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THE CABINET

Wednesday, 22nd November, 2006 at 8.00 pm in the Conference Room, Civic Centre

Membership:

Councillors : Michael Rye (Leader of the Council), Michael Lavender (Deputy Leader of the Council/Finance and Resources), Ertan Hurer (Cabinet Member for Community Safety & the Voluntary Sector), John Jackson (Cabinet Member for Sustainable Communities and Employment), Matthew Laban (Cabinet Member for Housing), Paul McCannah (Cabinet Member for Leisure, Culture and Olympics 2012), Terence Neville (Cabinet Member for Environment and Street Scene), Glynis Vince (Cabinet Member for Education and Children's Services), Ann Zinkin (Cabinet Member for Corporate Strategy and Communications) and Alan Barker (Cabinet Member for Adult Social Services)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

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

AGENDA – PART 1

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATION OF INTERESTS (Pages 1 - 2)**

Members of the Cabinet 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.

DECISION ITEMS

3. URGENT ITEMS

The Chairman will consider the admission of any late reports (listed on the agenda but circulated late) which have not been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002.

Note: The above requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

Members are asked to consider Report No. 163 – Memorandum and Articles of Association for Enfield Homes (agenda item 9 refers) as an urgent item.

4. DEPUTATIONS AND PETITIONS

5. ESTIMATING AND MAPPING THE POPULATION OF THE BOROUGH: THE MAYHEW REPORT (Pages 3 - 40)

To receive the report of the Director of Finance and Corporate Resources asking Cabinet to support lobbying of the Government for full financial recognition of the real population of the Borough.

(Non-Key)

(Report No. 159)

6. SEPTEMBER 2006 REVENUE MONITORING REPORT. (Pages 41 - 66)

To receive the report of the Director of Finance and Corporate Resources asking Cabinet to note the potential net underspend set out in the report and the commitments against the central contingency.

(Key decision – reference number 2011)

(Report No. 160)

7. CAPITAL MONITORING AND PRUDENTIAL INDICATOR REPORT SECOND QUARTER. (Pages 67 - 88)

A report of the Director of Finance and Corporate Resources is attached.

(Key decision – reference number 2012)

(Report No. 161)

8. QUARTERLY MONITORING REPORT OF THE COUNCIL'S IMPROVEMENT PLAN (2006-2009) (Pages 89 - 100)

To receive the report of the Director of Performance, Partnership and Policy asking Cabinet to consider the improvement plan report included in Appendix 1.

(Key decision – reference number 2032)

(Report No. 162)

9. MEMORANDUM AND ARTICLES OF ASSOCIATION FOR ENFIELD HOMES. (Pages 101 - 104)

A report of the Director of Finance and Corporate Resources, is attached.
(Key decision – reference number KD2056)

(Report No. 163)
TO FOLLOW

10. ESTABLISHMENT OF POSTS OF CHIEF EXECUTIVE AND DIRECTOR OF FINANCE AND RESOURCES FOR THE ENFIELD HOMES ALMO (Pages 105 - 110)

To receive the report of the Director of Performance, Partnership and Policy asking Cabinet to approve the establishment of the posts of Chief Executive and Director of Finance and Corporate Resources for the Enfield Homes ALMO. **(Key decision – reference number 2073)**

(Report No.142)

11. REVIEW OF SENIOR OFFICERS PAY AND GRADING STRUCTURE. (Pages 111 - 118)

A report of the Chief Executive is attached.
(Key decision – reference number 2037)
(Report No.165)

12. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE/SCRUTINY PANELS

13. ITEMS TO BE REFERRED TO THE COUNCIL

To confirm any items to be referred to the Council.

14. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 119 - 122)

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

15. KEY DECISIONS FOR INCLUSION ON THE COUNCIL'S FORWARD PLAN

Members are asked to consider any forthcoming key decisions for inclusion on the Council's Forward Plan.

Note: The next Forward Plan is due to be published on 15 December 2006, this will cover the period from 1 January to 30 April 2007.

16. MINUTES (Pages 123 - 132)

To confirm the minutes of the previous meeting of the Cabinet held on 1

November 2006.

To correct an omission from the minutes of the Cabinet meeting held on 11 October 2006 Minute Number 82 - Local Area Agreement Financial and Governance Arrangements - add a third decision as set out below:

That approval is given to the 3 year funding allocation of £519k to Enfield Community Empowerment Network, as set out in Section 7 of the report.

17. MATTERS ARISING

To identify any matters arising from the above minutes.

INFORMATION ITEMS

18. ENFIELD STRATEGIC PARTNERSHIP FEEDBACK

To receive an oral update from members of the Enfield Strategic Partnership Board (Councillors Michael Rye (Chairman), John Jackson and Paul McCannah)

19. NOTICE OF WORK IN PROGRESS

Cabinet members may wish to take this opportunity to raise any issues which may be of interest to Cabinet colleagues.

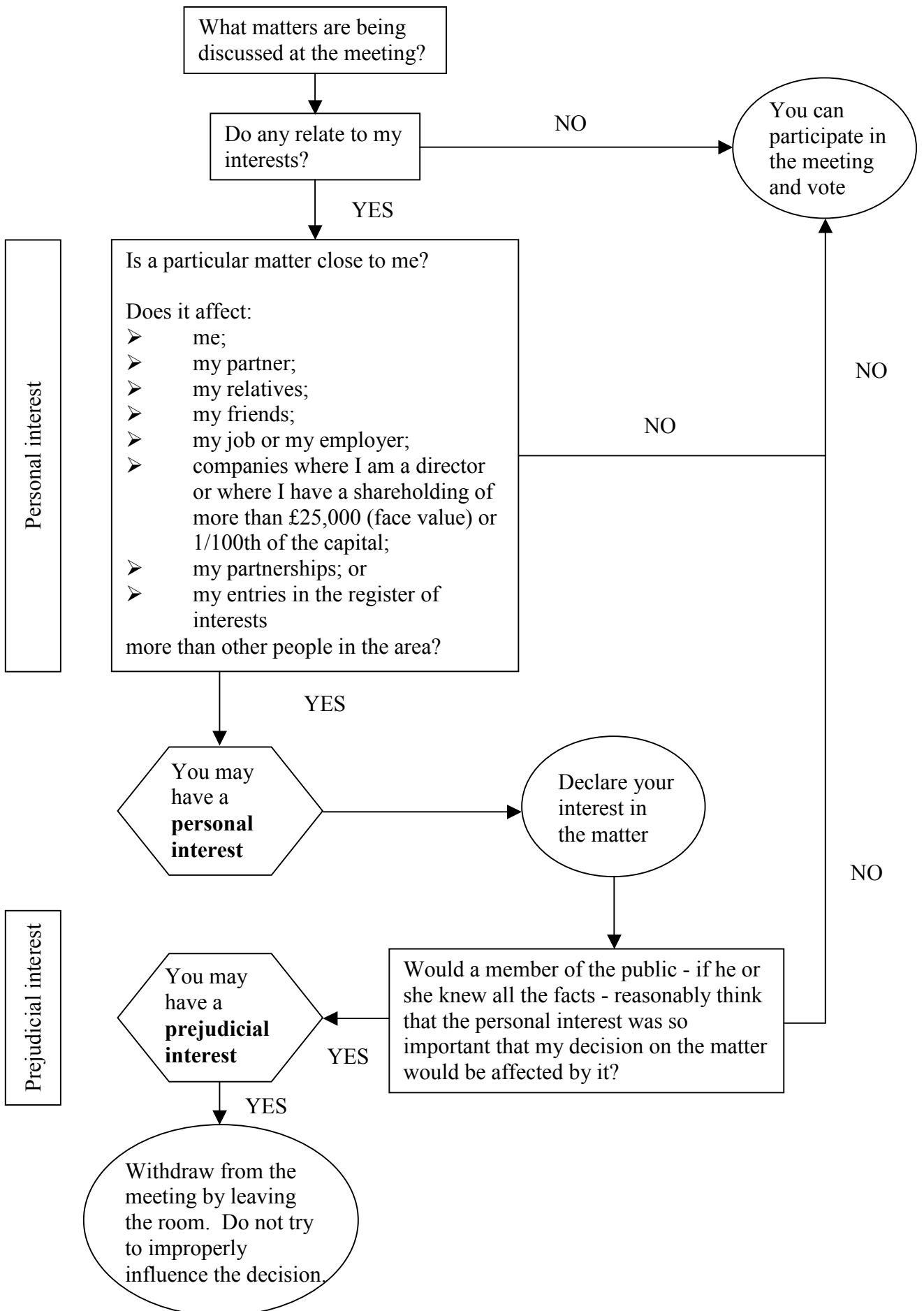
20. DATE OF NEXT MEETING

The next meeting of the Cabinet is scheduled to take place on Wednesday 13 December 2006 at 8.00pm at the Civic Centre.

21. EXCLUSION OF THE PRESS AND PUBLIC

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).
(Members are asked to refer to the part 2 agenda)

DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF



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MUNICIPAL YEAR 2006/2007 REPORT NO. **159**

CABINET – 22.11.2006

REPORT OF:

Director of Finance and Corporate Resources

Agenda – Part: 1	Item 5
<p>Subject:</p> <p style="text-align: center;">1 POPULATION OF THE LONDON BOROUGH OF ENFIELD</p> <p>Wards: All wards</p>	
<p>Cabinet Members consulted:</p> <p>Cllr.s Mike Rye, Michael Lavender,</p>	

Contact officer and telephone number:
Mark M^cLaughlin ext. 4600
DD 020 8379 4600

1.0 EXECUTIVE SUMMARY

- 1.1 The Council commissioned a report from Professor Leslie Mayhew to use local sources of data to verify and map the population of the Borough. A key finding of the study is that the confirmed minimum population of Enfield as of 31st March 2006 was 283,921 persons. This compares with the ONS 2005 mid-year population estimate of 280,504. Nearly the entire difference of 3,381 is concentrated in the age range 0-15. This information can form the basis of a powerful campaign of lobbying for recognition of the true population of the Borough in the Government's financial support.
- 1.2 “However, to quote from the report, “Our resulting figure is called a ‘confirmed minimum population’. We believe it is possible that the true population is higher still for reasons given e.g. where persons are not registered with doctors, for Council Tax, or do not attend school in Enfield. As a recent popular destination for international migrants, we think this is a plausible scenario”

2.0 RECOMMENDATIONS

- 2.1 That the report is noted.
- 2.2 That the information in the report is used to support lobbying of the Government for full financial recognition of the real population of the Borough.

3.0 BACKGROUND

- 3.1 In recent years the Council has become concerned that the officially recognised population of the Borough could represent an underestimate. Studies in local authorities such as Brent and Slough confirmed that the estimates of the Office of National Statistics in areas of high population mobility and migration were inaccurate. The ONS have subsequently admitted that their methodology for measuring the populations of demographically complex and dynamic areas is inadequate, and promised to work with local authorities to improve the situation. Government officials have suggested that the onus is on local authorities to prove the inadequacy of the figures. The systematic flaws in the ONS methodology have been discussed in press articles: for example, figures for International Migration are extrapolated from asking information of 0.2% sample of people arriving at international airports.
- 3.2 A number of London Boroughs have stated their perception that changes in migration patterns and living arrangements have increased the real populations served by local authorities and that these are not currently being properly counted. The official estimate of the population of the Borough in 2005 is 280,504.
- 3.3 Given that there has been significant demographic and socio-economic change in the Borough in recent years; that studies in Brent and Slough had indicated significant systematic undercounting of population in these areas; and the importance of the population figure to the funding of the authority, the Council considered that it would be a sound investment to commission an acknowledged expert on this subject. The Director of Finance & Corporate Resources conducted a procurement exercise to find external experts with the appropriate expertise to help, and eventually commissioned Professor Leslie Mayhew of the Cass Business School, City University, who has developed an expertise in this field, to perform a study which attempted to fix a baseline of the actual number of people who incontestably live in this Borough, to establish the current population from administrative data sources and to check it against official ONS figures. To ensure the accuracy of the outcome, the findings were delayed until we could guarantee the output from the Council's Local Taxation IT systems (Pericles), which were replaced during the earlier part of 2006.

5.0 FINDINGS

- 5.1 The full report is attached at Appendix A. The Executive Summary of the report is as follows (key findings emboldened):

This study, commissioned by Enfield Council, is concerned with estimating Enfield's population using local administrative data sources (e.g. the General Practice Register, Council Tax and Electoral Roll).

Enfield Council believes that official published sources of information on population produced by the Office for National Statistics (ONS) undercount the true population. Population is the basis for central Government financial allocations to councils and primary care trusts, and so any inaccuracies in population estimates can make a significant difference to available local resources.

A key finding of the study is that the confirmed minimum population of Enfield as of 31st March 2006 was 283,921 persons. This compares with the ONS 2005 mid-year population estimate of 280,540. Nearly the entire difference of 3,381 is concentrated in the age range 0-15.

On exercises of this kind the total persons in all databases investigated are significantly larger than the confirmed population total. Our method, described in this report, removes duplicates and uses a system of rules to confirm each person exists and lives in Enfield.

Our resulting figure is called a 'confirmed minimum population'. We believe it is possible that the true population is higher still for reasons given e.g. where persons are not registered with doctors, for Council Tax, or do not attend school in Enfield. As a recent popular destination for international migrants, we think this is a plausible scenario.

Every person is assigned to an address using the local property gazetteer. We found that occupancy is around 96.8% with 3.2% of properties vacant. This is comparable with other boroughs that have used these methods.

Using the database created we publish and analyse novel and useful maps, charts and tables of population sub-groups by age, gender, tenure and benefit status. Wider uses of the database include service planning and resource allocation. Recommendations and suggestions are given in section 6.

6.0 COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

6.1 Financial Implications

The cost of the study was £21K.

The study is of considerable assistance in the Borough's lobbying campaign for a fair allocation of resources. As Cabinet Members may recall the Borough is disadvantaged through being classified as "Rest of Outer London" for purposes of the Area Cost Adjustment ("Rest" meaning "East" since that part which is not the "rest" is clearly labeled "West"), and it is subject to Formula Grant Damping, which prevents the re-allocation of resource from areas of declining deprivation (principally in South-West London) to those of increasing deprivation (including Enfield in North London). The current effect of losses from the ACA is over £10 million, and the loss through damping is an on-going sum exceeding £4 million. That the Borough's population is underestimated adds further lack of equity to the formula grant received by the Council. The calculation used in the Mayhew Report is:

"The significance of these figures may be illustrated as follows. For each person not included in its population count, Enfield loses approximately £500 in grant. Meanwhile E(nfield)PCT loses around £1400 and so the combined loss to Enfield of 3,381 persons represents an approximate loss of £6.4m per annum as compared with the ONS 2005 mid year estimate, and £14m based on the higher population estimate."

This figure represents the order of magnitude of the resources of which the Borough is deprived through flaws in the ONS methodology. It forms the basis for a robust lobbying campaign. The campaign will join with efforts by other boroughs, and jointly with London Councils (formerly the Association of London Government) to force the ONS into using a more accurate methodology to calculate the true populations of local authorities. The Director of Education, Children's Services and Leisure has recently used the information from the Mayhew Report in a letter to the Chancellor of the Exchequer, which followed a meeting with the Chancellor on the issue of Child Poverty, where the Borough's efforts were noted. The point is a simple one: if the true population of the Borough was used to distribute Government support then more resources would be available in the Borough to further enhance our fight against child poverty through applying as much resources as needed to complete the Council's impressive and highly rated (3 star) work with Children and Young People

The Director of Finance & Corporate Resources has written to the Borough's three MPs with copies of the Mayhew Report, and the issue has been raised in Parliament by Enfield Southgate MP David Burrowes.

The lobbying campaign will continue to stress the positive difference that full recognition will make to what are shared objectives between HM Government and this Council.

6.2 Legal Implications

The Council is empowered under section 2 of the Local Government Act 2000 to do anything calculated to improve the social, economic or environmental well-being of the area or its inhabitants.

Background Papers

Report: “Estimating and Mapping the Population of Enfield Using Local Administration Data Sources”

Attached at Appendix A

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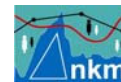
Estimating and mapping the population of Enfield using local administrative data sources

Leslie Mayhew
Gillian Harper
Sam Waples

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*neighbourhood knowledge
management*



Executive Summary

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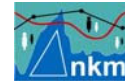
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Using the database created we publish and analyse novel and useful maps, charts and tables of population sub-groups by age, gender, tenure and benefit status. Wider uses of the database include service planning and resource allocation. Recommendations and suggestions are given in section 6.

October 2006



Enfield population estimation

Contents

1. Introduction
2. The Census
3. Method
4. Data preparation and population counting
5. Results
6. Population maps of Enfield
7. Conclusions

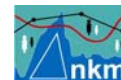
Annex A: Age and gender breakdown

Annex B: Data sets and data quality issues arising

Acknowledgements

The authors are grateful to Enfield Council and Enfield Primary Care Trust (EPCT) and particularly for the support provided by Mark McLaughlin, Colin Rumsey of Enfield Council and to Glen Stewart in EPCT.

November 2006



Estimating and Mapping the Population of Enfield Using Local Administrative Data Sources (DRAFT)

1. Introduction

1.1 According to informed local opinion the population of Enfield, London's northernmost borough and one of the largest, is increasing rapidly. Furthermore, the growth currently taking place is not reflected in official population estimates. A recent press release by Enfield Council Press Office¹ reporting the lack of an accurate population estimate for Enfield pinpointed recent population influxes as one of the reasons, although natural increase (an increase of births over deaths) is another possible factor. The press release states:

"Enfield has a rich multi-cultural population which we are proud of. While there are benefits of immigration to the country, there is also a need to provide services for immigrants and their families.

Because the government will not or cannot find out what the true picture is we are not properly funded.

Therefore we have had to find out for ourselves the facts and then look to government to fund the Council properly so the burden does not fall on Enfield Council Taxpayers."

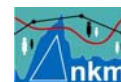
1.2 A study (currently in draft) by the Chief Executive's Office² examined patterns of migration into and out of Enfield. According to the Office for National Statistics (ONS), there were 21,194 inward migrants from all sources between 2001 and 2002, offset by 19,828 outward migrants (net change +1,366). This compares with 18,097 inward and 20,275 outward migrants between 2003 and 2004 (net change -2,178). Within these totals however the net number of international migrants remained positive, but fell in size from +3217 to +1051. However, the exact numbers are uncertain³.

1.3 This study is not about migration as such but about the establishment of an accurate population count for Enfield; nevertheless, the figures quoted above support the view that that Enfield is experiencing a moderate to large turnover of population

¹ August 11th 2006, Enfield Council Press Office.

² Migration study 2006, Information and Research team, Enfield Borough Council.

³ For example the gross (*not* net) number of new National Insurances Registrants living in Enfield in 03/04 was 4,770 of which Turkey, Ghana and Jamaica accounted for 23% of the total. In 05/06 the equivalent figure was 5030, with Poland, Turkey and Ghana accounting for 30% of the total; 78 countries of origin were represented.



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resulting from migration as well as from natural change. The primary purpose of this report is to establish the current population from administrative data sources and to check it against official ONS figures.

Background to population estimation

1.4 Population is the basis for central government financial allocations to councils and primary care trusts, and so any inaccuracies in population estimates can make a significant difference to available resources locally and hence to budgets.

1.5 Accurate population estimates are also vital for the proper conduct and stewardship of services at neighbourhood level, and thus robust population estimates at a local as well as at an Enfield level are arguably as important.

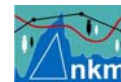
1.6 With extensive country parks and green space, large areas of Enfield are only lightly populated with much denser population concentrations along the southern and eastern border. Most of the recent population additions are believed to have been concentrated in areas that are already heavily populated so making the task of tracking change that much harder.

1.7 Within these concentrations are pockets of deprivation, possibly exacerbated by inflows of overseas migrants into already densely populated areas. This study finds Enfield has a large 0-15 age group relative to the number suggested in official sources (see below), and this population tends to be in areas that are likely to benefit most from a greater investment in services.

1.8 A largely untapped source of information about population is available from local administrative sources. This includes information contained in Council Tax registers, the electoral register, school pupil rolls, births and deaths and the General Practice (GP) register.

1.9 However, to be of value these data bases need to be joined together and systematically evaluated with duplicate persons being eliminated to avoid double counting. This study describes how this was done and the results obtained. The main aims of the study are hence threefold:

- To investigate the use of administrative data for purposes of population estimation in Enfield;



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- To estimate the Enfield population by age and sex and to compare the results with the equivalent ONS mid-year estimates;
- To create a geo-referenced population source for Enfield that can be used for other purposes such as service evaluation and planning by both the local authority and Enfield Primary Care Trust (EPCT) (e.g. in housing, environmental services, and health needs assessment).

1.10 A key finding of the study is that the confirmed minimum population of Enfield as of 31st March 2006 was 283,921 persons. By confirmed we mean people whose identity can be confirmed by reference to different data sets and according to assumptions for linking people to addresses and hence households.

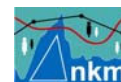
1.11 This compares with the ONS 2005 mid-year population estimate of 280,540. Nearly the entire difference of 3,381 is concentrated in the age range 0-15. We checked our higher figure against Child Benefit counts for Enfield. These indicated 61,005 beneficiaries at 31/08/05, which compares with our equivalent 31/03/06 estimate of 62,449 persons age 0-15. The equivalent ONS figure for 30/06/05 was 58,604.

1.12 The total persons in all databases investigated are significantly larger than the confirmed population total. It consists of people that have left the area or have died or people such as absent landlords who live elsewhere that are registered for Council Tax purposes. Our method is designed to remove these people as well as persons duplicated on different databases.

1.13 However, there are judgements to be made at the margin. For example if we had included people at addresses that registered with their GPs within 6 months of the current persons being registered at the same address, who did not share the same surname and who were not confirmed by another data base, the population count would have increased by a further 3,970⁴.

1.14 The significance of these figures may be illustrated as follows. For each person not included in its population count, Enfield loses approximately £500 in grant. Meanwhile EPCT loses around £1400 and so the combined loss to Enfield of 3,381 persons represents an approximate loss of £6.4m per annum as compared with the ONS 2005 mid year estimate, and £14m based on the higher population estimate.

⁴ It is possible that these people have moved on but it is also possible that they remain, possibly sharing flats or bed sits with more recently registered persons.



The following sections of this report set out:

- The rationale for the approach taken in this study
- A detailed description of the method adopted
- The main results
- Areas for improvement

2. The Census

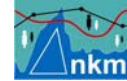
2.1 The principal reason why this study has proved necessary is due to the inadequacies of the UK Census, administered by ONS, and still the main method for assembling information about the size and condition of the UK population. A key problem is that the Census occurs only once every ten years. Although population estimates are updated annually this does not apply to accompanying socio-economic data collected at the same time.

2.2 Plainly if the baseline established in the Census is inaccurate then subsequent annual estimates will also be prone to error; meanwhile, socio-economic data collected at the time of the Census become very dated in areas undergoing rapid change. A feature of the 2001 Census is that it relied on postal survey techniques which were subsequently shown to be subject to incomplete response rates particularly in urban areas like London. To remedy this ONS used 'synthetic statistical estimates' to arrive at a final population figure – in other words it estimated, rather than measured, the true population.

2.3 This means that, alongside many other London Boroughs, the Enfield population count could not be readily or independently validated, let alone updated. This has caused problems in London Boroughs because of fears that this has resulted in central government under-funding. Figure 1 which shows the variability in response rates in London boroughs is indicative of the problems of using postal surveys.

2.4 It should be also noted that ONS population data only relate to fixed boundaries that are not necessarily compatible with, or relate to, the provision and management of local services or to specific neighbourhoods within local authority areas. This inflexibility and the fact that boundaries sometimes change limits the value of ONS population data and causes problems for planners and researchers who wish to track change over time.

2.5 A feature of the approach used in this study and described in our report is that all addresses where people live are geo-referenced (i.e. assigned an x,y co-ordinate). Co-ordinates of where people live can be manipulated within a Geographical



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Information System (GIS)⁵ so that we are able to analyse the population within any shape or size of area. This has considerable advantages for example in targeting local initiatives and identifying small populations. Examples of how this works are given later.

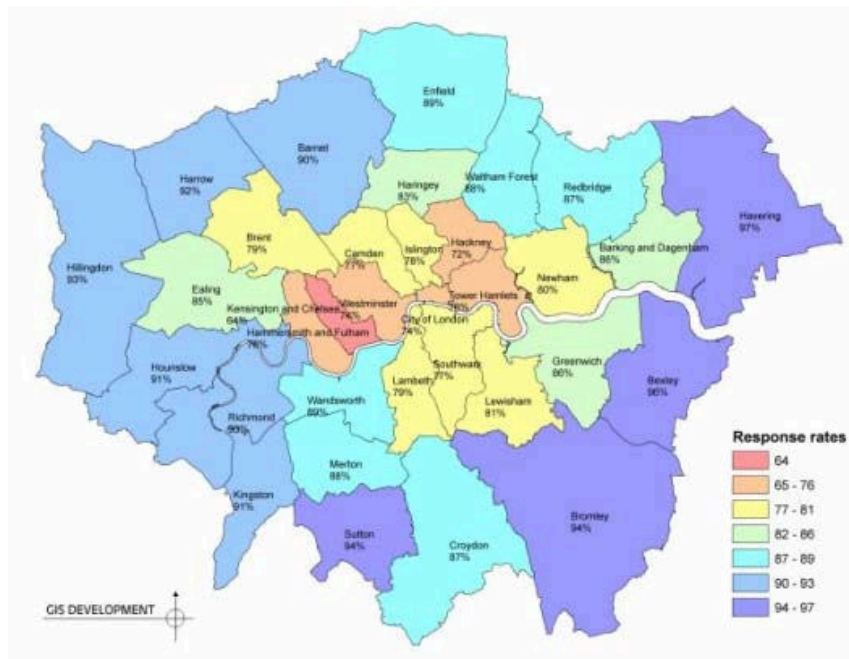


Figure 1: Map of response rates to 2001 Census forms delivered to addresses in London. In Enfield the response rate was between 87% and 89%.

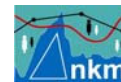
3. Method

3.1 The approach actually adopted in this study is based on the idea of filling up as many addresses in Enfield with people that can be confirmed for example by more than one database. The techniques involved are collectively known as 'Neighbourhood Knowledge Management' or *nkm*. The aim of *nkm* is to develop comprehensive statistical information, including population counts, about local areas using administrative data sets.

3.2 The source of addresses is the Enfield Local Street and Property Gazetteer (LSPG) in which every address in Enfield is assigned a UPRN (Unique Property Reference Number)⁶. The method for estimating population can be envisaged as a kind of hybrid in which the addresses act as a check on whether a person lives in the area

⁵ Computerised software used by local authorities, police, health care providers, utility companies etc. for storing data and creating bespoke maps of populations, areas and services

⁶ The LSPG extract used was an extract of 'live' domestic properties as at 31st March 2006.



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and has not been replaced by another person at the address and that addresses are not over or under filled.

3.3 In our approach we adopt several tests before a person is deemed to exist:

1. Wherever possible the person and the address should be confirmed by more than one database.
2. If not they should be related to someone else at that address by name e.g. a young child.
3. If not the person should be the latest person at that address.
4. Persons may also be included if the address would be otherwise vacant.
5. All persons should have a UPRN and therefore an address

3.4 Where a confirmed person has conflicting addresses, we give higher priority to the address in the most current database. If both databases are of equal currency then we gave more weight to the GP register because this was our main population base. Where the total number of persons at any address exceeded 9, the data were then re-checked for accuracy and a further judgement made.

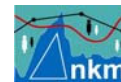
3.5 Homes and Hostels are treated separately as they typically have much higher occupancy. Whether persons are still alive is then checked against the deaths register for the previous 12 months. The births register is also checked in case there are some that have not been registered (e.g. on the GP register).

Data sources

3.6 Sources used are listed in Annex B and were current at March 31st 2006 so as to be as consistent as possible with the LSPG. They consist of information about housing or information about people. Both types are needed to establish the population but also to assist in splitting population into sub-groups (subsidiary objective 2 of the study).

3.7 In using administrative data sets two types of problem are encountered. The first is that not every database contains information about the whole population and therefore their value is mainly confirmatory – to make sure a person recorded at an address on one database can be confirmed elsewhere. Thus the electoral roll includes people that are eligible to vote and who have registered, not the whole population.

3.8 The database with the greatest coverage of persons and addresses is hence likely to prove the most useful. By far the most important is the GP register. This contains information on name, gender, date of birth, date of registration with GP, and full home address. As long as a person is registered with a GP (which applies



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to the great majority of Enfield citizens), the register provides a firm starting point.

3.9 Numbers on the GP register are typically inflated because persons that have left an area may not yet have notified their GP of a change of address. Some may also have died and this may not yet been picked up by the register; the corollary is that recent births may not have been registered with a GP.

3.10 Some persons may not be registered with a GP because they have only just arrived in the area e.g. new arrivals from abroad. Sometimes these people may be picked up on other databases such as the Council Tax. Thus, the GP register must be systematically checked and if necessary cleaned as part of the creation of the population database.

3.11 The two other issues arising from the use of the GP register relate to the way addresses are recorded, which tends to be variable both within the register and between data sets. These issues have already been dealt with in a companion report⁷

3.12 Although it is natural that some details (such as date of birth) are not recorded in some databases (e.g. the electoral register), some data sets are in better order than others. In other words they have been maintained to a higher quality in terms of the consistency of addressing, the completion of post codes, correctly spelt names and so forth. Annex B provides an overview of what we found and suggested areas for improvement.

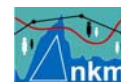
4. Data preparation and population counting

Data matching and address finding

4.1 Where a database (like the school pupil roll, PLASC) does not have a home address, we matched the name, date of birth, gender and postcode to the GP register and assigned an address to the database with the missing address field.

4.2 Using an address-matching algorithm to match addresses on each database to the LSPG, we extracted and assigned a UPRN to every person. We also kept a log of all persons that could not be

⁷ Estimating and mapping the population of Brent: The use of local administrative data sources, Mayhew L. and G.Harper (2006).



Enfield population estimation

assigned a UPRN due to missing, incomplete or wrongly recorded addresses.

4.3 We simultaneously extracted the x,y co-ordinates for later use. This part of the process is referred to as geo-referencing because it enables the creation of detailed maps using GIS. This is process is shown in Figure 2.

4.4 Two algorithms are involved. The first, called the Address Matcher, matches addresses on a database to the addresses on the LSPG. The Address Matcher is designed to efficiently automate address matching (usually with an 80% to 90% success rate).

4.5 The second algorithm is called the 'Address Finder'. Unmatched, mostly non-standard or incomplete addresses are individually compared with the addresses on the LSPG to find possible matches. The user then selects which address is most likely to be correct and then proceeds to the next address in the list of unmatched addresses.

4.6 At the end of this process there will still be some addresses that are unmatchable due to insufficient information. These are stored and used again later. In summary, not all data sets were perfect and could be improved in a number of small but significant ways (see conclusions and Annex B for details).

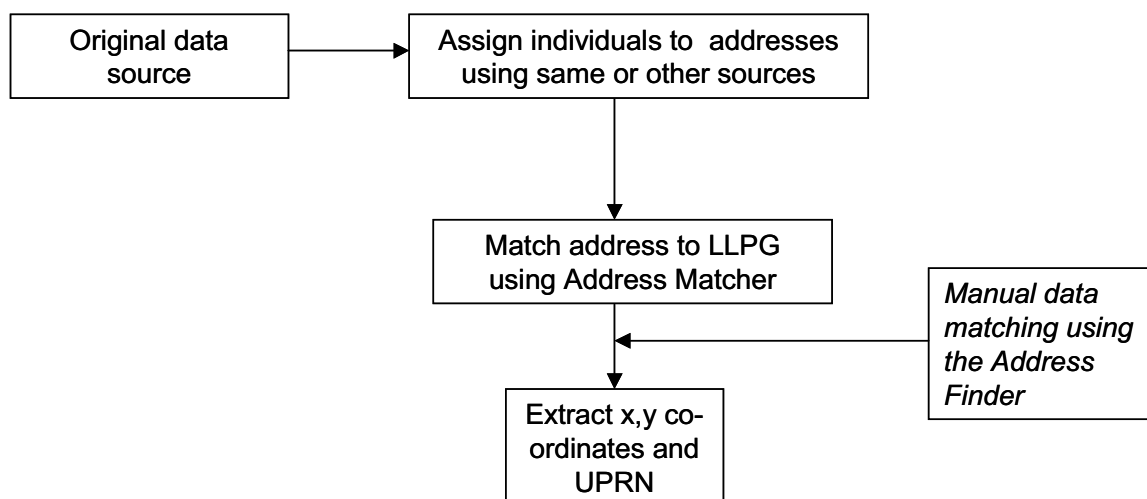
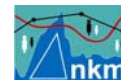


Figure 2: The process of matching and geo-referencing addresses

Population count

4.7 To estimate the population we used an 8-stage procedure as shown in the accompanying text box. In the procedure a 'residual' is defined as a person that cannot be confirmed because he or she does not meet the necessary criteria for inclusion. Fuzzy criteria are



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used if for example a piece of information about a person is missing from their record such as forename, gender, date of birth, or street number. This arises because not all databases hold the same information about a person and so partial matching may be necessary to remove duplicates.

Summary of process

Stage 1: Clean GP Register, create initial population base and assign UPRNs. Keep record of person with unallocated UPRNs.

Stage 2: Match persons from other datasets to the population base using all available matching criteria. Eliminate people already included in Stage 1

Stage 3: Match additional people from other datasets to the population base using fuzzy criteria

Stage 4: Allocate people from other datasets that match UPRNs not allocated to people on the initial population base

Stage 5: Append those in stages 3 and 4 to the population base after removing duplicates

Stage 6: Add to population base births and remove deaths

Stage 7: Re-assess all residuals (unallocated persons from all data sets) for duplicates

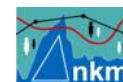
Stage 8: Check for hostels and homes by identifying all UPRNs with 9+ people

5. Results

5.1 Table 1 is a summary of the population identified or rejected at each stage. It shows a final confirmed population count of 283,921 persons occupying 114,099 UPRNs.

5.2 Figure 3 and Table 3 give a breakdown of the population and compares it with a similar breakdown based on the ONS 2005 mid-year estimates. As is seen our analysis produces 3,381 more people than the ONS figures do. Whilst some of this difference might be due to timing differences between our work and ONS's work we think this to be unlikely. A breakdown by gender and age and also further detail is given in Annex A.

5.3 We checked our higher figure against Child Benefit counts (0-15 year olds) for people living in Enfield. This produced 61,005 beneficiaries at 31/08/05. This compares with the equivalent ONS figure of 58,604 at 30/06/05 and our figure of 62,449 persons at 31/03/06. So there was already a big difference in counts in this

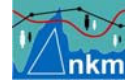


Enfield population estimation

age group in 2005 between ONS and Child Benefit figures measured only two months apart. We believe it highly unlikely that this difference was the result of higher births or population influx.

Stage	Summary	Main Comments	Population Count
1 – Clean GP Register	Identify current registered patients at each UPRN	<ul style="list-style-type: none"> ❑ 15,536 GP patient records could not be assigned a UPRN (because of address problems) ❑ 155 records removed from GP (not yet born duplicates or deceased) ❑ 101,582 of all 117,814 Enfield UPRNs on the LSPG are on the 'cleaned' GP Register ❑ 16,232 of all UPRNs on the LSPG were unused - i.e. they have no current GP patients registered there 	+ 265,128
2+3 – Identify additional people from other datasets	Eliminate people on ER, CT and PLASC who are already on GP Register	<ul style="list-style-type: none"> ❑ Eliminated 227,831 duplicate people using all available criteria where available (initial/forename, surname, DOB) and UPRN across all datasets ❑ Eliminated a further 6,901 duplicate people using 'fuzzy' criteria where available and UPRN across all datasets ❑ Leaves 69,605 records to check (Does not include 15,536 GP records without UPRN) 	
4+5 – Allocate people to UPRNs not on the cleaned GP Register	Identify which of the remaining 110,294 records have unused UPRNs, and remove duplicates	<ul style="list-style-type: none"> ❑ 24,120 records across datasets have unused UPRNs (i.e. from the 16,230 unused LSPG UPRNs after Stage 1) ❑ Reduced to 16,470 people after removing duplicates using available criteria ❑ Leaves 45,485 records that do not have a non-GP Register UPRN (note 1) 	+ 16,470
6 – Add births and remove deaths		<ul style="list-style-type: none"> ❑ 2,532 of the 5,025 births are already on the GP Register ❑ 2,493 births are additional ❑ Subtract 170 deaths from existing population base 	+ 2,493 - 170
7- Assess all residuals for duplicates	Assess residuals for duplicates and non-residential names	<ul style="list-style-type: none"> ❑ 36,512 residuals before assessment ❑ 21,256 residuals after assessment 	
8 UPRNs with greater than 9 people		<ul style="list-style-type: none"> ❑ 219 UPRNs were identified as having more than 9 people. ❑ This covers 2,554 individual records from population base 	
Population Base = 283,921 Covers 114,099 UPRNs Leaves 3,715 unallocated UPRNs (3.2% of total)			<u>283,921</u>

Table 1: A summary of the processes involved in estimating the Enfield population



Enfield population estimation

age groups	<i>nkm total persons (A)</i>	<i>ONS 2005 mid-year estimate (B)</i>	<i>Difference</i>
0-4	21,240	19,519	1,721
5-9	18,550	17,589	961
10-14	18,831	17,949	882
15-19	18,024	18,025	-1
20-24	18,505	18,532	-27
25-29	19,978	19,997	-19
30-34	21,530	21,556	-26
35-39	24,273	24,311	-38
40-44	23,434	23,457	-23
45-49	19,252	19,262	-10
50-54	15,545	15,552	-7
55-59	15,238	15,244	-6
60-64	11,749	11,749	0
65-69	10,797	10,802	-5
70-74	8,966	8,968	-2
75-79	7,407	7,410	-3
80-84	5,604	5,609	-5
85-89	3,057	3,061	-4
90+	1,942	1,948	-6
	283,921	280,540	3,381

Table 2: A comparison of the age-sex breakdown obtained using *nkm* techniques with the ONS 2005 mid year estimates (see also Annex A).

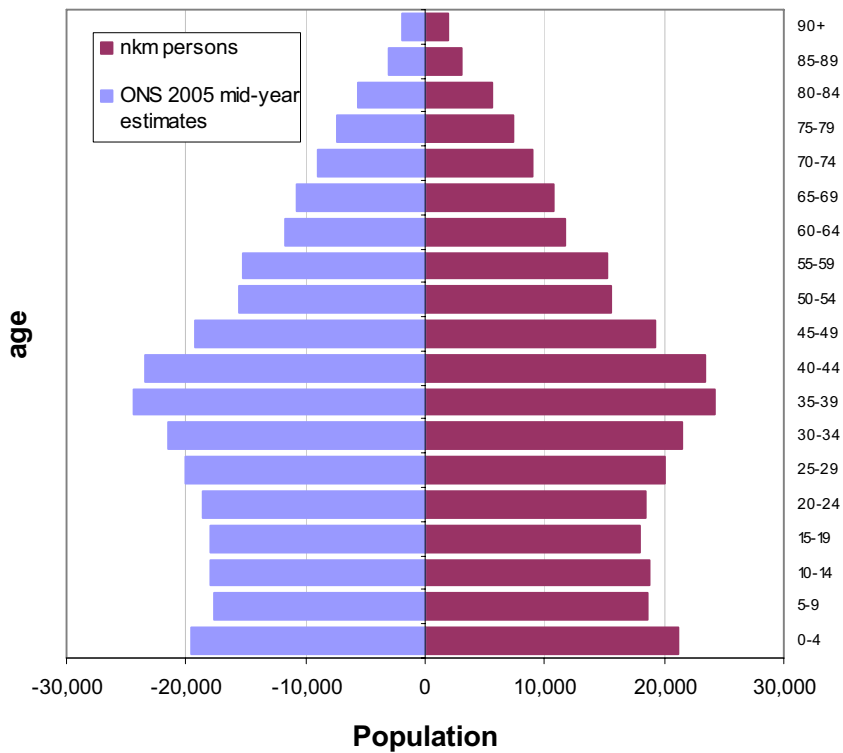
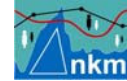


Figure 3: Population pyramid comparing *nkm* persons with ONS 2005 mid year estimates.



Enfield population estimation

Occupancy rates

5.4 Since the data sources are address based, it is also possible to analyse occupancy. We found that 114,099 UPRNs were occupied and 3,715 UPRNs unoccupied (equivalent to a vacancy rate in Enfield of 3.2% addresses). This is comparable to vacancy rates that we have found in other London Boroughs where these methods have been applied. Of the total UPRNs we estimate that 17,033 (17%) are in the social housing category.

5.5 The chart in Figure 4 shows the occupancy distribution by UPRN according to the number of persons per UPRN and according to tenure. It shows that social housing accommodation is less likely to be vacant than other housing accommodation (0.9% versus 3.5%). Further analysis shows that around 3.9% of private UPRNs (3,915) have 6 or more persons, whereas 6.4% of social housing UPRNs (1,083) have 6 or more persons.

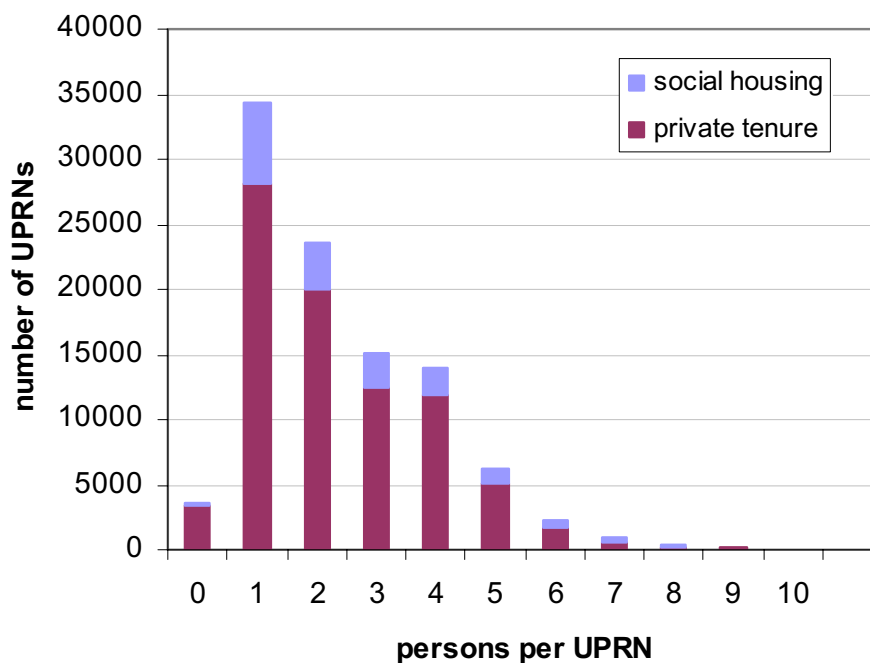
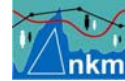


Figure 4: UPRN occupancy rates according to tenure and number persons per UPRN

Occupancy by age and sex

5.6 Figure 5 shows the number of people living alone, or with other persons by age and sex. The significance of this diagram may be judged by comparing it with another London borough such as Brent, a north west London suburb with a population of around 270k (see Figure 6).



Enfield population estimation

5.7 Key differences that can be noted are that, compared with Brent, Enfield has:

- far fewer people aged between 20 and 49 that live alone;
- a more even balance between genders living alone at every age;
- a higher proportion of people aged 50+ and also more older people (70+) that live alone, especially females;
- more children and adolescents under 20, but fewer people of working age and, overall, much higher proportion of households with 3+ persons.

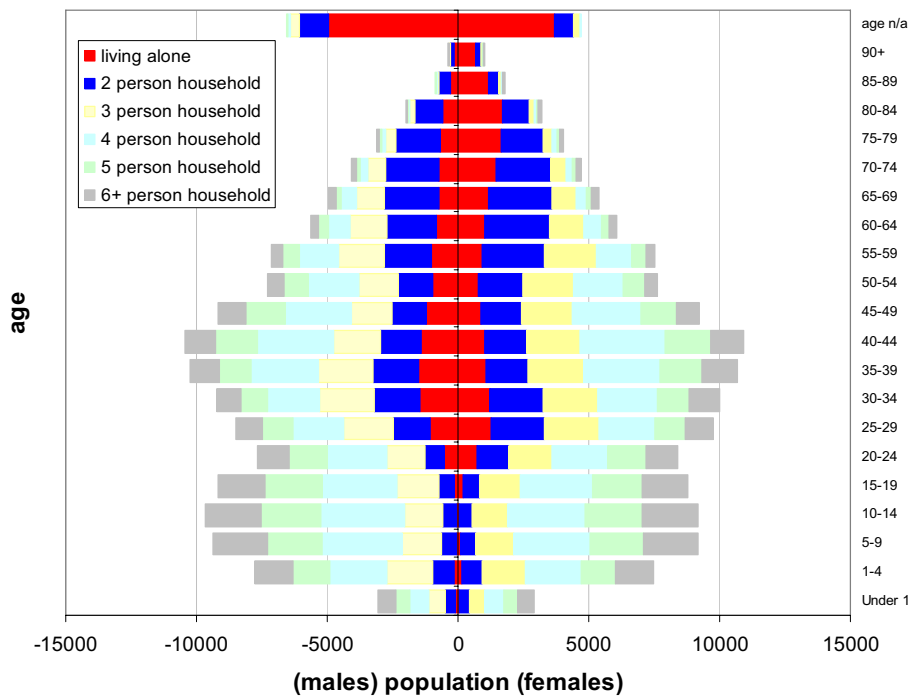
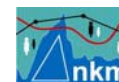


Figure 5: Population pyramid showing number of persons by age and gender living in Enfield households with 1,2,3,4,5,and 6+ persons



Enfield population estimation

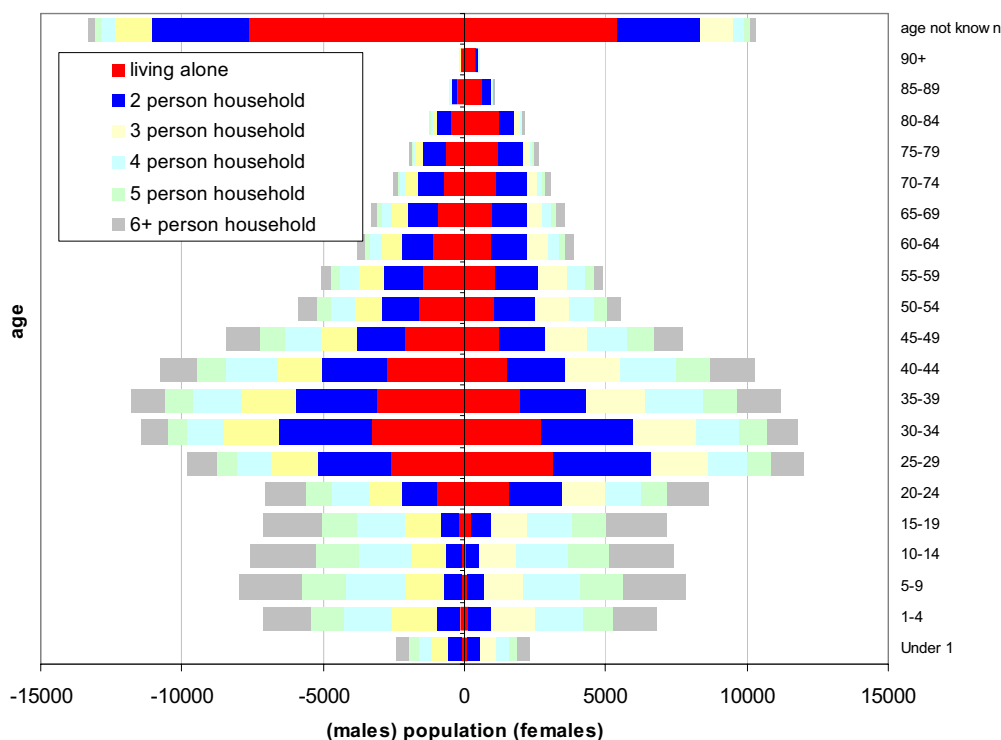


Figure 6: Population pyramid showing number of persons by age and gender living in Brent households with 1, 2, 3, 4, 5 and 6+ persons

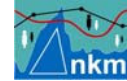
Housing and deprivation

5.8 Deprivation is closely linked to housing. Figure 7 is a population pyramid showing the number of persons by age and sex living in the following types of Enfield accommodation:

- Private tenure
- Private tenure receiving Council Tax Benefit (CTB), a means tested benefit for people on low income and savings⁸
- Social housing
- Social housing receiving Council Tax Benefit

5.9 Clearly most people of all ages live in private accommodation in Enfield. However, our further analysis suggests that, while Enfield has a smaller percentage of the population living in homes

⁸ Council tax Benefit a means-based benefit to help people on low income to pay their Council Tax. Council tax is paid by the government and distributed through local authorities. Persons entitled to Council Tax Benefit have low incomes coming into their home and have savings of £16,000 or under, unless aged 60+.



Enfield population estimation

receiving CTB (26% compared with 30%), in Enfield there are small and potentially deeper pockets of deprivation than may be generally appreciated.

5.10 For example 85% of people in Enfield live in private accommodation and of these around 17% live in households in receipt of CTB. The remaining 15% of the population live in social housing and of these around 74% receive CTB.

5.11 In Brent, by contrast, 77% live in private accommodation of whom about 23% live in homes receiving CTB. The remaining 23% live in social housing and of these about 58% receive CTB, a significantly smaller proportion than in Enfield.

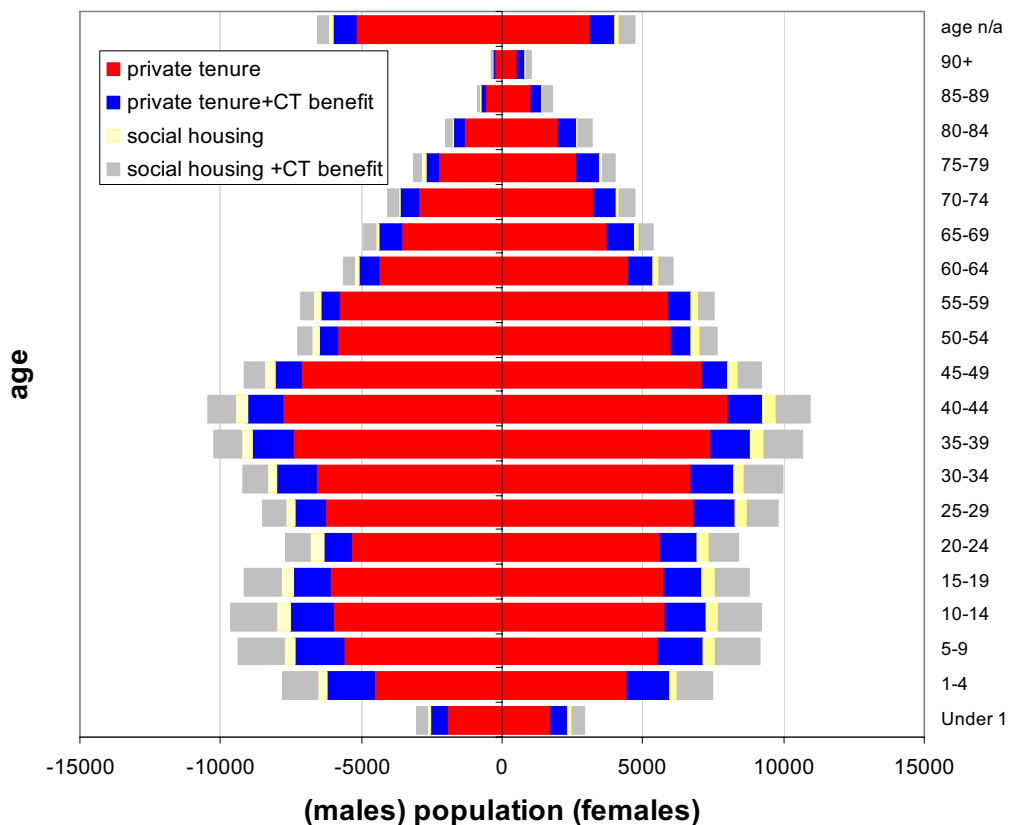
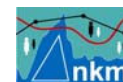


Figure 7: Population pyramid of Enfield breaking down the population by age sex housing tenure and benefit status.

5.12 The population database created for Enfield enables a fine grain analysis to be undertaken of either people or households or both. In the following paragraphs, we give illustrations of this. We do this by comparing and quantifying the position of different types of households with children aged 0-16 and the position of older people age 65+. We start with households that include children.



Enfield population estimation

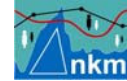
5.13 Table 3 is a decomposition of all households in Enfield according to the following: whether there are children aged under 5 or of school age (age 5-16) in the home, whether it is a single parent household, and according to tenure (social housing or privately owned). We then compare the number in each of the 16 possible household types (i.e. all combinations of each category) according to whether the household receives CTB (entitlement to CTB being used as a proxy for low income and wealth).

5.14 The table, known as a risk ladder, then ranks the categories from high to low according to the percentage of households receiving CTB. A number of observations follow:

- In the most deprived group of 950 households (row 1), 91.7% receive CTB. These consist of single parent households with young and school age children living in social housing;
- The top 7 most deprived groups with children (rows 1 to 7) consist of 16,321 of households, all based in social housing. The proportion of these receiving CTB is 64% and above.
- In the least deprived 90,872 households (see rows 13 to 16), less than 20% receive CTB.

<i>Number</i>	<i>Households</i>	<i>single parent household</i>	<i>social housing</i>	<i>at least 1 child aged <5</i>	<i>at least 1 child aged 5-16</i>	<i>% of households on Council Tax Benefit</i>
1	950	Y	Y	Y	Y	91.7
2	656	Y	Y	Y		87.7
3	1980	Y	Y		Y	83.3
4	97	Y	Y			78.4
5	871		Y	Y	Y	72.7
6	9973		Y			72.5
7	1794		Y		Y	64.3
8	1110	Y		Y	Y	63.1
9	552		Y	Y		61.4
10	1621	Y		Y		56.1
11	3371	Y			Y	36.6
12	252	Y				21.0
13	4282			Y	Y	19.0
14	67744					14.7
15	5750			Y		12.5
16	13096				Y	11.3
Total	114099	10037	16873	15792	27454	24.9

Table 3: Risk ladder showing the number and percentage of household according to the given criteria receiving CTB



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5.15 Further analysis shows that the statistical odds of a household receiving CTB increase by:

- 13.4 times if the household is in the social housing sector
- 4.2 times if it is a single parent household
- 1.3 times if there is at least one child aged under 5
- 0.8 times if there is at least 1 school age child

5.16 Figure 8, known as a risk tree, confirms the concentration of deprivation in social housing as well as the cumulative impact of being a single parent household with young children.

5.17 We may summarise these findings in a more general way as follows. Of the 114,099 occupied households in Enfield, 19,604 have a greater than 55% chance of being on benefit and of these nearly 50% (9,534) contain at least one child age 0-16. Of the remaining 94,495 more affluent households, the probability of being on benefit is less than 37%. Of these, 26,499 contain children, so that the number of deprived households with children is roughly one third the number of more affluent households with children (9,534/26,499).

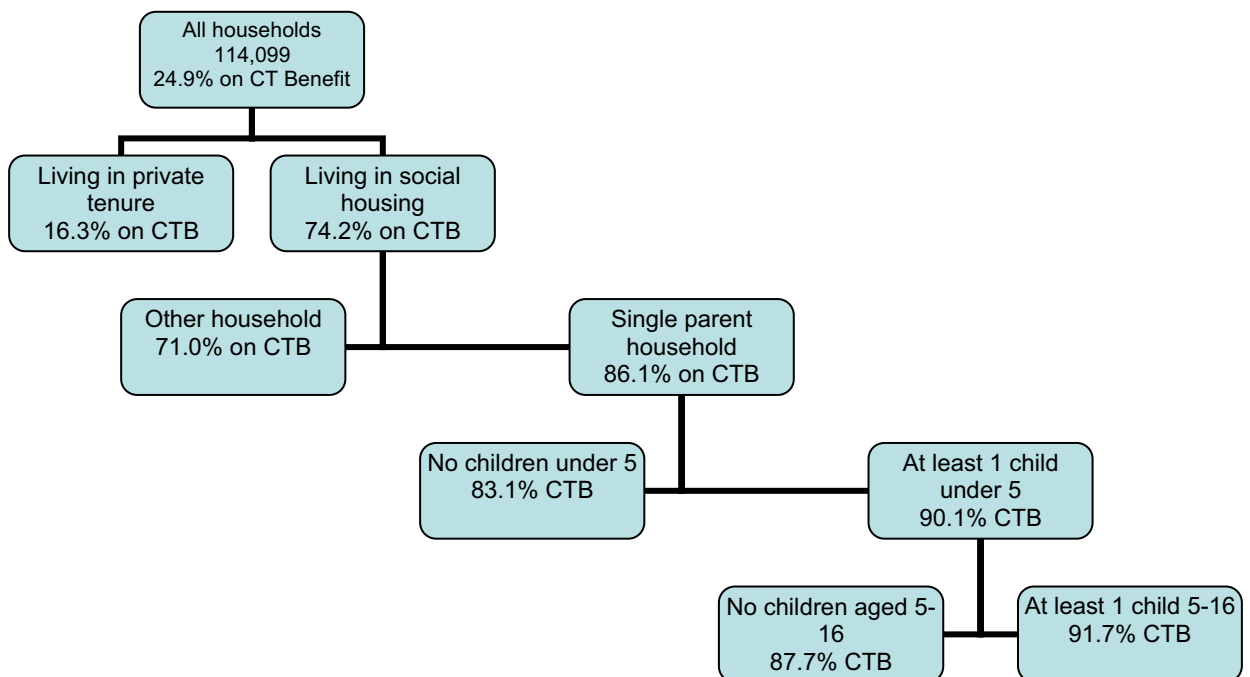
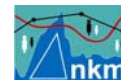


Figure 8: A risk tree showing a breakdown of Enfield households according to the percentage receiving Council Tax Benefit (CTB), and the cumulative impact of the factors shown.



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Older people

5.18 The analysis performed above can be applied to people as well as to households. In the following paragraphs, we analyse income deprivation in the older Enfield population. Table 4 is a breakdown of the Enfield 65+ population of whom we estimate there to be 35,513.

5.19 As with the previous illustration we split the entire 35,513 population 65+ into 16 separate groups according to gender, whether they live alone, are of an older age (75+), and according to housing tenure. As noted, the difference between Table 4 and Table 3 is that we count people and not households. As previously, the rows are then ranked from high to low based on the percentage of persons at an address receiving CTB.

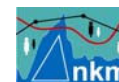
5.20 The table shows that the most income deprived, of which there are 1129 cases (row1), are females, living alone, in social housing and aged 75+; 86.5% of this group receive CTB. The top 8 most income deprived categories (rows 1-8) comprising 4,829 persons all live in social housing. More than 74% of this group receive CTB.

5.21 The three least deprived groups (rows 14 to 16), which contain 12,184 persons, are all male living in private tenure housing. Over 11 thousand of these live with their partners or somebody else. Below 19% of this group of people receive CTB.

5.22 Further analysis shows that the statistical odds of a person aged 65+ living in Enfield and receiving CTB increases:

- 14.7 times if they live in social housing
- 1.4 times if they live alone
- 1.1 times if they are aged 75+
- 0.8 times if they are male (i.e. males are less likely than females to receive CTB)

5.23 Figure 7 is a risk tree which confirms the key distinction between older people living in social housing as compared with people living in private tenure. Also confirmed are the cumulative effects of 'risk factors' such as living alone, and being female.



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Number	number of persons 65+	living alone	social housing	person 75+	male	% of 65+ persons in household on CT benefit
1	1129	Y	Y	Y		86.5
2	575	Y	Y			84.3
3	354	Y	Y		Y	82.2
4	522		Y	Y		78.0
5	723		Y			77.3
6	686		Y		Y	75.9
7	464		Y	Y	Y	75.9
8	376	Y	Y	Y	Y	74.2
9	4089	Y		Y		28.6
10	2053	Y				24.8
11	1355	Y		Y	Y	22.7
12	4272			Y		22.6
13	6731					19.0
14	1106	Y			Y	18.1
15	6868				Y	17.7
16	4210			Y	Y	17.4
Total	35513	11037	4829	16417	15419	28.9

Table 4: Risk ladder showing the number and percentage of persons aged 65+ according to the given criteria receiving CTB

5.24 We may summarise this section more generally as follows. Of the 35,513 people in Enfield aged 65+, 13.5% or 4,829 have a greater than 74% chance of being on benefit, all of whom live in social housing. The remaining 30,684 have a less than 29% chance of being on benefit. The analysis therefore suggests a clear divide in the older population based on housing wealth and level of income.

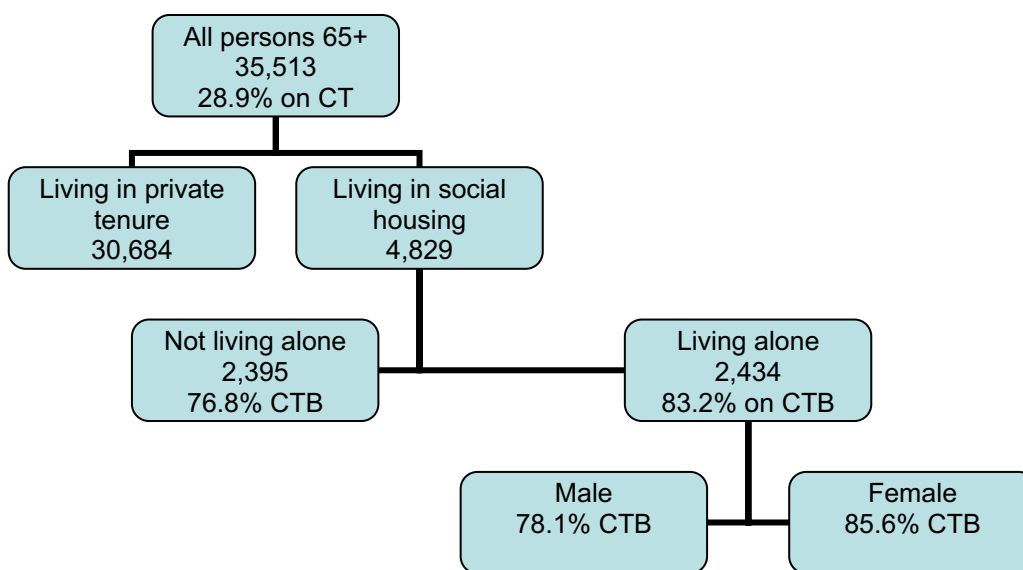
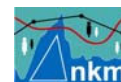


Figure 7: A risk tree showing a breakdown of Enfield people aged 65+ according to the percentage receiving CTB, and the cumulative impact of the factors shown.



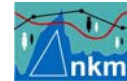
6 Population maps of Enfield

6.1 Maps are valuable sources of information for targeting services (e.g. social services, community health services, children's services). In the section we provide some illustrative maps using the highly flexible data set created from Enfield's administrative sources which has then been manipulated within a GIS system. These examples link with the analysis in the previous section and demonstrate the ability to identify small and well defined areas and subsets of the population.

6.2 We use the population estimates in this study to develop maps about children and older people. We do so by mapping several of the more deprived groups identified in the previous section and comparing the results. Our findings agree with the broad thrust of the Eastern and Southern study published Enfield's Information and Research team in December 2005⁹. This showed concentrations of deprivation along the borough's eastern and southern flanks – differences that led the authors to consider Enfield to be a 'divided borough'. A departure in our study is that we highlight outliers of deprivation elsewhere in the borough but also quantify the number of vulnerable persons in specific categories.

6.3 Figure 8 is a basic population map. Rather than produce a customary ward based population map, we have reproduced the population in 500x500 metre grid squares. Each square is identified by the co-ordinate axes. For example square Q11 has a population of 2,761 persons and is shaded in the darkest tone; 14 other cells have similarly high populations (for a count of the population in each cell see Annex A). Ward boundaries have also been superimposed for ease of reference.

⁹ The Eastern and Southern Study, Information and Research Team, December 2005. Available on Enfield Observatory web site: www.enfield-observatory.org.uk. Wards identified in the Eastern and Southern Study comprised Turkey Street, Enfield lock, South bury, Enfield Highway, Ponders end, Jubilee, Haselbury, Lower Edmonton, Edmonton Green, Upper Edmonton and Bowles.



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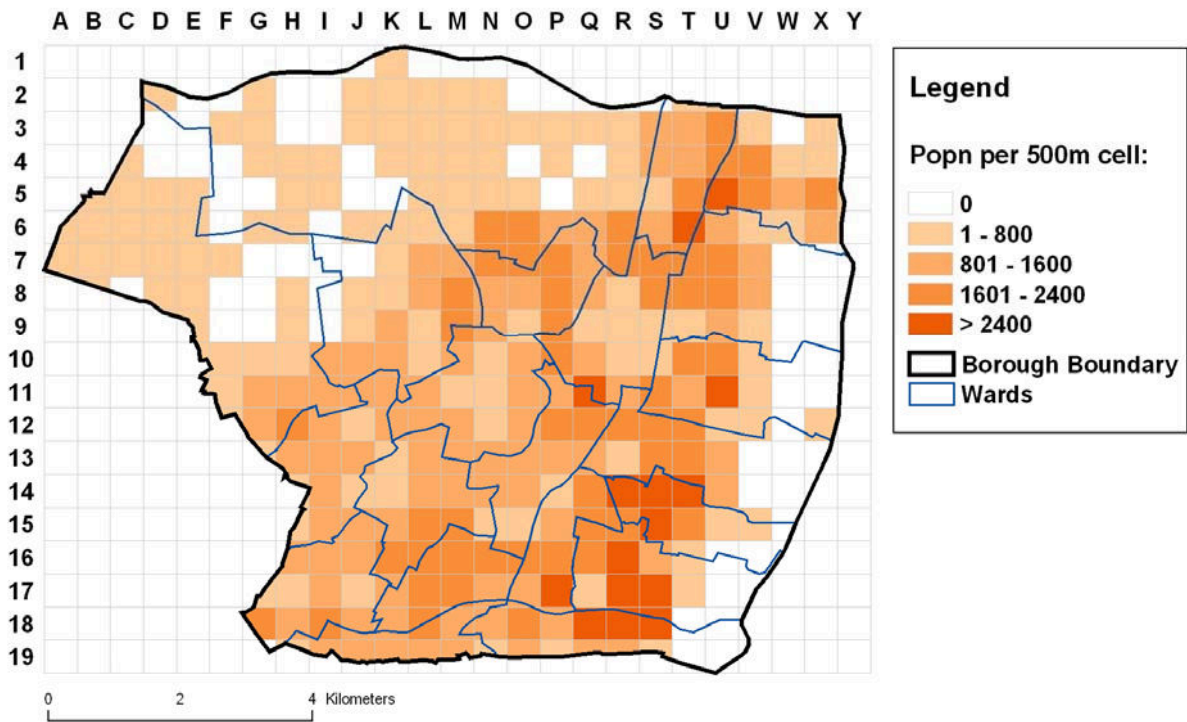


Figure 8: 500x 500 metre cell-based population map of Enfield

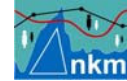
6.4 According to the Eastern and Southern Study, within Enfield there is a distinctive social and 60 divide (footnote 7). Using the Index of Multiple Deprivation it showed a concentration of deprived wards along the eastern and southern perimeter of the borough.

6.5 Figure 9 is a similar map created this time for the 0-16 population. Superimposed on the map are the locations of households in which there are:

- children aged 0-16 living in social housing
- children aged 0-16 in social housing, in single parent households receiving CTB

6.6 The dots indicated on this map correspond to different rows in Table 3 above. For example, there are 3,095 dots representing households with children aged 0-16 living in social housing, in single parent households and receiving CTB.

6.7 These correspond to rows 1 to 3 in Table 3. This total may be verified from the number of households and percentages on CTB as follows (row 1 column 2 x 91.7% + row 2 column 2 x 87.7% + row 3 column 2 x 83.3% = 3,095, rounded down).



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6.8 The map shows that this group of children tend to be located in an eastern strip of Enfield, with a scattering of concentrated pockets elsewhere corresponding to sites where there is social housing.

6.9 In Figure 10 the reference population comprises all 65+ persons living in Enfield. In contrast to the previous maps the information is presented as contours representing population density. Specific concentrations appearing in cells in N6, P11, S16 and K11 are likely to be residential or nursing homes.

6.10 The overlaying dots are the homes of 2,733 persons aged 75+ that live alone and are on low income (i.e. in receipt of CTB). This sub-group corresponds to rows 1, 8, 9 and 11 in Table 4 (row 1 x column 2 x 86.5% + row 8 column 2 x 74.2% + row 9 column 2 x 28.6% + row 11 column 2 x 22.7% = 2,733, rounded up).

6.11 The evidence of these maps is therefore that they confirm previous work but also provide additional information that was not previously available. One important finding is that pockets of deprivation exist outside areas with high indices of multiple deprivation (IMD). For example, in Figure 10 we count that there are 1,600 persons to the east and south of the principal boundary used in the Eastern and Southern Study and 1,133 to the west and north – in other words comparable numbers.

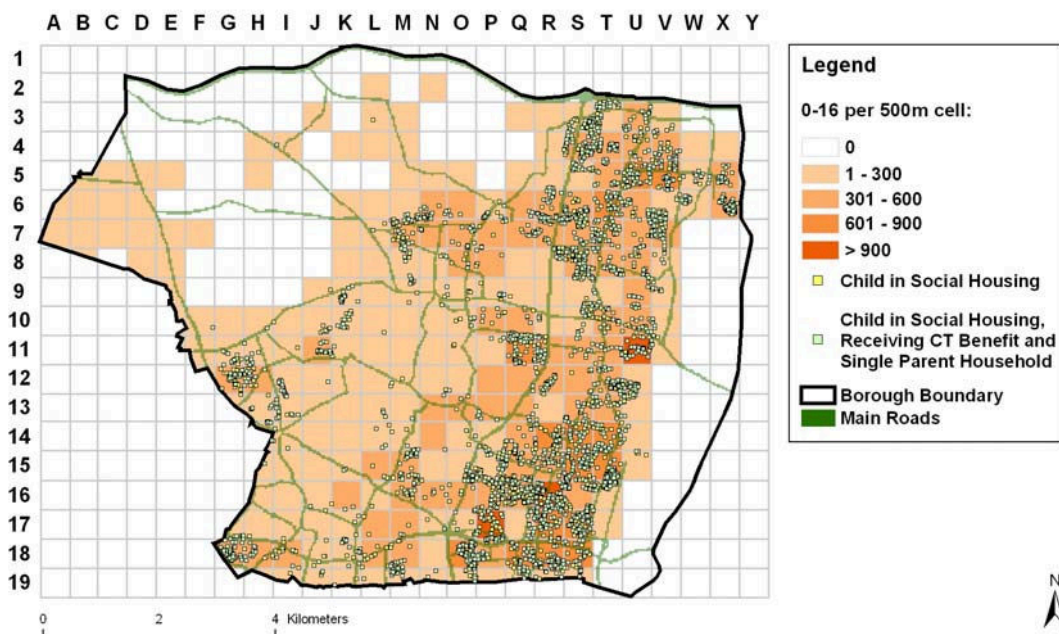
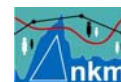


Figure 9: 500x 500 metre cell-based population map of Enfield showing 0-16 year olds. Dots represent living children in social housing (see legend for colour code).



Enfield population estimation

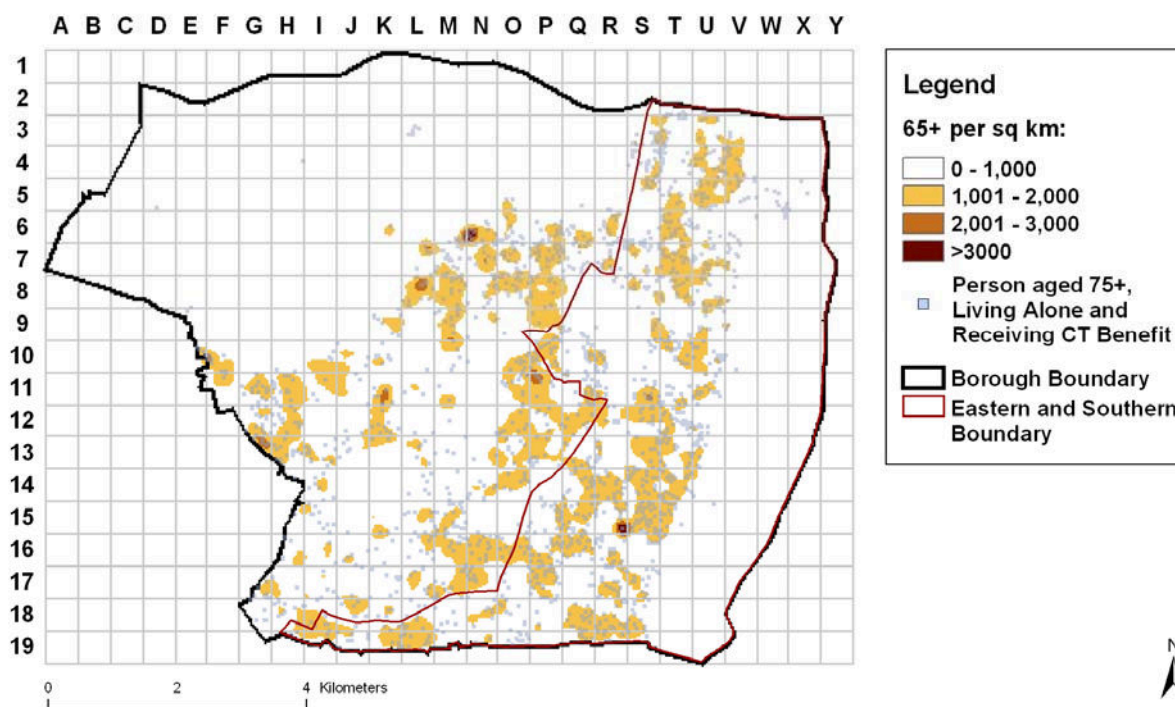


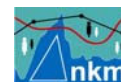
Figure 10: Contour density map of the 65+ population showing the distribution of 75+ persons, living alone.

7. Conclusions

7.1 This report has established a population figure for Enfield but also much more. Is there scope for improvement? In around 95% of cases we could establish or confirm all the necessary details (gender, date of birth, address, etc.) within the local administrative data sets provided by the Council and EPCT.

7.2 For some persons it was not possible to establish date of birth or gender, although it was possible to confirm the person from more than one source. We suggest that small changes to data collection could make a large difference to this – for example by including a requirement for mandatory date of birth on Council Tax Benefit applications (see also Annex B). Other key suggestions for improving data used in the count are:

- improved addressing in the GP database;
- filling gaps in NHS numbers (GP register);
- including missing flat numbers (all databases with addresses);
- checking missing addresses on the LSPG (some believed to be illegal flat conversions);



Enfield population estimation

- obtaining PLASC level data on children living in Enfield but attending schools in neighbouring boroughs

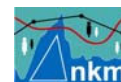
7.3 In conducting this study we started our work at precisely the time that the Council Tax, Council Tax Benefit computer systems were being redeveloped and migrated on to a new system along with tenure. In practical terms this held up this study for over three months. However, for obvious reasons this problem is unlikely to be repeated in any future exercise.

7.4 Our information on tenure was believed to be more or less accurate, although it was agreed that full validation checks would be desirable to improve the integrity and completeness of the re-developed Council Tax system as far as tenure was concerned. This is important because people living in social housing very often have greater needs and so identifying them is important. The means of achieving this need further consideration although the key probably involves the incorporation of registered landlords' names.

7.5 This study has concentrated on population estimates although clearly the Council and EPCT maintain numerous other databases relating to services they provide – for example children and older people's services, community health services, library services, adult education services, youth offending and so forth. Such information is linkable to the database created for this project and potentially available for profiling local populations, including ethnicity, allocating resources and improving the efficiency of service delivery.

7.6 By linking UPRNs to wards and other standard output areas, all the information contained in the data base can be analysed and mapped on the basis of any of the administrative or service area boundaries used by the Council, EPCT or other agencies such as the police or voluntary groups. Further applications are therefore strongly recommended. More generally, to make such information more accessible and easier to analyse in the future, we recommend embedding the UPRN into the records of all administrative data sets. With new, higher density housing developments underway in Enfield it seems especially important to be able to monitor change more effectively.

7.7 Apart from Council and EPCT owned datasets, other useful datasets belong to for example the Department for Work and Pensions (DWP) and police. Enfield Council may wish to open up discussions with it on data access or shared analysis for statistical purposes along with appropriate provisions as far as confidentiality and disclosure are concerned.



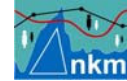
Enfield population estimation

7.8 It must be borne in mind that a person cannot be counted if they are not registered on any of the data sets used, and so the possibility that there are others staying at addresses of friends and relatives on a semi permanent basis cannot be discounted. As an area attracting high numbers of overseas migrants in recent years, this remains a plausible scenario.

7.9 The cell map at Annex A gives a population figure for each cell based on our analysis. It is recommended that Enfield Council uses the database behind this map as a baseline or sampling frame in the event that it decides to conduct its own targeted surveys of local residents, especially ones that do not fit into standard administrative boundaries¹⁰.

7.10 In conclusion, we find that the confirmed minimum population of Enfield (283,921) is nearly 4,000 greater than the ONS 2005 mid-year estimates. The actual population would have been higher if certain categories discarded in our analysis were to be added back. It is difficult to put a precise figure on this but it may be as high as 4,000 based on the most likely of the discarded categories. The net impact is that the council and EPCT may be under funded by between £6m and £14 based on 2005/06 average capitation rates.

¹⁰ We understand that Enfield use Ipsos MORI for surveys who in turn use Census data as 'weights'. For surveys that span sub groups such as persons living in social housing or specific neighbourhoods, the figures produced by this study are potentially more accurate, depending on the scope and design of the survey.



Annex A: Age and gender breakdown

A1. Figure A1 is a population pyramid of Enfield based on administrative sources. Table A1 splits it down by age and gender. We observe that there are more females than males (145k versus 139k), 86.7% of all persons are aged under 65, and 27% aged under 20.

A2. In 16.3k cases (5.7% of the population) it was not possible to ascertain the exact age of a confirmed individual (because they do not appear on the GP register or because the confirming data sets do not have or omit age, e.g. the electoral roll). The great majority are adults between the ages of 20-49.

A3. This has been pro-rated to the appropriate age groups using independent population estimates of the age distribution to produce the pyramid and table shown below. Figure A1 shows a map of the population by 500 x 500 metre cells. To preserve confidentiality cells with under 25 persons are shaded green.

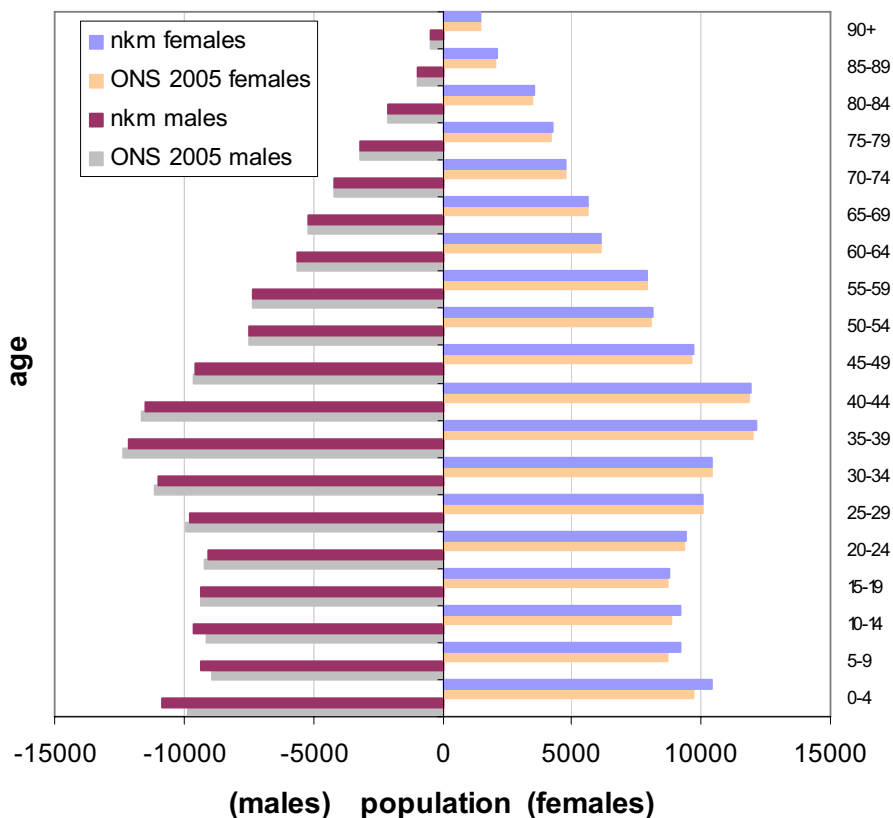
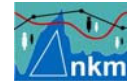


Figure A1: Population pyramid of Enfield based on administrative sources



Enfield population estimation

age group	nkm males	nkm females	total nkm	% by age	cumulative % by age
0-4	10817	10423	21240	7.5	7.5
5-9	9377	9173	18550	6.5	14.0
10-14	9639	9192	18831	6.6	20.6
15-19	9319	8778	18097	6.4	27.0
20-24	9044	9439	18483	6.5	33.5
25-29	9800	10085	19885	7.0	40.5
30-34	10965	10448	21413	7.5	48.1
35-39	12131	12110	24241	8.5	56.6
40-44	11507	11929	23436	8.3	64.9
45-49	9576	9684	19260	6.8	71.7
50-54	7480	8092	15572	5.5	77.1
55-59	7344	7911	15255	5.4	82.5
60-64	5652	6136	11788	4.2	86.7
65-69	5161	5641	10802	3.8	90.5
70-74	4209	4749	8958	3.2	93.6
75-79	3197	4225	7421	2.6	96.2
80-84	2103	3527	5630	2.0	98.2
85-89	990	2088	3078	1.1	99.3
90+	479	1501	1980	0.7	100.0
total	138790	145131	283921	100.0	100.0

Table A1: Population of Enfield by age and sex estimated from administrative sources

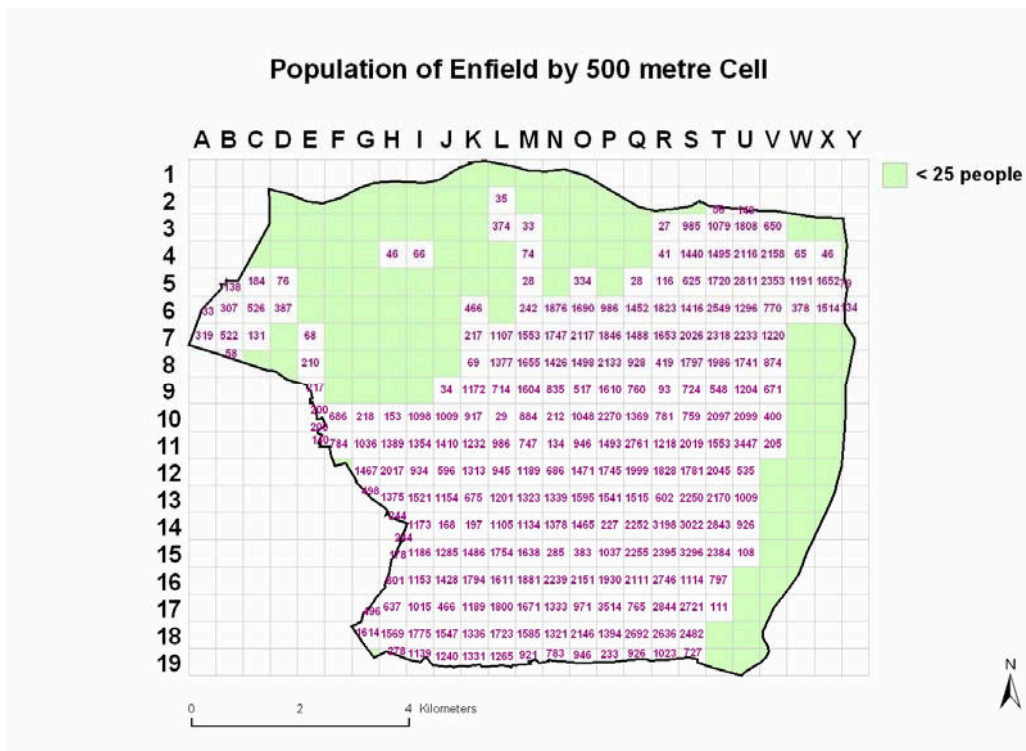


Figure A2: 500 x 500 metre grid map showing the population in each cell. Cells with under 25 people in green have been suppressed to preserve confidentiality



Enfield population estimation

Annex B: Data sets and quality issues arising

Data base	Original number of records	Addresses	UPRNs	DoB (date of Birth)	Forename	Surnames	Gender	Other comment
GP register	311,082		15,536 not assigned a UPRN	OK	OK	OK	OK	<input type="checkbox"/> Variable addressing conventions so that same address could appear in many guises. <input type="checkbox"/> UPRN could not be assigned where e.g. flat number is missing
Births	5,025		321 not assigned a UPRN	OK	OK	OK	OK	<input type="checkbox"/> Not all records have NHS numbers <input type="checkbox"/> Some addresses may be out of Borough
Deaths	2,521		319 not assigned a UPRN	OK (4 missing)	OK	OK	OK	<input type="checkbox"/> Some addresses may be out of Borough <input type="checkbox"/> Four records without addresses
Electoral register	99,828 in edited version	Not all (35) had post code	2,546 not assigned a UPRN	N/A	OK	OK	N/A	<input type="checkbox"/> Edited version only
PLASC	49,849	PLASC only contains postcodes	8,505 PLASC records could not be assigned a UPRN where the name or DoB differed too much from the GP register, although probably was the same person.	OK	OK	OK	OK	<input type="checkbox"/> Only captures pupils who live and go to school in Enfield. Enfield should consider obtaining records of children living in Enfield but at school elsewhere from neighbouring boroughs



Enfield population estimation

									<input type="checkbox"/> Addresses are assigned using person matching to the GP Register. This may not capture 100% of possible matches. <input type="checkbox"/> Address problems include missing flat numbers, or having flat numbers that are not yet recorded in the LSPG
Council Tax benefit	36,783	Postcode had to be separated from address string	1,223 not assigned a UPRN	NA	All names in one field (i.e. First, middle and family name)	All names in one field	NA	All names in one field	<input type="checkbox"/> Address problems include missing flat numbers, or having flat numbers that are not yet recorded in the LSPG <input type="checkbox"/> Liable person may not live at that address
Council Tax Properties	117,920	Postcode had to be separated from address string	4,155 not assigned a UPRN	N/A	Some records were business names. All names in one field	All names in one field	4,651 records were Dr, Rev, Prof, Exors of, or missing, so gender could not be deduced	<input type="checkbox"/> Address problems include missing flat numbers, or having flat numbers that are not yet recorded in the LSPG <input type="checkbox"/> Liable person may not live at that address	
Local property gazetteer	117,814			Not applicable	Not applicable	Not applicable	Not applicable	<input type="checkbox"/> There may be HMOs and illegal conversions that are not yet included. <input type="checkbox"/> No property type description	

MUNICIPAL YEAR 2006/2007 REPORT NO. 160**MEETING TITLE AND DATE:**

Cabinet 22nd Nov 2006

AGENDA PART 1**ITEM 6****Revenue Monitoring Report
September 2006****REPORT OF:**Director of Finance and
Corporate Resources**Cabinet Member consulted:
Councillor Michael Lavender**

Contact: Graham Dixon

DDI. 020-8379 4630 or ext. 4630

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the Council's revenue budget monitoring position for 2006/07 based on information to the end of September 2006. The report indicates a potential overspend within departmental budgets of £422k that is offset by a corporate saving of £1,174k within Treasury Management leaving an overall potential underspend on the budget of £752k.
- 1.2 The report also identifies a number of other corporate pressures, including those associated with the liquidation of Enfield Leisure Centres Ltd, additional costs associated with the Benefits service and the potential non-achievement of planned procurement savings. These pressures will result in the contingency being fully committed in the current year.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 Cabinet notes the potential net underspend set out in the report and the commitments against the central contingency;

3. BACKGROUND

- 3.1 The Council's revenue expenditure against budget is monitored via the regular monthly monitoring reports to Cabinet. These reports provide a snapshot of the revenue position for each department and for the Council as a whole, and provide details of any projected additional budget pressures.
- 3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by the individual departments, which encompasses the following principles in order to ensure accuracy, transparency and consistency:
- The monitoring is based on risk assessments to enable greater emphasis to be placed on high-risk budgets throughout the year.
 - Comparisons are made between expenditure to date, current budgets and budget profiles.
 - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
 - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
 - Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.

Departmental Variances

- 3.3 The September monitor is showing a potential overspend of £422k on Departmental budgets. The main reasons for the expenditure variations reported to date are set out below:

Health and Social Care : £484k Potential Underspend

Details of the projected underspend within Health and Social Care are set out in paragraph 5.1.

Education, Children's Services and Leisure: £23k Potential Underspend

The projected underspend within Education, Children's Services and Leisure is due to a number of variances across the department that are listed in more detail in Paragraph 5.3

Environment, Street Scene and Parks – £598k Potential Overspend

The overspend in Environment, Street Scene and Parks mainly relates to the increase in costs for bulk waste collection and a loss of income due to a reduction in the number of parking penalty charge notices being issued this year. (Paragraph 5.4)

Finance and Corporate Resources: £89k Potential Underspend

The projected underspend within Finance and Corporate Resources refers to the projected over achievement of rental income from industrial estates (£250k) partially offset by potential additional costs of the Corporate Procurement Team and under achievement of income under the proceeds of crime act. (paragraph 5.5). It should be noted that the potential additional cost of the Procurement Team is being addressed as a corporate item.

Chief Executive's Department: £420k Potential Overspend

The potential overspend in the Chief Executive's Department primarily refers to additional staffing costs at the Customer Service Centre (paragraph 5.6).

- 3.4 Although overall this monitoring report is showing an underspend against budget, this is a result of strong Treasury Management Performance. It is a matter of concern that costs in some departments are still not being contained within budget. However it should be noted that the projected overspend on department budgets has reduced from £917k to £422k
- 3.5 As reported last month, it should be noted that there are indications that the Treasury Management will continue to generate higher than anticipated net income in the current year. This is due to favourable interest rates and a higher than estimated cash flow. Given the effect of volatility in both cash flow and interest rates, the projections of income from Treasury Management are estimated with an emphasis on prudence rather than optimism. This has stood the Council in good stead in recent years. See paragraph 6.1 for more detail.
- 3.6 As reported last month the financial difficulties of Enfield Leisure Centres Ltd will result in significant additional costs for the Council in the current year. As a result of this and other items it is likely that the general contingency will be fully committed in 2006/07. (see paragraph 6.2)
- 3.7 It should be noted that, although the report discloses a potential net overspend against departmental budgets in the current year and that a significant call on the Council's general contingency will be required, the Council's financial position remains strong.

4. SEPTEMBER 2006 MONITORING - GENERAL FUND

- 4.1 A summary of the variances to budget in the monitoring position is shown in the table below:

Table 1: Budget pressures at 30th September 2006

	Aug £'000	Sep £'000	Variance £'000
Health and Social Care	(358)	(484)	(126)
Performance, Partnership and Policy	(28)	0	+28
Education, Children's Services and Leisure	33	(23)	(56)
Environment, Street Scene and Parks	668	598	(70)
Finance and Corporate Resources *	165	(89)	(254)
Chief Executive	437	420	(17)
Sub total	917	422	(495)
Other GF items:			
Treasury Management	(1,000)	(930)	+70
Contingent Items	0	(244)	(244)
Sub total – other	(1,000)	(1,174)	(174)
Total budget pressures/ (savings)	(83)	(752)	(669)

* This includes the projected additional cost of the Procurement Team; this is being addressed as a corporate item.

Details of the budget pressures and variations can be found in sections 5 and 6 of this report.

- 4.2 The Council's budget includes a general contingency of £1,000k to deal with unforeseen events and a number of contingent items that total £3,478k. As noted above and in paragraph 6.2 it is likely that the contingency will be fully committed this year. The contingent items relate to spending requirements that are expected to arise at some point during the current financial year, but about which there is some uncertainty regarding the timing of the financial impact. The likely need for these items will be closely monitored throughout the year.

5. SERVICE GROUP MONITORING INFORMATION – BUDGET PRESSURES

5.1 Health and Social Care – Projected £484k Underspend (Movement since August report: -£126k)

The position relating to Health and Social Care is detailed below.

5.1.1 Community and Housing Services

Community and Housing Services is projecting an underspend of £484k at the end of September 2006.

The underspend has increased since August because the cash limit for 2006/07 was increased by £250k for the anticipated loss of the Homeless grant however the grant is continuing in 2006/07. This increase in the projected underspend is offset by slightly less rent income (£113k) than expected on PSL accommodation; this is currently being reviewed but is mostly due to an increase in the level of voids.

As previously reported the HALS (Housing Association Lease Scheme) is projecting an underspend of £265k, this is because of fewer properties and is in line with the 2005/06 outturn. There is also a projected underspend of £90k on emergency accommodation and an underspend of £40k is projected on the furniture storage budget. These underspends are partially offset by a projected overspend on the Homefinder scheme of £45k.

The numbers overall in all types of temporary accommodation have increased from 3,001 at the end of August to 3,003 at the end of September.

5.1.2 Adult Social Services

The overall budget position for Adult Services is expected to balance by the end of the financial year. This will be achieved through the allocation of specific grant funding in accordance with relevant grant regulations together with the use of the departmental provision for care purchasing pressures. This provision is managed by the Director of Health & Social Care for allocation on a prudent basis where care purchasing pressures cannot be resolved through expenditure curtailment or additional income.

Material variances within the Adults Social Services Budget are described below:

Older People

Externally purchased home care for older people is projecting an overspend of £655k, previously £670k. This continues to be driven by growth in activity levels between the setting of the budget for the current year of 9,040 average hours per week, and early projections of 9,970 average hours per week (an increase of 30 hours per week since

August). This overspend will be offset through the allocation of the Department's centrally held provision for care purchasing pressures.

Disabilities

There is a £270k potential overspend on Learning Difficulties and Physical Disabilities Assessment & Care Management staffing. Actions are currently being identified to address this position, and a reduction in agency social work staff and managers from 30% to 10% will be achieved by the end of the financial year.

Learning difficulties care purchasing is projecting an underspend of £254k this month. This is largely due to a reduced requirement for agency day care provision.

People with no recourse to public funds are driving a £90k overspend for Physical Disabilities. This overspend will be offset by allocation of the Department's centrally held provision for care purchasing pressures.

Mental Health

This service is projecting a break even position. This is a deterioration on the net position reported for August (£120k underspend), mainly due to an increase in the projected supported tenancy expenditure.

Adult Social Services Risks

Increased home care demand for clients with physical disabilities is a continuing pressure during the current year. Demand not currently included in projections is likely to exceed £75k.

Adults with no recourse to public funds have been an emerging pressure over the last few years. There is potential for further increases beyond the budget provision again in 2006/07.

The decommissioning of Supporting People schemes could result in an increase in costs to Adults Social Services, particularly within Mental Health where maximum costs are expected to be around £250k.

The pressures and risks identified above are consistent with those examined during the MTFP and budget setting processes, where it has been acknowledged that 2006/07 will require another year of sustained and effective financial management to deliver the balanced position envisaged.

The department will continue to make every effort to contain its spending pressures. The provision (£1m) set aside in the current year's budget as a departmental contingency to cover care purchasing pressures will be used as necessary to offset the pressures described above.

5.2 Performance, Partnership and Policy – Projected level spend (+£28k movement since August)

Performance, Partnership and Policy is projecting a level spend at the end of September.

The housing benefit subsidy budgets remain volatile. A preliminary review of the budgets for the September monitor suggests that despite increases in the amount of benefits being paid by the Council, net expenditure will be contained within budget. However, it must be noted that further work is needed to confirm the level of overpayments and bad debt provisions.

5.3 Education, Children's Services & Leisure –Projected £23k Underspend (Movement since August report; -£56k)

With the introduction from April 2006 of the ringfenced schools budget funded by the Dedicated Schools' Grant, the financial monitoring of the ECSL Department is now separated into the schools' budget and the department budget. The Schools' Budget variance described below is not included in the overall revenue variance as this is in relation to the ring-fenced Dedicated Schools' Grant.

Schools' Budget

As first reported in the May monitor, the reduction in the amount of Dedicated Schools' Grant (DSG) for 2006/07 of £195k will be met from the School Budget contingency resulting in no overall increase in spending.

There is a net underspend in the SEN budgets of £316k due to the reduced cost of out-borough placements being made. The underspend previously reported has increased this month by £9k.

Due to the higher than anticipated numbers of 3 year olds in private and voluntary sector nurseries the nursery education grant is projected to overspend by £99k. The projection is based on the grant paid for the first two terms, and projected for a full year.

The expansion of Highlands School to eight forms of entry and the extension of the buildings gave rise to an increase in the unitary charge of £50k. In addition a one-off contingency payment of £95k will be made to Highlands school subject to the agreement of a robust recovery plan.

Under our local formula, schools are entitled to 97% cash protection to their previous years budget. £28k has been allocated to DeBohun schools in relation to this. A further £42k has been allocated to Cuckoo Hall school for a new class in September 2006.

A number of school rateable revaluations have resulted in additional expenditure of £28k.

A saving of £46k has been identified within the Traveller's budget, primarily due to a vacant post.

Any Schools' budget over or underspends will be carried forward to next year's DSG in accordance with DfES grant regulations.

ECSL Department Budget- Projected Underspend -£23k

ECSL Department are projecting an outturn position of £23k underspend at this stage, a reduction of £56k on the figure reported last month.

Material over and underspends within the department are described below:

- The Youth Offending Service is reporting an overspend (£121k) due to the need for additional staffing whilst various staffing issues are resolved and to ensure a satisfactory level of service.
- Social work costs within the Children in Need and Looked after Children teams are projecting an overspend amounting to £431k as a result of the need to employ additional agency staff cover to maintain a safe service.
- The Section 17 Prevention of Care budget is predicting an overspend of £164k due to the rise in costs associated with families who have no recourse to public funds.
- The Section 20 budget for additional support and contact costs for Looked After Children is predicting an overspend £188k due to higher than expected parent/child contact costs imposed by the Courts.
- Family Centres are projecting an underspend of £104k in the employee costs budget as a result of planned vacancies and taking longer to appoint permanent staff.
- The external care purchasing budgets are showing a net underspend (-£777k), of which £527k is due to lower activity and £225k is due to lower placement costs. The projections are based on current committed and planned placement costs and exclude any projections for new placements, which may arise during the remainder of the year. A £25k grant has also been received from Aids Support.
- The Cheviots Children's Disability Service is predicting an overspend of £51k due to pressures on transporting children, translation and interpreting and the short break care scheme.
- A review of the Standards Fund has indicated that a Council contribution of £118k will not be required.

ECSL Department Budget - Risks

General – In previous reports the figures did not include those relating to the non-achievement of the department's salary vacancy factor as it was felt too early in the year to determine the extent to which the target will be achieved overall. It is now considered prudent to include 50% of this sum

in the variances reported in this report. The remaining 50% is still excluded and projections from the service managers on their monitoring returns indicate that there could be additional overspends of approximately £116k if there is not an increase in the number of vacancies during the remainder of the year.

External Care Purchasing - The forecasts are showing a net underspend of £777k. The projections are based on current committed and planned placements. This is a dynamic budget and it is difficult to project with any certainty how long placements will last as events may well dictate that a change to a more expensive placement will be required at some stage during the year. The projections currently exclude £420k for these possible new placements.

Section 20 Additional Placement Costs – Whilst significant improvements to the financial monitoring process are being implemented it is still difficult to forecast the outturn for this budget. Projections are currently based on known client needs, but it is possible that this could increase by up to £200k if current spending trends continue.

Section 17 Prevention of Care – This budget is facing a growing pressure from families with no recourse to public funds. We are currently supporting 15 families who are projected to cost £181k. If the current trend of one new family per month continues this could add a further £37k to the year end.

PFI - There is a contractual dispute with the PFI provider, which could result in additional costs to the Council. Following a meeting in August the PFI provider indicated that they would not seek to resolve the dispute through mediation.

5.4 **Environment, Street Scene & Parks – Projected £598k Overspend (-£70k Movement since August report)**

The Environment, Street Scene and Parks Department is currently projecting to overspend by £598k against budget. This is a £70k reduction in the level of overspend from the August monitoring report.

The department is still projecting adverse variances on pressures previously identified as summarised below:

The cost of bulky waste collections was reported in the August Monitoring Report as £120k. A thorough review of spend against waste budgets has taken place in line with the Action Plan reported last month. This has identified potential savings in running costs of some £70k, reducing the potential overspend on waste services from £120k to £50k. Further on-going work is taking place in order to reduce this deficit even further and the results will be reported in future monitoring reports.

As previously reported there has been a considerable reduction in the number of parking penalty notices issued during the early months of the year and reduced income due to a number of other factors including road

works, in particular, the Enfield Town development, which restricted the ability of the Council's parking enforcement contractor to enforce parking restrictions within the town centre. The total predicted parking budget shortfall remains at £500k. This position is being closely monitored.

There is a previously reported potential shortfall in income of £20k from the MOT service, due mainly to the introduction of new regulations that have increased the time taken to carry out MOT tests.

As reported in the August Monitoring Report there is a potential overspend of £28k in Parks, mainly due to the cancellation of the Pageant and four funfairs owing to poor ground conditions following severe inclement weather earlier in the year. Budgets for the Parks service have been completely restructured and are being reviewed and closely monitored in the light of the latest projections of expenditure and income. There are indications of a decline in income particularly for the golf course and the impact of this on the budget is being carefully assessed and appropriate action will be taken. No assumption is currently made as to a shortfall other than the £28k as the Department will take action to contain the net service expenditure within overall cash limit.

5.5 Finance and Corporate Resources – Projected £89k Underspend (Movement since August report -£254k)

The Finance and Corporate Resources Department is reporting an underspend of £89k a movement of -£254k since the August monitoring report.

As previously reported, there continues to be a shortfall in land charges income (£135k). However, this is fully offset by a projected additional income from Registration Services and citizenship ceremonies. In addition, rental income from the Council's industrial estates is expected to exceed the budget by £250k.

There are, however, other pressures facing the department resulting in a net underspend of £89k. In particular, this refers to net unachievable income of £68k under the proceeds of crime act arising from fraud investigations. Such income can only be recognised once a court award has been made and there is reasonable certainty over the sums involved. It is unlikely these conditions will be met in the current year given the lengthy legal proceedings involved in such cases.

In addition, there is a potential overspend in the region of £100k on the cost of the Corporate Procurement Team based on current expenditure levels. However, action is being taken to formalise the structure of the team to contain costs. Progress will be reported in future monitors. This being addressed as a corporate item.

5.6 Chief Executive's Department – Projected £420k Overspend (Movement since August report -£17k)

The Chief Executive's Department are reporting a potential overspend of £420k for September.

The overspend primarily relates to additional staff costs within the Customer Service Centre of £395k, as previously reported.

The employee costs overspend across Human Resources previously reported (£42k) has now been offset by a number of emerging underspends, so no overall variance is now expected. There is however a projected under recovery of income from in house staff training courses (£25k), as it has not been possible to implement the planned increase in the rate of charge (reported amber as part of the Redirections Monitoring Schedule).

6. OTHER GENERAL FUND ITEMS

6.1 Treasury Management – Projected additional income £930k (Movement since August report +£70k)

As reported in previous monitoring reports, when the budget was set interest rates were expected to fall during 2006/07. Since then interest rate movements have reversed due to concerns over inflationary pressures and this is expected to result in additional interest being earned on the Council's balances. The recent quarter percent increase in the base rate from 1st August has resulted in further interest receipts of £300k; the overall increase in interest expected to be earned on Council balances is £774k for the year. Members should note that because the Council's debt is all at fixed rates it is not exposed to increases in interest rates on its borrowings. As a consequence, rising interest rates benefit the Council.

In the first half of the financial year, the Council's overall cash balances have also been more buoyant than were expected, resulting in additional income generation of £126k.

As previously reported an ongoing saving has been identified on the repayment of premiums of £100k. This saving will also be built into the Council's medium term financial plan.

Following a re-alignment of budgets bank charges are now shown corporately. A £70k overspend is predicted on debit and credit card charges. This reflects the introduction of an e-payments service for customers so that they are able to make payments via the internet or the Customer Services Centre. This facility is proving to be very popular with customers but the Authority has incurred additional bank charges as a result. The Treasury Team are actively pursuing a reduction in these charges with the Bank.

6.2 Contingency and Contingent Items – Projected Unallocated Provision -£244k

The Council's budget includes a general contingency of £1,000k to deal with unforeseen events and as a general safeguard against the risk of a general overspend. As noted in last month's monitor two significant issues are likely to result in calls on the 2006/07 contingency:

- The implementation of the Pericles system for benefits:

Additional costs have been incurred as a result of delays in the implementation of the new system and the employment of temporary staff to address the backlog of cases that arose during the implementation and to ensure that the high performance standards of the benefits service were maintained. CMB has recommended that these costs be funded from central contingency. A report is being prepared proposing that additional funding is allocated to the service. The extent of the additional funding is still being quantified.

- ELCL Liquidation

On September 1st a decision was taken by the leader of the Council to underwrite the current deficit in the finances of ELCL to the extent necessary to allow the board to enter into a solvent liquidation (the ELCL Board voted accordingly on 4th September). This decision was taken in the interest of safeguarding the Council's assets and its financial position, and in order to ensure that services continue to be provided to the public. The cost of implementing this decision could be around £1m including fees. The ongoing implications of the ELCL liquidation will be addressed as part of the 2007/08 budget process and the review of the medium term financial plan

The net result of these issues is that the 2006/07 contingency will be fully committed and, given the potential costs involved, it may be necessary to draw on other balances or reserves.

In addition, there are a number of contingent items that relate to spending requirements that are expected to arise at some point during the current financial year, but about which there is some uncertainty regarding the timing of the financial impact.

Members should note that there are particular concerns in the following areas:

- The use of NRF funding to support the cost of the sustainable communities team will not be achieved, resulting in a call on the provision for the part year effect of reductions and redundancies. An allocation of £194k is proposed to address this issue.
- The achievement (in full) of the planned procurement savings looks increasingly unlikely. Work to validate the savings achieved to date has not yet been completed but will be reported in a future monitoring report.

The table below summarises the current position regarding contingency

and contingent items and includes further allocations that are expected to be made during the remainder of the year.

Table 2: Contingency and Contingent Items

	Contingency £'000	Contingent Items £'000
Original Budget 2006/07	1,000	3,478
Approved Allocations		(1,607)
Unallocated Provision at 30.09.06	1,000	1,871
Other Allocations Expected to be required in 2006/07:		
Support for Leisure Services and Benefits Administration	(1000)	
Abandoned Vehicles		(100)
Loss of Rental Income		(275)
Part yr effect reductions and redundancies		(500)
Regeneration match funding		(100)
Local Development Framework		(250)
BIC Liquidation		(105)
Customer Service Centre		(200)
First Aid payments		(20)
New Civic Facility – running costs		(42)
IT Developments		(139)
Revenue Implications - Capital Schemes		(40)
Procurement IT		(146)
Enfield Arts Partnership PCF		(125)
Statutory Development Plan PCF		(131)
Abandoned Vehicles PCF		(50)
Corporate Procurement Savings		528
Other		(176)
Agency staffing rebate*		(244)
Projected Unallocated Provision	0	(244)

*There is a £244k rebate on agency staff as a result of the new agency contract with Adecco and Matrix. This rebate is to be shown as a corporate saving

**7. HOUSING REVENUE ACCOUNT (HRA): - Projected £182k underspend
*Movement since August -£202k***

An underspend of £182k is projected for 2006/07. This relates to a reduction in the amount projected for negative subsidy payable to the Department of Community & Local Government (DCLG) of £296k due to the reworking of subsidy figures and changes to the subsidy formula from 2006/07.

There is likely to be an under-recovery of approximately £60k on deductions from capital receipts from the sale of Council houses due to changes to the rules on the treatment of expenses as overheads. There is also a projected overspend on the payment of early retirement costs (£34k).

The repairs budget is at present volatile. Responsive repairs are projecting a significant increase in expenditure. This is offset by a corresponding underspend on planned repairs. It is currently anticipated that the service will be within budget at the end of the year.

As previously reported there is a reduction in the estimated amount needed to contribute towards the HRA bad debt provision (-£100k) offset by an overspend on private hotel charges (+£180k) .

An additional £60k is expected from interest on HRA balances.

8. ACHIEVEMENT OF SAVINGS

- 8.1 The Budget 2006/07 and Medium Term Financial Plan report approved by Cabinet on the 22nd February 2006 included efficiency and other savings of £11.7m to be made during the 2006/07 financial year rising to £14.0m by 2010/11.

A monitoring report on the achievement of these savings is submitted to CMB on a regular basis; the report identifies the proposed savings, comments on progress in implementing the saving and classifies each item as green, amber or red. Green signifies that the redirection is on target for full implementation; if implementation issues have been identified, but the redirection is likely to be achieved, it is classified as amber; and if there is a serious problem it will be given a red classification. As part of the July Redirections Monitoring exercise the 2006/07 savings were profiled over the four quarters of the year. This now allows budget holders to highlight at an early stage potential problem areas in implementing these programmed budget reductions. A summary of the areas where there is concern as to the achievement of the saving, i.e. an amber or red traffic light is shown in **Appendix H**.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 Not applicable to this report.

10. REASONS FOR RECOMMENDATIONS

- 10.1 To ensure that Members are aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.

11. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

Financial Implications

- 11.1 Financial implications are implicit in the body of the report.

12. Legal Implications

- 12.1 The Council has a statutory duty to arrange for the 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.

13. PUTTING ENFIELD FIRST

- 13.1 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.

APPENDIX 1

Monitoring Statement for September 2006

	Original Budget £000s	Approved Changes £000s	Approved Budget £000s	Projected Outturn Sep £000s	Projected Variation Sep £000s	Appendix
Health and Social Care	65,288	268	65,556	65,072	(484)	A
Performance, Partnership and Policy	11,514	53	11,567	11,567	0	B
Education, Children's & Leisure Services	71,414	1,522	72,936	72,913	(23)	C
Environment, Street Scene & Parks	35,898	4,190	40,088	40,686	+598	D
Finance and Corporate Resources	(2,011)	1,571	(440)	(529)	(89)	E
Chief Executive	9,095	136	9,231	9,651	+420	F
Corporate and Democratic Core	5,911	0	5,911	5,911	0	E
Total Department Budgets	197,109	7,740	204,849	205,271	+422	
Treasury Management	6,170	0	6,170	5,240	(930)	
Cont from Capital Financing Account	(11,401)	0	(11,401)	(11,401)	0	
Contribution to Bad Debt Provision	812	105	917	917	0	
One Off Expenditure	4,090	(450)	3,640	3,640	0	
Contribution to/from Reserve	(3,462)	(4,141)	(7,603)	(7,603)	0	
Recycling credits	0	(1,647)	(1,647)	(1,647)	0	
IT Fund	644	0	644	644	0	
Contingency	1,000	0	1,000	1,000	0	
Contingent Items	3,478	(1,607)	1,871	1,627	(244)	
Total Service Expenditure	198,440	0	198,440	197,688	(752)	
Levies	7,821	0	7,821	7,821	0	
TOTAL Budget Requirement	206,261	0	206,261	205,509	(752)	

Health and Social Care

DESCRIPTION	THIS YEAR ORIGINAL BUDGET	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJECTED OUTTURN AT YEAR END	VARIATION TO BUDGET
	£000s	£000s	£000s	£000s	£000s
Community Housing Services:					
Enabling Activities	713	220	933	683	(250)
Private Sector Housing	0	0	0	0	0
Homelessness	308	34	342	108	(234)
Residential Services	552	0	552	552	0
Total Community Housing Services	1,573	254	1,827	1,343	(484)
Adult Social Services:					
Director/General	1,406	(381)	1,025	1,025	0
Adults	57,204	410	57,614	57,614	0
Performance, Policy and Strategic Planning	873	(15)	858	858	0
Central Support/Uncontrollable	4,232	0	4,232	4,232	0
Total Adults Social Services	63,715	14	63,729	63,729	0
Total Cash Limit	65,288	268	65,556	65,072	(484)

Performance, Partnership and Policy

DESCRIPTION	THIS YEAR ORIGINAL BUDGET	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJECTED OUTTURN AT YEAR END	VARIATION TO BUDGET
	£000s	£000s	£000s	£000s	£000s
PPP – General Fund Services					
Revenues and Benefits	8,057	167	8,224	8,224	0
Corporate Policy and Community Safety	1,382	(111)	1,271	1,271	0
Other Services	612	30	642	642	0
Net Service Expenditure	10,051	86	10,137	10,137	0
Split between:					
Controllable Net Expenditure	5,497	86	5,583	5,583	0
Uncontrollable Net Expenditure	4,554	0	4,554	4,554	0
Net Service Expenditure	10,051	86	10,137	10,137	0
Corporate Items:					
Council Tax	367	0	367	367	0
Rent Allowances	(1,023)	(33)	(1,056)	(1,056)	0
Non HRA Rent Rebates	1,919	0	1,919	1,919	0
HRA Rent Rebates	200	0	200	200	0
HBOP/Rent Allowances	0	0	0	0	0
Total Corporate Items	1,463	(33)	1,430	1,430	0
Total Performance, Policy and Partnerships	11,514	53	11,567	11,567	0

Education, Children's and Leisure Services

DESCRIPTION	THIS YEAR ORIG.BUDGET	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJ. OUTTURN AT YEAR END	VARIATION TO BUDGET
	£000s	£000s	£000s	£000s	£000s
Schools Budget ISB	(22,414)	133	(22,281)	(22,281)	0
Schools Budget – Central Functions	20,780	859	21,639	21,628	(11)*
Non Schools	15,696	(290)	15,406	15,304	(102)
Leisure, Culture and Youth	8,178	183	8,361	8,373	+12
Children and Families Division	25,778	612	26,390	26,457	+67
Controllable Total	48,018	1,497	49,515	49,481	(34)
Uncontrollable Total	10,600	25	10,625	10,625	0
Capital Total	12,796	0	12,796	12,796	0
Uncontrollable Total	23,396	25	23,421	23,421	0
Total Cash Limit	71,414	1,522	72,936	72,902	(34)

* Note the Schools budget underspend (£1.1k) is ringfenced to schools so the current reported ECSL general fund pressure excludes this amount

Environment, Street Scene & Parks

DESCRIPTION	THIS YEAR ORIG.BUDGET	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJ. OUTTURN AT YEAR END	VARIATION TO BUDGET
	£000s	£000s	£000s	£000s	£000s
Resources and Support	2,803	47	2,850	2,850	0
Contract Services	3,100	991	4,091	4,611	+520
Street Scene, Waste & Parks	12,047	2,710	14,757	14,807	+50
Planning and Transportation	2,183	154	2,337	2,337	0
Parks and Open Spaces	4,110	242	4,352	4,380	+28
Regeneration	637	138	775	775	0
NRF Sustainable Communities	1,799	(92)	1,707	1,707	0
Net Service Expenditure	26,679	4,190	30,869	31,467	+598
Uncontrollable Items	9,219	0	9,219	9,219	0
Total Cash Limit	35,898	4,190	40,088	40,686	+598

Finance & Corporate Resources

DESCRIPTION	THIS YEAR ORIG.BUDGET	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJ. OUTTURN AT YEAR END	VARIATION TO
					BUDGET
	£000s	£000s	£000s	£000s	£000s
Director of Resources	166	22	188	208	+20
Corporate Procurement	82	556	638	738	+100
General Administration	370	125	495	495	0
Department Contingencies	45	82	127	127	0
Former Employees	529	7	536	536	0
Borough Solicitor	(722)	0	(722)	(729)	(7)
Borough Secretary	1,985	348	2,333	2,298	(35)
Borough Finance	3,743	133	3,876	3,891	+15
Audit & Risk Management	1,292	0	1,292	1,360	+68
Corporate IT	11,075	542	11,617	11,617	0
Property & Asset Management	3,211	(185)	3,026	2,804	(222)
Trading Accounts:					
Property	76	0	76	76	0
Legal	21	0	21	21	0
Print Services	44	16	60	60	0
Corporate items	3,206	(74)	3,132	3,104	(28)
Net Controllable Expenditure	25,123	1,572	26,695	26,606	(89)
Inter-group	(27,144)	(1)	(27,145)	(27,145)	0
Obsolete (to be cleared)	10	0	10	10	0
Net Service Expenditure	(2,011)	1,571	(440)	(529)	(89)
Corporate and Democratic Core	5,911	0	5,911	5,911	0
Total Cash Limit	3,900	1,571	5,471	5,382	(89)

Chief Executive

DESCRIPTION	THIS YEAR ORIG. BUDGET	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJ. OUTTURN AT YEAR END	VARIATION TO BUDGET
	£000s	£000s	£000s	£000s	£000s
Chief Executive	292	0	292	292	0
Customer Services	10,693	0	10,693	11,088	+395
Communications	410	84	494	494	0
Human Resources	2,429	48	2,477	2,502	+25
Former Employees	99	4	103	103	0
Net Controllable Expenditure	13,923	136	14,059	14,479	+420
Inter Group	(4,828)	0	(4,828)	(4,828)	0
Total Cash Limit	9,095	136	9,231	9,651	+420

Housing Revenue Account

DESCRIPTION	CASH LIMIT	APPROVED VARIATIONS	THIS YEAR APPROVED BUDGET	PROJ. OUTTURN AT YEAR END	VARIATION TO BUDGET
	£000s	£000s	£000s	£000s	£000s
Repairs Admin (project Mgmt & D & M Fees)	4,957	(84)	4,873	4,873	0
Repairs Base (Responsive & Planned)	11,902	0	11,902	11,902	0
Supervision and Management (General)	11,018	84	11,102	11,196	+94
S and M (Special)	4,935	0	4,935	4,935	0
Miscellaneous (DOT Rents)	910	0	910	1,090	+180
Rent Rebates	1,053	0	1,053	1,053	0
Bad Debt Provision	400	0	400	300	(100)
Capital Financing	13,722	0	13,722	13,722	0
Rents Dwellings	(46,024)	0	(46,024)	(46,024)	0
Rents Non Dwellings (Garages & Shops)	(2,964)	0	(2,964)	(2,964)	0
Interest on HRA Balances	(1,010)	0	(1,010)	(1,070)	(60)
Leaseholder Service Charges	(3,173)	0	(3,173)	(3,173)	0
Subsidy (including MRA)	4,274	0	4,274	3,978	(296)
Net Service Expenditure	0	0	0	(182)	(182)
Total Cash Limit	0	0	0	(182)	(182)

**London Borough of Enfield
Savings Monitoring: September 2006**

Area of Saving	£000's	Progress in Achieving the Saving
RED CLASSIFICATION		
Community Housing & Adult Social Services		
Rationalisation of Customer Service Centre & Borough Communications Centre (BCC) opening hours.	(80)	Customer Service Centre projecting overspend and saving not achieved, a review of the service (including overlaps with Borough Control) is currently being undertaken.
Sustainable Communities- Use of NRF funding.	(220)	This one-off saving will not be achieved. NRF funding now subsumed within LAA funding streams.
Education, Children's Services & Leisure		
Fostering Service reduction FYE of 05/06 MTFP.	(461)	Saving built into agency fostering budget, but the monitoring position is predicting a shortfall in the achievement of the saving of approximately £38k.
Supervised contact - parents/children. Reduction from 05/06 MTFP. (Section 20)	(130)	This saving is not currently being achieved. The service has used resources from other areas of the children's social services budget to maintain the funding for this service at the original level, however due to increased demand there is a also a projected overspend of £188k.
Procurement Savings 2006/07		
Print savings across the Authority.	(230)	A project manager is now in place to manage the rationalisation of the Print Service. Although savings of this magnitude are highly unlikely in the current year, progress has been made in achieving savings from 2007/08 onwards
Courier Savings	(25)	Although there are efficiencies to be made by introducing a new contract, there will not be an overall saving to the Authority.
Security Services	(40)	The contract has been extended for CCTV security services, operative from 1 st July 2006. The estimated saving per annum in relation to agency security services for CCTV is £30k per annum but this is yet to be validated. In relation to security guarding, there is a six months saving for 2006/07. Annual charge reduces from £340k to £325k.
Water Rates	(20)	Saving will not be achieved.
Corporate Items		
Use of LABGIS Grant (one off).	(200)	It is unlikely that the growth in Enfield's rateable values will reach the target required in order to qualify for this grant.

Area of Saving	£000's	Progress in Achieving the Saving
AMBER CLASSIFICATION		
Corporate Items		
HB Subsidy savings.	(1,200)	The budget remains volatile, but the 2005/06 outturn and the monitor for the current year indicate that this saving will be achieved.
Postage reductions across the Authority.	(40)	Currently being implemented.
Community Housing & Adult Social Services		
Reduction in unit costs & improved efficiencies within in house services for Older People.	(162)	Saving achieved through reductions and efficiencies across the wider Older Peoples service.
Adult Social Services- Finance & Performance restructure.	(30)	Timescales slipped. Linked to corporate review of debt recovery. Alternative saving will however be found for 2006/07.
Increased income- charge full cost for residential care.	(100)	Income targets increased and included in projections, but depends on sustained occupancy levels.
Home Meals- stop use of escorts.	(25)	Included in the tender of home meals services.
Revs and Bens system savings FYE of 2005/06 budget decisions.	(52)	Workflow implementation deferred until December 2006. Savings in 2006/07 under review.
Restructure of Private Sector Housing Team.	(25)	Report still pending. Although the restructure not yet complete, it is likely that savings will still be achieved due to the number of vacancies in the team.
Education Children's Services & Leisure		
Increase in cross-departmental staff vacancy factor to 5.6%.	(266)	Increased vacancy factor applied to the 2006/07 salary estimates. The latest monitoring figures indicate that there may be a shortfall of £116k.
Environment Streetscene & Parks		
New Road and Street Works increased income.	(40)	Achievement of the additional income is considered probable but because it is not certain at the present time the traffic light has been set to amber. Consideration is being given to employing an additional agency person in order to generate additional NRSWA income (the additional income would cover both the extra staff cost and the income target).
Advertising Hoardings increased income.	(50)	Income generated from additional hoarding sites is dependent on advertisers agreeing to new sites. Work is at the preparatory stage.

Area of Saving	£000's	Progress in Achieving the Saving
Finance & Corporate Resources		
Deletion of 1 FTE from the Audit Team.	(30)	The proposed deletion of this post has been replaced with an increased income target of £80k to cover the £30k saving and the secondment of a post from the Metropolitan Police for a trial period of one year (£50k). This post will eventually generate income to the Authority under the Proceeds of Crime Act 2002 though the year in which income will be received is uncertain.
Chief Executive		
Increase the cost of In-house training by £10 per course.	(25)	Full year saving unlikely to be made as cost increase not implemented at start of year. Revised charges have been implemented from 1 st October.
Procurement Savings 2006/07		
Telecommunication Services re-tender and consolidate contract.	(100)	In process of re-tendering and consolidating spend.

MUNICIPAL YEAR 2006/2007 REPORT NO. 161

MEETING TITLE AND DATE:

Cabinet 22nd November 2006
Council 24th January 2007

REPORT OF:

Director of Finance and Corporate
Resources

Contact officer and telephone number:

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Agenda – Part: 1	Item: 7
Subject: Capital Programme and Prudential Indicator Monitoring Second Quarter 2006/07	
Cabinet Member consulted: Cllr. Michael Lavender	

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 £269.8m compared with the approved programme (after re-profiling) of £268.0m, an increase of £1.8m. This is due to an increase in the use of earmarked funding, in the main from additional funding received from Transport for London and the additional use of Section 106 and ICT work plan resources. 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 second 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:

Galliard Children's centre £750k to be funded from reductions in other uncommitted education programmes.
ALMO Accommodation £2,440k to be funded from HRA resources

2.3 That Education, Children's Services and Leisure be asked to fund the potential overspend of £37k 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 second 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. Note in the resources figures set out in the table below and in appendix A the following additional schemes are included which have been approved by Cabinet (or under delegated authority) since the last monitoring report in July.

- One Large Intervention – making families more prosperous (estimated cost: £1,132k), funded from the Neighbourhood Renewals Fund (£951k) and European Regional Development Fund (£181k).
- Works to Parsonage Lane (£300k) funded from earmarked reserves.
- Works to Triangle House (£250k) funded from borrowing.
- Improvements to the Business Innovation Centre (£150k) funded from the accumulated surplus received from the BIC administrators.
- ALMO accommodation at Edmonton (£2,440k) funded from the HRA, though a decision has still to be made as to whether the project will be funded from

HRA borrowing or HRA balances. This decision will be taken following further consideration of the most cost effective option for the HRA.

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
Capital programme						
Expenditure:Earmarked resources	49,876	36,702	26,537	22,721	19,247	155,083
Expenditure: General resources	37,782	40,002	18,537	8,362	8,253	112,936
Total planned spending	87,658	76,704	45,074	31,083	27,500	268,019
Variations in planned spend:						
<i>a) Earmarked Resources</i>						
Education, Children's Services & Leisure	55	655		-185		525
Environment, Street Scene & Parks	515					515
Finance & Corporate Resources	11	230				241
Performance, Policy & Partnership	523					523
	1,104	885	-	-185	-	1,804
<i>b) General Resources</i>						
Education, Children's Services & Leisure	-2,543	2,552	28			37
Finance & Corporate Resources	-3,588	3,588				0
	-6,131	6,140	28	-	-	37
Total Earmarked Resources	50,980	37,587	26,537	22,536	19,247	156,887
Total General Resources	31,651	46,142	18,565	8,362	8,253	112,973
Total Projected Expenditure	82,631	83,729	45,102	30,898	27,500	269,860

4.2 Key issues to note:

- The first quarter monitor shows a small increase in the use of general resources of £37k due to variations in the cost of Education, Children's Services and Leisure projects.
- There is an increase in planned expenditure funded from earmarked resources (+£1,804k) due mainly to additional funding being secured from Transport for London (+£345k): additional use of section 106 resources (+£439k); additional funding by schools from their own budgets (£217k); increased funding for buy backs from earmarked receipts (+£312k); increased use of ICT workplan (£348k) and increased spend on other projects of (+£143k). 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 is only one scheme indicated as red, which relates to the Children's Centre Programme, where there are delays at Galliard (where the contractor has had to be replaced) and Raynham Centres. (See appendix and comments in paragraph 4.4 for more details).

4.4 Education, Children's Services and Leisure

Increase in the use of earmarked resources +£525k and increase in the use of general resources of +£37k:

As reported to Cabinet on the 11th October additional funding is required for the Galliard Children's Centre project due to the need to replace the on site contractor; this amounted to (£750k).

There are other projected overspends on:

Raynham Children's Centre (£70k) due to unexpected works to existing school roof;

Garfield Children's Centre (£75k) provision of temporary car parking and extension of the playground;

Bowes Children's Centre (£48k) additions required to meet listed building approval;

Oakthorpe Playing Fields (£34k) additional costs of a pump drainage system to the new changing rooms;

Edmonton Sports Hall (£85k) mainly due to loss expenses claim from contractor;

Academy site (£58k) installation of statutory services to site;

Other variations (£99k); and

savings still to be identified from last monitoring report (£142k).

To offset these costs ECSL have reduced expenditure on the following programmes:

Schools Access Programme (-£150k);

Schools Condition Programme (-£449k);

Schools Fire prevention Programme (-£100k); and

Edmonton Youth and Play scheme (-£100k).

In addition they have utilised increased funding from earmarked resources:

Section 106 (-£308k);

Schools' Contributions (-£217k)

This leaves a total unfunded balance of £37k to be met from general resources. It is recommended that ECSL be asked to find this balance from their overall ring fenced capital resources.

4.6 Environment, Street Scene & Parks

Increased use of earmarked funding +£515k

The Council has received additional funding for the following projects:

Transport for London funded schemes (£345k);

Green Spaces Round 2: environmental improvements at Enfield Lock, funding from Government grant (£95k) and Section 106 monies (£50k);

and

Raynham Community Park New Opportunities Fund (£25k).

4.7 Finance & Corporate Resources

Increased use of earmarked funding +£241k

Additional spending on the EBP upgrade IT system funded from resources set aside for the Finance System in the ICT workplan (£150k); Additional Section 106 resources (£81K) for Mossops Creek regeneration project and additional spend (£10k) on Bounces Road CCTV installation, funded from revenue.

4.8 Health and Adult Social Care

No variations to report.

4.9 Performance, Policy and Partnership

Increased use of earmarked funding +£523k

Additional expenditure on buy backs of properties at Highmead and St. Josephs Road (£312k) to enable the Council to empty these sites, this will be funded from the future capital receipts of these sites.

Delays in the implementation of the revenues and benefits IT system have led to additional expenditure of £198k which will be funded from resources identified within the IT workplan.

Additional expenditure on the Euro bins project for housing waste (£13k) to be funded from earmarked reserves set aside for one off projects.

5. CAPITAL RESOURCES

5.1 The capital programme assumes that the Council will generate receipts of £6.7m from disposals of dwellings under the 'right to buy' legislation over the five years of the programme. Although useable 'Right To Buy' receipts received in 2005/06 totalled £1.8m and a similar figure is forecast for the current year, indications are that disposals will slow down even further than previously anticipated. There has been a drop of 30% in the number of applications this year. It seems doubtful there will be a revival in the current market trend so it is unlikely that the target included in the MTFP will be met. The report to Cabinet on the 8th November on the MTFP indicated a potential shortfall of £3m in usable RTB receipts. This will be addressed in considering the resources to be committed to new capital projects in the budget report to Council in February 2007.

5.2 The latest information on the Council's disposals programme (also reported to Cabinet in the 8th November MTFP report) shows that several key disposals have been withdrawn from the programme due to a number of difficulties and market factors. This leaves a shortfall of £2m in achieving the target in the MTFP. As above this will be addressed in the MTFP in the February budget report.

5.3 Section 106 monies currently available but not allocated are as follows:

Unapplied at 31/3/2006	£1,917k
Received 2006/07 to date	£226k

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. Paragraph 4 above refers to the planned use of Section 106 receipts totalling £439k for Education and other projects.

6. FINANCIAL OVERVIEW

In view of the unlikelihood of meeting the existing disposals targets for RTBs and other disposals it would be unsafe to allow for any additional resources to be committed at this stage. A review of the Council's 5 year capital programme is underway and will be reported to Cabinet and Council in February 2007.

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

	2006/07 Estimate	2007/08 Estimate	2008/9 Estimate	2009/10 Estimate	2010/11 Estimate	Total
	£000	£000	£000	£000	£000	£000
Latest Forecast	67,805	68,609	29,002	13,648	12,878	191,942
Prudential Indicator	70,464	44,517	23,816	13,578	12,778	165,153
Variance	-2,659	24,092	5,186	70	100	26,789

The variations can be analysed as follows:

	2006/07 Estimate	2007/08 Estimate	2008/9 Estimate	2009/10 Estimate	2010/11 Estimate	Total
	£000	£000	£000	£000	£000	£000
C/F from 2005/06	16,105	2,378	210	0	0	18,693
Variations agreed 1 st Quarter's monitor	-15,212	12,349	4,948	255	100	2,440
Additions approved by Cabinet	1,800	2,340				4,140
Variations &	-5,352	7,025	28	-185	0	1,516

slippage above Para 4						
Total	-2,659	24,092	5,186	70	100	26,789

Table 4- Capital Expenditure Indicator HRA

	2006/07 Estimate	2007/08 Estimate	2008/9 Estimate	2009/10 Estimate	2010/11 Estimate	Total
	£000	£000	£000	£000	£000	£000
Latest Forecast	14,826	15,120	16,100	17,250	14,622	77,918
Prudential Indicator	17,797	19,917	19,348	9,752	9,720	76,534
Variance	-2,971	-4,797	-3,248	7,498	4,902	1,384

The variations can be analysed as follows:

	2006/07 Estimate	2007/08 Estimate	2008/9 Estimate	2009/10 Estimate	2010/11 Estimate	Total
	£000	£000	£000	£000	£000	£000
C/F 2005/6	212		795			1,007
Variations agreed 1 st Quarter's monitor	-3,508	-4,797	-4,043	7,498	4,902	52
Slippage and variations analysed in Para.4	325					325
Variance	-2,971	-4,797	-3,248	7,498	4,902	1,384

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

	31/03/2007 Estimate	31/03/2008 Estimate	31/03/2009 Estimate
	£000	£000	£000
General Fund	185,618	193,495	190,448

HRA	41,188	47,105	48,205
Total CFR	226,806	240,600	238,653
Prudential Indicator	243,560	258,161	251,633
Variance	-16,754	-17,561	-12,980

The decrease is due to an accounting adjustment made in the 2005/06 accounts to reflect the latest guidance on the treatment of PFI projects. It relates to the notional value of assets transferred to the PFI operator and subsequent adjustments to the annual payments made under the contract (£10,990k) the other movement representing slippage in the programme. The only increase in borrowing requirement has been due to the additional works to triangle house (£250k). These figures exclude any additional borrowing requirement that may result from the ALMO accommodation project.

Table 6 – General Fund Ratio of Financing Costs

	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
Forecast	7.79	8.12	8.25
Prudential Indicator	7.79	8.12	8.25
Variance	0	0	0

Table 7 – HRA Ratio of Financing Costs

	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
Forecast	22.07	21.36	20.87
Prudential Indicator	22.07	21.36	20.87
Variance	0	0	0

There are no significant changes in the ratios of financing costs to the revenue stream.

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 £227m. No new long or short term borrowing was undertaken during the quarter, however an additional £5m long term borrowing at 4.05% was undertaken on the 9th November 2006. This is to take advantage of favourable interest rates. It 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 £58m on the 14th August.

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

2006/07 Indicator	Prudential Indicator
Max. Interest Rate Exposure on total debt	
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%
Max. Interest Rate Exposure on variable debt*	
Fixed rate as % of net debt	200%
Variable rate as % of net debt	50%
Maturity structure of fixed borrowing:	
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%
Maximum principal sums invested (364+ days)	£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 12th July 2006

CIPFA Prudential Code for Capital Finance

Monitoring returns from Departments

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
Current Funded Programme												
Education, Children's Services & Leisure	30,113	27,625	28,703	31,910	9,161	9,189	586	401	0	0	68,563	69,125
Environment, Street Scene & Parks	17,112	17,627	16,874	16,874	11,424	11,424	6,194	6,194	6,194	6,194	57,798	58,313
Finance & Corporate Resources	16,383	12,806	9,659	13,477	2,439	2,439	1,050	1,050	1,000	1,000	30,531	30,772
Health & Adult Social Care	5,195	5,195	3,207	3,207	2,600	2,600	2,670	2,670	2,670	2,670	16,342	16,342
Performance, Policy & Partnership	17,413	17,936	17,011	17,011	17,800	17,800	18,950	18,950	16,322	16,322	87,496	88,019
Leasing	1,442	1,442	1,250	1,250	1,650	1,650	1,633	1,633	1,314	1,314	7,289	7,289
Total Expenditure (see HRA/GF split below)	87,658	82,631	76,704	83,729	45,074	45,102	31,083	30,898	27,500	27,500	268,019	269,860
Less: Earmarked Resources	49,876	50,980	36,702	37,587	26,537	26,537	22,721	22,536	19,247	19,247	155,083	156,887
Expenditure met from general resources	37,782	31,651	40,002	46,142	18,537	18,565	8,362	8,362	8,253	8,253	112,936	112,973
Total Resources												
Memorandum Items												
HRA	14,501	14,826	15,120	15,120	16,100	16,100	17,250	17,250	14,622	14,622	77,593	77,918
GF	73,157	67,805	61,584	68,609	28,974	29,002	13,833	13,648	12,878	12,878	190,426	191,942

Appendix B

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

Quarter 2

Project/ Original Budget	Revised Budget (If diff.) & date agreed	Budget Status - RAG	Start / Finish dates	Project Details	Progress / Outcome	Service Priority	Progress Status - RAG
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.	White Young Green, external consultants from the new Framework Agreement, appointed May 2006. and progressing project design. Planning application submitted.	Asset Management Plan-Modernisation	Green
Chesterfield Infants School £2,335k	£1,977k	Green	November 2005/Autumn 2006	Major extension to provide Early Years Unit and remodelling of Infants Building including works to facilitate amalgamation with Junior School from September 2006 (new office, combined staffroom etc).	Early Years Unit and new headteacher's room , school office and staffroom completed in September 2006. Remaining works to be finished in Autumn Term.	Asset Management Plan-Modernisation	Green
Children's Centre Programme £3,754k	£4,014k	Red		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 – scheduled for completion by November 2006. Contractor for Galliard School project issued with Building Default Notice. Negotiations proceeding with alternative contractor. Timescale for completion of scheme still to be agreed.	Capital Needs arising from Early Years and Child Care Development	Red
General Sure Start Programme		Green		Major programme to provide 11 new Children's Centres across the	Work progressing on a number of schemes with the possibility	Capital Needs arising from Early	Green

2006/07 onwards £6,119k				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.	of using a prefabricated standard design module as used for the Garfield School Children's Centre.	Years and Child Care Development	
Edmonton Youth and Play Centre £500k				Refurbishment of Green Towers building to provide facility for youth and play centre.	Feasibility study completed and project design commissioned. Revenue budget pressures led to review of business case. Project now to be cancelled and resources reallocated.	Delivery of capital priorities of Leisure and Culture.	
Marsh House £676k	Green	October 2006/ February 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.	Tender approved and work to start shortly.	Delivery of Local Area Agreement flagship project for One Large Intervention on Child Poverty.	Green
Prudential Borrowing – Additional places at Durants and Oaktree Special Schools £4,000k	Green	March 2007/January 2008.		Project to provide additional special needs places in Borough through extensions to Durants and Oaktree Special Schools.	External consultants appointed for both projects. Detailed plans being prepared.	Asset Management Plan-Additional special school places.	Green
Kingsmead School Textiles/Food Technology £821k	Green	April 2006/August 2006		Remodelling of former Craft Block to facilitate delivery of National Curriculum in Textiles and Food Technology.	Scheme completed in August 2006.	Asset Management Plan-Additional pupil places.	Green
Oakthorpe Road Playing Field £447k	Red (see para 4.4 main)	June 2005/November 2005	£435k	New changing pavilion and upgrading of playing fields for use by Hazelwood Infants & Junior	Changing rooms completed September 2006. Playing field completed but not yet fully	Asset Management Plan-Modernisation	Amber

			report)		School and St Anne's Catholic High School.	established, to be ready by spring 2007.		
Salisbury School – Turin Road £6,000k	£8,800k July 2006	Green	July 2007/May 2008 .	Development to accommodate consolidation of Salisbury School as all through 6 form entry on Turin Road site.	School and St Anne's Catholic High School.	Cabinet approval secured to strategy to address the funding gap. Planning application being considered by Committee on November 30.	Asset Management Plan-Additional pupil places. (Linked to opening of City Academy).	Green
Suffolks Primary School Dining Hall £1,109k	£1,303k. Cabinet 12/7/06	Green	January 2007/October 2007	New multi purpose dining hall and kitchen.	School and St Anne's Catholic High School.	Bishop Stopford's School kitchen demolished in Summer 2006. Temporary dining facilities provided for Suffolks School for use from Autumn Term. Planning application being considered by Committee on 18 October. Programme under urgent further review by Design Team.	Asset Management Plan-Modernisation	Amber
Wilbury School – Targeted Capital £4,835k	£5,903k Cabinet 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.	School and St Anne's Catholic High School.	Work started August 2006.	Asset Management Plan-Modernisation	Green
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.	School and St Anne's Catholic High School.	Detailed design process started on agreed scheme. Planning application imminent.	Asset Management Plan-Modernisation	Green

Appendix B cont.

SCHEME PROGRESS MONITORING REPORT - ENVIRONMENT, STREET SCENE & PARKS

Quarter 2

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 ends December 06. Scheme complete. Scheme cancelled due to conflict with Holmsdale Tunnel. Funds for Ridgeway have been reallocated and approved by TFL. Schemes approved by the Cabinet Member for the Environment and Street Scene. Schemes in design stage to be implemented between January and 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"> • Carriageway • Footways • Verge and shrub beds 	<ul style="list-style-type: none"> • Programme complete. • In progress. Approved programme 95% complete. • Schemes to start on site in November 06. 	Upgrade & Improve the Condition of Enfield's Roads & Pavements & Safer Travel	Green

				<ul style="list-style-type: none"> • Partial Resurfacing • Highway Structures • Watercourses • Safety Fencing • Minor Improvements and Traffic Schemes • Rights of Way 	<ul style="list-style-type: none"> • Schemes complete. • Little Bury Street Bridge complete. • Turkey Brook bank stabilisation in design stage. • Stag Hill and Meridian Way to start on site in November 06. • Worlds End Lane, London Road and Kingsway schemes in feasibility stage. • Schemes in design stage, to start on site in November 06. 		
Highways Improvements 2006/7 (£5,000k)		Green	April '06 – June '07	<ul style="list-style-type: none"> • Carriageway • Footways • Partial Resurfacing • Highway Structures • Minor Improvements and Traffic Schemes 	<p>Programme commenced on site on Monday 25th September.</p> <p>Schemes in design stage, delay in start due to network coordination conflict with PFI street lighting.</p> <p>Schemes complete.</p> <p>Tenniswood Road footbridge in design stage.</p> <p>In design stage</p>	Upgrade & Improve the Condition of Enfield's Roads & Pavements & Safer Travel	Green
Highways Improvements 2007/8		Green	April '07 – March'08	Carriageway and Footway Resurfacing and Reconstruction 2007/8 programme	Programme to be developed Jan - March 07 based on road condition survey information and	Upgrade & Improve the Condition of Enfield's Roads &	Green

(£10,000k)						network co-ordination consideration.	Pavements & Safer Travel	
Broomfield Bridge repair (£333,000)	Green	April 2004 / March 2007	Reconstruction of footbridge over railway lines at Broomfield Lane.	Restoration 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	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 - February 2007	to undertake the refurbishment of children's playgrounds and associated toilets	to undertake the refurbishment of children's playgrounds and associated toilets	Refurbishment of children's playgrounds completed at:- <ul style="list-style-type: none"> • Boundary Playing Fields • Craig Park • Jubilee Park • Albany Park • Grovelands Park • Tatem Park 	Improving the quality of life in Enfield	Green	

Appendix B cont.
SCHEME PROGRESS MONITORING REPORT – FINANCE & CORPORATE RESOURCES

Quarter 2

Project/ Original Budget	Revised Budget (If diff.) & date agreed	Budget Status - RAG	Start / Finish dates	Project Details	Progress / Outcome	Service Priority	Progress Status - RAG
John Wilkes – Access Centre £1,326k		Green	Dec 05 / June 06	To establish a Revenue Benefits / Housing Needs Service Point.	Works completed, building occupied and operational.	To meet Council's Accommodation Strategy	Green
Access Centre – Civic Centre £1,559k		Green	Jan 07 / Autumn 07	Customer Service Access Point.	Tenders returned 1/11/06.	To meet Council's Accommodation Strategy	Green
Enfield Town Thomas Hardy House £3,405k		Red	Mid December 06 / Mid July 07	Provision of Cultural facility	Tenders opened 13 th October 2006. Budget under review together with Carnegie Library below	To meet Council's Accommodation Strategy	Green
Carnegie Library Enfield Town £ 2,139k		Red	Autumn 07 / Jan 09	Refurbishment of Central Library	Consultant appointed. Outline scheme in preparation. Status report being prepared for Jan 07 Cabinet. Budget under review and additional bid for capital resources is being made.	To meet Council's Accommodation Strategy	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.	To meet Council's Accommodation Strategy	Green
Montague Industrial Estate £ 490 k		Green	To programme	Improvements to the exterior of Montague Industrial Estate	Scheme Details under preparation.	To meet Council's Accommodation Strategy	Green

Capitalised R&M schemes in excess of £ 100 k						Maintenance of the Councils Assets	
Arnos Pool £750 k	Green	April 06 / Winter early 07	Refurbishment of swimming pool / leisure facilities / library	Works on site.		Green	
Forty Hall £ 120 k	Green	Spring 07 / Summer 07	Repairs including internal and external redecoration.	To be programmed for 2007/08.		Amber	
Civic Centre £ 137 k	Green	Autumn 06 / Spring 07	Replace the Building Management System	Works on site.		Green	
Civic Centre £ 175 k	Green	Winter 06/ Spring 07	Renew Humidifiers including energy initiatives in plant room.	Specification completed. Going out to tender Nov 06.		Green	
Civic Centre £ 100 k	Green	Winter 06/ Spring 07	Fire Resisting works to document elevator.	Scheme on hold.		Amber	
Enfield Business Centre £ 245 k	Green	Autumn 06/ Winter 07	Replacement air conditioning	Works on site.		Green	
58-60 Silver St £ 100 k	Green	Winter 06 / Spring 07	Repairs to structural frame including minor roofing replacement.	Specification in preparation.		Green	
Civic Centre £ 300 k	Green	Autumn 06 / Spring 07	Stainless Steel panels re-pointed A Block	Specification in preparation.		Green	

SCHEME PROGRESS MONITORING REPORT – PERFORMANCE, POLICY & PARTNERSHIP

Quarter 2

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	S: Apr 06 C: Mar 07	Development of new affordable housing & move-on accommodation	Pellipar Close (Hanover) due to complete November. 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	S: Mar 06 C: Mar 07	Various footway, street lighting and door entry improvements on four Housing Estates (totalling 29 blocks)	Footway and street lighting improvements complete. Tanners End door entry system complete. Cherry/Bouvier, St Mary's and Ladderswood all progressing satisfactorily	To improve the condition of housing estates	Green
Four Hills Balconies (£3,100k)		Green	S: Jan 06 C: Jun 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	S: Nov 06 C: Jan 08	Painting / window renewal / concrete & structural repair works	Letter of Acceptance to contractor being prepared	To improve the condition of housing stock	Green
Lift Modernisation Programme (£6,000k)		Green	S: Apr 06 C: Mar 09	Upgrading of lifts to meet current day standards of performance and reliability	Phase 1 (Wadham, Gilpin, Constable Bonnington & Gainsborough) all progressing on site	To improve the condition of housing stock	Green
Window Replacement Programme 2006/07 (£1,720k)		Green	S: Apr 06 C: Mar 07	Windows Improvement at various Estates to meet Decent Homes Standard	(1) Potters Bar flats 2 nd Stage consultation in progress. (2) Borough-wide contract (houses) on site. (3) Elsinge windows in design	To improve the condition of housing stock	Green

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MUNICIPAL YEAR 2006/2007 REPORT NO. **162**

MEETING TITLE AND DATE:

Cabinet
22 November 2006

REPORT OF:

Director of Performance,
Partnership and Policy

Agenda – Part: 1	Item: 8
Subject: Quarterly monitoring report of the Council's Improvement Plan (2006-2009) Wards: All	
Cabinet Members consulted Cllr. Zinkin	

Contact officer and telephone number:

Simon Tendeter
Head of Corporate Policy
020 8379 3186

1. EXECUTIVE SUMMARY

- 1.1. This is the second quarterly monitoring report of the revised Council Improvement Plan 2006 – 2009, which was adopted by full Council on 28 June 2006.
- 1.2. Appendix 1 covers progress on the Plan's implementation. It highlights issues of concern that have been considered by the Corporate Management Board and the actions being taken to address these.

2. RECOMMENDATIONS

- 2.1. Cabinet is asked to consider the Improvement Plan report included in Appendix 1.

3. BACKGROUND

- 3.1. The revised Council Improvement Plan 2006 – 2009 was approved by the Council on 28 June 2006. The document set out a monitoring framework which included monthly monitoring of critical success factors and key performance indicators by the Corporate Management Board (CMB),

consideration by the Strategic Leadership Forum (SLF) and quarterly monitoring of the whole plan by CMB and Cabinet.

3.2. The quarterly report of the whole plan uses a traffic light system to indicate the progress that is being made towards the achievement of the actions under the 'Putting Enfield First' aims and key objectives. It also shows how the Council is performing against all the Best Value Performance Indicators and local indicators. It highlights both significant achievements and areas of concern that need further consideration and potential intervention by the Council's executive leadership.

3.3. Appendix 1 contains the report to the CMB meeting held on 14 November 2006. Full copies of the tables that inform the report are available in Group offices.

4. ALTERNATIVE OPTIONS CONSIDERED

None. The Council is required to produce an Improvement Plan to demonstrate the steps it is taking to improve its services. The recommendations in this report are part of the reporting process for the Plan as approved by full Council.

5. REASONS FOR RECOMMENDATIONS

To enable effective Cabinet leadership of the Council's Improvement Plan.

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

6.1 Financial Implications

The implementation of the Improvement Plan also needs to be considered as part of the monthly financial monitoring process and in the review of the Council's Medium Term Financial Plan.

6.2 Legal Implications

The Council is required to produce a Performance Plan which gives a summary of our performance over the previous year and our priorities and targets for the present year. The Council has decided to integrate its Improvement Plan, which demonstrates the steps it is taking to improve its services, with the Performance Plan to ensure a comprehensive and integrated approach to implementing 'Putting Enfield First'. This report refers to the system of monitoring in place and the issues that have been highlighted for consideration by Cabinet.

7. PUTTING ENFIELD FIRST

The Improvement Plan has been adopted as the 'Putting Enfield First' Action Plan. It therefore sets out the key actions the Council will take to deliver the aims and objectives of the Corporate Strategy.

Background Papers

None

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MUNICIPAL YEAR 2006/2007 REPORT NO.**MEETING TITLE AND DATE:**

CMB Tuesday November 14th 2006
 Cabinet Wednesday November 22nd
 2006

REPORT OF:

Director of Performance Partnership
 and Policy

Contact officer and telephone number:
 Alison Trew 020 8379 4002
 E mail: alison.trew@enfield.gov.uk

Agenda - Part:	Item:
	Subject: Council Improvement Plan Quarterly Monitoring
	Wards: All
	Cabinet Member consulted: Councillor A. Zinkin

1. EXECUTIVE SUMMARY

- 1.1 This is the second quarterly monitoring report of the Council Improvement Plan for 2006 - 2007
- 1.2 The quarterly monitoring of the whole plan enables areas of concern and/or under-performance to be identified and remedial action instigated.
- 1.3 This quarter, departments have been asked to provide more detailed explanations of actions at red and to identify clear actions to improve performance and an appropriate timetable for improvement. Ongoing and potential risks to achieving the actions and targets have also been identified.
- 1.4 The narrative data gives information up to the end of October and the quantitative data covers the period June – September 2006.

2. RECOMMENDATIONS

That CMB:

- 2.1 Note and discuss the performance report
- 2.2 Consider if the actions indicated to improve performance are sufficient or whether further remedial action is required.

3. QUALITATIVE DATA**3.1. Background**

- 3.2.1 When the Council Improvement Plan Monitoring Report for April – June 2006 was discussed at the CMB meeting on 22nd August 2006, concerns were raised that, while reasons were given for poor performance, there was little information on the remedial actions that were in place or being developed to

improve performance and often there was no time scale to indicate when performance would be back on target.

- 3.2.2 It was agreed that for actions traffic lighted as red, a form should be completed which would indicate what corrective actions were in place or being developed, timescales for improvement and continuing or potential risks. This was implemented and this report summarises the main points for each action at red. The completed forms are included with the qualitative monitoring schedules for each of the six corporate aims.
- 3.2.3 At the end of the second quarter of 2006-2007, 41 (17.4%) of the plan's 235 actions are traffic lighted. The actions not traffic lighted are those where current performance data is not available or where changes to definitions and/or reporting requirements mean that the action is currently not being reported on. Of those actions that are traffic lighted 13 (6.7%) actions or parts of actions are indicated as red, an increase of 1 since the last report. 30 (15.5%) are at amber, 7 fewer than previously and 151 (77.8%) are green. The number of actions at green is lower than the previous report due mainly to delays in obtaining data, but green actions expressed as a percentage of the total traffic lighted actions remain stable.

3.2. Red

- 3.2.1 12 actions in the Improvement Plan are currently indicated as red. This comprises seven actions that have moved to red in this quarter and five actions that have remained at red.
- 3.2.2 The seven new actions at red are:
- *1a.i Year on year reduction in flytipping* – there has been a significant increase in the number of flytipping incidents this year and a reduction in enforcement actions. Actions being taken to improve performance include targeting hotspots with 'no dumping' signs and covert CCTV surveillance; engagement and support from the Safer Neighbourhoods Teams; encouraging Street Hawks volunteers to provide information and evidence. Implementation started by the end of October, but a reduction in flytipping of 30% per month will be required to achieve the target.
 - *1b.iv Improve 57,000 square metres of footway per year* – The total predicted for the end of 2006/07 is 28,315 square metres. This is because a conscious decision has been made to prioritise carriageway schemes rather than programming new footway schemes as the street lighting needs to be renewed before relaying the footway. No corrective action is planned, but there are robust monitoring measures for the delivery of the PFI contract. This target will be amended in the light of the Members' decision.
 - *2a.iii Reduce the % of schools causing concern* – the new inspection regime started in September 2005 identified many Enfield schools in good and better categories. In the academic year 2006/07 Ofsted is focusing on schools in satisfactory categories so a higher % of Enfield schools are likely to be evaluated as satisfactory this academic year. Improvement actions include implementing the DfES School Improvement Partner programme to provide

wider monitoring and challenge to school leaders; continuing implementation of the Good Schools Policy and Framework; sustained focus on national Strategy to support schools with the most pressing needs. All schools will be inspected in a 3 year cycle so the true picture will be clear when this has been completed. Changes to inspection framework and lack of consistence present a challenge to predicting outcomes.

- *4a.xxi Increase the number of people entering and sustaining drug treatment.* The Tier 3 service provider is under performing, newly defined 'other treatments' are not yet being recorded and strategies to reach problem drug users not in contact with services are under-developed. Actions planned include delivery of the Drug Intervention programme (DIP); increasing numbers of problem drug users from under-served groups entering treatment; development of a structured treatment service for misusers of stimulants; recruitment of a Business Development Manager to develop and manage new areas of business.
 - *5a.vi Ombudsman Complaints – finding of maladministration –* An exceptional Special Educational Needs case was treated as two cases of maladministration by the Local Government Ombudsman. This is the first such finding in Enfield for many years. This is considered to be a one-off case.
 - *5b.xvi No. of BVPI amendments following audit –* In contrast to previous years, the audit involved very detailed analysis of a small number of indicators and used the new key lines of enquiry which involve analysing systems, process and supporting evidence. To avoid this happening next year, greater emphasis will be placed on the importance of the compilation process at the regular compilers forum. Members of the Corporate Performance Management Group will undertake 'pre-audit audits' so that concerns can be identified and corrected prior to the audit.
 - *6e.xii Urgent repairs completed on time –* Monitoring of this indicator was interrupted between April and July by the migration of the computer system to iWorld and detailed monitoring of individual contractors was not possible. The increased volume of calls being received at the Repairs Centre continues to place pressures on staff and contractors. Contractor performance league tables are being produced and sent to contractors. Poor performance by contractors is being addressed. Training is being undertaken to ensure that staff are entering the data correctly. A new appointments system is being introduced which aims to increase the number of appointments made at first point of contact.
- 3.2.3 Actions remaining at red are:
- *2c.iv Improve attendance rates and tackle unauthorised absence –* Specific actions are in place to improve performance against this action. These include an Attendance Strategy Group to oversee and plan work contained in the Attendance Strategy; use of the DfES registration codes to improve consistency; identification and 'fast tracking' of persistent truants.

- *2f.i Number of library visits per 1000 population* – There was a real increase of 94,000 visitors in 2005/06 but this was not enough to reach the target. The Library and Museum Service Centre Plan includes a large number of actions aimed at increasing library visits. These include investigation of options for relocating Ponders End Library to the shopping centre with increased facilities; refurbishment of Enfield Central Library; ensure project plans for Thomas Hardy House are met. Decisions taken concerning the implementation of the Library Strategy will impact on improvement.
- *2f.iii No. of visits to Forty Hall Café* – A temporary café has been operating since July pending the refurbishment of the existing building. A contractor has now been appointed and project management arrangements are in place. There has been some slippage because of the specialist nature of the work and long lead times for supply of the catering equipment. The refurbished café is due to open in November.
- *3e.ii Increase the participation of adult problem drug users in drug treatment programmes* – Current performance is 70 below the target. The issues concern the service provider, Enfield Community Drug and Alcohol Service (ECDAS) and the number of referrals they are receiving. ECDAS are currently operating on a short term contract while a review of treatment provision in the borough is being undertaken. The Drug Action Team are looking at the possibility of further actions to improve performance and reviewing criteria to ensure that all those receiving treatment are included. The issues will be considered at the Safer Stronger Communities Board, DAT and Enfield Strategic partnership meetings in November and December.
- *5b.v Improve the speed of processing invoices* – Following the centralisation of invoice teams in each department, training and support from the SAP team and the backing of DMTs, performance improved greatly but is now static at 86%

3.3.1 Two actions have moved out of red. These are:

- *2b.iii No. of pupils excluded* – A strategy for children with behaviour difficulties is being developed which includes a section on reducing exclusion. Actions include tackling whole school organisation and curriculum issues; supporting staff in school to manage challenging behaviour and providing alternatives to exclusion. Performance has moved to amber.
- *3b.i Deliver the Community Safety Strategy* – Despite this being an extremely challenging target, performance is now on track as there has been a reduction of 8% in recorded crime compared to the target of 7.1% and is therefore indicated as green.

3.3. Amber

3.3.1 30 actions or parts of actions are currently indicated as amber. 16 actions or parts of actions have moved from green to amber this quarter, 11 remain at amber and 19 have moved from amber to green.

3.3.2 The actions that have moved to amber are:

- *1c. Street Lighting PFI* – The target of replacing 20% of the existing lighting stock p.a. is more than the contract specification for year 1. However the programme will be completed by the end of the 5-year period. The contractors will be able to get back on target quickly as EDF (the energy suppliers) are now installing cables at a faster rate.
- *1f.iii Prepare the Council's Core Strategy, Proposals Map and Sites Schedule Development Plan* – Work has fallen behind schedule due to an unforeseen and unpredictable quantity of regional and corporate work projects with over-riding priorities and deadlines. Skilled and experienced agency staff are being sought to cover the situation in the short term.
- *3c.v Introduce the Local Intervention Fire Education (LIFE) project into Enfield.* This is a diversionary activity scheme for young people which would be very beneficial if it could be run locally rather than sending young people to the nearest scheme in Islington. Suitable premises have been identified at the back of Edmonton Fire Station but funding is required to renovate them. The Fire Service is leading on securing the necessary funding to proceed with the project.
- *4b.v Children aged 10 and under 16 looked after in foster placements or placed for adoption* – Children placed in residential care have all tried and failed in foster care or have assessed needs that can only be met by residential care. A project is being developed to support foster carers in coping with increasing levels of challenging behaviour so that more children can be placed with local foster carers.
- *5a.i Provide improved and more conveniently located Access centres* – Completion date for the refurbishment of the Civic Centre reception area has slipped to 2007/08.
- *5a.ii Deliver the customer care fundamental service review action plan* – Changes need to be made as this action plan was linked to the Customer Service Strategy which is now being changed to an Access to Services Strategy. This is linked to the new key lines of enquiry for access to services. A draft Access to Service Strategy will be going out for consultation in December 2006, once approved by CMB and Members.
- *5f.i ESP receive a green rating from GOL* – Although GOL noted significant performance in crime reduction and liveability the ESP remains rated as amber-green.
- *6b.ii Programmes and access courses for people interested in training as childcare workers* – The Childcare Recruitment Development Co-Ordinator post is vacant. The JD has been revised and recruitment will take place as soon as possible

- *6b.vi Programme of projects to address worklessness* – Some projects have only recently received funding (including external) and people have to have been in full time employment for 13 weeks before they can be counted. A Job Brokerage Officer has been appointed to ensure efficient management of the process.
- *6e.i Reduce the number of households living in temporary accommodation by 2010/ the number of socially excluded 16-17 year olds in temporary accommodation* – Although there is an ongoing drop in the number of homelessness acceptances move-on accommodation in the private sector and other alternatives to temporary accommodation are only options. The Council has limited powers to compel people to take them. Further project work and a structural review are planned to focus frontline staff on achieving the target and reduce the number of people living in temporary accommodation by converting their tenancies into settled homes. A joint review by ECSL and Community Housing Services will look at the causes of young people becoming homeless and more appropriate interventions to reduce the number of cases in temporary accommodation.
- *6e.iii Key worker housing strategy* - There have been delays in producing the key worker research report which is central to the development of the key worker strategy. Discussions have taken place with Planning Policy to streamline the consultation process to speed up the completion of the strategy
- *6e.ix Reduce the number of vulnerable households living in non-decent private accommodation* The target will be set following benchmarking via a private sector sample house condition survey which will be completed in June 2007. However there is a shortage of specialist contractors to carry out the work.
- *6e.x Issue licences for Houses in Multiple occupation (HMOs)* – A report is due to go to Cabinet in December to address the issues of setting the fees and the fact that there is insufficient resourcing to deliver the action.
- *6f.vii Test purchasing (tobacco) to reduce sales to under-16s.* – Test purchasing is mainly driven by intelligence. Further test purchases will be undertaken in November and Spring 2007 and further advice given to retailers to assist them in avoiding underage sales.

4. PERFORMANCE INDICATOR DATA

- 4.1. The quantitative information gives performance data for the second quarter. For the first quarter, indicators were shown as “green” (where meeting the interim target) or “red” (where failing to meet target). For the second quarter, “amber” has been introduced where performance is short of the interim target, but where there is a good reason to believe the shortfall against target will be made good by the end of the financial year.
- 4.2. Of the 132 indicators, 83 (62.8%) are traffic lighted. Of these, 44 (53%) are at green, 10 (12%) are amber and 29 (35%) are at red. The high number of targets

not traffic lighted are primarily those where data is provided on an annual basis and data is not yet available.

4.3. Some areas to note:

- *BV 218a/b: Investigation and removal of abandoned vehicles* – Both indicators are currently red. However, a new contract has recently started (October 2006) and early indications suggest performance in the removal of vehicles has improved since the start of the contract.
- *BV109 & 82: Planning Applications and Recycling respectively*. Both areas continue to perform well against target with green status against each of the three indicators for processing planning applications and the indicators for the percentage of household waste sent for recycling and composting.
- *BV 45 & 46: Total Absence from Secondary and Primary Schools* – Provisional performance has missed target for both indicators (6.24% provisional absence against target of 5.5% in primary schools and 7.39% against 7.20% in secondary schools). A number of measures are being implemented to tackle absence, overseen and planned by the ECSL Attendance Strategy Group.
- *BV126/127/128 – Community Safety*. Domestic burglary and vehicle crime are within target, but robberies and violent crime exceed interim targets at the end of the second quarter. There are a number of police action plans in place to tackle these offences.
- *BV 9 Council Tax Collection* – Performance is marginally short of target (0.01%) but has recovered well following an IT system conversion earlier in the year. It is expected that the year-end target will be met.
- *BV 66A Proportion of Rent Collected* – Performance is slightly below the interim target. The service has set-up specialist rent collection teams and introduced welfare benefit support for rent collection at the commencement of the tenancy.
- *Telephone Response Times* – Monitoring conducted during weeks in July and October (based on system reports) showed that 95.5% and 96.8% of telephone calls were answered within 20 seconds in the respective periods (well above the 90% target).

5. ALTERNATIVE OPTIONS CONSIDERED

None, The Council has decided to produce an Improvement Plan to demonstrate the steps it is taking to improve its services. The recommendations in this report are part of the reporting process for the Plans as approved by full Council.

6. REASONS FOR RECOMMENDATIONS

To enable effective CMB management of the Council's Improvement Plan

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS

7.1. Financial Implications

The implementation of the Improvement Plan needs to be considered as part of the monthly financial monitoring process and in the review of the Council's Medium term Financial Plan

7.2. Legal Implications

The Council is required to produce a Performance Plan which gives a summary of our performance over the previous year and our priorities and targets for the present year. The Council has decided to integrate its Improvement Plan which demonstrates the steps it is taking to improve its services, with the performance Plan to ensure a comprehensive and integrated approach to implementing Putting Enfield First. This report refers to the system of monitoring in place and the issues that have been highlighted for consideration by CMB.

8. PUTTING ENFIELD FIRST

The Improvement Plan has been adopted as the Putting Enfield First Action Plan. It there

Background Papers

None

MUNICIPAL YEAR 2006/2007 REPORT NO. **163**

MEETING TITLE AND DATE:

Cabinet – 22nd November 2006

REPORT OF:

Director of Finance and
Corporate Resources

Contact officer and telephone number:

John Austin – 020 8379 4094

Agenda – Part: 1	Item: 9
Subject: Enfield Homes – Memorandum and Articles of Association Wards: All wards	
Cabinet Member consulted: Councillors Rye and Lavender	

1. EXECUTIVE SUMMARY

Cabinet on 11 October 2006 received a report from the Chief Executive (No. 128) summarising information previously reported in relation to the setting up of Enfield Homes, the Council's Arms Length Management Organisation for housing in Enfield. The report sought approval to the Memorandum and Articles of Association.

Cabinet had a number of queries in relation to the Memorandum and Articles of Association. This report seeks to respond to those queries, following a meeting between Council officers, the Council's legal advisors and Councillor Lavender, and asks Cabinet to now approve the Memorandum and Articles of Association.

2. RECOMMENDATIONS

- (a) Cabinet note the responses received following the queries at the meeting on 11th October 2006 and approve the Memorandum and Articles of Association circulated with the October agenda.
- (b) Cabinet note that a report on the financial control and governance arrangements will be submitted to a future meeting.

3. BACKGROUND

- 3.1 Cabinet on 11 October 2006 received a report from the Chief Executive (No. 128) summarising information previously reported in relation to the setting up of Enfield Homes, the Council's Arms Length Management Organisation for housing in Enfield. The report sought approval to the Memorandum and Articles of Association.
- 3.2 Cabinet had a number of queries in relation to the Memorandum and Articles of Association and, pending satisfactory responses, deferred approval. These queries were as follows.
- (a) Should the Memorandum include a general power to do any such thing as may be necessary for the business of the company.
 - (b) In the Articles, there were a number of square brackets that needed to be removed
 - (c) Was a board of 18 too large?
 - (d) Whilst there was provision in Article 13 for the composition of the board, there were no provisions as to the composition of sub-committees. However, powers can be delegated to sub-committees under Article 22. Not only could significant powers be delegated to sub-committees that may not be "balanced", but Article 22 allowed for decisions by a single member sub-committee.
 - (e) What safeguards are there to prevent the articles being altered without the consent of the Council?
 - (f) What controls are there on the borrowing powers in clause 22?
 - (g) That a report detailing proposed financial control and governance be presented to a future meeting.
- 3.3 A meeting was held on 8th November between Councillor Lavender, Council officers and the Council's legal advisors for the ALMO (Trowers and Hamlin) to discuss the issues (a) – (f) above.
- 3.4 The following was agreed at that meeting. It follows the same order as above:
- (a) & (f) Clause 6 of the memorandum requires the ALMO to obtain the council's prior written consent before entering into any borrowing or any arrangements that are equivalent to borrowing. The Management Agreement will also contain controls on borrowing. The powers clause gives the ALMO wide powers but they can only be used to achieve the objects set out in the memorandum. They are therefore limited by the objects. There will be further

controls in the Management Agreement particularly around the finances of the ALMO.

(b) The square brackets have been removed.

(c) Clarification was given to why the council has opted for 18 board members. This is to allow appropriate representation of both tenants and leaseholders within an equal composition of residents, independent members and councillors. It also provides a sufficient pool of Board members to cover the workload required in the various sub-groups in preparation for the ALMO.

(d) This clause will be amended

(e) The council as the sole “shareholder” of the company is the only body that is able to amend the Memorandum and Articles.

(f) See (a) above

(g) see paragraph 3.5 below

3.5 Paragraph 3.2 (g) above refers to a future report on the proposed financial and governance arrangements to be agreed between the Council and Enfield Homes. A considerable amount of detailed work has still to be undertaken to finalise the financial and governance arrangements pertaining to the ALMO and to ensure that the Council’s requirements are included in the Management Agreement. The intention is to bring a report to Cabinet in the new year, to seek formal approval to the arrangements.

4. ALTERNATIVE OPTIONS CONSIDERED

No alternatives were considered. The meeting was required to clarify issues raised by Cabinet.

5. REASONS FOR RECOMMENDATIONS

To clarify the issues raised by Cabinet.

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

6.1 Financial Implications

This report seeks to clarify queries arising from the report presented to Cabinet on 11 October. There are no specific financial implications in this report.

6.2 Legal Implications

These are contained within the body of the report.

7. PUTTING ENFIELD FIRST

Supporting the delivery of excellent services

Background Papers

Cabinet Report and minute dated 11 October 2006.

MUNICIPAL YEAR 2006/2007 REPORT NO. **142**

MEETING TITLE AND DATE:

Cabinet – 22.11.2006

REPORT OF:

Director of Performance,
Partnership & Policy

Agenda – Part: 1

Item: 10

**Subject: Establishment of Posts of Chief Executive and Director of Finance and Resources for the Enfield Homes ALMO.
Wards: ALL**

Cabinet Member consulted: Cllr Laban

Contact officer and telephone number:

Stewart Holton Tel: 0208 379 4603

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1. EXECUTIVE SUMMARY

The Enfield Homes Arms Length Management Organisation is scheduled to go live on 1st April 2007. The Chief Executive and Director of Finance and Resources are key posts to lead the organisation and keep it financially sound.

Approval is sought in this report to the establishment of these two posts.

2. RECOMMENDATIONS

Cabinet is asked to:

- Approve the establishment of the posts of Chief Executive and Director of Finance and Resources for the Enfield Homes ALMO.

3. BACKGROUND

- 3.1 Enfield Homes is an Arms Length Management Organisation being set up by the local authority to manage its housing stock, with a Board of Directors involving tenants, local authority nominees and independent members. Its primary objectives will be to achieve the Decent Homes Standard for every home it manages and to deliver high quality housing services to tenants and leaseholders.
- 3.2 A bid for £147 million was made to the Government in July 2006 for a place on the ALMO Round 6 programme. The provisional outcome of the bid has not yet been received. The release of the funds will be dependent on a successful inspection in late 2007.
- 3.3 To facilitate the ALMO being operational for a sufficient period to develop and embed the necessary service improvements and enable the required inspection rating of at least two stars, Enfield Homes is scheduled to go live in April 2007. Preparations are being made to allow this to happen.
- 3.4 Recruitment as early as possible to the key posts of Chief Executive and Director of Finance and Resources will be pivotal to the success of the ALMO, its ability to satisfy the two star inspection rating, and to access ALMO funds from the Government.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Alternative options to setting up an ALMO to manage and improve housing services and stock had previously been considered. Once the commitment to the creation of an ALMO had been made, there were no real alternatives to the establishment of the key posts of Chief Executive and Director of Finance and Resources.

5. REASONS FOR RECOMMENDATIONS

- 5.1 A key component in the role of the Chief Executive will be leading the management team and staff of Enfield Homes to achieve its strategic and operational objectives, the Decent Homes Programme, and at least a two star rating. He/she will also act as lead adviser to the Enfield Homes Board on strategic policy, operational and governance issues, and forming links with the Council and other organisations to ensure effective partnership working. Other vital responsibilities will be achieving the Enfield Homes Delivery Plan, continuous review and improvement of all services to ensure they deliver best value, promoting and ensuring the involvement of residents and other stakeholders in the planning, delivery and monitoring of services, and contributing productively to the development of sustainable communities.

- 5.2 The person recruited will need to be capable of providing successful leadership in an environment of significant change and critical requirements for improvement and programme delivery within limited timescales. He/she will need the skills to deal with the governance, interface and partnership issues of a company working at arms length from the Council, and the ability to work closely with residents and other stakeholders in achieving the ALMO's aims. He/she will be responsible for around 330 staff, a revenue turnover of £30 million, and capital investment of up to £40 million per year.
- 5.3 The Chief Executive will therefore have a significant set of responsibilities and require a varied range of skills to do the job effectively. Advice has been taken from recruitment consultants on the salary range needed to attract and retain a suitably skilled and experienced candidate, and comparisons made with other ALMO Chief Executive recruitments. A prospective salary in the range £100,000 to £115,000 is proposed.
- 5.4 The role of Director of Finance and Resources in the Senior Management Team embraces activities vital to the governance, organisational health and overall success of the company. First and foremost he/she will be responsible for the organisation's financial management and control, maximising value for money, and acting as the primary interface with senior council finance officers on finance issues. He/she will also have overall responsibility for ensuring that the company complies with all statutory requirements in relation to taxation and accounting. The Director's other key responsibilities will be the organisation's Human Resources and IT functions and the interface with Council and external providers.
- 5.5 The person recruited will need to be professionally qualified in finance and demonstrate a successful track record in managing significant, complex budgets and delivering improved value for money. He/she will need appropriate experience to ensure the company accounts and company taxation activities are adequately covered, and the necessary breadth of skills to lead also on the company's Human Resources and IT functions. He/she will be responsible for the management of a revenue turnover of £30 million. Expenditure on capital works to meet the decent homes standard is expected to total around £40 million per year.
- 5.6 Advice from the recruitment consultants and comparisons with other ALMO Director of Finance/Resources recruitments suggests a salary range of £75,000 to £90,000 as appropriate to attract and retain a suitable skilled candidate.

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

6.1 Financial Implications

The management structure of the ALMO is not yet complete but it is essential to establish these two key posts. The total cost of these two posts is estimated to be up to £260k. These posts will be funded from the management fee paid to the ALMO from Housing Revenue Account resources. Work is continuing to develop the management structure and the costs will be contained within available HRA resources.

6.2 Legal Implications

The role of the Chief Executive and Director of Finance will in the interim be employees of the Council until the transfer to the ALMO in April 2007. Any creation of posts must be in accordance with the Constitution (Employment Procedure Rules) and only after full and robust consultation with Human Resources and where applicable with Trade Unions.

6.3 Comments of the Head of Human Resources

The proposals relating to the creation of the posts are in line with normal Council terms and conditions and prevailing market salary levels for jobs of this nature.

7. PERFORMANCE MANAGEMENT IMPLICATIONS

- 7.1 The establishment and appointment of a Chief Executive and Director of Finance and Resources are essential milestones in the programme of preparation needed to make Enfield Homes a viable and successful operation.

8. PUTTING ENFIELD FIRST

- 8.1 The primary objectives of Enfield Homes are to achieve the Decent Homes Standard for every home it manages and to deliver high quality services to tenants and leaseholders. The establishment of these two posts will be an important step in the successful development of Enfield Homes and the achievement of these aims. This will also help to promote the Enfield First corporate strategy, in particular key objective 6 (f) to “develop new ways to improve housing conditions in the public and private sectors”, as part of the overall aim for Enfield to be “economically successful and socially inclusive”.

Background Papers

Where located

Contact

ALMO Development files

Civic Centre 10th Floor

Stewart Holton

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MUNICIPAL YEAR 2006/2007 REPORT NO. **165**

MEETING TITLE AND DATE:

Cabinet Report – 22.11.06

REPORT OF:

Assistant Director Human Resources

Contact officer and telephone number:

Tim Strong – 020 8379 4141

Agenda - Part: 1**Item:** 11**Subject:**

Review of Senior Managers' Salary Structure

Wards:**Cabinet Member Consulted:** Cllr Rye

Email: Timothy.Strong@enfield.gov.uk

1. EXECUTIVE SUMMARY

This report reviews the Council's current salary provisions for Chief Officer and Senior Manager posts across the Council. It proposes some revisions to the current provisions as well as the adoption of a performance related pay model which will establish a direct link between an individual's appraised level of performance and progression through the appropriate salary range.

2. RECOMMENDATIONS

That Cabinet agree

- a) the adoption of performance related pay arrangements for Chief Officers and other Senior Managers;
- b) the adoption of the salary ranges set out in Appendix 1 for Chief Officers and other Senior Manager posts with effect from 1 December 2006 which are in line with median market levels.

3. BACKGROUND

- 3.1 The Council's Chief Officers' salary structure was reviewed in 2003 when an interim arrangement was implemented following the adoption of the new organisational structure of the Council. That review was necessary to bring the then salary ranges for Chief Officers in line with upper quartile market rates across London as indicated by the Chief

Officers' Pay and Benefits' Survey compiled by London Councils (formerly ALG) in September 2002.

- 3.2 Since the original review, the increasing London-wide demand for high calibre managers with the capability to develop and deliver continually improving cost effective services has resulted in a further tightening of the recruitment market and a corresponding upward pressure on salary levels across London. Hay benchmarking data for local government, reported salary levels and recent press advertisements for a variety of Chief Officer/Senior Manager vacancies across London Councils (set out in Appendix B) all indicate salary levels that are significantly higher than the Council's current salary ranges which have now fallen below the benchmark median.
- 3.3 The need to address this has been recognised by Members in setting the base budget for 2007 and the medium term plan. To date, to ensure the Council is able to retain staff it has become increasingly necessary to augment salaries with a range of market factor salary supplements and other ad hoc payments. To continue with this policy would expose the Council to an increasing risk of an equal value challenge.
- 3.4 While the original review brought salaries in line with those in other London Boroughs, it did not address the fact that for a number of years the Council had not had any objective analytical method for determining the relative gradings of senior management roles across the Council. This lack of objectivity now leaves the Council exposed to a risk of an equal value challenge.
- 3.5 Against this background and with advice from the Hay group, work has been ongoing to develop a salary structure for Chief Officers and other Senior Managers that would not only support the recruitment and retention of good calibre managers, but would also link pay progression to individual performance and motivate and incentivise managers to continually strive to improve both the efficiency and the quality of the services they manage.
- 3.6 To address all the above issues, the revised pay and grading structure will need to
 - i. attract and retain good quality staff;
 - ii. ensure that the pay levels are in line with the median of other London Boroughs and competitive in the relevant recruitment markets;
 - iii. ensure that reward is based solely on the extent to which individual managers have delivered the agreed corporate and service objectives;

- iv) incentivise staff to maintain high levels of performance even when the maximum of the consolidated grade has been reached;
- v) minimise the risk to the Council of an equal value challenge.

3.7 The Hay Group is a leading company in the field of staff remuneration. The Hay approach to job evaluation has already been adopted by a number of other London Boroughs e.g. Westminster, Barnet, Camden, Bromley, Southwark etc as an appropriate method for objectively justifying the relative gradings of staff. Unlike other job evaluation schemes currently in use, the Hay scheme does not rely on numbers of staff managed as a measure of the size of the job. Using the Hay scheme, all Chief Officer and other Senior Manager jobs have been evaluated by Hay staff and in house teams trained in the application of the Hay evaluation scheme, to determine the appropriate grade levels, while independently compiled Hay benchmarking data and salary data drawn from recent London Borough job advertisements have been used as a basis for establishing appropriate salary ranges. The salary ranges proposed are aligned with the median salary ranges as indicated by the Hay benchmarking data and are set out in Appendix A. Setting salary ranges at the market median, rather than the upper quartile is considered to be a reasonable approach given the current circumstances.

3.8 The new salary ranges will have two parts, a lower part where performance related salary progression is consolidated and upper range which offers the opportunity for staff who perform exceptionally to receive a performance payment. This payment will not be consolidated into the basic salary and will only be paid where performance exceeds expectations.

3.9 Progression through the salary ranges and any performance payments will be determined solely by appraised performance. The current time served incremental progression currently enjoyed by some Senior Managers will be ended.

3.10 Assimilation to the new grades will in general subsume all other payments currently made and will be accompanied by variations to Senior Managers' conditions of employment which will withdraw the right to take time off in lieu under the current flexible working arrangements, where this still applies and will require participation in the civil contingency emergency planning rota.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Retain current pay and grading arrangements. This would be likely to create both recruitment and retention problems for the Council which in time would have a detrimental impact on service provision.

- 4.2 Continue with the current policy of addressing recruitment and retention issues through the application of market supplements and other ad hoc payments. This option not considered viable for the reasons outlined in the report.

5. REASONS FOR RECOMMENDATIONS

The recommendations made are those considered necessary and proportionate to ensure the Council is able to attract and retain good quality staff. The recommendation will also make a significant contribution to changing the organisational culture of the Council by establishing a direct link between the performance of senior managers and their pay progression. This will aid the embedding of performance management practices into the corporate culture.

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

6.1 Financial Implications

6.1.1 The additional net cost to the General Fund of the proposals set out in this report are estimated at £625k in a full year at 2007/08 prices. However, this will be affected by the implementation of the proposals and the specific grades and spinal column points attributed to individual posts.

6.1.2 The estimated costs are after taking into account:

- The budget provision for the relevant staff for emergency planning standby as these payments will be subsumed within the new salary grades;
- Existing budget provisions set aside to fund current market supplements and honoraria;
- An assessment of the extent to which costs can recharged outside the General Fund e.g. the capital programme, the HRA and the Schools Budget and grant funded programmes. In total, this is estimated at approx. £50k. This level of recharge could potentially be higher than this once the effect of the allocation of central support costs is taken into account.

6.1.3 It should be noted that the cost of implementation will be phased in over a number of years. There is some provision in the budget (£284k in a full year) that will meet part of the cost of implementing the pay scales. The ultimate net impact on the budget could therefore be of the order of £341k in future years.

6.1.4 Given that the effect of the proposals will be phased in and will be influenced by the implementation arrangements, CMB is of the view that this cost can be met from within existing departmental budgets.

6.1.5 It should be noted that the costings assume that the performance related element of the proposals would be self funding, though further work is needed to develop the mechanism by which this can be achieved.

6.2 Legal Implications

The Local Government Act 1972 empowers the Council to appoint and remunerate such officers as it thinks fit for the proper discharge of its functions. Adoption of the recommendations set out in paragraph 2(a) and (b) will assist the Council in attracting and retaining high calibre managers who can contribute to the implementation of the council's best value obligations. Further, adoption of the recommendations will reduce the Council's potential exposure to equal value claims.

7. PUTTING ENFIELD FIRST

The recommendations will contribute to the delivery of excellent success.

Background Papers

Appendix A

Proposed Grading Structures – Senior Managers

Grade	Current Range	Proposed Salary Range	Public Sector Upper Quartile Include PRP
		85% consolidated 100% non-consolidated	
Chief Executive	£142,382 - £160,514	£153k → £180k + up to 10% PRP	£238
Directors	£99,665 - £112,286	£110k → £130k + up to 10% PRP	£168
Assistant Directors	£74,966 - £85,910	£84k → £98k + up to 10% PRP	£110
	AD1	£75k → £88k + up to 10% PRP	
	AD2	£67k → £79k + up to 10% PRP	
	AD3		
Head of Service	£50,601 - £53,049	£51k → £60k + up to 10% PRP	N/A
	HOS1		
	£47,334 - £53,049	£47k → £54k + up to 10% PRP	
	HOS2		
SM5			
SM4/5			

Recently Reported and Advertised Salary Levels for Chief Officers

<u>Chief Executive Posts</u>		
	Barnet	£180k + PRP
	Haringey	£180k + PRP
	Wandsworth	£204k + PRP
	Camden	£180k + PRP
	Brent	£180k + PRP
	Bromley	£184k + PRP
	Harrow	£167k + PRP
	Havering	£160k + PRP

Typically 20% PRP in addition to basic salary

Director Posts

Deputy Chief Executive – Brent Environment	£150k
Director of Schools & Learning – Westminster City Council	£130k
Director of Adult, Culture & Community Services – Haringey	£125k
Director of Urban Environment – Haringey	£130k
Deputy Director of Children & Family Services – Hillingdon	£120k
Director of Adult & Community Services – Barking & Dagenham	£125k
Director of Children Services & Learning – Hounslow	£125k
Directors – Barnet	£135k
Directors – Wandsworth	£150k
Directors – Bexley	£150k
Directors – Camden	£145k
Director of Finance – Kingston	£130k
Executive Director – Urban Living – Harrow	£130k
Executive Director – Children & Family Services – Kensington & Chelsea	£133k
Executive Director – Finance – Lambeth	£130k

Typically 20% PRP in addition to basic salary

Assistant Director Level Posts

Director – Children & Young People Services – Bromley	£110k
Assistant Chief Executive – Policy & Communication – Waltham Forest	£90k
Business Effectiveness Director – Ealing	£82k
Director of Strategy & Commissioning – Islington	£89k
Assistant Chief Executive (Organisational Development) - Hammersmith & Fulham	£98k
Deputy Director – Schools Standards - Haringey	£88k
Assistant Chief Executive – Legal Services – Hounslow	£100k
Director Legal & Democratic Services – Lambeth	£100k
Director of Community Protection – Westminster	£90k
Director of Housing – Westminster	£105k
Deputy Town Clerk – Corporation of London	£107k
Service Director – Adult Support Services – Ealing	£100k
Deputy Director of Finance – Brent	£88
Head of strategy, Commissioning & Performance – Newham	£93k
Head of Safeguarding – Hillingdon	£90k

Head of Education for Communities – Waltham Forest	£84k
Head of Strategic Housing & Regulatory Services – Lewisham	£85k
Assistant Director, Specialist Children Services & - Safeguarding – Southwark	£100k
Head of Adults Services – Newham	£95k
Service Head, Children's Social Care – Tower Hamlets	£95k
Service Head, Strategy Commissioning & Partnership – Tower Hamlets	£95k
Deputy Head of Adult Services	£81k
Head of Adult Commissioning – Barking & Dagenham	£86k
Assistant Director of Social Services (Community Care) – Wandsworth	£103k
Assistant Director Corporate Programmes & Facilities Management - Hackney	£90k
Executive Head Policy & Communication – Sutton	£87k
Head of Adult Social Care – Lewisham	£85k
Assistant Director Human Resources – Ealing	£82k
Assistant Director – Finance, Business Management – Westminster	£90k
Service Head Strategy Commissioning & Partnerships – Tower Hamlets	£95k
Head of ICT – Hounslow	£80k
Assistant Director – Resources & Planning – Hounslow	£80k
Assistant Director – Young Persons & Community Learning – Hounslow	£90k
Chief Planning & Regeneration Officer – Redbridge	£85k
Assistant Director – Access & Inclusion – Camden	£95k
Chief Personnel Officer – Redbridge	£90k
Assistant Director (Resources) – Children Service Department - Hammersmith & Fulham	£83k
Head of Strategic Finance – Waltham Forest	£96k
Head of Legal Services – Tower Hamlets	£109k
Head of IT – Brent	£85k
Head of Audit – Wandsworth	£92k
Service Head – Street Management – Tower Hamlets	£85k
Head of Public Relation – Newham	£92k
Head of Older Peoples Services – Hillingdon	£80k
Head of Adult Services – Hillingdon	£80k
Service Head – Major Project Development – Tower Hamlets	£85k
Assistant Finance Director – Southwark	£86k
Head of Customer First – Hammersmith & Fulham	£95k
Assistant Director Social Services, Community Care – Wandsworth	£95k
Divisional Director – Culture – Croydon	£80k
Finance Divisional Director – Corporate Finance – Lambeth	£86k
Director of Property Services – Harrow	£105k
Director of Human Resources – Tower Hamlets	£109k
Director of Human Resources – Corporation of London	£90k

Typically 10% PRP in addition to basic salary

Data mainly drawn from London Councils – job vacancy Pay Monitor

AGENDA ITEM 14**THE CABINET**

List of Items for Future Cabinet Meetings
(NOTE: The items listed below are subject to change.)

MUNICIPAL YEAR 2006/07

13 DECEMBER 2006

- 1. October 2006 Revenue Monitoring Report** Mark McLaughlin
Cllr Lavender

This will seek approval of the revenue monitoring position at the end of October 2006 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2029)**

- 2. Future Management Arrangements for Enfield Leisure Centres** Mark McLaughlin
Cllr Lavender

This will seek Cabinet's agreement to the above (Part 1) **(Key decision – reference number 2074)**

- 3. Compulsory Licensing of higher Risk Houses in Multiple Occupation (HMOs)** Ray James
Cllr Laban

This will seek approval of fees and proposed arrangements. (Part 1) **(Key decision – reference number 2044)**

- 4. Palace Gardens Car Park** John Pryor
Cllr Neville

To consider the transfer of the maintenance and management of the Palace Gardens Car Park. (Parts 1 and 2) **(Key decision – reference number 936)**

- 5. Property Strategy Next Phases (Service Portfolios)** Mark McLaughlin
Cllr Lavender

This sets out a potential programme for taking forward next tranche of service based reviews. (Part 1) **(Key decision – reference number 1052)**

- 6. Corporate Facilities Management** Mark McLaughlin
Cllr Lavender

This will consider the Council's non-schools operational portfolio and recommend a programme to implement a whole Council strategy including

the introduction of a Corporate Landlord model. (Part 1) **(Key decision – reference number 1037)**

7. **Enfield Town Phase 3 – Carnegie Library and Associated Holdings** Mark McLaughlin
Cllr Lavender

This will consider Proposals for the refurbishment of the Carnegie Library and property proposals for associated holdings. (Part 1 and 2) **(Key decision – reference number 2088)**

8. **Asset Management Plan – Disposals Programme Update** Mark McLaughlin
Cllr Lavender

This provides updated information and seeks consideration of sites / properties identified for disposal to fund the Council's Capital Expenditure Programme. (Part 1) **(Key decision – reference number 2089)**

9. **New Resident Publication** Ann Pennell
Cllr Zinkin

This seeks approval to produce a new resident publication bi-monthly and distributed to all homes. (Part 1) **(Key decision – reference number 2090)**

10. **Enfield Homes Resident Involvement Strategy** Ann Pennell
Cllr Laban

This will provide information on the development of Enfield Homes resident involvement strategy and to endorse the visions and objectives of the strategy and process for the finalisation of the strategy. (Part 1) **(Key decision – reference number 2091)**

18 JANUARY 2007

1. **November 2006 Revenue Monitoring Report** Mark McLaughlin
Cllr Lavender

This will seek approval of the revenue monitoring position at the end of November 2006 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2049)**

2. **Future Management and Operation of the Council's Fleet** Mark McLaughlin
Cllr Lavender

This will detail post evaluation selection of the London Borough of Enfield's preferred partner/partners for management and operation of its fleet. (Part 1) **(Key decision – reference number 2010)**

3. **Dog Control Orders** John Pryor
Cllr Neville

This will seek approval to implement Dog Control Orders within the borough.
(Part 1) **(Key decision – reference number 2083)**

4. **Honeysuckle House** Ray James
Cllr Barker

This will consider future options at Honeysuckle House. (Part 2) **(Key decision – reference number 1086)**

5. **Edmonton Green/Angel Area Report** Mark McLaughlin
Cllr Lavender

This will relate to two sites, rather than an area review. (Part 1) **(to replace Key decision – reference number 1042)**

6. **Report on De-Urbanisation** Mark McLaughlin
Cllr Lavender

(Part 1) **(Key decision – reference number tbc)**

7. **Report on the Council's Historic Buildings Portfolio** Mark McLaughlin
Cllr Lavender

(Part 1) **(Key decision – reference number tbc)**

7 FEBRUARY 2007

28 FEBRUARY 2007

1. **December 2006 Revenue Monitoring Report** Mark McLaughlin
Cllr Lavender

This will seek approval of the revenue monitoring position at the end of December 2006 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2067)**

2. **Capital Monitoring and Prudential Indicator Report Third Quarter** Mark McLaughlin
Cllr Lavender

This will seek approval of the capital monitoring position at the end of November 2006 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2066)**

3. **Quarterly Monitoring Report of the Council's Improvement Plan (2006-2009)** Rob Leak
Cllr Zinkin

This will present the Council Improvement Plan quarterly monitoring report and consider the actions proposed to improve performance. (Part 1) **(Key decision – reference number 2086)**

4. The Council's Community Cohesion Strategy

Ann Pennell
Cllr Zinkin

This will consider the Council's draft Community Cohesion Strategy and recommend its adoption by full Council. (Part 1) **(Key decision – reference number tbc)**

22 MARCH 2007

1. January 2007 Revenue Monitoring Report

Mark McLaughlin
Cllr Lavender

This will seek approval of the revenue monitoring position at the end of January 2007 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 2087)**

18 APRIL 2007

1. February 2007 Revenue Monitoring Report

Mark McLaughlin
Cllr Lavender

This will seek approval of the revenue monitoring position at the end of February 2007 actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

2 MAY 2007

CABINET - 1.11.2006

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 1 NOVEMBER 2006****COUNCILLORS**

PRESENT Michael Rye (Leader of the Council), Michael Lavender (Deputy Leader of the Council/Finance and Resources), Ertan Hurer (Community Safety & the Voluntary Sector), John Jackson (Sustainable Communities and Employment), Paul McCannah (Leisure, Culture and Olympics 2012), Terence Neville (Environment and Street Scene), Ann Zinkin (Corporate Strategy and Communications), Alan Barker (Adult Social Services) and Robert Hayward ((Chairman of the Special Projects Scrutiny Panel))

ABSENT Matthew Laban (Housing) and Glynis Vince (Education & Children's Services)

OFFICERS: Gary Barnes (Assistant Director of Environment, Street Scene and Parks (Contracts)), Ray James (Director of Health and Adult Social Care), Rob Leak (Chief Executive), Peter Lewis (Director of Education, Children's Services and Leisure), Mark McLaughlin (Director of Finance and Corporate Resources), Ann Pennell (Director of Performance, Partnership & Policy), John Pryor (Director of Environment, Street Scene and Parks), David Tullis (Assistant Director - Finance & Corporate Resources) and Sharon Gordon (Enfield Strategic Partnership Manager)

Also Attending:**100****URGENT ITEMS**

There were no urgent items to consider at the meeting.

101**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Neville and Vince.

102**DECLARATION OF INTERESTS**

There were no declarations of interest.

103**DEPUTATIONS AND PETITIONS**

CABINET - 1.11.2006

There were no deputations or petitions to consider at the meeting.

**104
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY
COMMITTEE/SCRUTINY PANELS**

Councillor Robert Hayward (Chairman of the Special Projects Scrutiny Panel) introduced the reference form the Special Projects Scrutiny Panel concerning the decision to implement revised car parking charges. The implementation of the proposals had been delegated to the Director of Environment, Street Scene and Parks after the end of the consultation period.

NOTED that the Panel requested that implementation of the scheme be delayed until the start of the new financial year. Concerns were raised at the Special Projects Scrutiny Panel meeting by members, the public, and representatives from Enfield Business and Retailers Association (EBRA) that as the Panel is exploring many of the issues associated with parking charge and penalty charge systems, the car parking budget and value for money and options for the use of surpluses, the outcomes might result in alternative recommendations to Cabinet. The planned timescale for this work is within the next few months and that implementation of the current scheme would pre-empt the scrutiny.

Councillor Hayward highlighted:

1. the EBRA proposal to introduce a 15 minute free parking period.
2. That Councillor Neville was willing to consider this proposal as part of the proposed parking review.
3. It was suggested that any income lost by delaying implementation could be recouped in the future.

Councillor Rye confirmed that parking charges had not increased for 3 years. The proposed scheme had a number of benefits, only 2 coins were now needed to buy a ticket, standardised charges had been introduced across the borough and unexpired time on tickets could be used at other locations.

He advised that a review of parking had been confirmed and this would be completed by July 2007. Scrutiny would be involved in the consultation process and Councillor Neville would consider the proposals of the Special Projects Scrutiny Panel.

DECISION:

1. to note the reference from the Special Projects Scrutiny Panel.
2. that Scrutiny be involved in the proposed parking review, scheduled to be completed in July 2007.
3. that the proposal relating to free short term parking be considered as part of the review.

105

PROGRESS REPORT ON BUDGET PREPARATION FOR 2007/08 AND REVIEW OF THE MEDIUM TERM FINANCIAL PLAN

Councillor Rye (Leader of the Council) introduced the report of the Director of Finance and Corporate Resources (No. 139) outlining the progress made to date in the preparation of the 2007/08 budget and the review of the medium term financial plan. It sets out the resources that are likely to be available to fund new spending needs from 2007/08 onwards and some of the key issues that will influence the plans.

Alternative Options Considered:

none.

DECISION:

1. To note the information available to date on the revenue and capital resources likely to be available to the Council for the medium term financial plan.
2. To delegate approval of the format and contents of the budget consultation paper to the Director of Finance & Corporate Resources, in consultation with the Leader and Deputy Leader.

Reason: To ensure that Members are aware of the progress made to date with the 2007/08 budget and the review of the medium term capital and revenue plans.

106

ENFIELD LEISURE CENTRES LIMITED (IN LIQUIDATION): UPDATE

NOTED that the item had been withdrawn from the agenda as officers were not in a position to provide a detailed report at the present time.

107

BROOMFIELD HOUSE

Councillor Rye reported that the item had been withdrawn from the agenda to allow officers further time to work on the report and to apply for an adjournment of the current Lands Tribunal hearing. This would allow the opportunity for further discussions with the objectors over their concerns. The referral onto Full Council was therefore withdrawn.

108

INTEGRATED COMMISSIONING STRATEGY FOR CHILDREN'S SERVICES.

CABINET - 1.11.2006

Councillor Rye (Leader of the Council) introduced the report of the Director of Education, Children's Services and Leisure (No. 143) presenting an Integrated Commissioning Strategy for Children's Services for the Cabinet's consideration and approval.

Alternative Options Considered:

None stated in the report.

DECISION:

Recommended to Council that the Integrated Commissioning Strategy for Children's Services be approved.

Reason: The Children and Young People's Strategic Partnership Board's (CYPSPB) Change for Children Programme Plan includes an objective 'to ensure that effective commissioning arrangements are developed, including supporting infrastructure' and a linked action to develop a strategic commissioning plan for children's services. The Joint Area Review recommended the development of an overarching commissioning strategy for children's social care services.

(Key decision – reference number 2022)

109

COMMUNITY STRATEGY – 'ENFIELD'S FUTURE' 2006 – 2016

Councillor McCannah (Cabinet Member for Leisure, Culture and Olympics 2012) introduced the report of the Director of Performance, Partnership and Policy (No. 144) presenting the draft overall vision and objectives of the Enfield Strategic Partnership's (ESP's) Community Strategy – 'Enfield's Future' the Community Strategy 2003/2006 was currently being reviewed and the overall vision and objectives for the new strategy have been drawn up following extensive community consultation.

Alternative Options considered

There is a duty on the Council to produce a Community Strategy, further the current Strategy's 15 3-year aims are now up for review and renewal.

DECISION:

To approve the Community Strategy's overall vision and objectives and the way forward for finalising the Community Strategy.

Reasons: To gain agreement to overall vision and objectives that will form part of Enfield's new Community Strategy.

(Key decision – reference number 2033)

110

REVISION OF REDUNDANCY/EARLY RETIREMENT COMPENSATION PROVISIONS

CABINET - 1.11.2006

Councillor Zinkin (Cabinet Member for Corporate Strategy and Communications) introduced the report of the Chief Executive (No. 145) detailing recent age discrimination legislation, which came into effect on 1 October, the Government has given notice of its intention to amend the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations. To ensure the Council's policy on the making of discretionary payments is consistent with the new Age Discrimination legislation, this report proposes an amendment to the method of determining compensation paid to staff who are redundant.

NOTED that the unions had been consulted 3 weeks prior to the meeting on the proposals and no comments had been received.

Alternative Options Considered:

These were outlined detail in section 3 of the report.

DECISION:

1. That Option 3 is adopted as the basis for calculating the level of compensation to be paid to staff whose employment is terminated on the grounds of redundancy.
2. That staff retiring in the interests of the efficiency of the service should be granted immediate access to their pension on an unreduced basis as outlined in section 3.11.

Reasons: The primary purpose of the Discretionary Compensation Regulations is to enable Councils to take reasonable measures to compensate staff who for reasons outside their control have their employment terminated. The granting of compensation is a measure that helps maintain relatively harmonious employee relations and continuity of service during periods of change to the workforce.

The recommended option is the one which, while not increasing the level of the discretionary payments to the maximum allowable, strikes the most appropriate balance between employee relations, above service provision and financial considerations.

(Key decision – reference number 2052)

111

THE EMPLOYMENT EQUALITY (AGE) REGULATIONS

Councillor Zinkin (Cabinet Member for Corporate Strategy and Communications) introduced the report of the Chief Executive (No. 146) detailing recent Employment Equality (Age) Regulations (“the Age Regulations”), which are the Government’s response to a European Union directive. The Regulations, which came into force on 1 October 2006,

CABINET - 1.11.2006

affect every aspect of the employment relationship and tackle ageism in relation to all, young or old. The Regulations give employers the right to set an organisational retirement age. The report recommended that the retirement age for Council staff should be set at 68.

Alternative Options Considered: Consideration has been given to adopting a range of other retirement ages. However, in adopting 68 at this point in time, the Council is anticipating the probability that the national retirement age will be changed to 68 in 2008.

DECISION:

To approve the adoption of 68 years as the normal retirement age for Council staff.

Reasons:

1. To meet the Age Regulations and to establish best practice. An age diverse workforce provides the wide variety of skills needed to deliver high quality services.
2. To promote the Council as an Employer of Choice, one that retains valued employees, their expertise and know how.

(Non-key)

112

ITEMS TO BE REFERRED TO THE COUNCIL

DECISION:

That Item No. 8 - Integrated Commissioning Strategy for Children's Services and Item No. 9 – Community Strategy - 'Enfield's Future' 2006-2016 be referred on to Council for consideration.

113

CABINET AGENDA PLANNING - FUTURE ITEMS

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

114

KEY DECISIONS FOR INCLUSION ON THE COUNCIL'S FORWARD PLAN

NOTED that the next Forward Plan was due to be published on 14 November 2006, this will cover the period from 1 December 2006 to 31 March 2007.

115

MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 11 October 2006 be confirmed and signed by the Chairman as a correct record.

116

MATTERS ARISING

There were no matters arising from the minutes of the last meeting.

117

ENFIELD STRATEGIC PARTNERSHIP FEEDBACK

Councillor Rye (Leader of the Council) reported that representatives from Islington would be visiting the borough, as they were keen to see how the Partnership works in Enfield, as it had been identified as a beacon of excellence.

118

NOTICE OF WORK IN PROGRESS

118.1 Summer Reading Challenge

Councillor McCannah (Cabinet Member for Leisure, Culture and Olympics) noted that the Summer Reading Challenge had been a great success with nearly 1400 people completing the programme.

118.2 Oakwood Library

Councillor McCannah (Cabinet Member for Leisure, Culture and Olympics) reported that usage of the library had increased by 120% over the previous year.

118.3 Community Safety Update

Councillor Hurer advised that the new CCTV system funded by Christian Action Housing Association had recently become operational. A recent alcohol and domestic violence event was very successful with 50 delegates attending. A crack house had recently been closed reducing associated antisocial behaviour in the area.

118.4 Older Peoples Strategy

Councillor Hurer updated on a recent Older People Strategy event that was attended by 200 people

118.5 Alcohol Reduction Strategy

Councillor Hurer that the Alcohol Reduction Strategy had been commented and would represent England at an International conference in Finland.

118.6 Adult Abuse Training Video

Councillor Barker reported on the forthcoming launch of the adult abuse training video. Last year a play called 'Broken Silence' aimed at helping

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others to recognise the different types of abuse was presented in the borough. This had now been turned into a video and would be launched next Friday.

118.9 Broomfield House

Councillor Lavender reported that the proposed option of operating Broomfield House via a Trust had been reconsidered and it was not felt that this was the right way forward. The Council would be seeking an adjournment of the Lands Tribunal to discuss the objectors concerns.

118.10 Online Consultation

Councillor Lavender highlighted a recent online Council consultation exercise that required participants to print off and post responses back to the Council. He felt that not providing residents with an email option or the opportunity to provide their name was a poor way for the Council to present itself.

118.11 Police Patrols

Councillor Rye advised that on Friday 10 November, Councillor Neville would be joining local police officers on patrol in the borough.

119

DATE OF NEXT MEETING

The next meeting of the Cabinet is scheduled to take place on Wednesday 22 November 2006 at 8.00pm at the Civic Centre.

120

EXCLUSION OF THE PRESS AND PUBLIC

AGREED to passing a resolution under Section 100A(4) of the Local Government Act 1972 to excluded the press and public from the meeting for the item of business listed on part 2 of the agenda on the grounds that it involves the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

121

LOCAL GOVERNMENT OMBUDSMAN'S REPORT

Councillor Rye (Leader of the Council) introduced the report of the Director of Education, Childrens Services and Leisure (No. 147) setting out the findings of the Local Government Ombudsman's investigation relating to a Childrens Services case.

Alternative options considered

In view of the findings the Authority is obliged to consider the LGO's report, and notify him of the action, which they have taken or propose to take (s.31

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(2) Local Government Act 1974). No other options are available to the Council.

DECISION:

1. To receive the Local Government Ombudsman's (LGO) report (circulated under separate cover to Cabinet Members and Group Offices), and note the findings and remedy.
2. To note the comments of the Director of Education, Childrens Services and Leisure, and the action plan, and response to the LGO.

Reason: To comply with the statutory requirements, and to address the shortcomings identified in the report.

(The report contained exempt information as defined in Paragraphs 4 & 6 of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

(Non - key)

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