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THE CABINET

**Wednesday, 13th December, 2006 at 8.00 pm in the Civic Centre,
Silver Street, Enfield, EN1 3XA**

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.

4. DEPUTATIONS AND PETITIONS

5. OCTOBER 2006 REVENUE MONITORING REPORT. (Pages 3 - 28)

A report of the Director of Finance and Corporate Resources is attached. This sets out the Council's revenue budget monitoring position for 2006/07 based on information to the end of October 2006. The report indicates a potential overspend within departmental budgets of £43k that is offset by a corporate savings including £930k within Treasury Management leaving an overall potential underspend on the budget of £951k.

(Key decision – number 2029)

6. MANAGEMENT OF THE GREEN BELT (Pages 29 - 40)

A report of the Director of Finance and Corporate Resources is attached. This report advises on the outcomes of a review undertaken by an independent consultant in response to concerns about the management of the Green Belt. The report recognises the pressures now faced being placed on the Green Belt; the fact that the management of the Green Belt has been under-resourced, and the problems that this has allowed to develop. A series of actions are recommended, including the securing of expert external management of the Council's Green Belt Estate.

(Non – key)

7. CONSULTATION ON FUTURE OF ENFIELD'S LEISURE CENTRES (Pages 41 - 46)

A joint report of the Director of Finance and Corporate Resources and the Director of Education, Children's Services and Leisure is attached. Enfield Leisure Centres Ltd (ELCL) is currently in Creditors Voluntary Liquidation. The Council is working with the Liquidators of the company to improve the service at the leisure centres and stem the financial losses, which flow from the operation by ELCL. It is proposed that the future management arrangements for the leisure centres are based on a detailed specification that is itself based on a detailed community consultation carried out in the New Year.

(Key decision – reference number 2074)

8. ENFIELD TOWN (Pages 47 - 58)

A report of the Director of Finance and Corporate Resources is attached. This report considers Enfield Town Phase 2, (the Palace Exchange Shopping Centre) and the award of the fitting out contract for Thomas Hardy House. It also considers in principle the next phase of the rejuvenation programme for Enfield Town.

(Key decision – reference number 2088)

9. COMPULSORY LICENSING OF HIGHER RISK HOUSES IN MULTIPLE OCCUPATION (HMO) (Pages 59 - 62)

A report of the Director Health and Adult Social Services is attached. This report deals with the compulsory licensing of higher risk Houses in Multiple Occupation (HMO). It seeks Cabinet approval to set the level of fees for licensing and agree an additional post of HMO licensing Officer whose costs are to be recovered from HMO licence fees.

(Key decision – reference number 2044)

10. ASSET MANAGEMENT PLAN – DISPOSALS PROGRAMME UPDATE (Pages 63 - 72)

A report of the Director of Finance and Corporate Resources is attached. This report updates Members on the sites/properties sold in this financial year, those properties deferred to 2007/08 and identifies additional properties to be included in the 2007/2008 disposals programmes.

(Non-key)

11. OUR ENFIELD MAGAZINE (Pages 73 - 76)

A report of the Chief Executive is attached. This seeks Cabinet approval for the creation of a new residents magazine. The magazine will be called Our Enfield, produced bi-monthly and distributed to all homes in the Borough. It will be funded through a combination of existing publication budgets and advertising income.

(Key decision – reference number 2090)

12. HOUSING RESIDENT INVOLVEMENT STRATEGY (Pages 77 - 82)

A report of the Director of Performance, Partnership & Policy is attached. This presents the Enfield Homes' Resident Involvement Strategy 2006-11 – people like you..... making a difference' which has been developed following consultation with individual residents and resident's groups and key partners such as FECA. The report briefly explains the context for preparing the strategy, the consultation process undertaken and sets out the overall vision and objectives of the strategy for the next 5 years.

(Key decision – reference number 2091)

13. 2006 ANNUAL PERFORMANCE ASSESMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN ENFIELD COUNCIL (Pages 83 - 94)

A report of the Director of Education, Children's Services and Leisure is attached. The report details the 2006 Annual Performance Assessment of Services for Children and Young People, carried out by OFSTED and CSCI, provides strategic performance information about improvements since the Joint Area Review. All services and our capacity to improve have been judged as 'Good' and there has been overall good progress since the Joint Area Review.

(Non-key)

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

No items have been received for consideration at this meeting.

15. ITEMS TO BE REFERRED TO THE COUNCIL

To confirm any items to be referred to the Council.

16. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 95 - 98)

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

17. 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 16 January 2007, this will cover the period from 1 February to 31 May 2007.

18. MINUTES OF THE LONDON BOROUGH OF ENFIELD / ENFIELD RACIAL EQUALITY COUNCIL - 4 OCTOBER 2006 (Pages 99 - 106)

To receive for information, the minutes of a meeting of the London Borough of Enfield / Enfield Racial Equality Council held on 4 October 2006.

19. MINUTES (Pages 107 - 116)

To confirm the minutes of the previous meeting of the Cabinet held on 22 November 2006.

20. MATTERS ARISING

To identify any matters arising from the above minutes.

INFORMATION ITEMS

21. 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).

22. 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.

23. DATE OF NEXT MEETING

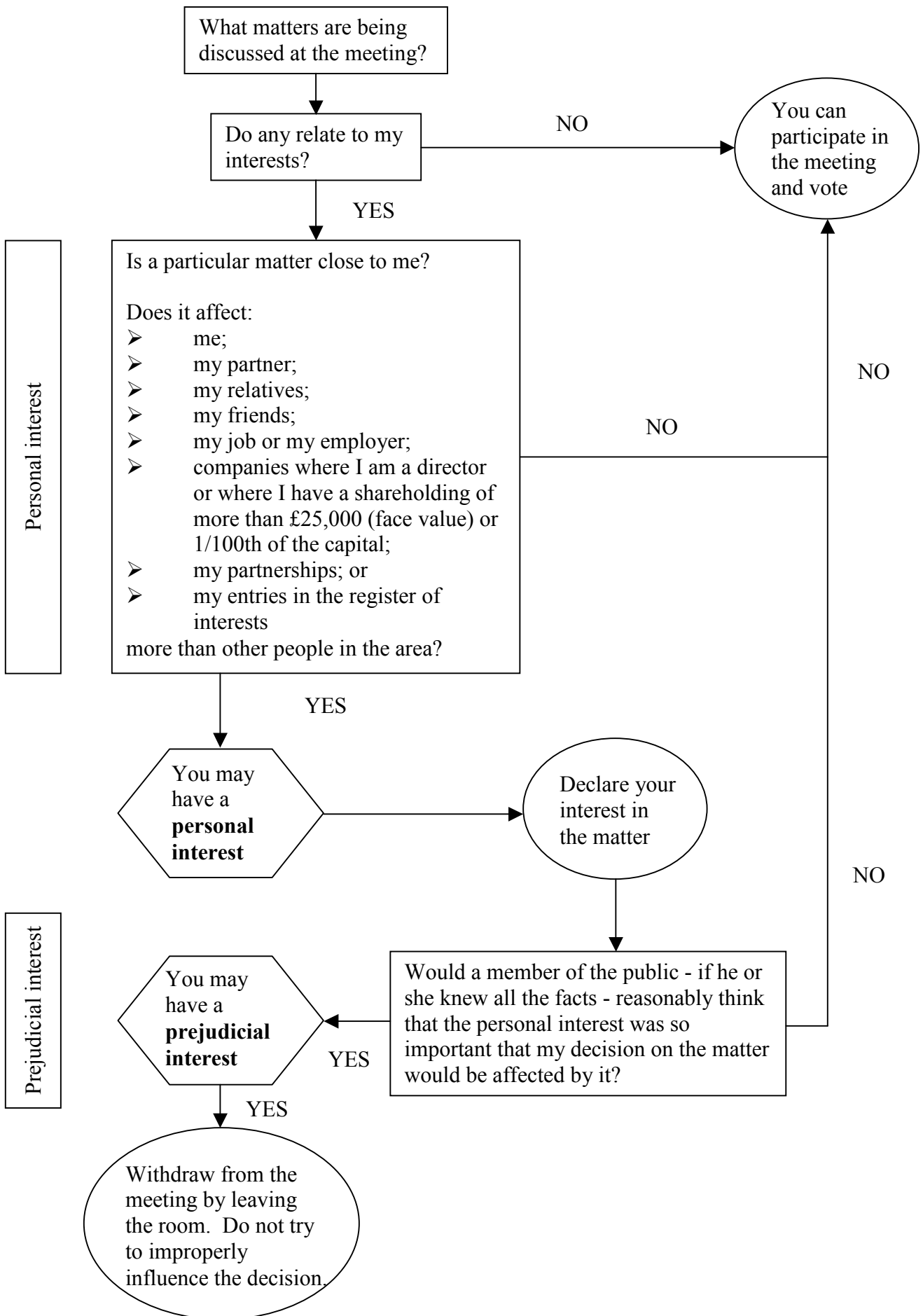
The next meeting of the Cabinet is scheduled to take place on Thursday 18 January 2007 at 8.00pm at the Civic Centre.

CONFIDENTIAL ITEMS

24. EXCLUSION OF THE PRESS AND PUBLIC

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DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF



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MUNICIPAL YEAR 2006/2007 REPORT NO. 179

MEETING TITLE AND DATE:
Cabinet 13th December 2006

AGENDA PART 1

ITEM 5

**Revenue Monitoring Report
October 2006**

REPORT OF:
Director of Finance and
Corporate Resources

**Cabinet Member consulted:
Councillor Michael Lavender**

Contact: Richard Tyler
DDI. 020-8379 4747 or ext. 4747

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 October 2006. The report indicates a potential overspend within departmental budgets of £43k that is offset by a corporate savings including £930k within Treasury Management leaving an overall potential underspend on the budget of £951k.
- 1.2 The report also identifies a number of other corporate pressures, including a reduction in the amount of recycling credits paid to the Council by the North London Waste Authority. As noted in previous reports, the contingency will be 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.
- 2.2 Cabinet agrees to allocate £36k from the net underspend to fund a review of the Civic Centre reception arrangements in order to improve access for customers (paragraph 6.5).

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 October monitor is showing a potential overspend of £43k on Departmental budgets. The main reasons for the expenditure variations reported to date are set out below:

Health and Social Care: £694k Potential Underspend, this underspend has increased by £210k since the September monitoring report.

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

Education, Children's Services and Leisure: £161k Potential Underspend, this underspend has increased by £138k since the September monitoring report.

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 – £581k Potential Overspend, this overspend has reduced by £17k since the September monitoring report.

The overspend in Environment, Street Scene and Parks mainly relates to a loss of income, due to a reduction in the number of parking penalty charge notices being issued this year. In addition there is a shortfall in income collection within the Parks service (Paragraph 5.4).

Finance and Corporate Resources: £39k Potential Underspend, a reduction of £50k in the underspend since the September monitor.

The projected underspend within Finance and Corporate Resources is a result of the projected over achievement of income mainly in relation to commercial rents and registrars' services, partially offset by potential additional cost of the Corporate Procurement Team and under achievement of income from land charges (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: £356k Potential Overspend, this overspend has reduced by £64k since the September monitoring report.

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

- 3.4 Overall this monitoring report is showing an underspend against budget as a result of strong Treasury Management Performance. It should be noted that although there is still a projected overspend on department budgets, this has reduced from £422k to £43k since the September monitoring.
- 3.5 As reported last month, it should be noted that there are indications that 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 liquidation 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. OCTOBER 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 31st October 2006

	Sep £'000	Oct £'000	Variance £'000
Health and Social Care	(484)	(694)	(210)
Performance, Partnership and Policy	0	0	0
Education, Children's Services and Leisure	(23)	(161)	(138)
Environment, Street Scene and Parks	598	581	(17)
Finance and Corporate Resources *	(89)	(39)	50
Chief Executive	420	356	(64)
Sub total	422	43	(379)
Other GF items:			
Treasury Management	(930)	(930)	0
Contingent Items	(244)	(330)	(86)
Recycling Credits	0	230	230
Civic Centre reception	0	36	36
Sub total – other	(1,174)	(994)	180
Total budget pressures/ (savings)	(752)	(951)	(199)

*The figures include 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 in previous reports, 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 are being closely monitored throughout the year.

5. SERVICE GROUP MONITORING INFORMATION – BUDGET PRESSURES

5.1 Health and Social Care – Projected £694k underspend (Movement since September -£210k)

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 £694k at the end of October 2006.

The underspend on temporary accommodation has increased by £210k since the last report, mainly due to the following:

- Emergency accommodation is now projecting an underspend of (£156k) an increase of (£66k) from last month. This is due to additional income anticipated from an increase in the number of families placed in emergency accommodation.
- Private Leased Annexe expenditure (PLA) is now likely to underspend by £74k due to an increase in projected PLA numbers. (PLA properties deliver a small surplus)
- Private Sector Lease (PSL) expenditure is now projecting an underspend of £9k compared to a reported overspend last month of £113k this is due to a reduction in the number of PSLs.
- The above underspends are offset by overspends on Housing Association Leased Schemes (HALS) of £33k as well as an increase in the cost of the Homefinder Service of £24k due to an increase in the number of households placed in private accommodation under this scheme.

5.1.2 Adult Social Services

The overall budget position for Adult Services is expected to balance at 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 £687k, previously £655k. 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 10,000 average hours per week (an increase of 30 hours per week since September). This overspend will be offset through the allocation of the Department's centrally held provision for care purchasing pressures.

Disabilities

There is a £230k 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 £234k this month. This is largely due to a reduced requirement for agency day care provision and increased funding from Enfield Primary Care Trust.

Mental Health

This service is projecting a break even position. This is consistent with the position reported in September

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 (no movement since September)

Performance, Partnership and Policy is projecting a level spend as at the end of October 2006. Although the housing benefit subsidy budgets remain volatile, a review of the budgets for the October monitor suggests a balanced budget position. However, it must be recognised that the information from the new Pericles system regarding the HB overpayment figures needs to be improved and therefore a further review is needed to confirm the levels of overpayments and bad debt provisions. Members should also note that the HB subsidy claims for 2004/05 and 2005/06 have not yet been agreed by the DWP. The Council is holding provisions of £3m pending agreement to these claims.

5.3 Education, Children's Services & Leisure –Projected £161k Underspend (Movement since September report; -£138k)

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 for the Council as this ring-fenced account is fully funded by the Dedicated Schools' Grant and any underspends can only be rolled forward into the schools' budget in future years.

Schools' Budget

As reported earlier in the year, the final amount of Dedicated Schools' Grant (DSG) for 2006/07 announced by the Department for Education and Skills is lower than estimated at the time of budget setting. The reduction of £195k has been met from the schools' budget contingency resulting in no overall increase in spending.

There is a net underspend in the SEN budgets of £395k. The underspend previously reported has increased this month by £79k. This is due, in the main, to a reduction in the level of contingency for new day out-borough placements, which less likely to be needed towards the end of the financial year.

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

The parent support service is a new service operative from September 2006. There is a saving of £50k in the staffing budget, resulting from the delay in the recruitment of staff due to redeployment issues.

The autumn term count for support for pupils with exceptional SEN needs in mainstream schools has identified a reduction of £73k in the allocation

needed. In addition to this sum the provision of £202k included in the schools contingency for additional SEN support is not needed, resulting in an underspend of £275k.

The expansion of Highlands School to 8 forms of entry and the extension of the buildings gave rise to an increase in the unitary charge of £50k to March 2006, which was only invoiced to the authority in June. In addition a claim has been received from the company managing the second schools' PFI contract for the excess costs of energy over their allowance in the contract. The validity of this claim is being checked, but in the interim, a provision has been included for additional expenditure of £45k.

A one-off contingency payment of £95k will be made to Highlands school subject to the agreement of a robust recovery plan. A number of school rateable revaluations have resulted in additional expenditure of £129k. Any Schools' budget over or underspends will be carried forward to next years DSG in accordance with DfES grant regulations

ECSL Department Budget- Projected Underspend £161k

ECSL Department are projecting an outturn position of a £161k underspend at this stage, an increase of £138k on the figure reported last month.

Material over and underspends within the department are described below.

- The Youth Offending Service is reporting an overspend of £121k due 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 £467k 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 £163k due to the rise in the number and costs of claims 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 of £187k due to higher than expected parent/child contact costs imposed by the Courts.
- Family Centres are projecting an underspend of £115k 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 of £740k, of which £390k is due to lower activity and £350k 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 review of the end of year Standard Fund balances has identified an underspend on previous years LEA contribution of £118k.
- The projection for Transportation expenditure has identified an underspend of £163k. This is due to a review of the methodology for projecting contractors and labour costs and resulted in reductions in both of these areas.

ECSL Department Budget - Risks

General – In previous reports the figures did not include those relating to 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 75% of this sum in the variances reported in this report. The remaining 25% is still excluded and projections from service managers on their monitoring returns indicate that there could be additional overspends of approximately £71k 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 £740k. 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 £385k 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 £30k 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 £581k Overspend (-£17k Movement since September report)

The Environment, Street Scene and Parks Department is currently projecting to overspend by £581k against budget. This is a £17k reduction in the level of overspend from the September monitoring report.

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

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. These include increased compliance levels in Bus Lanes leading to fewer excess charges and 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. There appears to have been an upturn in recent weeks which would lead to an improved year end position. However, approval to an increase in parking charges (which was to bring in an estimated additional £130k in the current year) has still to be finally confirmed and therefore the new charges have not yet been implemented. Allowing for this delay, the previous prediction of a £500k shortfall stands.

There is a previously reported potential shortfall of income at the MOT bay, due mainly to the introduction of new regulations that have increased the time taken to carry out these tests. This is now estimated at £15k.

The cost of bulky waste collections has previously been reported as £120k. An ongoing review of spend in the Street Scene, Waste and Environmental Health Division has indicated that these costs can be covered from existing Waste Services budgets in the current year and that, due to reductions in operating costs in waste services, the Division as a whole is reporting a potential underspend of some £82k.

There is a potential underspend on the PFI street lighting budget of some £50k arising from reduced payments to the contractor in the early months of the contract

There was a previously reported 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. As previously reported there are very clear indications of a decline in income particularly for the golf course at Whitewebbs and a potential shortfall in fees, charges and rents in other areas. These income areas are currently the subject of a detailed

investigation, the impact of the shortfall on the budget is being carefully assessed and appropriate action will be taken to address any inherent budget problems. In the meantime, based on the latest information available a potential shortfall across parks income budgets of some £198k (including the previously reported £28k) is predicted. Considerable ongoing work is taking place to ensure that on an ongoing basis the Parks budgets reflect a realistic position within the available cash limit.

5.5 Finance and Corporate Resources – Projected £39k Underspend (Movement since September report +£50k)

The Finance and Corporate Resources Department is reporting an underspend of £39k a movement of +£50k since the September monitoring report.

As previously reported, there continues to be a shortfall in land charges income (£147k). 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 £39k. 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 and progress will be reported in future monitors. This being addressed as a corporate item.

5.6 Chief Executive's Department – Projected £356k Overspend (Movement since September report -£64k)

The Chief Executive's Department are reporting a potential overspend of £356k for October.

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

Within HR there is also an underspend of £39k consisting of a £15k deficit on income from the corporate training budget; £24k additional income in the schools' personnel service; and a £30k projected underspend on employee costs.

6. OTHER GENERAL FUND ITEMS

6.1 Treasury Management – Projected additional income £930k (No movement since September report)

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 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 the Council 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 Council has incurred additional bank charges as a result. The Treasury Team are actively pursuing a reduction in these charges with the Bank.

In November the Bank of England increased the base interest rate to 5%, this will result in greater income on investment and this saving will be reported in the November monitor.

6.2 Contingency and Contingent Items – Projected Unallocated Provision -£330k

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 the implementation of the Pericles system for benefits and the ELCL liquidation are likely to result in the 2006/07 contingency being fully committed.

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 has been made 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		(1,801)
Unallocated Provision at 30.09.06	1,000	1,677
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		18
Projected Unallocated Provision	0	0

6.3 Agency Rebate

There is a £330k rebate on agency staff as a result of the new agency contract with Adecco and Matrix.

6.4 Recycling Credits

The North London Waste Authority (NLWA) will be announcing the final recycling credit awards to constituent Councils for 2005/06 at its meeting in December. These sums will be based on audited tonnages achieved by each authority as agreed by the NLWA. Preliminary indications are that there is likely to be a shortfall of £230k against the sum assumed in the 2005/06 accounts. Current tonnage figures are being carefully monitored in order to identify any ongoing impact.

6.5 Civic Centre Reception

The Council will be undertaking a major refurbishment of the Civic Centre reception facilities in order to improve access to services for customers. In order to ensure that the new arrangements meet customers needs, it will be necessary to undertake a detailed review and redesign of the existing reception processes in advance of the refurbishment work. It is anticipated that the cost of the review will be in the order of £36k. When completed the review will provide a model for use in other customer access centres across the Borough. It is recommended that resources be allocated from this year's net underspend to fund this work.

7. HOUSING REVENUE ACCOUNT (HRA): - Projected £182k underspend *No movement since September*

The Housing Revenue Account is projecting an underspend of £182k on its budgets as reported in last month's budget monitor. The underspend relates to a reduction in the amount projected for negative subsidy payable to Department for Communities and Local Government (-£296k) due to the reworking of the subsidy figures and changes to the subsidy formula from 2006/07.

Supervision & Management is showing an underrecovery of income (£60k) on deductions from capital receipts on the sale of Council homes (SOCH) as a result of an increase in the number of applications that are subsequently withdrawn. Also there is an overspend projected on the payment of early retirement costs (£34k).

The repairs budget is at present volatile. Responsive repairs is projecting a significant increase in expenditure this is offset by a corresponding underspend on planned repairs. Repairs expenditure is expected to be at budget for 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). Interest on Balances is projecting an overrecovery position of £60k.

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. 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.

Monitoring Statement for October 2006

	Original Budget £000s	Approved Changes £000s	Approved Budget £000s	Projected Oct Outturn £000s	Projected Oct Variation £000s	Appendix
Health and Social Care	65,288	504	65,792	65,098	(694)	A
Performance, Partnership and Policy	11,514	55	11,569	11,569	0	B
Education, Children's & Leisure Services	71,414	1,511	72,925	72,764	(161)	C
Environment, Street Scene & Parks	35,898	4,384	40,282	40,863	+581	D
Finance and Corporate Resources	(2,011)	1,568	(443)	(482)	(39)	E
Chief Executive	9,095	136	9,231	9,587	+356	F
Corporate and Democratic Core	5,911	0	5,911	5,911	0	E
Total Department Budgets	197,109	8,158	205,267	205,310	+43	
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	(675)	3,415	3,415	0	
Contribution to/from Reserve	(3,462)	(4,141)	(7,603)	(7,603)	0	
Recycling credits	0	(1,647)	(1,647)	(1,417)	230	
IT Fund	644	0	644	644	0	
Contingency	1,000	0	1,000	1,000	0	
Contingent Items	3,478	(1,800)	1,678	1,348	(330)	
Civic Centre Reception	0	0	0	36	36	
Total Service Expenditure	198,440	0	198,440	197,489	(951)	
Levies	7,821	0	7,821	7,821	0	
TOTAL Budget Requirement	206,261	0	206,261	205,310	(951)	

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	61	369	(75)	(444)
Residential Services	552	(19)	533	533	0
Total Community Housing Services	1,573	262	1,835	1,141	(694)
Adult Social Services:					
Director/General	1,406	(156)	1,250	1,250	0
Adults	57,204	413	57,617	57,617	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	242	63,957	63,957	0
Total Cash Limit	65,288	504	65,792	65,098	(694)

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	(101)	1,281	1,281	0
Other Services	612	22	634	634	0
Net Service Expenditure	10,051	88	10,139	10,139	0
Split between:					
Controllable Net Expenditure	5,497	51	5,548	5,548	0
Uncontrollable Net Expenditure	4,554	37	4,591	4,591	0
Net Service Expenditure	10,051	88	10,139	10,139	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	55	11,569	11,569	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	869	21,649	21,179	(470)*
Non Schools	15,696	(305)	15,391	15,160	(231)
Leisure, Culture and Youth	8,178	177	8,355	8,367	+12
Children and Families Division	25,778	612	26,390	26,448	+58
Controllable Total	48,018	1,486	49,504	48,873	(631)
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	1,511	72,925	72,294	(631)

* Note the Schools budget underspend (£470k) 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	18	2,821	2,821	0
Contract Services	3,100	1,049	4,149	4,614	+465
Street Scene, Waste & Parks	12,047	2,680	14,727	14,645	(82)
Planning and Transportation	2,183	154	2,337	2,337	0
Parks and Open Spaces	4,110	242	4,352	4,550	+198
Regeneration	637	139	776	776	0
NRF Sustainable Communities	1,799	102	1,901	1,901	0
Net Service Expenditure	26,679	4,384	31,063	31,644	+581
Uncontrollable Items	9,219	0	9,219	9,219	0
Total Cash Limit	35,898	4,384	40,282	40,863	+581

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)	(735)	(13)
Borough Secretary	1,985	338	2,323	2,284	(39)
Borough Finance	3,743	133	3,876	3,891	+15
Audit & Risk Management	1,292	0	1,292	1,400	+108
Corporate IT	11,075	549	11,624	11,609	(15)
Property & Asset Management	3,211	(185)	3,026	2,824	(202)
Trading Accounts:					
Property	76	0	76	76	0
Legal	21	0	21	36	15
Print Services	44	16	60	60	0
Corporate items	3,206	(74)	3,132	3,104	(28)
Net Controllable Expenditure	25,123	1,569	26,692	26,653	(39)
Inter-group	(27,144)	(1)	(27,145)	(27,145)	0
Obsolete (to be cleared)	10	0	10	10	0
Net Service Expenditure	(2,011)	1,568	(443)	(482)	(39)
Corporate and Democratic Core	5,911	0	5,911	5,911	0
Total Cash Limit	3,900	1,568	5,468	5,429	(39)

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	2,438	(39)
Former Employees	99	4	103	103	0
Net Controllable Expenditure	13,923	136	14,059	14,415	+356
Inter Group	(4,828)	0	(4,828)	(4,828)	0
Total Cash Limit	9,095	136	9,231	9,587	+356

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: October 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 due to increased demand. Saving not achieved but 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		
Supervised contact - parents/children. Reduction from 05/06 MTFP. (Section 20)	(130)	This saving is not currently being achieved. There is a projected overspend of £188k. This overspend is balanced by underspends elsewhere in budgets for Children and Families.
Environment, Streetscene & Parks		
Advertising Hoardings, increased income.	(50)	Working with consultants, but it has been confirmed that there will be no income this financial year.
Additional Car Parking income	(375)	Current income levels suggest that this level of income will not be achieved.
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 net 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 is likely to 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		
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 £36k. This overspend is balanced by underspends elsewhere in budgets for Children and Families.
Increase in cross-departmental staff vacancy to 5.6%	(266)	Increased vacancy factor applied to the 2006/07 salary estimates. To date approximately half of the increase appears achievable. The position is being monitored closely.
Environment Streetscene & Parks		
Additional income from On-street Parking	(130)	The achievement of this income is dependent on implementing the new charges as set out in the Parking Charges Report. As this has been "called-in" the additional income may not be achieved.

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. **181**

MEETING TITLE AND DATE:
Cabinet – 13.12.2006

REPORT OF:
The Director of Finance and
Corporate Resources

Contact officer:
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Agenda – Part: 1	Item: 7
Subject: MANAGEMENT OF THE GREEN BELT	
Wards:	
Cabinet Member consulted: Cllr Lavender	

1. EXECUTIVE SUMMARY

This report advises on the outcomes of a review undertaken by an independent consultant in response to concerns about the management of the Green Belt. The report recognises the pressures now faced being placed on the Green Belt; the fact that the management of the Green Belt has been under-resourced, and the problems that this has allowed to develop. A series of actions are recommended, including the securing of expert external management of the Council's Green Belt Estate.

2. RECOMMENDATIONS

- 2.1 To approve implementation of the actions detailed in the summary of the consultant's report in Appendix A
- 2.2 To approve engaging an external consultant to:
 - a. Take immediate conduct of the management of the Green Belt portfolio.
 - b. Make proposals on engagement of an external company to undertake the longer term management of this estate.
- 2.3 To note the assurances of improved performance with regard to the collection of Business Rates and Planning Enforcement within the Green Belt estate.
- 2.4 To note compliance with the Audit Commission's recommendations that the Council improve its processes to enable business rate amendments resulting from changes to planning permissions to be identified and actioned on a timely basis.

3. BACKGROUND

- 3.1 Issues relating to, and resultant from, the sale of properties (over the period since 1993) by the Council in the South Barvin Farm area have become apparent. These have included issues raised by residents and ward councillors. The issues also raise wider concerns about the management of the Green Belt by the Council. The principal properties at South Barvin Farm are:
- 3.2 In response to these concerns Richard Greeves BSc (Hons) MRICS of Dalton Warner Davis was appointed (under the terms of the Consultant Framework Agreement) to identify the issues arising from the transactions which have taken place in the South Barvin Farm area. A detailed report has been produced, leading to a comprehensive action plan that is reported in a separate delegated authority report.
- 3.3 The consultant was also asked, separately and following from the specific work on South Barvin, to advise on best practice for future transactions of this nature and also for the future management of the Council's green belt estate. A summary of the Dalton Warner Davis Report is attached at Appendix A, including solutions and lessons to be learned. Although issues relating to Planning Enforcement and the collection of Business Rates are discussed, the causative events stem from the management of the Green Belt estate by the Property Division, and it is vital that these concerns are acted upon. The author identifies a need for "a more rigorous and intensive property management and planning enforcement regime, together with the strategic masterplanning of future disposals". The aim is to avoid any repetition of the problems experienced at South Barvin farm in respect of Council land holdings in the future. The consultant identifies the most significant situation affecting South Barvin Farm as the volume of vehicular traffic generated by St. John's School through its expansion beyond the pupil numbers allowed in its Planning consent.
- 3.4 The consultant's main findings were that more robust procedures were needed in the property management regime for the Green Belt, that there was a need for more stringent Planning Enforcement in the Green Belt; and a need for better communication between Property Services and Revenues and Benefit. The under-resourcing of the management of the Green Belt had led to the under-inspection of the estate. This was one of the main reasons why the consultant recommended intensification of management via the engagement of external managers. The consultant also makes recommendations concerning the intensification of Planning Enforcement and Business Rates Inspection.
- 3.5 The detailed advice in the report is of significant value in identifying the actions needed to put right the current problems, but also to prevent this type of

situation arising again, and in any way compromising the Council's objectives for the Green Belt. It includes:

- Proposed changes to the Council's approach to sales transactions;
- Seeking external expert management of the Green Belt estate.

4. SPECIFIC PROPERTY ACTIONS

There are a number of actions relating to individual properties are not considered in this report. They will be recommended via a delegated report for portfolio decision, included a detailed action plan for each new individual property.

5. MASTERPLANNING

The Dalton Warner Davis report specifies a series of pre-disposal actions, focussed on the preparation of a master plan designed to identify longer-term problems, which might arise from incremental (over time) disposal recommendations. This approach is likely to lead to increased costs, which can be charged against the respective sale, but will bring ongoing management benefits. The new approach to masterplanning is designed to protect the Green Belt from inappropriate use. For example the masterplan for each farm will set a guideline for the extent of non-agricultural activities and identify future potential disposal and development prospects. Infrastructure issues such as drainage, sewage disposal, supply of utilities and vehicle access will be addressed.

6. MANAGEMENT OF THE GREEN BELT

6.1 The Greeves Report makes a series of recommendations for the management of the Green Belt estate, including improvements to internal communications between Council Departments.

6.2 The major recommendation relates to the management of the Green Belt estate itself. Cabinet is asked to approve the recommendation to outsource management of the portfolio to specialist external consultants as follows:

- A one-year appointment pending preparation of a full specification of the Council's objectives for the long-term management of this important amenity;
- Tender process for long-term management (a 5 year contract) compliant with OJEU procedures.

This process is in hand using the OGC framework for "Estates Professional Services Framework". It will be personally conducted by the Director of Finance & Corporate Resources. Seven providers have been approached and four have indicated that they would wish to invited to tender for the work,

which includes in a mixture of activities within an area of some 5,000 acres: 11 farms, a nature reserve, 4 golf courses, 2 equestrian centres, a stud, a riding school, a hotel, St. John's School and a number of other properties. The project plan for the one-year consultancy has been drawn up and it is hoped that the name of the successful consultant can be reported to the Cabinet meeting.

Have used the OGC Framework to appoint a consultant, as outlined above, for one year, but with clearly defined targets as indicated in the Dalton Warner Davis reports and on enforcement issues generally. The Council can use this first year to undertake an OJEU compliant procurement exercise to identify and appoint a firm to meet the fully developed specification for the Management of the Green Belt.

7. PLANNING ENFORCEMENT ISSUES

- 7.1 It is recognised that prior to 2004-5 Planning Enforcement was weak in many respects. In recognition of the need to improve the function was incorporated within the Envirocrime Team within the Environmental Health & Regulation, Street Scene & Waste Division of ESSP. Planning Enforcement is now rigorous, focussed and operates as an effective unit within the constraints of the Planning law framework.

8. BUSINESS RATES ISSUES

- 8.1 As a result of correspondence from a member of the public containing allegations that the Council has not collected business rates on a number of properties, the Audit Commission made enquiries into the matter.
- 8.2 Following the review, the District Auditor wrote to the Council advising he did not believe that this matter calls for further action on his part. He did however recommend that:
- any potential loss to the business rate pool from the additional rateable value now identified be reported to the Council.
 - the Council needs to ensure that its processes enable business rate amendments resulting from changes to planning permissions to be identified and actioned on a timely basis.
- 8.3 Appendix B sets out the additional rateable value identified in the green belt during the last twelve months and quantifies the loss to the business rate pool resulting from the delayed assessment of these properties. There is no financial loss to Enfield Council arising from the identification of these assessments as any additional income would be paid into the Government's NNDR Pool.
- 8.4 With regard to the identification and actioning of new or amended business rate assessments closer working arrangements have been put in place

between Property Services and Revenues and Benefits, to ensure that information is shared in a timely manner.

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

9.1 Financial Implications

The current rental income from the Green Belt estate is £600,000 (varying slightly year-on-year). The principal financial implication in revenue terms will be the cost of engaging external managers for the Green Belt estate. This is as yet unknown, however the cost will be contained within the net budget of the Property Division, including through taking budget control action as required.

The outsourcing of the management of the Green Belt estate means that there is an opportunity to restructure the management of the remainder of the Commercial Estate (i.e. the Industrial, Commercial and Retail properties). This is likely to feature the redundancy of one post and negotiations are current with the officer concerned. This will be achieved under delegated authority as a portfolio report.

9.2 Legal Implications

The Borough Solicitor has been closely involved throughout the process of the Dalton Warner Davis Review and supports the recommendations. There are no specific implications.

Background Papers

Summary of the Dalton Warner Davis Review (Appendix A)

South Barvin Farm Review

Summary

November 2006



1. Introduction

Enfield Council commissioned an independent review of the management and disposal policy for South Barvin Farm as part of a wider review and strategy for the green belt.

Richard Greeves BSc (Hons) MRICS of Dalton Warner Davis conducted the review and interviewed a range of residents, councillors and Council officers. This public document summarises the results. The full document, which contains commercially sensitive and personal information has been reported to the Council.

2. South Barvin Farm

The review has focused on land and buildings immediately north of The Ridgeway, formerly part of South Barvin Pedigree Dairy Farm.

It comprised:

- St Nicholas House – leased to St John’s Senior School in September 1993
- 1 and 2 South Barvin Farm Cottages – 2 freehold private dwellings sold in September 1999
- South Barvin Farmhouse – a freehold private dwelling sold in May 2000
- North Lodge Farmhouse – a freehold private dwelling sold in February 2002
- South Barvin Farm Barn – a freehold private dwelling sold in May 2003

3. Why review South Barvin Farm?

A series of long standing problems relating to vehicular traffic, sewage disposal and other issues has led to worsening relationships between the residents, the school and the Council.

Council officers and councillors have spent many hours trying to resolve the issues but, at present, many problems persist.

4. Why dispose of the properties?

Enfield Council has a disposal programme to sell or lease operational properties which are surplus to requirements or non-operational properties where it is decided that the receipt would offer greater benefit to the Council than any rental income.

The Council has pursued the correct line of approach in terms of a generic disposals policy to maximise capital receipts. It is the problems arising from the execution of the policy which is the subject of this review.

5. St John’s Senior School

The most significant situation affecting South Barvin Farm in terms of severity and the number of affected parties is the volume of traffic generated by the school.

Enfield Council conducted a traffic survey in 2004 which observed 87 vehicles turning into the site during the busiest 30 minute period (8.15am to 8.45am). This has caused the following problems:

- Backing up of vehicles along the private road and The Ridgeway, causing access problems for North Lodge Farm House and South Barvin Cottages.
- Noise and pollution
- Increasing the risk of road traffic accidents on The Ridgeway

5.1 Why have these problems developed?

The School has failed to meet the obligations in its original lease or planning permission. In particular:

- The school has erected temporary classrooms and possibly a car park without planning permission.
- The maximum number of pupils was originally set at 175, however there are now 240 on the roll. The Head has also admitted that the school has expanded to a 3 form entry which, if unchecked, would result in the school growing to around 335 pupils.
- Planning consent required a travel plan including the operation of a mini bus system for the collection of children and a permanent one way system throughout the opening hours of the school with clear signage. The travel plan has not been submitted, there is no evidence of a minibus operating and whilst a temporary one-way system has now been introduced, the Council has put up signage at its own expense.
- The school has also failed to meet its repairing obligations in the lease.

The Council served a Breach of Condition notice and enforcement notice on 18 November 2005. Section 146 Notices were served on 20th January 2006 and 17th March 2006 alleging breach of lease covenants and seeking forfeiture of the lease.

The Section 146 Notice has been challenged by the tenant and the school has appealed against the Enforcement Notice which will be determined by a Public Inquiry by the Secretary of State. The Breach of Condition is still outstanding.

5.2 Actions

If the school complies with these Notices, reduces pupil numbers to 175, produces an acceptable Travel Plan and makes the one-way system operate throughout the day, all significant travel problems should be alleviated.

If the School is allowed to operate with pupil numbers in excess of 175, new access routes or additional parking would need to be considered, in addition to the existing requirements for a travel plan and one-way system. Both these options would incur significant costs.

5.3 Lessons to be learnt

The Council should ensure that its tenants' lease obligations are enforced and fully prosecute unauthorised development.

6. Drainage

Four properties have experienced problems with sewage disposal: South Barvin Farmhouse, South Barvin Barn and 1 and 2 South Barvin Cottages. Many of the problems relate to a defective septic tank, the new sewage treatment plant and the responsibility for replacement/repairs.

6.1 Actions

The Council needs to review the sewage treatment plant and ensure it meets appropriate standards. If the sewage treatment plant fails to work or significant remedial works are required, then a feasibility study needs to be undertaken as to the cost of extending the main sewer. The Council would mitigate the costs of this by seeking contributions from all parties. The Council should then ensure that all properties are connected to the relevant system.

6.2 Lessons to be learnt

The Council should ensure a detailed drainage plan is produced prior to any sale to ensure the location of all drainage pipes and septic tanks/sewage treatment works are known. Thereafter a 'drainage management plan' should be written setting out the required solution and future responsibilities for repair and replacement.

7. Boundary disputes

In the past there have been disputes between the owners of 1 and 2 South Barvin Farm Cottages and the owner of South Barvin Farm as to the boundary between their respective properties. In November 2001, the Council found that the rear fence which forms the boundary between 1 and 2 South Barvin Farm Cottages and South Barvin Farm was in accordance with the scale plan in the transfer document. However, a subsequent inspection in March 2003 showed that the owners of 1 and 2 South Barvin Farm Cottages had erected a new fence beyond the boundary of their property.

In addition an area of land belonging to 2 South Barvin Farm Cottage was not formally transferred upon the original sale and so Duchy of Lancaster consent is awaited on the transfer. However, Duchy consent is being withheld due to ongoing disputes over restrictive covenants (see section 8).

7.1 Actions

The boundaries are now all in their correct place. Pressure needs to be applied to the Duchy of Lancaster to authorise the transfer of land.

7.2 Lessons to be learnt

The Council should ensure a land survey for each property prior to sale so that everyone is clear of legal boundaries.

8. Duchy of Lancaster restrictive covenants

There is a dispute between the Council and the Duchy of Lancaster over whether the consent given to historic disposals covered their change of use. The problem appears to have originated due to a change of personnel, and subsequently policy and practice with regard to the granting of Duchy consent, at the Duchy of Lancaster when the previous incumbent retired.

7.1 Actions

Counsel's opinion is being sought on the implications of the Duchy's stance on future land sales

8.2 Lessons to be learnt

The Council could not have anticipated or prepared for the Duchy's change of attitude. In future, where Duchy of Lancaster consent will be required for a disposal, any change of use will need to be explicitly stated and consent obtained in order to avoid any uncertainty.

9. Other issues

Other issues relate to using a single agent to act on behalf of both the Council and its tenant in the sale of a freehold, leading to a conflict of interest. It is recommended that the Council uses a separate agent. Where a property is damaged in the course of disposal, the Council should either remove from the market, repair and then re-market or else re-market in its damaged condition.

9.1 Actions

Action is now being taken against the illegal occupation of Council owned land and buildings at North Lodge Farm House. Enforcement notices should be served on South Barvin Farm Barn for breaches in planning and conditions. The Council should also review the ownership of stopped up land adjacent to 1 and 2 South Barvin Farm Cottages. It is recommended that all buildings on the green belt estate are inspected quarterly in respect of both planning and tenancy compliance.

10. Conclusion

Many of the issues related to South Barvin Farm would have been avoided if a masterplan had been drawn up prior to any disposal. This would have identified issues such as drainage and boundaries and how the residents would interrelate. It is recommended that in future, the Council draws up such a masterplan before embarking on green belt disposals.

It is also recommended that the Council develop a rigorous property management and planning enforcement regime, thereby developing a 'zero tolerance' reputation which is likely to influence behaviour borough-wide.

Appendix B**Quantification of potential loss to the business rate pool.****1. General Business Rate Information.**

Total rateable value 2005 list – England	£47,090m
Total rateable value 2005 list – Enfield LB	£215m
No. of hereditaments 2005 list – Enfield LB	6,723
Net debit to collect 2006/07	£79.3m
Non domestic rate multiplier 2005/06	42.2p
Non domestic rate multiplier 2006/07	43.3p

2. Additional business rate assessments identified within Green Belt during the last twelve months which could not be backdated.

	£RV	Rates per annum 06/07 £	Estimated loss due to late assessment £
Farm shop	4,150	1796.95	8,756
Storage unit	42,000	18,186.00	26,586
Warehouse	22,750	9,850.75	2,400
Livery stable	7,000	3,031.00	8,862
Total			*46,604

* The estimate is based on 2005 list valuations and 05/06 multiplier and is likely to be higher than if the properties had been assessed in the 2000 valuation list. The loss to the pool would have spread over 5 financial years.

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MUNICIPAL YEAR 2006/2007 REPORT NO. 181

MEETING TITLE AND DATE
Cabinet - 13.12.2006

Agenda – Part:	1	Item:	7
Subject: CONSULTATION ON FUTURE OF ENFIELD'S LEISURE CENTRES			
Wards: n/a			
Cabinet Members consulted:			
Cllr.s Paul M ^c Cannah, Mike Rye, Michael Lavender			

JOINT REPORT OF:

Director of Finance and Corporate Resources and the Director of Education, Children's Services and Leisure

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

1.0 EXECUTIVE SUMMARY

1.1 Enfield Leisure Centres Ltd (ELCL) is currently in Creditors Voluntary Liquidation. The Council is working with the Liquidators of the company to improve the service at the leisure centres and stem the financial losses which flow from the operation by ELCL. It is proposed that the future management arrangements for the leisure centres are based on a detailed specification that is itself based on a detailed community consultation carried out in the New Year.

2.0 RECOMMENDATIONS

2.1 That, the future management of the centres, in terms of what is provided, when and where (the specification) is subject to future decisions of the Council which will be fully informed by a comprehensive consultation conducted as widely across the Community as possible. The target date for completion is 23rd February 2007.

3.0 BACKGROUND

3.1 Enfield Leisure Centres Ltd. went into a Members' Voluntary Liquidation on 4th September 2006. The Council indemnified the deficit declared at the time (£684,000) as calculated by the Finance Director of ELCL. This indemnity, and the decision to fund the process of liquidation, allowed ELCL to continue operating as "ELCL (in liquidation)", with no loss of service to the Community.

3.2 However, the liquidators, Vantis, have discovered that failures in accounting practice on the part of ELCL, meant that the true deficit exceeded £800,000 and thus on the 10th November the company moved into an insolvent Creditors' Voluntary Liquidation. The liquidators have begun an investigation

into the reasons why the company ended up trading into insolvency, which may involve analysis of the actions and decisions of the directors of the company.

- 3.3** During the liquidation process the liquidators have appointed an experienced leisure professional as Operations Manager of the business and he has started the task of rebuilding the operation, its management, its information systems and it's marketing to customers.
- 3.4** As the funder of the liquidation, indemnifier of the liquidator, owner of the facilities and Community Leader, the Council works closely with the liquidators and Operations Manager.
- 3.5** The key issue at this point is the vision for the leisure facilities following the liquidation process.
- 3.6** As Members will recall, ELCL was originally set up as a mechanism to avoid paying business rates on the leisure facilities and take advantage of favourable VAT treatment. The company eventually failed in 2006 due to a drop in income, a rise in costs and the effects of some poor choices as to expansion. It is a moot point the extent to which the distinction between "Enfield Leisure Centres Ltd" and "The London Borough of Enfield" is understood by the Council's residents. To many of them we are simply "the Council" and the leisure centres are a manifestation of the Council. Thus the Council, through the actions and failure of ELCL, is trapped in the unenviable situation of being blamed but lacking control. This scenario must have a bearing upon the new arrangements for the management of the leisure centres.
- 3.7** ELCL had no business plan, and no effective marketing. The company did not seem to have any effective market knowledge. This was a serious failure. The Council, and any activities in which it is involved as partner or grant provider, is a public service organisation. We have to operate within a framework of knowledge of what the public want. The Council has, via the Enfield Observatory and our regular Residents Surveys, solid information on many aspects of our operation. However it means that we lack meaningful information about leisure.
- 3.8** To place this need in context: Enfield has undergone rapid demographic change since ELCL was established. Perhaps 150,000 people have moved into the Borough, with a slightly smaller number having moved out. A successful multi-cultural Borough has become more so, and members of the Community from many different cultural traditions may have different expectations and aspirations with regard to leisure. These are assumptions. We simply do not know the details and we need to find out so that the Council can realistically plan provision. Since 1999 the private sector has also established a strong presence, with four major health & fitness clubs in, or just outside, the Borough. Again suppositions can be made about the impact on

demand for leisure facilities, but we need to establish the facts via a process of consultation.

3.9 The consultation needs to be designed and conducted to provide information to allow answers to the following questions:

- How has demand varied over time?
- How has demand changed in Enfield compared to other authorities
- What has been the impact of private sector provision?
- What are the participation rates in different income groups, different ethnic groups, by age, by gender?
- Are the correct activities / facilities provided to meet identified demand?
- Are there needs in the Community that are not fully met?
- Are the expected standards of comfort and privacy met? These may have varied over time and between different groups of users (e.g. the acceptability of “village changing”)
- Are activities provided at the right times?
- What is the balance between general use and that by clubs and other groups of users?
- What are subsidies per user per activity? And what should they be?
- What ideas are available to us to widen participation and access?
- What would represent effective branding and marketing?
- What strategy for pricing and concessions would best promote the Council’s objectives?
- Is there support in the community for broadening access to leisure and culture through joint provision – for example, leisure centres that also provide library facilities and Internet access?

4.0 CONSULTATION

- 4.1** the specification for services at the leisure centres is drawn up based on a full consultation with the Community. All suitable media should be used (e.g. a section in “Our Enfield”) and it is vital that the engagement is with the whole community rather than a narrow band of enthusiasts. The engagement will also include that of taxpayers, who are asked to provide the subsidy. The consultation will be managed by the Policy Team, and conducted by an external specialist (to be selected under delegated authority) under the direction of the Director of Education, Children’s Services and Leisure.
- 4.2** The consultation provides the ideal platform for the development of a flexible and responsive specification for the management of the leisure centres. This should specify a suitable contract period (e.g. 5 years) and set out in detail the management arrangements for issues such as investment in the centres and their equipment. It will be based on best practice from other local authorities.

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

5.1 Financial Implications

A budget of £12K is available to support the consultation.

5.2 Legal Implications

The Borough Solicitor has been consulted on this report and has no comments at this stage of the process.

Background Papers: None

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MUNICIPAL YEAR 2006/2007 REPORT NO. 182

MEETING TITLE AND DATE:
Cabinet – 13/12/06

REPORT OF:
Director of Finance & Corporate
Resources

Contact officer and telephone number:

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Agenda – Part: 1	Item: 8
Subject: Enfield Town	
Wards: Grange and Town	
Cabinet Member consulted: Cllrs Rye and Lavender	

1. EXECUTIVE SUMMARY

This report considers Enfield Town Phase 2, (the Palace Exchange Shopping Centre) and the award of the fitting out contract for Thomas Hardy House. It also considers in principle the next phase of the rejuvenation programme for Enfield Town.

2. RECOMMENDATIONS

Members are asked to approve:

- 2.1 The revised budget for the fitting out of Thomas Hardy House of £4.73m.
- 2.2 The letting of the fitting out contract for the Thomas Hardy House as disclosed in Appendix 1.
- 2.3 The inclusion of the sites as described in Section 8 in the asset disposal programme.
- 2.4 The outline scheme for the demolition, reconstruction and refurbishment of the Carnegie building subject to the outcome of the review of the medium term financial plan.

3. BACKGROUND

- 3.1 The development and lease agreement for the building of Enfield Town Palace Exchange became unconditional in August 2004 with construction commencing shortly thereafter. The Council's consideration for entering into a lease with the developer included provision of a shell and core building of approximately 43,000 sq ft on three floors.
- 3.2 With Palace Exchange open for trading, retailers are aware of the opportunities flowing from the new development. The much-anticipated rejuvenation within the Town Centre is now becoming a reality with significant expenditure having been undertaken on improvements to Marks & Spencer, Pearsons, Waitrose and Woolworths. These bear witness to the new found confidence in the strength of the retail offer the scheme is bringing to Enfield Town and fully justify the Council's proactive approach to regeneration projects within town centres.
- 3.3 Palace Exchange has provided the catalyst for the Council to consider further opportunities within Enfield Town Centre, utilising both its landholdings and those of partners and potential partners.

4. UPDATE ON THOMAS HARDY HOUSE (CIVIC FACILITY)

- 4.1 Members will be aware of the legal requirement for the Council to provide a Library and Performing Arts space/cultural centre within nine months of Practical completion of the shell and core of Thomas Hardy House as laid down in the Development Agreement. Practical completion has now been confirmed.
- 4.2 The approved plans for the use of space by the Council will be implemented in two stages. Stage 1 will comprise a temporary library on the ground and first floors to accommodate the current library services at the Enfield Town Library pending the refurbishment and expansion of the existing Carnegie building. In addition, there will be an Exhibition space, Performing Arts space, Café, and staff accommodation. Stage 2 will be implemented approximately two years later, when the central library moves back to the refurbished Carnegie building, leaving a residual library function at Thomas Hardy House.

5. PROPOSALS FOR CARNEGIE LIBRARY

- 5.1 Consultant Architects have carried out a full site analysis of the existing Library and green.
- 5.2 This has led to the draft proposals that will be displayed at the Cabinet meeting.

- 5.3 The proposals anticipate the demolition of the existing 1960's extension and the refurbishment/restoration of the "Carnegie Building" to restore it to its original 1912 condition. The scheme includes a two storey building on the existing footprint to give a total building area of 1500m² with large areas of glazing to accentuate the solidity of the existing building and to allow views through to the green.
- 5.4 The design proposes a prominent glass lift by the entrance to the North frontage, which features an atrium area between the new and existing buildings, to provide light into the centre of the plan and to provide a focal point to the building.
- 5.5 The existing service area is to be maintained and improved. This could also service an internet-style café with direct access onto the Green, if required.
- 5.6 The project will include a full landscaping scheme.
- 5.7 Further improvements include high quality hard and soft landscape, bandstand or performance area (i.e. summer art exhibitions etc) seating, external lighting and CCTV, new fencing, bollards and cycle hoops. A timepiece sculpture is also under consideration to provide a centrepiece to the Green.

6. FINANCIAL COST ANALYSIS

- 6.1 The current Capital Programme provides for a total of £5,850,000 for the Civic Facility and the refurbishment of the Carnegie Building.
- 6.2 Tenders for the Civic Facility building works have been returned and an analysis of cost are provided at Appendix 1.
- 6.3 The total expenditure anticipated is as follows:

	£m
Total Project Costs Thomas Hardy House (Appendix 1 refers)	4.73m
The Cost Plan for the Carnegie building is anticipated as (Appendix 2 refers)	7.50m
	<hr/>
TOTAL (this is preliminary only)	£12.23m
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7. PROPERTY COMMENTARY INCLUDING DISPOSALS OPPORTUNITIES

Property Implications

7.1 Members are asked to note the availability of the following Council-owned landholdings for possible disposal in order to provide the additional capital receipts that will be required.

7.2 The Disposal Sites

7.2.1 Silver Street Car Park (0.153 acres) - abutted by Lloyds Bank plc and Café Uno)

This site formed part of the comprehensive agreement the Council entered into with the developers of Palace Exchange in April 2001. The Council was contracted to transfer the site subject to the developer exercising an appropriate option. The developer failed to exercise the option and legal advice has stated that the Council is now under no obligation to transfer the site to the developer. Its transfer had been previously approved as part of the agreement with the developer and, accordingly, the Council is in a position to dispose of the site forthwith.

7.2.2 Cecil Road Temporary Car Park (0.8 acres)

This site originally formed a series of residential properties abutting The Town Park and although prior to its use as a temporary car park it was seeded and landscaped it never acquired the status of Metropolitan Open Space. Its use as a temporary car park could continue, subject to appropriate planning consents, now the licence to the developer has expired, however, it is available for disposal. The land was acquired at residential value.

7.2.3 Little Park Gardens' Small Car Park (0.2 acres)

This site is technically surplus to requirements and as such potentially available for disposal.

7.2.4 Other Opportunities

Opportunities to further realise capital receipts will be reported to a future Cabinet for consideration.

7.3 Issues for Consideration

7.3.1 Little Park Gardens' Bus Stands & WC's (0.31 acres)

Although the Council owns the freehold of this site it is leased to London Buses. Notwithstanding this, its availability for disposal could materialise as a result of the possible redevelopment around Enfield Town Station. See (8.3.3) below.

7.3.2 Enfield Arms Site

The site previously occupied by The Enfield Arms public house (0.17 acres) was acquired under the Council's Compulsory Purchase Order to facilitate the Palace Exchange development. Although the site is registered in the name of the Council by virtue of the CPO process, the developer will call for its transfer in due course. It was hoped that the Council would be able to negotiate the acquisition of the site from the developer, however this now seems unlikely. The acquisition was to provide the Council with a land interest in the immediate vicinity of Enfield Town Station. See below.

7.3.3 Enfield Station

As part of the future development around Enfield Station, Network Rail has advised that through an initial feasibility study there is the possibility of agreeing to a movement of the station in a southerly direction. Such a move would, in all probability, allow for a new station to be constructed adjacent to the Genotin Road Car Park. The resultant development opportunities in the immediate vicinity are being considered but it would in the first instance facilitate the regeneration of the area around Southbury Road and Genotin Road junction and provide for a new bus stand/station in Genotin Road Car Park. The consequences for the value of the Council's landholdings in this area are therefore potentially encouraging.

7.4 **Contract with Developer**

7.4.1 Property Services are currently negotiating with ING Real Estate Development a financial settlement, which will reflect its' use of some of the Council's property assets during the course of the development. It is anticipated that this settlement will be made during early 2007.

7.4.2 As part of the agreement between the Council and the developer of Palace Exchange, overage provisions were incorporated whereby the Council could potentially share in defined development profit secured in shop rentals which exceed previous estimates and savings in the construction of the development where they are both achieved over and above defined thresholds. Property Services believe that overage may become payable in late 2007. However, the amounts remain to be settled.

8. **TIMETABLE – KEY MILESTONES**

The following programmes are anticipated to meet the Council's legal obligations.

8.1 Civic Facility

Approve capital expenditure & Appoint Contractor	Dec 2006
Building Contract	Feb 07 - Jul 07
Relocate library	Aug 2007
Open Facility	Sep 2007

8.2 Carnegie Building

Approve Capital expenditure (in principle) and Appoint Design Team	Dec 06 – Feb 07
Report back to Cabinet for approval	Jan/Feb 2007
Detailed Design	Mar 07 - Jul 07
Planning	Jul 07 - Sep 07
Construction tender	Dec 2007
Approve Tender & Appoint Contractor	Feb 2008
Building Contract	Jul 2009
Commission & Decant	Oct 2009
Open Facility	Nov/Dec 2009

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 This report seeks approval to a fit-out scheme for Thomas Hardy House as is contractually required.

10. REASONS FOR RECOMMENDATIONS

10.1 To progress the next stage of the Enfield Town property improvement programme.

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

11.1 Financial Implications

11.1.1 On 12 July 2006, Cabinet approved a report on the preliminary estimates for the fit out of Thomas Hardy House and the building adaptations of the premises following the re-location of the temporary library on completion of the refurbishment of the Carnegie building.

11.1.2 The table below sets out the current estimates compared to the earlier approval.

	Scheme Estimate July 2006 £'000	Scheme Estimate December 2006 £'000
Construction including library fit out	3,250	3,495
Fees including project management	192	332
Contingency	110	110
Facilities equipment, fixtures and fittings (including IT) (not included in contract)	50	283*
Library and Cultural Centre equipment including IT, café set up and Performing Arts space (not included in contract)		308*
Phase 2 - Adaptations	198	200
Total Estimated Cost	3,800	4,728

- 11.1.3 The latest estimates reflect the receipt of tenders for the building fit out, but also the detailed assessment of the additional services and facilities required to manage and deliver the fully specified services from the premises including IT costs, equipping the second floor, the café set up and the Performing Arts space.
- 11.1.4 The Cabinet report to July 2006 expressly noted in the recommendation that the costs quoted of £3,350 excluded furniture equipment and IT, which needed to be worked up in detail. This explains the difference between the figures with the exception of the gap in construction costs, which are indicative of the volatile nature of a supply-led market. *In addition a review of the specification will be undertaken to seek opportunities for reductions and consequent cost savings.
- 11.1.5 The Council's approved capital programme includes provision of £5.685m for the fitting out of Thomas Hardy House and the refurbishment of the Carnegie Library. The revised estimates for Thomas Hardy House can be accommodated within this allocation but as a consequence there will be a lower residual balance of funding (£0.957m) remaining to contribute in part to the refurbishment of the Carnegie Library.
- 11.1.6 The revenue impact of Thomas Hardy House is currently being quantified. The draft position is set out below:

	2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000
Thomas Hardy House – facilities and service costs	522	743	732	732
Savings during refurbishment of Carnegie Library	(34)	(41)		
Provisional additional running costs of the refurbished library		5	58	58
Vacation of Scottish Life			(300)	(450)
Net revenue impact	488	707	490	340
Existing medium term financial plan provision	(335)	(362)	(145)	(145)
Net additional revenue impact	153	345	345	195

- 11.1.7 It is assumed that the café operation and Performing Arts space will cover their operating expenditure from income generated.
- 11.1.8 The preliminary costs of the refurbishment of the Carnegie Library has been estimated at £7.5m. This scheme will need to be considered as part of the current review of the medium term financial plan for inclusion in the new capital programme due to be approved by Council in February. Additional capital receipts will need to be identified for the scheme to proceed should they be prioritised for funding. There will also be revenue consequences arising from the project that have yet to be assessed in any detail.
- 11.1.9 It should also be noted that the potential proceeds arising from the disposals put forward in section 8 of the report are subject to further evaluation to determine the certainty of the sums involved and, in particular, the likely extent of any disposal costs.
- 11.1.10 To conclude, the re-development of the Carnegie Library will require a significant capital funding gap and revenue impact to be addressed.

11.2 Legal Implications

- 11.2.1 The Council has a statutory duty under Section 123 of the Local Government Act 1972 to achieve the best price reasonably obtainable on disposal of interests in land (or obtain the consent of the Secretary of State) and this is also reflected in Property procedure rules. Members will note that detailed legal appraisals on a number of the sites referred to in this report have not been carried out at this stage and the conclusions of such appraisals may have implications in terms of the timings of the disposals and values achievable.

11.2.2 Contracts for the disposal of any of the sites will be in a form approved by the Borough Solicitor.

12. PERFORMANCE MANAGEMENT IMPLICATIONS

12.1 The programme will be managed in accordance with the timetable defined at Paragraph 9 of this report.

13. PUTTING ENFIELD FIRST

13.1 Economically successfully and socially inclusive. These proposals will promote opportunities for employment by encouraging business growth, skills, training and by reduced barrier to working.

Background Papers

None

The Building Costs for Thomas Hardy House (Civic Facility) Project**Building Costs Stage 1**

	£m	
Tender figure adjusted to include budget estimate for furniture and equipment together with items for corporate specifications	3,495,205*	
Professional Fees including Project Management (approximate – fit-out only)	332,000	
Contingency	110,000	
Facilities Equipment, Fixtures, Fittings & IT (not included in contract price above*)	283,000	
Library and Cultural Centre equipment including IT, café set up and Performing Arts space (not included in contract)	<u>308,000</u>	
Total Estimate for Phase 1	4,528,205	
Estimated Building Costs Phase 2	<u>200,000</u>	
Total Estimated Cost for Phase 1 and 2 Including FF&E and IT costs	<u>£ 4,728,205</u>	Say £4.73m

The Cost Plan for the Carnegie Building is anticipated as:

	£m	
Building Budget Cost Plan	5,100,000	
Professional Fees (New Build, refurbishment and fit-out)	920,000	
Planning and Building Control Fee	40,000	
Specialist Fees (eg infrastructure and ground conditions)	50,000	
Contingency	435,000	
FF&E & IT (assumes furniture from Civic Facility)	<u>250,000</u>	
Total Estimated Cost	6,795,000	
Plus Index Linking to Completion 2009	<u>630,000</u>	
	7,425,000	Say £7.5m
	<hr/>	

Note:

- (i) It should be noted that the budgets for the Carnegie building has been prepared without the benefit of a detailed survey of the existing buildings and services.

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MUNICIPAL YEAR 2006/2007 REPORT NO. 183

MEETING TITLE AND DATE:

Cabinet: 14.12.2006

REPORT OF:

Director Health and Adult Social Services

Contact officer and telephone number:

David Legg 020 8379 3723

E mail: david.legg@enfield.gov.uk

Agenda – Part: 1**Item: 9****Subject: Compulsory Licensing of higher risk Houses in Multiple Occupation (HMOs)****Cabinet Member consulted
Cllr Matthew Laban****1. EXECUTIVE SUMMARY**

This report deals with the compulsory licensing of higher risk Houses in Multiple Occupation (HMO).

It requests Cabinet to set a level of fees for licensing.

It requests Cabinet to agree to an additional post of HMO licensing Officer whose costs are to be recovered from HMO licence fees.

2. RECOMMENDATIONS

That Cabinet agree to :

1. accept the recommendations of officers concerning licensing (paras 3.3,3.4 refer);
2. set the HMO licence fee at £120 per letting in the case of licensable HMO for a licence period of five years (para 3.5 refers);
3. the employment of a HMO licensing officer at scale SO2 (paras 3.6 – 3.8 refer).

3. BACKGROUND

3.1 Houses in multiple occupation provide useful accommodation in the private rented sector in Enfield. However, in some cases they also give rise to some of the worst and unsafe housing conditions to be seen in the borough. The Housing Act 2004 introduces compulsory licensing of certain Houses in Multiple Occupation (HMO's). This is the first time licensing has been introduced for the private rented sector. It aims to target the houses that are likely to pose the greatest health and safety risk to the occupants and generally raise the standards within these properties.

HMOs that require to be licenced are those;

- at least three storeys in height, and
- occupied by at least five persons, in at least two households

3.2 The Council ran a registration scheme (with Control provisions) from 2000 to 2005 in seven (old) wards in the SW corner of the borough. The requirements were similar to the licensing scheme. A fundamental difference is that licensing applies across the borough.

3.3 Licences will be granted where a house is reasonably suitable for occupation as an HMO, the management arrangements are satisfactory and the licence and/or manager are fit and proper persons. The period of a licence will be 5 years (unless there are wholly exceptional circumstances for which the period may be reduced to one year). There are set mandatory conditions, which the Council must apply to licences. Officers do not consider that additional, discretionary conditions are appropriate at this time but will review this after one year of operation.

3.4 Officers have considered the additional licensing scheme (which can be applied - on application to the Secretary of State) to a much wider range of rented property. Such a scheme will only receive confirmation if the local housing market is failing and/or there are exceptional problems with anti social behaviour in the area. Conditions in Enfield do not fulfil these criteria at present.

3.5 It is open to local Housing Authorities to charge a fee for compulsory licensing of relevant HMOs. It is a Government requirement that such fees should only relate to actual costs to the authority of licensing and not any enforcement costs. Enforcement is considered a separate matter. Officers recommend that a fee of £120 per letting per 5-year period is reasonable. This will produce an average fee of £600 per property. The proposed fees have been compared with those charged in 17 other London Boroughs. The average fee per property in these Boroughs is £591 for a five-year licence (for 5 lettings). Individual borough fees are higher in central London; Enfield's proposed fees are compatible with outer London boroughs. The fee chargeable is to be subject to annual review of inflationary cost pressures.

- 3.6 Officers estimate that the total number of licensable HMOs in the borough is likely to exceed 350 in any five-year period. This will produce an income in any 5-year period of £210,000 (at current values). Officers have identified some 160 premises so far that are likely to require licensing (these include some properties that were included in the local registration scheme).
- 3.7 Compulsory HMO licensing commenced in April 2006. Although a number of premises have been identified, it has not been possible to embark on a licensing programme because of staff shortage. It should be noted that there is a duty upon the Council to decide upon an application within 6 weeks of being made. This is new work that applies across the borough and without additional staff it will not be possible to instigate this compulsory programme.
- 3.8 Officers recommend that an additional member of staff be employed to seek out and progress the licensing of such HMOs at a cost of £33,079 per annum (2006/07 values). Existing members of the Private Sector Housing Team will deal with enforcement issues that will arise. This recommendation is within the context of proposed budget reductions through increased charges, efficiency savings and staff reduction (totalling 6 posts) within Community Housing Services.

4. ALTERNATIVE OPTIONS CONSIDERED

This licensing scheme applies nationally and is mandatory.

5. REASONS FOR RECOMMENDATIONS

The Council is required to operate a compulsory licensing scheme and the payment of fees by applicants is seen as meeting the cost of licensing.

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

6.1 Financial Implications

The cost of appointing an additional member of staff will be £33k p.a. It is estimated that the income from HMO licenses will be on average at least £42k p.a. The expected income will cover the cost of appointing an additional member of staff and it will also cover the cost of management and administration of the scheme by existing staff.

It should be noted that the income from HMO licenses can only be used for the purposes of granting those licenses and not for enforcement or income generation. The licensing fee will be payable with the application so there should be no debts arising from this scheme. The average cost will be £600 per property (based on 5 lettings per property @ £120 per letting) this compares with an average of known London fees of £591 per property.

6.2 Legal Implications

6.2.1 The Housing Act 2004 (HA) introduces a duty for all Local Authorities to license certain types of HMO. The requirements are set out in paragraph 3.1 above and have a maximum life of 5 years.

6.2.2 Section 63(3) of Part II of the HA provided that a Local Authorities may require an application for a HMO license to be accompanied by a fee, This fee is at the discretion of the authority but should, according to section 63(7), reflect the following:-

- a) all cost incurred by the local authority in carrying out their function under this part of the Act, and;
- b) all costs incurred by them in carrying out their functions under Chapter 1 Part 4 o the Act, in relation to HMOs (in so far as they are not recoverable under, or by virtue, of any provision of that chapter).

6.2.3 Further, section 112 of the local Government Act 1972 empowers the Council to appoint such officers as it thinks fit for the proper discharge of its functions.

6.3 Property Implications

There are none

7. PERFORMANCE MANAGEMENT IMPLICATIONS

The application of HMO licensing is mandatory and failure to carry this out, with the subsequent mandatory inspections and enforcement work, will have an adverse effect on the Council's Private Sector Housing and CPA performance.

8. PUTTING ENFIELD FIRST

'Economically successful and socially inclusive'

HMO licensing is an important contribution to improving housing conditions in the private rented sector.

Background Papers

Housing Act 2004 (part 2)

The licensing of houses in multiple occupation (prescribed descriptions) (England) order 2006

MUNICIPAL YEAR 2006/2007 REPORT NO. **184**

MEETING TITLE AND DATE:
CABINET 13th December 2006

REPORT OF:
 Director of Finance & Corporate
 Resources

Contact officer and telephone number:

Simon Proffitt: 020 8379 3172

E-mail: Simon.Proffitt@enfield.gov.uk

Agenda – Part:1	Item: 10
Subject: ASSET MANAGEMENT PLAN – DISPOSALS PROGRAMME UPDATE	
Wards: All	
Cabinet Member consulted: Councillor M Lavender	

1. EXECUTIVE SUMMARY

- 1.1 This report updates Members on the sites/properties sold this financial year, those properties deferred to the 2007/08 and identifies additional properties to be included in the 2007/2008 disposals programmes.

2. RECOMMENDATIONS

That Members note and approve:

- 2.1 The disposals sold to date in this financial year, 2006/2007 and the anticipated capital receipts for this financial year 2006/2007 (contained in Appendix I).
- 2.2 The disposals deferred from this financial year (contained in Appendix II) and those new sites/properties identified in the disposals programme for 2007/08.

3. BACKGROUND AND PROGRAMME UPDATE

- 3.1 Appendix 1 of this report lists those sites and properties sold to date and the anticipated sites/properties to be sold in 2006/2007, which totals £7.7m (approx. inc. HRA receipts)
- 3.2 Appendix II of this report lists those sites deferred from this year's disposals programme to the 2007/08 programme . (Approximately £5m). Members will note that the Burnside Site is currently being marketed with the benefit of outline planning permission and informal tender bids were due in on 1 December 2006. The Assistant Director of Finance and Corporate Resources (Property) will select the highest appropriate bid and it is anticipated that the capital receipt should be achievable this financial year.
- 3.3 The land fronting Camlet Way, Hadley Wood, is deferred to 2007/08 and an application for outline planning permission for residential use on the front part of the site will be submitted shortly, pending the grant of a lease to the Hadley Wood Association for the land at the rear of the site as a Woodland Trust.
- 3.4 Members will note that the sale of the freehold of the BP filling station, Mollison Avenue not proceeding, at the present time, as the freehold bid for the site does not meet the internal rate of return from the rental income. This sale will be reviewed in the future if an acceptable bid is forthcoming. The sale of Sir John Laurence Public House, has also been deleted for the time being, pending a decision regarding wider issues in the area.
- 3.5 Members are asked to approve the addition of 70 Jefferys Road, Brimsdown in this year's disposals programme, involving a sale to the tenant (Regis Tyres Ltd).
- 3.6 It is also proposed to progress potential new disposals in Appendix II of this report for 2007/08. This includes the sale of Slopers Pond Cottages, Waggon road, Hadley Wood, subject to negotiating with the tenants for vacant possession. It is also proposed to investigate with the tenants of the Council owned golf courses, at Crews Hill Golf Club and Enfield Golf Club, with a view to the possibility of the grant of long leases (125 years) at a nominal rent in return for a capital receipt. The clubs consider that this will help to maintain their longevity and the ability to secure future investment in the green belt.
- 3.7 The disposals on long leases will have to satisfy the Director of Finance and Corporate Resources that the capital receipt exceeds the Council's internal rate of return for the rental income. Any disposal will also have to satisfy best consideration under the Local Government Act 1972.
- 3.8 The list of new disposals will be subject to further assessment and full report back to Members for consideration.

- 3.9 Members should note that there are issues regarding the disposals of properties/sites containing restrictive covenants with the Duchy of Lancaster. Proposed sales affected by this covenant have been deferred, pending resolving any outstanding issues with the Duchy, which are currently being addressed.
- 3.10 The sites/properties identified in appendices, I and II will, subject to Members' approval, be disposed of either by auction, tender, or private treaty (in the case of special purchaser). In each case, officers shall, under delegated powers, select and proceed with disposal on the best appropriate bid, subject as always to certification that the selected bid satisfies best consideration under Section 123 Local Government Act 1972. Members should note therefore that tender results etc will not be reported back to Cabinet once a site has been approved for inclusion in the disposals programme, unless such a report is specifically requested by Members.
- 3.11 In the light of the recommendations made in the Green Belt Management Report contained elsewhere in this agenda, future sites identified for disposal will, prior to marketing, have a full land survey carried out, clearly defining boundary responsibilities, rights and liabilities and servicing requirements. These will be contained within the 'buyers pack' and, in certain circumstances, the special conditions of sale, the costs of which will be deducted from the proceeds of sale.
- 3.12 Currently, when a disposal is marketed by tender, the purchaser contributes 2% of this purchase price to offset fees and costs of the sale. Under auction, the purchaser pays a premium of 1½% of the sale price to cover the auctioneer's fees and the Council's costs. It is proposed that, in future, all disposals regardless of size will be subject to a set fee, which will be recovered independently of the capital receipt. Depending on the complexity of the sale the overall charge will vary on each case.
- 3.13 Any new disposals will be assessed against the Council's policy criteria and objectives (Cabinet report 14.07.2004 Report number 52 refers) used to assess under-performing assets, the capital value of which might be better invested in the Council's priority programme.

4. CONSULTATION:

All ward Members and Cabinet Members have been provided with site plans of those sites/properties identified in the 2006/2007, 2007/2008 disposals programmes. Preliminary consultation on all new proposed disposals will be undertaken before submitting recommendations for the new three-year programme.

5. ALTERNATIVE OPTIONS CONSIDERED:

The Council can continue to retain its' assets and receive the revenue income from the commercial portfolio properties.

6. REASONS FOR RECOMMENDATIONS:

To implement the Council's disposals programme in order to ensure delivery of the capital programme.

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

7.1 Financial Implications

The report identifies several new property disposals with the potential to generate additional receipts, which can be used to fund future capital investment. Members should note, however, that several of the disposals are subject to further evaluation (particularly the golf courses) and obtaining vacant possession, so are by no means certain. Also two properties have been temporarily withdrawn from the programme reducing available resources. The amount of additional resources available to finance new schemes will be considered in the budget report to Council in February 2007.

There is a loss of revenue income to the HRA from the disposals of various public houses amounting to £50k in a full year. The actual loss in the year will depend on the date of disposal. There is provision in the contingent items to cover the loss of income to the general fund. The majority of HRA disposals are in 2006/7 and will be included in the budget for that year with any loss in the current year being met from existing resources.

7.2 Legal Implications

The Council has a statutory duty under Section 123 of the Local Government Act 1972 to achieve the best price reasonably obtainable on disposal (or obtain the consent of the Secretary of State) and this is also reflected in property procedure rules. Members will note that detailed legal appraisals on some of the sites contained in the disposals programme have not been carried out at this stage and the conclusions of such appraisals may have implications in terms of the timings of the disposals and values achievable.

8. PERFORMANCE MANAGEMENT IMPLICATIONS

- 8.1 The Council disposes of under-performing assets, which are no longer required for corporate purposes and performance is measured through the Council's medium term monetary plan.
- 8.2 The reason for the continuation of the Council's disposals programme is to generate capital receipts to fund the on-going capital expenditure programme.

9. PUTTING ENFIELD FIRST

The disposals programme generates capital receipts, which will contribute towards 'Putting Enfield First'.

Background Papers

Report to Cabinet 12 July 2006.

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2006 / 2007 Approved & Completed Disposals			(Appendix 1)
Site Name	Ward	Comments	Proposed Method of Sale Est Receipt £000's
Garages 123 & 124 Bouvier Rd	Turkey Street	Garages (HRA) Sold May 2006	Private Treaty (Sold)
Land Adjacent 29 Wilbury Way	Upper Edmonton	Modification of Covenant on RTB plot completed April 2006	Private Treaty (Sold)
Land Adj 193 Lonsdale Drive	Highlands	Modification of Covenant on RTB plot completed April 2006	Private Treaty (Sold)
Koloaks Works, Brettenham Rd	Edmonton Green	Derelict factory unit, sale to housing association (Nil Receipt)	Private Treaty (HRA) (Sold)
4-16 St Josephs Rd N9	Lower Edmonton	Sale to Housing Association	Private Treaty (HRA -Sold)
Land at 91 Churchbury Lane	Town	Vacant land Sold April 2006	Private Treaty (Sold)
Lancaster Rd Ex WC's	Chase	Ex public convenience	Auction (Sold)
68/70 Lime Avenue	Southgate Green	Sale to Housing Association	Private Treaty (HRA -Sold)
Nags Head Rd Site	Ponders End	Mixed use development (Nil Receipt)	Private Treaty (Sold)
Remainder of Burnside Site	Lower Edmonton	Residential development	Informal Tender
8/8a Woodland Rd, New Southgate	Southgate Green	Former Hostel for Homeless	Auction (Sold)
70 Jeffreys Rd, Brimsdown	Enfield Highway	Sale to Occupying Tenants	Private Treaty
No. 1 College Farm, 515 Hertford Rd	Enfield Highway	Former Leisure Services Tenancy - Vacant Flat	Auction
134 Southbury Road	Southbury	Former Caretaker's House	Auction
East Lodge Cottage, Botany Bay	Chase	Green Belt Property (Sale to tenant)	Private Treaty
Land Adj 191-193 Brimsdown Ave	Enfield Highway	Land to be purchased by adjoining owners	Private Treaty
			Total £7,771,000 (Inc HRA Sales)

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2007 / 2008 Deferred & New Disposals			(Appendix 2)	
Site Name	Ward	Comments	Proposed Method of Sale	Est Receipt £k's
Rectory Farm Outbuildings	Chase	Farm buildings in green belt	Informal Tender / Auction	
Camlet Way (Front Part)	Cockfosters	Residential development on front of site	Informal Tender / Auction	
Former Merryhills Library Site	Highlands	Sale for mixed use development to adjoining clinic.	Private Treaty	
321a / 323a Baker St	Town	Flats above shop	Auction	
Sterling Way (Weybridge)	Upper Edmonton	Part Ownership of land off north circular with TFL	Informal Tender / Auction	
Hertford Rd Chapel	Enfield Highway	Vacant chapel building	Auction	
8 Dryden Rd	Bush Hill Park	Service reprovision maybe required (Property Strategy)	Informal Tender / Auction	
The Ordnance PH, Ordnance Rd	Enfield Lock	HRA asset, possible joint development with adjoining site	Informal Tender / Auction	
Hoe Lane Car Park	Turkey St	Underused Free Car Park	Auction	
Cemetery House, Church St	Bush Hill Park	Vacant residential accommodation above offices	Informal Tender or Auction	
Brittania PH, Sebastipol Rd	Edmonton Green	HRA asset, possible joint sale with adjoining site	Informal Tender / Auction	

New Addition Disposals					
Enfield Golf Course		Sale of long lease to tenant	Private Treaty		
Crews Hill Golf Course	Chase	Sale of long lease to tenant	Private Treaty		
Slopers Pond Cottages, Wagon Rd, Hadley Wood	Cockfosters	Sale of site for residential development, pending vacation of cottages & Duchy consent.	Informal Tender / Auction		

Estimated Total £8,075,000

MUNICIPAL YEAR 2006/2007 REPORT NO. **185****CABINET**

13 December 2006

REPORT OF:

Chief Executive

Contact Officer: Kate Robertson, Acting
Assistant Director Customer Service,
Communications and Change
ext. 4431

Agenda - Part: 1	Item: 11
Subject: Our Enfield Magazine	
Wards: All	
Cabinet Member consulted: Cllr Zinkin	

1. EXECUTIVE SUMMARY

This report seeks Cabinet approval for the creation of a new residents magazine (key decision 2090). The magazine will be called Our Enfield, produced bi-monthly and distributed to all homes in the Borough. It will be funded through a combination of existing publication budgets and advertising income.

2. RECOMMENDATIONS

It is recommended that Cabinet approve the production of the magazine and relevant budgets are captured to support its costs.

3. BACKGROUND

The Council is striving to further increase resident satisfaction with the authority and its services. Satisfaction with Council services continues to improve, reflecting the many improvements that have been made.

However, satisfaction with the Council overall has not increased to the same degree. Research from Ipsos MORI has confirmed a clear link between resident satisfaction and how informed people feel about their local council, its services and the reasons behind its decisions.

Whilst there have been improvements, residents surveys have shown that local people do not feel that the Council keeps them adequately informed. Further consultation with residents has shown that they want information delivered to them, they want to know more about council services and how to access them and they want to be kept up-to-date with developments, reasons behind key decisions and how to get involved.

Producing a resident magazine reflects residents' preference for information direct to their homes but in a more effective way than producing a series of separate leaflets. Most other councils produce a magazine and have seen improvements in satisfaction as a result.

During specific focus groups with citizen panel members, there was broad support for a council magazine. Possible names, layout, regularity and content were discussed as well as how it should be funded. It was agreed that it should be supported by advertising but not to the extent that there was little real content.

Following this feedback, it is proposed that the magazine is called 'Our Enfield' and produced bi-monthly. This means we can keep residents up-to-date whilst maintaining a positive relationship with local newspapers as we will need to continue advertising public notices, jobs and other time-specific events.

The Council has a framework of approved design and print suppliers following a tendering exercise led by Corporate Procurement. Quotes were sought for the design, print and distribution of the magazine from suppliers on the framework list. A local company has been selected for the first issue, with the total cost being £21,185.

It has been agreed that a number of publications currently produced – including the best value performance plan summary, the six month update booklet, summer activities brochure and other publications should be published through the magazine. Therefore, the budgets allocated for these publications will be captured to contribute to the cost of the magazine. The remaining costs would be met through advertising.

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

6.1 Financial Implications

The costs and associated sources of funding for the proposals contained within this report are:

	2006-2007 £'000	FYE £'000
Cost to produce magazine	47	131
Funded by:		
Existing Communications budget	(15)	(25)
Existing Best Value budget	(27)	(27)
Existing Leisure Services budget	-	(3)
Advertising Income	(5)	(76)
Total Funding	(47)	(131)

The advertising income target is reasonably challenging in a full year and there is an expectation that council services who currently advertise externally or produce publications would use the magazine and contribute towards this target.

6.2 Legal Implications

- 6.2.1 Section 2 of the Local Government Act 2000, permits the Council to do anything to help achieve the promotion or improvement of the economic/social/environmental wellbeing of the London Borough of Enfield. However, in raising revenue via advertising revenue the Council has a duty to ensure that, taking one year with

another, the income from charges for the service does not exceed the costs of provision. Therefore as the report states the revenue will be used to help fund the magazine.

- 6.2.2 Section 142 of the Local Government Act 1972 gives the Council the general power to make arrangements where the public may obtain information on services and other related functions of the Council. However, the Council must comply with section 2 of the Local Government Act 1986 which expressly prohibits the publication by the Council of any material which in whole or in part appears to have been designed to affect public support for a political party.
- 6.2.3 If the Council allows businesses to advertise in the magazine, the Council must not be seen to be recommending or supporting any particular business. This needs to be clear in the magazine. Therefore, it is important to have a clear and robust process for reviewing the suitability of an advert, i.e. to ensure its not of a politically biased nature, or obscene, etc.
- 6.2.4 Overall the publicity must be relevant to the functions of the authority, objective and it should not duplicate unnecessarily publicity produced by other authorities.
- 6.2.5 A contract in a form approved by the Borough Solicitor will be required.
- 6.2.6 Under the Councils Constitution, in particular Contract Procedure Rules, the Council is permitted to "call-off" contracts via framework agreements as long as the call off arrangements defined in the framework contract are followed.

6.3 Performance management implications

The Council will need to ensure it meets the Audit Commission timescales for publishing a summary of its best value performance plan.

6.4 Property implications

None

7. PUTTING ENFIELD FIRST

Aim 5 – supporting the delivery of excellent services

Background Papers

None

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MUNICIPAL YEAR 2006/2007 REPORT NO. **186**

MEETING TITLE AND DATE:
Cabinet – 13.12.2006

REPORT OF:
Director of Performance,
Partnership & Policy

Contact officer and telephone number:
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Agenda – Part:1	Item: 12
Subject: Housing Resident Involvement strategy	
Wards: All	
Cabinet Member consulted: Cllr Mathew Laban	

1. EXECUTIVE SUMMARY

This report presents Enfield Homes' Resident Involvement Strategy 2006-11 – *people like you..... making a difference* which has been developed following consultation with individual residents and resident's groups and key partners such as FECA.

The report briefly explains the context for preparing the strategy, the consultation process undertaken and sets out the overall vision and objectives of the strategy for the next 5 years. The report provides an opportunity for Cabinet to agree the vision and objectives outlined for the new strategy.

Further work is being done to develop the action plan which will ensure the delivery of the year 1 priorities for the strategy and Enfield Homes shadow board has set up a working group with residents to oversee the implementation of the strategy.

2. RECOMMENDATIONS

That Cabinet agrees the overall vision and objectives for the resident involvement strategy and agrees the way forward for finalising the strategy

3. BACKGROUND

From April 2007 Enfield Homes, will be responsible for resident involvement in the landlord services although they will continue to work with the Council to ensure residents can influence all aspects of housing. The creation of Enfield Homes and a successful bid will provide a unique opportunity to involve residents at all levels of decision-making including as members of the board of directors Residents will be able to influence a range of decisions including defining the services they want, setting new standards for service delivery and, through the delivery of the Decent Homes programme, to have a say in planning and shaping the wider neighbourhood. The achievement of at least a two star rating by the Audit Commission inspectors at their formal assessment of the services provided by the ALMO in late 2007/early 2008 is key to the success of Enfield Homes. Our ability to demonstrate the successful involvement of residents in a range of decisions and in a variety of ways will be a critical factor in achieving a successful rating.

Enfield Council has a tradition of partnership working with tenants. We have a thriving tenants federation, the Federation of Enfield Community Associations (FECA), with whom we have worked on a number of resident involvement initiatives such as our DVD *people like you... get involved* and planning and running a number of tenant and leaseholder events such as the very successful tenants' and leaseholders' conference in September. However, previous tenants' surveys indicated low levels of tenant satisfaction with opportunities for involvement in decision making and we have been criticised through inspection, review and scrutiny for being over reliant on formal consultation and not involving a wide range of residents in improving services.

It is acknowledged that there are pockets of good practice, for example inspectors praised the review of repairs and maintenance for the ways in which we had involved residents in shaping policy and services and the recent initiative to develop a consultative pool of interested residents called the NETWORK has been commended. We also involved residents in our stock options appraisal and the resulting creation of Enfield Homes has meant residents are taking decisions and influencing services at the highest levels.

The Enfield Homes resident involvement strategy builds on established good practice, but seeks to move away from an over reliance on formal structures and groups as the sole means of consultation to a more flexible approach to consultation and involvement that suits the needs of more of its residents.

Developing the strategy

The objectives and principles of the strategy have evolved through out the course of a series of consultation events carried out throughout this year including

- A training event in January with residents, councillors and officers where we explored a number of options for our model of involvement, looking at the layers of decision making and developing a menu of opportunities for resident involvement at all levels of decision making.
- a series of road shows in various venues around the borough, promoting the shadow board selection process and asking people how they would like to have their say about Enfield Homes.

- two half day workshops, facilitated by Angela Wheeler a consultant with Housing Quality Network, at which we agreed the principles that the strategy is based on, the lifetime of the strategy and who would be involved in delivering it.
- two workshops at the Tenants’ and Leaseholders’ conference on September 21st
- a final workshop on 23rd October with residents and staff to draft the action plan that would set down the next steps in developing the strategy further and the key actions for implementation of the strategy during the next 18 months.

Vision and objectives

Residents feedback from the roadshows and workshop, informed the vision. They said they wanted to be asked about things that impact on them, the majority didn’t want to join groups or sit on committees, but they did want to be asked and most importantly they wanted to see how what they said influenced change.

The strategy vision states that.....

We believe that resident involvement means everyone working together to enable the customers of the services to influence the management and maintenance of their homes and estates. This means residents, staff and decision makers from the Enfield Homes board and the Council working together towards common goals.

We believe that residents should have real influence over the decisions that are made about their homes, their tenancies, the policies, local services and the environment in which they live. We believe that opportunities to influence decision making at all levels should be available to residents in ways that ensure equality of opportunity and meet individual needs.

We believe that an effective partnership must include:

Customers	Service provider	Landlord
All residents living in our homes and receiving the services Members of the Federation of Enfield Community Associations (FECA) and residents associations Members of other active residents groups across the borough such as the Leaseholder Panel and Sheltered Housing Forum	Enfield Homes staff dedicated to supporting resident involvement Enfield Homes staff providing the front line services Enfield Homes staff managing the service delivery Enfield Homes Senior Managers Enfield Homes Board members Enfield Homes area boards members Other agencies working in the Borough	LB Enfield Councillors LB Enfield officers

To achieve this we will plan to

- increase and diversify the methods for engagement increased opportunities for traditionally hard to reach groups to be involved and encourage resident involvement at a level that suits each individual
- develop real partnership working between Enfield Homes and its stakeholders
- achieve excellence in resident involvement against inspection criteria
- achieve consistent improvement in levels of satisfaction
- engage with residents who reflect the profile of our local communities.
- empower residents to take the lead and drive ideas forward
- improve communications internally and externally
- provide relevant and suitable support to deliver the strategy
- provide relevant and suitable resources to support the strategy
- facilitate the development of sustainable partnerships with organisations and agencies outside the Council and Enfield Homes to support engagement in the community and the environment where our residents live

The action plan

The strategy will be delivered through an action plan which is being developed with staff and residents. Key activities will include a review of internal structures and resources to ensure that resident involvement is supported and mainstreamed throughout the organisation; revision of service plans to emphasise the requirement for managers to outline how they plan to involve residents in improving services; further development of the NETWORK as a key resource in engaging and empowering residents; developing the capacity of the Core group to fulfil its challenge function and as a co-ordinating forum for consultation.

Finalising the strategy

It is proposed that Cabinet endorse the vision and objectives and that the shadow board receives comments on the final draft strategy document for incorporation into the final document which will form part of the Enfield Homes Delivery Plan.

Monitoring arrangements

The strategy will span a 5 year timeframe, but will be reviewed annually with a major review after 3 years to ensure it is still fit for purpose.

Enfield Homes shadow board are in the process of setting up a working group to oversee the completion of the strategy document and monitor the action plan to ensure the implementation of the strategy as agreed. Invitations have been extended to FECA, the Core group, the Sheltered Housing Forum and the Leaseholder Panel to join the working group which will focus on the following key actions

- The development of the consultative model
- The development and implementation of the Enfield Homes area boards and other decision making bodies
- Self assessment against the resident involvement Key Lines of Enquiry

The strategy will form part of the Enfield Homes delivery plan which will be a key monitoring tool for the Council.

4. ALTERNATIVE OPTIONS CONSIDERED

No alternative was considered, whilst there is not statutory requirement to have a resident involvement strategy, it is widely acknowledged to be good practice and inspectors would have an expectation that we would have one in place.

5. REASONS FOR RECOMMENDATIONS

There is a need for resident influence on decision-making and involvement in improving services to be mainstreamed within the landlord services. The strategy will build on existing structures and areas of good practice to develop a coherent and coordinated approach to this

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

6.1 Financial Implications

The financial resources required to deliver the resident involvement action plan will be considered at a later date as part of the negotiation of the ALMO management fee.

6.2 Legal Implications

The Council has no statutory duty to produce a resident involvement strategy, however, under the Local Government Act 1999, the Council has a statutory duty to secure continuous improvement in the way in which its' functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The development of the resident strategy and delegation of the responsibility for delivering the strategy to Enfield Homes will assist the Council in discharging that duty.

7. PERFORMANCE MANAGEMENT IMPLICATIONS

Effective resident involvement will be a critical factor in achieving a 2 or 3 star rating when Enfield Homes is inspected in late 2007/early 2008. The resident involvement strategy will support the Enfield Homes Delivery Plan which will set out how Enfield Homes will meet the Council's targets for delivering its housing strategic objectives in relation to the landlord services and will be a key monitoring tool.

8. PUTTING ENFIELD FIRST

Involving residents in improving services and shaping their neighbourhoods will contribute to Aim 5 supporting the delivery of excellent services and Aim 6 economically successful and socially inclusive.

Background Papers

Final draft resident involvement strategy held by Kate Tordoff

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MUNICIPAL YEAR 2006/2007 REPORT NO. 187

MEETING TITLE AND DATE:

Cabinet
13 December 2006

REPORT OF:

Director of Education, Children's
Services and Leisure

Contact officer and telephone number:
Jennifer Hill ext 4910

Agenda - Part:	1	Item: 13
Subject:	2006 Annual Performance Assessment of Services for Children and Young People in Enfield	
Wards:	All	
Cabinet Member consulted:	Cllr Glynis Vince	

1. EXECUTIVE SUMMARY

The 2006 Annual Performance Assessment of Services for Children and Young People, carried out by OFSTED and CSCI, provides strategic performance information about improvements since the Joint Area Review. All services and our capacity to improve have been judged as 'Good' and there has been overall good progress since the Joint Area Review.

2. RECOMMENDATIONS

To note the outcomes of the Annual Performance Assessment of services for children and young people in Enfield.

3. BACKGROUND

- 3.1 The Annual Performance Assessment (APA) of children's services takes place regularly, except in the year when a Joint Area Review (JAR) is scheduled. Our first APA took place in July, following the JAR report which was published in January 2006. The inspectors took into account our self assessment, updated performance data and the outcomes of a small number of interviews. In contrast to the JAR, the APA was more narrowly based on services provided by the Council and involved much less fieldwork.
- 3.2 Following JAR a detailed action plan had been promptly agreed and implemented: a monitoring report was available to the inspectors. Whilst most grades in the original JAR report were 3 (Good – A service that consistently delivers above the minimum requirements for users), we were graded as 2 (Adequate – A service that delivers only minimum requirements for users) for 'Enjoy and Achieve' and 'Achieve Economic Well-being'. The attached APA letter (see appendix A) now describes services in these areas, and all others, as 3 - Good. The capacity to

improve also continues to be good. This represents an improvement in services to local children and young people.

3.3 The letter refers to aspects of our work which continue to be challenging. These objectives will be reiterated in the departmental and service plans:

- The educational performance of care leavers and looked after children at GCSE needs to improve;
- We need to set and monitor action-plan timescales clearly (Children and Young People's Plan);
- Further work is needed to improve interpreting facilities (health related information);
- Recruitment and retention of permanent social work staff, although much improved, needs continued attention;
- Planned work to deliver a consistent multi-agency approach to CRB checks needs to be completed;
- The need remains to make progress on our longer term objectives to improve recreational and leisure facilities for children and young people;
- Delivery of the aims of the 14-19 strategy will need continued attention.

3.4 A press release was issued to coincide with the formal publication of the letter on 1 November. The next APA is expected to take place in September 2007.

4. ALTERNATIVE OPTIONS CONSIDERED

None.

5. REASONS FOR RECOMMENDATIONS

This letter provides important evidence about the performance of Council services.

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

6.1 Financial Implications

None

6.2 Legal Implications

None

6.3 Property Implications

None

7. PERFORMANCE MANAGEMENT IMPLICATIONS

This report provides strategic performance information.

8. PUTTING ENFIELD FIRST

High quality education and lifelong learning.
Quality health and care services.

Background Papers

Appendix A – Ofsted/CSCI letter to the Director of ECSL dated 1 November 06.

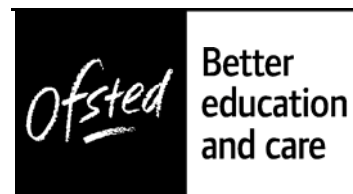
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Making Social Care
Better for People



Mr Peter Lewis
Director of Education, Children's
Services and Leisure
Enfield Council
7th Floor, Civic Centre
Silver Street
Enfield
EN1 3AX

1 November 2006

Dear Mr Lewis

2006 ANNUAL PERFORMANCE ASSESSMENT OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN ENFIELD COUNCIL

This letter summarises the findings of the 2006 annual performance assessment process for your local authority. The judgements reflect the outcomes of the joint area review (JAR) and the updated self-assessment provided by the council. We are grateful for the information that you provided to support this process and for the time that you and your colleagues have given to discussing relevant issues.

Summary

Areas for judgement	Grade awarded¹
The contribution of <i>the local authority's children's services</i> in maintaining and improving outcomes for children and young people.	3
The council's overall <i>capacity to improve</i> its services for children and young people	3
The contribution of <i>the local authority's social care services</i> in maintaining and improving outcomes for children and young people	3

1

Grade	Service descriptors	Capacity to improve descriptors
4	A service that delivers well above minimum requirements for users	Excellent / outstanding
3	A service that consistently delivers above minimum requirements for users	Good
2	A service that delivers only minimum requirements for users	Adequate
1	A service that does not deliver minimum requirements for users	Inadequate

The London Borough of Enfield delivers a good service for children and young people. The council believes that the social circumstances of children and young people should not hinder their progress. Consequently, most of the services provided clearly point to the work they are undertaking to improve the quality of life and achievement of young people. However, the 2005 JAR highlighted the need to improve educational achievement and standards by ensuring greater consistency and rigour across all phases. It was also evident that more needs to be done for children in the early years settings, older pupils in the 14-19 phase and improving the transition and tracking arrangements for young people with learning difficulties and/or disabilities in mainstream schools. Additionally, the review emphasised inconsistency in providing advice, guidance and support for children, parents and carers across the borough. The JAR pointed out that the draft anti-bullying policy had yet to have an impact on practice and there was insufficient attention to listening to children and young people's views. It was clear in the report that the strategy for recruitment and retention within social care was insufficiently robust, and there were inconsistencies in auditing and carrying out the mandatory checks. The council's updated self-assessment and action plan show steady progress on the JAR recommendations. The council shows good capacity to make further improvements.

School improvement work with senior and middle managers in schools has led to a sharper focus on improving specific subjects, notably science. The council effectively makes use of consultants, school improvement partners (SIPs), a range of intervention strategies and assessment data to improve performance. Although it is too early to fully evaluate the impact of intervention strategies, they are clearly targeted. Results are improving year on year from a low base and pupils' progress by the end of Key Stage 2 is good. However, the performance of care leavers and looked after children at the end of Year 11 with five or more GCSE grades A*- C is much lower than the national average for this group of vulnerable young people. The council has prioritised actions to improve the recruitment and retention of social care staff and to produce a commissioning strategy. The council's plans address performance areas relating to looked after children and when fully implemented, aim to deliver measurable improvement.

The council's Children and Young People's Plan, 'Promoting Positive Futures (2006-2009)', effectively embraces a broad vision that is also informed by the Enfield Strategic Partnership's Community Strategy. The council works effectively with various partners to meet the increasingly diverse needs of Enfield's community. Its priorities are well ordered and based on careful analysis of needs linked to the JAR report, the Local Area Agreement and the Change for Children Programme. The council has made significant investments to achieve its priorities. The council should set and monitor action plan timescales clearly. Nonetheless, it has good capacity to improve its services further. This confirms the judgement in the JAR report that the capacity for further improvement is good.

Being healthy

The contribution that the council's services for children and young people make to improving outcomes in this area is good. Three recommendations for action emerged from the JAR:

Immediate:

- improve the range of health-related information specifically for children and in community languages.

Next six months:

- resolve the capacity issues with maternity services at North Middlesex Hospital
- ensure better use of children's nurses in Accident and Emergency (A&E) at Chase Farm Hospital.

The council is working with the Primary Care Trust which has the lead role in health information. Initial plans are in place to produce a range of health information by March 2007 in key community languages, of which information specifically for children will be a part. At this stage a database of health care information has been developed and the council provides interim interpreting and translation services. Although these short-term arrangements ensure that a reasonably good translation service is provided, further work is planned to improve the interpreting services.

The council is working with both hospital trusts which have the lead roles in addressing the remaining issues. North Middlesex Hospital has completed the first stage of a midwifery staff review resulting in additional investment in named and other midwife posts. Paediatric and other training programmes and professional shadowing have been used to maximise children's nursing at Chase Farm Hospital A&E. Specialist recruitment will follow when vacancies arise. The council keeps the areas for improvement under review. Their plans adequately address the areas for improvement and when fully implemented, aim to ensure that all posts are filled.

Staying safe

The contribution that the council's services for children and young people make to improving outcomes in this area is good. Four recommendations for action emerged from the JAR:

Immediate:

- increase the effectiveness of strategies for recruiting and retaining social care staff
- review and strengthen arrangements to ensure necessary improvements are made to provide a consistent approach to Criminal Records Bureau (CRB) checks across the area.

Next six months:

- ensure that the named midwife at North Middlesex Hospital is given protected time to carry out her role in relation to child protection
- implement the draft anti-bullying strategy to ensure that all bullying incidents are recorded and acted upon appropriately.

The council has agreed a new workforce strategy for social care and an enhanced remuneration package targeted at social work practitioner and manager posts. Among front-line staff the percentage of agency staff has reduced from 22% in October 2005 to 12% in May 2006. The council exceeded its target to reduce the percentage of agency staff within a set time. This is a significant improvement in the recruitment and retention of permanent staff but needs continued attention.

The council takes the lead role on CRB practice through chairing the Local Safeguarding Board. Inconsistencies in practice within health agencies have been made clearer and the Board has received information from other partners. A position statement will be produced by the Board by end of July 2007. The target is a consistent multi-agency approach by 31 March 2007. The council has clear procedures to ensure compliance with safeguarding good practice and further action is planned to monitor and address gaps, if any, in the practice of collating information. This represents adequate progress at this stage.

The North Middlesex Hospital has the lead role in protecting time for the named midwife and has initially established an additional day a week of dedicated time for the named midwife to work on child protection issues. It is also conducting a wider review of midwifery staffing.

The council will implement a new reporting system for bullying incidents in September 2006, to be reported fully to governing bodies in September 2006. Schools and governing bodies were made aware of their responsibilities through a local anti-bullying conference in May 2006. The voluntary sector will lead a new anti-bullying helpline from September, while the 'Beat Bullying' initiative will work directly with schools.

While it is too early to evaluate fully the impact of all of these actions, all of them are appropriate. The council is right to have given high priority to critical challenges in the social care workforce and to specific capacity issues relating to child protection.

Enjoying and achieving

The contribution that the council's services for children and young people make to improving outcomes in this area is good. The JAR highlighted four actions to be taken immediately:

- raise standards at Key Stage 1 and reduce the variability in standards between schools, especially secondary schools, across the borough
- increase the monitoring, challenge and support provided to early years settings
- provide consistent access to support and guidance on educational provision for pupils, parents and carers across the borough
- improve transition arrangements for those with learning difficulties and/or disabilities in mainstream schools.

The review also highlighted one action to be taken in the longer term:

- improve the range of accessible and affordable recreational and leisure activities available across the borough, ensuring that the views of children and young people are listened to when planning such provision.

The council has made a full response to the recommendations. A detailed action plan is in place to tackle underachievement. The plan covers a three-year period and includes a robust approach to identifying and remedying the causes of low standards and inconsistencies across the key stages in schools. It recognises the importance of strengthening the leadership and management skills of key staff who will be instrumental in leading the improvements. In addition, the plan includes references to tackling the communication, literacy and language needs of pupils at an early stage as an important step in raising standards. The plan covers the council's approach to monitoring, challenging and supporting staff across the phases. It outlines the approach to work with parents and the various structures and systems being set up to improve the transition for pupils with learning difficulties and/or disabilities in mainstream schools. The council has made less progress on its longer-term objectives to improve recreational and leisure facilities and will need to demonstrate this in due course.

Making a positive contribution

The contribution that the council's services for children and young people make to improving outcomes in this area is good. The JAR made one recommendation to be implemented within six months of the publication of the review:

- increase the opportunities for children and young people to influence council decision making.

The action plan addresses this area well. The council has drawn up a wide range of effective strategies to ensure that children and young people can become full participants in all stages of decision making. The council has taken action to involve the Children's Rights Officer to consult pupils with learning difficulties and/or disabilities about their views before their annual review and ensure that looked after children are involved in decision making.

Achieving economic well-being

The contribution that the council's services for children and young people make to improving outcomes in this area is good. The JAR highlighted one action to be taken immediately:

- extend collaboration between schools, colleges and work-based learning providers to tackle the shortcomings in post-16 provision and develop a learner entitlement for all young people aged 14-19.

Following the 2003 inspection of the 14-19 strategy, this area of work was re-inspected in 2005 and judged to have made reasonable progress in addressing the issues identified. The council has set up a 14-19 strategy group to monitor and implement the action plan. It has also embarked on developing partnership work with a range of other 14-19 providers. Various programmes and project work are underway such as the STAR programme and the Notschool project. Appropriate steps have been taken to improve the quality of information and guidance available to students; for example, through the Learner Offer and other means of distributing information. The 14 -19 Strategy Team has commissioned an audit, which is in several phases and will take into consideration the needs of students with learning difficulties and/or disabilities. Planning for future improvement also includes a planned transition project for pupils in Year 10 and 11, and sixth-form students. As yet it is too early to fully assess improvements in all outcomes. However, clear targets have been set and the council's review of the impact of action to date demonstrates that the planned changes are likely to increase the numbers of students staying on, improve results as courses are tailored to their needs and drive forward changes in the curriculum provision. Delivery of these aims will need continued attention.

Service management

The JAR highlighted one action to be taken over the next six months:

- develop an overarching commissioning strategy for children's social care services.

The council has produced a suitable strategy and will develop specific purchasing plans by its deadline of September 2006.

The council has demonstrated good progress in the time available in meeting the JAR recommendations. It has good capacity to further improve its services for children and young people.

Yours sincerely



FLO HADLEY
Divisional Manager
Office for Standards in Education



JONATHAN PHILLIPS
Director – Quality, Performance and Methods
Commission for Social Care Inspection

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AGENDA ITEM**THE CABINET**

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

MUNICIPAL YEAR 2006/07

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. 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)**
- 3. Honeysuckle House** Ray James
Cllr Barker

This will consider future options at Honeysuckle House. (Part 2) **(Key decision – reference number 1086)**
- 4. 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)**
- 5. 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)**
- 6. 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)**

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

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

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

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

9. **Minutes of Best Value Cabinet Sub Committee**

To receive, for information, the minutes of the meeting of Best Value Cabinet Sub Committee held on 21 November 2006.

10. **Minutes of Local Development Framework Cabinet Sub Committee**

To receive, for information, the minutes of the meeting of Local Development Framework Cabinet Sub Committee held on 29 November 2006.

7 FEBRUARY 2007

1. **Housing Revenue Account Draft Revenue Estimates 2007/08 (Rent Setting)** Mark McLaughlin/Ann Pennell
Cllr Laban

This will seek approval of the Housing Revenue Account estimates for 2007/08 and setting of rent levels for 2007/08. (Part 1) **(Key decision – reference number 2082)**

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)**

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

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LONDON BOROUGH OF ENFIELD/ENFIELD RACIAL EQUALITY COUNCIL - 4.10.2006

**MINUTES OF THE MEETING OF THE LONDON BOROUGH OF ENFIELD/ENFIELD
RACIAL EQUALITY COUNCIL
HELD ON WEDNESDAY, 4 OCTOBER 2006**

COUNCILLORS *Henry Lamprecht (Co-Chairman), Bambos Charalambous, Jonas Hall, Chris Joannides, Eric Jukes and Jeff Rodin.*

OFFICERS: **Ian Craig (Policy Consultant), Martin Garnar (Policy Officer), Martin Key (Assistant Director of Environment, Street Scene & Parks), Margaret Ryder (Head of Strategy, Policy & Performance) Julia Sherfield (Corporate Policy Officer), Jo Tafft (Head of Human Resources, Operations) and Kasey Knight (Democratic Services).**

ENFIELD RACIAL EQUALITY COUNCIL (EREC)

Bevin Betton (Chairman), Ken Allen, Sam Bell, Chandra Bhatia, Vicky Dungate, Roger Hallam, Sameera Hamid, Suhas Khale, Sophie Khan and Heather Wallace.

Italics denote absence.

1

APOLOGIES FOR ABSENCE

Apologies for absence were received from Vicky Dungate, Councillor Hall, Sameera Hamid, Sophie Khan, Councillor Lamprecht, Ann Pennell, Heather Wallace and the School Improvement Service.

Apologies for lateness were received from Councillor Rodin.

2

MINUTES

AGREED that the Minutes of the meeting held on Wednesday 12 July 2006 be confirmed as a correct record.

3

MATTERS ARISING FROM THE LAST MEETING

3.1 Report of the Education, Skills & Leisure Scrutiny Panel's Low Attainment Working Group Action Plan

NOTED that the conference for all schools and local partners to disseminate the report and its recommendations had been postponed due to not being able to secure the funds.

Martin Garnar confirmed that the conference would take place at a later date.

3.2 Review of the Voluntary & Community Sector (VCS) in Enfield

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Martin Garnar advised that the definition of a 'small group' was those groups with two or fewer full time paid staff.

3.3 Refugee & Asylum Seekers Conference Recommendations

NOTED that Councillor Rodin was unable to attend the last Enfield Strategic Partnership Board (ESP) meeting.

Councillor Rodin advised that Councillor Goddard had raised the issue of EREC standing for election to the ESP in his absence.

Martin Garnar added that the ESP had agreed for Sharon Gordon, ESP Manager to prepare an options paper to be tabled on Tuesday 19 December 2006.

In response to Suhas Khale, Councillor Rodin commented that progress was being made with the ESP agreeing that Sharon Gordon prepare a paper. Councillor Rodin concluded that Enfield Community Empowerment Network had also raised the issue at the recent meeting.

Martin Garnar suggested that EREC forward their views in writing to himself and Sharon Gordon to include in the options.

3.4 Strategic Race Forum Update

Chandra Bhatia advised that EREC had prepared a 3 year plan for the Strategic Race Forum however there was limited funding until March 2007.

NOTED that EREC were in the process of approaching Rob Leak with regards to identifying other sources of funding to maintain the Forum.

Councillor Rodin requested that EREC copy him in on any correspondence sent to Rob Leak.

Chandra Bhatia added that the next meeting of the Forum would be on Monday 30 October 2006.

3.5 School Performance Data

NOTED the local authority has a number of specific nationally developed programmes to target achievement of bilingual pupils, black pupils and Muslim pupils in schools. Current trend results show an upward movement. This is particularly noted for Black Caribbean pupils, where the attainment gap is being significantly closed.

In response to Sam Bell, Martin Garnar undertook to seek clarification on what age the Black Caribbean pupils were and whether the local authority could access the School Inspection Forms (SEF) that resides on the web.

ACTION: MARTIN GARNAR

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Councillor Charalambous, a member of the Education, Skills and Leisure Scrutiny Panel's Low Attainment Working Group, advised that there was an annual report on GCSE and Key Stage 2 results by age and ethnicity and that the Working Group had focused on the causes of low attainment generally. Councillor Charalambous suggested that the report be tabled at a future meeting.

4

E-RECRUITMENT

RECEIVED a presentation on E-Recruitment from Jo Tafft, Head of Human Resources and Ian Craig, Policy Consultant. The main points were:

- Phase 1 saw the launch of a dedicated Recruitment Centre within the Human Resources Department on Monday 3 July 2006 and the introduction of recruitment advertising on electronic job boards.
- Excellent feedback had been received across the Council. Managers were delighted with the service being offered and candidates had reported a very positive recruitment experience.
- Phase 2 of the Recruitment Centre would source and implement an e-recruitment software pack to provide further enhancements to the recruitment service.
- The I-Grasp system identified as being the most appropriate for Enfield is already in use in many public sector organisations including Bedfordshire County Council and the London Borough of Hackney.
- In addition to the benefits of streamlining the recruitment timeline from start to finish, I-Grasp would provide electronic pre-screening and shortlisting of candidates, applications would be processed with 100% consistency, facilities to incorporate online testing as part of application process and provide formal detailed management information reporting.
- I-Grasp would enable the recruitment centre to highlight areas within the Borough where applications were low or non-existent. Jo Tafft added that this would result in targeted recruitment campaigns and promotional activity.
- The Council may elect to fully interface I-Grasp with SAP later in 2007, which would give an automatic post creation. I-Grasp's modular approach would also enable to add an offer letter and contract portal when appropriate.
- I-Grasp would enable the recruitment centre to create and store unique talent pools.

NOTED

- (1) 85% of jobseekers start their job search online;
- (2) in response to Roger Hallam, Jo Tafft advised that I-Grasp would be tested in December and the recruitment centre hoped to go live January 2007;
- (3) in response to Sam Bell's concern about older people from the BME community not having access to computers and submitting written applications, Jo Tafft advised that there would be a two man presence

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on the ground floor at the Civic Centre to provide support. Jo Tafft added that written applications could be scanned in;

- (4) EREC expressed the requirement to see the summary of e-recruitment activity provided to CMB. Jo Taff undertook to include EREC in the distribution.

ACTION: JO TAFFT

Post Meeting Note: A summary of e-recruitment activity to 10th November 2006 was provided to Chandra Bhatia outside the meeting.

5

COMMUNITY COHESION STRATEGY UPDATE

RECEIVED a brief update on the Community Cohesion Strategy from Julia Sherfield, Corporate Policy Officer.

NOTED

- (1) following recommendations made during the Council's Corporate Assessment in 2005, the Corporate Policy Team were tasked to develop the Council's first Community Cohesion Strategy. To assist the process a consultant was appointed to carry out a number of engagement activities with community and voluntary groups across the Borough to explore the community cohesion experiences of individuals in relation to a number of themes and to consider possible solutions to the issues raised;
- (2) 15 engagement events were held during July and August 2006, with around 257 people involved;
- (3) the results of the sessions informed the development of the strategy and action plan. Key issues highlighted by the groups involved were isolation, intolerance between generations, prejudice towards new communities, low levels of engagement with the Local Authority, language barriers and harassment. Julia Sherfield added that overall Enfield was found to be a welcoming place;
- (4) the draft strategy and action plan would be distributed during October and would precede the final sign off by the Council's Corporate Management Board in late November and Cabinet and Full Council in early 2007.

In response to Suhas Khale, Julia Sherfield stated that EREC would be involved in the consultation on the strategy.

6

DEVELOPING AN EQUALITY IMPACT ASSESSMENT QUESTIONNAIRE

RECEIVED the report of Enfield Council Corporate Equalities Group (Report No. 118), Developing an Equality Impact Assessment Questionnaire.

Martin Garnar introduced the report. The main points were:

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- In order to meet part of its statutory duty under the Race Relations Amendment Act 2000, the Council worked with EREC to develop a template for managers to carry out race impact assessments of services and policies.
- Recent and proposed legislation requires authorities to undertake impact assessments for the other equalities strands: gender, disability, age, faith and sexuality.
- In response to the legislative requirement, the Council has drafted a template that would be used by managers to carry out equality impact assessments of their services and policies.
- If an adverse impact were identified, managers would identify actions to redress that impact.
- Equality impact assessments would measure whether any service or policy might have an adverse impact on any particular disadvantaged group(s) within Enfield's community.
- The impact assessments would be carried out to assess the impact of a current existing service or policy and to assess the impact of any proposal to change a service or policy.
- The Corporate Equalities Group would consult with umbrella groups in the voluntary and community sector presenting all fields of equalities work EREC, Enfield Disability Action, Age Concern Enfield, Enfield Women's Centre, Enfield Lesbian, Gay, Bisexual & Transgender (ELGBT) Network, Enfield Over Fifties Forum and Enfield Faith Forum to seek their views on the draft template.

Martin Garnar stated that most other local authorities were adopting a similar approach.

In response to Roger Hallam, Martin Garnar stated that once agreed the Corporate Equalities Group would organise training sessions for service managers to assist them in the process.

7

RACE RELATIONS AMENDMENT ACT - UPDATE

RECEIVED the report of Enfield Council Corporate Equalities Group (Report No. 119), Progress against the Council's Race Equality Scheme.

Martin Garnar stated that Enfield Council published its Race Equality Scheme Annual Report for 2006 in September 2006. Martin Garnar added, in 2005 the Council's Corporate Equalities Group decided to publish a generic Equalities Scheme Annual Report each year that covers all six strands of equalities – race, disability, gender, age, faith and sexuality.

NOTED

- (1) the 2006 Annual Report includes the Race Equality Scheme Annual Report 2006 – which incorporates all the statutory requirements of the Race Relations Amendment Act;
- (2) the publication contains the latest progress reports and action plans relating to race impact assessments for fifty service/policies with

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relevance for race carried out in 2003/04. Martin Garnar added that approximately one hundred and fifty services had gone through this process over the last four years. The publication includes a list of services and policies identified for future race impact assessments that had been previously presented to LBE/EREC;

- (3) to save costs and widen distribution, the Annual Report had been published on the Council's website and Intranet. However, hard copies in other formats and languages would be provided on request;
- (4) Martin Garnar thanked EREC for their comments on an earlier draft.

In response to Sam Bell, Martin Garnar advised that the Corporate Equalities Group had written to approximately 160 community and voluntary sector organisations, including other partners that had attended previous conferences to notify them that the report had been published. Martin Garnar added that to date two requests had been received for hard copies.

8

POSSIBLE FUTURE AGENDA ITEMS

- Annual Employment/Workforce/Recruitment Monitoring Statistics
- Local Area Agreements – Equalities Issues
- School Exclusions – Analysis and Interventions
- BME Housing Strategy
- Leisure and Cultural Needs of Refugees/Asylum Seekers
- Enfield Observatory
- Translation and Interpreting Service
- Comprehensive Performance Assessment Update
- Housing Equalities Annual Report 2005/6
- Ethnic Minorities Health Improvement Project – Including Smoking Cessation
- Performance Monitoring of Equality Action Plan

EREC proposed that BME Housing Strategy and Housing Equalities Annual Report 2005/6 be considered at the next LBE/EREC meeting.

Martin Garnar added that the I-Grasp results would be added to the Possible Future Agenda Items.

9

ANY OTHER BUSINESS

NOTED that no other business was discussed.

10

DATES FOR FUTURE MEETINGS

NOTED that the future meetings would be held on:

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- Tuesday 16 January 2007 at 7.15pm in the Restaurant at the Civic Centre.
- Thursday 22 March 2007 at 7.15pm in the Restaurant at the Civic Centre.

AGREED that Kasey Knight explore the possibility of holding future meetings at Community House.

ACTION: KASEY KNIGHT

The Chairman thanked everyone for attending the meeting.

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CABINET - 22.11.2006**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 22 NOVEMBER 2006****COUNCILLORS**

- PRESENT** Michael Rye (Leader of the Council), Michael Lavender (Deputy Leader of the Council/Finance and Resources), Alan Barker (Adult Social Services), John Jackson (Sustainable Communities and Employment), Paul McCannah (Leisure, Culture and Olympics 2012), Terence Neville (Environment and Street Scene), Glynis Vince (Education & Children's Services) and Ann Zinkin (Corporate Strategy and Communications)
- ABSENT** Ertan Hurer (Community Safety & the Voluntary Sector) and Matthew Laban (Housing)
- OFFICERS:** John Austin (Borough Secretary), Jennifer Hill (Assistant Director of Education, Children Services and Leisure (Strategy and Resources)), Stewart Holton (ALMO Lead Development Officer), Rob Leak (Chief Executive), Mark McLaughlin (Director of Finance and Corporate Resources), Ann Pennell (Director of Performance, Partnership & Policy), John Pryor (Director of Environment, Street Scene and Parks) and Tim Strong (Assistant Director Human Resources)

122**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Hurer and Laban and Ray James.

123**DECLARATION OF INTERESTS**

There were no declarations of interest.

124**URGENT ITEM**

The Chairman agreed to consider the admission of the late report detailed below that was listed on the agenda but not circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002.

Report No. 163 - Memorandum and Articles of Association for Enfield Homes (agenda item 9 refers) - The item was urgent as a response was required from

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Cabinet to enable it to consider the Memorandum & Articles of Association to maintain progress in establishing the ALMO.

125

DEPUTATIONS AND PETITIONS

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

126

SEPTEMBER 2006 REVENUE MONITORING REPORT.

Councillor Lavender introduced the report of the Director of Finance and Corporate Resources (No. 160) asking Cabinet to note the potential net underspend set out in the report and the commitments against the central contingency.

Alternative Options considered:

Not applicable to this report.

DECISION:

To note the potential net underspend set out in the report and the commitments against the central contingency.

Reasons: 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.

(Key decision – reference number 2011)

127

CAPITAL MONITORING AND PRUDENTIAL INDICATOR REPORT SECOND QUARTER.

Councillor Lavender introduced the report of the Director of Finance and Corporate Resources (No. 161) informing Members of the current position regarding the Council's 2006 to 2011 capital programme taking into account the latest monitoring information on the progress of schemes. It also reported on the current position in respect of the prudential indicators approved by Council on 22 February 2006.

Alternative Options considered:

None stated in the report.

DECISIONS:

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1. To note the outcome of the second quarter's capital monitoring and review exercise for the current year; and
2. To note the position regarding the Council's prudential indicators and that no revisions to the indicators are required at this stage.
3. 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

4. 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)

Reasons:

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.

(Key decision – reference number 2012)

128

QUARTERLY MONITORING REPORT OF THE COUNCIL'S IMPROVEMENT PLAN (2006-2009)

Councillor Zinkin (Cabinet Member for Corporate Strategy and Communications) introduced the report of the Director of Performance, Partnership and Policy (No. 162) setting out the second quarterly monitoring report of the revised Council Improvement Plan 2006 – 2009, which was adopted by full Council on 28 June 2006.

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.

DECISION:

To note the issues of concern highlighted in the report that had been considered by the Corporate Management Board, the actions being taken to address these issues and the progress on the Plan's implementation.

Reasons:

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

129

MEMORANDUM AND ARTICLES OF ASSOCIATION FOR ENFIELD HOMES.

Councillor Rye (Leader of the Council) introduced the report of the Chief Executive (No. 128) responding to the queries in relation to the Memorandum and Articles of Association raised by Members at the Cabinet meeting on 11 October 2006. Those queries were addressed at a recent meeting between Council officers, the Council's legal advisors and Councillor Lavender. The report now asks Cabinet to approve the Memorandum and Articles of Association for Enfield Homes.

Alternative Options considered:

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

DECISION:

1. To note the responses received to the queries raised at the Cabinet meeting on 11 October 2006 and approve the Memorandum and Articles of Association circulated with the October agenda.
2. Cabinet note that a report on the financial control and governance arrangements will be submitted to a future meeting.
- 3.

Reasons: To clarify the issues raised by Cabinet.

130

**ESTIMATING AND MAPPING THE POPULATION OF THE BOROUGH:
THE MAYHEW REPORT**

Councillor Rye (Leader of the Council) introduced the report of the Director of Finance and Corporate Resources (No. 159) asking Cabinet to support lobbying of the Government for full financial recognition of the real population of the Borough.

Professor Leslie Mayhew introduced his report which was commissioned by the Council to use local sources of data to verify and map the population of the Borough.

The key findings of his review are detailed below:

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1. 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.

2. 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.

3. That it was difficult to put a precise figure on the actual population, but it may be as high as 4,000 based on the most likely discarded categories. The net impact of this is that the council and the Enfield Primary Care Trust may be under funded by between £6m and £14m based on 2005/06 average capitation rates.

In response to a question from Councillor Zinkin, Professor Mayhew confirmed his view that the data collected should be refreshed annually.

Councillor Lavender thought it was important for officers to consider how this information could be used to better focus local services.

Alternative Options considered:

None stated in the report.

DECISION:

To note the report and use the information it contains to support lobbying of the Government for full financial recognition of the real population of the Borough.

Reasons: To secure the full financial recognition of the real population of the Borough. **(Non-Key)**

131

ESTABLISHMENT OF POSTS OF CHIEF EXECUTIVE AND DIRECTOR OF FINANCE AND RESOURCES FOR THE ENFIELD HOMES ALMO

Councillor Rye (Leader of the Council) introduced the report of the Director of Performance, Partnership and Policy (No. 142) asking Cabinet to approve the establishment of the posts of Chief Executive and Director of Finance and Corporate Resources for the Enfield Homes ALMO.

Alternative Options considered:

Alternative options to setting up an ALMO to manage and improve housing services and stock had previously been considered. Once the commitment to

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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.

DECISION:

To approve the establishment of the posts of Chief Executive and Director of Finance and Resources for the Enfield Homes ALMO.

Reasons: 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. 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. **(Key decision – reference number 2073)**

132

REVIEW OF SENIOR OFFICERS PAY AND GRADING STRUCTURE.

Councillor Rye (Leader of the Council) introduced the report of the Chief Executive (No. 165) reviewing the Council's current salary provisions for Chief Officer and Senior Manager posts across the Council. The report proposed 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.

Alternative

1. To 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.
2. To 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.

DECISION:

1. To adopt performance related pay arrangements for Chief Officers and other Senior Managers;

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2. To adopt 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. That performance appraisals for Directors be agreed by the Chief Executive in consultation with the Leader of the Council;
4. That performance appraisals for Assistant Directors be agreed by the Chief Executive in consultation with the appropriate Cabinet Member.

Reason: 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.

**133
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY
COMMITTEE/SCRUTINY PANELS**

There were no issues arising from scrutiny meetings.

**134
ITEMS TO BE REFERRED TO THE COUNCIL**

There were no items to refer to Council.

**135
CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**136
KEY DECISIONS FOR INCLUSION ON THE COUNCIL'S FORWARD PLAN**

NOTED that the next Forward Plan was due to be published on 15 December 2006, this would cover the period from 1 January to 30 April 2007.

**137
MINUTES**

AGREED

1. That the minutes of the previous meeting of the Cabinet held on 1 November 2006 be confirmed and signed by the Chairman as a correct record.

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2. To correct the omission from the minutes of the Cabinet meeting held on 11 October 2006, Minute Number 82 - Local Area Agreement Financial and Governance Arrangements by adding 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.

138

MATTERS ARISING

There were no matters arising.

139

ENFIELD STRATEGIC PARTNERSHIP FEEDBACK

There was no feedback to report at the meeting.

140

NOTICE OF WORK IN PROGRESS

140.1 Healthy Schools

Councillor Vince reported that the Borough was one of eleven authorities shortlisted from the 22 applications submitted and Enfield was one of the two in London. The Beacon Council on Healthy Schools will be visiting the Borough on 4 December and will visit Carterhatch School.

140.2 Racial and Equality in Education

Councillor Vince highlighted case studies in the CHMI Annual Report recently published by Ofsted. Enfield was in a case study, but was not mentioned by name and the case study showed good practice.

140.3 Ofsted Inspections

Councillor Vince confirmed that of the 3 recent Ofsted inspections that had taken place, Aylands and Eversley Schools had come out as outstanding.

140.4 Waste Development Strategy

Councillor Neville reported that he had meet with Andrew Lappage to discuss the updating of the Waste Development Strategy, which would be the subject of a report to a future Cabinet meeting.

140.5 Forty Hall Ice Rink and Courtyard Café

Councillor Neville confirmed that the ice rink and courtyard café at Forty Hall were both scheduled to open on 9 December 2006.

140.6 Community Equipment Service

Councillor Barker reported that the Community Equipment Service based at Claverings, was visited by the Department of Health during a recent review and their feedback had highlighted the service as one of the most forward thinking in the Country.

140.7 Tour of Skinner Court Extra Housing Scheme

Councillor Barker highlighted the Skinner Court extra housing scheme in Palmers Green. The facility was modern and secure with good communal facilities and was one of only sixteen schemes in the country to receive funding to deliver these specialist services.

140.8 Climate Change Consultation

Councillor Lavender report that views on the recent climate change consultation were still coming in and the detailed findings would be published in the New Year.

140.9 North London Strategic Alliance

Councillor Rye reported on a recent meeting of the North London Strategic Alliance, manufacturers, Baroness Andrew and Mayor for London – Ken Livingstone. He reconfirmed the view that Londoners should not be paying any more to fund the Olympics. He confirmed that the Alliance was working well and the benefits should soon begin to flow through to the boroughs of North London.

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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.

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