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THE CABINET

**Wednesday, 12th June, 2019 at 7.15 pm in the Conference Room,
Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader of the Council), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Mary Maguire (Cabinet Member for Finance & Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing & Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Mustafa Cetinkaya (Associate Cabinet Member – Non Voting), Ahmet Hasan (Associate Cabinet Member – Non Voting) and Claire Stewart (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

Members of the public and representatives of the press are entitled to attend meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. DEPUTATIONS

To note, that no requests for deputations have been received for presentation to this Cabinet meeting.

4. CHILDREN'S SOCIAL CARE OFSTED IMPROVEMENT PLAN DEMAND AND PRESSURES (Pages 1 - 26)

A report from the Executive Director – People is attached. **(Key decision – reference number 4913)**

(Report No.5)
(7.20 – 7.30 pm)

5. SECTION 75 AGREEMENT: APPROVAL OF REVISIONS FOR 2019/2020 (Pages 27 - 38)

A report from the Executive Director – People is attached. **(Key decision – reference number 4885)**

(Report No.6)
(7.30 – 7.40 pm)

6. LED CONVERSION PROJECT 2019 FOR HIGHWAY STREET LIGHTING (Pages 39 - 50)

A report from the Executive Director – Place is attached. **(Key decision – reference number 4863)**

(Report No.7)
(7.40 – 7.50 pm)

7. FUTURE OF THE RESPONSIVE REPAIRS SERVICE (Pages 51 - 74)

A report from the Executive Director – Place is attached. **(Key decision – reference number 4868)**

(Report No.8)
(7.50 – 8.00 pm)

8. PROPERTY SERVICES - STRATEGIC ASSET MANAGEMENT PLAN (Pages 75 - 100)

A report from the Executive Director – Place is attached. **(Key decision – reference number 4806)**

(Note: Appendix 2 to this report contains exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person – including the authority holding that information) of Schedule 12A to the Local Government Act 1972, as amended and is provided separately with the part 2 agenda).

(Report No.9)
(8.00 – 8.10 pm)

9. CABINET SUB-COMMITTEES FOR THE MUNICIPAL YEAR 2019/20

Cabinet is asked to confirm the Cabinet Sub-Committees required for the new municipal year 2019/20 and, the membership of the Sub-Committees.

(8.10 – 8.15 pm)

10. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 101 - 106)

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

11. MINUTES (Pages 107 - 116)

To confirm the minutes of the previous meeting of the Cabinet held on 24 April 2019.

12. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 17 July 2019 at 7.15pm.

13. EXCLUSION OF THE PRESS AND PUBLIC

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

(Members are asked to refer to the part two agenda).

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MUNICIPAL YEAR 2019/2020 REPORT NO. 5**MEETING TITLE AND DATE:**Cabinet: 12th June 2019**REPORT OF: Tony Theodoulou**

Executive Director: People

Agenda – Part: 1**Item: 4****Subject:** Children's Social Care Ofsted Improvement Plan Demand and Pressures**Wards: All****Key Decision: KD4913****Cabinet Member consulted: Cllr Rick Jewell**

Contact officer and telephone number:

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1. EXECUTIVE SUMMARY

- 1.1 Children's Services continue to be a key priority for the Council and Children's Social Care are on an upward trajectory of continuous improvement with strong, stable leadership in place. Following the recent ILACS (inspection of local authority children's services) standard 2-week inspection from 4th to 15th March 2019 Ofsted found services for early help and protection, looked after children, care leavers, fostering and adoption are good.
- 1.2 The Ofsted inspectors identified further work that is required to improve consistency in the following areas:
- decision making and quality of plans for children in need
 - the response to children missing from home
 - the response to children in private fostering arrangements
 - providing health information for care leavers.
- 1.3 The Local Authority has put into place an Ofsted improvement action plan, further investment is being sought to increase permanent staffing and reduce agency costs to:
- deliver on the Ofsted improvement plan
 - maintain the practice improvements made since Autumn 2018
 - keep caseloads at a reasonable level
 - deliver consistency and increase quality assurance processes.
- 1.4 Cabinet are asked to note the good outcome published in the Enfield Ofsted report (15th April 2019), the associated Ofsted improvement plan and the press release that are attached as appendices to this report.

Cabinet are asked to approve:

- £375k investment in Children's Social Care to enable the service to deliver the actions identified in the Ofsted improvement plan. The investment this year will be funded through risk reserves while the permanent investment of £375k in 2020/21 will be managed through the medium-term financial plan process. A review will be completed over the next 6 months to identify where further permanent investment is needed, this will be agreed with the Cabinet Member and presented to the October/November Cabinet.

2. RECOMMENDATIONS

Cabinet are asked to note the good outcome published in the Enfield Ofsted report (15th April 2019), the associated Ofsted improvement plan that must be progressed and the press release that are attached as appendices to this report.

Cabinet are asked to approve:

- £375k investment in Children's Social Care to enable the service to deliver the actions identified in the Ofsted improvement plan. The investment this year will be funded through risk reserves while the permanent investment of £375k in 2020/21 will be managed through the medium-term financial plan process. A review will be completed over the next 6 months to identify where further permanent investment is needed, this will be agreed with the Cabinet Member and presented to the October/November Cabinet.

3. BACKGROUND

- 3.1 Following the recent ILACS (inspection of local authority children's services) standard 2-week inspection from 4th to 15th March 2019 Ofsted found that senior leaders, with cross party support, have worked effectively to strengthen and improve service provision since the recent focused visit in September 2018 and the previous inspection in 2015.
- 3.2 Ofsted recognised that senior leaders continue to work hard to embed and sustain the recent improvements and that Children's Services continue to be a key priority for the Council. They found that Children's Social Care are on an upward trajectory of continuous improvement with strong, stable leadership in place and that services for early help and protection, looked after children, care leavers, fostering and adoption are good.
- 3.3 They recognised the impact of the 11 practice lead positions introduced in November 2018 and the improvement in skills and knowledge of frontline staff and managers. The significant investment in staffing in the MASH and the assessment teams had made a difference to caseloads and the quality of practice. However, practice improvements are still inconsistent, decision making in the MASH is variable and it is too early to see sustained changes particularly in the Children in Need services.
- 3.4 Further work is required to embed and sustain recent progress and improve the consistency of the following:
 - decision making and quality of plans for children in need
 - the response to children missing from home
 - the response to children in private fostering
 - providing health information for care leavers.
- 3.5 Enfield Children's Services continue to be relatively low spending compared to most other local authorities. Social workers in Enfield have been over performing this was recognised by senior leaders and action was taken to secure investment in 2018/19. This has resulted in caseloads in the

assessment teams stabilising yet there remains a fragility in the Child Protection and Family Support Service where the majority of CiN (children in need) plans are managed. Caseloads in this service have been reduced on a temporary basis by bringing in additional agency workers. The investment requested would enable a reduction in agency staffing, an increase in permanent staffing in Child Protection and Family Support it will stabilise reasonable workloads and encourage social workers to stay in Enfield thus reducing staff turnover.

- 3.6 The Local Authority has put into place an Ofsted Improvement Plan to embed the practice improvements made since Autumn 2018, maintain caseloads at a reasonable level to deliver consistency in the 4 key areas highlighted in the recent Ofsted inspection (March 2019). Further investment is needed to enable the service to deliver the outcomes from the improvement plan, strengthen the quality assurance processes evidencing Enfield's strong reputation and further improve it.
- 3.7 This paper requests £375k investment in Children's Social Care to enable the service to deliver on the actions identified in the Ofsted improvement plan. The investment this year will be funded through risk reserves while the permanent investment of £375k in 2020/21 will be managed through the medium-term financial plan process. A review will be completed over the next 6 months to identify where further permanent investment is needed, this will be agreed with the Cabinet Member and presented to the October/November Cabinet.
- 3.8 The investment will enable recruitment to 9 posts (2 practice improvement and audit leads, 5 social workers, 1 missing debriefing officer and 1 audit tracking and evaluation officer). This will enable the service to deliver on the Ofsted improvement plan, sustain and be assured of good practice, achieve consistency by maintaining caseloads at a reasonable level, increase quality assurance processes and continue to lead practice improvements and coaching interventions to targeted key staff. Over the next 6 months the service will review where permanent further investment is needed and with the agreement of the Cabinet member be presented to Cabinet for approval in October/November 2019.
- 3.9 The Multi-agency Safeguarding Children Partnership will scrutinise the Ofsted action plan and progress will be monitored by the Assurance Board, Cabinet Member and Executive Director: People through regular reports. The service will seek further independent benchmarking opportunities, for example through external review, peer reviews and mock inspections to benchmark performance and ensure continuous improvement.

4. ALTERNATIVE OPTIONS CONSIDERED

We have recently commissioned a social care agency to deliver some children in need services to enable swift and speedy reduction in caseloads to meet statutory duties within set timescales however maintaining agency staff is not cost effective in the long term. The investment requested from Cabinet will enable a reduction in agency staff, increase in permanent recruitment, strengthen further the stability of the workforce and reduce staff turnover.

5. REASONS FOR RECOMMENDATIONS

An annual conversation is expected with Ofsted in December 2019 to track progress following the full inspection (March 2019). This will be followed in quick succession by either a 2-day focused visit or a 4-week Joint Targeted Area Inspection. Through additional investment, the service will be able to deliver on the Ofsted improvement plan, firm up the strong foundations in social care and further hone our trajectory of continuous improvement. Ensuring that Enfield Council delivers a high quality, safe service to children and families that meets regulatory expectations.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

In 2019/20, £375k investment outlined in this report to be funded from the risk reserve while the permanent investment of £375k in 2020/21 will be managed through the medium-term financial plan process. A review will be completed over the next 6 months to identify where further permanent investment is needed, this will be agreed with the Cabinet Member and presented to the October/November Cabinet.

6.2 Legal Implications

- 6.2.1 The recommendations set out within this report are within the Council's powers and duties. The report recommends investment in Children's Social Services to strengthen delivery of the service and ensure that it can continue to support the Council in meeting its statutory obligations.
- 6.2.2 Every local authority has a general duty under Schedule 2 paragraph 4(1) of the Children Act 1989 to take reasonable steps through the provision of services under Part III of the Children Act 1989 to prevent children in their area suffering ill-treatment or neglect. The recommendations set out in this report comply with this legislation.
- 6.2.3 Under the Local Government Act 1972 the Council can appoint such officers as it thinks fit for the proper discharge of its functions. Section 111(1) of the Local Government Act permits a local authority to do anything calculated to facilitate the discharge of their functions. The recommendation to invest in Children's Services is in accordance with these powers.
- 6.2.3 Any recruitment and selection process must be carried out in accordance with the Council's policies, procedures and employment law, and avoid unlawful discrimination in advertising and recruiting to the posts.
- 6.2.4 An equality impact assessment of the impact of any reorganisation proposals should be prepared to enable decision-makers to consider compliance with the Council's duties generally under the Equality Act 2010, to avoid discrimination and promote equality of opportunity and access, including monitoring any possible negative impact hereafter.

7. KEY RISKS

Without this investment the service cannot deliver the Ofsted improvement plan and the strong foundation and positive trajectory within Children's Social Care may weaken. Caseloads will not stabilise and the consistency in the quality of work will not improve. This would also affect staff morale, recruitment and retention, reversing the positive trend we have established in the last 9 months. There is a risk that the annual conversation with Ofsted planned for December 2019 will not assure inspectors of our commitment to sustained improvements and could trigger a full inspection of services as was the case in 2018/19.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

The work of Children's Social Care meets all 3 of the council's key priority areas within the corporate plan and the objectives within the Children and Young People's Plan. With emphasis and more weighting upon improving services to those children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum from early help to statutory interventions. Through early intervention and specialist statutory services children are supported to live wherever possible within their families and communities.

9. EQUALITIES IMPACT IMPLICATIONS

Children's Social Care forms part of the Council's programme of retrospective equalities impact assessments (EQIA). The retrospective EQIA collates equalities monitoring of service users, and consider how the service impacts on disadvantaged, vulnerable and protected characteristic groups in the community.

10. PERFORMANCE AND DATA IMPLICATIONS

This proposal will enhance practice and performance which is monitored regularly through national statutory returns and at political, corporate, departmental, service and team levels.

11. HR IMPLICATIONS

- Consultation on recruitment to take place with trade unions in accordance with statutory regulations and Council guidelines.
- Upon approval, once it has been identified which frontline posts will be created and where they will sit in the structure, HR will be provided with up to date organisational charts to enable the department to create the posts and provide post numbers for recruitment to commence without delay.

- Generic Social Worker and Advanced Social Work Practitioner posts will not require formal job evaluation. Any changes to job role profiles affected by the proposals to be submitted to HR to update records, or possible evaluation where the change is material. The Council's recruitment policy will be applied.

12. PUBLIC HEALTH IMPLICATIONS

Safeguarding children is a public health issue: preventing abuse and supporting vulnerable children and their families increases wellbeing. Children's Social Care protects and promotes the welfare of children and young people in Enfield and works in partnership with all health partners to improve outcomes in early life and childhood that leads to healthier, successful adults and improve the health of the population. For example: protecting children and young people results in improved population health outcomes by reducing mental health issues, sexually transmitted diseases, injuries and long-term poor health.

Resourcing adequate support to improve the quality in the key areas recommended by Ofsted could contribute towards the life course approach to improving health through safe and effective children services.

Background papers

None

Appendices

Appendix 1 – Enfield Ofsted Improvement Plan

Appendix 2 – Enfield ILACS Ofsted Report 4th – 15th March 2019 published 15th April 2019

Appendix 3 – Press Release April 2019

Appendix 1 - Enfield Ofsted Improvement Plan

Between the 4th - 15th March 2019, London Borough of Enfield Children Services were inspected by Ofsted under the Inspection of local authority's children services (ILACs) framework. The formal report was published on 15th April 2019, with the following judgements:

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

The grading indicated that children in need of help and protection, child in care and care leavers in Enfield receive good services. It is acknowledged that there are areas where further improvement is required. Ofsted identified four key areas and LB of Enfield are required to respond within 70 working days providing details of actions we intend to take.

This improvement plan sets out the actions we have taken since the inspection and our ongoing actions in response to the four areas identified for improvement by Ofsted.

Area for improvement 1:	The quality of plans for children in need
Area for improvement 2:	Return home interviews for children missing from home
Area for improvement 3:	Private fostering responses, including timely statutory checks and regular visits to ensure that children live in safe arrangements to meet their needs
Area for improvement 4:	Health information for care leavers

Progress since inspection:

- **Area for improvement 1:**
 - a. Child in Need planning groups have been set up to address care planning and smart plans.
- **Area for improvement 2:**
 - a. Immediate interim arrangements have been put in place to respond to children missing from home and not known to the local authority to ensure they are offered the same as children missing known to the Local authority.
- **Area for improvement 3:**
 - a. The 2018/19 annual private fostering report has been presented to the multi-agency safeguarding children's partnership – aimed to increase partnerships understanding and a reminder of their responsibility in raising awareness and referring private fostering arrangements to social care.

- b. The transition of responsibility of private fostering is now underway and local guidance has been updated.
- c. A review on our local practice of seeking private fostering references has been concluded and guidance updated.
- **Area for improvement 4:**
 - a. A review of all 18-year olds who did not have their health passport has been undertaken and they have been provided with a copy.

Area for improvement 1: The quality of plans for children in need

	Improvement Action	Lead	Timescale	Improvement Measure
1.1	We will focus our internal practice lead and coaching support on improving the quality and practice of children in need plans across our services.	Director of Children and Family Services	May 2019	There is a clear and shared understanding amongst practitioners on what a quality plan looks like.
1.2	We will establish a working group focused on ensuring our social work practice standards are embedded and that practitioners know what makes a good plan.	Heads of service	May 2019	Plans will evidence that all practitioners and managers have consistently implemented practice standards in plans.
1.3	We will undertake an audit of the quality of CIN plans, including when the decision at Child Protection Conferences has been made to that the threshold for Child protection has not been met.	Director of Children and Family Services	June 2019	
1.4	We will ensure that CIN plans are in place for a minimum of 3 months when the decision has been made to step down from child protection.	Heads of Service	June 2019	
1.5	We will increase focus on improving educational outcomes for Children in Need	Head of Virtual School	June 2019	

Area for improvement 2: Return home interviews for children missing from home

	Improvement Action	Lead	Time scale	Improvement Measure
2.1	We will undertake a review of our current return home interview arrangements of children missing from home and care.	Director of Children and Family Services	May 2019	Our response to children missing from home and care will be consistent whether the child is known to the local authority or not.
2.2	We will seek partnership sign of for the updated multi agency missing from care and home protocol and disseminate to all agencies.	Head of Safeguarding ¹	June 2019	
2.3	We will deliver a series of workshops to ensure staff understand the processes and importance of safeguarding missing children from home and care.	Head of Safeguarding and Head of Practice Improvement	June 2019	
2.4	We will ensure there is regular reporting to senior management meetings, the local safeguarding partnership and vulnerable young person's group for scrutiny and monitoring.	Head of Safeguarding	Ongoing	

Area for improvement 3: Private fostering responses, including timely statutory checks and regular visits to ensure that children live in safe arrangements to meet their needs

	Improvement Action	Lead	Time scale	Improvement Measure
3.1	We will transfer responsibility for private fostering arrangements from the Child Protection and Family Support team to the fostering team.	Director of Children and Family Services	May 2019	Private fostering arrangements will be identified, assessed and needs met promptly within timescales.

¹ (delegated named lead for missing)

3.3	We will review all our Private Fostering procedures and update to reflect changes of practice.	Head of Practice Improvement	May 2019	
Area for improvement 4: Health information for care leavers				
	Improvement Action	Lead	Time scale	Improvement Measure
4.1	We will undertake an audit of all young people to identify any children or care leavers who do not have access to their health passport	Head of LAC and Vulnerable Young People	End of May 2019	All our care leavers will be aware and in receipt of their health passports.
4.2	We will increase staff's awareness across all services by delivering a series of health passport workshops and then embed regular 6 weekly health workshops thereafter	Designated LAC Nurse	From May 2019	
4.3	We will embed a more systematic approach to looked after children and care leavers pack to minimise young people not having access to their health passports <ul style="list-style-type: none"> • All key documents including health passport to be put in their packs • Local Authority to retain a copy of young person packs in case of loss of papers • Track all young people have access to their packs through reviews and direct contact with Personal Advisors and record outcome on case files. 	Head of LAC and Vulnerable Young People	June 2019	

4.4	We undertake an audit of LAC reviews to ensure Independent Reviewing Officers are reinforcing the importance of the need for health passports	Head of Safeguarding	July 2019	
5	Leadership			
5.1	Seek further investment to deliver on the Ofsted improvement plan, sustaining good practice and achieving consistency by maintaining caseloads at a reasonable level, increasing quality assurance processes and continuing to deliver practice lead and coaching interventions to targeted key staff.	Executive Director: People and Director of Children and Family Services	June 2019	Maintain reasonable caseloads (below 21) in line with Pan London standards. Improve consistency in decision making, quality of CiN (children in need) assessments and plans, debriefing of missing children, private fostering assessments and health passports for care leavers

Monitoring

The Continuous Improvement Board chaired by the Director of Children and Family Services and the Practice and Performance Board chaired by the Executive Director, both meet on a regular basis and will oversee progress and agree the improvement plan and the wider practice improvement activities.

The improvement plan will be scrutinised by the Corporate Enfield Assurance Board, Enfield Multi-agency Safeguarding Children's Partnership and monitored by the Cabinet member and Executive Director: People through regular progress reports. The service will seek further independent benchmarking opportunities for example through external review, peer reviews and mock inspections to benchmark performance and ensure continuous improvement.

Anne Stoker: Director of Children and Family Services: May 2019

London Borough of Enfield

Inspection of children's social care services

Inspection dates: 4 March 2019 to 15 March 2019

Lead inspector: Tara Geere
Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

Senior leaders, with strong corporate and cross-party political support, have worked effectively to strengthen and improve service provision since the recent focused visit in September 2018 and the previous judgement inspection in 2015.

Children in need of help and protection, children in care and care leavers in Enfield receive good services. Prior to the focused visit, senior leaders had appropriately identified capacity issues and high caseloads in some aspects of the service and had agreed additional staffing. Prompt recruitment activity, underpinned by significant investment, has been made to address the capacity issues and improve the quality of practice in the multi-agency safeguarding hub (MASH) and frontline teams. Appropriate action plans are in place that are regularly monitored by senior managers in order to ensure that children receive timely and appropriate help to meet their needs.

Practice lead positions introduced in the autumn of 2018 are improving services and the skills and knowledge of frontline staff and managers effectively. However,

practice remains variable within the MASH and for some children in need. Further work is required to ensure consistency in services for children missing from home and for children living in private fostering arrangements. Leaders are aware of the need to improve the consistency of practice and are appropriately targeting resources and training to continue to improve services and outcomes for children in Enfield.

What needs to improve

- The quality of plans for children in need.
- Return home interviews for children missing from home.
- Private fostering responses, including timely statutory checks and regular visits to ensure that children live in safe arrangements to meet their needs.
- Health information for care leavers.

The experiences and progress of children who need help and protection: good

1. Children and families benefit from an effective early help offer in Enfield based on a family resilience model. The recently developed early help triage, supported by a comprehensive and broad range of good quality universal and targeted early help services, is having a positive impact on children's outcomes.
2. Enfield's children's centres work effectively as hubs, allowing families to experience a seamless service, underpinned by a well-embedded social work model of practice. This allows staff to work effectively with children and families to develop sustainable strategies to improve outcomes for them.
3. Senior leaders had already identified capacity issues and were taking actions to address caseloads prior to the focused visit in September 2018. However, following the visit, leaders took prompt action to appropriately increase resources and management oversight in the MASH and to develop the early help triage. This has resulted in a better understanding and application of statutory thresholds to safeguard children who need help and protection.
4. During the inspection, the local authority acknowledged that there was a lack of recording of any dispute escalation processes between the early help triage and the MASH. Leaders acted immediately to develop a way of tracking any professional discussions about thresholds to allow senior leaders to assure themselves about ongoing improvements to consistency and application of thresholds.
5. The additional management oversight in the MASH has resulted in the vast majority of children receiving an effective, timely multi-agency response to their needs. Ongoing work with partner agencies is resulting in better quality referrals, and the co-location of police and health partners is adding value to decision-making in the MASH. However, the lack of both operational and strategic multi-agency MASH meetings is not maximising multi-agency working, especially in relation to strategy discussions.
6. Senior managers have undertaken a comprehensive audit of MASH cases. They have increased management capacity and quality assurance support to the MASH and safeguarding services, to further strengthen decision-making and practice.
7. However, practice is not yet consistent. A minority of the cases seen during inspection highlighted some variability in the initial threshold decisions applied. In a very small minority of cases seen, children's referrals had not been progressed to a strategy discussion but had progressed to assessments. Where strategy discussions had occurred, a minority of cases were not timely and the rationale for actions to be taken was not always consistently recorded. This means that a

small number of children experience delays in receiving the right level of support and help that they need.

8. Enfield's emergency duty team ensures that children and families receive an effective response outside of office hours. Work to improve the quality of recording is resulting in clear alerts to the MASH and allocated workers as required.
9. The majority of child protection enquiries are timely and demonstrate multi-agency information-sharing to underpin appropriate decision-making, although recording is not yet consistently sharp or time bounded to allow progress to be monitored within children's timescales.
10. The vast majority of assessments demonstrate a good understanding of individual children's needs, with clear evidence that children are seen and seen alone, as appropriate, to inform the assessment. However, rationale, recommendations and management oversight are not consistently recorded. In the stronger child protection plans, actions are child-focused and clear on timescales in order to help parents understand what needs to change. Children in need plans are not yet consistently sharp or child-focused, or do not contain clear contingency plans that are updated as children's circumstances change. This means that, for a small number of children, planning is not always clear on the actions and timescales required to support individual children's needs.
11. Children are regularly seen by social workers, who undertake a wide range of sensitive direct work with parents and children. This helps children to understand their lived experiences and promotes change to improve progress. Consultation work with wider cohorts of children, young people and families, such as parent feedback and community safety consultations, is appropriately used to develop and improve services.
12. Social workers receive regular supervision and feel well supported. However, the quality of supervision records does not always do justice to the quality of supervision reported by social workers. When supervision is recorded, it does not consistently evidence reflection, analysis and management direction to demonstrate monitoring of children's progress against their plans.
13. When children's needs escalate, the public law outline (PLO) is used effectively. Managers routinely monitor timescales and final outcomes for children through the PLO tracker. Letters to families before proceedings are clear regarding risks and potential outcomes if changes cannot be made. When changes do not occur for children, decisive action is taken to safeguard children.
14. A range of good-quality services effectively support children to remain in the care of their families. When this is not possible or appropriate, carefully considered action is taken so that children come in to care in a timely manner.

15. Children in Enfield benefit from strong strategic partnerships and collaborative working to protect them from harm from contextual safeguarding risks. Practitioners are alert to and appropriately recognise indicators of child exploitation and gang affiliation. Effective joint-working arrangements, for example the child sexual exploitation and prevention team, ensure timely and effective help and support, which reduce risk and prevent further harm.
16. Young people aged 16 and 17 at risk of homelessness receive an effective and timely response. Where appropriate, emergency, short-term, supported accommodation is available to allow time to assess children's longer-term needs. Comprehensive, insightful, child-focused assessments are undertaken with children and their families, with a focus on children returning home when it is safe and in their best interest. Children are well supported to understand their rights and entitlements to become looked after and to make informed decisions.
17. Disabled children benefit from highly effective, outstanding services in Enfield, delivered by knowledgeable, passionate social workers and managers with high aspirations for their children. Workers know the needs of individual children and demonstrate an excellent awareness of increased risks due to children's additional vulnerabilities. Strong direct work with children and their families, using a range of communication methods, informs quality assessments, and clear plans, and children's lives improve as a result of the help and support received.
18. The management of allegations and concerns against adults who work with children is timely and proportionate. A well-managed system prioritises and focuses on allegations in a timely manner in order to safeguard children.
19. There has been a reduction in the number of children in private fostering arrangements to four arrangements at the time of this inspection. Further work is required to raise awareness of private fostering with partners. The quality of practice for children in these arrangements, including the timeliness of initial visits and ensuring that appropriate support is put in place, is not yet consistent. Leaders took immediate action to review children in private fostering during the inspection, putting forward an appropriate plan to improve practice for children in a timely manner.
20. The local authority has effective systems in place to engage with the growing numbers of parents who educate their children at home and to ensure that the welfare of children who are electively home educated is monitored effectively. This includes those children who have an education, health and care plan. Services work well together to monitor the small number of children in need to ensure that they are receiving appropriate support.
21. Services work in a joined-up way to minimise the risks to children and young people who are out of education. Most of these children have complex or challenging needs. Agencies work well together to ensure that appropriate provision is quickly identified, and they do what they can to remove any barriers

that the young people face. Regular reporting and tracking of progress hold the various services to account.

22. Following the decommissioning of an external service for return home interviews, children subject to a child protection plan and children in care who go missing are routinely offered return home interviews from an independent reviewing officer (IRO). The recently redeveloped offer of return home interviews has improved the response to these children following missing episodes, to further understand the risks that children may face. However, the response to children who are missing from home is not consistently robust. Information is not yet consistently recorded, and this could prevent the ability to gather information and effectively analyse the push and pull factors or identify patterns and trends to inform service delivery.

The experiences and progress of children in care and care leavers: good

23. Senior leaders have maintained and improved good-quality services for children in care in Enfield. Children benefit from living in a wide range of high-quality placement arrangements that meet their individual needs. Most children live with matched carers who provide a good range of activities and opportunities that enable them to enjoy life, improve their progress and promote a rounded childhood. However, there is still further work to ensure consistency in permanence matches for children in long-term foster care.
24. Unaccompanied asylum-seeking children benefit from effective multi-agency practice to ensure that their needs are assessed and responded to. There is good consideration of children's individual needs, including clear consideration about where children are settled, leading to them not being referred to the national transfer scheme for transfer to other local authorities. This careful consideration informs good-quality subsequent assessments, plans and placements to meet their needs.
25. When children are placed at some distance from their home, clear notification work takes place to ensure that host authorities are informed. However, senior leaders are aware of the need to strengthen consultation with the host authorities before children are placed so that they can receive the help and support they need in a timely manner.
26. Children benefit from good support from advocates and independent visitors, who support and help them to share their views and opinions.
27. Children in care benefit from regularly monitoring of their plans by IROs at timely reviews, with oversight midway through, although this is not yet consistently evidenced on all children's files. Inspectors saw clear evidence of IROs

intervening and advocating appropriately and escalating issues regarding practice and quality of care in order to improve outcomes for children.

28. The achievements of children in care are celebrated well in Enfield, and a wide variety of activities are offered for children to participate in. KRATOS, the Enfield children in care council, benefits from the input of a wide range of children and young people, with over half the cohort of children in care engaging with KRATOS. It has a meaningful influence on service developments, such as the care leavers' local offer.
29. Social workers have a thorough understanding of the children they work with, and are passionate about improving outcomes for them. Inspectors saw sensitive, creative examples of direct work with children and young people to help them to understand their individual circumstances and participate in their own planning. Child-focused, age-appropriate life-story work with children being adopted is routinely undertaken. Senior leaders are aware of the need to develop this further for children in long-term placements, with additional training for staff planned for later this year.
30. Careful consideration is given to the diverse needs of children and young people, and this is progressed effectively into social workers' practice and decision-making. Inspectors saw clear identification of individual needs and any potential discrimination children might face. This is exemplified in the service for disabled children. Social workers have a good understanding of the children they work with, and they visit children regularly, ensuring good access to health services so that children's health and emotional well-being needs can be met.
31. The effective, multi-disciplinary HEART team champions the importance of positive educational outcomes for children in care. High-quality joint-working by co-located services, including child and adolescent mental health (CAMHS), social work, nursing, speech and language therapy, education psychology and the virtual school, means that there is timely, effective and coordinated support for those children who need it most.
32. Most children in care attend the right school for them, and the majority of schools that they attend are graded as good. When this is not the case, careful attention is paid through close monitoring, school visits and personal education plans (PEPs) to ensure that children make good progress.
33. Children in care make good progress in early years and primary education, and especially by the end of key stage 2. They benefit from a strong focus on the development of literacy and numeracy skills. The academic progress made by children in secondary education, particularly at key stage 4, is less positive, and this can also be seen in weaker attendance levels. The strong emphasis on ensuring that PEPs are of good quality and completed in a timely way is contributing well to children's progress. This could be strengthened with a focus on transition for those young people coming to the end of Year 11. There have

been no permanent exclusions for the past three years. However, despite improvements, more work is needed to reduce the incidence of fixed-term exclusions. The proportion of young people currently in employment, education and training is higher than it is for statistical neighbours.

34. Children are routinely taken for dental and optician appointments, to ensure that their health needs are met, and these are regularly reviewed at children in care review meetings. However, this is not yet consistent for care leavers. Older young people are not routinely informed of their health histories, and the local authority is not aware of how many young people have them. This limits young people's understanding of their past health and the basis on which to make informed decisions about their future healthcare.
35. Managers have a clear understanding of good early permanence planning and comprehensive systems to monitor children's progress and to ensure that they can live with families that meet their needs. There is a strong focus on assessing family members and special guardians, through thorough, well-analysed assessments, with clear support packages for special guardians and adopters. Managers are aware that support plans and children's permanence reports cover the current needs of the child but they do not consistently anticipate lifelong needs.
36. Children are enabled to continue meaningful relationships with people who are important to them, and this is sensitively managed by social workers. Children are listened to and arrangements are adjusted according to the wishes and feelings of children or observation of the impact on children. This is an area of particular strength, and the children reported to inspectors that their individual arrangements worked well for them.
37. Relationships for brothers and sisters are supported and understood well by practitioners. Children's needs are assessed through 'together and apart' assessments, and these are currently undertaken by a variety of teams. This is an area under development to align the processes and templates. However, appropriate decisions are made for children, which lead to the right outcomes, and managers are ambitious to ensure that large groups of brothers and sisters have the opportunity to be placed together permanently where possible.
38. Enfield has effective fostering and adoption services, which are overseen by highly experienced, long-standing, child-focused leaders and managers. The local authority benefits from being part of a long-established regional consortium, and there is cabinet approval to join the Adopt London, North regional adoption agency with Barnet, Camden, Hackney, Haringey and Islington.
39. The adoption of older children is a strength. Although this affects timescales for children entering care to being placed in their adoptive placement, outcomes are good for those children. Enfield has a high level of transracial placements, and

managers are working with staff to ensure that prospective adopter reports and adoption support plans consistently address this area.

40. There are effective recruitment, assessment, support and training arrangements for adopters and foster carers in Enfield, with strong panel arrangements to ensure that decision-making promotes the best outcomes for children. Not all foster carers have profiles available for children before they move in. The senior leaders are aware of this, and have an action plan to ensure that the approval of placements for children with connected carers is carefully monitored to ensure compliance with statutory fostering regulations.
41. The majority of care leavers benefit from the provision of timely support by workers who know them well and are aspirational for them. Children and young people are able to request to keep workers with whom they have built strong relationships, and this is supported whenever appropriate. There is a clear focus on helping prepare young people for independence. Workers use the comprehensive pathway plan checklist document effectively in order to ensure that the right support and training helps young people with their independence skills.
42. The local authority is in touch with the vast majority of its care leavers. Inspectors saw some tenacious efforts by workers to try to re-engage with young people, as well as clear recording when older young people have informed staff that they no longer wish to be in touch with services.
43. Care leavers live in a range of suitable accommodation and benefit from effective support. There is good use of staying put arrangements to support young people to remain living with their carers beyond their 18th birthdays and until they are ready for independence.

The impact of leaders on social work practice with children and families: good

44. Senior leaders know their services and have a clear understanding of the current strengths and areas for further development. This is underpinned by a recently updated and accurate self-assessment.
45. The chief executive, the executive director - people (the statutory director of children's services), the director of children and family services and the lead member all have a clear and strong focus on improving services and outcomes for children in Enfield.
46. Since the inspection of local authority children's services focused visit in September 2018, further work has been undertaken within the MASH and referral and assessment teams to significantly develop staffing levels and duty systems to improve the quality of practice. Staff reported to inspectors that these changes

had made a real and positive difference to their workload and to the quality of their practice.

47. Strong, corporate and cross-party political support and carefully targeted investment have enabled leaders to manage increasing demand and target areas for development, with resources such as the introduction of increasingly effective practice leads to ensure that children's needs are a top priority in Enfield.
48. Practice improvements have gained momentum since the introduction of the additional practice leads and head of service capacity in the autumn of 2018. As a result, inspectors were able to see significant improvements in practice. Managers are working to consolidate the improvements and ensure consistency across all services.
49. Mature, robust relationships with a range of partners have resulted in improvements in effective multi-agency safeguarding at an operational and strategic level, and these are being built on further. This includes the effective child sexual exploitation and protection team and the agreement to develop a new multi-agency domestic abuse team from April 2019. These relationships are overseen by a range of appropriate governance arrangements and effective scrutiny of service provision, including a range of boards with aligned priorities.
50. The corporate parenting board has strong cross-party political involvement, good representation from partners and considers children's feedback from KRATOS. This enables a focus on a broad and appropriate range of issues, including placement stability, the care leavers' local offer, the education of children in care, the annual culture survey, and housing needs, to drive improvements and outcomes for children and young people.
51. Developments of a range of performance reports enable managers and leaders to monitor performance against key performance indicators, such as the positive improvements to assessment timescales. The planned development of further functionality within the children's information systems and developments to the quality assurance framework arrangements have been designed to further strengthen managers' understanding of performance and practice for individual children and their families.
52. Senior leaders have a clear, dedicated focus on staff recruitment and retention, which has resulted in very positive effects on the stability of the workforce, with reducing rates of agency staff. Targeted, significant investment, especially in the referral and assessment teams, has resulted in manageable caseloads across all services, allowing workers to undertake more effective direct work.
53. A well-established 'grow your own' programme ensures that cohorts of students and newly qualified social workers are well supported by a comprehensive learning and development programme. This is then further supported through the work of the effective practice leads to improve skills and knowledge. Social

workers feed back positively on the practice leads' audits, which help them to understand what constitutes good practice and what improves services.

54. Staff in Enfield speak positively about proactive, visible, supportive managers, the introduction of paid sabbaticals after three years' service and the training available, triangulated by the annual cultural survey. As a result, social workers' morale is high, and they enjoy working in Enfield.



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Appendix Three

PRESS RELEASE FOR MONDAY 15TH APRIL 2019

Ofsted give Enfield Council's children's social care services good rating

Vulnerable children are well cared for and protected by Enfield Council, a glowing Ofsted report has revealed that;

Care Leaders at in Enfield have a positive impact on the quality of services, that children who need help and protection are well treated and that children in care are well looked after. the report says.

An The two week inspection in during March found that service provision had been strengthened and improved – with cross party support – since the last inspection in 2015.

Enfield Council's Cabinet Member for Children's Services, Cllr Achilleas Georgiou, said: "This report is a testament to the hard work and dedication of each and every person working with and for children in Enfield Council.

"We are determined to give every child in our borough the opportunity to reach their potential and I am enormously proud that Ofsted have recognised the tremendous work staff have been doing to ensure we achieve that aims."

The report says the experiences and progress of children who need help and protection is good and children and families receive an effective early help offer which is supported by a comprehensive and broad range of good quality universal and targeted early help services and describes services to families with disabled children as 'outstanding'.

Staff work effectively with children and families to develop sustainable strategies to improve outcomes for them and the vast majority of children receive an effective, timely, multi-agency response to their needs.

The Council has also maintained and improved good quality services for children in its care and benefit from living in a range of high quality placements that meet their individual needs with most children living with matched carers who provide a good range of activities and opportunities that enable them to enjoy life, improve their progress and promote a rounded childhood.

Her Majesty's Inspector, Tara Geere, said: "Senior leaders, with strong corporate and cross-party political support, have worked effectively to strengthen and improve service provision since the recent focused visit in September 2018 and the previous judgement inspection in 2015.

"Children in need of help and protection, children in care and care leavers in Enfield receive good services."

Earlier this year Enfield Council invested an additional £600k in its children's social services department to increase the number of social workers looking after supporting vulnerable children and to improve standards of care practice.

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MUNICIPAL YEAR 2019/2020 REPORT NO. **6**

Agenda - Part: 1	Item: 5
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MEETING TITLE AND DATE:

Cabinet 12 June 2019

Subject: Section 75 Agreement: Approval of Revisions for 2019/2020

REPORT OF:

Director of Health & Adult Social Care

KD 4885

Wards: All

Contact officer and telephone number:

Doug Wilson

0208 379 1540

Cabinet Member consulted: Cllr Cazimoglu

1. EXECUTIVE SUMMARY

1.1 This is a covering report providing details of the 2019/2020 S75 funding arrangement between the London Borough of Enfield and NHS Enfield CCG and recommends that there should be no significant changes to funding arrangements agreed in 2018/19. The minimum allocation figure for the 2019/20 Better Care Fund is not yet available from NHS England. An indicative uplift of 1.9% has been applied to this allocation (this was the uplift applied between 2017/18 and 2018/19. However, this may be subject to change and some of the scheme funding amounts will differ if this is the case.

1.2 Enfield Council and NHS Enfield Clinical Commissioning Group (CCG) have had a pooled budget arrangement under a Section 75 Agreement for commissioned services for adults since 2011 and for children and adult services since 2015. The current agreement has continued to work well during 2018/2019. In 2017/18 The Council and NHS Enfield CCG agreed to create a single Section 75 agreement which would bring together thirteen separate arrangements pooled funding arrangements, including the Better Care Fund (BCF) and the new improved Better Care Fund (iBCF).

1.3 BCF monies are part of a funding transfer from the NHS to Social Care to support the development of integrated approaches which enable more people to live independently in order to reduce the demand on Healthcare services. It also includes money already allocated to Councils for such things as Disabled Facilities Grants and duties under the Care Act 2014. It is a requirement that NHS Enfield CCG and the Council enter into pooled budget arrangements and jointly agree an integrated spending plan for BCF and iBCF monies.

1.4 New policy Guidance on the BCF scheme has been received and, as expected, there have been no changes compared to 2017/18 and 2018/19.

1.5 A summary of the schemes and funding is shown in the table below. The total BCF revenue, capital and iBCF funding for 2019/20 is £33.55m

(assuming a 1.9% uplift on BCF funding). Other S75 schemes which sit outside of the BCF and iBCF total £9.81m. The total included within the S75 agreement is, therefore, £43.36m.

1.6 Both parties are seeking to renew the Section 75 (pooled funding) Agreement again for 2019/20. The spending plan is subject to joint agreement by NHS Enfield CCG and the Council.

2.0 RECOMMENDATIONS

That the arrangements for pooled funding are noted.

2.2 That Cabinet agrees to delegate formal sign off of the Section 75 Agreement between NHS Enfield CCG and the Council to the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services)

2.3 Cabinet agrees that the Director for Adult Social Care, in agreement with the Director of the CCG, to make minor amendments throughout the year to the schemes and funding arrangements to reflect any change in circumstances.

2.4 That the Section 75 Agreement must be in a form approved by the Director of Law and Governance

3. BACKGROUND

3.1 Enfield Council and NHS Enfield Clinical Commissioning Group (CCG) have had pooled funding arrangements under a Section 75 Agreement for commissioned services for adults since 2011 and for some commissioned services for children since 2015. The existing Section 75 contains 15 separate schedules.

3.2 The Better Care Fund (BCF) is a Programme spanning both the NHS and local government which seeks to join up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible. The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life. The BCF encourages integration by requiring CCGs and local authorities to enter into pooled budget arrangements and to agree an integrated spending plan.

3.3 The policy framework for 2019/2020 was issued by the Department of Health in April 2019. With minimal change from previous years. The only notable changes for 2019-20 are that requirements for narrative plans to be simplified with areas not required to repeat information they previously provided in their 2017-19 plans, and for more meaningful information on the impact of the BCF to be collected through the planning process.

The BCF 2019-20 will retain the same National Conditions as in 2017-19. Local areas will be required to set out how the National Conditions will be met in jointly agreed BCF Plans signed off by Health and Wellbeing Boards.

As a result of integrated health and social care schemes:

- The number of delayed discharges from hospital has again decreased in 2018/19 with Enfield achieving the lowest number of delays in March across the whole of London and a reduction of over 800 bed days lost compared to 2017/18;
- The rate of increase in emergency admissions to hospital at 5.5% is only slightly more than the national average for Vanguard authorities at 3.5%;
- Residential admissions have decreased further in 2018/19 with only 210 made from a high point of 268 in 2016/17;
- The number of people who remain living independently following discharge from hospital and enablement support continues to compare well to national performance at 84%
- The rate of diagnosis of dementia has risen from 71% in 2017/18 to over 82% in 2018/19.

- 3.4 Both parties are seeking to renew and continue the Section 75 Agreement in order to further support the transformation and integration of health, social care and children's services in Enfield.
- 3.5 The inclusion of some Children's commissioned services into the agreement is in line with national guidance which supports the further development of joint working and the integration of children's services. The Children's and Families Act 2014 requires Local Authorities to take the lead in making arrangements to promote co-operation between agencies to improve the well-being of children in the authority's area and establishes that relevant partners (including NHS Clinical Commissioning Groups) have a duty to co-operate with these arrangements. Going forward, the changing landscape of health and social care reinforces the importance of effective partnership arrangements and the integration of children's services.
- 3.6 The schemes within the Better Care Fund are approved by the Better Care Fund Executive Board, which contains representatives from the Enfield Clinical Commissioning Group and Enfield Council and is chaired by the Director of Health and Adult Social Care and the Director of Commissioning for the CCG.
- 3.7 The schemes are then monitored by the Better Care Fund delivery group, who in turn report up to the Better Care Fund Executive and the Health and Wellbeing Board. There is also a quarterly return to NHS England which evaluates delivery against jointly agreed priorities.
- 3.8 A Section 75 Partnership Agreement for commissioned services offers the following opportunities:

- Improved integrated commissioning and service delivery that can consider the requirements of health, social care and children's services
 - Development of shared local priorities for service provision and the alignment of funding to deliver these
 - An evidence-based approach to commissioning which incorporates joint assessment of needs
 - Development of a shared vision for services to deliver more cohesive and comprehensive outcomes
 - Development of joint performance indicators, monitoring processes and key strategic information such as baselines and tracking systems
 - Easier identification of gaps in provision
 - Reduced bureaucracy
 - Better use of resources to deliver improved value for money
 - Production of joined up commissioning priorities, service specifications and care pathways for all service areas.
- 3.9 The Enfield Clinical Commissioning Group is invoiced on a quarterly basis in arrears after the agreement has been signed and agreed.
- 3.10 Meetings have been arranged between managers at the CCG and Enfield Council to discuss and finalise any small amendments to the funding.
- 3.11 Enfield CCG will discuss the Section 75 funding at their Finance and Performance Committee on the 29th May 2019.
- 3.12 Spend from the Better Care Fund and improved Better Care Fund has been utilised to meet increased demand and cost for services across health and social care and to deliver some stability within existing service provision following a significant period of austerity and much reduced central government funding across the health and social care system. This funding enables the health and social care system, therefore, to continue to deliver services which meet statutory requirements. It has also been used to fund new service developments which prevent escalation of need/crisis and admission to hospital and which facilitate timely hospital discharge.
- 3.13 Pending the final decisions from both parties; on the next page is a proposed set of summary schedules.

Summary of the proposed Section 75 and Better Care Fund Contributions 2019 -2020

BCF Schemes	CCG Led Schemes £	Council Led Schemes £	Total £
Integrated care schemes	8,072,428	1,217,000	9,289,428
MH schemes	1,288,308	35,000	1,323,308
Safeguarding schemes	70,000	379,000	449,000
Long Term condition schemes	0	782,460	782,460
Children schemes	385,000	0	385,000
Carers schemes		489,000	489,000
Third sector schemes	282,000		282,000
Infrastructure schemes		100,000	100,000
Care Act schemes		734,000	734,000
Protection of ASC		6,280,000	6,280,000
TBC	TBC	TBC	163,815
Capital: DFG, Share Care Record, Equipment & MH Resource Centre.		3,192,720	3,192,720
Total	£10,079,736	£13,209,180	£23,470,731

IBCF	CCG Led Schemes £	Council Led Schemes £	Total £
Meeting needs Physical Disabilities & Older People		3,534,018	3,534,018
Meeting needs Learning Disabilities		2,106,174	2,106,174
Meeting needs Mental Health		556,901	556,901
Supporting hospital discharge		1,418,829	1,418,829
Supporting the local social care market (resi & community service)		2,466,918	2,466,918
Total	0	£10,082,840	£10,082,840

Section 75 Specific Schemes	CCG Led Schemes £	Council Led Schemes £	Total £
Mental Capacity Act and Deprivation of Liberty Safeguards	46,213	834,863	881,076
Joint Commissioning Team	0	0	0
Integrated Community Equipment Service	542,548	1,030,684	1,573,232
Adult CHC Equipment	218,990	0	218,990
Integrated Learning Disability Service	1,880,888	4,596,506	6,477,394
STAY project (PBS intervention for young people)	122,000	24,960	146,960
Dazu – Voluntary and Community	15,155	90,000	105,155

Sector Contracts			
Youth Offending Service YOU Therapeutic Interventions Social Workers x2	68,262	83,892	152,154
EP 0.2 Neurodevelopment in CAMHS	16,800	0	16,800
TCAP (Transforming Care Partnership)	127,630		127,630
EPS 0.3 WTE EPS/SEWS Incredible years & Creche	25,200	0	25,200
VCS Mental Health Forum and Mental Health training	5,000	30,000	35,000
YOU .6 (.4+.2) Psychologist (monies to be paid direct to commissioned CAMHS provider)	31,678	15,839	47,517
Total	£3,100,364	£6,706,744	£9,807,108
Grand total	£13,180,100	£29,998,796	£43,360,679

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The pooled budget arrangement has been an effective way of for the Commissioning Clinical Group and the Council to pull resource together to support some of the most vulnerable people in the community. A collaborative approach to meeting both organisations strategic goals has delivered the desired outcomes.
- 4.2 NHS England guidance requires the pooling of the Better Care Fund to be via a Section 75 Agreement.

5. REASONS FOR RECOMMENDATIONS

- 5.1 That Cabinet is informed of the requirement to deliver the Section 75 agreement and of the pooled funding arrangements which underpin it, noting that until final official figures are provided, estimated figures for the BCF allocation for 2019/20 have been used.
- 5.2 That Cabinet agrees to delegate formal sign off of the Section 75 Agreement between NHS Enfield CCG and the Council to the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services)
- 5.3 Any decisions to disinvest from any of the funded schemes must be jointly agreed by the Council and the CCG. The approach taken has been to evaluate the impact of funded schemes on demand management across health and social care and to agree any changes to funding priorities jointly which maximise positive demand management measures.

6. COMMENTS OF OTHER DEPARTMENTS

Financial Implications

- 6.1 The costs of the various parts of the Section 75 agreement are detailed above.
 - 6.1.2 For the BCF schemes, we are awaiting detailed funding from the Government. The figures above assume a 1.9% uplift based on the 18/19 allocation, this in line with the 18/19 increase. The BCF 2019-2020 policy framework states “2019-20 is to be a year of minimal change for the Better Care Fund. Any major changes from the BCF Review will be from 2020 onwards”. All the funding for this is received by NHS Enfield CCG and therefore we will invoice them for the Council led Schemes.

- 6.1.3 The iBCF grant is to be used only for the purposes of meeting adult social care needs and reducing pressures on the NHS. This grant will again be paid to the Council directly. The grant has increased from £8.24m to £10.08m. The net effect is an increase of £1.84m. This was included in the Budget Report and Medium-Term Financial Plan.
- 6.1.4 The specific Section 75, schemes have been agreed with NHS Enfield CCG. The table above also details changes in funding from the previous year where they have been agreed. The schemes are commissioned by the Council and the CCG. The Council will invoice the CCG for their led schemes.
- 6.1.5 All of funding is applied to specific cost codes within People Department. Budget holders monitor the spend and progress on their individual schemes as part of the budget monitoring process. In addition there are BCF delivery and Executive Board meetings, where the progress and spend of individual schemes is discussed and minuted.

Legal Implications

- 6.2.1 The Council has power to enter into a Section 75 Agreement with an NHS body for the provision of health-related functions pursuant to Section 75 of the National Health Service Act 2006 (the 2006 Act) and the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (the 2000 Regulations).
- 6.2.2 Under the 2006 Act and the 2000 Regulations, a local authority can only enter into a Section 75 Agreement where the arrangements are likely to lead to an improvement in the way in which the health-related functions are exercised.
- 6.2.3 The 2000 Regulations set out the detail to be included in any Section 75 Agreement, e.g. the funding to be contributed by each partner and how those contributions may be varied, and the staff, goods, services or accommodation to be provided by the partners in connection with the arrangements.
- 6.2.4 The Section 75 Agreement must be in a form approved by the Director of Law and Governance.
- 6.2.5 Under Section 14 of the Local Government Act 2000, where a decision may be discharged by the Executive, it may make arrangements for an officer of the local authority to discharge those functions.

(Draft comments provided by MO'C on 23 April 2019 based on a report circulated on 23 April 2019).

7. KEY RISKS

- 7.1 The available resources at both authorities are reviewed and existing capacity levels cannot be maintained. This has been mitigated by specifying the contributions to pooled funds as agreed as part of the budget setting processes at both organisations and including the agreed processes for managing an over-spend and under-spend within the pool.
- 7.2 No allowance being made to inflation reflected in the final settlement figures. This will warrant a review of outputs and outcomes requirement for each one of the schemes

8. IMPACT ON COUNCIL PRIORITIES

8.1 Good homes in well-connected neighbourhood

The delivery of comprehensive health and social care services from supporting prevention to self-care through community provision to specialist and tertiary care

8.2 Sustain strong and healthy Communities

Achieving a higher quality of care and improved health outcomes and overall well-being for the communities of Enfield

Target specific health inequalities and focus resources where it is most needed

The creation of new, and expansion of initiatives and work to develop responses to health and social care issues and approaches that are cascaded through networks in the communities

8.3 Build our local economy to create a thriving place

Local People have access to meaningful health and social care services in a seamless way

9. EQUALITIES IMPACT IMPLICATIONS

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

10. PERFORMANCE MANAGEMENT IMPLICATIONS

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

11. HEALTH AND SAFETY IMPLICATIONS

None

12. HR IMPLICATIONS

None

13. PUBLIC HEALTH IMPLICATIONS

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

Background Papers

None

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MUNICIPAL YEAR 2019/2020 REPORT NO. 7**MEETING TITLE AND DATE:**Cabinet: 12th June 2019Council: 10th July 2019**REPORT OF:**

Executive Director Place

Agenda – Part: 1**Item: 6****Subject: LED Conversion Project 2019 for
Highway Street Lighting****Wards: All****Key Decision No: KD4863****Cabinet Member consulted: Cllr Dogan**

Contact officer and telephone number: John Grimes 0208 3792220

Email: John.grimes@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 In February 2019 cabinet approved a 2019/20 budget which included realising savings from energy efficient street lighting.
- 1.2 This report proposes a solution to realise energy consumption savings from the Council's street lighting stock through the introduction of LED technology and a SMART central management system.
- 1.3 The LEDs will produce a white light which is more aligned with the environmental appearance achieved in daylight. This improved lighting will help both motorists and pedestrians see more clearly at night and so could help reduce accidents, as well as improving the general feeling of safety.
- 1.4 LED lighting has a number of other significant advantages over the current lighting. It enables significant reductions in energy usage and carbon emissions to be achieved. The light source is more controllable and concentrates the light where it is needed thereby creating less light pollution. The LEDs do not require a warm-up period as do traditional sodium lights and they have a much longer lifetime thereby reducing ongoing maintenance costs.
- 1.5 The project is estimated to generate a net revenue saving of £382k per annum once fully implemented. This is made up of £434k of energy savings and £326k reduced operational and maintenance costs giving total savings of £760k offset by the financing costs of £378k pa.

1.6 The original estimated net savings included in the MTFP were £250k in 2019/20 and a further £250k in 2020/21. Now that the savings and borrowing levels and costs have been confirmed, the implications are set out below:

- 2019/20 revenue budget - energy and operational savings will be generated as the new system is installed; any shortfall against the original £250k budgeted saving in 2019/20 will be dealt with within existing Environment and Operations budgets.
- 2020/21 and future years MTFP - The MTFP will be updated to reflect the revised net savings of £382k as part of the budget process during this year and reflected in the final 2020/21 budget agreed in February 2020.
- 2020/21 capital programme budget will be updated to reflect the estimated capital cost of this project of £6.375m; subject to agreement of the capital budget at Council

2. RECOMMENDATIONS

- 2.1 To approve a project to replace the existing street lights with LED lighting in line with current design standards and introduce a smart central management system.
- 2.2 To approve, for recommendation to Council, the inclusion of the Street Lighting Project in the council's approved Capital Programme at a cost of £6.375m.
- 2.3 To approve, for recommendation to Council, funding arrangements as set out in the report being external borrowing of £6.375m of which there is a five year interest free loan of £4.09m from SALIX.
- 2.4 To note the updated net savings will be reflected in the MTFP for 2020/21 and future years.
- 2.5 To delegate to the Director of Environment and Operational Services, in consultation with the Director of Law and Governance, approval to make any necessary changes to the terms of the Street Lighting PFI contract.

3. BACKGROUND

- 3.1 In 2002/03 a decision was taken to upgrade the Council's street lighting stock via a street lighting Private Finance Initiative (PFI) procurement process. The street lighting infrastructure and levels of lighting at the time were very poor with some 12,000 concrete columns in excess of 40 years old and beyond their residual life. At this time the majority of light provided was by low pressure sodium lighting units.

These were low wattage and gave off a distinctive orange effect which did not meet European and British lighting levels.

- 3.2 The Street Lighting PFI contract was awarded in 2006 for a period of 25 years to Enfield Lighting Services (ELS). ELS subcontract the operational aspects of the PFI to Bouygues Energies and Services. The first 5 years were designated the Core Investment Period (CIP) where the vast majority of the borough's street lighting infrastructure was replaced.
- 3.3 The contract required the Council to transfer the street lighting stock to the successful Street Lighting PFI provider (Enfield Lighting Service) who took on responsibility for the street lighting stock and were required to improve lighting standards to British and European standards. This was achieved with the introduction of 100 watt High Pressure Sodium lighting units (SON) which produce yellow/gold light that is better for all road and footway users. An average increase of 18% in the number of lighting columns, across the borough, was required to achieve the standards.
- 3.4 The increase in the number of columns and the more powerful lighting units substantially increased energy usage by the Council by around 450,000Kwh per year. The impact of the high-pressure sodium lighting increased carbon emissions by 45% which was equivalent to £80,000+ pa of Carbon Reduction Commitment (CRC) taxation. In addition, over the period 2007 to 2012, energy prices increased by 40%.
- 3.5 Over this period energy costs to the Council were high due to the fact that the council did not have a dynamic energy measurement system and relied on a passive system of pre-agreed codes.
- 3.6 During the CIP lighting improvements the Council received a large number of complaints in relation to lighting levels being too high. This had particularly been the case in relation to small side roads and cul-de-sacs. Following completion of the CIP it became evident that there was significant scope to reduce lighting levels whilst preserving significant improvements over and above the existing system and ensuring a safe and secure environment.
- 3.7 Considerations given at that time were to do nothing which would have led to spiralling energy costs, to switch off or partially switch off the Borough's street lighting infrastructure or to introduce new technology to reduce energy levels by 'Dimming or Trimming'.
- 3.8 A decision was made in 2012/13 for the Council to undertake a project to reduce the amount of energy used by its 21,000 street light stock through the introduction of a Central Management System that could reduce the level of emitted light from each street light lamp and thus reduce the amount of energy being used and adjust the switch on/off

times. Through the introduction of this project the Council has reduced energy consumption by approx. 4million kWh of energy per annum, a reduction of 31% and resulting in an annual energy saving of approximately £340,000.

- 3.9 Street lighting is an important service to all of Enfield's residents and the Council occasionally receives requests to increase the current level of lighting from the current 'dimmed' levels, particularly in areas where crime, or the fear of crime, is high.

Current Proposal

- 3.10 The Council approached the Street Lighting PFI provider (Bouygues) to find a best value solution to reduce the energy consumed by the current street lighting assets. The Council sought cost saving options that also reduce carbon emissions and taxation, improve the quality of the street lighting and open up possibilities for "Smart" city technology capabilities.
- 3.11 As part of this review the Street Lighting PFI provider has investigated where the current financial commitments originate and has sought solutions to achieve savings. These include reducing the energy consumption by installing more efficient lighting, re-designing lighting to current design standards and implementing a dynamic monitoring system. They have also reviewed the unitary charge to potentially reduce maintenance costs through improved lighting materials and extended supplier warranties thereby reducing planned and reactive maintenance costs with reduced contractor risks. Finally, the annual maintenance costs for the current CMS are seen as an area where savings could be made through the installation of a combined LED CMS system with no additional annual maintenance cost.
- 3.12 As the project has identified significant energy savings and carbon footprint reduction, it meets the criteria associated with the Salix Funding Scheme, which seeks to invest in Energy Efficiency Schemes. On that basis, a funding application is being submitted to Salix. Salix have confirmed that this application has provisionally been approved with the award of a £4.09m five year interest-free loan to support the project. The award of such a large sum of funding support demonstrates the positive energy and environmental benefits that the project will realise.
- 3.13 The installation of LED white lighting will enable the borough's street lighting to comply with the latest lighting design standards and current codes of practice. Along with the new lighting source (LED), the current central management system will also be replaced. The new central management system will provide added benefits which will enable the Council to control the street lighting profiles and develop new opportunities for "SMART" technologies through the introduction

of sensors and applications within the new Wi-Fi technology which may provide opportunities for other streams of revenue income in the future.

- 3.14 The white light provided by the LED light source will be well received by residents as it is generally considered that lighting appears to be improved and brighter when utilising a white light source. This is due to its ability to truly represent colours when lit after dark, whereas the existing light source does not have good colour rendition qualities. It is often considered that this enhances the aesthetics of an area and is considered to provide a safer feel to an area.
- 3.15 The Street Lighting PFI provider has produced a business case that identifies the capital cost of replacing the existing lighting stock with an LED solution at approximately £6.4m. However, through the evaluation of this project, savings have been identified that will contribute to the funding that Enfield will have to provide. These savings are a combination of energy savings, carbon savings and PFI contract operational savings. These gross savings total £760,000 per annum.
- 3.16 The table below details these savings

	Potential Savings (Feb 2019)
Energy Saving	£434,312
Carbon Saving	£33,442
Annual PFI Contract Saving	£246,000
Harvard CMS Charge Saving	£46,444
Total	£760,198

- 3.17 The existing central management system needs to be replaced as it would not otherwise be fully compatible with the new LED technology. This is included within the costs highlighted in this report.
- 3.18 The Street Lighting PFI service provider has indicated that the full installation of LEDs will take approximately 16 months to complete on a ward for ward basis. Given indicative timescales from the contractor we expect the installation to be completed by the end of December 2020.
- 3.19 Enfield's Street Lighting Client Team has been liaising with Barnet Council who also operate a Street lighting PFI with the same service

provider. Both authorities are proposing to implement the same LED and CMS solution over a similar time period, which has enabled the PFI provider to source materials at reduced costs.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 To continue with the current lighting units and CMS system – with energy costs likely to continue to rise the financial impact upon the Council will grow year on year and place a significant burden on the Council's budget. This would not result in improvements to lighting quality and the consequent benefits to residents and motorists.
- 4.2 To partially or totally switch off the street lights in a road - considered not suitable for a London Borough environment as it creates 'black spots' and areas where residents feel unsafe, goes against one of the initial aims of the Street Lighting PFI contract to create a safe comfortable environment for all users of the highways and footpaths in Enfield. To achieve an equivalent annual saving, the Council would need to switch off the lights in half of the borough for the whole year.
- 4.3 Requesting alternative service providers to provide competitive prices for undertaking the project was not a viable option within the PFI. Alternative contractors would be less familiar with the operation and approval processes within the PFI, which would incur additional costs in order for the Street Lighting PFI Service Provider to determine that any equipment installed by third parties meets required standards. Any third party would also have to provide an extended 14-year warranty to the PFI Service Provider, all of which would lead to increased costs. This warranty would be required as the PFI Service Provider would not accept ongoing risk/responsibility in the continued operation of the LED lanterns that they did not install and this in contrary to the principles of a PFI contract which requires the Service Provider to hold the risk in all assets for the duration of the contract.
- 4.4 Officers have previously looked at other options of achieving this saving and have discounted the option to terminate the PFI on the basis that this would incur circa £20m in termination charges and no longer attract the government grant funding of £1.9m per year.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Replacing all Enfield's street lights with LED fittings and introducing a SMART management system will achieve a reduction in energy charges and operating costs, improve feelings of safety across the borough, and reduce the Council's impact on climate change.
- 5.2 The installation of the LED's will produce a whiter light which means that the natural colours displayed will be properly represented under

this light source. The new white lights are also more effective at directing light onto the roads and pavements, helping to reduce traffic accidents, crime (as well as the fear of crime) and are considered to provide a feeling of safety in an area.

- 5.3 The Street Lighting PFI contract can be varied during the contract term, enabling these changes to be made. The changes that are proposed will also have a positive impact on maintenance operations, in addition to the energy savings delivered by the project. In order to benefit from this, it is necessary to make amendments to various existing provisions contained within the PFI contract in the form of a Deed of Variation.
- 5.4 The street lighting industry recognises that LED lighting units provide a more reliable and energy efficient lighting source.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 The introduction of LED technology and a SMART central management system is estimated to generate the Council a total net saving of £382k per annum. It should be noted that this saving does not include any assumptions regarding the benefit of cost avoidance in energy price increases arising due to lower energy consumption. The saving is made up of £760k operational savings, offset by £378k of capital financing costs as set out below. Following confirmation of the costs and savings, this net saving is less than initially anticipated (£500k in MTFP; £382k finalised). The detail and resulting actions are set out below.

Operational Savings

- 6.1.2 The introduction of LED technology and a SMART central management system is estimated to generate the Council a total gross MTFP saving of £760k per annum, for the duration of the asset's life (20 years) as set out below.

Saving Category	Gross Savings £
Energy Saving	434,312
Carbon Saving	33,442
Annual PFI Contract Saving	246,000
Harvard CMS Charge Saving	46,444
Total Gross Saving Per Annum	760,198
Assets Life (20 Years)	
Total Gross Saving Over Assets Life (20 Years)	15,203,960

Estimated Capital and Capital Finance costs

6.1.3. The total estimated cost of the project is £6.375m, which is proposed to be funded through a five year interest free loan from Salix of £4.1m and PWLB borrowing of £2.3m.

6.1.4 The total annual average financing cost of this project is: -

Capital Financing Cost	£
Minimum Revenue Provision (MRP), i.e. notional repayment of the principal	318,773
Interest Cost	59,355
Total Capital Financing Cost	378,128
Gross cost over 20 years	7,562,560

6.1.5. No capital financing costs will be incurred in 2019/20.

Summary

6.1.6. The original estimated net savings included in the MTFP were £250k in 2019/20 and a further £250k in 2020/21. Following the finalisation of the savings and borrowing levels and costs, the implications are set out below

- 2019/20 revenue budget - energy and operational savings will be generated as the new system is installed; any shortfall against the original £250k budgeted saving in 2019/20 will be dealt with within existing Environment and Operations budgets.
- 2020/21 and future years MTFP - the MTFP will be updated to reflect the revised net savings as part of the budget process during this year and reflected in the final 2020/21 budget agreed in February 2020.
- 2020/21 capital programme budget will be updated to reflect estimated capital cost of this project is £6.375m; subject to agreement of the capital budget at council

6.1.7. This principle of capital investment to save revenue costs follows previously successful projects. The payback period for the capital investment is 10 years (i.e. total cost of the loan repayment over the asset life and the interest/annual savings).

6.2 Legal Implications

6.2.1 As the Highway Authority the Council has a discretionary power under s.97 of the Highway Act 1980 to provide street lighting on roads for which it is responsible. However, in exercising its powers as to the extent, nature, maintenance and operation of street lighting the Highway Authority must act reasonably and in the interests of road safety.

6.2.2 Case law suggests that a Highway Authority would not be negligent for accidents arising from a failure to light a highway unless an accident arises because the authority has failed to take reasonable steps to prevent a hazard it has placed or caused to be placed in or around the highway (for example signs, bus shelters, lighting columns) from becoming a danger to the public. Therefore, it is within the Council's discretionary powers to modify the lighting levels on its streets.

6.2.3 Where the Highway Authority chooses to exercise its power to light a highway, BS EN 13201-2:2015 can be used as guidance for lighting class, or hours of operation. This recognises and provides a more flexible approach to lighting classes than set out in BS 5489:2013 standard.

6.2.4 Consideration has been given to the implications of Section 17 of the Crime and Disorder Act 1998 (as amended by Police and Justice Act 2006) and the potential impact on lower light levels on crime and disorder and consultation by Highways with the appropriate authority has indicated that it will have no impact.

6.2.5 Consideration has been given to the Council's equalities duties under the Equalities Act 2010 and consultation by Highways has been had with vulnerable groups that may be affected by this decision.

6.2.6 Any loan agreement entered into by the Council for the implementation of this project will need to be in a form and on terms approved by Legal Services on behalf of the Director of Law and Governance

6.2.7 The recommendation is therefore considered to be within the Council's powers and duties.

6.2.8 Following approval of this report there will be a need to agree a formal variation to the PFI contract and in particular the contract performance clauses within the contract. The documentation implementing the variation must be in a form approved by Legal Services on behalf of the Director of Law and Governance.

6.3 Property Implications

N/A

7 KEY RISKS

- 7.1. Any delay in achieving this programme will jeopardise the achievement of the savings identified in this report.

8. INTERNAL DEPARTMENT IMPLICATIONS/CONSULTATION

Community Safety

- 8.1. The Community Safety Unit have been approached by several members of local communities to request increasing lighting levels to either reduce the chances of crime or the perception of crime. In addition to reducing actual costs the chance to swap out the current lighting for LED whiter lighting will meet some of what the communities have been asking for. The Team leading on this project have involved Community Safety from the earliest discussions and we have been given the opportunity to prioritise the areas of highest (crime) need to be replaced earlier in the installation process.

9. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

- 9.1 Enfield's street lighting assets are one of the most visible community assets that the borough has to maintain and keeping these assets in good condition is fundamental to the economic, social and environmental well-being of the community.
- 9.2 The proposed changes within this report will enable the Council to deliver substantial energy savings whilst continuing to deliver street lighting throughout the borough.
- 9.3 In the Council's 2018 Residents' Survey street lighting was identified as one of the highest priority services provided by the Council.
- 9.4 These benefits support all three of the Council's priorities in providing good homes in well-connected neighbourhoods, sustain strong and healthy communities and build our local economy to create a thriving place.

10. EQUALITIES IMPACT IMPLICATIONS

- 10.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others.
- 10.2 The changes to the street lighting service being proposed are considered to provide benefits for the whole community whilst also delivering energy savings.
- 10.3 An initial Equalities Impact Assessment has been undertaken and this has identified that there are no significant equalities and diversity issues associated with this proposal. However, the white light LED with fuller spectrum range than other lighting sources, will give better colour rendering and visual recognition to all users, especially partially sighted pedestrians.
- 10.4 It is envisaged that this EIA will be reviewed and updated as the Project progresses, especially as the designs are produced as it is this stage of the Project when any adverse impacts may become apparent, although this is anticipated to be highly unlikely.

11. PERFORMANCE AND DATA IMPLICATIONS

- 11.1. These proposed changes will require the Council to renegotiate the performance management criteria within the PFI contract as part of the Deed of Variation.

12. HEALTH AND SAFETY IMPLICATIONS

- 12.1. The work will be planned and undertaken in accordance with current legislation to ensure the health, safety and wellbeing of the workforce undertaking the installation work and everybody affected by this project.

13. HR IMPLICATIONS

- 13.1. No HR implications have been identified.

14. PUBLIC HEALTH IMPLICATIONS

- 14.1. Providing a safe and comfortable outside environment is essential to residents' wellbeing as it enables residents to participate in physical

activity, active travel and such like in the outside environment. Importantly residents' perceptions of fear of crime and personal safety have potential to significantly impact these healthy behaviours as well as influence residents' mental wellbeing and social isolation.

14.2. It will be important that during consideration of changes to street lighting, locations at which crime is more likely to occur is reviewed.

Background Papers

None

MUNICIPAL YEAR 2019/2020 REPORT NO. 8**MEETING TITLE AND DATE:**

Cabinet
12th June 2019

REPORT OF:

Executive Director Place

Director of Housing and Regeneration
Joanne.drew@enfield.gov.uk

Contact officer and telephone number:
Garry Knights
Email: garry.knights@enfield.gov.uk.

Agenda - Part: 1	Item: 7
Subject: Future of Responsive Repairs Service	
Wards: All	
Cabinet Member consulted: Cllr Needs	

1. EXECUTIVE SUMMARY

1.1. The Councils current contracts delivering day to day repairs and compliance contracts to Council houses are due to end in April 2020. We have considered the most appropriate approach for delivering the services going forward, with an aim to:

- a) provide improved value in terms of enhanced resident satisfaction;
- b) support the local community and local supply chain; and
- c) effectively improve the condition of our properties.

1.2. The day to day repairs service has seen an improvement in customer and technical performance over the past 6 months. However, there remains room for continued improvement which can be achieved through a new delivery model alongside greater flexibility as we improve the condition of stock through investment.

1.3. This report identifies and recommends a solution which seeks to manage risk, secure the continuing improvement of the service whilst providing value for money. It includes:

- a) A phased approach to insourcing the day to day repairs service whilst continuing to outsource compliance services;
- b) Proposed transitional arrangements for the gradual in-sourcing of repairs services whilst securing back up provision from existing contractors including beyond the end of existing contracts in April 2020 as necessary.
- c) Procurement of compliance, cyclical maintenance and major works, but with a view to consider bringing these in house in the future

d) The development of in-house capacity to ensure the commercial management of the in-house service and effective client-side arrangements for the mixed delivery model.

1.4. A budget of £1.2m from the HRA will be required to mobilise the new arrangements.

1.5. The report also proposes that progress with the new repairs service will be overseen by the Repairs Task Force chaired by the Cabinet Member for Housing and supported by an Operational Board and with engagement of the Customer Voice.

2. RECOMMENDATIONS

1. Agree a phased approach to in-sourcing the day to day repairs service as detailed in section 3 and note the creation of a multi-disciplinary Operational Board which will report on progress to the Repairs Task Force.
2. Approve a mobilisation budget of £1.2 million, allocated over 2 years, funded from HRA repairs reserve
3. Note that a 5 year business plan will come forward as part of the annual HRA budget cycle for 2020/21
4. Delegate authority to the Director of Housing and Regeneration to commence procurement and tendering exercises to mobilise 5 year contracts, for compliance works including gas servicing, electrical checks and lift services along with back up responsive repairs services.

3. BACKGROUND AND CURRENT POSITION

3.1 The Council owns 10,500 homes for which it carries full repairing obligations plus a further 5,000 leasehold properties for which it retains de-minimis repairing obligations (common parts, consequential damage from Council dwellings etc.

3.2 Services are currently organised as follows:

- Day to day responsive repairs currently being provided by MCP property services and MNM Property Services Limited on measured term contracts expiring in April 2020.

- Void works being provided by a number of small local companies of circa 450 HRA properties plus circa 500 Housing Gateway, Regeneration and PSL properties annually
- All compliance works and Mechanical and Electrical (M&E) (gas servicing, periodic electrical inspections, legionella, lightening protection, etc), heating installation and repairs, (domestic and communal), electrical installations and repairs are provided by T Brown and Purdy on measured term contracts expiring in April 2020.
- Lift servicing contracts via Liftech and managed through MAND and running to 2022.

3.3 The following performance is currently being secured on the repairs and M&E services following a period of improvement as overseen by the Repairs Task Force. This does demonstrate that better client management can make a difference to contractor performance:

- Number of overdue repairs has reduced from around 12% to 5%
- Number of missed appointments had reduced from 2.4% to 0%
- The number of first-time fixes has improved from 26% to 76%
- Number of properties with a current gas certificate 99.76%

3.4 The voids service performs well with an average turnaround time of 18 days.

3.5 The Council has out-sourced the repairs service for a number of years and whilst the service is improving there are opportunities to enhance outcomes further with a new service model and through taking more direct control

3.6 A stock condition survey is currently in progress and this will give us information to develop long term investment strategies which will also inform the nature of intermediate responsive repairs. Over the years the Council has maximised all sources of investment into the stock it has implemented capital programmes and agreed estate renewal programmes where stock is uneconomic to invest in. However, there remains a challenge as around the condition of ageing infrastructure in high risk blocks means that there is a significant backlog of works arising. The Council is committed to investing in its stock and has developed the Better Council Homes programme, which will see some £41m investment in the stock during 2019/20.

3.7 In addition, it has launched an in-house MOT repairs service to support our vulnerable tenants, identify high and low-end users of the repairs service and provide a quick response on problematic issues and residents.

3.8 With ongoing resident satisfaction testing through our quarterly BMG programme and the introduction of a new housing management system we will have greater knowledge and capacity to improve the service.

3.9 APPROACH TO DELIVERING BETTER COUNCIL HOMES

3.10 The Repairs Task Force has considered, along with specialist advice from APSE, the options for the future service. It has concluded that as well as the need for continued improvement in the delivery of responsive repairs services through a new service delivery model, strategically the best outcomes can also be achieved by having more control over the direction and delivery of the repairs service – especially as investment work takes place and over time the needs of the stock will change.

3.11 Key priorities for a new service model have been identified as follows:

- A high quality, right first-time repairs service with an appropriate approach to the replacement of components as opposed to repair to deliver overall value for money and resident satisfaction,
- A call resolution service which is focused on repairs diagnosis, scheduling the work of the operatives and ongoing customer service management. This will eliminate duplication inherent in the existing service model and ensure that the service has the best chance to deliver the right first-time service.
- The ability to deliver a repairs “plus” service which helps identify vulnerable tenants and meet their immediate need whilst supporting and signposting to additional help
- The development of resident’s awareness of how to take care of their home and how to complete minor jobs that are part of the day to day responsibility of renting a home. This to be through Information, Advice and Guidance to be provided in a range of formats.
- Employment and development of local people including the creation of apprenticeships and seeking to support female operatives.
- Increased use of local supply chains and small and medium enterprises (SMEs)
- Greater ability to influence the culture of the workforce including embedding a customer centric ethos.
- A more streamlined service, with an improved end to end experience for customers including efficiencies being delivered through better repairs diagnosis, replacement of components rather than repair where necessary and a reduction of administration associated with contractor payments and management.
- The ability flex and alter the service in the light of capital investment, estate renewal and new housing development without the need to renegotiate external contracts which can result in cost increases.

3.12 MIXED DELIVERY MODEL

3.13 In response to the service priorities, a mixed delivery model has been identified as the most appropriate solution. This would allow the in-sourcing of the parts of the service that will give us most control over resident satisfaction - emergency, urgent and routine repairs works, including small electrical and plumbing works and the continuation of the MOT service with the continued out-sourcing of the high-risk compliance works, major work programmes and voids.

3.14 This to include:

- An in-house emergency, urgent and routine repairs service, including small electrical and plumbing works, by growing the existing MOT service whilst undertaking a planned demobilisation period of the existing repairs contracts.
- An organic managed growth approach which will allow the in-house service to undertake a significant % of the service by April 2020 but supported by the existing repairs contractors until full implementation is achieved.
- The potential to negotiate a back up provision from existing contractors including direct repairs delivery or back office services beyond April 2020 should unforeseen challenges arise with the mobilisation.
- The development of in-house capacity to ensure the commercial management of the in-house service, with the potential for it to extend the range of services it offers to others and effective client-side arrangements for the mixed delivery model.

3.15 IMPLEMENTATION

3.16 A Operational Board has been established to deliver the mobilisation which will include ensuring the following:

- Commercial leadership – a senior project manager/repairs manager, with extensive experience of developing in-house services, will be engaged reporting directly to the Head of Property Services
- Back Office infrastructure – developing the appropriate back office structure which will include creating and employing (subject to TUPE) a number of new roles, including planners, charge hands and quality control)
- Technology – Identify all additional IT systems and mobile working facilities.
- Supply chains development – material suppliers, plant hire, fleet hire and other associated requirements will be developed along with the appropriate governance and financial control frameworks.

3.18 The service will be mobilised as part of the Better Council Homes transformation project which will ensure the relevant ICT solution is provided as an integrated part of the transformation programme already underway. (Civica CX will form the base system but we will need to develop additional modules, additional planning software such as DRS and stock control systems).

3.19 In order to secure this programme a budget of circa £1.2 million will be required to mobilise the infrastructure required to take on the service.

This has been informed by specialist advice received from APSE. A contingency budget has been included in this forecast.

The indicative costs are broken down as follows

Cost	19/20	20/21
IT infrastructure	300,000	
Initial van stocks		50,000
Parallel running of service	150,000	150,000
Temporary management resource pending permanent recruitment	120,000	30,000
Specialist technical advice	50,000	
Legal costs	50,000	
Provision of backup repairs contractor for an initial period		100,000
Initial training	25,000	25,000
Uniform/PPE and tools		50,000
Contingency	50,000	50,000
Total estimated costs	745,000	455,000

- 3.20 Ongoing costs will depend on final salary and benefit packages (subject to TUPE), fleet cost, ongoing IT support and development and other relevant supply chain costs but we expect to deliver the service within the current £4.8m included in current revenue budgets (circa £111/repair).
- 3.21 Mobilisation will also require significant support from other services including:
- ICT to be provided as part of the Better Council Homes Transformation Team
 - Dedicated HR support to manage the TUPE, employment framework and ongoing recruitment issues
 - Support from the Procurement Team to manage the procurement of the contracted services to go live from 1 April 2020.
 - Support from customer services to manage the transition to the new model
- 3.22 This approach would also require a controlled demobilisation period of the existing contracts and wider working arrangements.
- 3.23 A soft start approach in which LBE organically grows its in-house capability whilst reducing the dependency on external contractors would seem to be the most appropriate approach based on the relatively short mobilisation period available. There is provision in the mobilisation budget for this approach and scope from within existing budgets to manage a phased transition. LBE would grow its existing MOT service, which provides a suitable vehicle to test and hone front and back office processes, whilst having a back-up provision should initial problems occur.
- 3.24 This would require the Council to extend one or more of the existing relationships for an agreed period of time as a backup service. This would

require some negotiation as it would require a diminishing resource which differs from the current arrangement.

- 3.25 The Operational Board will report progress to the Repairs Task Force chaired by the Cabinet Member for Housing. We will also engage with the Customer Voice commencing at its meeting on 19th June to get their views on the proposal, the service model and approach to delivery.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 A number of models have been identified which could be used to deliver the repairs service;
- A full in-sourced service
 - A fully out-source model
 - A mixed delivery model
 - Partner with another public body
 - Establish a wholly owned company or special purpose vehicle
 - Establish a joint venture with a private organisation
- 4.2 With our current contracts ending in April 2020 a model will need to be adopted which is relatively quick to establish and will minimise any service downtime.
- 4.3 Any approach taken also needs to reflect the relatively high investment requirement in LBE homes, the increased health and safety requirements which will flow from the Hackett review, the impending change in the Decent Homes standard (which will likely bring a significant enhancement in the standard) and the number of High-Rise properties we have in our stock.
- 4.4 Accordingly, only two other realistically deliverable options were considered the fully out-sourced model or the fully in-sourced model.
- 4.5 Full in-source model** - To fully in-source all services, including the significant capital works programme, all compliance works (including gas safety, legionella and fire safety) would require a significant workforce and back office function. Anecdotal evidence from contractors shows how difficult it is to recruit quality trade staff at this time and LBE's own experience of the difficulty attracting quality back office staff would suggest that this should be a longer-term aspiration, incrementally implemented.
- 4.6 Additionally, the full risk for all delivery, performance, health and safety failures, and service failure would lie with LBE.
- 4.7 Out-Sourced Solution** -This would be a continuation of LBEs existing model, albeit following a re-procurement exercise which would potentially procure different contractors from those currently providing the service.
- 4.8 ONS repair and maintenance output prices (see appendix 1) would suggest we would see an uplift on the existing contracts of circa 5% if we undertook this approach.

- 4.9 However, it is very clear that the current performance of the contractors is caused in a large part by;
- Poor procurement - having 4 contractors delivering day to day repairs across a relatively small housing stock
 - The delivery model
 - Poor initial mobilisation with failure to adequately address basic policy and process issues
 - The lack of IT integration
 - The lack of cultural integration and a clear customer charter or code of conduct
 - The poor contract management from LBE
- 4.10 This remains the lowest risk option in terms of both cost and quality, and through relevant contract terms and pre-start approaches LBE could influence local labour, culture and an improved service to vulnerable tenants.
- 4.11 However, the contractual relationships would allow LBE less flexibility to change work flow as the benefits from the MOT service and major works programme are realised. It would also give LBE less direct control of operative in regard to high profile works or targeted improvement programmes.
- 4.12 Each of the other models working with third parties would likely require significant governance and procurement pieces which will likely preclude them being in place in time.

5. REASONS FOR RECOMMENDATIONS

- 5.1 This model provides the best balance of risk management and resilience whilst enabling us to implement a new service model and take control of the culture, quality and right first-time approach which will form the core requirements of the service by directly employing, training and engaging with operatives.
- 5.2 The council will be able to embed the repairs plus approach in the service taking direct control of the end to end customer experience whilst delivering employment and economic development strategies that will be of benefit to residents and SME providers.
- 5.3 The below table demonstrates the cost/benefit aims for the service:

Cost	Benefits
£1.2 million initial set up costs	Improved control over service to drive an improved customer experience reduce failure demand and adapt the service requirements as major investment in the stock takes place.
Additional overhead recharges (HR, Finance)	Support of the local economy, labour and supply chain
	Potential to create opportunity in apprentice schemes for local residents
	Reduction in the number of complaints

	and MEQs and the direct and indirect costs associated with these
	Quicker resolution of problems
	Greater flexibility to change service in line with the needs of the stock, changing legislation and the needs of customers
	Ability to drive cultural change in the workforce to enhance the overall delivery of our Council Housing Service
	Ability to develop a wider range of services for residents, private sector landlords and others to generate additional income to maximise the overhead costs and wider benefits from the model.

- 5.4 It should be noted that there is a risk that the performance of the service may initially dip as we embed new staff, processes and ways of working. Whilst this should be a short term issue other organisations who have implemented in-sourcing have experienced this and it may take some time to reach the expectations of this service. This can be mitigated to some degree by ensuring an effective mobilisation period.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

- 6.2 The mobilisation costs will be funded from the HRA Repairs Reserve.

- 6.3 The current cost of the responsive repairs service is £4.8m per annum and by in-sourcing it is estimated that the current budget will be adequate. The budget below summary shows the indicative spend for 2020/21 and the existing HRA Business Plan provides for increases in costs of CPI annually.

Trades Staff	20/21 (£)
Salaries inc on-costs x 36 FTE	1,800,000
Apprentices x 4 FTE	28,000
Tools	16,000
Vans	200,000
Mobile devices	50,000
Materials	550,000
PPE and Misc.	16,000
Training	20,000
Fuel	200,000
Back Office (additional staff)	
Salaries inc on-costs x 8 FTE	360,000
Specialist Services	

Scaffolding	250,000
Asbestos	350,000
Other Subcontractors	500,000
Plant Hire	25,000
Contingency 10%	435,000
Total	4,800,000

- 6.4 The in-house provision is not expected initially to demonstrate direct cost savings the aim of the service is to offer the broader benefits outlined previously.
- 6.5 It is also expected that the cost of delivering the service will reduce over time as the benefits of the new delivery model, the MOT approach and the significant capital works programme reduce the number of repairs required each year. It should however be noted that the construction sector in London is generally under pressure with a skills shortage and rising costs which will put pressure on any delivery model in the future. In addition with an in-house provision the direct impact of increased costs are experienced in year whilst in an outsourced model the contract price is often fixed. Effective financial management will therefore be required.
- 6.6 The 5 year business plan will include a number of key assumptions (indicative at this time):
- Inflation on material costs of 5%
 - Inflation on labour costs of 2%
 - An efficiency target of 5%
 - Income generation targets from year 2 of £200k with operating margin of 5%
 - A planned reduction in the number of responsive repairs being required as a result of the new delivery model, the investment in major works, cyclical programmes and the MOT approach from year 2

Other variables include:

- A period of parallel running as we take on jobs prior to the full live date of April 2020
- The actual costs of the fleet service
- Client management
- IT costs including licence fees
- Other direct and indirect costs of corporate and customer services

7. Legal Implications

- 7.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything individuals generally may do providing it is not prohibited by legislation and subject to Public Law principles. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way.

- 7.2 Under Section 111 of the Local Government Act 1972 local authorities may do anything, including incurring expenditure or borrowing which is calculated to facilitate or is conducive or incidental to the discharge of their functions.
- 7.3 Under Section 11 of the Landlord and Tenant Act 1985 (as amended) the Council has repairing obligations in respect of properties which are occupied by its tenants. Under Schedule 6, Part 111 of the Housing Act 1985 similar responsibilities are placed on the Council in respect of properties held on leases after having been sold under the Right to Buy scheme.
- 7.4 The Council will need to ensure that any future procurements are compliant with the Public Contracts Regulations 2015 (where applicable) and the Council's Contract Procedure Rules.
- 7.5 Any contracts resulting from such procurements will need to be in a form approved by the Director of Law and Governance.

(Legal imps provided by MO'C on 14/03/2019 based on a report circulated on 12/03/19).

8. Procurement Implications

- 8.1 The Procurement and Commissioning Hub in collaboration with the Service will develop an insourcing strategy for housing repairs to ensure that the identified priorities will be effectively implemented.
- 8.2 Upon completion of the stock condition survey the Procurement and Commissioning Hub will develop in collaboration with the Service a commissioning strategy to deliver the long-term capital investment. The strategy will aim to maximise quality and value for money by ensuring supplier and market engagement.
- 8.3 The Procurement and Commissioning Hub will support the Service needs to ensure that the continued outsourcing of compliance works, major works programme and voids is undertaken to ensure procurement compliance alongside the development of the commissioning strategies to drive best outcomes.
- 8.4 Any procurement to support the delivery of the 'Future of Responsive Repairs Service' including the 'Better Council Homes' programme for Housing will be undertaken in accordance with the Councils Contract Procedure Rules and the Public Contracts Regulations (2015).
- 8.5 Consideration of the use of any Framework Agreement must first be approved by the Procurement and Commissioning Hub and it is essential that any procurement follows the framework process to remain compliant. Use of Frameworks Agreements must always be considered alongside all alternative procurement options and routes to markets,

- 8.6 The award of contracts, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract.
- 8.7 We will also need to ensure leaseholders engagement is undertaken as part of the mobilisation process to ensure all relevant legalisation is adhered to in regards to long term qualifying contracts, and to ensure that we can recover monies for relevant works completed under individual lease responsibilities.

9. Property Implications

No corporate property implications considered at this time.

10. KEY RISKS

<u>RISK</u>	<u>MITIGATION</u>
<u>Procurement Route</u>	
Model not tailored to our current position and future needs is adopted	Regular Engagement with the repairs task force has identified their preferred option as in-sourced Engagement with APSE to provide a summary report of the benefits and risk of the mixed model Will continue to engage with other relevant consultants as required
<u>Mobilisation/demobilisation</u>	
Ineffective service mobilisation	Develop a project board to drive the mobilisation of the service and keep progress under review
Civica implementation	The successful introduction of in-sourcing the responsive repairs service is reliant on the implementation of the Civica CX system which is programmed to go live in December/January 2019. Close monitoring of the Civica project team is in place and any projected delays will be escalated accordingly
IT infrastructure not in place	Ensure adequate resource in place and business support to deliver IT requirements. Back up arrangements with existing contractors procured
The existing contractor's performance dips significantly during the demobilisation period	Continue to work closely with the existing contractors to help manage the de-mobilisation
Cost overruns	The project group will provide financial control over the mobilisation budget

<u>Service development:</u>	
Available workforce on LBE pay grades and contracts	Significant marketing testing and benchmarking will need to be undertaken. It may be necessary to implement alternative packages
TUPE (poor quality transferred or no transfer)	Legal requirement, limited ability to influence Scaling up of MOT service gradually provides some capacity
Business support to mobilise the individual elements, especially around HR, Procurement and IT	Engage business early and often to gain commitment. Procure additional resource if required
External competition for staff	Ensure adequate benchmarking and flexibility in pay scales
Continuity of service during demobilisation of existing contracts	Look to engage contractor for a soft start mobilisation
Suitable back office support	Benchmark salaries, consider training and upskilling from within
Internal processes are not dynamic enough to support the pace required to develop the service	Work with governance teams to understand key milestones and potential bottlenecks. The delivery programme will need to be developed to reflect this.
<u>Service delivery:</u>	
Reputational risk for service failures fall directly on LBE	Ensure quality of staff, systems, quality control measures are in place ahead of go live
Poor quality of staff without the right front and back office skills	Targeted requirement and appropriate pay scales. Should we fail to recruit we could use an externally managed model DLO as an interim solution.
Poor quality control	Ensure an appropriate back office structure in place to check quality
Failure to support ongoing IT needs	Work with IT teams to understand need
Delivering and evidencing value for money	Develop a core KPI suite, benchmark against others
All H&S matters	Develop H&S training matrix, tool box talks
Fleet and driving issues	Adequate policies and controls in place
Maintaining the right supply chain	Ensure suitable procurement exercise undertake, due diligence
Higher delivery cost than existing model	Close cost control and governance mechanism will be in place overseen by relevant officers. Direct control will give us greater flexibility to change and alter the service should additional cost pressures occur and to look for service

	efficiencies where possible A 10% contingency has been included in the high level business plan
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11. IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

11.1 Good Homes in Well-Connected Neighbourhoods

The service will support the wider asset management strategy and resident safety programme in delivering well maintained homes which meet the requirements of our residents, help residents stay in their home and tackle fuel poverty

11.2 Sustain Strong and Healthy Communities

Our service will give us the flexibility to tackle both individual homes and the communities in which residents live. By taking a proactive approach to responsive repairs we will be able to help tackle anti-social behaviours and give residents pride in their communities

11.3 Build our Local Economy to Create a Thriving Place

We will focus on supporting residents into work opportunities within the service and using the local supply chain to support the service

12. PUBLIC HEALTH IMPLICATIONS

12.1 A sustainable system for the repair of the properties owned by the Council will have positive impact on public health. Well maintained houses improve health and wellbeing, and protect the residents from hazards such as fire, fungus, asthma and legionnaire's disease. In addition, in-sourcing could make the services more responsive to changes in Council strategy in particular Making-Every-Contact-Count approach and Health in all Policies approach to improving the health of the residents

13. EQUALITIES IMPACT IMPLICATIONS

13.1 An equalities impact assessment has been undertaken and the change in service has been considered as providing a positive impact on residents with no negative impacts identified.

13.2 The proposal will deliver a much-improved repairs service for residents, with more efficient systems for residents to report repairs on line and by the telephone. Move information about accessing the service will be made available to residents on line and in publications such as Housing News. There should be a seamless transition to the new service for residents with the only noticeable difference being an improvement in the customer experience.

However, we will map out the customer journey to improve the customer experience where possible.

- 13.3 The proposal also presents us with an opportunity to refresh our Special Repairs Policy which supports vulnerable tenants or tenants with an illness of disability and our approach to consultation and customer feedback
- 13.4 The proposal will have a minimal impact on current staff but will see an expanded in-house workforce, both operatives and back office, which may include a number of staff transferred from the incumbent contractors under the TUPE regulations.
- 13.5 A restructure EQIA will be completed when the Model has been approved and a workforce development strategy agreed to ensure staff have appropriate customer care skills and an understanding of safeguarding, the Council's equality commitments and obligations and GDPR issues. Staff will have agreed training plans to address any gaps in their skills and knowledge and receive regular support from managers. We will also seek to increase the number of female operatives in the workforce using the Council's apprenticeship scheme.

14. PERFORMANCE AND DATA IMPLICATIONS

- 14.1 A full suite of KPIs will be developed which measure as a minimum:
 - 1. Calls – received and answered within corporate timelines
 - 2. Repairs – right first time for each of the classifications (surveys, emergency, urgent, routine)
 - 3. Repairs – cost for each of the classifications (emergency, urgent, routine)
 - 4. Repairs – Customer satisfaction with repairs – overall service and actual repair
 - 5. Major works – Customer satisfaction with works
 - 6. Major works - % of projects on programme
 - 7. Major works - % of projects on cost
 - 8. Compliance – the full suite as already published
 - 9. MOT – number completed
 - 10. MOT – Customer Satisfaction
 - 11. MOT – number of actual repairs (link to cost saving)
 - 12. MOT – number of follow on repairs
 - 13. Compliant – number overdue
 - 14. Complaints
 - 15. MEQs – number overdue
- 14.2 This will allow us to monitor the service against targets and also against our local peer groups
- 14.3 The successful delivery of the service will require an improvement in the current performance, especially around right first time, and we will work with relevant stakeholders to determine the most appropriate performance levels. Initially however we would be looking for a reduction in the number of complaints received around the day to day repairs service.

15. HEALTH AND SAFETY IMPLICATIONS

- 15.1 The out-sourced model currently used leaves us vicariously liable for Health and safety of operative working on our projects. This is currently mitigated through the Contractors Health and Safety polices, driving policies, the CDM regulations, relevant insurance being in place and other measures. This is validated by LBEs Corporate Health and Safety Team undertaking regular audits of the contractor.
- 15.2 Any in-source model will mean that LBE take direct responsibility for all Health and Safety of operatives on site.
- 15.3 This will be mitigated by developing current Health and Safety approach for other directly employed operative into more specific approaches for this service. LBE will also need to ensure there is sufficient provision within our insurance policies.

16. HR IMPLICATIONS

- 16.1 In sourcing of day to day repairs will initially require circa;
- 30 multiskilled tradesperson delivering all works.
 - 3 dedicated plumbers/heating engineers
 - 3 Electricians
 - A number of apprentices to support the team which LBE will train and support through to full competency
- 16.2 This represents a realistically achievable workforce which could be recruited given the timescale (some of which may come through TUPE from the current contractors).
- 16.3 Excellent, timely and effective communication will be required by all parties to ensure that time frames are realistic, urgencies and legal processes are clearly understood, and workloads are effectively planned.
- 16.4 Elements of this proposal could constitute a service provision change under the TUPE regulations. Should this be a TUPE situation staff assigned to the provision of these services would be entitled to transfer in to the organisation with their current terms and conditions intact and these can only be changed in very limited circumstances.
- 16.5 The contractor, as the transferor, will lead the formal consultation process however significant support and engagement will be required from both the department and HR teams to ensure that statutory obligations are met, and the transferring employees are smoothly on-boarded and welcomed into the organisation.

- 16.6 In accordance with statutory regulations and Council guidelines, consultation will need to take place with staff and trade unions for existing LBE employees who may be impacted by this proposal.
- 16.7 New job role profiles will need to be produced and formally submitted to HR for evaluation. In addition, there may be a requirement to conduct wider industry research to understand the current market rate for these roles and ensure that we are able to offer competitive rates of pay whilst adhering to the ethos of equal pay for work of equal value. New roles should be recruited to in accordance with Council guidelines.
- 16.8 Any potentially displaced staff will be given access to the Council's Redeployment site and, should they be confirmed as displaced, they will have additional rights and will be entitled to be matched to suitable posts arising via redeployment. If redeployment proves unsuccessful, a redundancy payment and early retirement benefits will be payable as appropriate to eligible employees in accordance with current policy. Formal Redundancy Payment Approval will be required.
- 16.9 Consideration will need to be given to both the short-term resource required to recruit, on-board, equip and train these new employees and the long term ongoing support that an additional team of this size will require.

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Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Department:	Place	Service:	Housing and Regeneration
Title of decision:	Future of Responsive Repairs Service	Date completed:	
Author:	Garry Knights	Contact details:	garry.knights@enfield.gov.uk.

1 **Type of change being proposed:** (please tick)

Service delivery change/new service/cut in service	X	Policy change or new policy		Grants and commissioning		Budget change	
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2 **Describe the change why it is needed, what is the objective of the change and what is the possible impact of the change:**

The proposal is to in-source the day to day repairs service provided to tenants and leaseholders. The objective of the change is to improve the council's performance in relation to the repairs service and improve outcomes for residents

The Council is responsible for maintaining 10,500 tenancies and 5,000 leasehold properties. The repairs service has been contracted out for several years and whilst the service is improving, there are opportunities to enhance outcomes further with a new service model that gives the service more direct control over the repairs function.

The model will change back office functions but this will have limited impact on current permanent staff. There will be an increase in the number of staff employed by the service.

3 Do you carry out equalities monitoring of your service? If No please state why?

Yes; going forward we will get equalities data from the Data & Information service to help continue to shape services.

4. Equalities Impact

Indicate Yes, No or Not Known for each group

	Disability	Gender	Age	Race	Religion & Belief	Sexual Orientation	Gender reassignment	Pregnancy & Maternity	Marriage & Civil Partnerships
1. Does equalities monitoring of your service show people from the following groups benefit from your service? (recipients of the service, policy or budget, and the proposed change)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2. Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	Yes	No	Yes	No	No	No	No	No	No
3. Could the proposal discriminate, directly or indirectly these groups?	No	No	No	No	No	No	No	No	No
4. Could this proposal affect access to your service by different groups in the community?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5. Could this proposal affect access <u>to information</u> about your service by different groups in the community?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6. Could the proposal have an adverse impact on relations between different groups?	No	No	No	No	No	No	No	No	No

If Yes answered to questions 3-6 above – please describe the impact of the change (including any positive impact on equalities) and what the service will be doing to reduce the negative impact it will have.

The proposal will deliver a much-improved repairs service for residents, with more efficient systems for residents to report repairs on-line and by telephone. More information about accessing the service will be made available to residents on line and in publications, such as Housing News. There should be a seamless transition to the new service for residents with the only noticeable difference being an improvement in the customer experience. However, we will map out the customer journey to improve the customer experience where possible.

The proposal also presents us with an opportunity to refresh our Special Repairs Policy which supports vulnerable tenants or tenants with an illness or disability and our approach to consultation and customer feedback

The proposal will have a minimal impact on current staff but will see an expanded in-house workforce, both operative and back office which may include a number of staff transferred from the incumbent contractors under the TUPE regulations.

A restructure EQIA will be completed when the Model has been approved and a workforce development strategy agreed to ensure staff have appropriate customer care skills and an understanding of safeguarding, the Council's equality commitments and obligations and GDPR issues. Staff will have agreed training plans to address any gaps in their skills and knowledge and receive regular support from managers. We will also seek to increase the number of female operatives in the workforce using the Council's apprenticeship scheme.

5. Tackling Socio-economic inequality Indicate Yes, No or Not Known for each group	Communities living in deprived wards/areas	People not in employment, education or training	People with low academic qualifications	People living in social housing	Lone parents	People on low incomes	People in poor health	Any other socio-economic factor Please state;
Will the proposal specifically impact on communities disadvantaged through the following socio-economic factors?	Y	Y	Y	Y	Y	Y	Y	Y
Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	N	N	N	N	N	N	N	N
Could this proposal affect access to your service by different groups in the community?	Y	Y	Y	Y	Y	Y	Y	Y
<p>The proposal will improve access to the repairs service for all residents. The current recharge policy will be enforced more robustly in the new model however recharge policy enforced – with mitigation for people on low income to manage costs incurred.</p>								
6. Review								
<p>How and when will you monitor and review the effects of this proposal?</p> <p>When the customer journey is mapped as part the implementation plan, a full review plan will be included</p>								

Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Action plan template for proposed changes to service, policy or budget

Title of decision: Future of repairs

Team: Housing Property Service. Department:Place

Service manager Garry Knights

Identified Issue	Action Required	Lead Officer	Timescale/ By When	Costs	Review Date/ Comments
Enhanced service for vulnerable, ill or disabled tenants	Update special repairs policy Agree how to mitigate	Garry Knights	March 2020	None	
More robust recovery of recharges for repairs	Review recharge policy to include details of when recharges will be waived to prevent hardship	Garry Knights	March 2020	None	
Seamless transition to the new model	Map customer journey to identify areas for improvement	Garry Knights	March 2020	Included in the implementation costs	
Improved website/access	Co -design web content with residents	Garry Knights	March 2020	Within current business cost	
Workforce development plan	Complete Training needs analysis and develop training plan for all staff	Garry Knights	March 2020	Training included in implementation cost	
Recruitment of apprentices	Progress with HR	Garry Knights	March 2020	Included in service delivery costs	
Equalities data not available	Develop a reporting tool to monitor equalities fully, as part of the mobilisation plan	Garry Knights	March 2020	Included in service delivery costs	

Please insert additional rows if needed

Date to be Reviewed: March 2021

APPROVAL BY THE RELEVANT ASSISTANT DIRECTOR - NAME..... SIGNATURE.....

This form should be emailed to joanne.stacey@enfield.gov.uk and be appended to any decision report that follows...

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MUNICIPAL YEAR 2019/2020 REPORT NO. 9

MEETING TITLE AND DATE:
Cabinet 12th June 2019

REPORT OF:
Executive Director of
Place

Agenda – Part: 1	Item: 8
Subject: Property Services - Strategic Asset Management Plan	
Wards: ALL Key Decision No: KD4806	
Cabinet Member consulted: Cllr Maguire	

Contact officer and telephone number:

Jessie Lea – Head of Strategic Property Services ext 4004

E mail: jessie.lea@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The full Strategic Asset Management Plan is attached to the part two agenda as a confidential Appendix to this report, as it contains information that is exempt from disclosure. Releasing it would or would be likely to prejudice the commercial interests of the Council. An unrestricted Summary version of the Strategic Asset Management Plan is attached at Appendix 1.
- 1.2. Under Section 43(1)(2) of the Freedom of Information Act, information is exempt from disclosure if releasing it would, or would be likely to, prejudice the commercial interests of any person (including the public authority holding it). Disclosure of the detailed information held in the full Strategic Asset Management Plan would be likely to negatively impact the Council by exposing their commercial position and asset data to both competitors and potential partners/tenants/developers/contractors etc. and consequently weaken their bargaining position in the property market place.
- 1.3. The Strategic Asset Management Plan covers all Council-owned property, except for Housing Revenue Account (HRA) residential housing stock. Management of HRA residential housing stock is covered by a separate Housing Strategy.
- 1.4. All Council-owned Property Assets must be fit for purpose and continue to meet the Council's legal requirements to obtain best consideration for its property assets. The Council has an obligation to its staff, visitors and commercial tenants who occupy their buildings and has a requirement to comply with all health and safety and other relevant legislation.

1. EXECUTIVE SUMMARY Cont'd

- 1.5. In addition to the Council's legal requirements, there is opportunity for the Council to increase income, reduce expenditure and optimise its property assets to continue to deliver quality services and meet the Council's corporate objectives:
- Good homes in well-connected Neighbourhoods
 - Sustain strong and healthy communities
 - Build our local economy to create a thriving place
- 1.6. The Strategic Asset Management Plan (SAMP) is designed to support proactive and strategic decision making, ensuring that the Core Principles of the SAMP are reflected in the decisions of all parts of the organisation. It sets down the 'rules of behaviour' for the organisation, as far as property decision-making is concerned.
- 1.7. The SAMP does not describe detailed and specific asset portfolio strategies such as an "Operational Assets Strategy" or a "Rural Asset Strategy", but is an overview of what needs to follow and lays down the principles which will be adopted for both portfolio level and individual asset strategies as they emerge, initially over the next 12-24 months and continue to be created and reviewed into the future, to align with asset management best practice.
- 2.1. The SAMP is a core document, written to cover the 5-year period between 2019/20 and 2023/24. It includes an Action Plan for 1 to 5+ years. It is expected that the SAMP will be reviewed and updated in 2023/24 to cover the following 5-year period in more detail.
- 2.2. Strategic Property Services will, in consultation with the Cabinet Member for Finance & Procurement as part of their regular Cabinet Member briefings, produce an Annual Business Report to the Executive Management Team, which will report on progress against the Action Plan. The annual business report will include detailed reporting on performance against the 5-year Action Plan, which includes actions to produce an Operational Assets Strategy and Commercial Investment Asset strategies.

3. RECOMMENDATIONS

It is recommended that Cabinet:

- 3.1. Approves and adopts the Strategic Asset Management Plan for 2019 – 2024 (Appendix 1 - Summary version and Appendix 2 – confidential full version – part two agenda)
- 3.2. Specifically approves and adopts the Core Principles set out in the SAMP and listed below in 3.2
- 3.3. Approves the key milestones set out below in 3.6
- 3.4. Delegates delivery of the SAMP and any related sub-strategies to the Head of Strategic Property Services within the boundaries of the Council's Constitution.

RECOMMENDATIONS cont.

It is recommended that Cabinet:

- 3.6. Delegates monitoring performance of the SAMP to the Council's Executive Management Team. Strategic Property Services will produce the annual business report for the next 5 years for EMT, in consultation with the Cabinet Member for Finance & Procurement, as part of their regular Cabinet Member briefings.
- 3.7. Commits to reviewing, refreshing and re-approving the SAMP in 5 years' time.
- 3.8. Notes that all Key Decisions in relation to property transactions, creation and delivery of Strategies for Operational Assets and Commercial Investment Assets will continue to be made and scrutinised in the usual way, in line with the Council's Constitution, with Member involvement at all appropriate decision-making points.
- 3.9. Notes that any requests for funding related to the SAMP will follow the usual Council processes, and in relation to any requests for new Capital, these will be taken to the Capital Finance Board for approval, prior to any request to Cabinet and Full Council being made
- 3.10. Notes the requirement of the SAMP that all property budgets and property functions within the Council must be consolidated under Strategic Property Services, to ensure a strategic and comprehensive approach going forward, with a full understanding of all the Council's expenditure and income in relation to property assets, which also ensures that silo and reactive decision making is avoided.

3. BACKGROUND

3.1. Overview

- 3.1.1. The Council's property assets are the frame within which service delivery takes place. They have a significant value and represent a means to drive investment and resources despite the pressures on public finances.
- 3.1.2. With the recent introduction of the Council's new Corporate Landlord Policy, a core priority for the Council is to significantly strengthen the management of corporate assets and use this to ensure they are safe, compliant, and improve the quality and value for money of the service they can deliver. The SAMP describes the foundations of this change including more robust data and process, increased capacity and stronger governance and decision-making.
- 3.1.3. By 2020 central Government will have cut funding to Enfield Council by 60 per cent in real terms since 2010. Enfield Council has already delivered £161m savings and needs to make a further £31m saving by 2019/2020. As funding from Central Government is cut, Enfield has 3 main avenues for alternative income production – Council Tax,

Business Rates and our own Property Assets. Enfield has significant land ownership and Property Assets are an essential source of income for Enfield, which must be optimised to reduce reliance on other funding sources and to support essential service delivery.

3.1.4. The Chartered Institute of Public Finance Accountants (CIPFA) identified the following common corporate premises issues affecting local authorities:

- Property 'owned' by individual areas
- Asset plans not aligned to business planning/ corporate objectives / service outcomes
- Capital investment not prioritised
- Total backlog maintenance position unknown (Whole Life Costing)
- Statutory obligations / legislative testing programmes unknown
- Data inconsistent or held all over the place
- Cost of occupation unknown
- Space standards and utilisation inconsistent
- Space utilisation unknown
- Procurement of property services not consistent or/ delivering value for money

3.1.5. An unprecedented reshaping of the corporate approach to asset management is needed. Enfield's previous Corporate Asset Management Plan covered the period from 2007-2009 and the Council has not had a subsequent plan in place since that time. The lack of a strategy has meant that it has not always been possible to make property asset decisions in a strategic context, and individual decisions have not always aligned with each other or the Council's overall direction of travel. The new SAMP will set a clear direction for the next 5+ years to ensure that Enfield can make informed decisions about its property assets in an appropriate context.

3.1.6. The Council's previous stance towards disposals of its freehold property assets, to make one-off revenue savings, to help pay for service delivery, is now realigned with corporate finance objectives that require long term revenue income streams, as oppose to one-off capital receipts from freehold disposals. Long-term, secure income is essential for delivering the Council's services in a time when other sources of income for the Council continue to diminish significantly. The Council needs to retain productive assets for income and growth over time. In certain circumstances, it may be appropriate to sell a freehold or long leasehold asset, but only when the funds released from this disposal are to be recycled into the Council's property assets via an alternative investment.

3.1.7. The SAMP describes the Council's approach to management of its property assets, except for Housing Revenue Account (HRA) residential housing stock. It is intended to provide the framework for

decision-making across the Council's property estate, and shape delivery. The value of the circa 1,100 properties included within this SAMP is c £1.01 billion (£934m general fund plus £79m HRA non-residential assets) and represents a means to drive investment and resources despite the significant pressures on public finances. The HRA residential housing stock has a further value of £670 million, bringing the Council's total property asset value to c. £1.68 billion. By geographical area the Council own approximately 5800 acres which equals approximately 30% of the borough, excluding HRA residential housing stock.

3.1.8. Taken together, all these assets are powerful levers for change. There is potential to increase levels of income generated and the total estate is a resource that can drive regeneration and economic growth, deliver the infrastructure to meet Enfield's needs now and into the future and deliver services which will improve residents' quality of life.

3.1.9. The central focus of this SAMP is the Council's operational and commercial investment properties, covering a wide range of corporate, cultural and community facilities, education, public health and a range of other associated non-domestic properties owned by the Council. It does not include HRA residential housing stock or Highways Assets.

3.1.10. An important point is the need for a holistic approach, to connect Enfield's operational and commercial investment properties with other assets in and around the borough, particularly adjacent assets owned by potential partners from both the public and private sectors.

3.1.11. Enfield's SAMP will be revised every five years. Strategic Property Services will also report to the Council's Executive Management Team on an annual basis, in the form of an Annual Business Report, setting out progress against the Action Plan appended to the SAMP, highlighting key achievements and confirming the priorities for the following year, and providing an updated Action Plan for the following year.

3.2. Core Principles

3.2.1. The Core Principles are designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. It sets down the 'rules of behaviour' for the organisation, as far as property decision-making is concerned, to ensure that the strategy can be implemented.

	Core Principles
1.	Deliver best consideration for the Council's assets in accordance with s.123 Local Government Act 1972.
2.	Increase income from the Council's property assets (long term revenue streams preferred to one-off capital receipts)

3.	Reduce expenditure on the Council's property assets
4.	Optimise assets to meet the Council's corporate objectives: <ul style="list-style-type: none"> • Good homes in well-connected neighbourhoods. • Build our local economy to create a thriving place. • Sustain strong and healthy communities
5.	Consolidation of operational estate into a small number of strategic hubs. Quality not quantity.
6.	Provide quality modern operational buildings for staff and customers that will help the Council to deliver outstanding service to customers and attract and retain talented professional staff. Operational buildings should be efficient, attractive environments that are future-proofed, flexible and support agile working.
7.	Move towards eliminating all leased-in buildings and only occupy owned buildings for operational purposes.
8.	Release surplus operational estate for long-term revenue income and/or development
9.	Achieve 100% compliance (physical buildings and H&S)
10.	Consolidated and transparent single property budget , held by Property & Economy (ALL property income and expenditure is centralised – Services have any property cost codes/budgets removed and centralised)
11.	Account for full market rent for ALL buildings, including operational ones and take a % cut out of rental income to cover all property costs – maintenance, management, development, feasibility work etc. (including Strategic Property Services (SPS), Corporate Maintenance & Construction Team (CMCT) and Facilities Management Team (FM) resources)
12.	Support provision of a properly resourced, professional in-house property team that is an exemplar for other local authorities
13.	Hold a live Asset Register held in Asset Management and GIS Data Systems that are accurate, comprehensive, modernised, accessible, and transparent.
14.	Hold live Asset information that can be easily and simply reported/communicated and properly used to strategically optimise asset management as well as respond to enquiries from Members and the public
15.	No conflicts of interest to be created between Enfield Council and

	Council owned companies (Housing Gateway Ltd (HGL), Enfield Innovations Ltd (EIL), Independence and Wellbeing Enfield Ltd (IWEL) and Energetik).
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3.2.2 Enfield's property assets will be operated as a corporate resource, seeking the best outcome for the organisation and area as a whole. Land and buildings are not owned by the services that occupy them but are owned for the benefit of the people of the area and service customers. When decisions are made, they are made in a way that provides the best overall outcome for the council and its customers.

3.2.3 The Council aims to utilise its property assets to meet the ever-changing customer expectations and needs, easing and simplifying efficient access to service.

3.3 Operational Property Assets Strategy

3.3.1 Whilst this SAMP is not intended as a detailed Operational Assets Strategy, it includes the development of it in the Action Plan for delivery. Section 3 – "Community Focus" of the detailed SAMP (Part 2) sets out the strategic principles of that strategy, which will seek to optimise the use of assets to maintain the quality of service provision and excellent customer care, attract and retain talented professional staff, while further driving reductions in expenditure and exposure to costs.

3.3.2 Operational buildings should be efficient, attractive environments that are future-proofed, flexible and support agile working. The Corporate Landlord Policy and this SAMP introduce Enfield Council to the principle of consolidating the operational estate into a smaller number of strategic hubs, releasing surplus operational estate for long-term revenue income and/or development potential.

3.3.3 The Council is moving towards eliminating all leased-in buildings and only occupying owned buildings for operational purposes. This consolidation of an operational estate has been standard practice across Local Authorities over the last decade, with many London Councils having completed the process some years ago. Enfield is able to properly start this comprehensive review and consolidation process, now it has a SAMP, subject to an Operational Assets Team being fully resourced.

3.4 Commercial Investment Asset Strategies

3.4.1 Effective management of the commercial investment estate is an essential part of driving income from the corporate estate and responding to the Council's wider financial pressures. Section 4 of the SAMP – "Commercial Investment Focus" includes the approach proposed for the commercial investment estate in terms of fully utilising assets, increasing income by achieving market rates and the proactive collection of income. Enfield has a large and diverse commercial

investment portfolio, including industrial, retail and, unusually for a London Borough, rural, property assets.

3.5 One Council

3.5.1 Strategic Property Services recognises the importance of working closely with other services across the Council and the vital links to other Council Strategies. The SAMP emphasises this throughout. Specifically, a strong partnership between the Commercial and Finance teams in the Resources directorate, and the Strategic Property Services Team within the Place Directorate, will help to deliver the optimum commercial approach to the Council's property assets. Close working with the People Directorate and the Council's regeneration programme teams, such as for Meridian Water, will also ensure that property assets provide socio-economic and community dividends, as well as commercial benefits.

3.6 Key Milestones

The following sets out **key milestones/actions** for delivering the requirements within the SAMP. Individual and more detailed action plans will be produced where necessary for any significant project that materialises from the SAMP and subsequent strategies. Implementation of this Action Plan will be overseen by Strategic Property Services and the Property Board. The delivery of the Action Plan is reliant on significant capacity being built within the Strategic Property Services Team.

✓ In Progress
✓ Complete

Action	Status
YEAR 1 - 2019/2020	
Continue to manage the Commercial Investment estate	✓
Design and implement new staff resource structure	✓
Creation of the New Asset Register including Categorisation of Assets in line with IFRS 16	✓
Phases 1 - 5 implementation of the Corporate Landlord Policy	✓
Develop Strategic Asset Management Plan (SAMP)	✓
Consolidation of Budgets	✓
Creation of Governance Structures	✓
Develop vacant sites strategy	✓
Scope and procure new Asset Management System (AMS) - Phase 1	✓
CIPFA Benchmarking	
Develop Commercial Investment Portfolio strategies (Rural Portfolio and Meridian Water Assets) - Phase 1	
Delivery of immediate Operational Assets projects (Phase 1) - John Wilkes House & Enfield Highway Carnegie Building	✓
Scope and procure new Geographical Information Systems (GIS) - Phase 1	
Development Projects - Phase 1	✓
YEAR 2 - 2020/2021	
Phases 6 & 7 implementation of Corporate Landlord Policy	

Action	Status
Procure and implement required professional service contracts	
Scope and procure new Geographical Information Systems (GIS) - Phase 2	
Develop Commercial Investment Portfolio strategies (Industrial & Retail Portfolio) - Phase 2	
Develop an Operational Assets Strategy - Phase 1	
Implement New Asset Management System and related management processes - Phase 2	
Review and Implement Market Rent as appropriate	
Development Projects - Phase 2	
YEAR 3 and 4 - 2021/2022 & 2022/2023	
Implement new GIS system (including public access) - Phase 3	
One Public Estate Programme	
Start to implement Operational Assets Strategy - Phase 2	
Development Projects - Phase 3	
YEAR 5 – 2023/2024 and beyond	
Ongoing Delivery of the Regeneration Scheme at Montagu Estate via Joint Venture	
Ongoing implementation of the Operational Assets Strategy - Phase 3	
Development Projects - Phase 4	

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Not having and implementing a SAMP. The council could maintain the status quo, managing its property assets in a non-strategic, reactive and un-co-ordinated way. Doing so would leave the Council vulnerable and with limited opportunities to achieve efficiencies.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The Council has not had a SAMP in place since 2009. Not having a SAMP or carrying out the associated action plan puts the Council at risk of non-compliance across its property assets. It also means that when property decisions are made reactively and from a siloed approach, rather than from a strategic perspective, they do not create the best outcomes for the Council financially, for its staff or its residents.
- 5.2 A historic lack of investment in maintenance in the property portfolio (due to individual services being made responsible for building maintenance costs and having to regularly choose between spending their budgets on service delivery or building repairs) has led to a general dilapidation of property stock, which now has direct consequences on levels of income achievable, and compliance liabilities for the whole Council.
- 5.3 Ensuring value for money in the management of assets is a fundamental part of the approach. Establishing clarity through properly categorising assets, consolidating property related budgets and

functions, rolling out Corporate Landlord across the estate and putting in place a new Asset Management System will allow the Council to set up assets so that they can clearly show income and expenditure.

- 5.4 All property budgets and property functions within the Council must be consolidated under Strategic Property Services, to ensure a strategic and comprehensive approach going forward, with a full understanding of all the Council's expenditure and income in relation to property assets, which also ensures that silo and reactive decision making is avoided. A project is underway to complete the consolidation of budgets, which will gain a detailed understanding of the true maintenance costs of property, the staff costs of managing property and the examining of income targets.
- 5.5 All requests for new Capital will go through the Capital Finance Board. In January 2019 the Council agreed to the initiation of a Corporate Property Investment Programme (CPIP) for the Council. The CPIP will be a long-term capital programme that intends to invest capital in the Council's own property assets, to ensure that the assets maintain/grow in value, do not depreciate in value and that they are compliant, fit-for-purpose, sustainable and provide a quality environment. It will be the financial programme that supports the outcomes of the SAMP and a detailed Operational Assets Strategy.
- 5.6 Strategic Property Services does not currently charge commercialised services to residents and businesses, like other departments in the Council, such as Planning or Building Control. With the introduction of increased capacity within the team, especially within the Property Information team, it will become possible to start offering chargeable services. This is a new area of opportunity for Strategic Property Services, both to improve the quality and scope of the service offered externally (not just internally within the Council) and increase revenue income to help support service delivery. The development and implementation of a Fees & Charges structure is in the SAMP Action Plan (Year 3).

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 There are several financial aspirations and further specific strategies referred to in the SAMP that will need to be considered at the appropriate time through future business cases and reports where detailed financial implications will be provided at the time.
- 6.1.2 Paragraph 2.5.2 of the SAMP refers to the need to increase the number of permanent posts from the current 6 to approximately 30 posts. There is currently no business case or approved revenue budget in place and these will need to be drafted and agreed with its own financial implications considered. The funding of any increase will need to be managed and sources of funding would include increasing

levels of income as aspired to in the SAMP or growth that will need to be managed as part of the budget setting process.

- 6.1.3 As detailed in section 5.5 of this report, Council approved £1.9M addition to the capital programme for the Corporate Property Investment Portfolio (CPIP) for 2019/20. Future approval of additional Capital resources will be in accordance with relevant governance.
- 6.1.4 The aim to introduce new fees and charges for services (5.6 of this report) is in line with the Council commercial approach and will need to be incorporated into the budget setting process and formally agreed annually as part of the Budget Report.
- 6.1.5 It is appropriate to account for the full market rent of all the Council's buildings, including operational assets to reflect the full cost and expected income from each asset as stated in the core principles of the SAMP.
- 6.1.6 The above and the reorganisation of the service will require an assessment of the various factors that will make up the service e.g. what size property team will be required to manage the estate, what the repair and maintenance requirements are, estimated level of customers for fees and charges, the level Facilities Management resources required etc. which will facilitate the setting of an appropriate and robust budget.
- 6.1.7 It is essential that the Council receives the appropriate level of return on all commercial ventures and that such a rate reflects the risk in individual investments. The Council will be updating its Capital Strategy, and this will set out expectations in respect of Internal Rate of Return (IRR), Payback Period and Net Present Value (NPV) assessments.
- 6.1.8 Paragraph 2.4.2 of the SAMP refers to the implementation of a new Asset Management System (AMS). The implementation of a new AMS will need to recognise the need to interact with the Council's main accounting system.

6.2 Legal Implications

- 6.2.1 Section 111 of the Local Government Act 1972 ("LGA") gives a local authority power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions and the Localism Act 2011 provides the Council power to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles. In addition, section 112 of the LGA permits the appointment of such officers that the Council deems necessary for the discharge of its functions. The proposals set out in this report are consistent with this power.

- 6.2.2 The Health & Safety at Work etc. Act 1974 (also referred to as HSWA, the HSW Act, the 1974 Act or HASAWA) is the primary piece of legislation covering occupational health and safety in Great Britain. The Health and Safety Executive, with local authorities (and other enforcing authorities) is responsible for enforcing the Act and a number of other Acts and Statutory Instruments relevant to the working environment.
- 6.2.3 The contents of this report constitute a Key Decision as the recommendation to adopt the SAMP potentially has an effect across all wards of the borough. This item has been included in the Key Decision List reference: KD4806. Once approved, the decision to proceed will be subject to the usual five-day call-in period.
- 6.2.4 Local authorities are given powers under the 1972 Act to dispose of land in any manner they wish, including sale of their freehold interest, granting a lease or assigning any unexpired term on a lease, and the granting of easements. The only constraint is that a disposal must be for the best consideration reasonably obtainable.
- 6.2.5 Circular 06/03: Local Government Act 1972 general disposal consent (England) 2003 disposal of land for less than the best consideration that can reasonably be obtained. The purposes of the Circular are to convey the Local Government Act 1972: General Disposal Consent 2003 ("the Consent"), and to provide guidance to those local authorities in England (listed in paragraph 3(1) of the Consent) which have land disposal powers under sections 123 and 127 of the Local Government Act 1972 ("the 1972 Act"). The Consent removes the requirement for authorities to seek specific consent from the Deputy Prime Minister and First Secretary of State ("the Secretary of State") for any disposal of land where the difference between the unrestricted value of the interest to be disposed of and the consideration accepted ("the undervalue") is £2,000,000 (two million pounds) or less. It therefore offers authorities greater freedom than previously to exercise discretion in the disposal of their land, and the Circular aims to provide guidance on the exercise of this freedom.
- 6.2.6 Enfield Council governs all of its property transactions through the application of its own **Property Procedure Rules (PPRs)**, which form part of the Constitution and are approved by Full Council. The PPRs set out mandatory procedures regarding the acquisition, management and disposal of property assets and must be followed when transacting with another party using property in which the Council has an interest and commit the Council to a rigorous and business-like approach to the management of its property assets.
- 6.2.7 When delivering specific projects and where Planning Permission is required in respect of any project that proceeds beyond feasibility, considerations will be in accordance with the Town and Country Planning Act 1990 (as amended). The planning process requires statutory and public consultation. Works should not commence until

such time as approval is given and any pre-commencement conditions (if required) by the planning permissions are discharged.

6.2.8 Once planning permission is gained Building Regulations will need to be adhered to as part of the enabling and construction works.

6.2.9 All procurements of goods/services/works must be in accordance with the Councils Constitution, Contract Procedure Rules (“CPRs”) and, where applicable, the Public Contracts Regulations 2015. There is a range of EU compliant frameworks available to the Council to engage the services of construction contractors or technical support staff such as architects or quantity surveyors. The use of frameworks is permitted under the CPRs provided the P&C Hub has carried out due diligence on, and approved the use of, such frameworks. Any use of a framework must be in accordance with the framework terms.

6.3 Property Implications

Throughout the document

6.4 Procurement Implications

6.4.1 Any procurement to support the delivery of the SAMP must be undertaken in accordance with the Councils Contract Procedure Rules and the Public Contracts Regulations (2015)

6.4.2 Consideration of the use of any Framework Agreement must first be approved by the Procurement & Commissioning Hub, and it is essential that any procurement follows the framework process to remain compliant.

6.4.3 The award of contracts, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract.

6.4.4 All awarded contracts must be promoted to Contracts Finder to comply with the Government’s transparency requirements.

7. KEY RISKS

The key risks identified at this stage are:

7.1 The Council has not had a SAMP in place since 2009. Not having a SAMP or carrying out the associated action plan puts the Council at risk of non-compliance across its property assets, especially around Health & Safety Legislation.

7.2 It also means, that property decisions made reactively and from a siloed approach, do not create the best outcomes for the Council financially, for its staff or its residents.

- 7.3 The Corporate Manslaughter and Corporate Homicide Act 2007 was given Royal assent on 26 July 2007. Companies and organisations that take their obligations under health and safety law seriously are not likely to be in breach of the new provisions. Nonetheless, companies and organisations should keep their health and safety management systems under review, in particular, the way in which their activities are managed or organised by senior management.
- 7.4 Failure to comply with these requirements can have serious consequences – for both organisations and individuals. Sanctions include fines, imprisonment and disqualification. Under the Corporate Manslaughter and Corporate Homicide Act 2007, an offence will be committed where failings by an organisation’s senior management are a substantial element in any gross breach of the duty of care owed to the organisation’s employees or members of the public, which results in death. The maximum penalty is an unlimited fine and the court can additionally make a publicity order requiring the organisation to publish details of its conviction and fine.
- 7.5 It is also important that management of the asset portfolio ensures compliance with legal agreements, minimises the Council’s exposure to risk as a result of environmental, social and economic change and understands and addresses the Council’s exposure to risk of all kinds including financial, legal and reputational. The SAMP includes a table of the key risks (section 5).
- 7.6 Detailed Risk Registers will be produced for any significant project that materialises from the SAMP and subsequent strategies. Additionally, SPS will work with relevant “tenants” to ensure risks are appropriately included in their business continuity plans.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

Supporting the provision of ‘Good homes in well-connected Neighbourhoods’ by leveraging the impact of development and regeneration schemes via our own land-holdings.

8.2 Sustain strong and healthy communities

Sustaining ‘strong and healthy communities’ through the optimisation of the Council’s operational property assets. All projects that materialise from the SAMP and various emerging strategies will consider the wider health and community benefits of the projects/proposals being put forward. Consideration will be given to how we can work smartly with our partners to improve quality of life and support independent living.

Managing property assets strategically will ensure the impact on Council objectives and its total property portfolio can be assessed more effectively.

8.3 Build our local economy to create a thriving place

Building our 'local economy to create a thriving place' by maximising opportunities in our commercial estate to drive income and employment.

The SAMP's purpose is to support the Council and Enfield reach its full economic potential whilst achieving and maintaining compliance within its buildings; supporting local businesses, attracting investment; increasing jobs and business growth; supporting and empowering the voluntary and community sector; and building strong and sustainable futures for our residents, environment and the economy.

9. EQUALITIES IMPACT IMPLICATIONS

9.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services, policies, staffing structures or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others.

9.2 Predictive EQIAs will be undertaken on relevant projects that materialise from the SAMP and various emerging strategies.

10. PERFORMANCE AND DATA IMPLICATIONS

10.1 Strategic Property Services are asking CIPFA to work with the Council to provide some initial benchmarking in relation to the roll-out of the Corporate Landlord programme and general asset management. They will validate the policy, the operational procedures and the way that they are being implemented. They will carry out benchmarking against other organisations as to how Enfield is faring in comparison.

10.2 The SAMP includes a high-level action plan and a set of KPIs. This report recommends to Cabinet that delivery of the SAMP and any related sub-strategies is delegated to the Head of Strategic Property Services within the boundaries of the Council's Constitutional Property Procedure Rules.

10.3 This report also recommends that monitoring of the SAMP and the action plan is delegated to the Council's Executive Management Team, via the provision, by the Strategic Property Services team, of an annual business report for the next 5 years.

- 10.4 Improvements to the existing Atrium system and the introduction of a new asset management system (as outlined within the SAMP) will ensure that the system is robust and can provide quality information to support the Corporate Landlord Policy and the delivery of the SAMP

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 Ensuring the health and safety of residents, staff and others using the Council's buildings is one of the top priorities for the effective management of the corporate estate.
- 11.2 The concept of Corporate Landlord is that the ownership of an asset and the responsibility for its management and maintenance is transferred from the service departments to a centralised corporate body. The service departments therefore become corporate tenants and make use of the property or land in delivering a service. There are specific responsibilities that fall to both landlord and tenant, depending on the nature of the asset and the service.
- 11.3 The Strategic Property Services team report to the Corporate H&S Committee on a quarterly basis, on the subject of compliance levels and associated workstreams, across the Council's property assets, as part of the Corporate Landlord programme.

12. HR IMPLICATIONS

- 12.1 The SAMP includes a section on the current level of staff and how the Council needs to commit to building capacity within the Strategic Property Services team, in order to deliver on the overall objectives, specific KPIs and Action Plan that are outlined in the SAMP.
- 12.2 The proposal on building the capacity within the SPS will be subject to a further departmental restructure report and will follow appropriate procedures.

13. PUBLIC HEALTH IMPLICATIONS

- 13.1 The SAMP links to the Health and Wellbeing Strategy section 1.4 of the full SAMP (Part 2). The SAMP has considerable implications depending on how it is implemented. The built environment is an important determinant of behaviour and therefore health. Physical assets can therefore support or hinder health; each part of the SAMP should therefore consider how it can impact upon physical activity, healthy eating, alcohol consumption and smoking behaviour. This might include such as inclusion of changing facilities for health transport, ensuring that assets are close enough and accessible by active transport, that there is a preponderance of healthy good and less unhealthy food and smoking is stopped by reinforced smoking policies and that there is an expectation that where people do smoke it is out of sight and particularly out of sight of children.

- 13.2 Further implications of the SAMP are that it might release funding that might be used to support Enfield residents and that housing is fundamental to health as evidenced by the fact that the homeless have a life-expectancy approximately 35 years less than the national average.
- 13.3 SPS will work with officers from Public Health Team to ensure public health matters are imbedded within any relevant projects that materialise from the SAMP and various emerging strategies.

Appendix 1 – Strategic Asset Management Plan (Summary)

CONFIDENTIAL

Appendix 2 – Strategic Asset Management Plan (Full Version – attached to part two agenda)

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Strategic Asset Management Plan [Summary]

2019-2024

Property & Economy
Strategic Property Services

SUMMARY VERSION – Final V2

FOREWORD

Enfield is committed to delivering quality asset management for all its properties and I therefore welcome the creation of this Strategic Asset Management Plan (SAMP) for the Council.

The SAMP will directly support 'delivering for everyone in Enfield', through:

- Supporting the provision of 'Good homes in well-connected Neighbourhoods', by leveraging the impact of development and regeneration schemes via our own land-holdings
- Sustaining 'strong and healthy communities' through the optimisation of the Council's operational property assets
- 'Building our local economy to create a thriving place' by maximising opportunities in our commercial estate to drive income and employment.

The Council continues to face major change resulting from the unprecedented financial pressures on local government. Our buildings, and the way we use them, need to be at the heart of the Council's transformation. As Cabinet Member for Finance & Procurement, my portfolio includes Strategic Property Services and I am pleased that the focus on asset management continues to be high on the Council's agenda.

The SAMP sets out how we are optimising the use of land and property assets to support the delivery of front-line services and corporate objectives. We need to drive down our exposure to cost and increase our ability to create and maintain long-term income streams. We also need to ensure fair and transparent use of buildings, so that resources are better aligned to agreed service priorities. This may involve difficult decisions, as indeed will the wider transformation of the way the Council operates.

To achieve these aims and objectives, the Council recognises that the effective and efficient utilisation of its capital and property resources is key. This document demonstrates our efforts to meet the challenge of providing properties that will directly contribute to the delivery of good quality services to the community and other stakeholders in the Borough as well as support substantial and sustainable income streams that will support service delivery long-term. Good quality strategic asset management is therefore a basic and integral component of the drive for improvement and efficiency.

Many of our buildings are expensive to run, inflexible and either underused or overstretched. Reshaping the portfolio presents the chance to get this right and managing our estate on a commercially-informed basis means we have the potential to run our assets at a surplus, and this surplus will allow us to reinvest to raise standards and support service delivery; the realisation of a 'community dividend' from our property assets portfolio.

The challenges are pressing and demanding, but I believe that this SAMP will assist the Council in pursuing its aims for continuous improvement. We are embarking on an exciting chapter in the transformation of the Council's property portfolio that will benefit service users, staff and the residents of the borough for many years to come.



Councillor Mary Maguire
Cabinet Member for Finance & Procurement.



Sarah Cary, Executive Director, Place



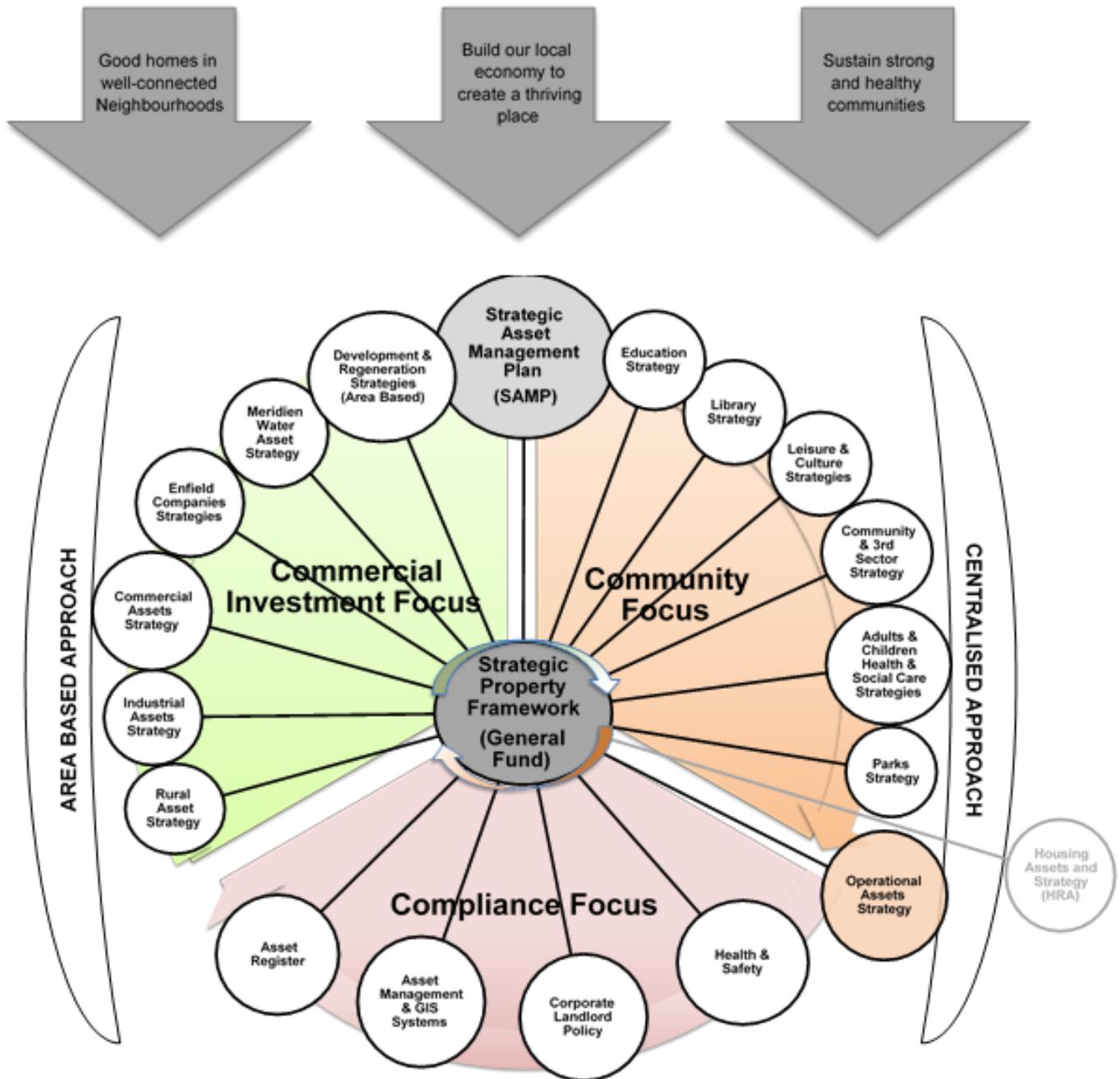
Mark Bradbury, Director Property & Economy, Place

We are delighted to have overseen the creation of Enfield's new Strategic Asset Management Plan, which aligns with our vision for Enfield's new Place directorate. This Plan will set the framework for the Council to deliver best practice in property asset management, following industry recommendations and guidance.

We look forward to putting the Plan into practice, providing a quality professional property service, which delivers an optimised property estate that will support the delivery of Council Services and drive better outcomes for the Council and Enfield residents.

Enfield is in a strong position, with c.£1billion of value in the Council's non-housing property portfolio of c.1100 property assets. This Plan sets out a strategic route map to increase income, optimise assets, achieve compliance and gain comprehensive systems for communicating our property information. The next 5 years covered by the Plan will be challenging, but we are excited to realise all the ambitions set out in it.

Strategic Property Framework



A property asset in the Commercial Focus category can have socio economic values just as a property asset within the Operational category can have commercial benefits.

The Strategic Asset Management Plan (SAMP) is the master document within the Strategic Property Framework, as outlined in the above diagram. The SAMP is directly influenced and created to deliver on the Council’s Corporate Objectives as set out in [Enfield’s Corporate Plan 2018-2022 - Creating a lifetime of opportunities in Enfield](#) :

THE PEOPLE AND THE PLACE - Delivering for everyone in Enfield over the next four years:

- Good homes in well-connected Neighbourhoods
- Sustain strong and healthy communities
- Build our local economy to create a thriving place

The Strategic Property Framework diagram above illustrates how a suite of strategies, policies, systems and information all feed into a holistic approach to the Council's General Fund Property Assets, focussed on the 3 core areas of **Compliance, Community and Commercial Investment**

The SAMP is a core document, written to cover the 5-year period between 2019/20 and 2023/24. It includes a high-level action plan for 1, 3 and 5+ years. It is expected that the SAMP will be reviewed and updated in 2023/24 to cover the following 5-year period in more detail.

The various strategies illustrated in the Strategic Property Framework Diagram above do not necessarily represent existing written documents, although where these do already exist, they are referenced in SECTION 1.4 of the full version of the SAMP. The diagram demonstrates the recognition for the current need for strategies and/or approaches to be created in all the areas mentioned, if they are not already in place. The framework diagram is meant to be viewed as flexible and constantly evolving as the needs of the Council and the business of its property assets evolve over time. The Framework and all it encompasses will be regularly reviewed on an annual basis in an Annual Business Report.

The full version of the SAMP includes performance targets (KPIs), linked to the Action Plan and these will be reported on annually in the Annual Business Report to the Council's Executive Management Team.

The SAMP together with the Capital Programme and Medium Term Financial Plan, support the delivery of the Council's corporate vision, aims and priorities. They also provide the basis against which the Council's property related decisions are to be made. The SAMP will help plan and manage property utilisation in support of Council initiatives and service delivery. It is based on a recognised framework for this type of document derived from CIPFA (Property).

The SAMP describes the Council's approach to management of its property assets. It is intended to provide the framework for decision-making across the Council's property estate, and shape delivery. The value of the c. 1,200 property assets included within this SAMP is c £1.01 billion (£934m general fund plus £79m HRA non-residential) and represents a means to drive investment and resources despite the significant pressures on public finances. The HRA residential housing stock has a further value of £670 million for the residential dwelling and social housing bringing the total property asset value to c. £1.68 billion¹.

By geographical area the Council own approximately 5800 acres which equals approximately 30% of the borough, excluding HRA residential housing stock

Core Principles:

The Core Principles are designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. It sets down the 'rules of behaviour' for the organisation, as far as property decision-making is concerned, to ensure that the strategy can be implemented.

Core Principles	
1.	Deliver best consideration for the Council's assets in accordance with s.123 Local Government Act 1972.
2.	Increase income from the Council's property assets (long term revenue streams preferred to one-off capital receipts)
3.	Reduce expenditure on the Council's property assets

¹ Asset Valuation in accordance with IFRS and CIPFA code of accounting practice and the RICS Valuation – The Global Standard 2017 (The Red Book)

4.	Optimise assets to meet the Council's corporate objectives: <ul style="list-style-type: none"> • Good homes in well-connected neighbourhoods. • Build our local economy to create a thriving place. • Sustain strong and healthy communities
5.	Consolidation of operational estate into a small number of strategic hubs. Quality not quantity.
6.	Provide quality modern operational buildings for staff and customers that will help the Council to deliver outstanding service to customers and attract and retain talented professional staff. Operational buildings should be efficient, attractive environments that are future-proofed, flexible and support agile working.
7.	Move towards eliminating all leased-in buildings and only occupy owned buildings for operational purposes.
8.	Release surplus operational estate for long-term revenue income and/or development
9.	Achieve 100% compliance (physical buildings and H&S)
10.	Consolidated and transparent single property budget , held by Property & Economy (ALL property income and expenditure is centralised – Services have any property cost codes/budgets removed and centralised)
11.	Account for full market rent for ALL buildings, including operational ones and take a % cut out of rental income to cover all property costs – maintenance, management, development, feasibility work etc. (including Strategic Property Services (SPS), Corporate Maintenance & Construction Team (CMCT) and Facilities Management Team (FM) resources)
12.	Support provision of a properly resourced, professional in-house property team that is an exemplar for other local authorities
13.	Hold a live Asset Register held in Asset Management and GIS Data Systems that are accurate, comprehensive, modernised, accessible, and transparent.
14.	Hold live Asset information that can be easily and simply reported/communicated and properly used to strategically optimise asset management as well as respond to enquiries from Members and the public
15.	No conflicts of interest to be created between Enfield Council and Council owned companies (Housing Gateway Ltd (HGL), Enfield Innovations Ltd (EIL), Independence and Wellbeing Enfield Ltd (IWEL) and Energetik).

With the recent introduction of the Council's new Corporate Landlord Policy, a core priority for the Council is to significantly strengthen the management of corporate assets and use this to ensure they are safe, compliant, and improve the quality and value for money of the service they can deliver. Section 2 of the full version of the SAMP describes the foundations of this change including more robust data and process, increased capacity and stronger governance and decision-making.

The final section of the full version of the SAMP describes, the approach to performance and risk management.

Asset Management

The Council's Operational Assets are the physical frame within which Service Delivery takes place. The Council's Commercial Investment Assets provide the Council with essential long-term income streams to support Service Delivery. Together, they have a £1.01 billion value and represent a means to drive investment and resources despite the increasing pressures on public finances.

Strengthening the management of all the Council's property assets is an important priority for the Council, providing greater assurance that they are safe and comply with statutory requirements as well as creating opportunities to improve the quality and value for money of the service they can deliver. The foundations of this change include more robust data and process, increased capacity and stronger governance and decision-making.

The Council continues to face unprecedented change to meet the short and medium-term pressures on public finances. The Council's assets have a fundamental role to play in achieving these challenges. This will require a new, more focussed and strategic approach across the Council's portfolio of assets, with a commercial outlook based on more robust evidence and better and more transparent decision-making.

Asset management is a systematic process of **acquiring, developing, operating, maintaining, upgrading and disposing of assets** in the most cost-effective manner. The broad objective of asset management is **to maximise property usage, value and investment returns**. This means **reducing expenditure** when possible, finding the most **consistent and highest sources of revenue**, and **mitigating liability and risk**, among other things.

- Supporting the delivery of **strategic goals and objectives through the use of property assets**
- Setting a **vision** of where you want to be, and mapping out the journey to that place
- Identifying **where value can be added** and **where investment is needed** to achieve objectives



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Key Milestones

The following sets out **key actions/milestones** for delivering the requirements within the SAMP. Individual and more detailed action plans will be produced where necessary for any significant project that materialises from the SAMP and subsequent strategies.

Implementation of this Action Plan will be overseen by Strategic Property Services and the Property Board.

Strategic Property Services will produce an Annual Business Report for the next 5 years for EMT and in consultation with the Cabinet Member for Finance & Procurement as part of their regular Cabinet Member briefings. The annual business report will include detailed reporting on performance against the 5-year Action Plan.

The Strategic Asset Management Plan will be reviewed and republished in 2024/25

✓ In Progress
✓ Complete

Action	Status
YEAR 1 - 2019/2020	
Continue to manage the Commercial Investment estate	✓
Design and implement new staff resource structure	✓
Creation of the New Asset Register including Categorisation of Assets in line with IFRS 16	✓
Phases 1 - 5 implementation of the Corporate Landlord Policy	✓
Develop Strategic Asset Management Plan (SAMP)	✓
Consolidation of Budgets	✓
Creation of Governance Structures	✓
Develop vacant sites strategy	✓
Scope and procure new Asset Management System (AMS) - Phase 1	✓
CIPFA Benchmarking	
Develop Commercial Investment Portfolio strategies (Rural Portfolio and Meridian Water Assets) - Phase 1	
Delivery of immediate Operational Assets projects (Phase 1) - John Wilkes House & Enfield Highway Carnegie Building	✓
Scope and procure new Geographical Information Systems (GIS) - Phase 1	
Development Projects - Phase 1	✓
YEAR 2 - 2020/2021	
Phases 6 & 7 implementation of Corporate Landlord Policy	
Procure and implement required professional service contracts	
Scope and procure new Geographical Information Systems (GIS) - Phase 2	
Develop Commercial Investment Portfolio strategies (Industrial & Retail Portfolio - Phase 2)	
Develop an Operational Assets Strategy - Phase 1	
Implement New Asset Management System and related management processes - Phase 2	
Review and Implement Market Rent as appropriate	
Development Projects - Phase 2	
YEAR 3 and 4 - 2021/2022 & 2022/2023	
Implement new GIS system (including public access) - Phase 3	
One Public Estate Programme	
Start to implement Operational Assets Strategy - Phase 2	
Development Projects - Phase 3	
YEAR 5 – 2023/2024 and beyond	
Ongoing Delivery of the Regeneration Scheme at Montagu Estate via Joint Venture	
Ongoing implementation of the Operational Assets Strategy - Phase 3	
Development Projects - Phase 4	

THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

MUNICIPAL YEAR 2019/2020

JULY 2019

- 1. Medium Term Financial Strategy 2020/21 to 2029/30** Fay Hammond

This will update Cabinet on the Medium Term Financial Strategy covering a 10 year period. **(Key decision – reference number 4924)**
- 2. Revenue Outturn Report 2018/19** Fay Hammond

This will update Cabinet on the final revenue outturn position for the financial year 2018/19. **(Key decision – reference number 4925)**
- 3. Capital Outturn Report 2018/19** Fay Hammond

This will update Cabinet on the final outturn position on the capital programme for 2018/19. **(Key decision – reference number 4923)**
- 4. Treasury Management Outturn Report 2018/19** Fay Hammond

This will update Cabinet on the performance of the Treasury Management function during 2018/19 and the key statistics for the year. **(Key decision – reference number 4926)**
- 5. Joyce Avenue and Snells Park Estate Regeneration** Sarah Cary

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**
- 6. Quarterly Corporate Performance Report** Fay Hammond

This will present the quarterly corporate performance report. (Non key)
- 7. Future Commissioning of the 0-19 Services** Tony Theodoulou

This will seek approval to the proposals for future commissioning arrangements for the 0-19 Service in Enfield. These commissioning arrangements will improve community health services for children and young people through a more flexible and integrated approach **(Key decision – reference number 4721)**

8. Reardon Court Redevelopment Tony Theodoulou

This will seek approval for further funding to capital programme due to increase in units. **(Key decision – reference number 4898)**

9. Reduction and Recycling Plan Sarah Cary

The Mayor of London's London Environment Strategy 2018 proposes that waste collection authorities should produce Reduction and Recycling Plans. The purpose of the plans is to draw out how, individually and collectively, boroughs propose to make a contribution to the London-wide strategy targets. **(Key decision – reference number 4887)**

10. Consultation on Changes to the Council Tax Reduction Scheme Fay Hammond

This will consider potential changes to the Council Tax Reduction Scheme. **(Key decision – reference number 4906)**

11. Housing Gateway Business Plan Fay Hammond

This will outline the planned activity and financial projections of the company's housing trading company, covering the period April 2019 – March 2022. **(Key decision – reference number 4929)**

12. Enfield Innovations Business Plan Fay Hammond

This will provide a summary of the planned activity and financial projections, including sale of completed properties, of the Council's regeneration trading company, covering the period April 2019 - March 2020. **(Key decision – reference number 4928)**

13. Independence and Wellbeing Enfield Business Plan Fay Hammond

This will provide a summary of the planned activity and financial projections of the Council's social care trading company, covering the period April 2019 – March 2022. **(Key decision – reference number 4927)**

SEPTEMBER 2019

1. Compulsory Purchase Order for the Redevelopment of The Montagu Industrial Estate Sarah Cary

This will seek approval of the Compulsory Purchase Order (CPO) and amended capital budget to cover the estimated CPO cost, demolition, remediation and on-going vacant property management as part of the Montagu Industrial Estate Redevelopment. **(Key decision – reference number 4873)**

2. **Quarterly Revenue Monitoring (including HRA) 2019/20 Quarter 1** Fay Hammond
(Key decision – reference number tbc)
3. **Quarterly Capital Monitoring 2019/20 Quarter 1** Fay Hammond
(Key decision – reference number tbc)
4. **Joint Health and Wellbeing Strategy** Tony Theodoulou
This joint strategy will set out how the local system will work together to improve the health and wellbeing of the local community and reduce health inequalities. **(Key decision – reference number 4852)**
5. **Parking Strategy** Sarah Cary
This will review all of the car parks controlled in the Borough. **(Key decision – reference number 4818)**
6. **Meridian Water Financial Review** Sarah Cary
This will provide an update for Members. **(Key decision – reference number 4469)**
7. **Internal Audit Shared Service for Enfield and Waltham Forest Councils** Ian Davis
The London Boroughs of Enfield and Waltham Forest propose to develop a shared service for Internal Audit and Anti-Fraud. This will set out the preferred model for implementation and seek Member approval. **(Key decision – reference number 4824)**
8. **Overview and Scrutiny Committee Work Programme 2019/2020** Ian Davis
This will present the Overview and Scrutiny Committee Work Programme 2019/20 for recommendation to Council. (Non key)
9. **Transition of Children Leaving Care Scrutiny Work Stream** Ian Davis
This will present the report of the Transition of Children Leaving Care Scrutiny Work Stream. (Non key)
10. **Meridian Water Employment Strategy** Sarah Cary
This will seek approval to the employment strategy for Meridian Water. **(Key decision – reference number 4881)**

11. Tranche 2a Investment Decision Fay Hammond

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

12. Alma Regeneration Review Sarah Cary

(Key decision – reference number tbc)

13. Meridian Water Compulsory Purchase Order (CPO) Sarah Cary

This will seek agreement to a compulsory purchase order to enable strategic infrastructure for Meridian Water. **(Key decision – reference number 4832)**

14. Update Strategy and Approach to Delivering Pupil Places Tony Theodoulou

This will provide an update on the school places strategy. **(Key decision – reference number 4893)**

OCTOBER 2019

NOVEMBER 2019

1. Housing Strategy Sarah Cary

This strategy will set out how the council will deliver an ambitious new approach to housing and good growth in Enfield. **(Key decision – reference number 4841)**

2. Preventing Homelessness Strategy Sarah Cary

This will set out how the council will help to prevent homelessness. **(Key decision – reference number 4809)**

DECEMBER 2019

1. Housing Allocations Scheme Sarah Cary

The allocations scheme will set out who can apply for affordable and social rented housing in Enfield, how applications are assessed and how the Council sets the priorities for who is housed. It also sets out other housing options, including private rented sector, intermediate rent and shared ownership. **(Key decision – reference number 4682)**

2. Temporary Accommodation Placement Policy Sarah Cary

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

TO BE ALLOCATED

1. Invest to Save in Solar Photovoltaics Fay Hammond

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

2. Travel Assistance Policy Tony Theodoulou

This policy will set out how the Council will identify and support those children and young people who need travel assistance to their school or setting and, provide it in a consistent, transparent and fair way. **(Key decision – reference number 4851)**

3. ICT and Digital Strategy Fay Hammond

This will seek approval of the ICT and Digital Strategy. **(Key decision – reference number 4680)**

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CABINET - 24.4.2019

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 24 APRIL 2019**

COUNCILLORS

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

Associate Cabinet Members (Non-Executive and Non-Voting): Dinah Barry (Enfield West), Ahmet Hasan (Enfield North), George Savva (Enfield South East)

ABSENT Guney Dogan (Cabinet Member for Environment),

OFFICERS: Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Interim Executive Director Resources), Joanne Drew (Director of Housing and Regeneration), Cidi Greenaway (Principal Regeneration Officer), Jayne Middleton-Albooye (Head of Legal Services), Jennifer Price (Principal Development Manager) and Andrea De Lucy (Press and New Media Officer) Jacqui Hurst (Secretary)

Also Attending: Councillors Derek Levy, Edward Smith, Gina Needs, Ian Barnes, Hass Yusuf, Lindsay Rawlings, Christine Hamilton, Glynis Vince, Alessandro Georgiou and Claire Stewart

1**APOLOGIES FOR ABSENCE**

There were no apologies for absence.

Apologies for lateness were received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Councillor Dinah Barry (Associate Cabinet Member – Enfield West) and Councillor George Savva (Associate Cabinet Member – Enfield South East).

2**DECLARATIONS OF INTEREST**

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

CABINET - 24.4.2019

**3
DEPUTATIONS**

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

**4
QUARTERLY CORPORATE PERFORMANCE REPORT**

Councillor Daniel Anderson (Deputy Leader of the Council) introduced the report of the Executive Director – Resources (No.211) presenting the quarterly Corporate Performance report.

NOTED

1. That the report presented the quarter three performance for 2018/19 in comparison to the Council's performance in quarter three in 2017/18.
2. That Appendix 2 of the report provided an ongoing commentary on areas of specific concern; Officers had been asked to provide an action plan with delivery timeframes to demonstrate what was being done in each service area to address underperformance. Members noted the information provided and the improvement actions proposed in relation to Planning Applications; Homelessness; Complaints, Freedom of Information Requests and Members' enquiries; and, Sickness Absence. Members noted and discussed the specific actions in relation to each of the areas and the work being undertaken to assess and meet the challenges being faced.
3. In relation to Homelessness, Members were advised of the grant funding that the Council had received to help address and reduce homelessness in the Borough, as detailed in the report.
4. A discussion followed on the performance indicators as set out in Appendix 1 of the report with points of clarification raised by Members on specific issues.
5. Members discussed the Housing and Council Homes indicators; the good work being undertaken was noted together with the further improvements being sought on a range of complex issues including rent arrears, homelessness and responsive repairs. Members were encouraged by the indicators regarding responsive repairs; the significant numbers involved were acknowledged. The delays that were sometimes experienced by individual tenants was noted; these were often highlighted through Ward Councillors casework. Members were not complacent and stated the importance of responding to and addressing such issues on a case by case basis. Members were pleased to note the positive introduction of the Council's MOT responsive repairs service. The aims of the service were reiterated and Members noted the

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importance of ensuring that the needs of vulnerable people in the Borough were being met.

6. The importance of housing in a good state of repair in relation to public health was highlighted. The repairs service was valuable in not only addressing housing issues but highlighting any vulnerable residents who required additional support from the Council. This information was fed through to the relevant Council department for appropriate action.
7. The provision of decent homes was a Council priority and the actions being progressed were noted.
8. Councillor Achilleas Georgiou (Cabinet Member for Children's Services) took this opportunity to highlight the positive outcome of a recent Ofsted inspection in Enfield with Children's Services being judged to be "good" in all areas and "outstanding" in some. This was the most positive outcome that Enfield Council had ever achieved following an inspection of Children's Services. This confirmed Enfield's position within the top third of local authorities for performance in this area, despite the significant financial challenges and increasing pressures being experienced. Members expressed their thanks and appreciation to Officers for this significant achievement. The Council was not complacent and would continue to strive for further improvements. A detailed report would be presented to a future Cabinet meeting.
9. In relation to the Ofsted inspection, Councillor Georgiou had corresponded with the Government's Children's Minister who had offered their congratulations to Enfield Council. Enfield had offered its assistance to other local authorities as part of the "Partners in Practice" improvement programme. Enfield was in a good position to support other local authorities. Councillor Caliskan (Leader of the Council) reiterated the significance of this positive achievement and expressed thanks to Officers across the Council.
10. The positive indicators relating to leisure services and physical activity; this was significant at a time of the obesity issues being experienced nationally. Thanks were expressed to the Officers involved in this area of work.

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

DECISION: The Cabinet agreed to note, for information only, the progress being made towards achieving the identified key priorities for Enfield.

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

(Non key)

5

CUSTOM BUILD PROGRAMME IN ENFIELD – SITES DISPOSAL

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director – Place (No.212) seeking approval to the disposal of the sites identified for the delivery of the Custom Build Homes Scheme in Enfield.

NOTED

1. That Report No.215 also referred as detailed in Minute No.14 below.
2. A correction to the table detailed in paragraph 3.31 of the report, which should contain 15 sites, not 16 as stated. The Ingersoll Road Garages had been included twice.
3. That this was a pilot scheme funded by the GLA which enabled the development of difficult garage and car parking sites into homes that could be self-finished by local first-time buyers at a market discount. Through the scheme the Council partnered with a not-for-profit developer to assemble and sell land for homes, pending planning obtained by the developer.
4. That disposal of these sites had previously been approved in 2016, however a new Cabinet approval was required to agree a change from a leasehold model to a full sale model as a result of a change in government policy since the original model had been proposed.
5. The detail of the scheme set out in full in the report. Restrictive covenants would be put in place regarding sale and purchase of the properties as outlined in the report and Heads of Terms.
6. That it was proposed to proceed with 7 sites immediately.
7. The background to the developer, Naked House Community Builders which was supported by the GLA. There were currently no other providers and funders in the market for this pilot scheme. This was an important and exciting scheme in supporting the Council's priority of providing more affordable housing within the Borough.

Alternative Options Considered: NOTED, the alternative options that had been considered as detailed in section 4 of the report and including: Do nothing; disposal of the sites at full market value on the open market; direct development of the sites for new housing by the Council; work with Housing Gateway or Enfield Innovations to deliver the scheme; and, bring the sites back into use as garages or parking areas.

DECISION: The Cabinet agreed to

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1. The disposal of sites listed in the report on a freehold basis to Naked House Community Builders (CIC); based on affordable housing site valuations; with appropriate agreements and restrictive covenants to enable affordable custom build development of the sites.
2. Delegate to the Director of Housing and Regeneration, in consultation with the Cabinet Member for Housing, the authority to add or adjust the list of sites for participation in the scheme.
3. The appropriation of the sites agreed with Naked House for planning purposes, subject to the Developer entering into an indemnity to cover the Council's costs.
4. Delegate authority to the Director of Law and Governance to seek the Secretary of State's consent for the disposal of the sites.
5. Delegate authority to the Director of Housing and Regeneration, in consultation with the Cabinet Member for Housing, to finalise the eligibility policy for Custom Build Homes which aligns with the Council's Draft Intermediate Housing Policy.
6. Delegate to the Director of Housing and Regeneration, in consultation with the Cabinet Member for Housing; and the Director of Law and Governance, authority to finalise the commercial terms including the final disposal price to enable the disposals to be completed.

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

(Key decision – reference number 4613)

6

MERIDIAN WATER – MERIDIAN ONE DEVELOPER PROCUREMENT

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.213) seeking approval to enter into a development agreement with the highest scoring bidder to develop the site in accordance with the terms of the procurement.

NOTED

1. That Report No.216 also referred as detailed in Minute No.15 below.
2. The background to the proposals as outlined in the report. In July 2018 the Cabinet had agreed to bring forward three early sites from the Meridian Water project for development. The first of these three sites was Phase 1 at Willoughby Lane which already had the benefit of an outline planning consent for 725 residential units.

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3. That Cabinet had agreed to the procurement of developers to deliver Meridian One using the London Development Panel. The report detailed the procurement processes followed and the results of the evaluation. The report recommended that the Council enter into a Development Agreement with the highest scoring bidder to develop the site in accordance with the terms of the procurement. The specific requirements that had been required by the Council as part of the procurement process were noted.
4. The community engagement events in the local area that had been held to date and, those to take place in the future.
5. The further required discussions and negotiations that would take place with the chosen developer, as outlined in the report.
6. In response to questions raised, the volume and timing of the provision of affordable housing as part of this phase of the development was discussed and explained to Members in detail. This included the provision of affordable rented units.
7. Councillor Caliskan (Leader of the Council) expressed her thanks and appreciation to colleagues and officers for the significant amount of work that had been undertaken over the last 12 months, and previously. The current administration had been very clear on its priorities and vision for the Meridian Water development and had been pleased with the interest received from potential developers.

Alternative Options Considered: NOTED, the detailed alternative options that had been considered as set out in section 4 of the report including: end current procurement and re-procure; end current procurement and the Council self-deliver; and, end current procurement and sell land.

DECISION: The Cabinet agreed to

1. Approve the selection of Bidder A as the Preferred Developer and authorise the Programme Director – Meridian Water (In consultation with the Director of Law and Governance and the Director of Finance) to enter into a Development Agreement and ancillary documents for Meridian One.
2. Prior to signing the Development Agreement authorise the Executive Director – Place (in consultation with the Director of Law and Governance and Director of Finance) as far as was permitted to enter into discussions with Bidder A to secure up to 50% affordable housing with the Council retaining at least 75 affordable rented units on the site.
3. That at the conclusion of the discussions referred to above, authority be delegated to the Leader (in consultation with the Executive Director – Place, the Director of Law and Governance and Director of Finance) to confirm the level of affordable housing for inclusion in the

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Development Agreement which must fall within a range of 35%-50% in addition to the Council retaining at least 75 affordable rented units.

4. Subject to the above negotiations being concluded and valuation advice being finalised to delegate authority to:
 - (a) The Cabinet Member for Finance and Procurement to approve the valuation of the retained affordable rented units to be appropriated to the Housing Revenue Account and the necessary accounting adjustments between the General Fund and the Housing Revenue Account; and
 - (b) The Cabinet Member for Housing to approve the appropriation of the retained affordable rented units to the Housing Revenue Account.
5. Approve the addition, subject to the agreement of the Preferred Developer, of an option in the Development Agreement for the Council to buy-back any remaining unsold residential units prior to the Developer marketing them overseas which they were only permitted to do 12 months after the completion of the homes.
6. In the event that the Developer discharges the Planning Condition but the Council fails to discharge any of its Conditions Precedent by the long stop date, and the Development Agreement was consequently terminated, approve the payment by the Council to the Developer a fair value for the intellectual property rights of any work conducted by the developer related to the reserved matters planning consent.
7. Approve the Council underwriting any potential Carbon Off-Setting costs under the terms of any planning consent for all future phases as detailed in the report until such time as Energetik connects to the low-carbon supply.
8. Delegate authority to the Executive Director – Place, in consultation with the Director of Law and Governance, to enter into a purchase agreement for the Pressure Reduction Station (PRS) land from National Grid on the terms set out in the report subject to a satisfactory Red Book valuation and business case.

Reason: Recommendation to enter into Development Agreement with Bidder A on the terms offered: Acceptable land value offered; timely delivery of homes; quality design of housing and social infrastructure in lien with Meridian Water vision; setting benchmark for continue development of Meridian Water, maintaining market confidence in the Council and the scheme.

(Key decision – reference number 4864)

7

CABINET AGENDA PLANNING - FUTURE ITEMS

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

**8
MINUTES**

AGREED, that the minutes of the previous meeting of the Cabinet held on 12 March 2019 be confirmed and signed by the Chair as a correct record.

**9
MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE**

NOTED, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 26 March 2019.

**10
MINUTES OF SHAREHOLDER BOARD**

NOTED, for information, the minutes of a meeting of the Shareholder Board held on 2 April 2019.

**11
DATE OF NEXT MEETING**

NOTED, that this was the last scheduled meeting of Cabinet in the current municipal year. The Council's calendar of meetings for the new municipal year was due to be agreed at the Annual Council meeting in May 2019.

**12
EXCLUSION OF THE PRESS AND PUBLIC**

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

**13
CUSTOM BUILD PROGRAMME IN ENFIELD - SITES DISPOSAL**

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director – Place (No.215).

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NOTED

1. That Report No.212 also referred as detailed in Minute No.5 above.
2. The financial implications and draft Heads of Terms as detailed in section 6 and Appendix 1 of the report.
3. A detailed discussion followed on the financial implications of the proposals and the Heads of Terms, including the restrictive covenants to be included.
4. Members supported the proposals and recommendations for going forward as set out in the report and in Report No.212, detailed in Minute No.5 above.

Alternative Options Considered: As detailed in Report No.212, Minute No.5 above referred.

DECISION: The Cabinet agreed to

1. Note the financial implications detailed in paragraph 6.1 of the report.
2. Note the Draft Heads of Terms detailed in Appendix 1 of the report.
3. Approve the recommendations detailed in Report No.212, Minute No.5 above referred.

Reason: As detailed in Report No.212, Minute No.5 above referred.
(Key decision – reference number 4613)

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MERIDIAN WATER - MERIDIAN ONE DEVELOPER PROCUREMENT

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.216).

NOTED

1. That Report No.213 also referred as detailed in Minute No.6 above.
2. The identity of Bidder A as detailed in the report. The report provided further exempt information on the developer procurement process and results.
3. Members discussed the proposals in detail and Officers provided clarification on issues raised and, reassurances on going forward. Further on-going discussions would take place with the approved

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developer on various aspects of the development as set out in the report.

4. The background to and due diligence undertaken in respect of the Preferred Bidder including the expertise that had been sought from external advisers to the Council. The proposals for going forward were outlined in detail at the meeting and reassurances provided by Officers in response to questions raised.
5. The detailed business model for the phase one development and mixture of housing to be provided in relation to sale and rental and, affordable housing provision.
6. The support and involvement of the GLA development panel.
7. The advantages of following a phased development approach to the Meridian Water sites.
8. The detailed financial and legal implications and key risks as set out in the report. A discussion took place on the key risks and mitigation measures outlined.
9. In conclusion, following a detailed discussion and reassurances provided, Members reiterated their support of the selection of Bidder A (Minute No.6 above also referred).

Alternative Options Considered: NOTED, the alternative options that had been considered as set out in Report No.213, Minute No. 6 above referred.

DECISION: The Cabinet

1. Agreed the recommendations as set out in Report No.213, Minute No.6 above referred.
2. Noted the identity of Bidder A as detailed in recommendation 2.2 of the report.

Reason: NOTED the reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4864)