



Harry Blake-Herbert
Governance and Scrutiny Team
Democracy@enfield.gov.uk

REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL

**Tuesday, 26th March, 2024 at 7.00 pm in the Conference Room,
Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

Councillors Mahmut Aksanoglu (Chair), Hivran Dalkaya (Vice Chair),
Mohammad Islam, Joanne Laban, David Skelton, Edward Smith, Nelly Gyosheva
and Ahmet Hasan

AGENDA – PART 1

1. WELCOME & APOLOGIES

2. DECLARATIONS OF INTEREST

Members are asked to declare any disclosable pecuniary, other pecuniary or non-pecuniary interests relating to items on the agenda.

3. MINUTES OF THE PREVIOUS MEETING (Pages 1 - 4)

To agree the minutes of the previous meeting held on Tuesday 30 January 2024.

4. PARTNERSHIPS & SKILL GAPS AND FUNDING (Pages 5 - 18)

To provide background on the Council's existing skills and employment offer, clarify how skills and employment provision is funded and explain how it is utilised to address sectoral skills gaps.

5. DATES OF FUTURE MEETINGS

The dates of future meetings will be confirmed following Annual Council on

15 May 2024.

6. 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

7. MERIDIAN WATER UPDATE (Pages 19 - 52)

To provide the Regeneration & Economic Development Scrutiny Panel an update on Meridian Water.

These items 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 3 to the Local Government Act 1972, as amended.

MINUTES OF THE MEETING OF THE REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL HELD ON TUESDAY, 30TH JANUARY, 2024

MEMBERS: Councillors Mahmut Aksanoglu (Chair), Hivran Dalkaya, Mohammad Islam, Joanne Laban, Edward Smith, Nelly Gyosheva, Ahmet Hasan

Officers: Brett Leahy (Director of Planning & Growth), Nick Denny (Director of Property), Penny Halliday (Director of Meridian Water), May Hope (Plan Making Manager), Karen Page (Head of Planning & Building Control), Doug Ashworth (Head of Development), Jennifer Offord (Head of Meridian Water Regeneration) and Stacey Gilmour (Governance & Scrutiny Officer)

1. WELCOME & APOLOGIES

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

Apologies for absence were received from Cllr David Skelton who was substituted by Cllr Hannah Dyson.

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF PREVIOUS MEETINGS

The minutes of the previous meetings held on 12 October and 1 November 2023 were **AGREED**.

4. PLANNING PERFORMANCE

Karen Page, Head of Planning & Building Control introduced and highlighted the key aspects of the report; including but not limited to: the backlog of planning applications and enforcement cases, the quality of service to customers and the wellness of officers.

In response to Members' questions and comments relating to the transformation process, officers advised that the process had been streamlined in several ways which included; focused leadership and defining roles and responsibilities, use of a forecasting tool, establishing clear expectations for agents and applicants as well as implementing training for consistent approaches. Additional temporary agency support had been secured and a Fast Track team, utilising Tech Support had also been

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established with a focus on quick win applications. At the start of the process, the Development Management team had over 2200 applications on hand, most of which were legacy (over target) cases. This has reduced not to 629 cases with the majority of live cases being determined within statutory timeframes and without reliance on an Extension of Time. Officer caseloads have also reduced significantly.

Members sought further clarity in relation to the role of the Tech Support team and officers advise that the team triage all new reports (100% in 3 working days). A new online reporting form has been produced which includes mandatory fields to improve and control the quality and number of enquiries. There has been a focus on leadership to clear historic cases as well as a focus on serving notices without delay. Early peer review of new cases take place to determine appropriate course of action.

In response to further questions from Members regarding Planning Enforcement, officers advised that the team was carrying a case load of 1446 reports of suspected planning breaches and formal action was only being progressed in response to a limited number of cases. The backlog of enforcement cases has now reduced to 91 cases with officer caseloads at manageable levels. Over 200 formal notices were served in 2023 representing a significant uplift from the 8 notices serviced in 2022.

In response to Members' enquiries regarding challenges faced along the way, officers responded that the restructuring had been disruptive and demotivating for staff and there had been some initial rebellion around unfamiliar processes, behavioural change, and the requirement to step up at all levels. There had also been challenges around Member confidence and support for new ways of working. The process has been up and down in terms of progress which requires constant oversight, leadership, and process adaptation. Quick wins had now been exhausted resulting in tricky legacy cases left to work with.

In responses to further comments from Members regarding wellness and improvement officers advised that self-fulfilling results were now being seen which included faster customer service and application processing, reduced delays, and costs for developers, attracting investment to the area and positioning the Council as a development enabler. Wider community benefits were also discussed, and officers explained that capacity increase enhances customer and community experiences along with tangible improvements to the local environment.

Following questions from Members in relation to how staff have adapted to the changes, officers replied that the benefits for team members included clear career progression, a stable and fully staffed team, and manageable caseloads.

In response to Members' comments and questions regarding Section 106 obligations, officers explained the process and explained that all Section 106

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documents are in the public domain and published to the Council's website alongside planning application documents. It was also advised that an Infrastructure Financial Statement is published annually which allows residents to see where monies are being spent and if they have any concerns that money has been secured but not spent this can be reported to Enfield Council officers to investigate. These processes are continuously reviewed and closely monitored.

In conclusion officers advised that whilst the transformational work undertaken to date has yielded exceptional results, the service will continue to robustly monitor performance and review working practices to ensure workloads remain manageable. A review has commenced as to how the team manage appeals, pre-applications, and Planning Performance Agreements to ensure that it is working efficiently and delivering high quality outcomes for customers and communities whilst continuing to explore ways to commercialise the service to provide resilience and help alleviate the budgetary pressures currently faced.

The Panel agreed:

i. To note the report.

5. **WORK PROGRAMME 2023/24**

NOTED the Regeneration & Economic Development Scrutiny Panel Work Programme for 2023/24.

6. **DATES OF FUTURE MEETINGS**

NOTED that the next meeting of the Regeneration & Economic Development Scrutiny Panel would be on Tuesday 26 March 2024 at 7:00pm in the Conference Room at the Civic Centre.

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

AGREED in accordance with Section 100(A) of the Local Government Act 1972 to exclude 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.)

8. **STRATEGIC INDUSTRIAL LAND**

The committee discussed progress of the Strategic Industrial Land sites.

Following the Part 2 discussions the item was **NOTED**.

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The meeting ended at 9.00 pm.



London Borough of Enfield

Title of Report:	Employment and Skills, funding and addressing skills gaps.
Report to:	Regeneration & Economic Development Scrutiny Panel Scrutiny Panel
Date of Report briefing:	March 26 th 2024
Cabinet Member:	Councillor Chinelo Anyanwu, Member for Public Spaces, Culture and Local Economy
Directors:	Brett Leahy, Director of Planning and Growth
Report Author:	Nat Buckeridge, Partnerships and Relationship Manager Nat.buckeridge@enfield.gov.uk
Ward(s) affected:	All

Purpose of Report

1. The purpose of this report is to provide background on the Council's existing skills and employment offer, clarify how skills and employment provision is funded and explain how it is utilised to address sectoral skills gaps.

Background

2. In October 2021, the Council received a match-funded grant from London Councils to deliver a European Social Fund project designed to tackle economic inactivity through employment and training interventions.
3. The project delivery team has been bannered as the STEPs programme, which is the Councils flagship employment and skills offer. The European Social Fund was used to develop this offer between January 2022 – December 2023. The UK Shared Prosperity Fund (UKSPF) has allowed the STEPs offer to continue beyond December 2023, with the UKSPF grant running until the end of March 2025.

4. Since receiving the UKSPF grant, the Council has developed a skills and employment offer through its Inclusive Growth and Skills Service. This expanded offer has been developed solely through grant awards.
5. The key objectives of the skills and employment team are:
 - To conduct a needs assessment of local employers to address skills gaps in priority sectors.
 - To develop an offer which provides support to priority cohorts in the borough.
 - To actively support residents furthest from the labour market into identifying and sustaining employment.
 - To signpost residents to local, regional, and national provision.
 - To set, monitor and report on section 106 employment and training obligations, and to leverage these obligations to support residents into employment.
6. To achieve these aims, the service must:
 - Develop an in-house local offer to strategically tie in with the Council Plan, forthcoming Inclusive Growth and Skills Strategy and other priority areas such as welfare advice, business support, inward investment, section 106 and planning gains, education, public health, and adult social care.
 - Identify and access external funding opportunities that benefit the borough.
 - Engage with key regional and national stakeholders such as the GLA, London Councils, local employers, local colleges, Local London, DWP, DHSC, DLUHC and the voluntary and community sector.
 - Work with other local provision to ensure the impact of skills and employment investment is properly demonstrated.
 - Undertake continuous improvement to ensure the service reaches a level of best-in-class.
 - Work closely with internal services including post-16 provision, the Learning Disability Service and Mental Health Commissioners to ensure support is joined-up across the Council.
 - Support the development of an Inclusive Growth and Skills Board to formalise partnership working, promote the service and develop cross-service capacity building.

Local Offer

7. There are a number of services across the Council which provide skills and employment interventions, and other services which are commissioned by the Council to deliver targeted support. The services are listed below:
 - **STEPS:** STEPs are the Council's borough brokerage team funded by UK Shared Prosperity Fund, offering frontline support to residents suffering from long-term unemployment or economic inactivity. Residents are offered free 1-2-1 support, information, advice, and guidance and coached through an employment and training pathway.

- **Section 106:** The team is responsible for setting, monitoring, and reporting on section 106 employment and training obligations.
- **Thrive into Work:** Thrive into Work is a £3.5million investment in health and work combined support commissioned by Enfield and Haringey. Thrive into Work supports residents of Enfield that are 16+ and suffer from a primary care need.
- **North Central London Health and Social Care Academy:** HSC Academy is a GLA-funded programme designed to support unemployed residents in Enfield, Haringey, Barnet, Camden and Islington into accessing employment opportunities in the health and social care sectors.
- **Skills Bootcamp:** Enfield has delivered two skills bootcamps following a £150k grant from the GLA to support unemployed Enfield residents into accessing entry level roles in the construction sector.
- **Let's Talk Employment:** Let's Talk Employment is a service commissioned by the Integrated Care Board to offer employment and training guidance through the Talking Therapies service operated out of Enfield Chase Hospital.

Successes to date

8. 542 residents enrolled onto the STEPs programme between September 2022 and December 2023. Over 40 job outcomes and 100 education/training outcomes secured through STEPs interventions
9. 54 residents have been upskilled through the GLA-funded skills bootcamp, co-designed with local employers to address their skills gaps
10. 86 residents are currently enrolled onto the Health and Social Care Academy, with 5 recently moving into roles with local care providers and North Middlesex Hospital
11. Over 400 job-seekers attended a recruitment event in October 2023 held in the heart of Edmonton Green, with large employers in attendance including NHS, London Fire Brigade, Amazon and Tesco
12. The forthcoming follow-up recruitment event has reached capacity with registrations, with all 800 tickets reserved within two and with two weeks to spare, and will offer opportunities to residents across a range of sectors including construction, film/tv sector, distribution, logistics, health and care.
13. The STEPs team has over-performed on the first month of reporting for the UK Shared Prosperity Fund contract, by enrolling more participants with STEPs and other wraparound keyworker services than the forecasted delivery.
14. The performance of the Health and Social Care Academy and the Construction Skills Bootcamps are green shoots of a new service that are beginning to have a real impact on addressing skills gaps in key sectors

for the local economy. Working with public sector anchor institutions is especially important as they provide sustainable, well-paid employment and move residents off often unsustainable zero-hour contracts.

15. The STEPs Team are not exclusively bringing opportunities to residents, they are addressing wider economic inactivity and the health of the workforce by identifying hard-to-reach groups and signposting them to keyworker services and health related employment support.

Future workstreams on addressing skills gaps

16. The Inclusive Growth and Skills Service is tapping into sub-regional provision to address gaps in the health and care sector through the Health and Social Care Academy, the care providers forum and engagement with Barnet and Southgate College. However, there is scope to evolve this in a local health and social care academy, focussed on addressing skills gaps in Enfield's health and care sectors.
17. The Inclusive Growth and Skills Service is in the process of developing a construction sector forum to better utilise the Meridian Water Skills Academy. This forum will bring together the College of Northeast London, employment and training providers and employers with section 106 obligations to develop a core curriculum offer that will match the phasing of major developments in Enfield. The first construction sector forum intends to meet before the end of May 2024.
18. The Creative Industries Hub based in Waltham Forest is supporting the creative sector across the sub-region of Waltham Forest, Enfield and Haringey and a similar workstream is taking place in Barnet. The film/tv cluster in Brent Cross, Hertfordshire and the Upper Lee Valley is an opportunity for the borough to support residents into opportunities in this sector. Enfield is already a partner of the Creative Industries Hub, which is to be extended beyond its initial run until March 2024. There is an opportunity to expand the reach of the hub and to focus more clearly on the film/tv sector.
19. The Inclusive Growth and Skills Service will submit a bid for Wave 5 of the GLA-funded Skills Bootcamps, there is an opportunity to offer a green skills bootcamp in partnership with the Capital Projects Team in Housing and Regeneration to support with heat pump installation and retrofitting of the housing stock, although this is at the concept stage.
20. The Council has an opportunity to form an apprenticeship levy transfer scheme to support SMEs in addressing their own skills gaps by offering surplus levy to businesses in Enfield to upskill existing staff.

Relevance to Council Plans and Strategies

21. **An economy that works for everyone:** UKSPF funding will equip the borough to work alongside a range of local employers to offer opportunities to unemployed residents and shift them into economic activity.
22. **Thriving children and young people:** the decrease in age to allow 16-year-olds and above to enrol on the programme will allow young people to access the free employment and training support that they could not access under the European Structural Investment Fund.

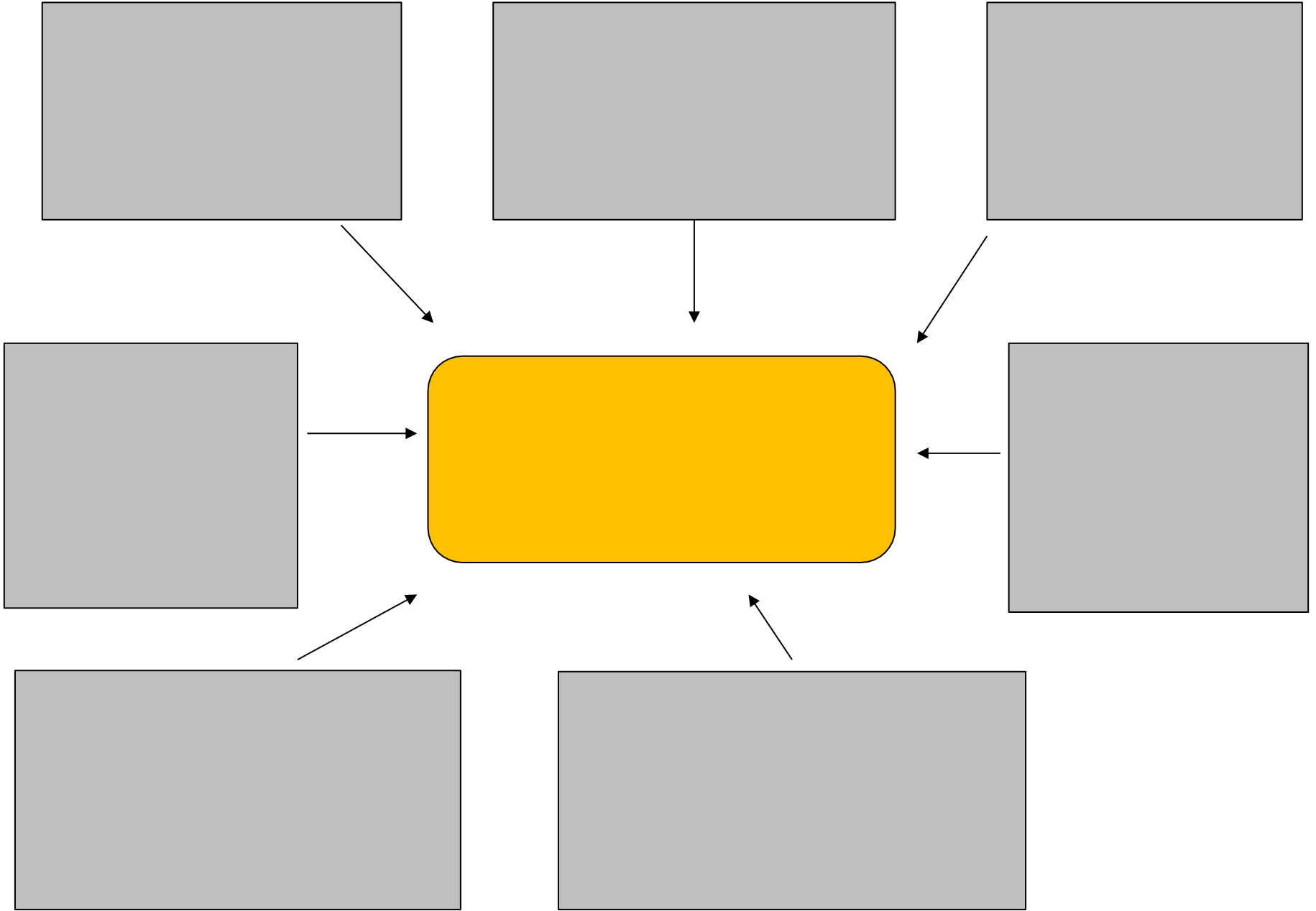
Conclusion

23. The Inclusive Growth and Skills Service has developed a local offer for residents and has begun utilising funding to address priority sector skills gaps. Our successes are many, but the service now needs to focus on the delivery of strategic forums and Council policies to identify new avenues into funding and supporting sectors considered key to the economic growth of the borough.
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Report Author: Nat Buckeridge
Partnerships and Relationship Manager
Nat.buckeridge@enfield.gov.uk
0208 132 3050

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