

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Thursday, 9 March 2023 at 7.00 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

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Councillors : Margaret Greer (Chair), Bektas Ozer (Vice-Chair), Maria Alexandrou, Nawshad Ali, Elif Erbil, James Hockney, Mohammad Islam and Michael Rye OBE

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

Enfield Youth Parliament Co-optees (2)  
Support Officer – Marie Lowe (Governance & Scrutiny Officer)

## **AGENDA – PART 1**

### **1. WELCOME & APOLOGIES**

### **2. DECLARATIONS OF INTEREST**

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

### **3. MINUTES OF PREVIOUS MEETINGS (Pages 1 - 10)**

To approve the minutes of the meetings held on 31 January 2023 and 9 February 2023 as a true and correct record.

### **4. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 11 - 14)**

To note the Overview and Scrutiny Committee Work Programme 2022/23.

### **5. DATES OF FUTURE MEETINGS**

To note that the next business meetings of the Overview and Scrutiny Committee will be held at 7pm on Thursday, 20 April 2023.

**6. DECISION CALLED-IN - KD 3432 - DISPOSAL OF SURPLUS OR UNDER PERFORMING ASSETS - 1 GROVELANDS COTTAGE, 273 THE RIDGEWAY AND 31 CECIL ROAD CALL-IN REPORT (Pages 15 - 18)**

To review the decision of the Director of Development taken on 9 February 2023 as a result of the matter having been called-in.

**6.1 REASONS FOR CALL-IN - KD 3432 3432, Disposal of Surplus or Under Performing Assets - 1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road (Pages 19 - 22)**

The reasons for call-in received from seven Members of the Council.

**6.2 RESPONSE TO REASONS FOR CALL-IN - KD 3432 - Disposal of Surplus or Under Performing Assets - 1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road (Pages 23 - 26)**

The response to the reasons for call-in.

**6.3 ORIGINAL DECISION OF CALL-IN - KD 3432 - Disposal of Surplus or Under Performing Assets - 1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road (Pages 27 - 34)**

The original decision documents.

(This item will contain 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.)

**7. REVIEW OF LEISURE PROVISION IN THE BOROUGH - ITEM DEFERRED TO 20 APRIL 2023 (Pages 35 - 42)**

To review the current and future leisure provision in the Borough.

(This item will contain 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.)

**8. MERIDIAN WATER UPDATE (To Follow)**

An update on Meridian Water to be provided by the Director of Development.

(This item will contain 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.)

**9. AGENDA - PART TWO**

**10. EXCLUSION OF THE PRESS AND PUBLIC**

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

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

**11. ORIGINAL DECISION CALL-IN - KD 3432 - DISPOSAL OF SURPLUS OR UNDER PERFORMING ASSETS - 1 GROVELANDS COTTAGE, 273 THE RIDGEWAY AND 31 CECIL ROAD (Pages 43 - 46)**

Item 6.3 above refers.

**12. REVIEW OF LEISURE PROVISION IN THE BOROUGH - ITEM DEFERRED TO 20 APRIL 2023 (Pages 47 - 52)**

Item 7 above refers.

**13. MERIDIAN WATER UPDATE (To Follow)**

Item 8 above refers.

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## OVERVIEW &amp; SCRUTINY COMMITTEE - 31.1.2023

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON TUESDAY, 31 JANUARY 2023****COUNCILLORS**

**PRESENT** (Chair) Margaret Greer, (Vice Chair) Bektas Ozer, Maria Alexandrou, Nawshad Ali, Elif Erbil, James Hockney, Mohammad Islam and Michael Rye OBE

**ABSENT**

**STATUTORY CO-OPTTEES:** *1 vacancy (Church of England diocese representative), vacancy (other faiths/denominations representative), vacancy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor representative) - Italics Denotes absence*

**OFFICERS:** Ian Davies (Chief Executive), Brett Leahy (Director, Planning and Growth), Shaun Rogan (Head of Corporate Strategy), Sarah Gilroy (Strategy and Policy Manager) and Marie Lowe (Governance and Scrutiny Officer)

**Also Attending:** Councillor Nesil Caliskan (Leader of the Council) Councillor Susan Erbil (Cabinet Member, Licensing, Planning & Regulatory Services) and Councillor Alessandro Georgiou

**1****WELCOME & APOLOGIES**

The Chair welcomed everyone to the meeting.

The Committee **AGREED** with the Chair's proposal that the order of the items be changed. Item 5 - Planning Service Response Times would be taken as Item 4, followed by the Draft Council Plan 2023-26. PowerPoint Presentations would be made for both items, copies of which had been made available to the Committee and published on the Council's website.

No apologies for absence had been received.

**2****DECLARATIONS OF INTEREST**

There were no declarations of interest made at the meeting.

**3****MINUTES OF PREVIOUS MEETING**

**AGREED** the minutes of the Overview and Scrutiny Committee meeting held on 15 December 2022 be confirmed as a correct record.

## OVERVIEW &amp; SCRUTINY COMMITTEE - 31.1.2023

## 4

**COUNCIL PLAN 2023-26**

The Leader of the Council introduced the report which presented the draft Council Plan 2023-26: *Investing in Enfield*, together with a PowerPoint Presentation, which set out the Council Plan Framework, investing in Enfield, together with the priorities, principles and future outcomes to the Committee for discussion prior to approval of the final Plan by Council scheduled for February 2023.

The Head of Corporate Strategy explained that the new draft Council Plan 2023-26: *Investing in Enfield* set out the Council's strategic direction and priorities for the next three years. The plan set out five overarching priorities; five principles; and six future outcomes that the Council would be working towards. The Plan would be used to inform and guide staff across the organisation on the Council vision and priorities and would be available online for all the Council's stakeholders and partners to learn more about the Council and its goals.

The Chief Executive advised Members that the Council Plan would provide staff with an understanding of their role within the organisation and the reasons for undertaking their duties and responsibilities. The Corporate Plan would be informed by the Annual Service Plans, which would be circulated to the Committee. New corporate performance scorecards for 2023/24 onwards in line with the priorities set out in the Plan were to be created, which would track the Council's performance and progress in delivering the five new priorities

**ACTION:** Governance

Responding to questions from the Committee, the Leader explained to enable an economy that worked for everyone, a swift economic response to the current economic climate which had been built into the Council Plan. There had been two fundamental steps to ensure this; the Council had made it a fundamental priority to reflect on the previous four years, reviewing the organisation, its capacity and reviewing its position four years ago. Regeneration programme, across the Borough, including homes, was very focused and the Administration were confident that it would deliver the five priorities. The Administration recognised that 'an economy that works for everyone' had a direct impact on the life chances and ability to get on in life of all the residents in the Borough. The Council could not do this alone and was exploring opportunities Pan-London and with local and regional partner organisations. Examples of the Greater London Authority and the private sector housing providers.

The Chief Executive acknowledged that the local Planning Service was very important to the whole community. Effective planning data was crucial to the economy and the Business Rates collected by the Council to generate income. The economic development of the five distinct town centres in the Borough was very important, with a focus on the strengths, together with funding to improve economical transport.

**OVERVIEW & SCRUTINY COMMITTEE - 31.1.2023**

The Leader and Chief Executive, responding to questions about the Lido listed in the manifesto pledges, advised that options had been identified with regards to the location, development of a business case and costs. The costs had been included in the Medium-Term Financial Plan (MTFP). In addition to this, a potential developer had been identified who wished to build in the Borough, however there was little more which could be shared at this stage due to the commercially sensitive information.

With regards to levelling-up, the Leader confirmed that the Council would bid on all available funding, which it was recognised that Enfield needed.

The Chief Executive advised that the North London Waste Authority, following a peer review, wanted to engage with the Council regarding Enfield's recycling rates. It was reported that Enfield's contamination rate was better than the industry average. The Council wanted to explore, in line with the Mayor of London, recycling rates for flats and housing estates.

With regard to the leisure provision in the Borough, the Chief Executive advised that the whole sector was finding it very challenging across the country. It was a very difficult situation all round. However, the Council would be looking at the wider context, not just provision at leisure centres but the use of other facilities around the Borough, including the use of indoor and outdoor facilities. This would be to provide wider access to sports facilities a range of activities.

Members expressed the view that the leisure offer to the residents was unsatisfactory and that many residents could not afford the subscription to private leisure providers and that a joined-up strategy across the Borough was essential for residents' health and wellbeing. This was linked to the active travel programme, where encouragement should be given to the use of bicycles on footpaths, or shared footpaths and in the parks. Walking and cycling were preventative measures to obesity and ill health and improved the health and wellbeing of residents. Access to leisure facilities was crucial to this.

The Leader confirmed that there would be a joint strategy for leisure, including safer travel, the role of private providers and schools and parks. The Chief Executive concurred and added it would be necessary to carry out a review to ascertain how residents would travel to and between parks and open spaces, together with, and investigation of, the quality and potential income of / from the provision of outdoor sports facilities. Good quality outdoor provision would offer outdoor sports opportunities. Another area to be reviewed under the leisure strategy were the disability offer, which were there but not well developed.

The Chair commented that the role and place of leisure in the Borough needed further consideration not just active travel.

## OVERVIEW & SCRUTINY COMMITTEE - 31.1.2023

Referring to the possible use of the Vickers Lane Tennis courts by a Club, the Leader and the Chief Executive asked Councillor Alexandrou to contact them outside of the meeting to discuss.

The Leader and Chief Executive reassured Members that there was a plan to invest and improve the front of house facilities and provision, with regard to digital services and the website offer for those customers who found access difficult. It was recognised that there were a number of groups in the community who did not engage in this area and Digital Services at the Council were reviewing the website and its use and accessibility. Scrutiny Members would be asked to be involved in a working group to share their experiences.

**ACTION:** Digital Services

The Leader and Chief Executive both confirmed that it was essential that the Council involved young people in all decisions taken, and in particular in regard to those which have a direct impact all the young people in the Borough and on an individual basis. The Council must engage with the young people who were a focus for future investment. The Council was working to identify how the voices of the young people were heard and listened to.

A Member requested that consideration be given at the work planning meeting to the addition of school streets to the Committee's 2023/24 work programme and details of the project plan for the improvement to the Council's housing stock be circulated to the Committee.

**ACTION:** Governance/ Director of Housing and Regeneration

The Leader endorsed the view that Enfield's Scrutiny held the Administration to account and linked the work programmes to the Council Plan, Strategies and Policies, and that all staff at the Council should be able to identify which of the Council priorities their area of work related to and if unclear were to question this.

**AGREED** that the discussion and feedback of the Overview and Scrutiny Committee on the Council Plan 2023-26: *Investing in Enfield* prior to approval of the final Plan by Council scheduled for February 2023 be noted and incorporated/forwarded to Council.

**ACTION:** Governance

## 5

### PLANNING SERVICE RESPONSE TIMES

The Director, Planning and Growth's report and accompanying presentation on improving customer experience in planning and eliminating the planning applications backlog made at the meeting detailed the short-term plan to address the shortfall in the capacity of the planning applications service and set out the business case to improve Development Management in the Planning Department.

**ACTION:** Governance and Scrutiny Officer



### OVERVIEW & SCRUTINY COMMITTEE - 31.1.2023

The Cabinet Member, Licensing, Planning and Regulatory Services emphasised the necessity and importance that the Planning Department changed in the way in which it worked presently and to make the appropriate changes. The plan would allow the Department to clear the current backlog of planning applications and to improve the professionalism and productivity of the Department for the benefit of residents, businesses, and Officers.

In response to questions from Members of the Committee, the Cabinet Member, Licensing, Planning and Regulatory Services confirmed that the recruitment of the additional Planning Officers had begun. There was already one person in post, with five positions to fill. Several applications for the positions had been received that week, with interviews planned. It was crucial to the implementation and success of the plan that the additional Planning Officers were recruited. On completion of the recruitment exercise, daily monitoring of the work of the Team and progress made would take place.

The Director, Planning and Growth acknowledged that Planning was a difficult to recruit area across the sector nationally. There were many challenges, not least the pandemic and economy. However, the Leader and Cabinet Member, together with senior management were alive to the risk should the recruitment exercise not be successful. The plan included a change in the culture and leadership of the Planning Service, which would be implemented immediately and would remain in place. Officers in the Planning Service wanted and needed to make the changes, which would give ownership and empowerment to Officer's with the provision of sustainable workloads. Officers had been seeking this resolution for some time, as the current situation did not allow room for them to exercise their professionalism and provide the service they wished to provide. The plan would also respond to customer needs and would hold the Council to account. There were many significant applications expected in the near future and the Council needed have the infrastructure, policies and procedures in place to deal with these effectively and professionally.

The Cabinet Member, Licensing, Planning and Regulatory Services confirmed that the Planning Service and Planning Officers were very positive and welcomed the proposal. They wanted to change and wanted to see the changes implemented.

The Committee welcomed the changes and expressed the view that it was important to involve councillors, who were aware of the current situation and, from queries received from residents the impact. At the end of the six-month period, it was imperative that the improvements continued. Members recognised that the improvements would allow additional and thorough checks to be in place and the identification and investigation of contraventions to planning approval and, where appropriate, allow enforcement action to be taken. The view was expressed that the backlog of the planning applications was the cause of the symptoms, which needed to be addressed.

**OVERVIEW & SCRUTINY COMMITTEE - 31.1.2023**

The Chair, on behalf Members requested that an update on the implementation of the changes be brought to the Committee and the work programme be noted.

**ACTION:** Director, Planning and Growth / Governance

**AGREED** that:

1. The next steps to hire six additional temporary planners for six months and create a Decision-Manager-level role to drive and embed process to increase productivity to remove the backlog of planning applications and to adopt a more effective and efficient form of working which met customers' needs in the Council's Planning Service be noted; and
2. An update report on the progress of the implementation of the plan be brought to the Committee at the appropriate time.

**6**

**OVERVIEW AND SCRUTINY WORK PROGRAMME**

**AGREED** that the Overview and Scrutiny Committee work programme be noted that the Fly Tipping item to be moved from the meeting of 9 March 2023 to a future meeting.

**7**

**DATES OF FUTURE MEETINGS**

**NOTED** that the next business meeting of Overview and Scrutiny Committee was scheduled to take place on **Thursday, 9 March 2023** at 7pm at the Civic Centre.

**OVERVIEW & SCRUTINY COMMITTEE - 9.2.2023**

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 9 FEBRUARY 2023**

**COUNCILLORS**

**PRESENT** (Chair) Margaret Greer, (Vice-Chair) Bektas Ozer, Maria Alexandrou, Nawshad Ali, Elif Erbil, James Hockney, Mohammad Islam, Michael Rye OBE and Ergin Erbil (Deputy Leader of the Council)

**OFFICERS:** Ian Davis (Chief Executive's Department), Dudu Sher-Arami (People Department), Heather Littler (Resources Department), Rachel Gibson (Resources Department), Simon Pollock (Resources Department), Harriet Potemkin (Head of Policy and Strategy), Sally Sanders (Head of Service Assessment), Karen Lucas (Head of Housing Management) and Tinu Olowe (Chief Executive's Department) and Robyn McLintock (Secretary)

**1**

**WELCOME & APOLOGIES**

The Chair welcomed everyone to the meeting and introductions were made.

Apologies for lateness were received from Cllr Ergin Erbil and Ian Davis.

A one minute silence was held for the victims of the Earthquakes across Turkey and Syria.

**2**

**DECLARATIONS OF INTEREST**

There were none received.

**3**

**MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting held on 16 January 2023 were AGREED.

NOTED the actions to be circulated to the committee.

**4**

**EQUALITIES WITH A FOCUS ON THE REDUCTION OF INEQUALITIES  
ACROSS THE BOROUGH**

**OVERVIEW & SCRUTINY COMMITTEE - 9.2.2023**

Councillor Ergin Erbil, Deputy Leader of the Council introduced the item by thanking Officers for their hard work including the work of everyone on the Equalities Board.

Harriet Potemkin, Head of Policy and Strategy presented the report and summarised how the Council is meeting the requirements of the Public Sector Equality Duty and how it is delivering on the Councils equality and diversity policy.

Members noted that Enfield are going above statutory duties under the 2010 Equality Act. Fairer Enfield was developed during the pandemic which sets out work in the community and explains the expectations of the workforce.

In response to questions from Members, Officers confirmed a Children's Services specialist case worker is already in place and are taking referrals from primary care and GP's.

In response to comments from Members, the Deputy Leader and Chair of the Equalities Board explained the board brings together key stakeholders including father representatives, Age UK Enfield and LGBTQ+ representatives. The report highlights clear points on where a difference has been made and how inequalities have been tackled.

Officers noted the Members suggestion to make reports more transparent.

Members raised concerns on youth violence in the borough and the need to work more closely with key stakeholders. Officers explained a comprehensive report had gone to Crime Scrutiny Panel in December 2022, which is published on the website and available for all members to view, which details a programme of work which is address youth violence.

Following Members questions on food pantries, Officers explained that there are 2 local authority pantries in the Edmonton Library and Enfield Town Library. Users usually visit for a fixed period and are supported during this, including help with work opportunities. They are funded through council resources, the equalities fund and DWP housing fund.

Officers explained that they are tackling inequalities at GP services but working on the black health improvement project which involves training on an anti-racist approach. Work is also being done to make it easier for the homeless and gypsy community to access GP services.

**ACTION: Invite Cllr Gina Needs Cabinet Member to a OSC meeting to discuss Community Safety and strategies being used to reduce youth violence.**

**OVERVIEW & SCRUTINY COMMITTEE - 9.2.2023**

**IMPACT OF THE COST OF LIVING INCREASES ON RESIDENTS IN ENFIELD**

Cheryl Headon (Head of Schools Traded Services), Sally Sanders (Head of Financial Assessment, Karen Lucas (Head of Housing Management) and Simon Pollock (Interim Director of Customer Experience) presented this item highlighting key points from the presentation.

Cllr Ergin Ebril highlighted that the cost of living crisis has had a worse impact on the residents of Enfield than Covid-19. Many residents are left unable to heat their homes or feed their children and this is unlikely to end any time soon.

Following a query from Members about the Household Support fund, the Officers explained they are awaiting confirmation for more information on funding. There is speculation that rather be given 6 monthly, it will be yearly. This will help to have proactive solutions rather than reactive.

In response to Members questions, Officers explained that the best way to prevent homelessness where possible is early intervention prevention. The cost of renting in the private sector in the borough is an issue and it will be some time before we see it go down steadily.

Officers explained that the community hubs allow them to find out what people's needs are, if necessary, they can then refer them onto the relevant areas of assistance.

Cllr Ergin Erbil explained that the Local Housing Allowance that the government sets as the maximum help with rent within housing benefit and Universal Credit is not rising which is contributing to the huge strain on private renters. He explained they are continuing to pose questions on this to central government.

Members commented that they compliment the Council on its response to the cost of living crisis.

In response to Member's query on the definition of an overcrowded home, Officers explained that the law has 2 definitions which include the number of people in a home, babies under 12 months are not accounted and children under 10 are counted as half. They also look at the number of bedrooms and living space available. The second looks at the size of the rooms. There is a trend of multi-generational families in properties due to cultural trends.

**ACTION:** Officers to provide a written response on how affective the £100k spent on bed blocking has been for getting people who are in hospital effectively discharged.

Following a question from Members, Officers clarified that they work closely with Citizens Advice and Job Centre Plus to discuss new ideas and new ways of doing things.

**OVERVIEW & SCRUTINY COMMITTEE - 9.2.2023**

In response to Members query, officers clarified that the council tax support hardship scheme is funded by Enfield. It usually costs around £450k a year, this year we will spend closer to £470k as the need has gone up. Next year around £600k will be allocated to the scheme. Cllr Ergin Ebril elaborated to explain that the proposed Council Tax Support Scheme changed for 23/24 is more equitable and schemes are being review to meet budget requirements.

In response to members questions on Council Tax, Business Rates and rent collection including short breaks in payments and extended payment dates, officers confirmed they have around 3500 people in temporary accommodation and around 10,000 in council homes. Officers work with tenants to help them to keep on track. There are around 5 residents per month who move into smaller housing which is more suitable for them as this results in lower rent and bills. They are not forced into a property which is too small for them, as an example someone who has been in a 4 bed home could be moved into a 2 bed home. A grant is provided to them and an Officer works with them to help them find a suitable property.

**6**

**2022-23 OVERVIEW AND SCRUTINY WORK PROGRAMME**

**AGREED** that the Overview and Scrutiny Committee work programme be noted.

**7**

**DATES OF FUTURE MEETINGS**

**NOTED** that the next meeting of the Overview and Scrutiny Committee is scheduled on Thursday 9<sup>th</sup> March 2023.

## 2022- 2023 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/Director	Reason for proposal	Other Committee/ Cabinet/Council approvals?
<b>23 July 2022</b>	Work Planning					
<b>29 September 2022</b>	Scrutiny Annual Work Programmes 2022/23	Marie Lowe	Cllr Greer	Terry Osborne	The Committee will note and agree the work programmes for the scrutiny panels for approval at Council	Cabinet 14 <sup>th</sup> Sept Council 12 <sup>th</sup> Oct
	MEQ and Complaints -	Eleanor Brown	Cllr Ergin Erbil	Fay Hammond	Update to members following implementation of the new MEQ system	
<b>10 November 2022</b>	Regulatory Changes to Local Government	Joanne Drew	Leader of the Council – Cllr Nesil Caliskan	Joanne Drew Tony Theodoulou/ Director of Health and Adult Social Care	Priority presented to the panel and agreed to be on the work programme.	
	Grenfell Tower Inquiry to review the impact on Enfield's structures and fire safety.	Joanne Drew	Cllr Savva	Sarah Cary	The Panel felt this was a priority following the Grenfell review	
<b>16 January 2023</b>	Budget consultation for members of the Committee	James Newman	Cllr Leaver	Fay Hammond	Item goes to OSC as part of the formal Budget process.	Cabinet 18 <sup>th</sup> Jan Council 23 <sup>rd</sup> Feb

<b>31 January 2023</b> <b>Confirmed business meeting</b>	Draft Council Plan 2023-26	Sarah Gilroy	Leader of the Council – Cllr Nesil Caliskan	Chief Executive – Ian Davis	Consultation prior to consideration by Cabinet and Council	Cabinet on 8 February 2023 and Council 23 February 2023
	Planning Customer Backlog	Brett Leahy	Cllr Susan Erbil	Sarah Carey/Joanne Drew	Requested by Customer Board	
<b>9 February 2023</b>	Equalities with a focus on reduction of inequalities across the borough	Harriet Potemkin/Lucy Nasby	Cllr Ergin Erbil	Ian Davis	This was set out as a priority for 2022/23	
	Impact of the cost of living increases on residents in Enfield	<del>Sue Nelson</del> Simon Pollock	Cllr Leaver	Fay Hammond	One of the priorities presented by the Leader for 2022/23.	
<b>9 March 2023</b>	Review of Leisure Provision in the Borough	Cheryl Headon / Matthew Watts	Cllr Anyanwu	Sarah Cary / Fay Hammond/ Doug Wilkinson	This was requested by the Committee	
	Decision Called-In - KD 3432 - Disposal of Surplus or Under Performing Assets - 1 Grovelands Cottage, 273 The Ridgeway And 31 Cecil Road	Doug Ashworth Head of Development, Strategic Property Services	Cllr Caliskan	Sarah Carey/ Peter George	Decision called-in by Councillor Lee Chamberlain	
	Meridian Water update	Peter George	Cllr Caliskan	Sarah Cary/ Peter George		
	Fly Tipping with an	Doug	Cllr Jewell	Sarah Cary	This is a priority area	To be moved to



	<del>Overview and Update on Statistics and Improvements</del>	<del>Wilkinson / Jon Sharkey</del>			<del>presented by the Cabinet member.</del>	20 April 2023
<b>20 April 2023</b>	Update on Enfield Borough Partnership Integrated Care Board/ Systems, following merger of five NHS Clinical Commissioning Groups (CCGs)	Deborah McBeal (NHS)	Cllr Cazimoglu	Tony Theodoulou	One of the Leader's priorities for 2022/23.	Impact on residents in the Borough
	Meridian Water update	Peter George	Cllr Caliskan	Sarah Cary/ Peter George	Update on Meridian Water	Moved to 9 March 2023
	Fly Tipping with an Overview and Update on Statistics and Improvements	Doug Wilkinson / Jon Sharkey	Cllr Jewell	Sarah Cary	This is a priority area presented by the Cabinet member.	Moved from 9 March 2023

**Note:**

Provisional call-in dates: 29 September 2022, 27 October 2022, 24 November 2022, 8 December 2022, 22 February 2023, 30 March 2023. Used for pe-decision scrutiny and call-ins.

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**London Borough of Enfield****Overview & Scrutiny Committee****Meeting Date: 9 March 2023**

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**Subject: Call in – Disposal of Surplus or Underperforming assets:  
1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road****Officer: Director of Development, Peter George****Key Decision: KD 3432**

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**Purpose of Report**

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

The Director of Development (taken on 17 February 2023). This has been “Called In” by 7 members of the Council; Councillors Lee Chamberlain (Lead), Adrian Grumi, Hannah Dyson, Reece Fox, Emma Supple, Chris Dey, Elisa Morreale.

Details of this decision were included on Publication of Decision List No. 42/22-23 issued on 9 February 2023.

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

**Proposal(s)**

2. That Overview and Scrutiny Committee considers the called-in decision and either:
  - (a) Refers the decision back to the decision-making person or body for reconsideration setting out in writing the nature of its concerns. The decision-making person or body then has 14 working days in which to reconsider the decision; or
  - (b) Refer the matter to full Council; or
  - (c) Confirm the original decision.
3. Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.
4. If a decision is referred back to the decision-making person or body; the implementation of that decision shall be suspended until such time as the decision-making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working

days of the reference back. The Committee will subsequently be informed of the outcome of any such decision

### **Relevance to the Council's Plan**

5. The council's values are upheld through open and transparent decision making and holding decision makers to account.

### **Background**

6. The request received on 14 February 2023 to "call-in" the decision of the Director of Development taken on 9 February 2023 was submitted under rule 18 of the Scrutiny Procedure Rules. It was considered by the Monitoring Officer.
7. The Call-in request fulfilled the required criteria and the decision is referred to the Overview & Scrutiny Committee in order to consider the actions stated under 2 in the report.
8. Implementation of the Portfolio decision related to this report will be suspended whilst the "Call-in" is considered.

### **Reasons and alternative course of action proposed for the "Call in"**

9. Please see the reasons for call in under item 6.1 and officer responses at item 6.2.

### **Proposed course of action is for referral back to the Deputy Leader.**

10. Having met the "Call-in" request criteria, the matter is referred to the Overview and Scrutiny Committee in order to determine the "Call-in" and decide which action listed under section 2 that they will take.

The following procedure is to be followed for consideration of the "Call-in":

- i. The Chair explains the purpose of the meeting and the decisions which the Committee is able to take.
- ii. The Call-in lead presents their case, outlining the reasons for call in.
- iii. The Cabinet Member/ Decision maker and officers respond to the points made.
- iv. General debate during which Committee members may ask questions of both parties with a view to helping them make up their mind.
- v. The Call in Lead sums up their case.
- vi. The Chair identifies the key issues arising out of the debate and calls for a vote after which the call in is concluded. If there are equal numbers of votes for and against, the Chair will have a second or casting vote.
- vii. It is open to the Committee to either;
  - a. take no further action and therefore confirm the original decision
  - b. to refer the matter back to Cabinet -with issues (to be detailed in the minute) for Cabinet to consider before taking its final decision.

- c. to refer the matter to full Council for a wider debate (NB: full Council may decide either to take no further action or to refer the matter back to Cabinet with specific recommendations for them to consider prior to decision taking).

### **Main Considerations for the Council**

11. To comply with the requirements of the Council's Constitution, scrutiny is essential to good governance, and enables the voice and concerns of residents and communities to be heard and provides positive challenge and accountability.

### **Safeguarding Implications**

12. There are no safeguarding implications.

### **Public Health Implications**

13. There are no public health implications.

### **Equalities Impact of the Proposal**

14. There are no equality implications.

### **Environmental and Climate Change Considerations**

15. There are no environmental and climate change considerations.

### **Risks that may arise if the proposed decision and related work is not taken**

16. There are no key risks associated with this report.

### **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

17. There are no key risks associated with this report.

### **Financial Implications**

18. There are no financial implications.

### **Legal Implications**

19. S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.
20. Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may:

refer it back to the decision-making person or body for reconsideration; refer to full Council or confirm the original decision.

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

### **Workforce Implications**

22. There are no workforce implications.

### **Property Implications**

23. There are no property implications.

### **Other Implications**

24. There are no other implications.

### **Options Considered**

25. Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

### **Conclusions**

26. The Committee following debate at the meeting will resolve to take one of the actions listed under section 2 and the item will then be concluded.

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Tel No. 020 8132 1558

Date of report: 20 February 2023

### **Appendices**

Found elsewhere in the agenda pack.

### **Background Papers**

No documents have been relied on in the preparation of this report.

**Call-in by Cllr Lee Chamberlain of DECISION LIST NUMBER 42 (22-23) - Key Decision 3432, Disposal of Surplus or Underperforming assets**

**Reasons for call-in:**

The reasons for disposal and the method of disposal are not sufficiently substantiated, as well appearing to offer poor value for money.

In particular the decision fails:

1. To substantiate how these properties are surplus to requirements or underperforming differently from other void properties which the authority routinely brings back into use?
2. Explain why as a housing authority with a shortage of homes and slow delivery of new homes LBE are not putting these homes back into use for rental?
3. Set out why these properties are not being included in the housing stock for renovation. How are they surplus or underperforming? This is surprising given it is the basis upon which disposal is being justified.
4. Why this type of income stream is preferred, given that revenue income is generally of more use to the Council than capital income?
5. Why this sale process was selected for disposal, as sale through auctions generally realises lower returns than private sale?
6. Why a quick method for generating funds, rather than delivering best value for money, was chosen for disposal? If the intention is to use disposals to plug a financial shortfall it should be made clear.
7. No background business case as to the actual property values is provided. There is no indication as to how and when these properties came into LBE ownership, and at what price.

I ask that it is referred back to the decision maker.

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## CALL-IN OF DECISION

**TITLE OF DECISION:** KD 3432 - Disposal of Surplus or Underperforming assets:  
1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road

**DECISION OF:** Director of Development, Peter George

**DATE OF DECISION LIST PUBLICATION:** 9 February 2023

**LIST NO:** 42/22-23

### COUNCILLORS CALLING-IN

(The Council's constitution requires signatures or more from Councillors to call a decision in).

#### Call in Lead

(1) **Signature:**.....

**Print Name:** Lee Chamberlain

(2) **Signature:**.....

**Print Name:** Adrian Grumi

(3) **Signature:**.....

**Print Name:** Hannah Dyson,

(4) **Signature:**.....

**Print Name:** Reece Fox

(5) **Signature:**.....

**Print Name:** Emma Supple

(6) **Signature:**.....

**Print Name:** Chris Dey

(7) **Signature:**.....

**Print Name:** Elisa Morreale

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## Overview and Scrutiny Committee – 9 March 2023

### Officer Response: Conservative Group Call-in by Cllr Lee Chamberlain of Decision List 42 (22-23) - Key Decision 3432, Disposal of Surplus or Underperforming assets

Reasons for the “Call in” are detailed below:

<b>Reason for call-in</b>
<b>The reasons for disposal and the method of disposal are not sufficiently substantiated, as well appearing to offer poor value for money.</b>
<b>Officer response</b>
<p>The subject properties are in poor condition, so requiring extensive repair and modernisation before they can be brought back into beneficial use.</p> <p>The Council’s HRA and Housing Gateway were consulted about the properties’ availability but the high cost of acquisition and refurbishment, relative to projected rental returns, did not meet their Business Model requirements.</p> <p>The Council is currently incurring significant holding costs, including but not limited to security, Council tax, insurance and basic utilities. There is also an ‘opportunity cost’ of vacant buildings that are producing no return on their underlying asset value.</p> <p>Therefore, a decision should be taken to release these surplus properties for sale, to raise capital receipts for direct service delivery and/or offset Council borrowings.</p>

<b>Reason for call-in</b>
<b>To substantiate how these properties are surplus to requirements or underperforming differently from other void properties which the authority routinely brings back into use?</b>
<b>Officer response</b>
<p>The properties are surplus to requirements for the reasons given above.</p> <p>The Housing Revenue Account and HGL did not have any interest in acquiring the properties and, as there are no other viable uses to which they can be put by the Council, they are deemed surplus to operational needs.</p>

<b>Reason for call-in</b>
<b>Explain why as a housing authority with a shortage of homes and slow delivery of new homes LBE are not putting these homes back into use for rental?</b>
<b>Officer response</b>

The Housing Revenue Account and HGL expressed no interest in acquiring these properties at the values involved.

In the context of housing provision and strategy, it would be more appropriate and financially beneficial for HRA/HGL to buy properties in the open market that better suit their needs and achieve the requisite business model returns.

**Reason for call-in**

**Set out why these properties are not being included in the housing stock for renovation. How are they surplus or underperforming? This is surprising given it is the basis upon which disposal is being justified.**

**Officer response**

The cost of renovating these properties, when added to a relatively high base value, means that they do not meet the financial returns required by HRA/HGL Business Models.

Accordingly, as there are no other calls to re-use them, they are considered surplus to the Council's needs.

**Reason for call-in**

**Why this type of income stream is preferred, given that revenue income is generally of more use to the Council than capital income?**

**Officer response**

As explained above, neither HGL or the Housing Revenue Account wished to acquire the subject properties and letting by the General Fund would not be viable. Therefore, selling the properties for a capital receipt is the only available option.

**Reason for call-in**

**Why this sale process was selected for disposal, as sale through auctions generally realises lower returns than private sale?**

**Officer response**

Officers do not accept the premise of this question, as sale by auction is a well-established method of disposal for dilapidated houses such as these, providing certainty, cost effectiveness and exposure to a wide range of potential buyers.

The sale process also provides a significant degree of control on the price achieved, as the Council will set a 'reserve' below which the property will not be sold.

The Council's costs are borne by successful bidders, via a buyer's premium secured through special conditions of sale, so it is also a cost-effective method of disposal.

Sale by auction therefore offers certainty and entirely satisfactory financial outcomes, so is considered the most appropriate disposal route for the subject properties.

In summary, the auction method of sale was chosen for its combination of benefits, as outlined in the original report and the call-in responses.

**Reason for call-in**

**Why a quick method for generating funds, rather than delivering best value for money, was chosen for disposal? If the intention is to use disposals to plug a financial shortfall it should be made clear.**

**Officer response**

As stated above, the auction method of sale was chosen for its various benefits, that are well suited to the type of properties in question and the target audience.

Speed and certainty of transaction is just one benefit of the chosen disposal method, and not the sole or primary reason as implied by the question.

**Reason for call-in**

**No background business case as to the actual property values is provided. There is no indication as to how and when these properties came into LBE ownership, and at what price.**

**Officer response**

The subject properties have all been owned by the Council for a long time (pre-dating Land Registry data) so it was not possible to provide such information in the report.

A valuation will be recorded on the property file, prior to setting of the final reserve prices, stating that the value if achieved delivers "Best Consideration".

**Proposal:**

**Councillor Chamberlain has asked that the decision is referred back to the decision maker.**

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**London Borough of Enfield****Operational Report****Report of Peter George**

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**Subject: Disposal of Surplus or Underperforming assets:**  
**1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road****Executive Director: Sarah Cary****Ward : Various****Key Decision : 3432**

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**Purpose**

1. The list of assets identified in the Confidential Appendix have either been declared surplus to operational requirements by former occupying service departments, are otherwise not considered “fit for purpose” by other service departments requiring accommodation or otherwise underperforming when judged against the principles set out in the core principles of the Council’s Strategic Management Plan 2019-2024 s.1.3.
2. Strategic Property Services have therefore been commissioned to dispose of these assets for “Best Consideration” within the meaning ascribed in s.123 Local Government Act 1972.

**Proposals**

3. It is recommended that the Council proceeds with the disposal of the vacant assets shown in the Confidential Appendix below at the earliest opportunity.
4. The properties will, subject to formal approval, be marketed for sale by auction in March 2023 which represents the most efficient and lowest cost sale option in order to deliver the capital receipt within the current financial year 2022/23. It is likely that the property at 273 The Ridgeway will be sold at a subsequent auction as it is subject to a “Green Belt Act (1938) consent “from the Department for Levelling Up which may not be available in good time for the March auction.
5. That the Director of Property and Meridian Water has delegated authority to authorise:

- I. Both material and non-material changes to the terms including price and/or the contract in line with the Scheme of Delegation financial limits and otherwise in accordance with achieving “Best Consideration”.
- II. Agree the final reserve price following discussion with the auctioneer taking into consideration the level of interest shown, offers made prior to sale (if any) and the valuation assessment prepared by the auctioneer.
- III. Negotiate with any under bidder in the event that the sale does not proceed to completion subject to (i) above.

### **Reason for Proposals**

6. The assets listed in the Confidential Appendix are no longer required for operational purposes or are underperforming and therefore identified as surplus and released for sale to reduce the Council’s borrowing requirements/contribute towards the Council’s Capital Programme.

### **Relevance to the Council’s Corporate Plan**

7. The capital receipts obtained from these sales will deliver much-needed capital receipts for the Council thereby helping generally to fund Council services which contribute to a strong and healthy community.

### **8. Background**

### **9. Why the need for Asset Sales**

Central Government have cut funding to Enfield Council by 60% in real terms since 2010. The Council has already delivered £161m savings and need to make further savings in current and future financial years. As funding from Central Government is cut, Enfield has 3 main avenues for alternative income production – Council Tax, Business Rates and owned Property Assets. 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.

In addition, other legislative changes are forcing the need for urgent reviews of the Council’s asset base including the MEES legislation, aligned with the Council’s declaration of a Climate Emergency (and the need to reduce carbon emissions and revenue costs in inefficient buildings).

The Council has an ambitious transformation agenda through the “Build the Change” programme, it needs capital receipts to fund capital programmes and requires “fit for purpose” accommodation within the operational programme to deliver first class services.

The Councils non operational estate also needs to deliver an acceptable Return on Investment and therefore the recycling of capital receipts from sales of underperforming assets into the acquisition of new performing assets also has an important place within the SAMP.



Finally, the adverse impact following the Covid Pandemic and the shortfall of funding from Central Government has resulted in an urgent need to focus the Council's attention on the need to raise capital receipts.

#### **10. Social Value**

Recent experience has demonstrated that there is currently a healthy demand from groups within the Enfield Community which require accommodation for socially based activities. These groups can, in many cases, offer wider social benefits which aren't traditionally reflected in bid scoring which is more heavily weighted towards short term financial outcomes.

The sale of the residential properties in this report are not considered suitable for community use or the delivery of socially based activities although the auction particulars will be made available to all interest groups known to Strategic Property Services who are currently seeking accommodation.

#### **11. Disposals Process**

The properties will be sold by auction which is the most cost-effective way of delivering "Best Consideration" of these surplus vacant assets.

#### **12. Timescales**

The properties will be sold in the next available Savills auction in March 2023 or thereafter as appropriate.

#### **13. Summary and Recommendation**

. It is recommended that the Council agree to the immediate disposal of the assets shown in the Confidential Appendix below

#### **14. Safeguarding Implications**

None

#### **15. Public Health Implications**

. None

#### **16. Equalities Impact of the Proposal**

. Corporate advice has been sought regarding equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report.

#### **17. Environmental and Climate Change Considerations**

The sale of these assets will result in a decrease in the Council's overall energy consumption and therefore CO<sub>2</sub> emissions.

**18. Risks that may arise if the proposed decision and related work is not taken**

If the Council do not undertake regular reviews of its property holdings and dispose of surplus or underperforming property then there are ongoing risks in relation to security, and increased revenue costs from reactive and planned maintenance associated with void property. In addition, there is the risk of a loss of interest on the capital receipt and less funding available for the Council's Capital Programme for other projects, whilst the capital receipt remains outstanding. This carries a risk of increased borrowing.

**19. Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

There is a risk that sales will not complete due to buyers failing to proceed with the purchase. This risk is managed by the formal nature of the auction process and the non-refundable deposit taken by the auction house in the event that the purchaser fails to complete the transaction. If this were to occur the property can then be offered to either the under-bidder or re-marketed and sold in the next available auction.

**20. Financial Implications**

Approval is required for disposal of the above assets held in the General Fund.

The property balance sheet carrying value on 31st March 2022 (pre-audit) shows that estimated sale proceeds will be above the carrying value therefore there is no anticipated under value.

**Investment income**

In accordance with the Council's Financial Regulations (Part 4 Rules of Procedure, para 23) surplus property may be repurposed for investment income if this is more advantageous to the Council.

**Capital receipts**

In accordance with the CIPFA Code of Practice costs of disposal can be netted off against the capital receipt up to 4% of the gross disposal proceeds. Capital receipts generated will be held in the Council's General Fund capital resources and used in accordance with the approved Treasury Management Strategy Statement.

**Appropriation to HRA**

In some circumstances it is advantageous for the Authority to transfer land and buildings to the HRA to increase housing supply. This approach is not considered suitable for these properties.

## Taxation

Sale or rental of land and buildings is normally exempt from VAT which could ordinarily result in the Council being unable to recover VAT paid on preparing and marketing the assets for sale if the exempt input tax threshold for the Authority is exceeded.

As the exempt input tax limit has not been exceeded, an Option To Tax will not be required for the sale of these assets.

### 21. Legal Implications

Section 123 of the Local Government Act 1972 gives a power of sale or leasing to Councils. Pursuant to this section, the Council has a statutory duty to achieve best consideration (save for tenancies of less than seven years). Flexibility is afforded by virtue of the General Disposal Consent 2003, which permits the Council to dispose of land at less than its market value, without the need to seek specific permission from the Secretary of State, provided that (i) the purpose for which the land is to be transferred is likely to contribute to the 'promotion or improvement' of the economic, social, or environmental well-being of the area; and (2) the difference between the market value of the land and the actual price paid for the disposal (if any), is not more than £2,000,000.

Any disposal of property must also comply with the Council's Constitution, including its Property Procedure Rules which set out mandatory procedures regarding (amongst other things) the acquisition, management and disposal of property assets.

The Council also has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation. A local authority may exercise the general power of competence for its own purpose, for a commercial purpose and/or for the benefit of others.

Public law principles will apply to the decisions made by the Council, including the Council's duty to take account of its fiduciary duty and to act prudently. The Council is also under a general duty to act reasonably and show that its decisions are made after having given due and proper consideration to all relevant.

Pursuant to the Green Belt (London and Home Counties) Act 1938 it is necessary to obtain consent from the Department for Levelling to dispose of properties situated within the green belt.

Any legal agreements arising from the matters described in this report must be approved by Legal Services on behalf of the Director of Law and Governance

The Council is required to act in accordance with the Public Sector Equality Duty under section 149 of the Equality Act 2010 and have due regard to this when carrying out its functions.

Legal documentation for the sale of properties mentioned in this report will be in  
a  
form approved by the Director of Law and Governance

The recommendations contained within this report are within the Council's powers and duties

## 22. **Workforce Implications**

There are no workforce implications

## 23. **Property Implications**

These are contained in the report.

## 24. **Other Implications**

None.

## 25 **Options Considered**

Do Nothing. This is not an option as property which is vacant will deteriorate. In addition, the Council is incurring significant "holding costs" in terms of security and outgoings and opportunity cost.

Disposal. This will generate a much-needed capital receipt and reduce borrowings/contribute towards reserves and/or the Council's Capital Programme.

## 26. **Conclusions**

It is in the Council's best interests for financial, property and legal reasons, and for the wider community, to benefit from these buildings being brought back into beneficial use.

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Date of report: 16/01/2023

## **Background Papers**

Contain exempt Information

PL 22/080 O



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**London Borough of Enfield****Scrutiny Committee Meeting – 9<sup>th</sup> March 2023**

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**Subject: Review of leisure provision in the Borough****Cabinet Member: Cllr. Anyanwu****Executive Director: Fay Hammond****Part 1 Report**

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**Purpose of Report**

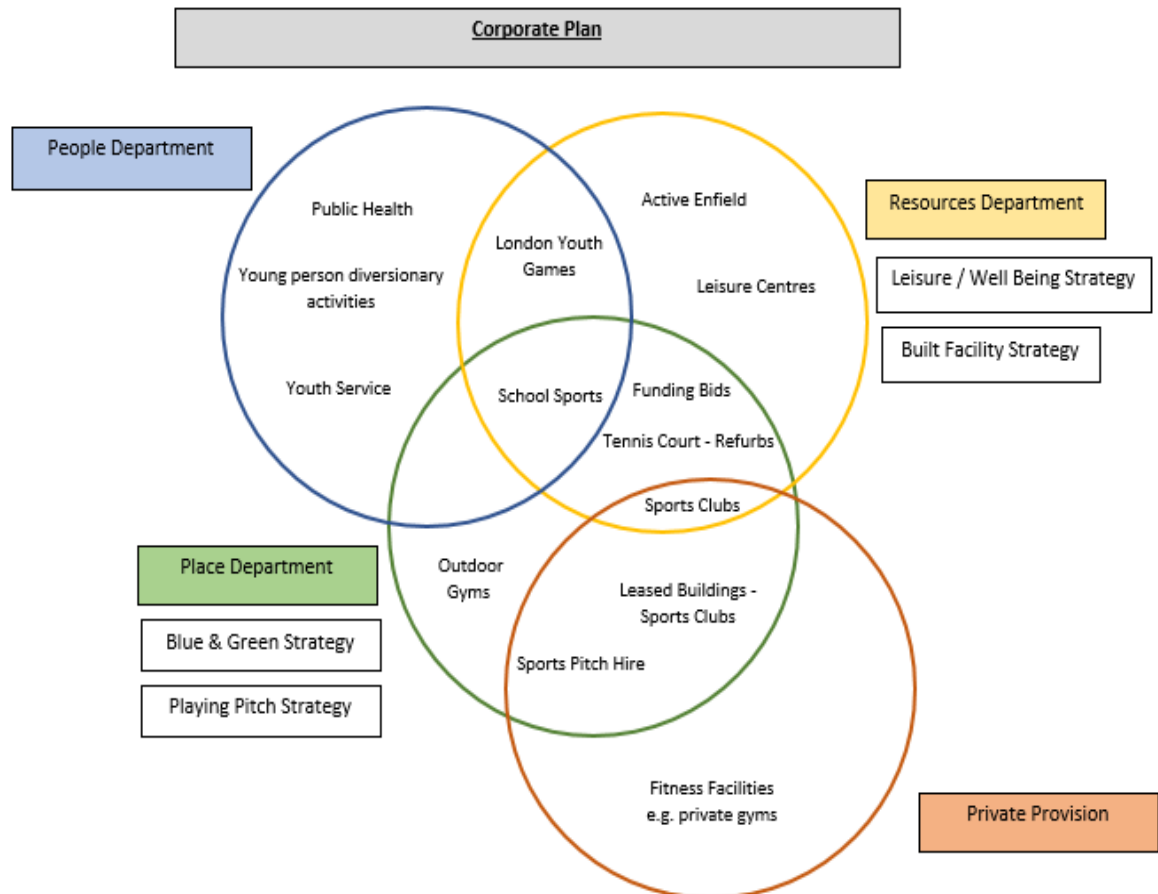
1. The purpose of this report is to outline how leisure services are currently structured and delivered within the London Borough of Enfield, and to set out how the Council's leisure offer will be managed in the future.

**Relevance to the Council Plan**

2. Leisure and improved public health is a key part of the Strong, Healthy and Safe Communities strand of the draft Council Plan 2023 – 2026 Investing in Enfield. Specifically, the Council has committed to improving our leisure and sports opportunities to enable more active lifestyles.

**Background**Existing leisure Landscape

3. The leisure landscape of the London Borough is complex, both in terms of local authority provision, the number and variety of sports clubs, and the services provided by the private sector. Within Enfield Council, sport and physical activity is delivered by three of the Council's departments, with all three managing venues and two of the three providing programmes of activity. At the last count there were 300+ sports clubs operating in the borough, and a further 20 – 30 private gyms.
4. The complex relationships and delivery of leisure through the Council's departments and private sector is mapped in the diagram below, with the relevant contributing strategies also highlighted.



5. Whilst the Council has adopted the Blue & Green Strategy and the Playing Pitch Strategy for the borough's parks and open spaces, the Council does not have an up-to-date leisure & wellbeing strategy or a built sports facility strategy. To address this gap, the Commercial Team has commenced a strategic review of the borough's sport and physical activity. The review, which will be undertaken using Sport England's *Strategic Outcomes Planning Model*, will inform investment priorities for both facilities and services across the Council area. The review is due to be completed by late May 2023, and officers will be able to update Scrutiny Committee at a future meeting.

### Main Considerations for the Panel

#### Enfield Council's Facilities

6. Within the Council's indoor sports facility portfolio, the Authority has one dedicated swimming pool (Arnos Pool), Bramley Bowls Club, and four mixed facility leisure centres. The four leisure centres are Albany, Edmonton, Southbury and Southgate. The Council also has several mixed-use venues that are used for some sport and leisure provision. These include the Youth Centres and the Community Halls.
7. Arnos Pool, Bramley Bowls and the four leisure centres are managed on behalf of the Council by Fusion Lifestyle Ltd. Fusion is a charitable leisure facility operator with contracts across the country. Given commercial sensitivities relating to Fusion's financial and contract performance, Part 2 of the report deals with leisure centre management.



8. Outdoor provision is mainly centres around the boroughs parks and open spaces where there are approximately 80 football, rugby and cricket pitches, 61 tennis courts, 18 multiuse Games Areas, 3 skate parks, 19 outdoor gyms, and 1 athletics stadium at Enfield Playing Fields. In addition to these formal sports facilities, the borough also has numerous cycle paths and many running or walking routes. The opportunities for formal and informal sport and leisure are significant within the Borough.

### Council Leisure Centres

9. In 2010 Enfield Council entered into a 20-year contract with Fusion Lifestyle to operate, manage and maintain Arnos Pool, Bramley Bowls centre, and the Council's four leisure centres (Albany, Edmonton, Southbury & Southgate). The contract agreed with Fusion includes the payment of an annual management fee by Fusion to the Council, plus a share of any profits on a 60%/40% split in Fusion's favour.
10. Fusion's operations have been severely affected by the pandemic, with periods of closure, a sharp reduction in the number of people holding a membership and visiting the facilities, and significant challenges recruiting staff since the pandemic. Whilst there are some signs of recovery with the number of leisure centre visits starting to increase, Fusion's revenues for the current financial year are projected to be just over 65% of what they were pre-pandemic and the staffing of key positions e.g. lifeguards, swim instructors etc. continues to be challenging.
11. In 2019, a significant proportion of the paying visitors were from the over 50's age group, but this cohort has failed to return in the numbers seen from other demographics. Whilst disappointing, it could have been expected given their disproportionate vulnerability to Covid-19, and perceptions of Fusion's management.

### Customer Satisfaction

12. The metric 'Net Promoter Score' (NPS) is used by Fusion to measure customer satisfaction across the four leisure centres and at Arnos Pool. NPS is used widely across the private sector because it is a simple measure of customer loyalty and satisfaction. Scores range from 100 to -100, with a higher score reflecting a greater number of 'promoters' and higher levels of customer satisfaction. Companies with good reputations have positive scores, including John Lewis (70), Apple (47) and Amazon (25), whilst companies whose reputations are less positive often have a negative score. These include Ryanair (-5), HSBC (-14) and Facebook (-21)<sup>1</sup>.
13. The customer satisfaction scores for the leisure centres, as measured through the Net Promoter Score, are detailed in the Part 2 report.

### Service Performance

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<sup>1</sup> NPS scores taken from Customer Guru

14. Following initial positive incremental improvements in service standards, when management of the leisure centres was transferred to the Commercial Team, some of the leisure centre facilities have recently suffered significant periods of unavailability due to plant and equipment failures.
15. Since mid-December Albany, Edmonton and Southbury leisure centres have been experiencing a significant number of maintenance faults that have impacted on the availability of the swimming pools at all three sites. Air temperatures have also been below acceptable levels at each centre, as determined by the Corporate Health & Safety Team, due to a range of problems with each centre's air handling unit.
16. Detailed contract and health & safety audits have also been undertaken and additional contract management processes and scrutiny have been applied to the service to help officers understand the management and operational situation and inform decisions regarding future service provision. Condition surveys have also been commissioned from the Council's Construction Maintenance and Facilities Management Team to understand the current condition of buildings and the level of capital investment required.
17. To address the issues identified via the health & safety audits, plus the ongoing availability of some pools and the air temperatures, officers have recently agreed an improvement plan with Fusion's senior managers. The improvement plan, which is already in delivery is being reviewed on a weekly basis and will bring stability back to the service. The main customer facing actions are due to be completed by mid-March.

#### Active Enfield Programme

18. The Active Enfield Programme is a programme of physical leisure activities that are organised and managed by the Council's Sport & Physical Activity Team known as the Active Enfield Team. Activities delivered through the Active Enfield Programme target gaps in existing provision from either the local clubs or private provision. The aim of the programme is getting people moving who might not otherwise be active. Given this aim, the programme has a range of activities for adults and particularly older people, but with some sessions provided for children out of school and during the school holidays.
19. There are currently about 35 different sessions/activities taking place each week. As sessions continue to recover post covid-19, adult sessions typically operate at approximately 60-70% capacity and young people sessions are at 40-50% capacity. A key objective moving forward is to grow participation at sessions that are less well attended.
20. Although this is not an exhaustive list, popular activities include:
  - Badminton
  - Stretch & Mobilise
  - Swimming
  - Pilates
  - Zumba

- Nordic Walking
- Yoga
- Dance Stretch & Tone
- Dance Fit Adults
- Tai chi
- Ballroom & Latin

21. Our most recent additions to the programme are Dance, Stretch & Tone, Indoor Tai Chi and Chair Yoga. Free of charge taster sessions have been held for some of these classes and have been successful in attracting new attendees.
22. During the first three quarters of 2022/23, there were approximately 11,000 visits to the sessions, with an end of year total of 15,000 attendance expected. The number of attendances in 2021/22 was 12,000, demonstrating programme growth this financial year. In the year preceding Covid pandemic (2019/20), the number of attendances was approximately 18,000.
23. The aim for Active Enfield is to return to comparable levels by the end of 2024/25. This will be achieved through the introduction of a new programme that will include pre and post-pregnancy sessions, disability sessions targeted at children, and pre-school age sessions such as pre-school yoga and pre-school gymnastics. Where there is demand, the Active Enfield Team will also look to expand popular existing activities such as yoga and pilates into new areas of the borough.
24. This financial year, costs for the delivery of the programme (that include venue hire, instructor costs, and management) will be lower than the projected income. This will leave a small surplus revenue, which the Active Enfield Team will use to build the new programme and deliver targeted sessions in areas of the borough where health inequalities are worst. These activities will commence in the new financial year.
25. A key challenge facing the service over the next few years will be the cost of living crises as we recognise that some residents will not be able to prioritise physical activity and leisure. The service is looking to tackle this by keeping the cost of the Active Enfield Sessions as low as possible, and only charge a nominal fee in areas where the crises will be felt most acutely. Free sessions will not be offered as people often fail to value free sessions, failing to attend and preventing others from attending.

### Funded Projects

26. The Council currently has two funded programmes that target activity in specific sections of the community. They are a disability swimming project and an initiative to get inactive people in Edmonton more active.

#### Disability Swimming Project

27. The Council secured £10k of funding from London Sport to increase activity levels for young disabled people through swimming. The funding has been used to upskill swimming instructors to be able to deliver swimming lessons

for those with disabilities, and to enable the families and those with disabilities to utilise the dedicated pool time at Edmonton Leisure Centre. Officers have worked with the Cheviots Disability Service to develop the funding bid and deliver the project.

28. Since the grant was received, training sessions have been undertaken with swimming coaches who have received guidance from Cheviots and the Zebra Autism charity. Training sessions have taken place and focussed on basic child protection for those with a disability, and autism given it is the most prevalent disability in Enfield.
29. Through the project, three 30mins weekly swimming lessons will take place, with each group having an 8-week block of lessons. There will be two sessions taking place at Edmonton Leisure Centre and one at Albany Leisure Centre. Two of the swimming sessions will be for young people with autism and one session will be for people with physical disabilities. The sessions will begin in late January and are free of charge to those taking part. The sessions have been advertised to families with disabilities and we have received circa 100 applications to date.
30. At the end of each swimming lesson block each participant will be offered a free family swim voucher for 4 people at the disability family swim which has recently been started by Fusion on a Sunday morning at Edmonton Leisure Centre. This will enable families with a disabled child/ children to be able to continue to swim each week following the conclusion of the swimming lessons.

#### Active Through Football

31. Funding of £440,000 was awarded by the Department for Digital, Culture, Media and Sport (DCMS) via Sport England to deliver a 5-year programme called Active Through Football. The project aims to support those who face some of the greatest barriers to being physically active, enabling increased activity levels and sustained behaviour change.
32. The focus of the project in Enfield is to work with people and community groups from lower socio-economic groups in Edmonton and the south east of the borough, targeting people experiencing mental health difficulties and women aged 16yrs+. Consultation conducted during the development of the funding bid identified that these groups were the most interested in being involved and could benefit the most from the project.
33. Officers are working with community groups to understand and co-produce the physical activity sessions they would like to do, where they would like to do it and when they would like to do. The co-designing of activities makes it far more likely people will continue to attend sessions and continue to remain active. Whilst the project is called Active through Football, a whole range of activities will take place over the life of the project. We continue to work with Enfield Voluntary Action (EVA) to design the sessions and engage the community in and around Edmonton. The project is in its infancy, but Scrutiny Committee can be updated with project outcomes as Active Through Football progresses.

34. In addition to the two funded projects listed above, the Active Enfield Team is currently in the latter stages of its application to the Lawn Tennis Association's Renovation Fund. If successful the funding will enable the refurbishment of tennis courts in thirteen of the borough's parks. Totalling £620,000, the funding will enable improvement or replacement of playing surfaces, new court markings, and improvements to perimeter fencing.

### London Youth Games

35. The London Youth Games Open competition is an annual multi-sport event for participants aged between 11yrs and 18yrs across approximately 30 sports, at which competitors are chosen to represent their borough. Age eligibility varies across the various sports. The London Youth Games are contested between the 33 London boroughs through the course of the year, with most competitions taking place at weekends during the summer term. Participation is open to all young people living in or going to school in London subject to any trials taking place. Over 30,000 young Londoners represent their borough in the London Youth Games, making it the largest annual youth sports event in Europe.

36. Approximately 500 young people represent Enfield annually in trials, training and the competitions themselves. The Active Enfield Team organises team managers for each sport, arranges the venues and facilities for trials and training and attends the competitions to assist team managers and resolve any issues that occur.

37. There are also competitions for people with disabilities known as the London Youth Games ParaGames for sports including boccia, athletics, swimming and football. The Active Enfield Team helps to organise teams for these events.

### **Conclusions**

38. As outlined within this report, the provision of sport and leisure within Enfield is complex, with provision provided by a range of public, voluntary and private organisations. Understanding what facilities and leisure services are required in the future will be crucial as consumer interests change and the population grows. The Council will need to use its resources to target activity for maximum health and wellbeing gain. The review the team has started looking at future provision will help to guide the Council's investment in existing or new facilities.

39. The cost of living crises will undoubtedly affect the amount of people that are physically active within the borough, but the Active Enfield Team will continue to provide opportunities for those that are or will become physically inactive.

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**Appendices**

None

**Background Papers**

None

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