

# Public Document Pack



## OVERVIEW & SCRUTINY COMMITTEE

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

Contact: Democracy

Direct: 020-8132 1383  
Tel: 020-8379-1000

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

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 – Stacey Gilmour (Governance & Scrutiny Officer)

## AGENDA

### 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 MEETING (Pages 1 - 6)

To agree the minutes of the Overview & Scrutiny Committee meeting held on 9 March 2023.

### 4. FLY TIPPING WITH AN OVERVIEW AND UPDATE ON STATISTICS AND IMPROVEMENTS (Pages 7 - 38)

To receive the report of Jon Sharkey, Head of Public Realm.

### 5. REVIEW OF LEISURE PROVISION IN THE BOROUGH (Pages 39 - 52)

To receive the report of Matthew Watts, Assistant Head of Commercial Services.

**(This item contains exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any person – including the authority holding that information) of Schedule 12A to the Local Government Act 1972, as amended).**

**6. WORK PROGRAMME 2023/24 (Pages 53 - 56)**

To note the completion of the Work Programme for 2022/23 and that the Overview and Scrutiny Committee Work Programme for 2023/24 will be discussed at the first meeting of the new municipal year.

**7. DATES OF FUTURE MEETINGS**

To note the dates of the future meetings will be confirmed following Annual Council on Wednesday 10 May 2023.

**8. 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.)

**AGENDA – PART 2**

**9. REVIEW OF LEISURE PROVISION IN THE BOROUGH**

Item 5 above refers.

## OVERVIEW &amp; SCRUTINY COMMITTEE - 9.3.2023

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

**COUNCILLORS**

**PRESENT** (Chair) Margaret Greer, Bektas Ozer, Gunes Akbulut, Maria Alexandrou, Nawshad Ali, Mohammad Islam, Paul Pratt and Julian Sampson

**ABSENT** Nesil Caliskan (Leader of the Council), Elif Erbil, James Hockney and Michael Rye OBE

**STATUTORY CO-OPTES:** *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:** Peter George (Director of Development), Penny Halliday (Commercial Programme Director), Doug Ashworth (Head of Development, Strategic Property) James Wheeler (Head of Construction, Maintenance and Facilities Management), Amena Matin (Head of Regeneration and Growth), Marie Lowe (Secretary) and Harry Blake-Herbert (Secretary)

**Also Attending:** Councillor Lee Chamberlain (Call-In Lead)

**1**

**WELCOME & APOLOGIES**

The Chair welcomed everyone to the meeting.

The following apologies for absence were received:

Cllr Mike Rye who was substituted by Cllr Julian Sampson  
Cllr James Hockney who was substituted by Cllr Paul Pratt  
Cllr Elif Erbil who was substituted by Cllr Gunes Akbulut

Apologies from the Leader of the Council, Cllr Nesil Caliskan and the Executive Director, Resources, Fay Hammond.

The Chair advised that, following consultation by Officers, she had agreed that items 7 and 12 Review of Leisure Provision in the Borough had been withdrawn from the agenda. This item would be considered at the next business meeting of Overview and Scrutiny Committee scheduled to take place on the 20 April 2023.

## **OVERVIEW & SCRUTINY COMMITTEE - 9.3.2023**

A revised work programme, to reflect the change had been published on the Council's website and circulated to Members. Printed copies had been tabled for Members.

Members noted that with the presentation in relation to Item 8 – Meridian Water Update has been circulated separately to the agenda prior to the meeting.

Following the proposal of the Chair, it was **AGREED** that subject to the continued absence of members of the press and public from the meeting, the meeting would not move into private session under Item 9 of the Agenda - Part Two.

### **2**

#### **DECLARATIONS OF INTEREST**

No declarations of interest were made or received.

### **3**

#### **MINUTES OF PREVIOUS MEETINGS**

**AGREED** the minutes of the Overview and Scrutiny Committee meeting held on 31 January 2023 and 9 February 2023 be confirmed as a correct record.

### **4**

#### **OVERVIEW AND SCRUTINY WORK PROGRAMME**

**AGREED** that:

1. The Review of Leisure Provision in the Borough item be deferred to the next business meeting scheduled on Thursday, 20 April 2023, and the Overview and Scrutiny Committee work programme be updated accordingly;
2. The Update on Enfield Borough Partnership Integrated Care Board/ Systems, Following Merger of Five NHS Clinical Commissioning Groups (CCGs) item be considered at a meeting of the Overview and Scrutiny Committee, subject to the agreement of Members at the Work Planning meeting in the new Municipal Year; and
3. The revised work programme be noted.

### **5**

#### **DATES OF FUTURE MEETINGS**

**NOTED** that the date of the next business meeting was at 7pm on Thursday, 20 April 2023.

### **6**

**OVERVIEW & SCRUTINY COMMITTEE - 9.3.2023**

**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**

Details of the decision taken on 17 February 2023 and listed on the Publication of Decision List Number 42/22-23 published on 9 February 2023. The report also set out the officer responses to the reasons for call-in.

The decision had been called-in for review by seven members of the Council: Councillors Lee Chamberlain (Lead), Adrian Grumi, Hannah Dyson, Reece Fox, Emma Supple, Chris Dey and Elisa Morreale.

The reasons for the call-in were presented by Councillor Lee Chamberlain as the Lead Member.

**RESPONS TO REASONS FOR CALL-IN - KD 3432 - Disposal of Surplus or Under Performing Assets - 1 Grovelands Cottage, 273 The Ridgeway and 31 Cecil Road**

The Director of Development explained that the properties had 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.

In response to questions from Members, the Head of Regeneration and Growth confirmed that the properties would not be suitable under the Housing Revenue Account, for social housing. Following financial assessment, the rental income the properties would generate in the long term were not sustainable. The capital receipts from the disposal of these properties were not ring fenced to the provision of social housing but would be added to the General Fund.

The Head of Development, Strategic Property clarified the reasons why the properties would be sold under auction rather than a private treaty. The former gave the Council far more flexibility with regard to negotiations and price. Considerable research had gone into the best options available to the Council to realise the best price for these properties. Due to their previous use the cost of modernising the any or all of the properties were prohibitive, and the Council would not obtain a return on its investment.

In response to the Chair’s comment that insufficient information had been provided, Officers undertook to supply details of the occupancy and use of the properties prior to the decision being made to dispose of them, together with the costings of refurbishment. In future, to enable the Committee to obtain a better understanding of the matter called-in, that as much detail as possible be provided in the original report and response to the Call-In.

**ACTION:** Executive Director Place/Head of Development, Strategic Property

**OVERVIEW & SCRUTINY COMMITTEE - 9.3.2023**

Following a suggestion from a Member of the Committee, regarding the potential to use other such properties in conjunction with the construction skills academy in the future for learning practical skills and the aims of the Council to be carbon neutral, Officers undertook to discuss the possibilities with the relevant stakeholders.

**ACTION:** Head of Construction, Maintenance and Facilities Management

The Call-In Lead, Councillor Lee Chamberlain summarised the points made during the discussion.

The Overview and Scrutiny Committee considered the reasons provided for the call-in and responses set out in the Officer's report. Having considered the verbal responses and information presented by Officers, the Committee **AGREED** to confirm the original decision made by the Director of Development.

With the agreement of the Committee, at 20:28 the meeting was adjourned for seven minutes.

**7**

**REVIEW OF LEISURE PROVISION IN THE BOROUGH - ITEM DEFERRED TO 20 APRIL 2023**

**8**

**MERIDIAN WATER UPDATE**

The Committee received a detailed presentation from the Commercial Programme Director who, with effect from Monday, 13 March 2023, had been appointed Acting Director of Development (Meridian Water).

The Commercial Programme Director, responding to questions from Members regarding the 300 council houses referred to in the presentation pack, confirmed that, following a review with the programme contractor, would be ready in the middle of the year and would be added to the Council's housing stock. The aim of the Meridian Water regeneration project, in addition to an increase of social housing, would be to the social value to the community, including work for local people and sub- contractors. Members asked that details of the types of new jobs to be created (target 6,000) on the site, including sub-contractors, be provided.

**ACTION:** Commercial Programme Director

**AGREED** that:

1. The presentation on the Meridian Water Update received from Officers be noted;
2. Subject to the agreement of Members at the Work Planning meeting in the New Municipal Year, a further update, including the social value in future procurements, be brought to a future meeting of the Overview and Scrutiny Committee; and

**OVERVIEW & SCRUTINY COMMITTEE - 9.3.2023**

3. Penny Halliwell, Meridian Water Commercial Programme Director had been appointed Acting Director of Development (Meridian Water), effective from Monday, 13 March 2023 be noted.

Peter George, Director of Development, after a number of years, would be leaving the Council's employ at the end of March 2023 to take up a position at the London Borough of Ealing. The Committee thanked Peter George for his dedication and commitment to the Council, and, in particular, that undertaken with regards to the regeneration of Meridian Water, a hugely significant development for the Council and its residents.

As there were no members of the press or public present at the meeting and there was no confidential discussion the meeting did not move into Part Two.

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**London Borough of Enfield****Environment and Climate Scrutiny Panel – 09<sup>th</sup> May 2023**

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**Subject: Fly tipping Update**

**Cabinet Member:** Cllr Rick Jewell  
**Executive Director:** Sarah Cary

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**Purpose of Report**

1. To inform the panel on the work undertaken across the Council in relation to fly tipping.

**Relevance to the Council Plan**

2. Priority One of the Enfield Council Plan 2023 to 2026 identifies “clean and green spaces” and in particular to “keep our streets and public spaces clean and welcoming.”

**Background**

3. Fly tipping dumped waste (e.g. black bags), and littering adversely affect the quality of the local environment and give a negative perception of the look and feel of the borough. These activities also influence how an area is perceived by residents, workers, visitors, and investors.

Local authorities have a duty to clear fly-tipped material from relevant land in their areas and deal with most of the fly-tipping on public land, investigating these and carrying out a range of preventative and enforcement actions. Responsibility for dealing with fly-tipping on private land rests with private landowners

To prevent fly tipping occurring in the first instance we provide information and advice to residents; a free bulky waste collection service; recycling opportunities including the provision of specific recycling centres (e.g. Barrowell Green).

Unfortunately, despite these attempts and where fly tipping persists then we will seek to investigate and undertake proportionate enforcement action. This will include the issue of Fixed Penalty Notices (FPNs), Statutory Notices/Warnings and may ultimately result in prosecution through the Courts by virtue of the Single Justice Procedure (SJP). The SJP can be used where an individual or company has been charged with a minor criminal offence, then the case may be decided by a magistrate without going to court. Hence if an FPNs is not paid then we may seek to prosecute the offender for the substantive offence (i.e., dropping litter/fly tipping).

The Waste Enforcement Team have also started to utilise CCTV to assist in the investigation of waste offences. It is anticipated that greater use of

CCTV will be undertaken as more cameras are brought online and this area is expanded.

The team will also be launching the "Can You Help?" social media page. This will enable 'stills' from Waste Enforcement Cameras to be uploaded to social media where residents can assist with our investigations.

### **Main Considerations for the Panel**

4. To consider the ongoing strategy of preventing fly tipping in the first instance; and then where this occurs the investigation and enforcement options around this.

### **Conclusions**

5. The Council will continue to try to change behaviour of individuals to prevent fly tipping in the first instance using education and media campaigns. Where problems persist and waste offences occur officers in Waste Enforcement will investigate and take proportionate enforcement action.

Report Author: Jon Sharkey  
Head of Public Realm  
Jon.Sharkey@enfield.gov.uk  
020 8132 1001

Date of report 24<sup>th</sup> April 2023

**Appendices:** PowerPoint Presentation

### **Background Papers**

None

# Overview & Scrutiny Committee 9<sup>th</sup> May 2023

## Enfield's Approach to Fly Tipping

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# Overview

- **Background**
- **Preventing Fly Tipping – Challenges**
- **Investigating Fly Tipping**
- **Enforcement Sanctions**
- **New Initiatives & Ongoing Work**

# Background

# Fly Tipping

## What is fly tipping?

- Fly-tipping is a national problem, involving the illegal disposal of controlled waste.
- Wide definition of fly tipping ranging from single bag to tonnes of construction waste.

## Local Context – Enfield

- Land Type – Majority of fly tips are found on pavements and roads (93%)
- Type of Waste – approx. 30% black bags
- Size of Fly tips – 61% of fly tips are small scale (e.g car boot or less)



# Preventing Fly Tipping - Challenges

# Preventing Fly Tipping – Challenges

- 1) Ensuring residents and businesses understand how and where to dispose of their waste
- 2) Houses of multiple occupation
- 3) Fly tipping on private land and/or unregistered land
- 4) Deliberate fly tipping
- 5) Perceived low threat of being caught



# Bulky Waste Collection

- 2021/22 - 68% of fly tipping was bulky waste items
- September 2021- introduced FREE bulky waste collections
- March 2023- 50% of fly tipping was bulky waste items



**FREE**

## Did you know Enfield Council offer a free Bulky Waste Collection Service?

You can ask us to collect furniture and other non-electrical bulky items from your home, free of charge.

You can book a bulky waste collection by visiting our website: <https://www.enfield.gov.uk/services/rubbish-and-recycling/bulky-rubbish>

Collections are made on the same day as your rubbish, recycling or garden waste collection. Alternatively, you can choose a day that suits you, but we will charge a fee of £15.

- **Collection day** - Your free collection will be based on your postcode - the same as your household bin collections. However, for a fee of £15 you can arrange a collection on a day that suits you
- **Where to leave your items** - You need to leave your items at the front edge boundary of your property by 6am on the morning of your booked collection. If you live in a block of flats, place your items by your bin store area, or where you would place your rubbish for collection.

Icons: Bed, Chair, Printer, TV, Table, Sofa

GREENER ENFIELD | Good for Enfield, Good for the Planet

[www.enfield.gov.uk/bulkywaste](http://www.enfield.gov.uk/bulkywaste)

ENFIELD Council

## Free bulky waste collection service launches for Enfield

Published on: 16 September 2021

Share this article:   



# Additional Measures to Reduce Fly Tipping

- 1) Free larger recycling and replacement bins.
- 2) Easier process for residents to make request for larger bins.
- 3) IT improvements (in cab recording devices)
- 5) Larger capacity refuse collection vehicle
  - daily clear all/check of Flats Above Shops on the main roads (Green Lanes, Hertford Road, Bowes Road, etc) &
  - hotspot/high priority locations
- 6) Council Housing Estates
  - 4 additional fly-tip removal crews on Council Housing Estates
  - 3 additional refuse collection crews
  - Retained 2 dedicated Waste Enforcement Officers

# Dedicated Waste Enforcement Team

- Investigate reported witnessed fly tipping/dumped waste
- Proactive Patrols searching waste (pink bags)
- Partnership with Street Cleansing team
- Visit businesses
- Work with Police
- Residents & Ward Forums



# School Education Days

- Educational talks to Primary schools
- Focus on littering, fly tipping & the 5Rs (Refuse, Reduce, Reuse, Repair, Recycle)



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# Information & Education for Residents

- Reuse; upcycle & recycle
- <https://www.facebook.com/EnfieldCouncilUK/videos/waste-and-recycling-in-enfield/1303480133550228/>
- Barrowell Green



# Information & Education for Residents

- Information Posters
- New multi language posters



#CleanerEnfield  
[www.enfield.gov.uk](http://www.enfield.gov.uk)

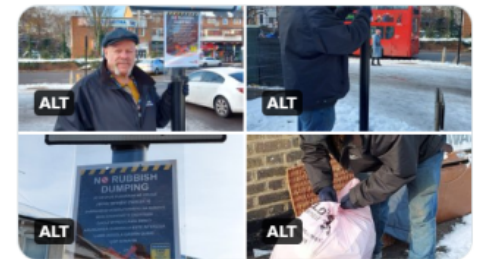


Book your free bulky waste collection at  
[www.enfield.gov.uk/bulkywaste/](http://www.enfield.gov.uk/bulkywaste/)



Cllr Rick Jewell, Cabinet Member for Environment at Enfield Council, visited Edmonton to help install posters on lampposts that read 'no rubbish dumping' in several different languages, to tackle fly tipping.

Cllr Jewell also found fly tips with evidence of the perpetrators.



5:02 PM · Dec 16, 2022



# Information & Education for Residents



- Labelled bins to avoid confusion of who should be using flats above shops (residential) bins

- Correct use of bins provided

# Investigating Fly Tipping



# Houses of Multiple Occupation

- Work with Private Sector Housing
- Case Study:
  - CCTV identified regular fly tip location
  - Officers undertook door knocks in the area
  - Identification of an HMO with no bin provision
  - Action taken against the landlord
  - Tenants educated re waste
  - Bins provided
  - Successful outcome - fly tipping ceased

# Private Land – Community Protection Warning



# Joint Working

- Case Study – Kenninghall Road
  - Police, Enviro Crime & Waste Enforcement Officers
  - Checks to verify waste transfer arrangements
  - Notices served by Waste Enforcement
  - 3 vehicles seized by Enviro Crime Team for not being taxed



# Enforcement Sanctions

# Enforcement

## Fixed Penalty Notices (FPN):

- FPNs are issued on the spot for dropped litter e.g. cigarettes
- FPNs may be issued for dumped waste (black bags) and fly tipping following interviews under caution

## Notices under the Environmental Protection Act 1990, Anti-Social Behaviour, Crime and Policing Act 2014 and other legislation:

- Community Protection Warnings & Notices are used (usually on private land) to require clearance of fly tips and works to prevent recurrence

## Single Justice System (SJP)

- Used where FPNs are not paid and there is sufficient evidence to prosecute for the substantive offence



# Enforcement April 2022- March 2023

<b>Total FPN Issued</b>	<b>9,011</b>
<b>Total Paid FPNs</b>	3,537 (39%)
<b>Total Fines (Paid FPNs)</b>	£677,350*
<b>Total prosecutions (*)</b>	1,550 (17%)
<b>Total prosecution fines (*)</b>	£114,473
<b>Total prosecution costs (*)</b>	£61,444
<b>FPNs cancelled</b>	2,035 (22%)
<b>FPNs outstanding</b>	1,1889 (20%)

**(\*) accurate at the time of publication. Numbers subject to change as cases are progressed through the courts.**

# New Initiatives & Ongoing Work



# CCTV & Can You Help ?

- CCTV Cameras
- Hot spot, priority locations
- Can you help ?




ENFIELD Council Newsletter Accessibility Login/Register

Search... All services

Home > Services > Rubbish and recycling > Can you help?

## Can you help?




The 'Can you help us CCTV appeal' has been created as part of our ongoing fight against fly-tipping in the borough.

Our fly-tipping and waste enforcement team have been working hard to keep Enfield clean and catch those who choose to mess up our borough, but sometimes we need your help.

Our CCTV cameras have picked up videos of individuals we would like to exclude from our investigations or those that may be able to help us find fly-tippers.

If you recognise anyone or any vehicle in the videos below, please report to <INSERT CONTACT DETAILS> quoting the reference number in the video or fill in the form below.



## Can you help?

Our Waste Enforcement Officers need your help with our enquiries. If you recognise anyone in the video, please make a report, quoting the video reference.

[Make a report](#)



# Targeted Enforcement Days

- Targeted day of action 22<sup>nd</sup> March 2023
- High visibility patrol with officers from Waste Enforcement, Waste Services & Parking Enforcement
- Case Study
  - Bullsmoor and Enfield Lock Ward.
  - FPNs issued
  - Some further investigations needed
  - Advice/warnings given to residents

# Community Payback

- Case Study - Beaconsfield Road, Enfield Lock



# Communications Campaign

- Publicise the work in tackling fly tipping
- Plan to publish location of offence by ward



CLEANER ENFIELD  
LET'S BEAT FLY-TIPPING TOGETHER

FIXED PENALTY NOTICE

Enfield Council has issued **404** Fixed Penalty Notices for littering and dumping rubbish in February 2023.

ENFIELD Council

CLEANER ENFIELD CLEANER ENFIELD

The graphic features a grey envelope with a red stamp that says 'FIXED PENALTY NOTICE' and a red circle with a white pound sign (£). The background has a yellow and black diagonal hazard stripe border at the top and bottom. A yellow banner with black diagonal stripes and the text 'CLEANER ENFIELD' is at the bottom left. The Enfield Council logo is at the bottom right.



CLEANER ENFIELD

In January we prosecuted **123** people for not paying FPNs for littering and dumping rubbish.

- Total fines awarded **£26,958**
- Total costs awarded **£13,495**
- Total victim surcharge **£10,622**

FINED FINED FINED FINED


ENFIELD Council

—Disclaimer: Data correct at either time of publication or the date of the court results.

The graphic features a yellow and black diagonal hazard stripe border at the top and bottom. On the right, there are four yellow diamond-shaped signs with the word 'FINED' in black. The Enfield Council logo is at the bottom right. A small disclaimer is at the bottom left.

# Posts on Social Media

 **Enfield Council**   
@EnfieldCouncil

 **Evidence Found: Emilia Close EN3**  
Our fly-tipping team quickly cleared this rubbish and found evidence identifying the culprit.

**!!** The person responsible will be issued an FPN for illegally dumping rubbish.

 Please report fly-tipping to [enfield.gov.uk/cleanerenfield/](https://enfield.gov.uk/cleanerenfield/) [#CleanerEnfield](https://twitter.com/CleanerEnfield)



1:32 PM · Feb 28, 2023

 **Enfield Council**   
@EnfieldCouncil


 Cllr Rick Jewell, Cabinet Member for Environment at Enfield Council, joined our waste enforcement team to clear a large fly tip in Bowes Road containing several fridges, beds and lots of black bags of rubbish.

Please report fly-tipping   
[enfield.gov.uk/cleanerenfield/](https://enfield.gov.uk/cleanerenfield/)  
[#CleanerEnfield](https://twitter.com/CleanerEnfield)



1:02 PM · Jan 13, 2023

 **Enfield Council**   
@EnfieldCouncil

 **FINED!** In January, we prosecuted 123 people for not paying FPNs issued by Enfield Council for littering and dumping rubbish.

 Help us to keep Enfield clean by reporting dumped rubbish /fly-tipping to us at [enfield.gov.uk/cleanerenfield/](https://enfield.gov.uk/cleanerenfield/)

[#CleanerEnfield](https://twitter.com/CleanerEnfield)



9:32 AM · Mar 28, 2023



# Coming Soon - Bin to Win

- Rewards positive behaviour
- Monthly prize draw for a shopping voucher (£50)



# Coming Soon - Floor Stencils

- Would like to introduce something similar at hot spot locations



# Discussion / Q& A

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

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

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**Purpose of Report**

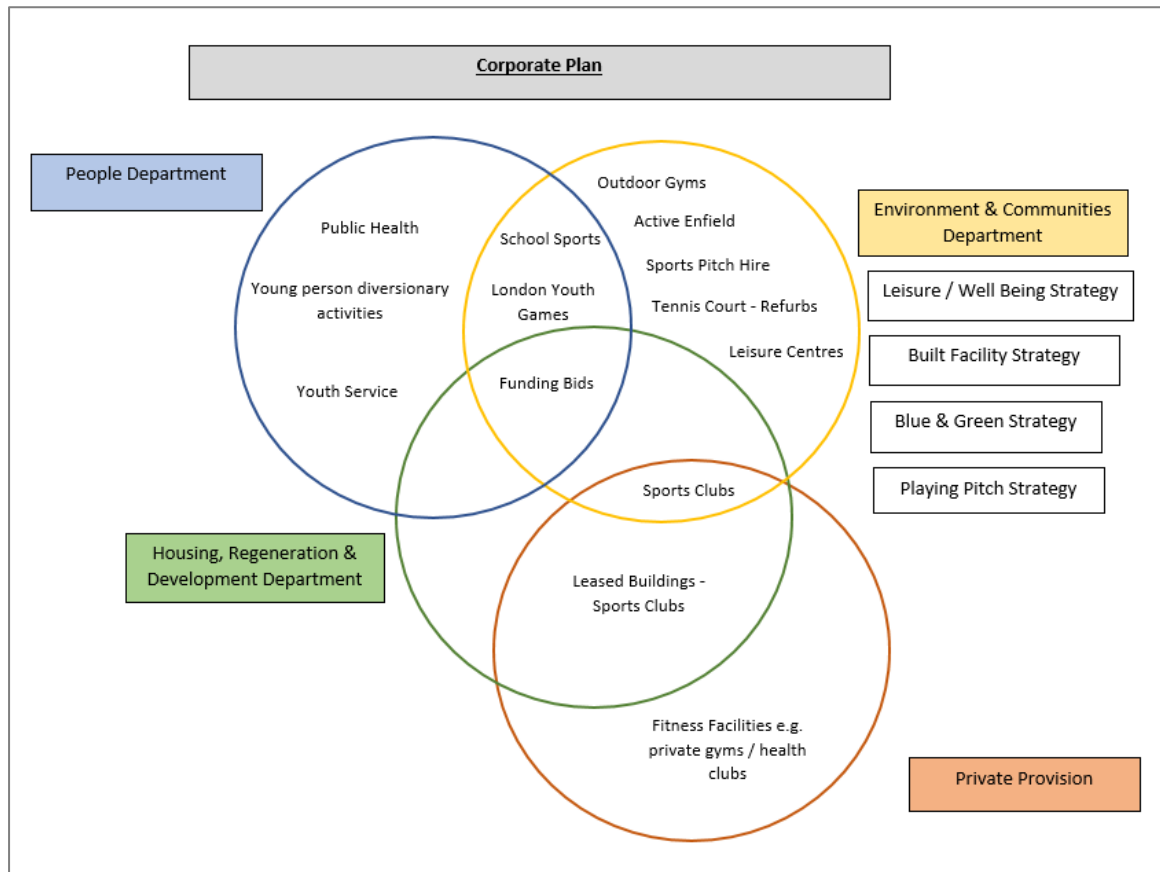
1. The purpose of this report is to outline how leisure services are currently structured and delivered within the London Borough of Enfield, and to set out how the Council's leisure offer will be managed in the future.

**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. Until recently, sport and physical activity was delivered by three of the Council's departments, with all three managing venues and two of the three providing programmes of activity. This has now been streamlined with most of the Council's sport facilities and activity sitting within the recently created Environment and Communities Department. 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 Sports and Leisure 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 this summer, 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 these aspects of the leisure centre management.

8. Outdoor provision is mainly centred 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.
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 financial year 2022/23 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

14. Following initial positive incremental improvements in service standards, when management of the leisure centres was transferred to the Commercial

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

Team in Autumn 2022, 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 early April.

#### Active Enfield Programme

18. The Active Enfield programme is a programme of physical leisure activities that are organised and managed by the Council's Sports & Leisure Team. Activities delivered through the Active Enfield programme target gaps in existing provision from either the local clubs, private provision or where targeted action is required. The aim of the programme is getting people moving, some of whom 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 quarter 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 Sports and Leisure Team will also look to expand popular existing activities such as yoga and pilates into new areas of the borough.
24. Where surplus revenue is generated, the Sports and Leisure Team will use it to build the new programme and deliver targeted sessions in areas of the borough where health inequalities are worst. These activities will commence this summer.
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 programme sessions as low as possible, and only charge a nominal fee in areas where the crises will be felt most acutely.

#### 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 begun 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 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 Sports and Leisure Team has recently secured a significant grant from the Lawn Tennis Association's Renovation Fund. The funding will enable the refurbishment of

tennis courts in thirteen of the borough's parks. Totalling £540,000, 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 boroughs 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 Sports and Leisure 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 Para Games for sports including boccia, athletics, swimming and football. The Sports and Leisure 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 Sports and Leisure Team will continue to provide opportunities for those that are or will become physically inactive.

Report Author: Matthew Watts  
Assistant Head of Commercial Services  
[Matthew.watts@enfield.gov.uk](mailto:Matthew.watts@enfield.gov.uk)  
0208 1322461

Date of report 25/04/23

**Appendices**

None

**Background Papers**  
None



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## 2022- 2023 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Date of meeting	Topic	Lead Officer	Lead Members	Executive Director/Director	Reason for proposal / Key Lines of Enquiry (KLOE) 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>	Draft Council Plan 2023-26	Sarah Gilroy	Leader of the Council – Cllr	Chief Executive – Ian Davis	Consultation prior to consideration by Cabinet	Cabinet on 8 February 2023

<b>Confirmed business meeting</b>			Nesil Caliskan		and Council	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>	<del>Review of Leisure Provision in the Borough</del>	<del>Cheryl Headon/ Matthew Watts</del>	<del>Cllr Anyanwu</del>	<del>Sarah Cary / Fay Hammond/ Doug Wilkinson</del>	<del>This was requested by the Committee</del>	Deferred to 20 April 2023
	Meridian Water update	Peter George/ Penny Halliday	Cllr Caliskan	Sarah Cary/ Peter George	This was requested by the Committee	Moved from 20 April 2023
	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	
	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>Date of meeting</b>	<b>Topic</b>	<b>Lead Officer</b>	<b>Lead Members</b>	<b>Executive Director/Director</b>	<b>Reason for proposal / Key Lines of Enquiry (KLOE)</b>	<b>Other Committee/ Cabinet/Council approvals?</b>
<b>9 May 2023</b>	<del>Following merger of five NHS Clinical Commissioning Groups (CCGs) Update on Enfield Borough Partnership Integrated Care Board/ Systems</del>	<del>Deborah McBeal</del>	<del>Cllr Cazimoglu</del>	<del>Tony Theodoulou</del>	<del>One of the Leader's priorities for 2022/23.</del>	<del>Impact on residents in the Borough and current provision Agreed at OSC on 09/03/23 to take this item at a meeting in the new Municipal Year</del>
	<del>Meridian Water update</del>	<del>Peter George</del>	<del>Cllr Galiskan</del>	<del>Sarah Cary/ Peter George</del>		<del>Moved to 9 March</del>
	<del>Fly Tipping with an Overview and Update on Statistics and Improvements</del>	<del>Doug Wilkinson / Jon Sharkey</del>	<del>Cllr Jewell</del>	<del>Sarah Cary</del>	<del>This is a priority area presented by the Cabinet member.</del>	<del>Moved from 9 March</del>
	<del>Review of Leisure Provision in the Borough</del>	<del>Cheryl Headon / Matthew Watts</del>	<del>Cllr Anyanwu</del>	<del>Sarah Cary / Fay Hammond/ Doug Wilkinson</del>	<del>This was requested by the Committee</del>	<del>Deferred from 9 March</del>

**Note:**

Provisional call-in dates: as listed on the calendar of meetings. Used for pe-decision scrutiny and call-ins.

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