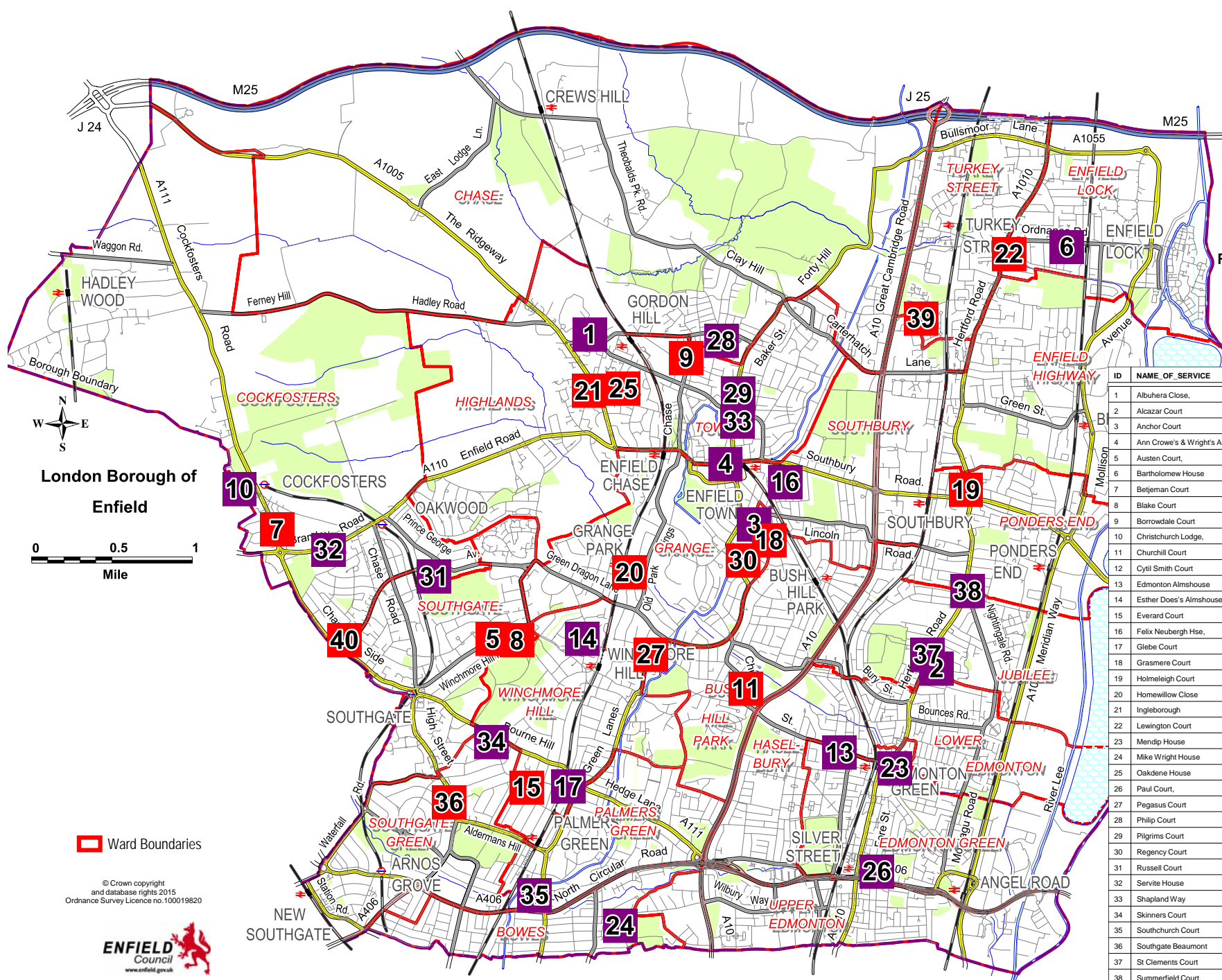
None.

END.

# Sheltered and Extra Care Accommodation RSL and Private Sector Provision

- Leashold
- Social Rent

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



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Dwg.No.6228J  
Oct.2015

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# **APPENDIX 2**

**Call-in request form submitted by 7 members of  
the Council**

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DST – Ref No:

**CALL-IN OF DECISION****(please ensure you complete all sections fully)**

Please return the completed original signed copy to:  
 Claire Johnson, Scrutiny Team, 1<sup>st</sup> Floor, Civic Centre

**TITLE OF DECISION:** REARDON COURT EXTRA CARE HOUSING

**DECISION OF:** CABINET

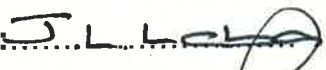
**DATE OF DECISION LIST PUBLICATION:** 27 JULY 2018

**LIST NO:** 7/11/18-19

(\* N.B. Remember you must call-in a decision and notify Scrutiny Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

(a) **COUNCILLORS CALLING-IN** (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

(1) Signature: 

Print Name: Joanne Haban

(2) Signature: 

Print Name: Mike Rye

(3) Signature: 

Print Name: Cllr Andy Milne

(4) Signature: 

Print Name: Cllr Will Colleshill

(5) Signature: 

Print Name: Cllr CLARE DE SILVA

(6) Signature: 

Print Name: 

(7) Signature: 

Print Name: L R AULENG

(8) Signature: 

Print Name: CLARETINE HAYWARD

Cllr. EDWARD SMITH.

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**(1) Reason why decision is being called in:**

- 1) We have serious concerns about the value for money of the proposed scheme compared to alternative options which would achieve the same outcomes.
- 2) We have concerns around the longevity of the scheme given the life span of other care facilities historically and the associated risk of future unpaid debt attached to it. This is highlighted by the low level of projected income in comparison to the investment. It is unlikely to pay for itself within the lifespan of the scheme.
- 3) We have concerns about the small scale of the plans and question whether for the level of investment they would provide enough units for the needs of local people.
- 4) We have concerns about overly optimistic financial forecasts, particularly the absence of contingency planning and 'worst case scenario' modelling on the summary documents presented to Cabinet.

**(2) Outline of proposed alternative action:**

Refer back to Cabinet for a review of the decision

**(3) Do you believe the decision is outside the policy framework?**

No

**(4) If Yes, give reasons: n/a**

**FOR DST USE ONLY:**

Checked by Proper Officer for validation –



Name of Proper Officer:

Date:

**JEREMY CHAMBERS**

**31/7/18**

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# **APPENDIX 3**

**Reasons for Call-in by Councillor calling in the  
decision**

**&**

**Briefing Note in response to called in decision  
(this is under the Part 2 agenda)**

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OVERVIEW & SCRUTINY COMMITTEE - 12.7.2018

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 12 JULY 2018**

**COUNCILLORS:** Derek Levy (Chair), Gina Needs (Vice-Chair), Huseyin Akpinar, Tolga Aramaz, Susan Erbil, Lee David-Sanders, Edward Smith.

**PRESENT**

**STATUTORY CO-OPTES** 1 *vacancy (Church of England diocese representative)*, Mr Simon Goulden (*other faiths/denominations representative*), Mr Tony Murphy (*Catholic diocese representative*), Alicia Meniru & 1 *vacancy (Parent Governor representative)* – *Italics Denotes absence*

**OFFICERS:** David Morris (Head of Parking), Sharon Burgess (Head of Safeguarding Adults), Bharat Ayer (Safeguarding Adults Team Manager), Susan O'Connell (Scrutiny Officer), Elaine Huckell (Scrutiny Secretary)

**Also Attending** Councillor Guney Dogan (Cabinet Member for Environment), Councillor Joanne Laban (Leader of the Opposition), Bilal Srhir (Enfield Youth Parliament Representative) (EYP) and 2 other councillors and 2 members of the public.

**652**

**WELCOME AND APOLOGIES**

Councillor Levy welcomed all attendees to the meeting. Apologies for absence had been received from Co-optee -Simon Goulden and Lily Hassan from the Youth Parliament.

**653**

**DECLARATIONS OF INTEREST**

Councillor Susan Erbil announced she was a cousin of Councillor Guney Dogan and would withdraw from the meeting for discussion of the first item on 'Call-In – To implement increases to pay and display charges to encourage higher turnover of short stay bays'.

**654**

**CALL-IN - TO IMPLEMENT INCREASES TO PAY AND DISPLAY CHARGES TO ENCOURAGE HIGHER TURNOVER OF SHORT STAY BAYS**

## OVERVIEW & SCRUTINY COMMITTEE - 12.7.2018

The Chair invited Councillor Laban to outline the reasons for Call-in.

- Councillor Laban referred to one of the areas of concern - that the decision to increase on- street parking charges would negatively affect those on low and fixed incomes. She said for those people who live in Enfield Town they would probably chose to walk to the town, however for those coming from further afield and especially for those with restricted income they may prefer to go to the retail park or to Brookfield Farm where they would not need to pay a parking charge. She thought this may be considered an 'equalities issue' as it affects the poorer members of the community.
- The decision to increase on street parking charges negatively affects those residents who may have disabilities but who do not qualify for a 'blue badge'. This could result in increasing social isolation for those who may find it more difficult to leave their homes.
- That the decision does not take into account any further loss of car parking spaces that may occur in the borough in the near future. Previous discussions around the loss of parking spaces at Genotin Road do not appear to have been considered in this proposal to increase charges. By reducing supply should the proposals for Genotin Road be approved, and increasing charges this would significantly affect the local economy and local shops.
- Although proposals would affect the local economy there has been a lack of consultation with local businesses. Cllr Laban said local traders know the area best and we should listen to what they have to say.
- The Masterplan for the borough had been agreed during the election however there is no reference to parking and how changes would affect the Masterplan for Enfield.

Councillor Laban said we would be charging people more to park which goes against the principle of 'Fairness for All'. She said the proposals were not fair for people who are trading and also not fair on the community. She requested that the decision be referred back to the Cabinet Member for Environment for reconsideration.

The Chair invited Councillor Dogan as Cabinet member for Environment and David Morris as the Head of Parking to respond, as follows:

- The increase in on-street parking charges are proportionate to deliver the outcome we want, which is to deter long stayers and improve a better turnover of spaces. Parking charges for on-street parking in Enfield and outer Enfield areas for 15 minutes would be increasing from 40p to 50p it is thought this would not be enough to deter parking. Benchmarking has been done with other local boroughs and we compare favourably with them.
- The increase in charges should not negatively affect residents who have disabilities. You are entitled to a blue badge if you are unable to walk further than 50 metres and there are very few paying parking bays further than 50m from our shopping areas.
- Mention was made that the decision does not take into account the loss of any parking spaces in future, however under the Equalities

**OVERVIEW & SCRUTINY COMMITTEE - 12.7.2018**

Impact Assessment we would review parking charges in the next two years to ensure they are still fit for purpose.

- We appreciate that there are empty shops in Enfield Town but we need to encourage short term parking, by ensuring people stay for a short while and then leave.
- We have been asked to consider the option of some free periods of parking, however costs would be higher for attendants to monitor this and it has therefore been considered that paid parking is the best option.
- Parking is not connected with the Masterplan, however it is hoped that appropriately set parking charges would contribute to a more vital shopping centre.

The following questions/ issues were raised:

Q. When were parking charges last increased?

A. In 2011.

Q. Under 'Key Risks' in the report it states that with any change in parking tariffs there are concerns from stakeholders that this will affect the high street, does this mean we should have spoken to businesses?

A. We looked at increasing charges by a higher amount but in the end we decided to keep increases at a lower level and review them in two years' time. We do not increase charges very often, we did consider going to businesses but this is about the turnover of parking spaces and there was already evidence from surveys undertaken for us to increase parking charges.

Q. The estimated cost of implementing the proposed charges are given in the report but can you give details of the expected increase in income?

A. David Morris will arrange for this to be provided to Councillor Smith.

**ACTION:** David Morris

Q. The Masterplan for Enfield which was published earlier this year with 100 pages of data. I understand one recommendation put forward from this was that we should look to reduce parking tariffs on multi storey car parks which might reduce demand for other car parks?

A. We have no control on the Palace Exchange car park and Palace Gardens which is council run has under occupancy.

Q. Do you take guidance from the Department for Transport?

A: The Department for Transport's Operational Guidance for Local Authorities explains on what you can use revenue from parking charges e.g. for highways. Surveys show that there is only under occupancy on the upper levels of Palace Gardens car park during the week. There are 13 car parks where we charge and Palace Gardens is the only car park that has under occupancy.

It was mentioned that under para 3.2 of the report it refers to one of the factors that should be considered when setting parking charges is 'If on-street charges are set too low, they could attract higher levels of traffic than are desirable' Which shows the need for a balance to be made.

**OVERVIEW & SCRUTINY COMMITTEE - 12.7.2018**

Councillor Dogan said the intention is to encourage people to stay longer for off street parking (The proposed 3 to 5 hour tariff for Outer Enfield car parks is £4:00 unchanged from the present charge).

Q. Can you confirm that the Genotin car park is extensively used at present? I ask this because a recent report mentioned that the Genotin car park was not used very often?

A. Yes it is well used

Q. Would it be possible to reduce prices for parking in some cases for example having the first half hour parking free?

A. Cars would need to be logged and this would increase contractor's costs.

Q. You stated that we compared favourably with other boroughs parking charges, how will we know what the impact would be of this and whether the aims have been achieved?

A: When we carry out surveys in future we will use the base line figure of the our findings from the survey in March.

Bilal Srhir (EYP) representative suggested that it would be useful to have exemptions for parking charges for workers who work in town centres and who need their vehicles.

David Morris confirmed that we do offer season tickets for our car parks on a monthly or annual basis. Dispensations are also available for a parking bay for a week. Brown badges are also available for the elderly.

Q. Are season tickets available for people wishing to use the Genotin Road car park? If Genotin road car park goes where would all these cars go?

A. Yes you can use season tickets at Genotin Road, season tickets are only available for long stay car parks and not for short stay ones and not for specific car parks.

The summing up by Councillor Laban referred to lower parking charges for Herts and Broxbourne, and said 2 hours on street parking charge for Waltham Cross is £1.60 compared to Enfield's proposed 2 hour on street charge of £4 for 2 hours. They are a competing borough and she was of the opinion that people would be more likely to go to Brookfield Farm to shop which was free of charge. She said she was not hearing enough about how we are improving/encouraging our local economy. The proposals do not fit in with plans for Genotin Road and the Masterplan. We need to be helping the local economy.

Councillor Dogan answered that the priority is a higher turnover of cars to encourage people to park for shorter times and then leave.

The Chair said he was mindful of the fact that parking charges had not been increased for seven years and also mindful of the increased cost in petrol, this may influence people to decide whether to use car parking and shop locally or not. The two year review would look at this further.

## OVERVIEW & SCRUTINY COMMITTEE - 12.7.2018

Following the discussion, the Committee took a vote on whether the Portfolio decision of the Cabinet member should be agreed or whether it should be referred back to him.

Having considered the information provided, the committee agreed to confirm the original Portfolio decision:

*2.1 to implement revised parking charges from August 2018 for the reasons given in the report.*

Councillors Akpinar, Aramaz and Needs voted in favour of the decision. Councillors David-Sanders and Smith voted against.

### **AGREED**

The original portfolio decision by the Cabinet member was agreed.

The Chair **CONFIRMED** the decision.

Councillor Susan Erbil re-joined the meeting at this point.

### **655**

#### **DRAFT SAFEGUARDING ADULTS STRATEGY 2018-23**

Bharat Ayer, (Safeguarding Adults Team Manager) introduced a report on the Enfield Safeguarding Adults Strategy 2018 – 23 which has been issued for consultation. He invited comments from OSC.

The following was highlighted:

- One of the Safeguarding Adults Board duties, as a requirement of the Care Act, is to publish a strategic plan for each financial year that sets out how it will meet its main objective and what Safeguarding Adult Board members will do to achieve this.
- The priorities have been developed by a project group including service users, carers and our Quality Checkers. They helped to ensure that the strategy, which was quite a technical area, had been set out in a clear and easily understandable way. It is in plain English and jargon has been removed. It also sets out the telephone numbers/ website address for people to use if someone is suspected of being abused on each page of the draft document.
- The aims of the Board are - to prevent abuse, protect adults at risk, to learn from experience and improve services.

The following questions/ comments were raised:

Q. I notice that the number of concerns reported had increased significantly with 1616 concerns reported for 2017/18 from 1144 the preceding year.

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A. Yes this means that people are reporting more incidents. This is welcomed because rather than having situations which are hidden, we are able to take steps to resolve any problems.

Q. How does the new Strategy document for the forthcoming five years differ from the previous one?

A. There has been more focus on community engagement. It has been led by service users which has made a big difference. There is also more connection with the use of social media and IT.

Councillor Smith complimented the service on the strategy document which he said was very clear for people to understand.

Q. As there had been a significant number of concerns raised but not an increase in budget, it was asked if they were still being dealt with adequately?

A. Sharon Burgess, Head of Safeguarding Adults confirmed that this is being done. Although there are budgetary constraints, we are looking at efficiency measures for example making the best use of data to ensure that the response we give is both person-centred and proportionate for what is needed and we try to ensure it is not too bureaucratic.

Sharon mentioned that the aim is to publicise the strategy, by reaching out to the community, especially for those in their own homes who may be socially isolated. Councillor Levy referred to a recent OSC work stream that had looked at the issue of loneliness and social isolation for those people who may not have the capacity to break away from their situation. There are a number of potential victims. There is a range of situations which may be considered abusive for example being the victim of rogue traders.

Councillor Needs praised the report, and she went on to ask:

Q. What happens when there is an issue that crosses over between the Police and the Local Authority? Whose remit would this come under?

A. We work closely with the police and other contacts and come together under 'MASH' the Multi Agency Safeguarding Hub – where professionals work together and share information. Therefore if there is a crime we would ensure people have access to the criminal justice system and we lobby the Crown Prosecutor working nationally and locally.

Q. With reference to sex workers, how can we safeguard workers in cases of abuse?

A. Under 'safeguarding of adults' we would be looking to see if someone has care and support needs. In the case of sex workers this may not be the case. However the cases of modern day slavery is rising, and this issue is something we would be looking into in more detail.

This consultation is being led by service users. This has been included in Our Enfield magazine and emailed to Enfield residents and sub groups. Consultation and continuous engagement to build links with community groups is key.

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Q. How effective do you think the strategy has been? Is it working?

A. We believe prevention is most important and this is helped by reaching out to our communities who support each other. We have a five year plan which would be built on; our Quality Checkers are out in homes developing links as well as our usual links with partners.

There was a brief discussion following the earlier points made about sex workers and the need to target those who financially benefit from them. It was thought the increased powers of the police to be able to do this should be beneficial.

It was suggested that the consultation be shared with Enfield Youth Parliament. Susan O'Connell to liaise with officers and provide contact details so that this can be arranged.

**Action: Susan O'Connell**

Councillor Needs mentioned that she lived on the east side of the Borough and had not received copies of 'My Enfield' she thought it was important that information on the 'Safeguarding of Adults' is publicised as there are people who may be potential victims in the area. **Action: Bharat Ayer**

**NOTED**

Members noted the Draft Safeguarding Adults Strategy 2018-23 development and consultation.

Sharon Burgess, Bharat Ayer and their team were thanked for their work, also for recent training that had been provided.

**656**

**WORK PROGRAMME AND WORKSTREAMS 2018/19**

Workstreams

It was agreed that the following three initial workstreams with the first two to commence and the third to follow in the future be established for 2018/19 –

- Children in Transition (Children Leaving Care)
- The High Street – focusing on empty shops
- Parks and Green Spaces –Are they being used to their full potential (Noted that the Review of Parks Strategy is to take place in November)

It was also noted that a future potential workstream was discussed on

- John Wilkes House issues and the Housing Allocations policy.

Work Programme

It was noted that there is an item relating to Children / Education Services included on each OSC Business meeting agenda.

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Cabinet members could be invited to future meetings for discussion of items of interest.

The next special meeting of OSC will take place on Thursday 26 July 2018 to hear from the Leader of the Council about her plans/ visions.

**657**

**MINUTES OF THE MEETING HELD ON 12 JUNE 2018**

AGREED the minutes of the meeting held on the 12 June 2018.

Members raised a further question on Genotin Road in addition to those detailed in the minutes of the 12 June 2018 that was relevant to the issues raised at this meeting. As follows:

“What will be the impact on businesses in Enfield given the number of empty shops should the Genotin Road car park close?”

It was agreed that this would be raised with officers for inclusion in the report going to Cabinet or covered verbally at the Cabinet meeting on Wednesday 25 July 2018.

**ACTION:** Susan O’Connell, Scrutiny Officer

**658**

**DATES OF FUTURE MEETINGS**

**NOTED** the dates as follows

Provisional Call-Ins

Thursday 9 August, 2018  
Thursday 13 September, 2018  
Thursday 11 October, 2018  
Thursday 8 November, 2018  
Thursday 6 December, 2018  
Thursday 20 December, 2018  
Thursday 7 February 2019  
Tuesday 12 March 2019  
Tuesday 26 March, 2019  
Thursday 11 April, 2019

The business meetings of the Overview & Scrutiny Committee to be held on:

Wednesday 5 September, 2018  
Wednesday 7 November, 2018  
Tuesday 12 February, 2019  
Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:

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Tuesday 15 January, 2019

Councillor Levy thanked everyone for attending the meeting.

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**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 26 JULY 2018**

**COUNCILLORS:** Nesil Caliskan (Leader), Derek Levy (Chair), Ian Barnes,  
**PRESENT** Huseyin Akpinar, Chris Bond, Vicki Pite, Lee David-Sanders, Edward Smith.

**STATUTORY** 1 *vacancy (Church of England diocese representative), Mr*  
**CO-OPTES** *Simon Goulden (other faiths/denominations*  
*representative), Mr Tony Murphy (Catholic diocese*  
*representative), Alicia Meniru & 1 vacancy (Parent*  
*Governor representative) – Italics Denotes absence*

**OFFICERS:** Susan O'Connell (Scrutiny Officer), Elaine Huckell  
(Scrutiny Secretary)

**674**

**WELCOME AND APOLOGIES**

Councillor Levy welcomed all attendees to the meeting. Apologies for absence had been received from Councillors Tolga Aramaz, Susan Erbil and Gina Needs.

**675**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**676**

**LEADER OF THE COUNCIL STRATEGIC OVERVIEW**

The Chair introduced this item and welcomed Councillor Nesil Caliskan as Leader of the Council. He asked Councillor Caliskan to give a brief overview of what she considers to be her and the administrations' vision, key objectives and priorities for Enfield for the coming years.

Councillor Caliskan referred to her party's manifesto as the steer for delivering a clear strategic vision for the future. The council's Corporate Plan will be shaped by this and would be presented at the Cabinet meeting in September.

Councillor Caliskan spoke of her key priorities on the following:

- Crime/ community cohesion
- Housing
- Reduction of poverty/ inequality

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- A balanced budget

Crime/ community cohesion – Councillor Caliskan spoke of the increase in serious youth violence as hugely significant, with an 8% increase in London and significantly a 17% increase for Enfield. She had recently met with the Mayor for London to discuss this issue. The council had helped to fund 16 additional police community support officers (PCSO's) through match funding from the Mayors Office for Police and Crime (MOPAC) and she sought reassurance that this would continue. This scheme is not at risk. She discussed the pressures of lack of policing, which is especially challenging given the large numbers of vacancies that the Met Police have across London. Before police numbers can be increased these vacancies must first be filled. Discussions had also been held regarding a bid for £500k a year for three years to tackle youth crime and anti- social behaviour. She also referred to the £100k that the council had set aside for youth activities over this summer period.

Housing

In the long term the Meridian Water project should deliver 10,000 new homes. Development partners are to be sought to develop the first two housing sites for this project delivering nearly 1,000 new private and affordable homes built around the new train station.

It is also intended to continue rolling out roof top conversion work across the borough.

She referred to the need to drive up improvements for the day to day housing repairs contracts, she spoke of the challenges involved with two contracts being up for renewal in 18 months' time.

Poverty/ Inequality

The Leader stated that the objective to reduce poverty/ inequality should “run through everything we do”. An equality commission would be set up in the autumn which will have cross party involvement. The aim is for recommendations to be formulated within months for the council to take forward. It was thought much information already exists, for example in relation to health inequality which could be used to inform the commission's work.

A Balanced Budget

This is the ninth year of budget cuts with a further £20 to £30 million savings to be found by 2019/20. A robust budget setting process is necessary as 'salami slicing' for some services is no longer feasible. We need to ensure our budget is sustainable and that we support our most vulnerable residents.

The following questions/ issues were raised regarding crime/ community cohesion:

- Reference was made to money (£100k) being used for summer activities for young people and how this can be targeted to those at risk of youth violence. It was mentioned that this decision was made quickly and as such it was thought better to extend existing schemes that already work well and continue to work with our existing partners

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extending existing programmes and mentoring schemes. This provision will be for all young people in the borough. A future project where it is hoped that £500K would be available for 3 years, would be aimed at reducing youth crime and anti-social behaviour and will be targeted at young people who have been identified by schools and social workers as being at risk of crime.

- Early interventions are key, and an example of this - funding a worker in A&E at North Middlesex hospital provides support to young people. Intelligence to help young people may be available from different sources for example in housing services and this needs to be further explored. Councillor Caliskan said the linking up of early interventions was important, for us and our partners for example those that may present themselves at their GP surgery may be having housing/ social care problems.
- Councillor Bond referred to the need for interventions within housing and spoke of an evicted resident who in a short time was back on the same estate causing further problems for residents. He suggested that we should ensure our legal team are able to help in these cases. Councillor Smith said it is often difficult to prosecute individuals and we need to have a clear understanding of what the authority can and cannot do and to take a proactive line.
- When asked when it would be known whether the £500k a year bid had been successful, it was thought we should hear by September. Many other boroughs are also bidding for this money and there is strict criteria in place, however it was believed that Enfield would be seen as a priority.
- It was confirmed that the 16 additional police officers which are match funded have been budgeted for.
- The £100k being set aside for summer activities will be for this year only.
- Councillor Caliskan had recently met with the Borough Commander and held discussions on gangs, drug dealing and the effect of county lines which has emerged as a real problem. The borough commander also covers the borough of Haringey and there were concerns that resources may be targeted to them. Councillor Caliskan was reassured by the borough commander that this will not be the case and that Enfield is considered a priority area.
- A public meeting is to be held on 28 July 2018 at Community House Edmonton to discuss ways of tackling an increase in youth violence in the borough.

The following questions/ issues were raised regarding housing:

- Councillor Levy referred to the different planning policies and diverse views on housing which often results in the authority being 'pulled in different directions' he asked how we can ensure that we cut through the bureaucracy to ensure the provision of more housing. Councillor Caliskan referred to the recent Cabinet decision to change the strategy for delivering the Meridian Water project. There will now be a number of developers instead of just the one. This should help the 20 year project to move forward and give us more flexibility in dealing with

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developers and would enable us to look at issues as they arise on a site by site basis.

£120M is the Housing Infrastructure Fund bid. This would fund crucial infrastructure, such as roads, bridges, flood alleviation etc. The first three sites we've identified for accelerated development does not depend on us being successful in the bid. The Meridian Water train station is due to open in 2019.

- The council will continue to work with the managing directors of the current contractors to drive up improvements on the existing performance on repairs and maintenance. Councillor Calsikan mentioned that the option of penalties would be pursued and said there may be a possibility of some work being brought 'in house' in future.
- A report on Genotin Road car park had been considered at Cabinet the previous evening. It had been the subject of pre-decision scrutiny and Councillor Caliskan had been informed that this had proved to be a very useful process.
- Councillor Caliskan said she understood that the second development for Meridian Water would be for 100% affordable housing.
- A concern was raised about the large number of day to day repairs and the backlog of estate renewal projects that need to be done. Councillor Caliskan said the council is working on this, new officers have been appointed, a repairs advisor is now on hand in the call centre which helps with housing repair queries.
- Councillor Bond said an issue might be that contractors are paid for each visit which will not encourage them to fix a problem the first time. He spoke about the heating scheme which is being progressed by LB Haringey, Islington and Camden, he thought it would be unfortunate that our scheme was unable to link in with this at present. He suggested that when heating pipes are to be installed we should also look to include 'broadband' cables. Councillor Bond mentioned that an estate manager had been working on a bid for funds from the GLA, he felt that it was important that support and training should be provided for this as it can be quite a technical process. Councillor Caliskan agreed and said we also needed to provide support to members of the voluntary sector in the same way to support them with training on the bidding process..
- Councillor Smith spoke of his concerns that the new 'trading companies' such as 'Energetik' did not appear to have a democratic process overseeing them and he felt that there is a governance gap. He thought there could be a perceived 'conflict of interest' if a Cabinet member is on the Board. Councillor Caliskan said there is a new Shareholder Board which will perform this democratic process and the relevant Cabinet member would be a member of the Shareholder Board as opposed to the company. She said going forward she welcomed more interrogation/ scrutiny in this area.

The following questions/ issues were raised regarding inequality:

- It was acknowledged that there were challenges in promoting public health equality in the borough and that public health is important for all

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departments and must not be seen as a silo department. Instead it must be weaved into all areas.

- Councillor Levy spoke of the importance of ensuring cross cutting issues for consideration.
- Councillor Caliskan spoke of two key public health issues - Air Quality and Decent Homes, she said these two things were paramount in improving public health for the boroughs' residents.

Councillor Levy thanked Councillor Calsikan for attending the meeting and for giving an overview of her vision, key objectives and priorities for Enfield for the future. Councillor Caliskan said she was happy to attend this meeting and would be happy to come along to a future meeting of Overview and Scrutiny Committee if required.

**677**

### **DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

#### Provisional Call-Ins

Thursday 13 September, 2018

Thursday 11 October, 2018

Thursday 8 November, 2018

Thursday 6 December, 2018

Thursday 20 December, 2018

Thursday 7 February 2019

Tuesday 12 March 2019

Tuesday 26 March, 2019

Thursday 11 April, 2019

Please note, the business meetings of the Overview & Scrutiny Committee will be held on:

Wednesday 5 September, 2018

Wednesday 7 November, 2018

Tuesday 12 February, 2019

Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:

Tuesday 15 January, 2019.

#### Workstreams for 2018/19

The following three initial workstreams have been agreed with the first two to commence initially and the third to follow in the future

- Transition of Children Leaving Care, Lead Member: Susan Erbil
- Empty Shops – Lead Member: Tolga Aramaz
- Parks and Green Spaces – Lead Member: Gina Needs

Discussions to be held at the next OSC meeting on which workstream will commence first alongside the transition of children leaving care.

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Councillor Levy thanked everyone for attending the meeting.