



**LONDON BOROUGH OF ENFIELD**

**AGENDA FOR THE COUNCIL MEETING  
TO BE HELD ON WEDNESDAY, 28TH MARCH,  
2007**



**THE WORSHIPFUL THE MAYOR  
AND COUNCILLORS OF THE  
LONDON BOROUGH OF ENFIELD**

**Please  
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**My Ref:** DST/SA

**Date:** 20<sup>th</sup> March 2007

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on **Wednesday 28 March 2007 at 7:00pm** for the purpose of transacting the business set out below.

Yours sincerely

Borough Secretary

**1. ELECTION (IF REQUIRED) OF THE CHAIRMAN/DEPUTY CHAIRMAN OF THE MEETING**

**2. MAYOR'S CHAPLAIN TO GIVE A BLESSING**

The Mayor's Chaplain to give a blessing.

**3. MAYOR'S ANNOUNCEMENTS (15 MINUTES APPROXIMATELY)**

**4. MINUTES** (Pages 1 - 10)

To approve, as a correct record, the minutes of the Council meeting held on 21 February 2007.

**5. APOLOGIES**

**6. DECLARATION OF INTERESTS** (Pages 11 - 12)

Members of the Council are invited to identify any personal or prejudicial interests relevant to items on the agenda. Please refer to the guidance note attached to the agenda.

**7. OPPOSITION BUSINESS - LEISURE PROVISION (TIME ALLOWED – 45 MINUTES)** (Pages 13 - 16)

To receive a report from the Labour Group providing background information on the issue raised for consideration under Opposition Business. The issue relates to leisure provision within the Borough.

An extract from the Council's Constitution has also been attached setting out the procedure for the conduct of Opposition Business at the Council meeting.

**8. RELATIONSHIP MANAGER AND DISTRICT AUDITOR'S ANNUAL AUDIT AND INSPECTION LETTER** (Pages 17 - 32)

To receive the report of the Chief Executive accompanying the Relationship Manager and District Auditor's Annual Audit and Inspection Letter. The Annual Letter summarises for Members the more important matters arising from the Relationship Manager and District Auditor's audit and inspection programme for 2005/06 and comments on current issues. (Report No.239)

The report and Annual Letter is to be considered by the Cabinet and the Audit Committee at their meetings on 22 March 2007.

**9. "ENFIELD'S FUTURE" A SUSTAINABLE COMMUNITY STRATEGY FOR ENFIELD 2007-2017** (Pages 33 - 46)

To receive a report from the Director of Performance, Partnership and Policy asking Council to consider the ESP's revised Community Strategy's visions and strategic objectives and endorse the way forward for agreeing Enfield's Community Strategy. (Report No.243A)

The report is also due to be considered by Cabinet at its meeting on 22 March 2007.

**10. COMMUNITY COHESION STRATEGY** (Pages 47 - 72)

To receive the report of the Director of Performance, Partnership and Policy outlining the Council's first Community Cohesion Strategy. (Report No.230A)

The recommendations in the report were endorsed by Cabinet at its meeting on 28 February 2007.

**11. CAPITAL PROGRAMME AND PRUDENTIAL INDICATOR MONITORING THIRD QUARTER 2006/07** (Pages 73 - 94)

To receive the report of the Director of Finance and Corporate Resources informing Members of the current position regarding the Council's 2006 to 2011 capital programme taking into account the latest monitoring information on the progress of schemes. (Report No.228)

The recommendations in the report were endorsed by Cabinet at its meeting on 28 February 2007.

**12. COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES)**  
(Pages 95 - 102)

Urgent Questions (Part 4 - Paragraph 9.2.(b) of Constitution – Page 4-9)

With the permission of the Mayor, questions on urgent issues may be tabled with the proviso of a subsequent written response if the issue requires research or is considered by the Mayor to be minor.

Please note that the Mayor will decide whether a question is urgent or not. The definition of an urgent question is "An issue which could not reasonably have been foreseen or anticipated prior to the deadline for the submission of questions and which needs to be considered before the next meeting of the Council." The submission of urgent questions to Council now requires the Member submitting the question to specify why the issue could not have been reasonably foreseen prior to the deadline and why it has to be considered before the next meeting.

A supplementary question is not permitted.

Councillors' Questions (Part 4 – Paragraph 9.2(a) of Constitution – Page 4 - 8)

The ten questions are attached to the agenda.

**13. MOTIONS**

13.1 In the name of Councillor Boast

"Enfield Council calls upon the Government to repeal any laws or regulations stemming from the European Working Time Directive that impede the emergency services in the performance of their duties."

13.2 In the name of Councillor McCannah

"Enfield Leisure Centres Ltd. is currently in liquidation. The liquidators are in the process of completing their inquiries and, in due course, may report to the Department of Trade and Industry (DTI) on the conduct of the company and its directors. When this process is completed it is vital that the public of the Borough are able to examine the reasons for the failure of the company and Council resolves to set up a special scrutiny commission, at a date to be decided following the completion of the liquidators' work and the conclusions of the DTI, to examine the reasons for and the consequences of the

insolvency of Enfield Leisure Centres Ltd.”

### 13.3 In the name of Councillor Giladi

“Enfield Leisure Centres Ltd is currently in liquidation. The liquidators are in the process of completing their inquiries and, in due course, may report to the Department of Trade and Industry on the conduct of the company and its directors. When this process is completed, it is vital that the public of the borough are able to examine the reasons for the insolvency of the company. The Council resolves to set up a special scrutiny commission, with a budget and access to external professional support, at a date to be decided following the completion of the liquidators’ work and the conclusions of the DTI to examine:

1. The relationship between the Council and Enfield Leisure Centres Ltd prior to the insolvency, including how funding and policy decisions by the Council impacted on the viability of the company.
2. The full cost to the Council of the liquidation and how this compares to an alternative strategy of increasing the Council’s subsidy to the company.
3. The reasons for the early closure of Edmonton Leisure Centre and the closure of Bramley Road squash courts.
4. Any other relevant matter that the Commission decides”.

### 13.4 In the name of Councillor Rodin

“This Council values the contribution made by its black communities as well as others and proposes to erect a monument marking the 200<sup>th</sup> anniversary of the abolition of the slave trade”.

## **14. MEMBERSHIPS**

To confirm any changes to committee memberships.

## **15. NOMINATIONS TO OUTSIDE BODIES**

To confirm any changes to nominations to outside bodies.

## **16. CALLED IN DECISIONS**

None received.

## **17. DATE OF NEXT MEETING**

The next meetings of the Council will be held on:

- Monday 16 April 2007 at 7.00 p.m. at the Civic Centre (Freedom of the Borough)
- Wednesday 9 May at 7.00 p.m. at the Civic Centre (Annual Meeting)

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## COUNCIL - 21.2.2007

**MINUTES OF THE MEETING OF THE COUNCIL  
HELD ON WEDNESDAY, 21 FEBRUARY 2007****COUNCILLORS****PRESENT**

Tony Dey (Mayor), Don Delman (Deputy Mayor), Pamela Adams, Christopher Andrew, Kate Anolue, Gregory Antoniou, Chaudhury Anwar MBE, Alan Barker, John Boast, Chris Bond, Yasemin Brett, Kris Brown, Jayne Buckland, Lee Chamberlain, Christopher Cole, Andreas Constantinides, Christiana During, Peter Fallart, Norman Ford, Achilleas Georgiou, Vivien Giladi, Del Goddard, Jonas Hall, Ahmet Hasan, Elaine Hayward, Robert Hayward, Ruth Hones, Ertan Hurer, John Jackson, Chris Joannides, Eric Jukes, Jon Kaye, Matthew Laban, Henry Lamprecht, Bernadette Lappage, Michael Lavender, Dino Lemonides, Paul McCannah, Donald McGowan, Kieran McGregor, Chris Murphy, Terence Neville, Ayfer Orhan, Anne-Marie Pearce, Henry Pipe, Martin Prescott, Geoffrey Robinson, Jeff Rodin, Michael Rye, Eleftherios Savva, George Savva, Toby Simon, Edward Smith, Terence Smith, Doug Taylor, Glynis Vince, Kate Wilkinson and Ann Zinkin.

**ABSENT**

Bambos Charalambous, Annette Dreblow, Denise Headley, Ahmet Oykenor and Andrew Stafford

**1****MAYOR'S CHAPLAIN TO GIVE A BLESSING**

The Mayor's Chaplain, the Reverend John Paul gave a blessing on the Council.

**2****MAYOR'S ANNOUNCEMENTS**

The Mayor made the following announcements:

**1. Budget Speeches**

In accordance with previous practice at budget Council meetings, I would ask the Council to agree that both Leaders have 10 minutes each in their opening speeches on item 6 in relation to the budget.

This proposal was agreed by the Council

**2. Receipt of a Petition**

Prior to this meeting I was handed a petition by Mr. Rob Kelsall on behalf of the GMB Union in relation to the trade dispute with National Car Parks. The petition seeks support for the campaign. I am advised that this is an issue for National Car Parks and not the Council. I will ensure it is passed on to the relevant officers.

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3. Charity Dinner - Friday 16<sup>th</sup> March 2007

I would like to remind members about supporting the Charity Dinner and Dance at Trios Banqueting Suite on Friday 16<sup>th</sup> March.

4. Police Passing Out Parade

The Mayoress and I attended the Police Passing Out Parade at Hendon on Friday 10<sup>th</sup> February. An event we both enjoyed very much. We had the privilege of meeting the six new officers who will be on the beat in Enfield.

5. Palace Exchange Launch

The Mayor advised that he had attended the Palace Exchange Launch VIP event on Thursday 8<sup>th</sup> February a celebration of the new look Enfield.

6. Ponders End Winter Festival

The Mayoress and I attended the Ponders End Winter Festival, which was very well supported. Thanks must go to Matt Lane and the volunteers for all their efforts.

**3**

**MINUTES**

AGREED that the minutes of the Council meeting held on 24 January 2007 be confirmed and signed as a correct record.

**4**

**APOLOGIES**

Apologies for absence were received from Councillors Charalambous, Dreblow, Headley, Oykenner and Stafford. Apologies for lateness were received from Councillors Brett, Constantinides and E Smith.

**5**

**STATEMENT BY THE BOROUGH SOLICITOR**

NOTED that the Borough Solicitor drew to members attention the recent letters to all Councillors dated 12 January 2007 regarding the Council's Budget and Councillors in arrears of Council tax, Council rents and lease payments and 19 January 2007 regarding defamation and qualified privilege.

**6**

**DECLARATION OF INTERESTS**

Councillor Laban declared a personal and prejudicial interest regarding Item No. 12.1, the motion relating to Enfield Leisure Centres Trust Ltd. as his sister



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is a Council employee who worked at the Edmonton Leisure Centre and he was a Director of the Trust prior to its liquidation.

Councillor Vince declared a personal interest regarding item No. 6, the Budget 2007/08 and Medium Term Financial Plan, as a governor of Salisbury School.

Councillor Lappage declared a personal interest regarding item No. 6, the Budget 2007/08 and Medium Term Financial Plan, as her husband was an employee of North London Waste, a precepting body.

Councillor Prescott declared a personal interest regarding item No. 6, the Budget 2007/08 and Medium Term Financial Plan, being a Council nominee Board member of the Enfield Business and Retail Association.

The Councillors listed below, being members of a trade union declared a personal interest in Item No. 12.4, the motion relating to recognising and negotiating with any trade union:

Councillors Andrew, Bond, Brett, Brown, Buckland, Charalambous, Cole, Constantinides, Goddard, E Hayward, R Hayward, Laban, Lappage, Lemonides, Murphy, Orhan, Robinson, Rodin, Rye, G Savva, Simon and Taylor.

**7**

**BUDGET 2007/08 AND MEDIUM TERM FINANCIAL PLAN (GENERAL FUND)**

Councillor Rye moved and Councillor Lavender seconded the report of the Director of Finance and Corporate Resources (Report No. 223) which provides information on the outcome of the budget consultation, the details of the local government financial settlement, and sets out the Council's revenue budget requirement for 2007/08.

**NOTED**

1. that Members' attention was drawn to Section 106 of the Local Government Finance Act 1992 and paragraph 10.2 (d) of the Councillors' Code of Conduct which require any Member who is two months or more in arrears on their Council Tax or payments for tenancies or leases in respect of the Council's housing functions to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected who fails to declare could be subject to prosecution.

2. that during the debate Councillors Rye, Lavender and Rodin thanked officers and in particular Sheila Dawson, Mark McLaughlin and the finance teams for their hard work in preparing this year's budget.

After a lengthy debate the recommendations set out in the report were put to the vote with the following result:

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For: 31  
Against: 24

**AGREED**

1. That the net budget requirement for Enfield be set at £215.778m in 2007/08;
2. That subject to final pupil count data, approval is given to expenditure of £199.942m on the schools' budget, funded from the Dedicated Schools' Grant;
3. That the Council Tax at Band D for Enfield's services be set at £1,033.02 (paragraph 7.8), an increase of 3.45%;
4. to note that at its meeting on 9th January 2007, the Audit Committee calculated the number of 108,068 as its Council Tax base for 2007/08, in accordance with the Local Authorities (Calculation of Tax base) Regulations.
5. the following amounts be now calculated by the Council for the year 2007/08 in accordance with Section 32 of the Local Government Finance Act 1992:
  - a. £886,400,000 being the aggregate of the amounts which the Council estimates for gross expenditure, calculated in accordance with Section 32(2) of the Act;
  - b. £670,622,000 being the aggregate of the amounts, which the Council estimates for income, calculated in accordance with Section 32(3) of the Act.
  - c. £ 215,778,000 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above (net expenditure), calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year.
  - d. £ 104,141,623 being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates and Revenue Support Grant, adjusted by the amount which the Council estimates will be transferred in the year from its General Fund to its Collection Fund.
  - e. £ 111,636,377 being (the sum of c-d) the residual amount required to be collected from the Council Tax payers.
  - f. £ 1,033.02 being the residual amount at (e) above, divided by the Council Tax base of 108,068 be the Enfield precept on the Collection Fund for 2007/08 at the level of Band D.

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Valuation Band	Proportion in relation to Band D	Enfield £
A	6/9	688.68
B	7/9	803.46
C	8/9	918.24
D	1	1033.02
E	11/9	1262.58
F	13/9	1492.14
G	15/9	1721.70
H	2	2066.04

being the amounts given by multiplying the amount at (f) above by the number which, in proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

g. it will be noted that, for the year 2007/08, the Greater London Authority (GLA) has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:

Valuation Band	Proportion in relation to Band D	Enfield £
A	6/9	202.59
B	7/9	236.35
C	8/9	270.12
D	1	303.88
E	11/9	371.41
F	13/9	438.94
G	15/9	506.47
H	2	607.76

(h) having calculated the aggregate amount in each case of the amounts at (ii)(g) and (iii) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, sets the following amounts as the amounts of Council Tax for the year 2007/08 for each of the categories of dwellings shown below:

Valuation Band	Proportion in relation to Band D	Enfield £
A	6/9	891.27
B	7/9	1039.81
C	8/9	1188.36
D	1	1336.90
E	11/9	1633.99
F	13/9	1931.08
G	15/9	2228.17

## COUNCIL - 21.2.2007

H	2	2673.80
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6. With regard to the Prudential Code and the Capital Programme

- (i) to note the information regarding the requirements of the Prudential Code (Section 9);
- (ii) to approve the proposals for allocating resources to capital projects as set out in para 9.19;
- (iii) to approve the recommendations regarding the additions to the capital programme, as set out in Appendix 9;
- (iv) to approve the Prudential Indicators, the Treasury Management Strategy and the criteria for investments, set out in Section 9 and Appendix 8.

7. With regard to the ICT Work programme

- (i) to approve the recommendations regarding additions to the ICT work programme set out in section 10 and Appendix 11.

8. With regard to the Medium Term Financial Plan:

- (i) to note the forecast for the medium term as set out in section 11.

9. With regard to the robustness of the 2007/08 budget and the adequacy of the Council's reserves and balances:

- (i) to note the risks and uncertainties inherent in the 2007/08 budget and the medium term financial plan (section 12);
- (ii) to note the comments of the Director of Finance & Corporate Resources regarding the recommended levels of contingencies, balances and reserves (section 13) and having due regard to the Director's statement (section 16) when making final decisions on the 2007/08 budget.

**8****HOUSING REVENUE ACCOUNT ESTIMATES 2007/08 AND MEDIUM TERM FINANCIAL PLAN (RENT SETTING - HRA AND GENERAL FUND)**

Councillor Laban moved and Councillor Fallart seconded the joint report of the Director of Performance, Partnership and Policy and the Director of Finance and Corporate Resources (Report No. 224) presenting for approval, the detailed revenue estimates of the Housing Revenue Account for 2007/08 following consultation with residents on the HRA budget position and the options for the rent proposals.

After a lengthy debate the recommendations set out in the report were put to the vote with the following result:

For: 30  
 Against: 0  
 Abstained: 24

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AGREED

1. That the detailed revenue estimates of the Housing Revenue Account for 2007/08 be approved and the forecast for the medium term be noted (table 1).
2. That the formula rents be increased by 4.1% in line with Government guidance.
3. The level of service charges as set out in paragraph 13.1 for those properties receiving the services be agreed for 2007/08.
4. To increase the rents on temporary accommodation by £30 per week (Appendix 5).
5. To approve the proposals for increases in other income for 2007/08 as detailed in Appendices 2 and 3.
6. To delegate the authority for the final negotiation of the ALMO management fee to the Lead Members for Performance, Partnership & Policy and for Finance & Corporate Resources, in consultation with the respective Directors.

**9**

**REFERENCES FROM CONSTITUTION REVIEW GROUP**

Councillor Rye moved and Councillor Neville seconded the report of the Director of Finance and Corporate Resources (Report No.225) detailing changes as recommended by the Council's Constitution Review Group.

AGREED

1. To approve the delegation of the appointment of Appeal Panel Members from Full Council to the Director of Education, Children's Services and Leisure, following consultation with the Cabinet Member and Opposition Lead for the Children's Services Scrutiny Panel prior to each appointment.
2. That submission of urgent questions to Council should require the Member submitting the question to specify why the issue could not have been reasonably foreseen prior to the deadline and why it has to be considered before the next meeting.

**10**

**TO INFORM COUNCIL OF THE AUDIT COMMISSION REPORT ON REGENERATION UPDATE RECEIVED IN JANUARY 2007**

Councillor Jackson moved and Councillor Hall seconded the report of the Director of Environment, Street Scene and Parks (Report No. 195A) informing the Council of the Audit Commission Report on Regeneration received in January 2007.

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AGREED to note the report and the positive view expressed by the Audit Commission on the progress made by Enfield since their report on Regeneration in November 2005.

**11**

**FORMATION OF A JOINT COUNCIL SCRUTINY COMMITTEE TO SCRUTINISE THE BARNET, ENFIELD AND HARINGEY CLINICAL STRATEGY**

Councillor Pearce moved and Councillor Hones seconded the report of the Director of Performance, Partnerships and Policy (Report No. 226) dealing with the setting up and work of a Joint Council Scrutiny Committee (JCSC) involving the London Boroughs of Enfield, Barnet and Haringey and Hertfordshire County Council.

NOTED the Save Chase Farm March that was to take place on 3 March 2007 and that the Council had previously given cross party support to the campaign.

AGREED

1. That Council agree the Joint Committee's Terms of References; and
2. That Council approves the funding required and staff time proposed to operate the Joint Council Scrutiny Committee.

**12**

**STANDING ORDER 8 - DURATION OF COUNCIL MEETINGS**

NOTED

1. That in accordance with Council Procedure, Rule 8 (page 4-7 – part 4), the Mayor advised the Council that the time available for the meeting had elapsed and the remaining items of business would be dealt with in accordance with the expedited procedure.
2. That the remaining items of business would be put to the vote without debate.
3. That the Council will be deemed to have agreed the changes to memberships of council bodies and nominations to outside organisations.

**13**

**COUNCILLORS' QUESTION TIME**

1. Urgent Questions

None received.

**COUNCIL - 21.2.2007**

2. Questions by Councillors

NOTED

1. the 3 questions, on the Council's agenda, which received a written reply by the relevant Cabinet Member.

**14  
MOTIONS**

NOTED that the following motions lapsed because of insufficient time:

1. In the name of Councillor McCannah

"Enfield Leisure Centres Ltd. is currently in liquidation. The liquidators are in the process of completing their inquiries and, in due course, may report to the Department of Trade and Industry (DTI) on the conduct of the company and its directors. When this process is completed it is vital that the public of the Borough are able to examine the reasons for the failure of the company and Council resolves to set up a special scrutiny commission, at a date to be decided following the completion of the liquidators' work and the conclusions of the DTI, to examine the reasons for and the consequences of the insolvency of Enfield Leisure Centres Ltd."

2. In the name of Councillor Boast

"Enfield Council calls upon the Government to repeal any laws or regulations stemming from the European Working Time Directive that impede the emergency services in the performance of their duties."

3. In the name of Councillor Brown

"This Council acknowledges that it has a duty under the Race Relations Act 1976 (as amended in 2001), to promote good race relations in the London Borough of Enfield. It considers that the comment by Councillor Michael Lavender at the Council meeting on 8 November 2006 that Edmonton is "just a UN feeding station", contravenes that duty and it therefore no longer has any confidence in him as Deputy Leader of the Council."

4. In the name of Councillor Charalambous

"This Council considers that all of its contractors should recognise and negotiate with any trade union that has a majority of the workforce employed on the Enfield contract, as members."

**COUNCIL - 21.2.2007**

**15  
MEMBERSHIPS**

AGREED the following changes to committee memberships:

1. School Appeal Panel - Vacancy to replace the following individuals on the Panel:

a. Education Members

Ms Sarah Louis

Mrs Colleen Robinson

Mrs Carol Reeves

Mrs June Stein

b. Lay Members

Mrs Christine McDonnagh

**16  
NOMINATIONS TO OUTSIDE BODIES**

AGREED the following changes to outside bodies:

1. Edmonton Pathway Network

Councillor Anolue to fill vacancy

2. RELATE

Councillor Anolue to fill vacancy

3. London Accident Prevention Council

Councillor Buckland to fill vacancy

**17  
CALLED IN DECISIONS**

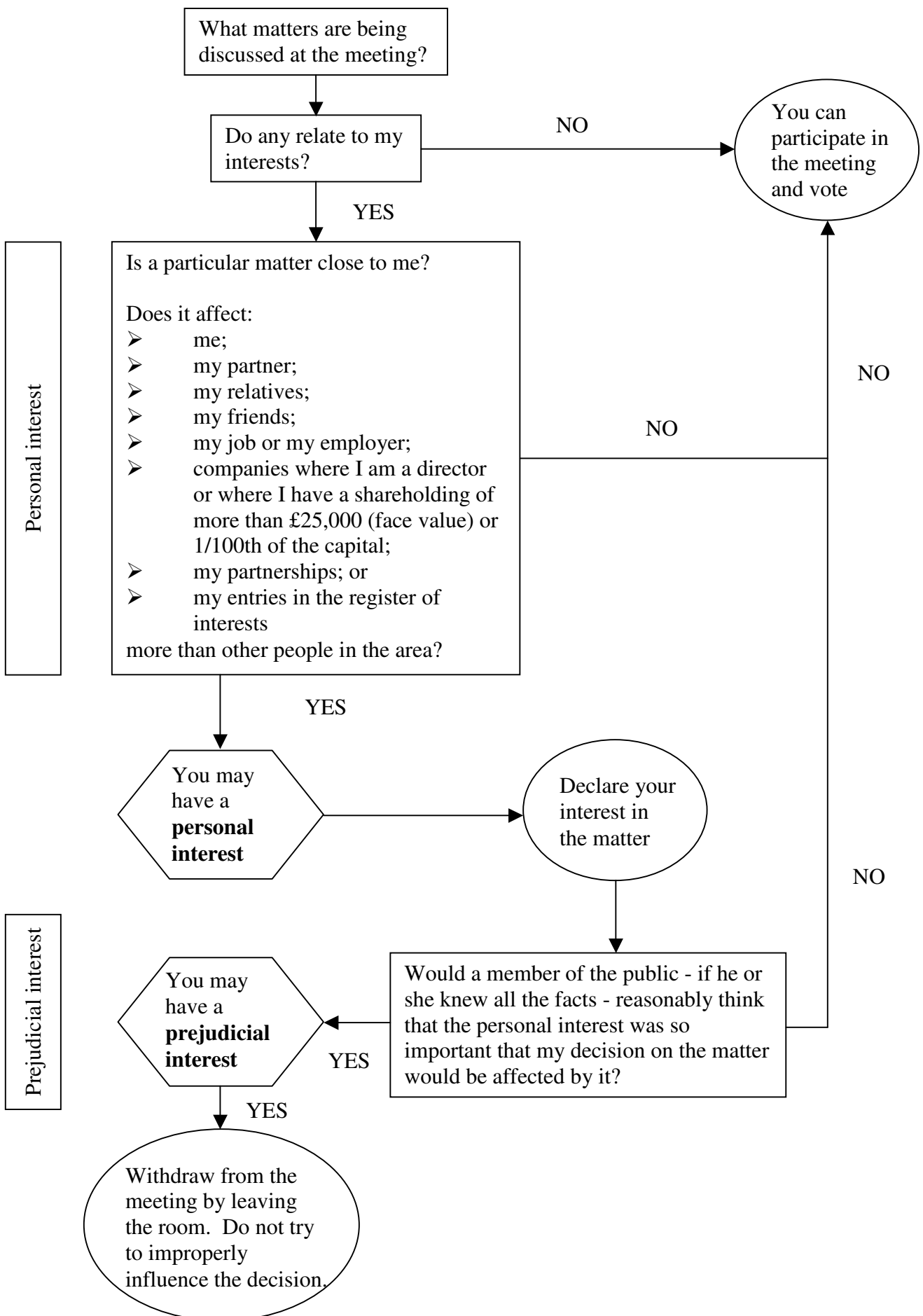
There were no called in decisions.

**18  
DATE OF NEXT MEETING**

NOTED that the next meeting of the Council will be held on Wednesday 28 March 2007 at 7.00 p.m. at the Civic Centre.



**DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF**



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## **OPPOSITION PRIORITY BUSINESS - 28 MARCH 2007**

### **LEISURE**

**“Customer satisfaction with museums, sport and leisure facilities remains below average.”** Audit Commission – Comprehensive Performance Assessment score card 2006

Since 2002, Enfield Council has abolished the Leisure Services Directorate, taken specified Leisure functions away from first and second tier staff (making them redundant) and relegated those functions to an additional responsibility for existing senior managers with no expertise in those areas. During the same time there has been a different Member with responsibility for Leisure on every year with their seniority ranging from back bencher, to Cabinet member.

Enfield has also seen a decline in parks during the same period. In 2002 Enfield won a beacon ward (its only one ever) for its parks and open spaces, now it has a solitary Green flag following the reduction in staffing and maintenance in the parks.

During the same period Enfield’s reduction in funding for the running of Leisure centres was cut by over £300,000 this resulting in the Council instructing insolvency practitioners to intervene at a cost estimated to be between £1-£2million per year to run Enfield’s Leisure centres.

Resident satisfaction with sport and leisure facilities, libraries, parks and open spaces and museums, galleries and theatres is between low and average.

Meanwhile, Enfield has the second highest number of violent youth gangs (13) in London (*source BBC - 21 February 2007*).

Enfield has less than a fifth of the population participating in regular moderate intensity sport or active recreation and is in the bottom 25% nationally for residents volunteering to support sporting activities as coaches, etc, for at least 1 hour per week (*source – Sport England – Active People Survey*).

Enfield is also in the bottom 7 of London boroughs, by percentage of population, of people who are within 20 minutes travel time of a sports facility which has achieved a quality assured standard (*source – Sport England Choice & Opportunity Score*).

Enfield Council has managed to alienate clubs, and their users, of both Bramley Squash and Edmonton Leisure centres by closing them down without working out an alternative for months in the case of Edmonton or at all in the case of Bramley.

“This Council notes Enfield’s declining performance in leisure as spelt out by the Audit Commission in their latest CPA report into Enfield. This Council will therefore:

1. establish a dedicated unit headed by a senior officer with expertise in leisure
2. resolve the issue of the future management of the operation of the Boroughs’ Leisure Centres as a matter of urgency.
3. forge better links with young people and other groups in the community who have an interest in the provision of high quality Leisure facilities.”

## Council Constitution: Part 4 Chapter 4.1 – Council Procedure Rules

### **13. OPPOSITION BUSINESS**

- 13.1 The Council will, at four meetings a year, give time on its agenda to issues raised by the Opposition Group. This will be at the 1st, 3rd, 5th and 7th meeting out of the 7 ordinary meetings programmed each year (unless otherwise agreed between the political parties). Forty-five minutes will be set aside at each of the four meetings.
- 13.2 All other Council meetings will also provide opportunities for the Opposition Group to raise issues either through Question Time, motions or through policy and other debates.
- 13.3 The procedure for the submission and processing of such business is as follows:
- (a) The Opposition Group shall submit to the Borough Secretary a topic for discussion no later than 21 calendar days prior to the Council meeting. This is to enable the topic to be fed into the Council agenda planning process and included in the public notice placed in the local press, Council publications, plus other outlets such as the Council's web site.
  - (b) The Borough Secretary will notify the Mayor, Leader of the Council, the Chief Executive and the relevant Corporate Management Board member(s) of the selected topic(s).
  - (c) Opposition business must relate to the business of the Council, or be in the interests of the local community generally.
  - (d) If requested, briefings on the specific topic(s) identified will be available to the Opposition Group from the relevant Corporate Management Board member(s) before the Council meeting.
  - (e) No later than 10 calendar days prior to the meeting, the Opposition Group must provide the Borough Secretary with an issues paper for inclusion within the Council agenda. This paper should set out the purpose of the business and any recommendations for consideration by Council. The order in which the business will be placed on the agenda will be in accordance with paragraph 2.2 of Part 4, Chapter 1 of this Constitution relating to the Order of Business at Council meetings.
  - (f) The discussion will be subject to the usual rules of debate for Council meetings, except as set out below. The Opposition business will be conducted as follows:

- (i) The debate will be opened by the Leader of the Opposition (or nominated representative) who may speak for no more than 10 minutes.
- (ii) A nominated member of the Majority Group will be given the opportunity to respond, again taking no more than 10 minutes.
- (iii) The Mayor will then open the discussion to the remainder of the Council. Each member may speak for no more than 5 minutes but, with the agreement of the Mayor, may do so more than once in the debate.
- (iv) At the discretion of the Mayor the debate may take different forms including presentations by members, officers or speakers at the invitation of the Opposition Group.
- (v) Where officers are required to make a presentation this shall be confined to background, factual or professional information. All such requests for officer involvement should be made through the Chief Executive or the relevant Director.
- (vi) The debate should contain specific outcomes, recommendations or formal proposals that may be put to the vote.
- (vii) The Majority Group will then be given the opportunity to say if, and how, the matter will be progressed

## MUNICIPAL YEAR 2006/2007 REPORT NO. **239**

**MEETING TITLE AND DATE:**

CABINET – 22<sup>nd</sup> March 2007  
 COUNCIL – 28<sup>th</sup> March 2007  
 AUDIT COMMITTEE – 22<sup>nd</sup>  
 March 2007

**REPORT OF:**

Chief Executive

<b>Agenda – Part: 1</b>	<b>Item:</b>
<b>Subject:</b> Relationship Manager and District Auditor's Annual Audit and Inspection Letter	
<b>Wards:</b> All	
<b>Cabinet Member consulted:</b> Councillor Michael Rye, Leader of the Council	

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### 1. EXECUTIVE SUMMARY

The Annual Letter summarises for Members the more important matters arising from the Relationship Manager and District Auditor's audit and inspection programme for 2005/6 and comments on current issues.

### 2. RECOMMENDATIONS

That Cabinet note the contents of the Annual Letter. Councillors can raise any issues, arising from the Letter, with the District Auditor who will be present at the meeting.

### 3. BACKGROUND

3.1 As in previous years the Letter comments on performance and financial aspects of the audit and inspection programme. The Letter's key messages are concerned with both council performance, and accounts and governance (summarised on page 4 of the Letter).

- As Members will already be aware "the Council is improving well and has achieved an overall comprehensive performance assessment (CPA) of three stars".

- The accounts have again been issued with an unqualified opinion. General Fund balances have been maintained in line with the Council's target although Members will be aware that financial pressures remain.
- The Council has received an unqualified conclusion on its arrangements for securing value for money.

3.2 The section on 'Action needed by the Council' is dealt with in greater depth in the body of the Letter but the key points are as follows:

- enhance its focus on those higher-priority services where improvement is slower (housing) or performance has dipped (culture);
- embed the improved arrangements for securing value for money Council-wide; and
- review the asset management strategy on an ongoing basis.

3.3 The remainder of the Letter expands on these key messages and the presentation will highlight those areas that the District Auditor considers most relevant for Members.

3.4 Members will receive reports throughout the next 12 months on the progress made to implement the key recommendations in the Annual Letter. A copy of the Letter will be provided to each Councillor in accordance with the Code of Audit Practice.

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

4.1 Not applicable. The District Auditor is required to issue an Annual Letter and it is essential that the Letter is considered by Council.

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

5.1 Members should be aware of the important issues arising from Inspections and the audit of accounts.

5.2 The Letter assists in demonstrating to the Council that its financial arrangements are sound.

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

##### **6.1 Financial Implications**

There are no financial implications arising specifically from the issuing of the Letter.



## **6.2 Legal Implications**

The Audit and Inspection Annual Letter is prepared as part of the key responsibilities of Audit Commission Inspectors' contained in the Audit Commission Act 1998 and Section 10 of the Local Government Act 1999.

The Council is required to consider the Letter and take action as appropriate in response to the various recommendations.

## **6.3 Property Implications**

There are none.

## **6.4 Other Directors**

Other Directors have been consulted on, and made comments on the draft Annual Letter.

# **7. PERFORMANCE MANAGEMENT IMPLICATIONS**

7.1 The Annual Letter is a fundamental complement to the detailed work carried out by the Audit Commission and other Inspectors. Its focus is on driving improvements in the Council's services by focusing on key elements of our performance management arrangements.

# **8. PUTTING ENFIELD FIRST**

8.1 The Annual Letter, and future plans, consider the significant financial and operational risks to the Council and so contribute generally and specifically to the Council objectives.

## **Background Papers**

The Annual Letter is attached and has been sent to all Members.

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# **Annual Audit and Inspection Letter**

**London Borough of Enfield**

**Audit 2005/2006**

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high-quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

### **Status of our reports**

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

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## Our overall summary

- 1 This letter provides an overall summary of the Audit Commission's assessment of the Council. It draws on the findings and conclusions from:
  - the audit of the Council; and
  - an analysis of the Council's performance and its improvement over the last year, as measured through the comprehensive performance assessment (CPA) framework.
- 2 The letter is addressed to the Council. It has, in particular, been written for councillors, but is available as a public document for stakeholders, including members of the community served by the Council.
- 3 The letter's main messages are:
  - the Council is improving well and has been assessed as a three-star authority under the CPA framework;
  - the Council received an unqualified opinion on its 2005/06 financial statements; and
  - the Council received an unqualified conclusion on its arrangements for securing value for money during 2005/06.

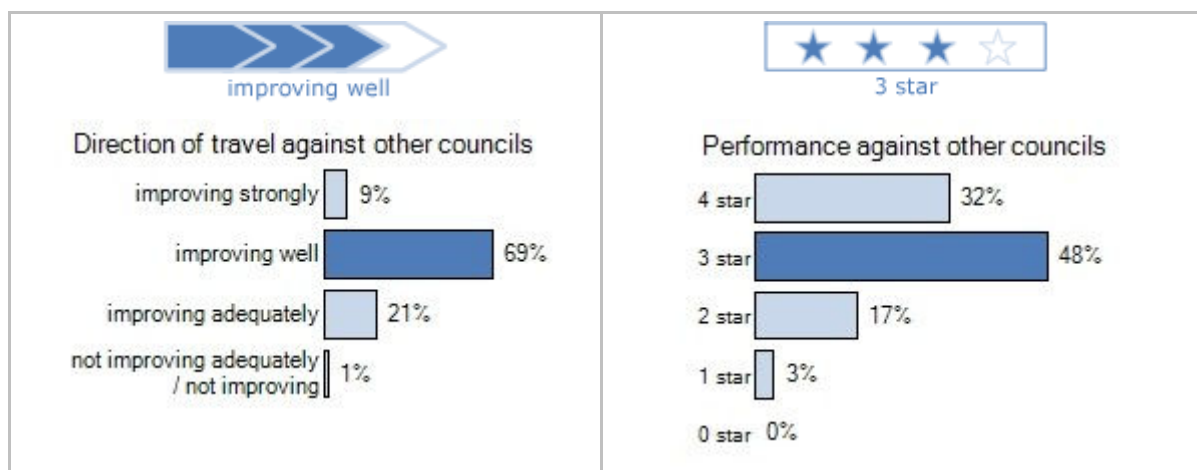
## Action needed by the Council

- 4 The Council now needs to:
  - enhance its focus on those higher-priority services where improvement is slower (housing) or performance has dipped (culture);
  - embed the improved arrangements for securing value for money Council-wide; and
  - review the asset management strategy on an ongoing basis.

## How is the Council performing?

- 5 The Audit Commission's overall judgement is that the Council is improving well. The Council has been classified as a three-star authority in terms of its current level of performance under the CPA framework. These assessments have been completed in all single tier and county councils with the following results.

**Table 1 CPA results for single tier and county councils**



Source: Audit Commission

- 6 The detailed assessment for the Council is as follows.

**Table 2 CPA scorecard**

Element	Assessment 2005	Assessment 2006	Change
Direction of Travel judgement	Improving well	Improving well	-
Overall	3 star	3 star	-
<u>Current performance</u>	(out of 4)	(out of 4)	
Children and young people	3	3	-
Social care (adults)	2	3	↑
Use of resources	3	3	-
Housing	2	2	-
Environment	2	3	↑
Culture	3	2	↓
Benefits	4	4	-

Element	Assessment 2005	Assessment 2006	Change
Corporate assessment/ capacity to improve	3	3	-

*(Note: 1= lowest, 4= highest)*

## The improvement since last year - our direction of travel report

- 7 The Council has continued to improve services in priority areas, such as crime reduction, street cleansing and waste collection. The rate of improvement is impressive, with more than 85 per cent of key service indicators improving, which is well above the national average. Overall customer satisfaction is increasing. Services for children and families are performing well, with a new flagship initiative to provide co-ordinated support to families most in need now in place. Services for adults have made steady progress. The benefits service has maintained its good performance for users. The Council is improving access to services for disadvantaged groups through two new access centres located in areas of need and via its web site. However, progress in the housing service is slower and customer satisfaction with museums and sports and leisure facilities remains below average. The Council monitors its performance well and takes corrective action when needed. The Council has improved its focus on value for money and action has been taken to increase capacity through restructuring, particularly in planning and regeneration. The Council is well placed to continue to improve the services it provides to local people.



## Financial management and value for money

- 8 We have reported the findings of the 2005/06 audit in the annual governance report that was presented to the Audit Committee on 14 September 2006. The report summarised the key issues arising from both the audit of the financial statements and the assessment of the Council's arrangements for securing value for money. These issues are also highlighted in this letter where appropriate. Following the presentation of the report, we issued an unqualified opinion on the financial statements and an unqualified conclusion on the arrangements for securing value for money on 29 September 2006.
- 9 As a result of outstanding correspondence, we could not certify completion of the 2005/06 audit. The audit for 2004/05 also remains uncertified. Table 3 provides an update on the current status on our consideration of the more significant matters raised with us.

**Table 3 Status of matters raised by members of the public**

Issue	Comment
Arrangements for the disposal of specific assets	Audit work completed and residual issues arising reported in January 2007. The key issue arising concerns the need for the Council to improve its processes for evidencing option appraisals and valuations on asset disposals.
Leaseholder debtors	Objection to the 2004/05 financial statements not upheld. There are no issues arising that need to be raised in this letter.
Management of properties in the Green Belt	Recently received correspondence, potentially affecting 2004/05 and 2005/06, currently under consideration.

- 10 Grant claims submitted by the Council are certified in accordance with instructions from government departments. The largest of these is the housing benefit claim with a value of some £170m. Our last letter referred to problems encountered during the audit of the 2004/05 housing benefit claim. Qualification letters have now been issued in respect of both the 2004/05 and 2005/06 claims. There is a risk that actions to resolve the outstanding qualification issues, together with improvements to the underlying working papers, will not be in place prior to the production of the 2006/07 housing benefit claim. As a result, the Council may continue to face a higher audit certification fee than would otherwise be required and is at risk of loss of subsidy entitlement. Council officers are reviewing actions required to address these issues.

## Use of resources assessment

- 11 The findings of the auditor are an important component of the CPA framework described above. In particular, the use of resources score is derived from the assessments made by the auditor of the five themes, as set out in Table 4.

**Table 4 Use of resources assessment**

Theme	Assessment (out of 4) 2005	Assessment (out of 4) 2006	Change
Financial reporting (including the preparation of the Council's financial statements and the way these are presented to the public)	3	3	-
Financial management (including how financial management is integrated with strategy to support Council priorities)	3	3	-
Financial standing (including the strength of the Council's financial position)	3	3	-
Internal control (including how effectively the Council maintains proper stewardship and control of its finances)	3	3	-
Value for money (including an assessment of how well the Council balances the costs and quality of services)	2	3	↑
Overall use of resources	3	3	-

(Note: 1= lowest, 4= highest)

- 12 The key issues arising from this work are highlighted in the use of resources auditor judgements report. The Council continues to perform well. Improvements have been evidenced in the Council's understanding of its costs and their relationship with the Council's priorities and service performance. This is reflected in the improved score for value for money in Table 4 above. The report highlights some areas for the Council to consider for improvement, as set out in Table 5 below.

**Table 5 Use of resources' improvement opportunities**

<b>Element</b>	<b>Improvement opportunities</b>
Financial management	Review the asset management strategy on an ongoing basis to ensure that planned outcomes and benefits are achieved.
Internal control	Reflect partnerships in the Council's risk management arrangements. Implement and embed the revised business continuity plan.
Value for money	Embed the arrangements to support value for money, such as streamlined HR processes, the performance management framework and the new pay framework, Council-wide, ensuring that planned outcomes and benefits are delivered.

**Financial standing**

- 13 The financial position remains challenging in the short and medium-to-longer term. The January 2007 financial-monitor report to Cabinet shows that the Council is projecting a balanced outturn on its approved net 2006/07 budget of £206.3m. The Council is also predicting the use in full of the contingency element contained within the budget. The Council should continue to monitor its financial position closely and implement identified actions to address variances in order to ensure outturn expenditure remains within budget. Looking to 2007/08, the net budget has been set at £215.8m, and continued vigilance will be required to contain expenditure in line with budget without drawing on balances.

**Other use of resources work**

- 14 Reports have also been issued on the Council's arrangements for regeneration (place-shaping) and the planned implementation of the arms length management organisation (ALMO) to manage the Council's housing stock. Both pieces of work were undertaken as voluntary improvement work in addition to the fee agreed for the 2006/07 audit plan. The findings are set out in table 6 overleaf.

**Table 6 Issues from other use of resources work**

Area of work	Key issues
Regeneration	<p>The Council has made progress since our previous report. Clear short-term arrangements have been established to facilitate the development of its place-shaping agenda and there has been good progress in implementing governance arrangements with partners. In order to maintain and accelerate the momentum, the Council now needs to:</p> <ul style="list-style-type: none"> <li>• develop a clear longer-term structural plan to provide the capacity for delivering the place-shaping agenda;</li> <li>• incorporate the delivery of the place-shaping strategy into the planning cycle for 2007/08; and</li> <li>• finalise performance monitoring arrangements between voluntary/community sector sub-providers and Education, Children's Services and Leisure.</li> </ul>
Housing ALMO	<p>The Council has developed a comprehensive improvement plan. Potential risks and weaknesses to the delivery of the plan have been identified. The Council now needs as a matter of priority to:</p> <ul style="list-style-type: none"> <li>• clarify expected outcomes which residents would recognise;</li> <li>• apply greater focus to priorities; and</li> <li>• update the improvement plan in accordance with the risk assessment.</li> </ul>

**Best value**

- 15 The audit of a sample of performance indicators included in the draft 2006/07 best value performance plan (BVPP) identified a number requiring amendment. Following the necessary amendments, we issued an unqualified report on the Council's BVPP on 23 December 2006. The Council now needs to use its data quality strategy to drive required improvements in the accuracy of performance management information Council-wide.

## Conclusion

- 16 This letter has been discussed and agreed with the Chief Executive and Leader. A copy of the letter will be presented to Cabinet on 22 March 2007.
- 17 Further detailed findings, conclusions and recommendations on the areas covered by this year's work are included in the reports issued to the Council during the year. Table 7 highlights the reports issued since our last annual audit and inspection letter was issued in March 2006.

**Table 7 Reporting**

Report	Date of issue
Audit and Inspection Plan 2006/07	March 2006
Annual Governance Report 2005/06	September 2006
Opinion on Financial Statements 2005/06	September 2006
Value for Money Conclusion 2005/06	September 2006
Final Accounts Memorandum 2005/06	February 2007
Use of Resources Auditor Judgements 2006	December 2006
BVPP Report 2006/07	December 2006
Data Quality Arrangements and Best Value Performance Indicators	December 2006 (draft)
Asset Disposals	January 2007
Regeneration	December 2006
Housing ALMO	February 2007
Direction of Travel Assessment	February 2007
CPA Scorecard	February 2007

- 18 The outturn fee for the year is set out in Table 8 overleaf. This shows a total audit and inspection fee for 2005/06 of £521,500, against a planned audit fee of £509,000. This compares to a 2004/05 total fee of £535,000.

**Table 8 Fee update**

<b>Area</b>	<b>Plan 2005/06 £</b>	<b>Actual 2005/06 £</b>
Accounts*	284,000	296,500
Use of resources	109,000	109,000
<b>Total audit fee</b>	<b>393,000</b>	<b>405,500</b>
Inspection	116,000	116,000
<b>Total audit and inspection fee</b>	<b>509,000</b>	<b>521,500</b>
Grant claim certification** (estimated outturn)	125,000	150,000
Voluntary improvement work	0	
• 2005/06***		16,000
• 2006/07 (estimated) ****		19,000

\* The variance was due to additional work on the new housing benefit system and issues raised with us by members of the public

\*\* The variance principally reflects the issues discussed at paragraph 10 of this letter

\*\*\* This work covered facilitating workshops to improve awareness of value for money

\*\*\*\* This work covered the regeneration and housing ALMO reviews considered in Table 6 above

- 19 The Council has taken a positive and constructive approach to our audit and inspection work. We would like to take this opportunity to express our appreciation for the Council's assistance and co-operation.

## Availability of this letter

- 20 This letter will be published on the Audit Commission's website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk) and also on the Council's website.

Michael Haworth-Maden  
Relationship Manager

## MUNICIPAL YEAR 2006/2007 REPORT NO. **243A**

### MEETING TITLE AND DATE:

Full Council – 28<sup>th</sup> March 2007

### REPORT OF:

Ann Pennell  
Director of Performance,  
Partnership and Policy

**Agenda – Part: 1**

**Item: 10**

**Subject: *Enfield's Future A Sustainable Community Strategy for Enfield 2007-2017***

**Wards: All**

### **Members consulted:**

Cabinet (including Councillors Michael Rye, John Jackson and Paul McCannah)

Contact officer and telephone number:

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Enfield Strategic Partnership Manager  
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E-mail: [Sharon.Gordon@enfield.gov.uk](mailto:Sharon.Gordon@enfield.gov.uk)

### **1. EXECUTIVE SUMMARY**

This report requests that full Council considers the ESP's revised Community Strategy's visions and strategic objectives and endorses the way forward for agreeing the Strategy.

The report explains the context for preparing the Community Strategy, the consultation process undertaken and sets out the ESP's visions and strategic objectives.

### **2. RECOMMENDATIONS**

- 2.1 To approve the Community Strategy's visions and strategic objectives as set out in Appendix A of the report.
- 2.2 To endorse the way forward for agreeing the Strategy.

### 3. BACKGROUND

3.1 'Enfield's Future' the Community Strategy 2003-06 has been reviewed. The Strategy was first agreed in 2003 and the fifteen 3-year aims now need to be revised. The new Community Strategy sets out a 10-year vision, from 2007-2017, and outlines the priorities for action over the next two years.

3.2 The revised Community Strategy has been developed through an extensive consultation process and has regard to all relevant Council and partner strategies and plans.

Consultation has included the following:

- All ESP Thematic Action Group workshop
- Enfield Community Empowerment Network workshop
- Enfield Matters community consultation event – workshops, questionnaires, young person's session
- Citizens Panel Survey
- Interviews with partners and key stakeholders
- Public consultation drop-in session
- Working group meetings consisting of key partners
- Reports to ESP Management Group
- Reports to ESP Board
- Reports to Corporate Management Board
- Reports to Cabinet

3.3 The Community Strategy has been developed in context of current guidance so we fulfil legislative and statutory government requirements.

In accordance with advice from the Corporate Management Board (CMB), the ESP has given consideration to a Strategic Environmental Assessment (SEA) and/or a Sustainability Appraisal (SA) being undertaken in relation to the Community Strategy.

Following the consideration of relevant guidance, consultation with the Council's Planning and Transportation department, advice from Government Office for London (GOL) and the Council's legal department, senior Council officers have concluded that neither a SEA nor SA is required in this instance.

Advice from Legal Counsel has been sought to ensure the Community Strategy makes the appropriate links to the emerging LDF documents. An Independent Planning Inspector will examine the LDF's core strategy and will be looking for sound and explicit links within the Core Strategy to the Community Strategy in order to accept it.

3.4 The ESP has been working closely with the Council to ensure the Community Strategy has strong links with the Local Area Agreement, Local Development Framework (LDF), and the forthcoming strategies Shaping Enfield's Future and Shaping Enfield's Communities and the Community Cohesion Strategy. These form part of the delivery framework for the ESP's Community Strategy.



- 3.5 Cabinet agreed the draft Community Strategy's vision and strategic objectives on 1<sup>st</sup> November 2006.

At the ESP Board meeting in December 2006, the meeting advised that further consultation should take place to ensure the Strategy is fit for purpose and addresses the needs of the partnership. As a result there has been some rewording of the visions and objectives to ensure consistency, however the meanings remain inherently unchanged.

In light of feedback arising from this consultation the following amendments have been made and were considered by Cabinet on 22<sup>nd</sup> March 2007:

- The Safer and Stronger Communities section of the Strategy has been strengthened to reflect priorities set out in the recently published National Community Safety Plan.
- The vision for the Economic Development and Enterprise section has been amended to be aligned with and better reflect the Community Strategy's overall vision.
- The vision for the Healthier Communities section has had an explanatory line added to it, which expands on the vision.
- The Older People section has been extended to include its own vision and additional objectives.

- 3.4 The ESP Board has given the ESP Management Group (the ESP Board's Executive group consisting of senior Council officers and partners) delegated responsibility to sign off the Strategy on its behalf. The Management Group on 2<sup>nd</sup> March signed off the body of the Strategy.

- 3.5 A review of the Community Strategy's Action Plan is currently underway to ensure it is SMART (specific, measurable, achievable, realistic, timely).

- 3.6 The attached Appendix A outlines the ESP's visions and strategic objectives for the new Sustainable Community Strategy 'Enfield's Future' 2007 – 2017.

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

As previously stated above there is a duty on the Council to produce a Community Strategy, further the current Strategy's 15 3-year aims are now due for review and renewal.

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

To gain agreement to the overall vision and strategic objectives that will form part of Enfield's new Community Strategy and endorse the way forward for agreeing the Strategy.

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

### **6.1 Financial Implications:**

There are no financial implications that specifically relate to the proposals described in this report.

### **6.2 Legal Implications:**

Local Government Act 2000 requires all local authorities to have a Community Strategy for promoting or improving the economic, social or environmental well-being of their area and contributing to the achievement of sustainable development. Appropriate consultation must be carried out in developing the strategy. It is particularly important to have a clear and well-crafted strategy in place, as the "well-being" powers in Section 2 of the same Act (giving powers for local authorities to do anything that they consider likely to promote or improve the economic, social or environmental well-being of their area) may only be exercised having regard to the Community Strategy. The approval of full Council requested in this report is a necessary step in developing and adopting the Strategy.

### **6.3 Property Implications**

The Community Strategy as it evolves is linked with the Property Strategy, Asset Management Plan, Area and Service reviews as they progress with our partners. Specific property opportunities/implications will present themselves for Member consideration at future meetings.

## **7 PERFORMANCE MANAGEMENT IMPLICATIONS**

The Council, as the accountable body for the ESP, has a 10-year Community Strategy in place, which needs to be reviewed after 2 years. The revised Community Strategy will form a strategic part of the Council's Performance Management Framework and links its objectives in improving the social, economic and physical well-being of Enfield to the Council's corporate strategy 'Putting Enfield First'.

## **8 PUTTING ENFIELD FIRST**

Government expects that the objectives of Local Strategic Partnerships and the priorities set out in Community Strategies will be integrated into partner agencies' objectives and priorities. The process of developing a Community Strategy for Enfield has both informed, and been informed by, the Council's corporate strategy, '*Putting Enfield First.*' The two documents link in a number of ways:

- The aims of the Council's corporate strategy and the challenges set out in the Community Strategy's overall vision and objectives cover broadly similar themes in terms of the environment, strong communities, lifelong learning, community safety, employment and enterprise, cultural activity, and improving infrastructure and public services.

## **Background Papers**

*Local Strategic Partnerships: Shaping their Future.* A consultation paper

*Strong and Prosperous Communities*, White Paper, October 2006

*Planning Together* – Local Strategic Partnerships and Spatial Planning; a practical guide, January 2007

Enfield's Local Area Agreement '*Every Child Really Does Matter*'

*Enfield's Future* A Sustainable Community Strategy for Enfield 2007-2017

*Shaping Enfield's Future* Cabinet Report, January 2007

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## ***Enfield's Future*** **A Sustainable Community Strategy for Enfield 2007-2017**

### **Visions and Strategic Objectives:**

The ESP is committed to making Enfield

*'a healthy, prosperous, cohesive community  
living in a borough that is safe, clean and green'*

### **Theme Area 1: Children and Young People**

Vision: We want children to be healthy, at the centre of everything we do so that they can make a positive contribution, have fun and enjoy growing up. We want to build a community for them that keeps them safe, supports their creativity and enables them to meet their potential.

### **Theme Area 2: Safer and Stronger Communities**

Vision: To make Enfield one of the safest boroughs in London.

### **Theme Area 3: Economic Development and Enterprise**

Vision: We will work together to have a borough that is prosperous and attractive to our communities and visitors, local businesses and potential investors. Together we will create a sustainable, cleaner, greener and more vibrant borough.

### **Theme Area 4: Healthier Communities**

Vision: We will work together to improve health and well-being of local people making the healthy choice the easy choice. We aim to reduce health inequalities, help people improve their own health and consider the broader health implications of our own actions and decisions.

### **Theme Area 5: Older People**

Vision: We will work together to improve the quality of life for older people by celebrating their diversity and recognising their skills and experience through enabling involvement in decision-making, supporting them to maintain their independence and promoting a positive attitude to ageing.

## **Strategic Objectives:**

Each of the Community Strategy's five themes has a set of objectives whose delivery will result in significant improvements and contribute to achieving the ESP's overall vision. The objectives and what will change are set out below.

### **Children and Young People**

#### **Objectives:**

- To reduce the number of families with children living in poverty
- To improve outcomes for all children and narrow the gap in outcomes between those who do well and those who do not
- To improve young people's sexual health and reduce teenage pregnancy rates
- To safeguard children and young people from maltreatment, neglect, violence and sexual exploitation
- To reduce the number of young people involved in crime, disorder and anti-social behaviour
- To improve educational achievement at all key stages and increase school attendance
- To improve the range, quality and provision of accessible and affordable recreational and leisure activities for young people
- To increase opportunities for children and young people to influence local decision making
- To promote safer travel in Enfield

#### **What will change:**

We will have significantly improved the lives of children and their families currently living in poverty

We will have supported more families on state benefits back into employment, thereby lifting themselves out of poverty and giving young children the best start in life

We will have improved and better integrated services in early years, schools and health settings

We will have offered more targeted help to promote opportunity, prevent problems and intervene early and effectively when problems arise including sport and active recreation as part of wider early intervention programmes for vulnerable young people

We will have joined up services around the child and family in one easy to access place

We will have ensured there is shared responsibility across agencies for safeguarding children and protecting them from harm

We will have listened to and involved children, young people and families in planning and monitoring services

We will have ensured there is a range of good quality accessible community, leisure and cultural facilities

We will have ensured there is high quality physical education, physical activity and sport in all Enfield schools and the local community

We will have increased the number of young people visiting Enfield's leisure centres

We will have ensured there are more 'things to do and places to go' for young people in Enfield by ensuring enhanced opportunities for them to take part in leisure and cultural activities

We will have enhanced learning opportunities for children and young people through library-based activities and programmes

We will have enhanced social and community cohesion through activities provided at Enfield libraries and museums

### **Safer and Stronger Communities**

#### **Objectives:**

- To reduce crime, disorder and anti-social behaviour
- To reduce fear of crime
- To reduce harm caused by drugs and alcohol
- To deliver the Respect Agenda Action Plan including the Respect standard for housing management
- To work with local partners to build community cohesion and develop local responses to hate crime, extremism and terrorism
- To further develop Neighbourhood Watch in high crime areas particularly among black and minority ethnic communities and young people
- To develop a cohesive response to fire related deaths
- To reduce the number of young people involved in crime, disorder and anti-social behaviour
- To increase partnership working within the community, including businesses, in order to reduce crime, disorder and anti-social behaviour
- To improve the street environment
- To create better places and secure environments through good urban design

### **What will change:**

Our residents will feel safer through the reduction of anti-social behaviour in the community

We will have made our streets and public spaces feel safe and be safe

We will have tackled drug related crime by reducing the supply of illegal drugs and facilitating young drug users into treatment

We will have worked with our partners to develop a cohesive response to tackling hate crime, extremism and terrorism

We will have targeted high crime areas through the development of Neighbourhood Watch

We will have worked with our partners to ensure fewer fire related deaths

### **Economic Development and Enterprise**

#### **Objectives:**

- To adopt a place-shaping approach to underpin the creation of a more prosperous Enfield
- To enhance town centres to meet the needs of the communities they serve
- To extend and consolidate the local economic base by maximising the economic potential of the Upper Lee Valley and town centres
- To increase the number of new businesses setting up and coming to the area and sustaining their development
- To tackle worklessness and reduce levels of unemployment, particularly amongst young people and disadvantaged sections of the community
- To provide a range of opportunities and support to develop skills, and enable all residents to access the employment market
- To ensure that all residents, including families, have the opportunity to live in a decent, sustainably constructed and affordable home
- To protect and improve the quality of built and open environment
- To support residents and businesses to preserve natural resources, become energy efficient, conserve water, reduce pollution and address the causes of global warming
- To increase biodiversity in order to provide a local distinctive natural identity
- To increase recycling and progressively reduce the amount of biodegradable waste landfilled
- To encourage the use of public transport, walking and cycling through the promotion of safer travel
- To increase volunteering in the borough
- To promote social inclusion so that all sections of the community are able to access opportunities, services and improve their quality of life



**What will change:**

Ponders End and other key locations will have been the focus of place-shaping interventions

Edmonton Green will have been transformed by the remodelling of the retail centre, new housing, a leisure centre and a new bus station

We will have brought forward a vision to complete the transformation of the Upper Lee Valley corridor, rejuvenating the industrial estates and unlocking the development potential of the Central Leaside area

We will have supported the promotion of a culture of enterprise to realise our potential for improved business growth

We will have continued to work closely with partner organisations to tackle high unemployment, in particular the most deprived wards

We will have helped create new jobs and match local skills with local jobs

We will have helped to promote the development of skills and life-long learning to encourage full participation of all our communities particularly under-represented groups

We will have ensured more people, particularly families, are able to access an increased stock of good quality housing, ensuring that new developments are designed and constructed in a sustainable way

We will have worked towards improving the environment and quality of life for local residents in the area around the North Circular

We will have helped reduce pollution levels and improved energy efficiency

We will have improved community cohesion through:

- increased volunteering from all sections of the community
- community involvement in town planning and service delivery to ensure that changes reflect the circumstances and aspirations of local people.

We will have promoted equal access to opportunities through good quality affordable homes, new jobs and better transport links

We will have promoted good urban design to ensure new development relates well to its surroundings and delivers high quality safe public spaces to support mixed, inclusive communities

## **Healthier Communities:**

### **Healthier Communities Objectives:**

- To improve life expectancy across the borough
- To improve life chances by reducing mortality rates from heart disease, stroke and related diseases
- To reduce the number of people who smoke or whose health is affected by second-hand smoke
- To reduce the harm caused by drugs and alcohol
- To improve access to sexual health screening services and reduce teenage pregnancy
- To increase residents' participation in regular physical activity
- To increase the number of people participating in healthy lifestyles across the borough
- To encourage the use of public transport, walking and cycling
- To enable more people to access improved diet and nutrition
- To ensure that the wider determinants of health<sup>1</sup> play a more active part in partner decision-making

### **What will change:**

We will have helped reduce mortality rates from heart disease, stroke and diabetes

We will have helped reduce the number of people who smoke

We will have ensured young people's access to screening for sexually transmitted diseases is improved and teenage pregnancy rates reduced

We will have helped residents gain better access to physical activity and healthy diets, improving their health and psychological well-being

We will have increased the number of opportunities for residents to be involved in their communities and take part in health related activities including access to a broad range of leisure and cultural activities in the borough

We will have ensured a new leisure centre in Edmonton is completed by Spring 2007, which is critical to the development of modern community sports facilities in the Edmonton area

We will have ensured a new Athletics Regional Performance Centre is completed by January 2007, a likely venue for the 2012 Olympics and Paralympics

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<sup>1</sup> The wider determinants of health include individual lifestyle factors, social and community influences, living and working conditions, ethnicity and general socio-economic, cultural and environmental factors.

We will have ensured the completion of a new cultural centre and museum as part of the new development of Enfield Town centre. The scheme, due for completion in 2007, will ensure that the town centre will become a livelier place for people to enjoy

We will ensure that all residents have access to good quality open space

We will have ensured there are more recreation activities for people aged over 50

We will have supported older people to live at home through home improvement schemes and direct payments

## **Older People**

### **Older People Objectives:**

- To promote active citizenship and involvement in decision-making
- To ensure equal access to all statutory and non-statutory services
- To promote greater choice, control, autonomy, safety, independence and well-being
- To help older people live longer and healthier lives
- To respect the rights of older people and ensure services are person-centred
- To promote positive attitudes to ageing across different generations
- To actively tackle discrimination and inequalities amongst older people
- To provide good and accessible information about all services

### **What will change:**

We will have helped residents gain better access to physical activity and healthy diets, improving their health and psychological well-being.

We will have ensured there are more recreation activities for people aged over 50.

We will have supported older people to live at home through home improvement schemes and direct payments.

We will have championed positive attitudes towards ageing and positive relationships between generations.

We will have improved access to and awareness of services available to older people.

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## MUNICIPAL YEAR 2006/2007 REPORT NO. **230A**

**MEETING TITLE AND DATE:**
**Cabinet 28<sup>th</sup> February 2007**
**Council 28<sup>th</sup> March 2007**
**REPORT OF:**

 Director of Performance,  
Partnership and Policy

<b>Agenda – Part: 1</b>	<b>Item:</b>
<b>Subject: Community Cohesion Strategy</b>	
<b>Wards: All</b>	
<b>Cabinet Member consulted: Cllr Hurer</b>	

Contact officer and telephone number:

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E mail: Julia.sherfield@enfield.gov.uk

### 1. EXECUTIVE SUMMARY

1.1 This report introduces the Council's first Community Cohesion Strategy. The report outlines its content and explains the process involved in developing the strategy.

### 2. RECOMMENDATIONS

2.1 Cabinet are asked to approve the Community Cohesion Strategy and to recommend its adoption by full Council on 28<sup>th</sup> March 2007.

### 3. BACKGROUND

3.1 The CMB agreed proposals for developing the Council's community cohesion strategy in January 2006. This decision was based on a key finding for improvement identified in Enfield's corporate assessment report (Audit Commission December 2005), which suggested that 'The Council should bring together community cohesion activity in a coherent way so that impact can be assessed and learning shared more readily'. CMB agreed the general approach, project management arrangements and the use of external consultants. It was agreed that strategy development would be led by the Head of Strategic Policy and project managed by the Corporate Policy Team.

3.2 CMB has considered the evolving strategy on several occasions during 2006 and approved the final draft version on 9<sup>th</sup> January 2007.

## **4. STRATEGY CONTENT**

4.1 The strategy (attached as appendix 1) is based around five key aims which reflect the broad issues raised by those members, officers, community and voluntary groups and residents involved in the engagement phase (this phase is explained below). The five key aims are:

- Democracy – to create a borough where local people play an active part in civic and community life, and contribute to local decision-making.
- Opportunities for Bringing People Together – to create a borough where local people of all ages and backgrounds have opportunities to mix together
- Investing in Our Future – to create a borough where local people have learning opportunities and feel there are good future prospects for them
- Safer Communities – to create a borough where local people feel safe and are safe
- Promoting Community Cohesion – To create a borough where the Council acts as a community leader and promotes community cohesion in all it does

4.2 The strategy action plan (available in the Members' Library) draws together the Council's activities around these aims and introduces a number of new actions to more specifically address the recommendations made through the engagement activities. Specific new actions include:

- Working with the Faith Forum to develop a practical programme of Council support for the group
- Review the Council's Communications Strategy to ensure it addresses community cohesion
- Use the new council magazine, website and other local communication initiatives to raise local neighbourhood and ward profiles
- An annual awards ceremony to celebrate the achievement / contributions of volunteers in the borough

## **5. STRATEGY DEVELOPMENT AND CONSULTATION**

5.1 Strategy development was supported by a cross council project board, the purpose of which was to provide a corporate focus on community cohesion and ensure Council-wide input.

5.2 The development of the strategy was divided into four key stages. The first stage involved a mapping exercise of the Council's existing activities around community cohesion using the Local Government Association (LGA) definition. The information gained and the subsequent 'position statement' were used to inform the strategy's second stage; community engagement. During this phase an external consultant held 15 events with groups from across the borough, to discuss community cohesion. Key partners involved included, Enfield Voluntary Action, Enfield Community Empowerment Network, Enfield Racial Equality Council, the Faith Forum and members of the Citizen's Panel and ESP Board.

5.3 The events raised a number of particular concerns, including some isolation between different communities, a lack of understanding between generations

and some feelings of prejudice towards new communities. These concerns and related recommendations directly informed the drafting of the strategy (stage three). The engagement phase ended with a strategy-planning event in July, involving members, representatives from voluntary and community organisations, members of the Citizen's panel and council staff. This event developed a consensus around the way forward for the strategy and provided another opportunity for individuals to express their views.

- 5.4 To ensure coherence with the developing community strategy the ESP Board agreed to promote a partnership vision of community cohesion through its adoption of the LGA definition. This commitment was developed at the ESP Board away day as it was agreed thematic action groups would be asked to consider their own contributions to community cohesion.
- 5.5 In order to ensure the strategy adequately mirrors the engagement outcomes stage four consisted of a period of consultation. Those who had been previously involved were asked to provide their comments on the draft strategy, the document was also made available more widely via the ECEN website and council intranet.
- 5.6 Twenty eight responses were received in total, including comments from the Labour Group, Save Chase Farm Group, Enfield Racial Equality Council, Enfield Police, Enfield Disability Action and Enfield Voluntary Action.
- 5.7 Following the consultation period many of the minor suggested changes have been incorporated into the draft. The key comments received from respondents have been addressed in a summary document; this summary has been sent to all respondents after the amended strategy was agreed by CMB.
- 5.8 The Corporate Policy Team are currently putting in place plans to take many of the new actions forward and considering a launch event in the Spring.

## **6. ALTERNATIVE OPTIONS CONSIDERED**

Alternative options were considered by CMB on 24<sup>th</sup> January 2006. This report details the outcomes of the approach already agreed by CMB.

## **7. REASONS FOR RECOMMENDATIONS**

To gain Cabinet's approval for the adoption of the community cohesion strategy and its subsequent recommendation onto full Council in March.

## **8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS**

### **8.1 Financial Implications**

Project funding of £105k was identified for Older Persons Strategy and Community Cohesion as part of the closure of the 2005-06 accounts. The reserve created for this purpose has a balance of £26k, after commitments,

available to address any additional costs arising from the Draft Community Cohesion Strategy that cannot be contained within existing resources.

Any funding implications arising from the specific actions contained within the report would need to be met from within existing resources or identified as part of the 07-08 budget process and the review of the Medium Term financial plan.

## **8.2 Legal Implications**

The Community Cohesion Strategy has been developed under the community 'well being' powers contained in the Local Government Act 2000.

## **9 PERFORMANCE MANAGEMENT IMPLICATIONS**

The strategy sets out clear performance management arrangements, responsibility for this will lie with the Corporate Equalities Group. Questions on community cohesion in the Annual Residents' Survey and Citizen's Panel will provide key data by which the success of the strategy can be assessed. Leadership on community cohesion will be provided by the Cabinet member for Community Safety and the Voluntary Sector, and the Director of Performance, Partnership and Policy, as council champions for community cohesion.

## **10 PUTTING ENFIELD FIRST**

The promotion of community cohesion within Enfield is expressed by the Council's mission statement and forms a core part of the Council's vision and purpose. The development of a Council community cohesion strategy will give greater coherence to the contribution made by Putting Enfield First, towards the promotion of community cohesion.

### **Background Papers**

CMB reports 24<sup>th</sup> January 2006, 2<sup>nd</sup> May 2006, 13<sup>th</sup> June 2006, 3<sup>rd</sup> October 2006 and 9<sup>th</sup> January 2007.



# Enfield - a borough for all

# DRAFT

Enfield Council's  
Community Cohesion Strategy  
2007 – 2009

**Welcome** to Enfield Council's first ever community cohesion strategy. The strategy demonstrates the Council's commitment to building a cohesive borough. We want to see a borough where people of all ages from a variety of different backgrounds feel they belong.

We are pleased that overall Enfield is a place where most people get along. However, we are not complacent and have developed a strategy to ensure there is a co-ordinated range of actions that aim to support community cohesion. The Council believes this strategy is particularly important in the current international climate to help build understanding and belonging, and to challenge misconceptions in the community.

**1. Purpose**

The purpose of this strategy is to:

- Outline the Council's commitment to community cohesion and to improving cohesion between communities in Enfield
- Demonstrate our role as a leader of the community and the value we place on building respect and understanding between all sections of the community
- Establish a coherent approach that brings together the range of community cohesion related activities already undertaken by the Council
- Enable better co-ordination of these activities through clear performance management structures and dedicated officer time
- Make a greater impact on community cohesion in the borough through co-ordination and establishing mechanisms to share learning across the Council

The strategy sets out clear aims and performance measures. We will know how well we are doing by asking your opinion, as residents, partners and stakeholders, on community cohesion in the borough. Without this valuable feedback, demonstrating the impact of the strategy would be impossible.

## 2. Committed to a Cohesive Enfield

*Enfield Council is committed to creating a cohesive borough. We believe that*

“Community cohesion in Enfield is about building a strong borough, a place which residents can identify with and feel proud of, and where people from all different backgrounds feel valued and can develop positive relationships with their local community; relationships which stimulate a sense of belonging and help people to feel at home.”

The Council’s commitment to community cohesion is based on the Local Government Association definition of a cohesive community:

- There is a common vision and sense of belonging for all communities
- The diversity of people’s different backgrounds and circumstances are appreciated and positively valued
- Those from different backgrounds have similar life opportunities
- Strong and positive relationships are being developed between people from different backgrounds, in the workplace, in schools and within neighbourhoods.

Enfield is a diverse place, but it is a place where most people get along, and our borough does not have the serious segregation and tensions experienced recently by some northern cities. But this is not to say that the vision we describe above is a reality for every resident. We are aware that in the future the Council needs to continually assess community cohesion and seek the views of residents.

There are significant issues to address to make sure that our many communities feel Enfield is a cohesive place where they belong. National and international events can also have a local impact on cohesion. Some of our local issues are detailed below, these illustrate why we have developed “Enfield - a borough for all”.

### Key facts

- Diversity in Enfield takes all different forms. Our residents hold a variety of faiths, have differing levels of ability and vulnerability, and come from a number of ethnic backgrounds and range of sexualities.
- Around 283,000 people live in Enfield, from a range of different backgrounds (about 50% of our population is from a minority ethnic group – non White British). Projections indicate that over the next ten years the population will grow by 2,800 (1%). This growth is expected to be concentrated in the Southgate, Highlands, Enfield Highway and Enfield Lock wards.
- Between 1991 and 2001, 19,078 people moved into the borough from elsewhere. A significant number of these people were born outside the

**APPENDIX 1**

UK, the largest number were born in Turkey (4,395). In 2001 a quarter of our population were recorded as having been born outside the UK.

- Enfield has a large population of older people in comparison with the rest of London. It is expected to grow as the fastest growing age bands over the next ten years are predicted to be people aged 50-54 years followed by those aged 45-49 years.
- 26% of Enfield's total population are children and young people, demonstrating a relatively young population compared with the London average.
- Census 2001 figures indicated that 12.8% of people in the borough had a long term illness, health problem or disability. Greater London Authority mid 2005 projections suggested that this had risen to 15.8% (some caution should be exercised with projected figures).
- The southern and eastern areas of Enfield experience particularly high levels of deprivation and have a persistent problem of long-term unemployment.
- There are a wide variety of religions and faiths practised in the borough. Enfield has high proportions of followers of all the main non-Christian religions compared to national averages. For example, Enfield has a large Muslim population 9.6%. Other key religions include Hindu (3.35%) and Jewish (1.95%) (2001 Census). The Council needs to help ensure people of all faiths feel an equal sense of belonging in the borough.
- 8.5% of our population aged between 16 and 74 years (2001 Census) are workless (unemployed or economically inactive). This puts Enfield among the worst 10% of all local authorities for worklessness.
- There has been a 4% improvement between 2003 and 2005 (indicated by Citizens' Panel results) in the percentage of local residents who feel people from different backgrounds get along well in their local area.
- There are large variations in educational achievement across Enfield. For example the 2005 GCSE figures showed only 21.4% of pupils from a White-Eastern European background achieved 5 or more A\*-C grades, compared to 82.4% of Chinese pupils.
- In April 2006 Enfield had 3282 households classified as homeless, ranking fourth in London. This is alongside a relatively small supply of social rented property, less than 1,000 units each year including those of Registered Social Landlords, almost 50% of which are only one bedroom/studio accommodation.

- In Enfield on average a man can expect to live to 77 years and woman to 81 years, this compares favourably with England and London averages. However life expectancy varies across wards, there is a gap of 4.9 years life expectancy between the fifth of wards with the highest life expectancy and the fifth with the lowest.
- Enfield is rich in green parkland and open spaces with one third of the borough comprising 'Green Belt' land. Enfield also has 16 designated conservation areas.

The data suggests the effect inequality can have as a barrier to opportunity or cohesion, for example, the inequality experienced as a result of deprivation. The Council with its partners believes tackling deprivation and inequality to be a priority. This strategy contributes to the Council's approach to combating deprivation as set out in numerous Council and partnership plans (see section 6).

The community cohesion strategy recognises the importance of the issues above, and we hope through a more co-ordinated approach to working towards community cohesion, a greater impact will also be made to support, or challenge as appropriate, the areas above.

#### *Partner Support is Important*

"Enfield - a borough for all" represents the Council's contribution to achieving the Enfield Strategic Partnership's (ESP) vision for a cohesive Enfield, as expressed within the recently revised Community Strategy. In "Enfield - a borough for all", we identify some key issues and set out what we will do as a council to help tackle these challenges.

The Council, of course, cannot tackle these challenges alone. Just as our vision for community cohesion is shared by the ESP then so are many of the actions set out in our action plan. The input of partners has already been central to the production of our strategy and we will continue to work together on its implementation and further development. By working with local residents and our partners, we aim to develop a boroughwide ESP approach to community cohesion.

#### *Community Cohesion Building Blocks*

We believe that local government can help provide a true sense of community, and a society with a genuine sense of local identity and community pride. Through effective community leadership we will champion cohesion in Enfield, promoting understanding between the borough's diverse communities, encouraging public participation, active citizenship and a true sense of belonging.

The Council's approach to community cohesion includes a conviction that a cohesive society is characterised by a healthy political environment, where councillors provide strong leadership, have access to development

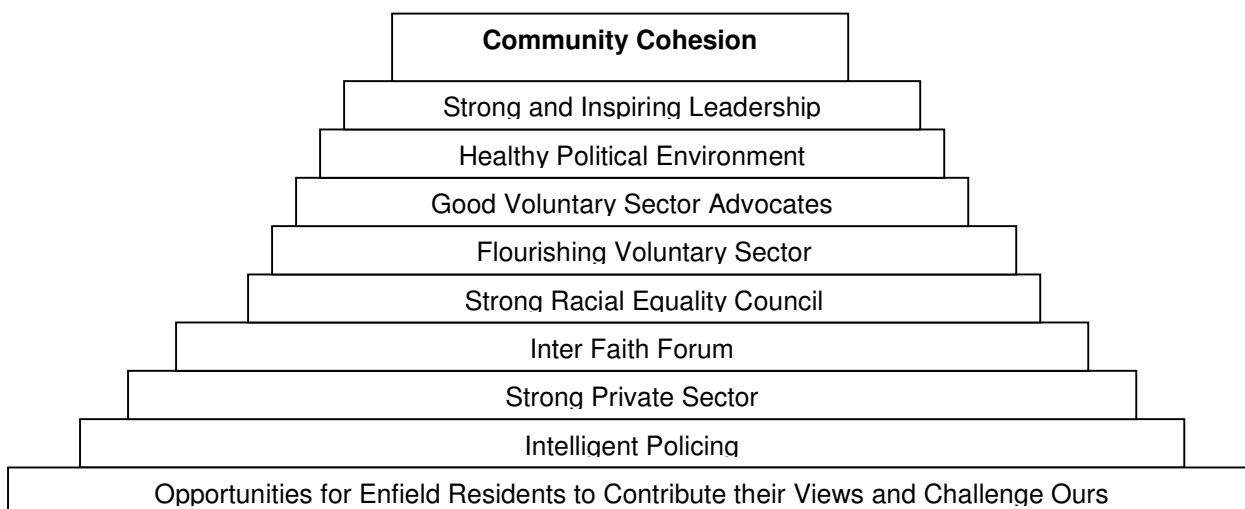
**APPENDIX 1**

opportunities and local people are actively involved in decision-making. This includes opportunities for residents to make their views heard, for example through an effective youth assembly. Similarly, a cohesive community should have a strong and active voluntary sector supported by positive working relationships with the local council. Enfield has a flourishing voluntary and independent sector with strong advocates, including Enfield Voluntary Action and other umbrella groups. We will continue to support and work in partnership with the sector in order to help further develop its distinctive contribution towards building a cohesive Enfield, and help it to represent our changing communities in the future.

Race equality is another key building block of a cohesive Enfield. The Council enjoys positive and long-standing partnership arrangements with Enfield Racial Equality Council and is committed to continuing this collaboration as part of the ongoing development of cohesion in the borough. The Council has the same belief in the importance of inter faith groups, as demonstrated through our increasing involvement with the Enfield Faith Forum.

The Council also believes a strong local private sector to be an important aspect of community cohesion. An area which lacks a thriving local economy is also likely to lack cohesion, as individuals feel there are few long term opportunities. Therefore tackling poverty and deprivation through regeneration, and enabling access to skills and employment, will play a key part in a cohesive Enfield.

A final building block for a cohesive community is the presence of intelligent policing and effective joint working with the Police. Enfield benefits from well-established partnerships with the Police, and its Safer and Stronger Communities Board works to continually improve Enfield residents' sense of safety. The diagram below illustrates these building blocks.

*Leadership*

The Cabinet member for Community Safety and the Voluntary Sector will provide councillor leadership on the issue of community cohesion. They will

drive forward and champion community cohesion work. Other Cabinet members will ensure that community cohesion is addressed within their specific areas of responsibility, ensuring a coherent corporate approach.

In order to ensure community cohesion has a high profile within Council departments, the Director of Performance, Partnership and Policy will act as a 'champion' on the issue, and work to ensure it is considered in all strategic Council decision-making, and by front line staff. This role will be supported by departmental champions who will also be responsible for raising the profile of community cohesion, and challenge staff to make it a prime concern. The remit of the Corporate Equalities Group will be revised to provide practical co-ordination and share learning on community cohesion (see page 19).

We are already taking many actions towards building cohesion in Enfield. Bringing these together into one strategy will enable the Council to better assess the impact of our actions and to share learning about what does and does not work. By taking a coherent approach to community cohesion we will be able to make more of what we already do, assess what more needs to be done and plan effectively for the future.

Our action plan also includes a number of new actions, which will build on existing activities and give a real boost to community cohesion.



### 3. The Five Key Aims

To make sure we understand what needs to be done to create a cohesive borough, the Council spoke to a range of local people, local politicians, community groups, and partners. This process is explained in more detail in section 8. These discussions enabled us to identify five key aims for the strategy, outlined below. Clear actions will fall under these aims.

The aims of “Enfield - a borough for all” dovetail clearly with the Council’s corporate aims as expressed within our improvement plan “Putting Enfield First”. The table below demonstrates these links.

<b>Enfield - a borough for all</b>	<b>Link to Putting Enfield First</b>
<p><b>Aim 1 Democracy</b> To create a borough where local people play an active part in civic and community life, and contribute to local decision-making</p>	<p><b>Aim 5 Supporting the Delivery of Excellent Services</b> 5e. Provide effective community leadership and increase public participation in the Council’s decision-making process and local initiatives</p>
<p><b>Aim 2 Opportunities for Bringing People Together</b> To create a borough where local people of all ages and backgrounds have opportunities to mix together</p>	<p><b>Aim 2 High Quality Education and Lifelong Learning</b> 2f. Increasing opportunities to learn throughout life 2g. Provide positive activities for young people</p>
<p><b>Aim 3 Investing in Our Future</b> To create a borough where local people have learning opportunities and feel there are good future prospects for them</p>	<p><b>Aim 2 High Quality Education and Lifelong Learning</b> 2a. Work with schools and colleges to deliver high quality education and raise educational achievement to, and above, national standards <b>Aim 4 Quality Health and Care Services for Vulnerable People in Enfield</b> 4c Help the most vulnerable members of our communities to live more independent lives <b>Aim 6 Economically Successful and Socially Inclusive</b> 6b. Promote opportunities for employment by encouraging business growth, skills, training and reducing barriers to work</p>
<p><b>Aim 4 Safer Communities</b> To create a borough where local people feel safe and are safe</p>	<p><b>Aim 3 A Safer Enfield to Live, Work, Study and do Business</b> 3b. Work with partners to reduce crime and anti-social behaviour and respond to the fear of crime</p>
<p><b>Aim 5 Promoting Community Cohesion</b> To create a borough where the Council acts as a community leader and promotes community cohesion in all it does</p>	<p><b>Aim 5 Supporting the Delivery of Excellent Services</b> 5c. Communicate the Council’s vision and values to all staff, residents and partners 5e. Provide effective community leadership and increase public participation in the Council’s decision-making process and local initiatives 5f. Deliver the Community Strategy, local needs and priorities by productive partnership working</p>

#### **.4. The National Context**

*Where has the concept of community cohesion come from?*

Over the last five to six years community cohesion has become a main concern for central and local government. You will remember the race riots which took place in a number of northern cities during the summer of 2001. In the majority of cases these were the result of different communities living parallel lives created by highly segregated housing, schools and neighbourhoods. After these events, the Home Office undertook a great deal of work to look at what makes cohesive communities and how to prevent any repetition of the conflict seen.

Subsequently a national strategy (Improving Opportunity and Strengthening Society, Home Office 2005) was developed, and specific guidance issued to help local councils build cohesion amongst their residents (Community Cohesion - an action guide, LGA 2004). This work is underpinned by the Local Government Act 2000 which created a role for local councils as community leaders and gave the legislative basis for local authorities to promote the social, economic and environmental well-being of their area, of which community cohesion is an obvious part. The recent Local Government White Paper, Strong and Prosperous Communities, further develops the community leadership role highlighting the important role local authorities should play in promoting community cohesion locally and tackling extremism.

Enfield Council also has a duty to promote race equality following the Race Relations (Amendment) Act 2000. This requires the Council to 'have due regard to the need' in all that they do to 'promote good relations between people from different racial groups'. This requirement underpins initiatives that bring people together and helps form relationships between people from different backgrounds. These kinds of activities are a key aspect of building community cohesion in Enfield.

Similarly the Council has responsibilities to implement the requirements of the Disability Discrimination Act (1995) by promoting disability equality and developing good practice in our service delivery and employment practices for disabled people. The Council's commitment to promoting disability equality is expressed within the Disability Equality Scheme Report 2006. Our compliance with the equalities legislation ensures residents from all backgrounds are not unfairly discriminated against

More recent developments, including the London bombings in July 2005 and the major security emergencies in 2006, have highlighted the urgent need for engaging and listening to all sections of our community, and for building inclusive communities with a common sense of belonging and commitment to community purpose.

The Council with our partners reacted swiftly to these events, exercising our community leadership role through meetings with community and faith leaders and by ensuring that we had in place appropriate risk management and contingency planning arrangements. The calm united response shown by all parts of the community demonstrates the significant strengths Enfield has to build on.

There is however no room for complacency. As well as keeping these arrangements under review, we need to ensure that community engagement with all sections of the community remains part of the Council's core business rather than something we do occasionally or only with "easy to reach" groups. We believe that the best way of doing this is by working with our existing community, voluntary and faith groups and directly with the communities themselves. Supporting the emergence of new groups who reflect our changing population and newly emerging needs and aspirations will also be important.

In August 2006, as part of the continuing national focus on cohesion, the Secretary of State for Communities and Local Government launched an independent Commission on Integration and Cohesion. Chaired by the Chief Executive of Ealing Council, the Commission is intended to be a practical exercise looking at how communities across the country can be empowered to improve cohesion, examining what works on the ground and considering innovative practical approaches that can be applied locally.

In launching the Commission's work, the Secretary of State also made clear that it will examine challenging issues including the role of multiculturalism and the impact that the promotion of integration, national identity and shared values have on building community cohesion.

#### *Learning from Others*

Enfield believes in the value of learning from the experiences of other authorities and sharing our own knowledge with other councils and partner organisations. This strategy has already drawn on best practice from elsewhere and will continue to do so as we implement our action plan and develop it further. We will engage and network with relevant bodies to ensure the Council's work continues to be informed by best practice whilst also meeting local needs. In particular we will consider recommendations from the Commission on Integration and Cohesion when it reports in June 2007.

## 5. Enfield and Community Cohesion – Strengths and Areas for Improvement

We have a lot to celebrate in Enfield. Our cultural diversity, heritage and tradition, closeness to central London and proximity to the open countryside makes Enfield an exciting place to live, work, visit and study. We have particular areas of strength in the way in which we work with the community and partners:

- The Council has strong partnerships with both statutory bodies and the voluntary and community sector. In particular these relationships are supported by a nationally recognised Compact.
- The Council has a well-established, representative Citizens' Panel who contribute their views on key issues on a regular basis. This information enables our services and decisions to be informed.
- With the support of our partners, the Council provides clear community leadership through the role we play in driving forward the work of Enfield's Strategic Partnership.
- The Council has a very close working relationship with the borough's Police service. This relationship supports intelligence-led policing and helps to make the borough safer.

However we do face challenges, including significant levels of deprivation and a changing population. We are committed to achieving community cohesion, and although we know that people in the borough generally get on well, we are not complacent. The Council recognises the potential risks that social and demographic change might pose for community cohesion in Enfield and takes seriously our responsibility for promoting and nurturing cohesion.

Through the engagement events, which took place as part of the development of this strategy, we have been made aware of a number of areas for improvement that the Council needs to address if we are to build community cohesion. These issues, along with our planned actions to address them, are detailed below. These actions will of course be complimented by the activities planned within other partner and Council strategies.

Issue Raised	Action Planned
The need for targeted work to support and address the integration of new communities and tackle stereotypes and community misconceptions.	Establish a cross-sector working group to support communities who are new to Enfield, including those from EU member states, using the National Refugee Integration Strategy as a framework.
The need for more support and engagement with the Faith Forum.	A practical programme of Council support to the Faith Forum to be developed.
The need for focused effort to engage	Specific focus groups with hard to

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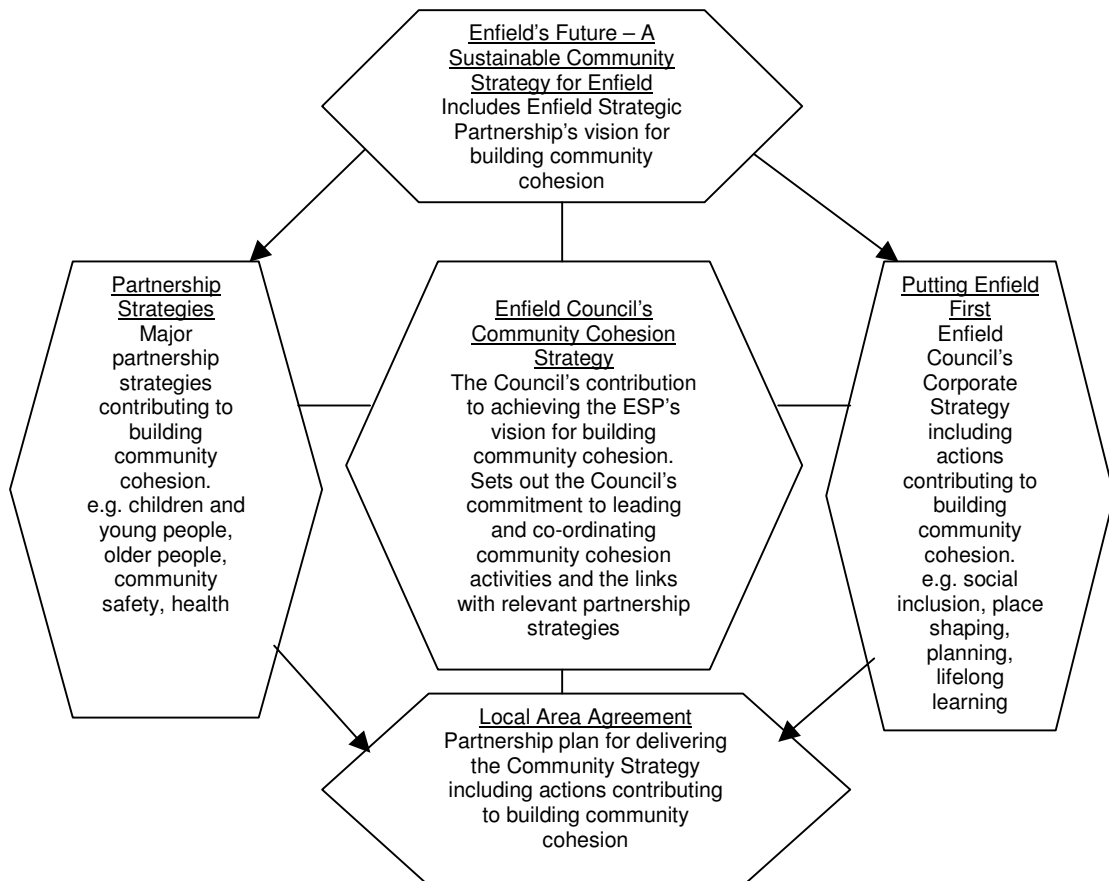
with, and build, relationships with hard to reach communities.	reach communities, (as identified by the engagement events) to better understand their concerns and needs.
The need to ensure intergenerational activities across the whole Council.	Work with the ESP Thematic Action Groups on older people and children and young people (the Children's Trust Board) to develop intergenerational activities.
The need for support for activities that bring communities together from different backgrounds and faiths in a non-threatening environment.	Work with our voluntary sector partners to increase the number of volunteers, especially from more deprived communities.
The need to recognise the value of volunteering through the development of an annual civic awards ceremony for volunteers and those making a valuable contribution to the community.	An annual awards ceremony celebrating the contribution made by volunteers.

In addition to addressing these issues, the Council also recognises that it needs to do more, as a matter of course, to engage effectively with our diverse communities, in particular those from a Black and Minority Ethnic background, older and disabled people. Therefore we will be reviewing the Engaging Enfield consultation strategy during 2007 to ensure these groups are more fully involved and receive feedback about the impact of their involvement. The ongoing development of the ESP Older People Thematic Action Group and specific focus groups with hard to reach communities should also help to strengthen the Council's relationship with these sections of the community and our knowledge of their particular concerns.

## 6. Links to Other Plans / Strategies

Community cohesion is a distinct issue that needs to be addressed through a clear council strategy and actions. However the strategy will not be delivered solely through these actions but also through a range of existing partnerships and related strategies and plans in which community cohesion features strongly.

The Council's commitment to building community cohesion is central to our partnership work aimed at improving the quality of life and life opportunities for all Enfield's people. The diagram below illustrates how this works.



The borough's Sustainable Community Strategy sets a partnership vision for a cohesive Enfield. It also highlights the importance of tackling deprivation and significantly improving the quality of life of those in our most deprived neighbourhoods. Enfield's Local Area Agreement (LAA), led by the ESP, and the Council's Local Development Framework (LDF), will make major contributions towards achieving this shared vision of cohesion. These documents also demonstrate the commitment of the Council and its partners to reducing inequality in the borough.

The LAA's overarching theme, 'every child really does matter', is also central to the community cohesion strategy's aim three - investing in our future. Another key LAA theme is 'enabling people to make a positive contribution' – encouraging and enabling people of all ages, ethnicities and disabilities to

play a full and active part in the community, influencing decision-making and strengthening the voluntary sector. This will ensure Enfield's communities continue to be strong and cohesive. A third theme, 'narrowing the gap', aims to reduce the gap between Enfield's most deprived communities and the rest of the borough, whether it is educational achievement, access to employment and training, life expectancy, access to health services, recreational facilities, housing or a clean and safe environment. We recognise that such gaps are significant obstacles to community cohesion. We also recognise that there are limits to what the Council can do through direct intervention in complex areas of service delivery.

The LDF will set out the long term spatial vision for the borough and the policies required to deliver it over the next 20 years. The LDF will promote community cohesion through policies on topics such as employment, housing, crime, health and education that will promote social equity and aim to reduce inequalities between communities of place and identity.

Community involvement during the preparation of the LDF will ensure that future changes reflect the circumstances and aspirations of local people and promote community cohesion. The standards for involving the community, including hard to reach groups, during the preparation of the LDF are set out in the Statement of Community Involvement (SCI) adopted by the Council in June 2006.

The Council is taking a more holistic approach to planning and regeneration than in the past, and to begin to give expression to this role, the Council has started to build a 'place shaping' approach for Enfield. We will involve local communities and build their capacity to participate. The Council expects that this work will of itself contribute to community cohesion by our working together to improve employment prospects, improve housing and social infrastructure and secure environmental improvement that gives strong identity for all.

Detailed targets for improving educational attainment are expressed within the Children and Young People's Plan. The plan also states a commitment to community cohesion and to involving children and young people more actively in local decision-making.

The borough's Community Safety Strategy, owned by the Safer and Stronger Communities Board, seeks to make Enfield one of the safest boroughs in London. It reflects aim four of this strategy, and supports community cohesion by setting out to ensure all sections of the community feel safe.

Ensuring our growing older population feel safe and are also actively involved in the community is part of the Older People's Strategy. This strategy aims to support older people to remain an integral part of the community as active citizens and contributors to building and sustaining strong, healthy, caring and vibrant communities in Enfield.

The Council's Housing Strategy contributes to building community cohesion

by setting out objectives for meeting housing need in Enfield and for working with partners to improve the condition and supply of housing in the borough across all tenures, including through a bid for funding through the creation of an Arms Length Management Organisation. The Housing Strategy and the ongoing development of the linked strategies around homelessness and supporting people amongst others will continue to involve residents and other key stakeholders in agreeing priorities for action, such as 'quality of life' issues including crime, anti-social behaviour, the environment and regeneration.

The Council's work in other essential areas is contained within our improvement plan - 'Putting Enfield First'. The plan guides the Council in meeting the borough's needs and improving services. Our most significant targets in important community cohesion related areas such as equality and diversity, community safety and leisure services, are all included in the improvement plan. The Council's specific policies on promoting equality and diversity are outlined in 'Enfield – Equal Opportunity for All', this document clearly contributes towards building community cohesion, and ensures clear links with the Council's work around equalities and diversity.



## 7.Strategy Monitoring and Implementation

### Strategy Monitoring

A number of community cohesion actions are included in this strategy. These detail the activities the Council will undertake to make its vision of a cohesive Enfield a reality.

The major impact of the Council's actions will be monitored using a number of specific questions within the Annual Residents' Survey and Citizens' Panel Surveys (see below). These qualitative results will also be supported by more quantitative data relating specifically to the initiatives within the action plan. The questions below illustrate our high level indicators and are arranged according to the aims of the strategy. These will be supported by a basket of supplementary questions.

Aim	High Level Indicator Question
Democracy	To what extent do you agree or disagree with the statement: by working together, people in my neighbourhood can influence decisions that affect the neighbourhood?
Opportunities for bringing people together	In which of the following situations, if any, would you say you regularly meet and talk with people of a different ethnic origin / social background to you? e.g. at local shops, at work, at school
Investing in our future	Thinking about your local area, which of the following issues are the most important for making the area a good place to live for everyone? (e.g. job prospects, activities for young people, housing opportunities)
Safer communities	How safe do you feel in Enfield during the day and after dark?
Promoting community cohesion	To what extent do you agree or disagree that this local area is a place where people from different backgrounds get on well together?  How strongly do you feel you belong to each of the following? (e.g. your local area, the London borough of Enfield, London)  Taking everything into account, how would you describe your overall

	attitude towards the local neighbourhood. Would you say you feel?...very proud, fairly proud, not very proud etc
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The Council already has some baseline data from the Citizens' Panel. This indicates that 48% of respondents feel people from different backgrounds get along well in their local area. The results of the General BVPI Survey 2006 on the question: 'To what extent do you agree or disagree that this local area is a place where people from different backgrounds get on well together?', provide a baseline figure for overall cohesion in the borough (79% agree) and help assess the impact of the strategy. This question will then be repeated in the Annual Residents Survey, as the results of this survey are more statistically significant than the Citizens' Panel survey results. However the Citizens' Panel will be used in between surveys to gain a broader understanding of cohesion in the borough.

The Corporate Policy Team will also take responsibility for co-ordinating the monitoring of the action plan's other targets. This will contribute to the performance management of the Council's improvement plan as the development and implementation of a community cohesion strategy is included under aim 6 'Economically Successful and Socially Inclusive'.

### **Strategy Implementation**

The cross council Corporate Equalities Group will be expanded to incorporate a new role to drive this strategy forward. This group will be facilitated by the Corporate Policy Team, under the leadership of the Director of Performance, Partnership and Policy in her role as council community cohesion and equalities champion.

The group's remit on community cohesion will be to:

- Ensure that further implementation of the community cohesion strategy links with other relevant partnership and council strategies and plans
- Share learning on what works and what does not in relation to community cohesion
- Provide co-ordination and link up actions, where appropriate, to enhance their impact
- Ensure that community cohesion is considered as part of the Council service planning process to develop awareness and stimulate active thought within services about their contribution to community cohesion

Tackle performance problems where appropriate

The Corporate Equalities Group will play a central role in co-ordinating activity and promoting the issue of community cohesion. The high level leadership of the group will give it profile in the organisation and ensure the community cohesion strategy achieves what it has set out to do.

## 8.Strategy Production

The views of local people, local councillors, the voluntary and community sector, our statutory partners and council employees have been central to the production of this strategy (a full list of participants can be found at appendix A).

Over a period of two months, fifteen different events were held with a range of groups representing Enfield's diverse communities. These sessions provided an opportunity for individuals to identify what they believed to be the issues in relation to community cohesion locally, and suggest possible solutions. Discussions in each session explored four themes:

Common values / civic culture  
Social order  
Solidarity and equality  
Social capital

The document 'Community Cohesion – Community Research' describes the events, and their outcomes in more detail.

The outcomes of these meetings were then considered at a strategy-planning event that brought together representatives from the preceding events to hear the views of others and reach a consensus about what should be priorities for action.

The engagement events provided invaluable information about what concerns local people when thinking about a cohesive Enfield. The experiences of individuals and anecdotal information gathered have helped to ensure this strategy addresses the specific cohesion issues for Enfield and reflects local opinion. Involving local people has also revealed some misconceptions about council services and has helped us to identify where we need to communicate better in the future.

As explained earlier, analysis of the common issues raised in all the engagement events has produced five aims for the strategy:

1. Democracy – To create a borough where local people play an active part in civic and community life, and contribute to local decision-making
2. Opportunities for bringing people together – To create a borough where local people of all ages and backgrounds have opportunities to mix together
3. Investing in our future – To create a borough where local people have learning opportunities and feel there are good prospects for them
4. Safer communities – To create a borough where local people feel safe and are safe

5. Promoting community cohesion – To create a borough where the Council acts as a community leader and promotes community cohesion in all it does.

The actions set out in this strategy contribute to each of these aims and address the specific areas for improvement as discussed at page 13. The strategy brings together actions from a range of existing plans, alongside new actions developed as part of this strategy.

## 9. What we're going to do – Key Actions

**Aim 1 – Democracy** – To create a borough where local people play an active part in civic and community life, and contribute to local decision-making.

Key actions:

- Increase opportunities for the community to contribute towards local decision making through mechanisms such as Community Action Partnerships in Enfield (CAPEs), Area Forums and council planning processes
- Enhance continued involvement of children and young people in the service design and planning of children's services
- Support the Council's elected members to strengthen democratic processes

**Aim 2 – Opportunities for bringing people together** – To create a borough where local people of all ages and backgrounds have opportunities to mix together.

Key actions:

- Provide learning opportunities and events that bring local people together, for example, through local libraries and volunteering initiatives
- Support the voluntary and community sector to help organisations share knowledge and resources
- Create new community facilities and effectively use what is already available

**Aim 3 – Investing in our future** – To create a borough where local people have learning opportunities and feel there are good future prospects for them.

Key actions:

- Support vulnerable children, young people and their families to help them gain access to education, training and employment
- Work with schools to improve attainment and manage attendance
- Support older people to improve their access to services and reduce isolation

**Aim 4 – Safer communities** – To create a borough where local people feel safe and are safe.

Key actions:

- Reduce incidences and fear of bullying through the application of a clear anti-bullying strategy
- Develop a method with Police and community partners to identify and anticipate potential community tensions
- Support offenders and possible offenders to reduce offending and re-offending rates

**Aim 5 – Promoting community cohesion** – To create a borough where the Council acts as a community leader and promotes community cohesion in all it does.

Key actions:

- Support the borough's different faith groups through the Faith Forum to build understanding and develop positive relationships
- Consider the Council's role as an employer, and work to develop a workforce that reflects the diversity of the local community
- Establish mechanisms to help the Council better understand the needs of new communities and 'hard to reach' groups

## MUNICIPAL YEAR 2006/2007 REPORT NO. **228**

### MEETING TITLE AND DATE:

Cabinet 28th February 2007  
Council 28th March 2007

### REPORT OF:

Director of Finance and Corporate  
Resources

Contact officer and telephone number:

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<b>Agenda – Part: 1</b>	<b>Item:</b>
<b>Subject: Capital Programme and Prudential Indicator Monitoring Third Quarter 2006/07</b>	
<b>Cabinet Member consulted: Cllr. Michael Lavender</b>	

### 1. EXECUTIVE SUMMARY

- 1.1** The purpose of this report is to inform Members of the current position regarding the Council's 2006 to 2011 capital programme taking into account the latest monitoring information on the progress of schemes. It also reports the current position in respect of the prudential indicators approved by Council on the 22nd February 2006.
- 1.2** The report shows that overall expenditure is projected to be £272.8m compared with the approved programme (after re-profiling) of £269.0m, an increase of £3.8m. This is due to an increase in the use of earmarked funding (£4.7m), in the main from additional government funding received from DCLG for housing repairs and new projects funded from ICT work plan resources. This is offset by a reduction in demand on general resources of (£0.9m) due mainly to the purchase of the Enfield Arms site now not preceding. The report also provides details of physical progress and service implications for major schemes in the programme (see appendix B).
- 1.3** The revised capital expenditure forecast impacts on a number of the prudential indicator estimates over the period of the programme and these are reported in Section 7. There are no changes recommended to the indicators at this stage.
- 1.4** Finally the report advises upon the Council's borrowing and investment activity in the previous quarter compared to the approved prudential indicator limits.

## **2. RECOMMENDATIONS**

**2.1** It is recommended that Cabinet notes:

- (i) the outcome of the third quarter's capital monitoring and review exercise for the current year; and
- (ii) the position regarding the Council's prudential indicators and that no revisions to the indicators are required at this stage.

**2.2** Cabinet asks Council to confirm that the following variations to projects (identified in paragraph 4) be included in the capital programme:

Additional resources for works to housing stock £2,092k  
Purchase and implementation of SAP –MSS/ESS module £1,028k

**2.3** That Education, Children's Services and Leisure be asked to fund the potential overspend of £240k from within their own programme budget. (See paragraph 4.4)

## **3. BACKGROUND**

**3.1** The Council's capital programme is reviewed and monitored monthly and monitoring reports are submitted to Cabinet quarterly. This is the third quarterly report for 2006/07. The Prudential Code for Capital Finance requires that the forward-looking prudential indicators, set by the authority, be regularly monitored during the year; these are included in section 7 of the report. The position in relation to borrowing and investments is monitored on a daily basis in accordance with best practice.

## **4. LATEST FORECAST OF CAPITAL SPENDING**

4 Following a detailed review of the programme, a number of changes to the total level and profiling of planned expenditure have been identified. These are set out in Table 1.



TABLE 1

	Planned Spend 2006/07 £'000	Planned Spend 2007/08 £'000	Planned Spend 2008/09 £'000	Planned Spend 2009/10 £'000	Planned Spend 2010/11 £'000	Total Spend £'000
<b>Capital programme</b>						
Expenditure:Earmarked resources	49,809	37,885	26,537	22,536	19,343	156,110
Expenditure: General resources	32,506	45,289	18,565	8,362	8,157	112,879
<b>Total planned spending</b>	<b>82,315</b>	<b>83,174</b>	<b>45,102</b>	<b>30,898</b>	<b>27,500</b>	<b>268,989</b>
<b>Variations in planned spend:</b>						
<i>a) Earmarked Resources</i>						
Education, Children's Services & Leisure	-2,338	1,027	1,375	110		174
Environment, Street Scene & Parks	-302	49				-253
Finance & Corporate Resources	1,042	606				1,648
Health & Social Care	724					724
Performance, Partnership & Policy	52	295			2,092	2,439
Vehicles replacement fund	-1,392	1,392				0
	<b>-2,214</b>	<b>3,369</b>	<b>1,375</b>	<b>110</b>	<b>2,092</b>	<b>4,732</b>
<i>b) General Resources</i>						
Education, Children's Services & Leisure	-3,602	3,869	-109	82		240
Environment, Street Scene & Parks	899	-2,899	2,000			0
Finance & Corporate Resources	-1,798	680	-30			-1,148
Health & Social Care	-1,319	285	202	300	498	-34
Performance, Partnership & Policy	169	-406	176	161	-100	0
	<b>-5,651</b>	<b>1,529</b>	<b>2,239</b>	<b>543</b>	<b>398</b>	<b>-942</b>
Total Earmarked Resources	47,595	41,254	27,912	22,646	21,435	160,842
Total General Resources	26,855	46,818	20,804	8,905	8,555	111,937
<b>Total Projected Expenditure</b>	<b>74,450</b>	<b>88,072</b>	<b>48,716</b>	<b>31,551</b>	<b>29,990</b>	<b>272,779</b>

#### 4.2 Key issues to note:

- The third quarter monitor shows a reduction in the use of general resources of (-£942k) due mainly to the purchase of the Enfield Arms Site not going ahead.
- There is an increase in planned expenditure funded from earmarked resources of (+£4,732k) due mainly to additional funding being secured from DCLG (£2,092k) for housing works to stock; increased use of ICT workplan (£2,236k) and increased grants and other funding of (+£404k). These variations are explained in more detail below.

### 4.3 Physical progress and service implications

As well as the financial aspects of a scheme it is important to look at the effects that any delays or changes have on the completion of schemes and the service implications of any changes to completion dates. Appendix B shows the progress on major schemes and is flagged with Red (risk of not achieving objective), Amber (possible difficulties) and Green (on target) ratings for both finance and physical progress to highlight any areas of concern. There are two schemes indicated as red, which relate to the Children's Centre Programme, where there are delays at Galliard Centre (where the contractor has had to be replaced), which is now anticipated to open in August 2007 and Oakthorpe Playing Fields where there have been problems with the contractor resulting in further works being required. (See appendix B for more details).

### 4.4 Education, Children's Services and Leisure

*Increase in the use of general resources of +£240k and increase in the use of earmarked resources +£174k:*

Increased spending on the following schemes:

Chace School Learning Resource Base additional spend of (£221k) required to attend to remedial works and outstanding snagging items, pending potential recovery of costs from the original contractor.

Further remedial works at Keys Meadow Primary School Playing Field (£105k). This is on the basis that the measures taken by the original contractor have failed and a new contractor will need to be engaged.

Additional expenditure (£95k) on utility works at the Academy Site due to difficult site conditions.

Additional fire precaution works at various schools (£38k)

Other small variations (£42k)

These additional costs are offset by a reduction in schools condition expenditure of (-£187k) and additional use of earmarked resources (-£74k) see below

The net increased call on general resources is £240k

Increased grant funding of (£100k) has been received for Kingsmead School Specialist Status. In addition (£74k) contributions from schools and revenue have been used to finance the schemes above. Giving a total increase in earmarked resources of (£174k).

ECSL have identified a strategy for funding the projected overspend (£240k detailed above), which will not arise until 2007/08. Should the overspend materialise it will be met from a combination of:

- Section 106 contributions expected in 2007/08 onwards;
- Reduction in planned spending for the Schools Condition programme.

It is therefore recommended that ECSL contain the overspend within the their ring fenced resources.

The projected spend for 2008/09 and 2009/10 includes expenditure to complete the Children's Centres in the Phase 2 Programme (£1,485k). It has been assumed that Sure Start will approve the carry over of capital grant funding from earlier years. However this cannot be confirmed until the individual schemes have been submitted to Sure Start for RIBA Stage D approval. Therefore there is a potential risk that the Council may have to top slice future sure start resources if approval is not forthcoming. However this will probably not be known until next years settlements are announced around December this year

#### **4.5 Environment, Street Scene & Parks**

*Reduced use of earmarked funding -£253k:*

The overall Transport for London programme is likely to reduce by (-£319k) largely due to reductions in the 20mph works and Station Access works (which will be considered as part of the 2007/08 programme).

However additional European Regional Development Fund monies have been received (£99k) for Edmonton Heritage projects, and a contribution (£20k) from the Corporate Building Access Group towards Children's Playgrounds.

There has also been a reduction in funding from DCLG towards Harbet Road regeneration scheme (-£53k) which has been made up from a contribution from the regeneration match funding budget.

#### **4.6 Finance & Corporate Resources**

*Increased use in earmarked resources of £1,648k and reduced use of general resources of -£1,148*

Additional ICT schemes and costs funded from the ICT workplan and earmarked reserves:

Implementation of Managers' Self Service and Employees' Self Service software and implementation costs (£1,028k).

Upgrading SAP R3 to new version (£482k).

Property Strategy IT infrastructure costs (£202k).

Less other variations in ICT projects (-£64k)

There is a reduction in general resources due to:

The purchase of the Enfield Arms Site no longer proceeding (-£998k).

The budget provision for a pilot access centre (-£150k) project being no longer required as it has been subsumed in other property strategy projects.

#### **4.7 Health and Social Care**

*Increase in the use of earmarked resources of +£724k and reduced use of general resources of -£34k:*

Increased government grant funding for the Housing Grants and Nominations scheme (£389k).

Spending on the Electronic Social Care Records IT system considered to be capital, funded from the ICT workplan resources (£476k).

Offset by reduced spending on Refurbishment of Suffolk's House Mental Health Team accommodation project (-£141k) funded from specific supported borrowing allocations.

There is an underspend of (-£34k) on welfare adaptations and the refurbishment of 58/60 Silver Street.

#### **4.7 Performance, Partnership and Policy**

*Increased use of earmarked resources of £2,439k:*

It is anticipated that the amount of resources available for the Works to Housing Stock programme (£2,092k) will increase in line with the latest forecast of Major Repairs Allowance, which forms part of Government Housing Subsidy.

Increased spending on Buy Backs at Highmead estate (£247k) funded from the anticipated receipt.

Additional spending on the Revenues And Benefits IT system (£115k) funded from the ICT workplan.

Other minor variations (-£15k).

### **5. CAPITAL RESOURCES**

**5.1** The budget setting report to Council on the 21<sup>st</sup> February 2007 indicated a potential £3m shortfall in receipts from sales of 'right to buy' properties. This is still thought to be the case. However the report also indicated that additional new property disposals had been identified and there were some greater than budgeted receipts, which should compensate for the shortfall in RTB disposals. The receipts position overall can therefore be considered as on target, though it will need to be closely monitored to ensure the programme is achieved.

**5.2** There are £0.7m Section 106 monies currently available but not allocated which mainly relate to Regeneration projects.

Members will be aware that the use of these receipts will be constrained by the terms of the S106 agreement. All new Section 106 capital receipts are referred to the Capital Programme Group to agree the allocation to projects.

### **6. FINANCIAL OVERVIEW**

There is an underspend of £1,182k shown in paragraph 4 (assuming ECSL are asked to meet their overspend of £240k from their own resources). Council on the 21<sup>st</sup> February 2007 agreed a new five year capital programme including over £130m of new funding but also including an unfinanced amount of £2,075k. The underspend would therefore reduce the unfinanced amount to £893k. As the new programme has only just been agreed it is not considered appropriate to consider any further allocation of resources at this stage.

## 7. PRUDENTIAL INDICATORS

### 7.1 Capital Expenditure Indicators

The latest forecasts of General Fund and HRA capital expenditure, compared to the prudential indicators, are set out in Tables 3 and 4 below.

**Table 3- Capital Expenditure Indicator General Fund**

	<b>2006/07 Estimate</b>	<b>2007/08 Estimate</b>	<b>2008/9 Estimate</b>	<b>2009/10 Estimate</b>	<b>2010/11 Estimate</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Latest Forecast	59,392	72,952	32,616	14,301	13,276	192,537
Prudential Indicator	70,464	44,517	23,816	13,578	12,778	165,153
Variance	-11,072	28,435	8,800	723	498	27,384

The variations can be analysed as follows:

	<b>2006/07 Estimate</b>	<b>2007/08 Estimate</b>	<b>2008/9 Estimate</b>	<b>2009/10 Estimate</b>	<b>2010/11 Estimate</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
C/F from 2005/06	16,105	2,378	210	0	0	18,693
Additions approved by Cabinet	-19,080	21,159	4,976	70	100	7,225
Variations & slippage above Para 4	-8,097	4,898	3,614	653	398	1,466
Total	-11,072	28,435	8,800	723	498	27,384

**Table 4- Capital Expenditure Indicator HRA**

	<b>2006/07 Estimate</b>	<b>2007/08 Estimate</b>	<b>2008/9 Estimate</b>	<b>2009/10 Estimate</b>	<b>2010/11 Estimate</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Latest Forecast	15,058	15,120	16,100	17,250	16,714	80,242
Prudential Indicator	17,797	19,917	19,348	9,752	9,720	76,534
Variance	-2,739	-4,797	-3,248	7,498	6,994	3,708

The variations can be analysed as follows:

	<b>2006/07 Estimate</b>	<b>2007/08 Estimate</b>	<b>2008/9 Estimate</b>	<b>2009/10 Estimate</b>	<b>2010/11 Estimate</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
C/F 2005/6	212		795			1,007
Variations agreed by Cabinet	-3,183	-4,797	-4,043	7,498	4,902	377
Slippage and variations analysed in Para.4	232	0	0	0	2,092	2,324
Variance	-2,739	-4,797	-3,248	7,498	6,994	3,708

## 7.2 Capital Financing Requirement and Capital Financing Costs Indicators

The latest forecast of the capital financing requirement and ratio of financing costs to net revenue stream for the relevant years are set out in Tables 5, 6 and 7.

**Table 5 – Current forecast of Capital Financing Requirement**

	<b>31/03/2007 Estimate</b>	<b>31/03/2008 Estimate</b>	<b>31/03/2009 Estimate</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
General Fund	191,962	200,540	203,041
HRA	41,288	49,525	50,625
Total CFR	233,250	250,065	253,666
Prudential Indicator	243,560	258,161	251,633
Variance	-10,310	-8,096	2,033

The decrease in 2006/07 and 2007/08 is due to slippage and the increase overall to 2008/09 is mainly due to the additional borrowing requirement resulting from the ALMO accommodation project.

**Table 6 – General Fund Ratio of Financing Costs**

	<b>2006/07 Estimate</b>	<b>2007/08 Estimate</b>	<b>2008/09 Estimate</b>
Forecast	6.90	6.30	6.61
Prudential Indicator	7.79	8.12	8.25
Variance	-0.89	-1.82	-1.64

The decrease in the ratio is due to increased interest receipts

**Table 7 – HRA Ratio of Financing Costs**

	<b>2006/07 Estimate</b>	<b>2007/08 Estimate</b>	<b>2008/09 Estimate</b>
Forecast	22.11	22.64	22.98
Prudential Indicator	22.07	21.36	20.87
Variance	0.04	1.64	2.11

The increase is due to increased use of the major repairs allowance slightly increasing the capital financing costs.

### **7.3 Prudential Borrowing Indicators**

- a) Authorised limit: The Council is prohibited from borrowing more than its authorised limit. The Council's authorised limit for 2006/07 is £320m, comprising borrowing of £300m and other long-term liabilities of £20m. Borrowing during the second quarter was well within the Council's authorised borrowing limit. The highest level of borrowing during the period was £232m. £10m of debt maturing on 31/12/2006 was repaid on the 2/1/2007 due to the repayment date falling on a weekend. This is in line with the Council's Treasury Management Policy.
- b) Operational boundary: The operational boundary is based on the most likely level of borrowing for the year. The Council's operational boundary for 2006/07 is £268.5m, comprising borrowing of £250m and other long-term liabilities of £18.5m. Occasional breaches of the operational boundary are unlikely to be significant however a sustained or regular trend above the operational boundary would be significant. During the past quarter the Council's gross borrowing was within the operational boundary.
- c) Net borrowing (i.e. long term borrowing less investments): In the medium term net borrowing should only be used for a capital purpose. Specifically net external borrowing in 2006/07 should not exceed the estimated Capital Financing Requirement for 2008/09; for Enfield this limit is £251.6m. During the last quarter net borrowing was within this estimate. The highest level of net borrowing was £46.4m on the 20/11/2006.

### **7.4 Treasury Management Indicators**

The Council has set a number of treasury management prudential indicators for 2006/07 that place limits on variable and fixed interest rate exposure, maturity structures of borrowing and investments of 1 year or more. Table 8 below sets out these indicators. Throughout the past quarter treasury management activities have been carried out within these limits.

**Table 8 - Treasury Management Prudential Indicators 2006/07**

<b>2006/07 Indicator</b>	<b>Prudential Indicator</b>
<b>Max. Interest Rate Exposure on total debt</b>	
a) Fixed rate as % of total debt	100%
b) Variable rate as a % of total debt	25%
c) Fixed Rate as % of investments	100%
d) Variable rate as % of investments	100%
<b>Max. Interest Rate Exposure on variable debt*</b>	
Fixed rate as % of net debt	200%
Variable rate as % of net debt	50%
<b>Maturity structure of fixed borrowing:</b>	
a) Under 12 months:	0% - 20%
b) 12 months to 2 years:	0% - 20%
c) 2 years to 5 years:	0% - 50%
d) 5 years to 10 years:	0% - 75%
e) 10 years and above:	25% - 100%
<b>Maximum principal sums invested (364+ days)</b>	£50m

\*This is the upper limit for fixed & variable interest rate exposures calculated as a percentage of net outstanding principal sums (borrowing and investments).

## **8. REASONS FOR RECOMMENDATIONS**

To maintain a prudent view of capital resources available and allow time to review the best possible use of them in the light of Council objectives to finance future capital developments.

## **9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

### **9.1 Financial Implications**

These are contained in the body of the report.

### **9.2 Legal Implications**

Under the Local Government Act 2003 all Council's have a statutory duty to arrange for proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

## **10. PUTTING ENFIELD FIRST**

**10.1** The allocation of resources in the current capital programme reflects the Council's aims and objectives as set out in "Putting Enfield First".



**10.2** The report contributes to objective (5b) – To deliver sound financial management, efficient use of resources, promotion of income generation and adherence to Best Value and good performance management through the organisation.

**Background Papers:**

Budget 2006/07 and Medium Term Financial Plan- Report to Council 22/2/2006

First Quarter Monitoring Report -Cabinet 12<sup>th</sup> July 2006

Second Quarter Monitoring Report – Cabinet 22<sup>nd</sup> November 2006

CIPFA Prudential Code for Capital Finance

Monitoring returns from Departments

Budget 2007/08 and Medium Term Financial Plan- Report to Council 21/2/2007

## Appendix A

## Capital Programme Resourcing Position

	2006/07		2007/08		2008/09		2009/10		2010/2011		TOTAL	
	Revised Resources £'000	Current Projection £'000	Revised Resources £'000	Current Projection £'000	Revised Resources £'000	Current Projection £'000	Revised Resources £'000	Current Projection £'000	Revised Resources £'000	Current Projection £'000	Revised Resources £'000	Current Projection £'000
<b>Current Funded Programme</b>												
Education, Children's Services & Leisure	27,309	21,369	31,355	36,251	9,189	10,455	401	593	0	0	68,254	68,668
Environment, Street Scene & Parks	17,562	17,159	16,874	17,024	11,424	11,424	6,194	6,194	6,194	6,194	58,248	57,995
Finance & Corporate Resources	12,871	12,115	13,477	14,763	2,439	2,409	1,050	1,050	1,000	1,000	30,837	31,337
Health & Social Care	5,195	4,600	3,207	3,492	2,600	2,802	2,670	2,970	2,670	3,168	16,342	17,032
Performance, Partnership & Policy	17,936	18,157	17,011	16,900	17,800	17,976	18,950	19,111	16,322	18,314	88,019	90,458
Vehicle Replacement Fund	1,442	50	1,250	2,642	1,650	1,650	1,633	1,633	1,314	1,314	7,289	7,289
<b>Total Expenditure (see HRA/GF split below)</b>	<b>82,315</b>	<b>73,450</b>	<b>83,174</b>	<b>91,072</b>	<b>45,102</b>	<b>46,716</b>	<b>30,898</b>	<b>31,551</b>	<b>27,500</b>	<b>29,990</b>	<b>268,989</b>	<b>272,779</b>
<b>Less: Earmarked Resources</b>	<b>49,809</b>	<b>47,595</b>	<b>37,885</b>	<b>41,254</b>	<b>26,537</b>	<b>27,912</b>	<b>22,536</b>	<b>22,646</b>	<b>19,343</b>	<b>21,435</b>	<b>156,110</b>	<b>160,842</b>
<b>Expenditure met from general resources</b>	<b>32,506</b>	<b>25,855</b>	<b>45,289</b>	<b>49,818</b>	<b>18,565</b>	<b>18,804</b>	<b>8,362</b>	<b>8,905</b>	<b>8,157</b>	<b>8,555</b>	<b>112,879</b>	<b>111,937</b>
<b>Memorandum Items</b>												
<b>HRA</b>	14,826	15,058	15,120	15,120	16,100	16,100	17,250	17,250	14,622	16,714	77,918	80,242
<b>GF</b>	67,489	58,392	68,054	75,952	29,002	30,616	13,648	14,301	12,878	13,276	191,071	192,537

**Appendix B**  
**SCHEME PROGRESS MONITORING REPORT – EDUCATION, CHILDREN'S SERVICES & LEISURE**

**Quarter 3**

<b>Project/ Original Budget</b>	<b>Revised Budget (if diff.) &amp; date agreed</b>	<b>Budget Status - RAG</b>	<b>Start / Finish dates</b>	<b>Project Details</b>	<b>Progress / Outcome</b>	<b>Service Priority</b>	<b>Progress Status - RAG</b>
Chace Community School £7,500k		Green	Summer 2007/Autumn 2009	New building to provide Art, Drama, Music, kitchen/dining and staff accommodation. Remodelling to meet other curriculum needs and suiting of subject areas in main building.	Planning application approved. Tenders due to be invited in March 2007 for start on site in July 2007.	Asset Management Plan-Modernisation	Green
Children's Centre Programme £3,754k	£4,957k 22/11/06	Green		Major programme to provide 330 childcare places through five new Children's Centres across the Borough at Bowes, Galliard, Garfield, Raynham and Tottenham Schools.	New centres opened at Garfield and Raynham Schools. Centre at Bowes School occupied but a few minor items still being completed. New contractor appointed for Galliard School project. Work resumed on site in December 2006 and project now due to complete in August 2007. Legal redress being sought against original contractor.	Capital Needs arising from Early Years and Child Care Development	Red
General Sure Start Programme 2006/07 onwards £5.291k		Green		Major programme to provide 11 new Children's Centres across the Borough by March 2008 together with capital funding to increase the number of schools able to provide facilities for pupils and community outside normal hours.	Work progressing on schemes to provide new centres at Albany, Carterhatch Infants and Prince of Wales Schools based on modular design. Cabinet report planned for March 2007. Draft programme indicates potential slippage on delivery of two schemes beyond March 2008.	Capital Needs arising from Early Years and Child Care Development	Amber

Marsh House £676k		Green	October 2006/March 2007	Refurbishment of ground floor of Marsh House to create Independent Family Centre and base for Children's Voluntary and Community Sector Organisations in Enfield with outreach support to families.	Work on site progressing. Occupation planned for March 2007.	Delivery of Local Area Agreement One Large Intervention on Child Poverty.	Green
Angel Centre £456k		Green	March 2007/June 2007	Refurbishment of Angel Centre to provide CAP 2 Integrated Support Team base and community facilities.	Start on site delayed due to rescoping of works after return of higher than expected tenders.	Delivery of Local Area Agreement One Large Intervention on Child Poverty.	Green
Additional places at Durants and Oaktree Special Schools £4,000k		Green	March 2007/June 2008 */March 2008+	Project to provide additional special needs places in Borough through extensions to Durants and Oaktree Special Schools.	*Tenders to be invited for Durants School project in June 2007. Programme amended to complete scheme in June 2008.  + Planning permission given for Oaktree School scheme. Tenders January 2007. Project reprogrammed to complete by March 2008.	Asset Management Plan-Additional special school places.	Amber
Oakthorpe Road Playing Field £447k	£479k 22/11/06	Green	June 2005/November 2005	New changing pavilion and upgrading of playing fields for use by Hazelwood Infants & Junior School and St Anne's Catholic High School.	Changing rooms completed September 2006. Playing field expected to be ready for School use in April 2007.	Asset Management Plan-Modernisation	Red
Salisbury School - Turin Road £6,000k	£8,800k 12/7/06	Green	July 2007/July 2008.	Development to accommodate consolidation of Salisbury School as all through 6 form entry on Turin Road site.	Planning application approved. Tenders due to be approved in March 2007.	Asset Management Plan-Additional pupil places. (Linked to opening of City Academy).	Green

Suffolks Primary School Dining Hall £1,109k	£1,303k. 12/7/06	Green	January 2007/February 2008.	New multi purpose dining hall and kitchen.	Planning application approved. Revised programme issued for project completion by March 2008.	Asset Management Plan-Modernisation	Amber
Wilbury School – Targeted Capital £4,835k	£5,891k 12/7/06	Green	August 2006/December 2007	Major extension to provide Early Years Unit and new classrooms to replace hitted classrooms together with major improvements to the playing field and the provision of changing rooms for use by the school and the local community.	Work started August 2006. Project currently 13 weeks behind schedule. School and Authority working on strategy for phased occupation of new accommodation from Autumn 2007.	Asset Management Plan-Modernisation	Amber
Winchmore School £7,500k		Green	Summer 2007/Autumn 2009	New building to provide accommodation for Science, Food Technology and Textiles Dance/ Drama. New administration area at school entrance. Remodelling to meet further curriculum needs and suiting of subject areas.	Planning application approved December 2006. Programme in delay but all effort being made to complete new accommodation for September 2008. Risks identified and strategies developed to minimise disruption to the School. Tenders to be invited in March/April 2007.	Asset Management Plan-Modernisation	Amber

**Appendix B cont.**  
**SCHEME PROGRESS MONITORING REPORT - ENVIRONMENT, STREET SCENE & PARKS**

**Quarter 3**

Project/ Original Budget	Revised Budget (if diff.) & date agreed	Budget Status – Red/ Amber/ Green	Start / Finish dates	Project Details	Progress /Outcome	Service Priority	Progress Status – Red/ Amber/ Green
Principal Roads Structural Maintenance £1,503k		Green	April '06 – March '07	Retention payment for 05/06 Ridgeway Reconstruction.  Resurfacing of Bourne Hill (St Georges Road to Oak Avenue).  Reconstruction of Ridgeway (East Lodge Lane towards Oak Avenue).  Reallocated schemes from Ridgeway funding are as follows:-  - A1003 The Green / Waterfall Road N14 - A1004 High Street N14 - A1004 Cannon Hill N14 - A105 Green Lanes N21 - A105 London Road EN1	Maintenance period complete. Invoice paid.  Scheme complete.  Scheme cancelled due to conflict with Holmesdale Tunnel. Funds for Ridgeway have been reallocated and approved by TFL.  Schemes to commence on site 19/2/07 to be completed by March 07.	Upgrade & Improve the Condition of Enfield's Roads & Pavements & Safer Travel	Green

Street Scene Improvements £2,750k	Green	April '06 – June '07	<ul style="list-style-type: none"> <li>• Carriageway</li> <li>• Footways</li> <li>• Verge and shrub beds</li> <li>• Partial Resurfacing</li> <li>• Safety Fencing</li> <li>• Minor Improvements and Traffic Schemes</li> <li>• Rights of Way</li> </ul>	<ul style="list-style-type: none"> <li>• Programme complete.</li> <li>• Programme complete.</li> <li>• Scheme on site.</li> <li>• Programme complete.</li> <li>• Stag Hill and Meridian Way to start on site in February 07.</li> <li>• Worlds End Lane, London Road and Kingsway schemes in feasibility stage.</li> <li>• Scheme on site 06.</li> </ul>	Upgrade & Improve the Condition of Enfield's Roads & Pavements & Safer Travel	Green
Highways Improvements 2006/7 £6,000k	Green	April '06 – June '07	<ul style="list-style-type: none"> <li>• Carriageway</li> <li>• Footways</li> <li>• Partial Resurfacing</li> <li>• Highway Structures</li> <li>• Minor Improvements and</li> </ul>	<p>Programme commenced on site on Monday 25<sup>th</sup> September to be completed this financial year.</p> <p>One scheme on site, additional schemes to start in January 07.</p> <p>Schemes complete.</p> <p>Tenniswood Road footbridge to start on site February 07.</p> <p>In design stage</p>	Upgrade & Improve the Condition of Enfield's Roads & Pavements & Safer Travel	Green

Highways Improvements 2007/8 £7,000k	Green	April '07 – March '08	Traffic Schemes Carriageway and Footway Resurfacing and Reconstruction 2007/8 programme	Programme to be developed Jan - March 07 based on road condition survey information and network co-ordination consideration.	Upgrade & Improve the Condition of Enfield's Roads & Pavements & Safer Travel	Green
Broomfield Bridge repair £333k	Green	April 2004 / March 2007	Reconstruction of footbridge over railway lines at Broomfield Lane.	Works substantially complete. 25k carried forward to 2006/07 to cover retention payment and purchase of land at bridge site.	Improve the condition of the borough roads and safer travel.	Green
Pymmes Park Lottery Project £3,124k	Green	May 2002 - June 2007	to undertake the restoration of Pymmes Park	restoration of lake completed restoration of footpath system completed restoration of bridge completed restoration of railings and gates completed provision of new park furniture completed provision of landscaping completed  * design and installation of new gate in walled garden – in progress. Site works to begin spring 2007. * design and construction of new wall in walled garden – in progress. Site works to begin spring 2007. * production of 10 year management plan – in progress * installation of new public toilets – in progress – deadline extended to 31/03/07.	Improving the quality of life in Enfield	Amber
Parks Playgrounds £826k	Green	November 2004 - March 2007	to undertake the refurbishment of children's playgrounds and associated toilets	Refurbishment of children's playgrounds completed at:- • Boundary Playing Fields • Craig Park	Improving the quality of life in Enfield	Amber
Revised budget is £846,000 as an additional						



	<p>£20,000 has been allocated to this scheme from the Corporate Buildings Access Group to assist with the disabled access works at Grovelands Park toilets.</p>				<ul style="list-style-type: none"> <li>• Jubilee Park</li> <li>• Albany Park</li> <li>• Grovelands Park</li> <li>• Tatem Park</li> </ul> <p>Refurbishment of associated public toilets:</p> <ul style="list-style-type: none"> <li>* Albany Park, Craig Park and Jubilee Park currently under construction to be completed by end January 2007..</li> <li>* Boundary Playing Fields, Grovelands Park and Tatem Park toilets have recently been tendered.</li> <li>* works to Grovelands Park to be completed by March 2007.</li> <li>* works scheduled for Boundary Playing Field/Tatem Park will be charged to new capital scheme in early 2007/8 in view of high tender prices.</li> </ul>		Page 91
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**Appendix B cont.**  
**SCHEME PROGRESS MONITORING REPORT – FINANCE & CORPORATE RESOURCES**

**Quarter 3**

<b>Project/ Original Budget</b>	<b>Revised Budget (If diff.) &amp; date agreed</b>	<b>Budget Status - RAG</b>	<b>Start / Finish dates</b>	<b>Project Details</b>	<b>Progress / Outcome</b>	<b>Service Priority</b>	<b>Progress Status - RAG</b>
John Wilkes – Access Centre £1,326k		Green	Dec 05 / June 06	To establish a Revenue Benefits / Housing Needs Service Point .	Works completed and building occupied and operational .	Property Strategy and the provision of Services to the public .	Green
Access Centre – Civic Centre £1,559k		Green	Jan 07 / Autumn 07	Customer Service Access Point .	Contract awarded and works have commenced . Project to be undertaken in 3 phases.	Property Strategy and the provision of Services to the public .	Green
Enfield Town Thomas Hardy House £3,405k	£4,728k 13/12/2006	Green	Feb 07 – Jul 07	Provision of Cultural facility	Contract awarded and start on site agreed for the 26/2/07 .	Rejuvenation of Town Centres and the provision of Services to the public .	Green
Carnegie Library Enfield Town £ 6,000k		Amber	Jul 09 – Oct 09	Refurbishment of Central Library	Consultant appointed . Outline scheme in preparation . Awaiting confirmation of funding.	Rejuvenation of Town Centres and provision of services to the public .	Green
Claverings – External Infrastructure £ 1,842k		Green	Mar 06 / Aug 06	Improvements to exterior of Claverings Industrial Estate . Creation of small work spaces at 14 Centre Way .	Exterior improvements completed . Works at 14 Centre Way completed .	Regeneration of local industry .	Green
Montague Industrial Estate £ 490 k		Green	To programme	Improvements to the exterior of Montague Industrial Estate	Scheme Details under preparation .	Regeneration of local industry	Green

<b>Capitalised R&amp;M schemes in excess of £ 100 k</b> Arnos Pool £750k	Green	April 06 / Dec 06	Refurbishment of swimming pool / leisure facilities / library	Works completed	Maintenance of the Council's Assets	Green
Forty Hall £ 120k	Green	2006/07	Repairs including internal and external redecoration.	To be considered for 2007/08 programme.	Maintenance of the Council's Assets	Amber
Civic Centre £ 137k	Green	Oct 06 / Feb 07	Replace the Building Management System	Works on site.	Maintenance of the Council's Assets	Green
Reardon Court £ 130k	Green	Jan 07 / April 07	Replace Fire Alarm System	Works on site	Maintenance of the Council's Assets	Green
Civic Centre £ 175k	Green	Summer 07/ Summer 07	Renew Humidifiers including energy initiatives in plant room.	Specification completed. Tender anticipated Mar 07.	Maintenance of the Council's Assets	Green
Civic Centre £ 450k	Green	Summer 07/ Autumn 07	Refurbishment of WC/Cloakrooms	Survey to be commenced.	Maintenance of the Council's Assets	Green
Civic Centre £ 100k	Green	2007/08	Fire Resisting works to document elevator.	Scheme on hold. Priority to be reassessed.	Maintenance of the Council's Assets	Green
Enfield Business Centre £ 245k	Green	Sept 06/ Dec 06	Replacement air conditioning	Works completed.	Maintenance of the Council's Assets	Green
58-60 Silver St £ 100k	Green	Winter 06 / Spring 07	Repairs to structural frame including minor roofing replacement.	Specification in preparation. Scheme reduced to minor roof repair.	Maintenance of the Council's Assets	Green
Civic Centre £ 300k	Green	Autumn 06 / Spring 07	Stainless Steel panels repointed A Block	Scheme on hold. Priority to be reassessed.	Maintenance of the Council's Assets	Amber

## SCHEME PROGRESS MONITORING REPORT – PERFORMANCE, PARTNERSHIP & POLICY

### Quarter 3

Project/Original Budget	Revised Budget (If diff) & Date Agreed	Budget Status (RAG)	Start & Completion Dates	Project Details	Progress / Outcome	Service Priority	Progress Status (RAG)
Enabling Programme 2006/07 £1,740k		Green	April 06/ March 07	Development of new affordable housing & move-on accommodation	Pelipar Close (Hanover) completed in November 2006. Next phase of "Home Buy" programme underway	To increase the availability of affordable homes and promote independent living	Green
Environmental Improvements to Housing Estates £1,000k		Green	April 06/ March 07	Various footway, street lighting and door entry improvements on four Housing Estates (totalling 29 blocks)	Footway and street lighting improvements complete. Tanners End, Cherry/Bouvier & St Mary's door entry systems complete. Ladderswood due to complete February 2007	To improve the condition of housing estates	Green
Four Hills Balconies £3,100k		Green	Jan 06 June 08	Replacement of balcony panels & associated works	Progress slower than expected, but contractor intends to catch up	To improve the condition of housing stock	Amber
Dorset & Keys Phase 1 External works £3,900k		Green	Nov 06 Jan 08	Painting / window renewal / concrete & structural repair works	Works commenced on site	To improve the condition of housing stock	Green
Lift Modernisation Programme, Phase 1 £1,000k		Green	April 06 July 07	Upgrading of lifts to meet current day standards of performance and reliability	Wadham, Gilpin, Constable, Bonnington & Gainsborough all progressing satisfactorily	To improve the condition of housing stock	Green
Window Replacement Programme 2006/07 £1,720k		Green	April 06 March 07	Windows Improvement at various Estates to meet Decent Homes Standard	<ul style="list-style-type: none"> <li>• Potters Bar flats on site.</li> <li>• Borough-wide contract Phase 3 completed</li> <li>• Elsinge windows in design</li> <li>• Cuckoo Hall Lane in design</li> <li>• Borough-wide contract Phase 4 in design</li> </ul>	To improve the condition of housing stock	Green

**COUNCILLORS' QUESTIONS****Question 1 from Councillor Andrew to Councillor Vince, Cabinet Member for Education and Children's Services:**

"Will the Cabinet Member for Education and Children's Services update the Council on the position of secondary school transfers?"

**Reply from Councillor Vince:**

"This is the third year that Enfield has participated in the PAN London Co-ordinated Admissions System. 39 authorities exchanged information about applications to each other's schools and worked together to reduce the number of children receiving multiple offers.

Enfield Council, along with all of our partners worked hard to ensure parents in Enfield were sent their information on National Offer Day, 1st March 2007 and I am pleased to advise Councillor Andrew that over 94% of Enfield children have been offered a place at one of their preferred schools.

The impact of co-coordinating admissions across London and surrounding authorities, together with the increase in number of school places in the borough, has meant that, yet again, there are sufficient school places in Enfield for every child transferring from primary to secondary school this year.

I would like to extend my thanks and appreciation to the hard work which had been undertaken by Jo Fear and the Admissions Team to achieve these results."

**Question 2 from Councillor Anolue to Councillor Rye, Leader of the Council:**

"Does Councillor Rye support the action of the Leader of the Conservative Party, David Cameron MP, in dismissing Patrick Mercer MP, from the Opposition Front Bench for his remarks about soldiers from ethnic minorities?"

**Reply from Councillor Rye:**

" I always support the Leader of the Conservative Party nationally.

Given the large number of Labour MPs who failed to support the Leader of the Labour Party in the recent Commons vote on renewing Trident (our independent nuclear capability) I wonder whether she and her colleagues fully support their Leader?"

**Question 3 from Councillor Kaye to Councillor Neville, Cabinet Member for Environment and Street Scene:**

"Would Councillor Neville indicate the practical steps the Authority will be taking over the next 3 years to address climate change?"

**Reply from Councillor Neville:**

“Climate change is one of the biggest issues facing all of us which unless addressed will have disastrous consequences for generations to come. While it is for central government to take the national lead, local authorities have an important role to play in their communities and we in Enfield will play our part.

We have already advanced our rates of recycling from a very low base to one of the highest in London, but we must go further.

Much of what is needed to deal with climate change will of necessity be achieved through development and the planning system, and I remind council that Enfield took an early position on sustainable development in a climate change context that led to its winning the “Liverpool City Award” in 2005 – a first for any local authority – by insisting that new developments in the borough should include energy and water conservation measures, but again there is more to be done.

The Government has recently consulted on various policy documents that give guidance to Local Planning Authorities who are in the throes of writing climate change policies into their Local Development Framework. This is timely for us.

We will need to review our existing sustainable buildings policies in the light of the Government’s target of all new housing being “zero carbon” by 2016 – this is a major challenge for both Planning and Building Control Departments.

There is much that can be done within our operational activities and I have asked officers to explore the following:

#### Parks and open spaces

- Reviewing energy and water use in all buildings;
- Incorporating drought resistant planting to replace seasonal bedding and replacement trees and shrubs on an incremental basis over the next five years;
- Ensuring that all new buildings and major improvements incorporate sustainable design and construction;
- Achieving self sufficiency in compost for bedding in parks;
- Extending the use of bicycle transport for parks police and staff wherever practicable;
- Encouraging alternative sustainable transport for travel to events;
- Through ‘Enfield in Bloom’, encouraging sustainable planting in communities, schools, verges and highways;
- Introducing more cycle routes in parks.

To ensure that we keep this at the forefront of our consideration I have set up an Environment Project Board which I will Chair, comprising the Director of

Environment, Heads of the various services within Environment Street Scene and Parks and, together with a representative of Property Services, we will meet regularly to address and monitor these operations.

As a separate issue, the Environmental Protection & Regulation Division has begun a project that will see the whole division registered to the International Environmental Management Standard (ISO 14001) by the end of 2007/08. This will complement the division's existing quality registration. It will also ensure that the negative environmental impacts of services such as refuse, recycling, street scene and the Environmental Crime Unit are reduced year on year and the positive impacts are enhanced.

We are also proposing to participate in a Green Fleet review with the Energy Saving Trust; the review will cover all aspects of the fleet operation using best practice in fleet management techniques with environmental initiatives. The review will focus principally on ideas around the vehicle, the driver and the journey, i.e. can cleaner vehicles be encouraged, can they be driven more cleanly and can they actually be driven less? This would apply to not only the commercial fleet but also the 'grey' fleet. In addition the Council already uses 95% ULSD 5% bio diesel."

**Question 4 from Councillor Goddard to Councillor Jackson, Cabinet Member for Sustainable Communities and Employment:**

"As a result of the Council receiving £872,470 as part of the Local Authority Business Growth Incentive settlement, would Councillor Jackson inform Council of what proposals the Council is putting in place for the discussion and use of this additional income".

**Reply from Councillor Jackson:**

"Firstly, I am sure that all Council Members will join me in welcoming this good news. The borough has seen a long decline in employment in factories and offices and this is recognition of the hard work that we have put in with our partners in business to create wealth in the borough. As Members know, we are very keen to be at the forefront of the emerging Place Shaping agenda and this money could be a very useful kick-start to our efforts. We do however, have to be very cautious about spending it, it is a one-off resource and I do not want it frittered away. The Council has a thorough system for financial decision-making, and decisions will be made on the basis of a sound business case. I am very keen to support and develop economic activity in the borough, particularly in Edmonton. Economic activity is the best way out of deprivation, and I am particularly interested in developing a women's business centre. I have asked officers to develop proposals. The proposals will be consulted upon, and I particularly want the views of the people that stand to benefit from the proposals. I look forward to bringing costed and well thought-through proposals for decision."

**Question 5 from Councillor Pearce to Councillor Neville, Cabinet Member for Environment and Street Scene:**

“Would Councillor Neville confirm the amount of Capital Investment into Parks and Open Spaces in 2007/8 and later years?”

**Reply from Councillor Neville:**

“In 2006/7 we carried out Capital Works in the following parks:

Craig  
Grovelands  
Jubilee  
Albany  
Elsinge Green  
Pymmes  
Town  
Durants  
Tatum  
Boundary playing fields

The works included Splash Parks, Multi-use Games areas, Children's Playgrounds and general improvements to the parks' infrastructure.

In 2007/8 we are committing the sum of £1.415m to Parks and Open Spaces improvements. This is the first year of a £4.715m investment over three years. These monies will be used to continue the type of major improvements commenced in 2006/7. A full detailed programme is currently being finalised.

We are also committed over and above this programme to providing a new park at Bury Lodge which will bring underutilised Metropolitan Open Land into public use. Our Capital Programme will also be boosted by the use of Section 106 Planning Gain where appropriate.

This will all add up over the next three years to a total capital investment between 2006/7 and 2009/10 of approximately £8m.

This is a major capital investment programme which will be appropriate to the needs of the community. It will also be carried out on a sustainable basis which will be appropriate to meeting the realities of climate change.

It is a programme which far exceeds any previous level of investment in our parks and open spaces and reaffirms this Administration's commitment to continuous improvement in all our services.”

**Question 6 from Councillor Rodin to Councillor Rye, Leader of the Council:**

“Will Councillor Rye inform Council of the number of staff redundancies for 2006/7 together with any related information regarding service restructuring”.

**Reply from Councillor Rye:**

“There were 48 redundancies in 06/07. The bulk of these redundancies arose as a result of the efficiency reviews of Parks & Housing Management Services, the



closure of the Young People's Resource Centre (when the last remaining client left) and the Government's decision to transfer responsibility for asylum seekers to the newly created National Asylum Seekers Service."

**Question 7 from Councillor Adams to Councillor Neville, Cabinet Member for Environment and Street Scene:**

"Will Councillor Neville confirm that Environment Street Scene and Parks have won an ENCAMS Award?"

**Reply from Councillor Neville:**

"I was never in any doubt that in creating the Enviro Crime Unit we would be at the forefront of multi agency working in a difficult area of enforcement and we must continue at the cutting edge of this kind of approach to solving environmental problems. I am therefore pleased to confirm that the Council won a major national award which was presented by Jonathan Porritt last week at the ENCAMS (Environmental Campaigns) conference in Nottingham. The award was for the SAFE (Street Action For Enfield) project for achieving efficiencies through partnership, improving local environmental quality and reducing antisocial behaviour.

I offer congratulations to all those involved in the project."

**Question 8 from Councillor Bond to Councillor Neville, Cabinet Member for Environment and Street Scene:**

"I have received a letter from Environment dated 17/01/07 which states 'Fitzpatrick has agreed to enter into an Admitted Body Status Agreement and this is currently being finalised between the authority (LBE) and contracts pension advisors'.

I have received a copy of a letter from Fitzpatrick's dated 11/02/07 where they state that after numerous requests to LBE they are yet to have had a meeting with them regarding the pensions issue.

Can the Cabinet Member for Environment tell the Council who is telling the truth?

Can he further advise the Council why, in his rush to privatise this work out to contractors, this was not sorted out before the selling off of this service? Given that this loyal workforce who grit the roads in the dead of night and maintain the highways, for in some cases over twenty years, are not the best paid and the pension is a concern to them.

Finally, can he advise the Council what extra cost is this pension fiasco going to cost LBE, whether that be from the pension fund or other budgets, and how does that affect the alleged saving selling off this service?"

**Reply from Councillor Neville:**

“Firstly, I am pleased to be able to confirm that Fitzpatrick has signed the Admitted Body Agreement. To answer your question, both parties are telling the truth, but as we are all aware pensions issues are complicated and there was a need to ensure due diligence with regard to the Admission Agreement.

The Fitzpatrick tender limited their liability to a maximum pension contribution of 15%. Therefore it has been necessary to agree with the actuaries the method to be used to make up the remaining 3.6% of contribution and this has been the reason for the delay.

I do not accept your comment that the council has rushed into privatising the Highways work service; in fact this Administration has been in power for nearly five years prior to the contract commencing and during that period I have considered a range of service delivery options prior to proceeding with the current contract. Perhaps I can tell Council that not only will the contract achieve savings of £70k per annum but it will also deliver a far higher level of service than that historically provided by the in-house workforce. Historically the in-house workforce treated on average, approximately 950 defects per month. Fitzpatrick have undertaken to treat 1400 defects per month which if done under the in-house team would have cost the Council an additional £680k per annum.

I have always been first to acknowledge the good work of the Highways team particularly with regard to the provision of the winter gritting service, however I have a duty to ensure that residents are receiving high quality, value for money services, which this contract is now delivering. I also remain committed to protecting the staff, who have been fully protected in terms of a TUPE (Transfer of Undertakings Protection of Employment Regulations) transfer, and officers have confirmed that even during the negotiation of the admission agreement with Fitzpatrick, individuals who continued to contribute to the scheme would have their benefits honoured.

I can confirm that there was a substantial difference between the Fitzpatrick and the bid submitted by the second lowest tender, so that even taking account of the need to fund the balance of the pension contributions, the Fitzpatrick bid was the most cost effective tender received by the Council for this contract. You will appreciate however, due to the commercial nature of the information I am unable to provide the actual figures in this answer but Councillor Bond, as well any other member, will have access to the original Cabinet paper.

The Admission Agreement between the Council and Fitzpatrick will ensure that there is no adverse impact on the pension fund.”

**Question 9 from Councillor Pipe to Councillor Lavender, Cabinet Member for Finance and Resources:**

“Will Councillor Lavender inform the Council of how Enfield's council tax increase relates to other London Boroughs?”

**Reply from Councillor Lavender:**

“Enfield’s council tax compares well to the other boroughs. As we promised, our rise in council tax was kept below Retail Price Inflation, protecting pensioners and other taxpayers on fixed incomes. For the second year running we are the 6<sup>th</sup> lowest council tax in outer London, and our rise of 3.45% was also the 6<sup>th</sup> lowest out of 20. I must congratulate the London Borough of Hounslow on setting a zero % rise in their council tax. Although of course it should be noted that Hounslow is in West London. The Government has of course decided that Enfield is in East London and this penalises our borough significantly. As Members are also aware the Government refuse to calculate our population with any accuracy, refusing even to respond when we employ a learned Professor to prove that our confirmed population is over 3,000 higher. And as Members will also recall the Government have subjected their grant formulae to “damping”. The combined effect is that the Council is underfunded by a figure in the order of magnitude of £20 million. You can imagine that the scope to deliver further good news on the level of council tax would be significant could the Government ever be persuaded to be more fair in its funding regime.”

**Question 10 from Councillor E Savva to Councillor Neville, Cabinet Member for Environment and Street Scene:**

“Would Councillor Neville inform the Council what is being done about introducing energy saving equipment on the roads?”

**Reply from Councillor Neville:**

“As part of our initiative of climate change, I am very pleased to advise the Council that we are currently seeking the approval of the Department of Transport to introduce a revolutionary new solar powered LED bollard to be used on roads across the borough. If approved, it is proposed that as part of the PFI contract the Council will replace the majority of its current stock of bollards over the next four years. By the end of the programme it is estimated that the introduction of the bollards will save the Council £50k per annum in energy costs. I have also asked Highways officers to review the number of street bollards that we currently have, which generally seems to be higher than in other London boroughs, and to only replace the bare minimum necessary for road safety purposes. This will lead to a significant reduction of the total number.”

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