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## THE CABINET

**Wednesday, 14th September, 2011 at 8.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Chris Bond (Cabinet Member for Environment), Bambos Charalambous (Cabinet Member for Culture, Sport and Leisure), Del Goddard (Cabinet Member for Business and Regeneration), Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health), Donald McGowan (Cabinet Member for Adult Services and Care), Ayfer Orhan (Cabinet Member for Children & Young People), Ahmet Oykenar (Cabinet Member for Housing) and Andrew Stafford (Cabinet Member for Finance and Property)

### **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

To note that no requests for deputations (with or without petitions) have been received for presentation to this Cabinet meeting.

### 5. ITEMS TO BE REFERRED TO THE COUNCIL

To confirm that the following items be referred to full Council:

1. Report No.74 – Scrutiny Annual Work Programme 2011/12
2. Report No.77 – Enfield Joint Stroke Strategy 2011-2016

### 6. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY PANEL/SCRUTINY PANELS (Pages 3 - 30)

#### 6.1 Scrutiny Annual Work Programme 2011/12

A report setting out the annual programme for the Council's Scrutiny Panels and Overview and Scrutiny Committee is attached for consideration. **(Key decision – reference number 3366)**

(Report No.74)  
**(8.20 – 8.25 pm)**

### 7. REVENUE MONITORING REPORT JULY 2011 (Pages 31 - 50)

A report from the Director of Finance, Resources and Customer Services is attached. This sets out the Council's revenue monitoring position based on information to the end of July 2011. **(Key decision – reference number 3321)**

(Report No.75)  
**(8.25 – 8.30 pm)**

**8. CAPITAL PROGRAMME MONITOR FIRST QUARTER JUNE 2011- BUDGET YEAR 2011-12 (Pages 51 - 68)**

A report from the Director of Finance, Resources and Customer Services is attached. This informs Members of the current position regarding the Council's 2011 to 2015 capital programme. **(Key decision – reference number 3319)**

(Report No.76)  
**(8.30 – 8.35 pm)**

**9. ENFIELD JOINT STROKE STRATEGY 2011-2016 (Pages 69 - 78)**

A report from the Director of Health, Housing and Adult Social Care is attached. This seeks approval of the Enfield Joint Stroke Strategy 2011-2016. **(Key decision – reference number 3269)**

(Report No.77)  
**(8.35 – 8.40 pm)**

**10. SMALL HOUSING SITES (SHELTERED AND HOSTEL BLOCKS) STAGE ONE REPORT (Pages 79 - 92)**

A report from the Director of Health, Housing and Adult Social Care is attached. This seeks authority to commence the procurement of a demolition contractor to demolish two or more small housing blocks. (Report No.90, agenda part two also refers) **(Key decision – reference number 3184)**

(Report No.78)  
**(8.40 – 8.45 pm)**

**11. ENFIELD BIODIVERSITY ACTION PLAN (Pages 93 - 102)**

A report from the Director of Environment and Director of Regeneration, Leisure and Culture is attached. This seeks approval of the Enfield Biodiversity Action Plan. **(Key decision – reference number 3176)**

(Report No.79)  
**(8.45 – 8.50 pm)**

**12. ENFIELD'S LOCAL IMPLEMENTATION PLAN (LIP) PROPOSALS SUBMISSION REPORT FOR 2012/13 (Pages 103 - 120)**

A report from the Director of Environment is attached. This provides details of the settlement for transport related spending within the Local Implementation Plan (LIP) for 2012/13, and outlines the implications for the Council's programme of transport schemes. **(Key decision – reference number 3330)**

(Report No.80)  
**(8.50 – 8.55 pm)**

**13. ARRANGEMENTS FOR THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT ASSESSMENT** (Pages 121 - 124)

A report from the Director of Finance, Resources and Customer Services is attached. This updates Cabinet on arrangements for the external assessment of equalities performance across the Council and partners against the Equality Framework for Local Government. (Non key)

(Report No.82)  
**(8.55 – 9.00 pm)**

**14. PREFERRED FUTURE USE FOR THE SITE OF OASIS ACADEMY HADLEY IN BELL LANE, ENFIELD HIGHWAY**

A report from the Director of Schools and Children's Services **will be circulated as soon as possible**. This seeks approval for the preferred future use for the site of Oasis Academy Hadley in Bell Lane, Enfield Highway. **(Key decision – reference number 3356)**

(Report No.83)  
**(9.00 – 9.05 pm)**

**15. COVERACK CLOSE REGENERATION: INITIATION REPORT** (Pages 125 - 136)

A report from the Director of Health, Housing and Adult Social Care and Director of Regeneration, Leisure and Culture is attached. This details the findings of an initial consultation exercise with the residents as well as highlighting stock condition issues which have led to the project being prioritised and recommended to Cabinet. (Report No.88, agenda part two also refers) **(Key decision – reference number 3347)**

(Report No.84)  
**(9.05 – 9.10 pm)**

**16. HIGHMEAD DEVELOPMENT PARTNER SELECTION REPORT** (Pages 137 - 146)

A report from the Director of Health, Housing and Adult Social Care and Director of Regeneration, Leisure and Culture is attached. This describes the procurement process and provides an update on progress made towards achieving vacant possession. (Report No.89, agenda part two also refers). **(Key decision – reference number 3306)**

(Report No.85)  
**(9.10 – 9.15 pm)**

**17. ALMA ESTATE REGENERATION SCHEME - INITIATION REPORT**  
(Pages 147 - 156)

A report from the Director of Health, Housing and Adult Social Care and Director of Regeneration, Leisure and Culture is attached. This explains the consultation process that will be undertaken with residents. **(Key decision – reference number 3373)**

(Report No.86)  
**(9.15 – 9.20 pm)**

**18. ASSET MANAGEMENT POTENTIAL DISPOSAL OF COUNCIL OWNED PROPERTIES BY THE END OF DECEMBER 2013** (Pages 157 - 164)

A report from the Director of Finance, Resources and Customer Services is attached. This outlines the potential disposal of Council owned properties by the end of December 2013. **(Key decision – reference number 3295)**

(Report No.87)  
**(9.20 – 9.25 pm)**

**19. CABINET AGENDA PLANNING - FUTURE ITEMS** (Pages 165 - 170)

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

**20. 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 September 2011, this will cover the period from 1 October 2011 to 31 January 2012.

**21. MINUTES** (Pages 171 - 178)

To confirm the minutes of the previous meeting of the Cabinet held on 24 August 2011.

**22. MINUTES OF LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE** (Pages 179 - 184)

To receive, for information, the minutes of a meeting of the Local Development Framework Cabinet Sub-Committee held on 14 July 2011.

## **INFORMATION ITEMS**

**23. ENFIELD STRATEGIC PARTNERSHIP FEEDBACK**

To note that there are no written updates to report to this meeting.

**24. DATE OF NEXT MEETING**

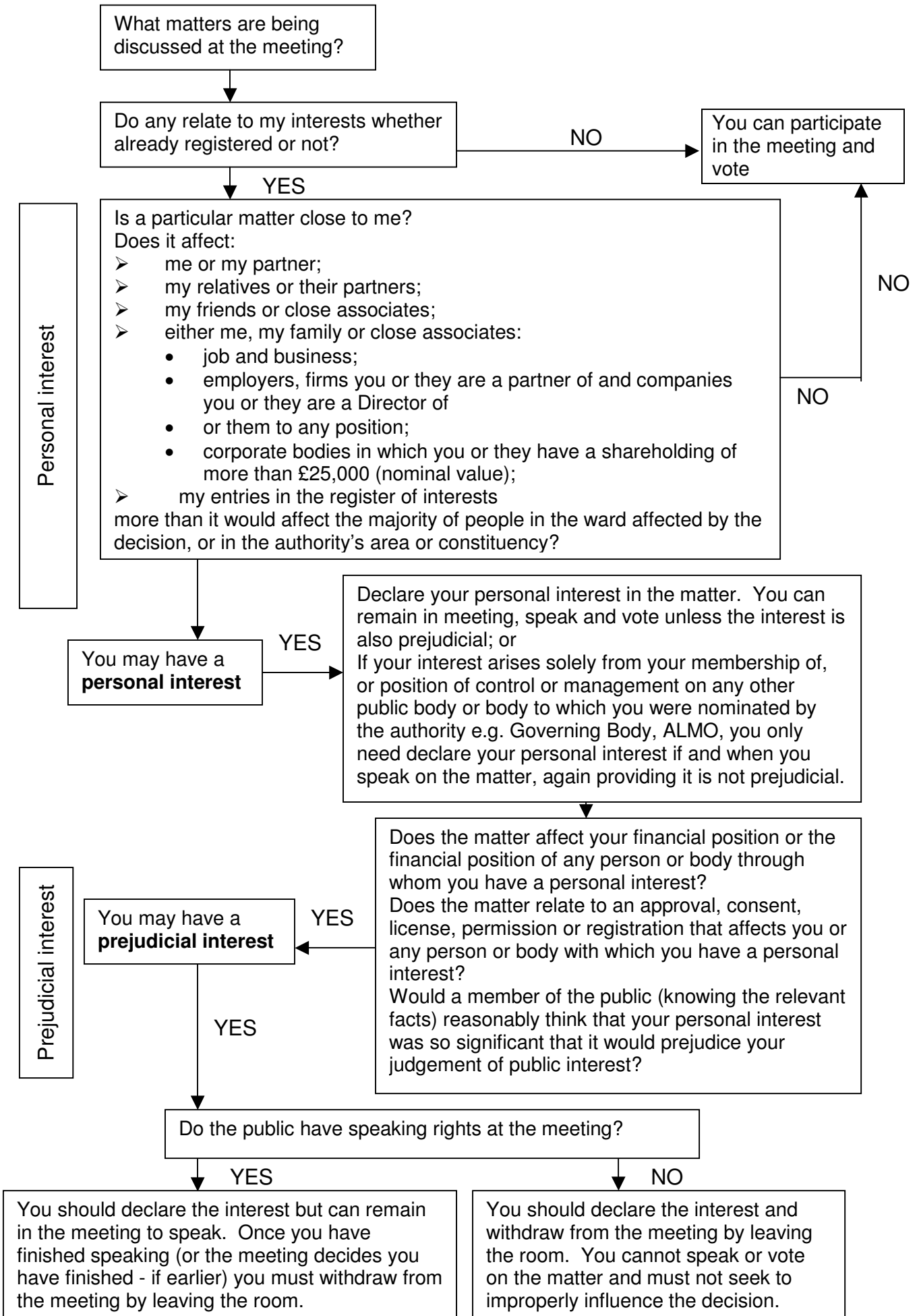
The next meeting of the Cabinet is scheduled to take place on Wednesday 12 October 2011 at 8.15pm at the Civic Centre.

**CONFIDENTIAL ITEMS**

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

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

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



**Note:** If in any doubt about a potential interest, members are asked to seek advice from Democratic Services in advance of the meeting.

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## MUNICIPAL YEAR 2011/2012 REPORT NO. **74**

### MEETING TITLE AND DATE:

CMB  
 - 9th August 2011  
 Cabinet  
 - 14<sup>th</sup> September 2011  
 Council  
 - 21st September 2011

### REPORT OF:

Overview & Scrutiny Committee

<b>Agenda - Part:</b> 1	<b>Item:</b> 6.1
<b>Subject:</b>	
SCRUTINY ANNUAL WORK PROGRAMME 2011/12	
WARDS: None Specific	
Cabinet Members consulted: N/A Other Members consulted – Overview & Scrutiny Committee	

Contact officer and telephone number:

Mike Ahuja (Head of Corporate Scrutiny Services) Tel: 020 8379 5044 e-mail:  
 Mike.Ahuja@enfield.gov.uk

## 1. EXECUTIVE SUMMARY

- 1.1 This report and Appendix 1 sets out the annual work programme for the Council's Scrutiny Panels and Overview & Scrutiny Committee (OSC).
- 1.2 The Council's Constitution requires that the combined work programmes proposed by each Panel are adopted by Council (as an annual scrutiny work programme), on the recommendation of the Overview & Scrutiny Committee, following consultation with the Cabinet and Corporate Management Board (CMB).
- 1.3 Cabinet are being invited to comment on the Scrutiny Annual work programme recommended by OSC, prior to its consideration by Council.

## 2. RECOMMENDATIONS

- 2.1 CMB & Cabinet are requested to consider and comment on the combined Scrutiny Panel Work Programmes.
- 2.2 That Council formally adopt the annual Scrutiny Work Programme 2011/12 (as detailed in Appendix 1) having considered any comments from CMB & Cabinet.

### 3. BACKGROUND

- 3.1 Enfield Council has a successful scrutiny function with examples of strong community engagement and tangible challenges to the Council's Executive. This continues to be recognised nationally. Enfield won a Centre for Public Scrutiny award for its work around community engagement on the Young Peoples Life Opportunities Commission and was also shortlisted for a national Municipal Journal achievement award for its response to Councillor Call for Action.
- 3.2 In the absence of any national indicators, Enfield has developed its own scrutiny evaluation framework and tracking system to monitor progress being made against the implementation of scrutiny recommendations. The results from both of these systems are reported to OSC annually for monitoring purposes and to assist members in the ongoing organisation and development of the scrutiny function.
- 3.3 Enfield has adopted a mixed thematic & functional scrutiny structure with an Overview & Scrutiny Committee (OSC) established to manage the overall function and Scrutiny Panels. The structure and remits of the Panels have changed this year, to better reflect the Council's aims and vision. The areas covered by each of the Council's Scrutiny Panels are as follows:

<b>Scrutiny Panel</b>	<b>Chairman</b>	<b>Vice-Chairman</b>
Overview and Scrutiny	Councillor Simon	Councillor Sitkin
Older People & Vulnerable Adults	Councillor G Savva	Councillor Joannides
Children & Young People	Councillor Simbodyal	Councillor Kaye
Crime & Safety & Strong Communities	Councillor Rye	Councillor Cranfield
Sustainability & the Living Environment	Councillor Sitkin	Councillor Laban
Health & Wellbeing	Councillor Cazimoglu	Councillor Pearce
Housing Growth & Regeneration	Councillor Smith	Councillor Uzoanya

- 3.4. In the last few years scrutiny has been given more power to hold a wider range of the Council's key external strategic partners to account: These include:
- The Councillor Call for Action, providing members with an opportunity to raise local issues via scrutiny when other methods of resolution have been exhausted.
  - A new petition scheme introduced by the Council (as a result of the Local Democracy, Economic Development & Construction Act 2009), which includes, as an option, the ability for scrutiny to review issues raised through petitions, hold officers to account as well as acting as an appeals mechanism.
  - The appointment (under the same Act) of a Statutory Officer for Scrutiny, which in Enfield has been designated as the Head of Corporate Scrutiny.

- 3.5 The main role of OSC, alongside dealing with call-in and CCfAs, is to provide leadership and co-ordination of the Council's scrutiny function. A key function is to review the combined annual work programmes produced by each panel in order to:
- ensure that the Council's scrutiny function is achieving its overall purpose and each Panel's time is being efficiently and effectively used;
  - ensure that the overall work programme is realistic, focussed and well balanced;
  - effectively co-ordinate and manage the allocation of resources between Panels to support the scrutiny function and individual reviews;
  - identify and address any gaps or overlaps between the individual Panel work programmes and any potential for joint working; and
  - approve for adoption by Council, following consultation with CMB & Cabinet, an overall annual scrutiny work programme;
- 3.6 The annual scrutiny work programme has, as in previous years, been based on a combination of the individual work programmes produced by OSC and each Panel for 2011/12. The individual Panel work programmes have been collated and attached as Appendix 1. In order to enhance the planning and development of scrutiny work programmes:
- an induction event was held in June 2011 for all scrutiny members, to provide an outline of the key issues and criteria needing to be taken into account when planning and setting scrutiny work programmes. This event was very well attended, which OSC felt reflected the commitment and interest, in playing an active role in scrutiny;
  - Each Panel then held a work programme planning workshop to formulate their programmes for 2011/12;
- In addition CMB, Cabinet and Council are asked to note that:
- a. In order to ensure the most effective use of officer support and member time each Panel will again be looking to limit the number of detailed reviews being undertaken at any one time to two;
  - b. Each of the work programmes will need to be treated with a degree of flexibility as Panels may amend some of the work they have initially identified as their work programmes develop and scopes for each review are finalised;
  - c. The individual work programmes will be subject to ongoing development and continuous review by each Scrutiny Panel.

#### **4. REVIEW OF PANEL WORK PROGRAMMES**

- 4.1 OSC (25th July 2011) undertook a review of the combined Panel work programmes and agreed to recommend these as the basis of the 2011/12 annual scrutiny work programme to Council.
- 4.2 Key issues which OSC focussed upon, as part of their work programme review, included:
- a. the overall size and number of items on the Panel work programmes;
  - b. areas of duplication and potential for joint working between Panels;

- c. the attempts being made to prioritise individual work programmes to ensure that they remained realistic and manageable in terms of the resources available to support them.

4.3 In reviewing the work programmes for 2011/12, OSC noted:

- a. All work programmes for Scrutiny Panels agreed thus far.
- b. That the Head of Corporate Scrutiny & Outreach would provide a briefing paper to Members on the options for a Fairness Commission.;
- c. That the Director of Schools & Children's Services provides a briefing paper to Overview & Scrutiny Committee on incorporating the issue of Child Prosperity Partnerships into the Panel work programmes.
- d. The work programmes are to be updated each time the Scrutiny Panels meet..

4.4 There are currently two pieces of legislation progressing through Parliament.

**Health and Social care Bill**

- a) The Health and Social care Bill -: This bill has been subject to a number of consultations and included a pause in the process the results of this were fed through the NHS Future Forum. The proposal to set up statutory Health and Well Being Boards (HWBs) will continue.

HWBs will be subject to scrutiny by the existing statutory structures for the overview and scrutiny of local authority executive functions. The existing statutory powers of local authority scrutiny functions will continue to apply In addition the bill currently provides for scrutiny of any service being provided that is funded by the NHS (this is a new power).

Local authorities will still be able to challenge any proposals for the substantial reconfiguration of services, and we will retain the Government's four tests for assessing service reconfigurations. This retains the power of referral to the Secretary of State by scrutiny.

**Localism Bill**

- b) Reform of the petition system to allow more local choice. The governance division is examining the implications form this Bill at present.

4.5 As part of its management and co-ordination role OSC has recognised the need for each Panel to continue monitoring & prioritising their work to ensure that the members and officers involved in supporting each review have the capacity to undertake effective scrutiny. In addition OSC will continue to encourage Panels, where practical, to consider cross working on areas of potential overlap.

**5. COMMENTS FROM CORPORATE MANAGEMENT BOARD & CABINET**

5.1 CMB considered the combined Panel work programmes at its meeting on 9th August 2011, prior to consideration by Cabinet (14th September 2011). The comments form CMB are shown below:

- CMB noted the Scrutiny Panel Work Programmes and were pleased to note the inclusion of Child Prosperity.

5.2 Cabinet is being invited to comment on the combined Panel Work Programmes recommended by OSC, prior to their consideration by Council as the basis of the Annual Scrutiny Work Programme for 2011/12. Any comments made by CMB & Cabinet will be reported to Council for consideration on 21st September 2011.

## **6. REASONS FOR RECOMMENDATION**

To comply with the requirements of the Council's Constitution.

## **7. ALTERNATIVE OPTIONS CONSIDERED**

No other options have been considered as the Overview & Scrutiny Committee is required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

## **8. DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES COMMENTS**

### **8.1 Finance**

Any cost implications of undertaking the Scrutiny Panel work programmes, that cannot be met from within the budget allocated to scrutiny, will need to be addressed through the financial monitoring process and review of the medium term financial plan.

### **8.2 Legal**

8.2.1 Section 21 of the Local Government Act 2000 requires principal local authorities to have at least one overview and scrutiny committee. Its functions are to:

- review or scrutinise decisions or actions taken by the cabinet or any non-executive part of the council;
- make reports or recommendations to the Council or the Cabinet on any issue to do with the Council's functions; and
- recommend that any decision be re-considered

8.2.2 The Council's Constitution requires the reporting of the Annual Work Programme for approval.

### **8.3 Key Risks**

Any risks relating to individual scrutiny reviews will be identified and assessed through the scrutiny review scoping process.

## **9. IMPACT ON COUNCIL PRIORITIES**

### **9.1 Fairness for All**

The role of scrutiny in Enfield includes ensuring, as part of any review, that services are being provided on a fair and equitable basis for all members of our communities. Relevant studies will include reviews around the provision of primary care, housing allocations, primary pupil places & getting people into work.

### **9.2 Growth & Sustainability**

Growth and Sustainability are now within the remit of the Housing, Growth & Regeneration Scrutiny Panel. As part of the approach towards scrutiny in Enfield all Panels are being encouraged to consider issues relating to sustainability and the support that can be provided to secure further inward investment in the borough.

### **9.3 Strong Communities**

The scrutiny process provides an opportunity for elected members of scrutiny panels, and members of the local community, to actively contribute towards reviewing the delivery, performance and development of public services provided to all residents of Enfield by the Council and its partners. Community engagement has been recognised as a particular strength of scrutiny in Enfield and its intended to continue encouraging this approach over the coming year, particularly for example, in relation to the review of gangs, young people and knife enabled crime and personalisation of care

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

10.1 The key aims for the Council's scrutiny function include:

- to review & assess the delivery and performance of services provided by the Council (along with the Health Service and Safer Stronger Communities Board);
- to assist in the monitoring & development of Council policies and strategies;

10.2 The work programmes produced by each Panel are designed to reflect these aims and as such the work undertaken by the Council's scrutiny function has a significant role to play in the Council's performance management framework.

Background Papers:

Report to Overview & Scrutiny Committee – 25 July 2011: Review of Scrutiny Panel Work Programmes 2011/12

## OVERVIEW & SCRUTINY COMMITTEE: WORK PROGRAMME 2011/2012

WORK	Lead Officer	Wed 27 July 11	Mon 26 Sept 11	Thur 10 Nov 11	Tues 31 Jan 12	Thur 8 Mar 12	Thur 19 April 12
<b>Work Programme</b>							
(a) Setting Overview & Scrutiny Annual Work Programme 2011/12	Mike Ahuja	OSC work programme					
(b) Scrutiny Annual Work Programme 2011/12	Claire Johnson	Review & approve work programme					
<b>Scrutiny involvement in budget consultation process 2010/11</b>	Mike Ahuja			Commission arrangements	BUDGET COMMISSION MEETING		
<b>Performance Management</b>							
<b>Corporate Policy/Strategy</b>							
(a) <b>HR Apprenticeship scheme workplacements</b> - Annual monitoring update on Council work experience programme & Apprenticeship Scheme	Tim Strong/Mike Ahuja and Andrew Fraser						
(b) <b>Audit Commission – Management of the Green Belt</b> – review of disposal	Mike Ahuja/Peter Cook						
(c) <b>Revenues &amp; Benefits Service</b> – performance monitoring	Stuart Dennison/Mike Ahuja	Update – data conversion					Annual Monitoring Update
(d) <b>Use of consultant, interims &amp; agency staff</b> – review of use within council.	James Rolfe/Tim Strong & Mike Ahuja			Monitoring Update			Monitoring Update
<b>Scrutiny Monitoring Items</b>							
(a) <b>Scrutiny Evaluation Framework</b>	Claire Johnson/James Kinsella		2010/11 assessment				
(b) <b>Scrutiny Recommendations Tracking System</b>	Claire Johnson		2010/11 assessment				

<b>WORK (continued)</b>	<b>Lead Officer</b>	<b>Wed 27 July 11</b>	<b>Mon 26 Sept 11</b>	<b>Thur 10 Nov 11</b>	<b>Tues 31 Jan 12</b>	<b>Thur 8 Mar 12</b>	<b>Thur 19 April 12</b>
<b>(c) Action Plan: Young Peoples Opportunities Commission</b>	Susan Payne						
<b>(d) Scrutiny Member Induction</b>	Mike Ahuja/James Kinsella		<b>Feedback 2011/12 session</b>				<b>Planning 2012/13 session</b>
<b>Monitoring use of Urgency Procedures</b>				<b>6 monthly monitoring update</b>			<b>6 monthly monitoring update</b>
<b>Other Items:</b>							
<b>Legislative Changes - Localism and Health &amp; Social Care Bill: Briefing on scrutiny impact.</b>	Mike Ahuja						
<b>Councillor Call for Action – as required during the year</b>	James Kinsella						
<b>Scrutiny Annual Report</b>	Mike Ahuja/James Kinsella					<b>Format</b>	<b>Outline Report 2011/12</b>



# Children & Young People Scrutiny Panel

## Scrutiny Work Programme 2011/2012

WORK	Lead Member, Support Officer & Panel Department Lead	12 <sup>th</sup> July	13 <sup>th</sup> Sept	6 <sup>th</sup> Dec	9 <sup>th</sup> Feb	17 <sup>th</sup> Apr
<b>Annual Programme</b>		<b>Agree work programme</b>				
<b>Budget</b>	James Rolfe			<b>Consultation</b>		
<b>Annual Report</b>						
<b>Councillor Call for Action</b>						
<b>Working Groups</b>						
<b>Primary Pupil Places</b>	Nneka Keazor, Ingrid Cranfield, Daniel Pearce, Chris Deacon, Glynis Vince		<b>Update</b>			
<b>Getting Young People into Employment, Education &amp; Training</b>	Chris Deacon, Rohini Simbodyal, Jon Kaye, Anwar Chawdrey, Lester Vaughn, David Barnard, Claire Johnson	<b>Agree Draft Scope</b>		<b>Update</b>		
<b>Reports &amp; Briefings to Panel</b>						
<b>Children &amp; Young Peoples Plan consultation</b>	Tracy Jenkins	<b>Consultation</b>				
<b>Youth Achievement Foundations</b>	Ingrid Cranfield & Les Roberts Endeavour Training	<b>Briefing</b>				
<b>OFSTED unannounced inspection action plans</b>	Andrew Fraser		<b>Report</b>			

## Children & Young People Scrutiny Panel

Outcomes for Looked after Children	Tony Theodoulou		Briefing			
Outcomes for Children in receipt of Child Protection Plans	Tony Theodoulou		Briefing			
Gifted & Talented opportunities across the borough	Jenny Tosh			Briefing		
Early Intervention Strategy	Eve Stickler			Briefing		
Academies & Free Schools	Jenny Tosh				Update	
Infant Mortality	Cath Fenton					Update
Monitoring Issues						
Childrens Trust Board	Tracy Jenkins			Update		
Adoption Performance	Andrew Fraser					Report
Fostering Performance	Andrew Fraser			Update		Report

## Children & Young People Scrutiny Panel

WORK	Lead Member Support Officer & Panel Department Lead					
Children's Social Care complaints	Lesley Morton					Report
Recruitment & Retention of Children's Social Workers	Andrew Fraser			Report		
Youth Service Action Plan	Lester Vaughn			Report		
Local Safeguarding Board Annual Business Plan	Andrew Fraser			Report		
Monitoring recommendations from previous panel reviews						
Health Visitors	Claire Wright			Update on Panel recommendations		
Under 18 Conceptions	Nursal Livatyali					Update on Panel recommendations

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**CRIME & SAFETY & STRONG COMMUNITIES SCRUTINY PANEL: WORK PROGRAMME 2011/2012**

<b>WORK</b>	<b>Lead Officer</b>	<b>Mon 27 June 11</b>	<b>Mon 12 Sept 11</b>	<b>Wed 7 Dec 11</b>	<b>Tues 21 Feb 12</b>	<b>Tues 1 May 12</b>
<b>Work Programme:</b>						
<b>Panel Work Programme 2011/12 – To consider the Panel work programme</b>	Sue Payne	Approve Programme				
<b>Scrutiny Reviews:</b>						
<b>Safer Travel to and from School – To consider the way safety issues are being addressed in relation to safer transport to schools – review continued from 2009/10</b>	Sue Payne	Final Report				
<b>Gangs, Young People &amp; Knife Enabled Crime – To consider how the issues can be tackled within the borough involving engagement with the local community</b>	Mike Ahuja/Sue Payne, Andrea Clemons (Head of Community Safety) & Supt Prince (Metropolitan Police) Clirs Cranfield (lead), Levy, Brett, Anolue & East	Progress Update – PEP Meeting				
<b>Public Confidence in Open Spaces – incl Parks and Retail centres – to include CCTV, infrastructure</b>	Mike Ahuja/Sue Payne, Clirs Rye (lead), Ibrahim & Vince.	Scoping Update	Progress Update			
<b>SSCB Partnership Plan &amp; Strategic Priorities – To review and participate in the consultation process on the development of the Plan and strategic priorities for 2012 – 13.</b>	Mike Ahuja/Andrea Clemons		Progress Update	Progress Update in engagement in consultation process	Progress Update – Feedback on public consultation & outline priorities	Final Report
<b>SSCB Performance Management – To develop and provide a monitoring overview on performance of SSCB</b>	Andre Clemons/Mike Ahuja	Update on Development of Framework		Monitoring Update		Monitoring Update
<b>Working Group Progress Updates</b>	Sue Payne					
<b>Member Briefings &amp; Monitoring:</b>						
<b>Tackling Sex Crime &amp; Associated Crime and Anti Social Behaviour – to monitor the activities being developed to tackle drugs, prostitution &amp; trafficking.</b>	Sue Payne & Andrea Clemons (Head of Community Safety)	Progress Update & Briefing				
<b>Action to tackle Domestic Violence - to monitor the way in which domestic violence is being tackled within the borough.</b>	Sue Payne & Shan Kilby (Domestic violence co-ordinator)				Monitoring Update	
<b>Activities to tackle Hate Crime – to monitor the action being developed to address hate crime within the borough.</b>	Sue Payne & Andrea Clemons (Head of Community Safety)	Panel Briefing				

<b>WORK</b>	<b>Lead Officer</b>	<b>Mon 27 June 11</b>	<b>Mon 12 Sept 11</b>	<b>Wed 7 Dec 11</b>	<b>Tues 21 Feb 12</b>	<b>Tues 1 May 12</b>
<b>Member Briefings &amp; Monitoring (Cont):</b>						
<b>Enfield Victim Support</b> – review of new delivery structure and arrangements	Sue Payne & Clare Williamson (Victim Support)		<b>Progress Update</b>			
<b>Corporate Scrutiny Issues:</b>						
<b>Budget Consultation Process 2011/12</b>	Mike Ahuja/Sue Payne			<b>To Consider 2012/13 Budget Consultation Proposals</b>		
<b>Scrutiny Annual Report 2011/12</b>	Sue Payne					<b>Panel Report</b>
<b>Councillor Call for Action</b> – as identified.	Mike Ahuja/Sue Payne					
<b>Safer Neighbourhood Team Reductions</b>	Sue Payne		<b>Panel Briefing</b>			

## Sustainability and the Living Environment Scrutiny Panel Work Programme 2011/2012

WORK	Tues 19 July 11	Thurs 20 Sept 11	Mon 14 Nov 11	Tues 16 Jan 12	Mon 19 March 12
Annual Programme	Agree work programme – All Panel Members				
Budget				Consultation – James Rolfe	Report – Andy Ellis
Annual Report					
Councillor Call for Action					
<b>INTERNAL OPERATIONS</b>					
Licensing		Briefing paper – Bob Griffiths			
Trading standards - Benchmarking			Briefing paper – Bob Griffiths, Cllr Levy		
Environment consultation groups	Briefing paper- Andy Ellis				
Leisure Centres	Report – Neil Rouse// Fusion Rep				
Libraries				Report – Neil Rouse	
<b>SUSTAINABILITY</b>					
Waste Strategy	Update – Ian Davis, Cllr Sitkin, Cllr Laban				
Tree Management Policy		Report – Gary Barnes, Cllr Buckland, Cllr Hayward			
Water Management		Presentation – Thames Water, Cllr Levy, Cllr Brett			
Packaging Reduction	Presentation – DEFRA rep, Cllr Sitkin				
Clean energy/micro-generation			Presentation TBC - Cllr Sitkin, Cllr Hayward	Report- Ian Davis/ Sally McTernan, Cllr Sitkin, Cllr Hayward	
<b>PUBLIC/PRIVATE</b>					

<b>INTERFACE</b>					
Eyesores			<b>Report – Bob Griffiths</b>		
Commercial use of Parks		<b>Report – Neil Isaac, Cllr Brett, Cllr McCannah</b>			
Waste disposal in the private sector			<b>Report – Neil Isaac, Cllr Sitkin</b>		



<b>WORK</b>	<b>Tues 19 July 11</b>	<b>Thurs 20 Sept 11</b>	<b>Mon 14 Nov 11</b>	<b>Tues 16 Jan 12</b>	<b>Mon 19 March 12</b>
<b>CROSS PANEL</b>					
<b>Children and Young People Scrutiny Panel- sustainability in schools</b>					<b>Full session cross-panel event inc. topics such as energy, waste, gardens, food, curriculum</b>
<b>Housing Growth and Regeneration Scrutiny Panel – retro-fitting housing stock, green ventures</b>				<b>Review - Cllr Levy, Cllr Uzoanya, Cllr Laban</b>	
<b>OTHER ITEMS</b>					
<b>Conservation Areas – east of the Borough</b>					
<b>Pet Cemeteries – income maximisation</b>					
<b>Barcelona scheme</b>					

Proposed items - to be carried forward to the panel work programme for 2012/13 and beyond

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## HEALTH & WELL-BEING SCRUTINY PANEL – WORK PROGRAMME 2011/12

WORK PROGRAMME	LEAD MEMBER, SUPPORT OFFICER & PANEL DEPARTMENT LEAD	7 <sup>TH</sup> JULY 2011	Sept 2011 Date in Sept, time and venue TBC	6 <sup>th</sup> OCT 2011	15 <sup>th</sup> DEC 2011	27 <sup>th</sup> FEB 2011	30 <sup>th</sup> APRIL 2011
<b>Annual Items</b>							
Setting Annual Work Programme 2011/12	Panel Members & Sue Cripps						
Scrutiny Annual Report 2011/12	Chair & Sue Cripps						
Budget Consultation & Budget Commission	Panel Members/ Finance Sue Cripps						
Councillor Call for Action (CCfA) – as required	Scrutiny & Outreach Officer						
<b>Rolled Forward Monitoring Items from 2010/11 Municipal Year</b>							
CQC Reports including Quality Accounts	Panel Members						
Health & Social Care Bill	Panel Members						
BEH Clinical Review	Panel Members						
Implementation of the Stroke Services Strategy	Anne-Marie Pearce Sue Cripps	Report			Report		Report
Implementation of the Dementia Strategy							
Implementation of the Intermediate Care Strategy							

<b>Joint Consultations</b>													
Children & Adolescent Mental Health Services		Report				Panel's response							
Evergreen Walk-In Centre					Dedicated Meeting to consider the Evergreen Walk In Centre (reduction of opening hours)	Panel's response							
<b>Active CCfA's</b>													
CCfA Progress on Ordnance Road		Report											
<b>Scrutiny Reviews:</b>													
GP Provision across Enfield	Dino Lemonides Anne-Marie Pearce Alev Cazimoglu						Draft Scoping Document						
Family Planning							Draft Scoping Document						
Briefing Papers: Ambulance	Alan Barker Caitriona Bearryman						To report back						
NHS Finance							Report						

## Housing, Growth and Regeneration Scrutiny Panel Work Programme 2011/2012

WORK	Lead Member, Support Officer & Panel Department Lead	Weds 20 July 11	Mon 12 Sept 11	Wed 16 Nov 11	Tues 10 Jan 12	Tues 20 March 12
<b>Annual Work Programme</b>		Agree work programme				
Budget	James Rolfe				Consultation	
Annual Report	Andy Ellis					
Councillor Call for Action						Draft Report
<b>New Reviews</b>						
Unemployment and the impact of benefit changes	Stuart Dennison/Judy Flight		Briefing			
Supply of affordable Housing including impact of HCA allocations in LBE	Sally McTernan Sarah Carter			Briefing		
Value for money provided by the contractors employed by Enfield Homes	Stewart Holton					
Inward Investment / Regeneration inc SMEs in LBE, creating jobs for local people. Inc Upper Lee Valley	Neil Roussel			Briefing		
Leaseholder Rights	Mike Culligan					
<b>Briefings &amp; Updates</b>						
Delivery of the Decent Homes Programme	Stewart Holton			Briefing		Briefing
Section106 / Community			Briefing (consultation?)			

Community Infrastructure Levy												
Changes to the Council's Housing Allocations Policy	Sally McTernan											
Getting People into Work			Draft Report from Cllr Levy	Neil Rousell Update on issues								
<b>Monitoring</b>												
Transport for London – North Circular Road,	Sally McTernan Sarah Carter								Update			
Heating review / Energy review	Sally McTernan								Update			

WORK	Lead Member Support Officer & Panel Department Lead	Weds 20 July 11	Mon 12 Sept 11	Wed 16 Nov 11	Tues 10 Jan 12	Mon 20 March 12
Enfield Homes - Tenant Consultation arrangements	Mike Culligan				Briefing	
Estate renewal & regeneration Ladderswood Highmead. Alma Road, Shires estate NCR, Coverack Close	Sally McTernan Peter George Neil Vokes					
North East Enfield Partnership – Updates Progress	Neil Rousell		Update			
South West Enfield Partnership – Updates on progress	Neil Rousell			Update		
Edmonton Leeside Partnership – Updates on progress	Neil Rousell				Update	
HRA changes	Sally McTernan				Update?	Update?

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**OLDER PEOPLE & VULNERABLE ADULTS SCRUTINY PANEL: WORK PROGRAMME 2011/2012**

Work Programme	Lead Officer	21 July 2011	7 September 2011	24 November 2011 (note change)	12 January 2012	18 April 2012
<b>Annual Items</b>						
Setting Annual Work Programme 2011/12	Linda Leith	Agreement of Work Programme				
Scrutiny Annual Report 2011/12	Linda Leith					Draft Annual Report 2011/12
Budget Consultation & Budget Commission	Linda Leith/ Finance			HASC Budget & Budget Pressures Report		
Councillor Call for Action (CCfA) – as required						
Rolled Forward Monitoring Items From 2010/11 Municipal Year						
CQC - Annual Inspection Outcome (Monitoring Item)??	Ray James				CQC monitoring report no longer Undertaken. TBC	
Recruitment & Retention of Qualified Social Workers & Managers (Monitoring Item) (annually – one report a year)	Ray James/ Bindi Nagra			Update Report		
Social Services Income Collection and Debt Write-Offs (Monitoring Item - annually)	Jeanne Edeam			Monitoring Report		

Please note that the above programme may be subject to change during the course of the year.

Work Programme	Lead Officer	21 July 2011	7 September 2011	24 November 2011 (note change)	12 January 2012	18 April 2012
Home Care Contract Performance and EMS (Electronic Monitoring System)	Michael Sprosson	Update on Home Care Contracts		Update on Pilot non centre based services		
Voluntary and Community Sector Strategic Framework 2012-17	Michael Sprosson		Consultation Briefing			
Safeguarding Adults			Update			
<b>New Monitoring Items</b>						
1. Stroke Strategy	Kate Charles	Stroke Action Plan				
2a. Performance Outturns Targets 2011/12 briefing paper explaining why the following targets were Amber on the document submitted to the Panel in May – NI 133, NI 142, C73 and D54.	Doug Wilson	July 2011 on missing or missed targets				Possible update on 2011/12 targets (too early?)
2b. Update on targets where the information was not available: NI 40, NI 149, NI 150						
3. Dementia Strategy (Update on all strategies from last year?)				Action Plan?		
4. End of Life Care Strategy			Consultation briefing			
<b>Scrutiny Reviews to be Continued:-</b>						
Personalisation of Care Advice Information & Guidance/Quickheart.	Lorraine Davies/Bindi Nagra	Presentation including new Access Service				

Please note that the above programme may be subject to change during the course of the year.

Work Programme	Lead Officer	21 July 2011	7 September 2011	24 November 2011 (note change)	12 January 2012	18 April 2012
Modernisation of Services for People with Dementia - New Dual Registered Care Home	Linda Leith George Savva Chris Joannides Elaine Hayward Geoff Robinson Nneka Keazor	Update to Panel from HASC		Working Group update to Panel due	Working Group update to Panel	Working Group update to Panel
<b>New Scrutiny Reviews 2010/11</b>						
<b>Any Additional Items added During 2010/11</b>						
Assistive technology update	Linda Leith Bindi Nagra					
Adult Social Care Emergency Planning Arrangements	Linda Leith					
Panel Training Session on the signs of Abuse (Safeguarding Adults)	Lorraine Stanforth?					
Arrange visits	Linda Leith					

## NOTES:

1. The panel is asked to note that the work programme will be reviewed and updated at each meeting to enable members to record and monitor the progress of work being undertaken.
- 2.

Please note that the above programme may be subject to change during the course of the year.

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## MUNICIPAL YEAR 2011/2012 REPORT NO. **75**

**MEETING TITLE AND DATE:**

Cabinet 14<sup>th</sup> September 2011

**REPORT OF:**

Director of Finance, Resources and Customer Services

**Contact:**

Richard Tyler: 0208 379 4732

**AGENDA PART 1**
**ITEM 7**

**Subject:** Revenue Monitoring Report:  
July 2011

**Wards:** All

**Cabinet Member consulted:**

Councillor Andrew Stafford

### 1. EXECUTIVE SUMMARY

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of July 2011. The report indicates a projected overspend on the General Fund of £861k in 2011/12.

### 2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Notes the revenue outturn projection of £861k overspend in 2011/12.
- 2.2 Agrees that departments reporting pressures should formulate and implement action plans to ensure that they remain within budget in 2011/12.

### 3. BACKGROUND

- 3.1 The Council's revenue expenditure against budget is monitored by regular monitoring reports to Corporate Management Board and 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 and risks, or any significant underspends.
- 3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by the individual Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.
  - Comparisons 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.

#### 4. JULY 2011 MONITORING - GENERAL FUND

4.1 A summary of the departmental and corporate projected outturns and variances against budget is set out in Table 1 below:

**Table 1: Monitoring Statement for July 2011 - General Fund**

	Original Budget	Approved Changes	Approved Budget	Projected Outturn	Projected Variation
	£000s	£000s	£000s	£000s	£000s
Chief Executive	938	380	1,318	1,516	198
Environment	40,967	1,195	42,162	42,682	520
Finance, Resources and Customer Services	22,504	2,277	24,781	25,036	255
Health, Housing and Adult Social Care	101,752	5,176	106,928	106,928	0
Regeneration, Leisure & Culture	14,796	284	15,080	15,080	0
Schools & Children's Services	81,027	1,751	82,778	82,666	(112)
<b>Total Department Budgets</b>	<b>261,984</b>	<b>11,063</b>	<b>273,047</b>	<b>273,908</b>	<b>861</b>
Treasury Management	9,192	0	9,192	9,192	0
Contribution from Capital Financing Account	(15,622)	0	(15,622)	(15,622)	0
Contribution to Bad Debt Provision	812	0	812	812	0
Earmarked Reserves	0	(9,953)	(9,953)	(9,953)	0
IT Fund	972	(9)	963	963	0
Contingent Items	2,642	18	2,660	2,660	0
Contingency	1,000	0	1,000	1,000	0
<b>Total Service Expenditure</b>	<b>260,980</b>	<b>1,119</b>	<b>262,099</b>	<b>262,960</b>	<b>861</b>
Levies	8,809	(469)	8,340	8,340	0
Revenue Grant & Contribution	(17,478)	(650)	(18,128)	(18,128)	0
<b>Total Budget Requirement</b>	<b>252,311</b>	<b>0</b>	<b>252,311</b>	<b>253,172</b>	<b>861</b>

## 5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & PROJECTED SAVINGS

### 5.1 Chief Executive Department

This department is currently projecting an overspend of £198k, as detailed in the table below.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Human Resources	88	190	Estimated £91k overspend on HR salaries due to vacancy factor. Reduced income from external recruitment, training & other charges has led to a net projection of £99k shortfall in income.
Minor Variances	8	8	The variances include a projected overspend of £6k in employee costs and £4k projected shortfall in income from 'Our Enfield'.
<b>Total Variation - Chief Executive</b>	<b>96</b>	<b>198</b>	

### 5.2 Environment

This department is currently projecting an overspend of £520k, as detailed in the table below.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Highways Service	99	362	The overspend comprises of an under recovery of skip licence income (£51k) and a £48k overspend on the current highway works contract, due to the lack of additional budget to meet the cost of indexation uplifts in 2009 and 2010. The award of the Highway Works Contract Nov 2011 to Oct 2015 is likely to create a part year pressure of £263k.
Parking	52	52	There is a projected shortfall on parking receipts of £282k. The shortfall is partly offset by savings in contractor costs and additional income from parking permits.
Fleet Management	-77	-77	This variance comprises an underspend of £150K in Fleet Leasing budget due to the phasing in of the 12 refuse vehicles procured for the roll out of wheeled bin project, partly offset by a £73K shortfall in income recovery (MOT tests) in Fleet Management.
Corporate Health & Safety	13	0	The reported overspend in June has been eliminated by management actions.
Business & Technical Services	0	-17	An underspend in employee costs is forecast, as no agency cover has been put in place for a member of staff who is on maternity leave.
External Legal	0	0	Due to an unfavourable court judgement and interim payment thereof, the projected overspend on external legal costs is £180K. External legal costs are being treated as a corporate risk and will be addressed in a separate narrative and therefore a nil variance is reported.
Development Management	264	258	Building construction activities have not shown signs of recovery. Therefore, a shortfall on planning fees income and building control application fees income of £99K and £159K respectively is forecast. The department is currently identifying actions to mitigate the overspend.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Licensing	-50	-30	The favourable variance is due to an over achievement of income.
Parks Client	0	-28	The favourable variance is due to an over achievement of income.
<b>Total Variation – Environment</b>	<b>301</b>	<b>520</b>	

### 5.3 Finance, Resources & Customer Services

This department is currently projecting an overspend of £255k, as detailed in the table below.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Legal Services	111	55	There is an estimated £65k shortfall in income from registrars and citizenship. Estimated £10k increase in land charges income due to increasing number of full searches.
Customer Service, Information & Transformation	117	108	The outsourcing of the out of hours service has been delayed until 1 Sept 2011. There have been increased staffing costs, and the ALMO income budget was not adjusted to reflect the reduced income for the outsourced service.
Corporate Governance	0	140	A £110k overspend is showing in audit and risk management. The budget has been set based on a full year's savings being achieved through the restructure. The new structure was not implemented until 1st July 2011 and with pay in lieu of notice and salaries during trial periods, significant staff costs have been incurred that were not covered by the budget. Actions are being taken to try and reduce the size of the overspend by holding vacancies as long as possible and by the potential reduction in contractor spend in 2011/12. A £24k overspend is predicted for Corporate Scrutiny and £11k in Committee Services, due to the delay in restructuring & PRP. Late legal bills of £5k have been received for the PCT judicial review. A post within Member Services is being held vacant (-£10k) in order to reduce the overall overspend.
Corporate Items	-70	-73	The annual audit fee is likely to be £70k below budget. A pension of £3k is no longer paid.
Accountancy & Exchequer Services	0	-93	Savings on staffing, due to managed vacancies. There is a saving from a vacant post to be deleted as part of the 12/13 budget exercise.
Property Services	5	118	The overspend in this service is largely from a shortfall of £390k in rental income across the commercial portfolio, mainly from The Ark, New Southgate Industrial Estate, Palace Garden Development and Claverings Estate. These have been offset in part by savings of £272k from energy, employees and other running costs from administrative buildings and related facilities. The increase of £113k in the level of overspend over that of last month was due mainly to under-achievement of income from Community House rents (£58k) which moved from CEX to FRCS and the Business Innovation Centre (BIC) -£41k and 12 Queen Annes Road (QAR) -£15k due to tenants moving out of



Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
			the BIC and sale of Queen Annes Road premises respectively.
<b>Total Variation – Finance, Resources &amp; Customer Services</b>	163	255	

#### 5.4 Health, Housing & Adult Social Care

This department is currently projecting year end expenditure to be as budget, as detailed below.

Good levels of performance continue this year within all service areas, with particular success in reducing the number of residential admissions and people whose hospital discharge is delayed, as well as an increase in the number of people suffering from mental ill health or people with a learning disability being helped to gain paid employment.

The service is on track to meet its target of 60% of people self-directing their own community care services. Service satisfaction level of 95% is similar to last year.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Strategy and Resources	113	-73	Movement in month of £186k caused by £150k use of Aids/HIV Grant and £36k of variations of service costs.
Mental Health	-245	-255	Underspend has occurred as a result of client care package variations resulting in reduced commitments. This is offset against projections for anticipated intakes from Barnet and Haringey following clarification of the 'Ordinary Residence' legislation. This includes some one off carry forward amounts for specific projects.
Learning Disabilities	400	400	The projected overspend in Learning Disabilities Services is made up of both the Enfield Council share of the LD Pool and care purchasing projections. The LD Efficiency board continues to manage the risk associated with the 11/12 savings target via a planned reduction in care costs over the year.
Older People & Physical Disabilities (Customer Pathway)	284	548	The movement between periods of £264k is due mainly to £221k of client refunds relating to previous years. There has also been a reduction of income due to safeguarding issues. In addition, there has been an increase in client numbers and costs of individual packages. It is important to note that there is a £1.7m savings target against the Transforming Social Care programme. Care purchasing costs for existing services continue to be monitored against trend analysis. The new self-directed support / personalised budget projections will need to be monitored closely to ensure processes for capturing costs are appropriately adopted.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
HHASC Risk Reserve	0	-208	HHASC Risk Reserve created in 2010/11 to reduce risk of red savings brought forward to 2011/12
Total Care Purchasing - Central Contingency	-350	-412	It is usual practice to review the position mid-year and allocate this fund as appropriate where individual services are experiencing ongoing pressures which cannot be sustained.
Community Housing	48	0	Community Housing is reporting a break even position. The main reason for this is a projected underspend of £14k on the Bed and Breakfast portfolio. There is also £20k underspend on the HALS (Housing Associations Leased Schemes) management fees; £26k underspend on the Barnet Sub Region staffing grant; £45k received in refunds from rent deposits paid to landlords and £24k additional income from care and repair fees. This is offset by £18k overspend on environment recharges for the M3 database system not budgeted; £108k unachievable income target on recharges on PSL administration budget and £3k overspend on PSL rents budget.
<b>Total Variation - Health, Housing and Adult Social Care</b>	<b>250</b>	<b>0</b>	

### 5.5 Regeneration, Leisure & Culture

The Department is projecting year end expenditure to be as budget at the end of July. Budgets will be kept under close review throughout the year.

### 5.6 Schools & Children's Services

This department is currently projecting an underspend of £112k as detailed in the table below.

#### Children's Services

Education			
Service Centre	June 2011	July 2011	Notes
	£'000s	£'000s	
A.D. Education	0	-34	An underspend of £34k is projected in anticipation of funding from Haringey Council, in respect of the provision of the Assistant Director.
Schools Improvement Service	0	-40	An underspend of £40k is reported as a result of the secondment of a senior post to Human Resources
Early Intervention & Access			
Service Centre	June 2011	July 2011	Notes
	£'000s	£'000s	
Community Access Childcare & Support	-227	-266	Overall underspend due to staff vacancies as a result of the delay in implementing the restructure plus an erroneous 2010/11 reserve of which £48k will not be realised. Uncommitted projects put on hold, resulting in an underspend of £200k

Service Centre	June 2011	July 2011	Notes
	£'000s	£'000s	
Children's Centres	421	421	The total overspend of £421k due to a delay in implementing the children's centre restructure. The 2011/12 budget had anticipated a saving due to this restructure which is now unlikely to happen until the last quarter of the year.
Think Family	-70	-50	The £70k underspend reported last month due to postponement of recruitment whilst the Assertive Outreach team is developed has been reduced by £20k due to the employment of temporary data input clerks to ensure effectiveness of the eCAF system.
CAMHS/EPS	0	73	Projected overspend due primarily to a shortfall in schools buying back into our services in relation to service level agreements.
Transport	0	33	Overspend mainly due to the level of outreach transport usage being greater than anticipated in original budget.

<b>Commissioning</b>			
<b>Service Centre</b>	<b>June 2011</b>	<b>July 2011</b>	<b>Notes</b>
	<b>£'000s</b>	<b>£'000s</b>	
Catering	-200	-200	Based on the surplus in last year's accounts, adjusted for the closure of the Forty Hall café during building works and one secondary school no longer using the Catering Service, there is expected to be an underspend of approximately £200k.
Strategy, Systems and Performance	0	38	A net overspend of £38k is reported primarily due to increased IT, maintenance & support costs.
Enhanced Pension Contributions	-122	-122	Following a review of the enhanced pension budget for former employees, a saving of £122k is reported.
Ladysmith Road	0	-33	The lease on this property expires later in the year and the part year cost has been provided for in the budget at £33k. In addition to the accommodation being vacated, the current year costs are being charged to the DSG, resulting in estimated savings of the £33k.
<b>Safeguarding Division</b>			
<b>Service Centre</b>	<b>June 2011</b>	<b>July 2011</b>	<b>Notes</b>
	<b>£'000s</b>	<b>£'000s</b>	
Divisional Management-Legal	0	0	Further to a Leaner Review of Legal Services in 10/11 all legal budgets were withdrawn, but they were subsequently funded within the departmental underspend in 10/11. Although a further review is planned the Division still has no budget for its external legal costs and we are currently projecting a £487k overspend, which is based on recent monthly legal costs.
Divisional Management-Employee Costs	0	-135	The variance within this area is due to projected underspends within the graduate social work training and the recruitment and retention budgets. The increase in the underspend this month is due to the planned start date for some social work graduate trainees now being backdated to Jan 2012 or not recruited until 2012/13.
No Recourse to Public Funds	-132	-133	The projected underspend is based on the known clients and their funding requests. There is currently no provision included for any unknown new clients. It is assumed that the clients will be supported by the Council long term until their asylum status or residence in the UK is resolved. The budget was increased in 11/12 to reflect the additional spending in 10/11 within this service, but currently the projected spend is £152k less than in 10/11. This is a result of the ongoing review of cases that was commenced earlier this year and the ability now to place clients into cheaper accommodation.
Support to Children in Need	39	8	This is a projected salaries overspend which has been reduced this month following the allocation of Social Work Improvement grant funding to cover additional staffing cover costs and a post which is now vacant until it is recruited to later in the year.
Adoption Allowances	74	46	There is a projected overspend on allowances as a result of 68 additional client weeks and a higher average weekly cost (+£5) than budgeted for. This is partially offset by additional income anticipated from the inter agency fees. The projection has reduced following the monthly review of planned dates for future Adoption and Special Guardianship placements.
Looked After Children Social Work & Support Teams	49	-12	There is now a projected underspend due to a small number of vacancies arising and the delay in the appointment of trainee social workers.
Leaving Care Team	58	50	The projected overspend of £50k is mainly within the client placement and support budgets which have increased this month by £22k following the need for some clients to move into more expensive placements. However this was offset by a £30k reduction in the staffing projections
In House Fostering	71	-47	This service is now reporting an underspend of £47k in foster allowances. The main reason for the movement since June is that a

Service Centre	June 2011	July 2011	Notes
	£'000s	£'000s	
			projection for future possible placements of £100k is no longer included as the service is nearly at full capacity. The foster allowances also include a provision as a result of a new law from 1st April which means that family & friends who look after children that are in Local Authority care must now be paid the same allowance as other foster carers. These carers would previously be paid at DSS benefit rates until they had been assessed & approved by the Fostering Panel. However once the fostering service has assessed their suitability as a Foster Carer( within 16 weeks) the full maintenance allowance has to be paid. It is currently planned to implement this from 1st September with an additional cost of £76k, however this may be higher if payments are subsequently backdated to 1st April 2011.
External Residential Care Purchasing	423	388	There is a net projected outturn of +£388k across the range of LAC external residential placements. There is a large overspend of £697k within the Agency Fostering budget as a result of additional placements (+878 wks) in excess of the budget. These have arisen following a lack of suitable placements within the In House Fostering service which is at near full capacity. There is also an overspend of £70k within the Secure budget which is mainly due to a considerable increase (+£1,811) in the average weekly cost for those clients currently in this high cost accommodation. There are currently projected underspends within the Community Homes (-£110k), Special Needs (-£190k), Mother & Baby (-£81k) due to fewer client weeks than budgeted (-197 wks). The main reason for the £35k reduction is a net reduction in agency fostering placement days.
Unaccompanied Asylum Seeking Children	-56	-119	There are currently two clients under 16 that are receiving support where the flat rate grant funding received is significantly higher than their actual placement costs. The increase in the underspend since June is due to the Home Office accepting two late cases relating to 2010/11 which has generated additional grant funding now due in 2011/12.
Youth Support Services	64	-28	The pressures previously reported concerning the delivery of a programme of youth activities in Ladderswood (£29k) and the Craig Park Youth Centre temporary decant costs (£25k) will now be funded from previously unapplied grant funding. There is also a reduction (£38k) within the YSS management employee costs this month.
Minor Variances	63	50	A number of small variances across the department.
<b>Total Variation – Schools &amp; Children’s Services</b>	<b>455</b>	<b>-112</b>	

### Schools and Children’s Services Risks:

**External Care Purchasing:** although currently projecting a £388k overspend this position may change dramatically if the increased activity in child protection matters continues to result in more children being taken into care between now and the year-end. Since Dec 2010 to June 2011 the number of Looked after Children has increased from 294 to 319. As the In – House Fostering service is at capacity any further demand for placements will need to found externally in more expensive placements. There is also the possibility that as a result of recent events that more young people may be placed into care.

**Fostering:** as a result of the change in the Friends & Family regulations there is a possibility that it may be necessary to backdate the increase to the 1st April 2011. There is also a risk that the increase in allowances may lead to more Friends & Family caring for young children. This will be monitored over the coming months.

**Youth Offending & Youth Support Services:** as a result of the recent disturbances it is likely that increasing demands will be placed upon these services. However it is too early to estimate the likely financial impact of increasing numbers within the youth offending service or any additional youth services that may be required.

**Services undergoing transition:** A number of services have undergone major changes and there are risks concerning the financial impact. In particular the School Improvement Service has recently undertaken a major reorganisation in order to find savings and to deal with a substantial reduction in grant funding. The monitoring reports which have been received show that all affected services will spend within their budgets, but there must be a risk that there may be a significant variation. The ICT Team is in a transitional phase and dealing with a cessation of the schools' service level agreement and this also represents a risk.

**Service Level Agreement with Schools:** The SCS Department provides a range of services to schools under service level agreements. There is a risk that the level of buy-back from schools may not be sufficient to achieve the income targets included in the budget. Information is still being received from schools regarding their intentions on SLAs and more accurate predictions of income from this source will be included in the next financial monitor.

**Improving PVI Capital Developments:** As a result of a Stage 3 complaint not satisfying the complainant, there is a risk that the matter may be referred to the Ombudsman and that a payment may need to be made.

#### **Schools Budgets - These variations do not form part of the General Fund position**

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Early Years	0	151	Based on last year's outturn and one term's figures in 2011 it would appear that the take up of free entitlement for 3 & 4 year olds is increasing. The opening of a nursery at Woodpecker Hall School can only increase numbers further, however the extent of the overspend is difficult to project as this expenditure is demand led.
DSG allocation 2010-11	-65	-65	The DfE has announced the final grant income for 2011/12 and this is £65k higher than estimated. Further work will be done to check their calculations as the amount held back for academies appears to be higher than expected.
Special Education Needs	-67	-67	It is projected that the contingency provision for the out of borough residential placements can be reduced by £100k. Based on recent trends and last year's outturn, the hospital schools' budget is projecting an overspend of £100k offsetting the above saving. However Hearing Impairment is now estimating an underspend of £67k which may make this call on contingency unnecessary
Learning Disabilities	-60	-73	Delays in appointing to posts will result in an underspend in the employee budget.
Maternity	0	128	Based on known claims the maternity cover budget will be overspent at the end of the year by around £130k. Some members of staff may not return to work but this will be offset by cover required for cases now not known.

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
Schools Rates	0	150	Following receipt of the actual rates bills for schools there is a potential additional cost of £150k across primary and secondary. The Business Rates Team has been asked to investigate the position.
Schools PFI Benchmarking	-180	-180	The long-running benchmarking exercise is not fully resolved but the indications from the tenders received are that there will be an underspend of approximately £250k depending on final decisions regarding notifications of change. However this will be reduced by £70k as a result of the inflationary indexation being higher than estimated.
Minor Variances	-6	-7	
<b>Total Variation - Schools</b>	<b>-378</b>	<b>37</b>	

## 6. OTHER GENERAL FUND ITEMS

### 6.1 Treasury Management – Projected Level Spend

The Treasury Management financial position is largely dependent on the level of borrowing needed to support the Capital Programme. The policy agreed with our treasury advisors over the last two years has been to reduce our short term investments to fund capital expenditure because it is cheaper to use cash holdings than to borrow. However this cannot go on indefinitely and the Council's short term investments are now at a point where the Council will need to borrow to fund future capital expenditure. This is entirely in line with the Treasury Management Strategy agreed annually by Council and the reduction in cash holdings is as planned.

It is clear we will need to increase borrowing in order to maintain the Council's liquidity position. The Treasury team continue to monitor the most appropriate time to borrow and the duration of the loan. The need to borrow will be reduced by the generation of capital receipts.

The Council recognises this borrowing position and is reviewing the affordability of all capital schemes as part of the current budget process. Affordability is an ongoing issue for all authorities and requires regular review alongside the Council's Disposal Strategy and other grant funding sources.

Members should also be aware that the new Housing Revenue Account reform will come into effect from April 2012. We will need to borrow approximately £39m by 28<sup>th</sup> March 2012 to finance the change.

The Heritable bank administrators have recently announced an increase in the amount to be recovered up to 90%. We still consider this to be a prudent estimate and have the expectation that the final amount recovered will be closer to 97%.

<b>London Borough of Enfield Investments as at 31st July 2011:</b>						
	<b>Principal £000's</b>	<b>Start Date</b>	<b>Effective Maturity</b>	<b>Rate</b>	<b>Days to Maturity</b>	<b>Credit Rating</b>
GOLDMAN SACHS	£12,650	30/06/11	01/08/11	0.63%	1	AAA
ROYAL BANK OF SCOTLAND	£19,550	30/06/11	01/08/11	0.80%	1	A+
BARCLAYS BANK PLC	£5,000	28/09/10	27/09/11	1.45%	89	AA-
LLOYDS BANK PLC	£5,000	03/12/10	22/12/11	1.45%	175	A+
LLOYDS BANK PLC	£7,500	19/10/10	18/10/11	1.90%	110	A+
LLOYDS BANK PLC	£5,000	03/12/10	02/12/11	1.95%	155	A+
<b>Total – Investments</b>	<b>54,700</b>			<b>Average Rate</b>		<b>1.36%</b>
<b>Average Investment Size</b>	<b>9,117</b>			<b>Average Rating</b>		<b>AA-</b>
<b>Time Weighted Average Days to Maturity</b>	<b>52</b>					

## 6.2 Contingency and Contingent Items

The Council maintains a general contingency of £1,000k to deal with unforeseen events and as a general safeguard against the risk of a general overspend. In addition, there are a number of contingent items that relate to spending requirements that are expected to arise during the current financial year, but about which there is some uncertainty regarding the timing of the financial impact. At this stage it is expected that all of the contingency and contingent items will be used, but a review is currently underway to identify any provision that will not be required. Any under-provision will be identified in future monitoring reports. The table below identifies the key provisions included in contingent items as at 31st July 2011.

<b>Contingent Items</b>	<b>£000's</b>
Residents Priority Fund	830
Regeneration match funding	100
Redundancy provision	500
Demographic change contingency	1,000
Other items	230
<b>Total Contingent Items</b>	<b>2,660</b>

**6.3** There is currently a budget risk in relation to expenditure on external legal / Counsel fees across departments. These costs were contained last year within overall departmental budget provisions. If this proves problematic in 2011/12 an allocation from contingency will be considered.

**6.4** **Enfield Residents Priority Fund (ERPF).** The Sub Committee have so far held 2 approval meetings, in July and August 2011. Through this process 21 applications have so far been approved by the Panel. An overall summary of the applications approved to date is set out below, a detailed summary of these applications by Ward is provided in Appendix 1.



Ward	Amount Available	Applications Approved	Amount Remaining
Edmonton Green	£185,000	£0	£185,000
Upper Edmonton	£156,000	£21,895	£134,105
Lower Edmonton	£142,000	£16,579	£125,421
Ponders End	£140,000	£9,300	£130,700
Turkey Street	£135,000	£0	£135,000
Haselbury	£129,000	£0	£129,000
Enfield Highway	£127,000	£0	£127,000
Enfield Lock	£121,000	£60,650	£60,350
Jubilee	£118,000	£0	£118,000
Southbury	£115,000	£111,242	£3,758
Bowes	£103,000	£9,246	£93,754
Chase	£99,000	£0	£99,000
Palmers Green	£90,000	£0	£90,000
Southgate Green	£74,000	£0	£74,000
Highlands	£57,000	£0	£57,000
Winchmore Hill	£57,000	£0	£57,000
Cockfosters	£56,000	£0	£56,000
Bush Hill Park	£54,000	£2,000	£52,000
Southgate	£51,000	£0	£51,000
Town	£51,000	£0	£51,000
Grange	£40,000	£20,000	£20,000
<b>TOTAL</b>	<b>£2,100,000.00</b>	<b>£250,912.00</b>	<b>£1,849,088.00</b>

The next meeting of the ERPF Sub Committee is due to take place on 19<sup>th</sup> September where a further 36 applications totalling approximately £367,000 will be considered.

## 6.5 Government Funding Update

Discussions are currently taking place with regard to additional funding in relation to the damage to businesses as a result of the recent public disorder in the borough. Further information will be reported as it comes available.

## 6.6 S106 Payments

The Council currently holds S106 receipts earmarked for works around the borough. Officers are reviewing the utilisation of these receipts within the parameters of each scheme and this is regularly reported to Councillors through the Cabinet sub-group on Performance.

## 7. Housing Revenue Account (HRA) – Projected £21k underspend

Service Centre	June 2011	July 2011	Notes
	£000's	£000's	
All Rents	5	-2	Additional income of £53k from aereals is due to an increase in the rental income. An under recovery of income of £51k on garage rent has been identified; this is due to a higher void rate then budgeted for.
Interest on Balances	-20	-19	When setting the budget the interest rate was 0.41%, the rate has now increased to 0.44% resulting in additional income of £19k
<b>Total Variation</b>	<b>-15</b>	<b>-21</b>	

## 8. ACHIEVEMENT OF SAVINGS

8.1 The 2011/12 Budget Report included efficiency and other savings, and the achievement of increased income totalling £34.5m to be made in 2011/12

Department	Red		Amber		Green		Blue		Total
	£000's	%	£000's	%	£000's	%	£000's	%	£000's
Chief Executive	0	0%	0	0%	-320	57%	-241	43%	-561
Environment	0	0%	-40	1%	-2,868	67%	-1,376	32%	-4,284
Finance, Resources & Customer Services	0	0%	-678	13%	-1,564	30%	-2,962	57%	-5,204
Health, Housing & Adult Social Care	0	0%	-1,394	15%	-6,023	65%	-1,870	20%	-9,287
Regeneration, Leisure & Culture	0	0%	-465	30%	-1,063	70%	0	0%	-1,528
Schools & Children's Services	0	0%	-133	2%	-4,289	67%	-2,019	31%	-6,441
Corporate	0	0%	-2,225	31%	-900	12%	-4,086	57%	-7,211
<b>Total Savings</b>	<b>0</b>	<b>0%</b>	<b>-4,935</b>	<b>14.3%</b>	<b>-17,027</b>	<b>49.3%</b>	<b>-12,554</b>	<b>36.4%</b>	<b>-34,516</b>

### Amber Savings

Area of Saving	Dept	Amount £000s	Progress in Achieving Savings
Procurement savings	CORP	-1,500	CMB are currently considering the allocation of this saving with Procurement Board.
Reduced Insurance Fund contributions	CORP	-75	Work is currently being undertaken to achieve this saving. This will be fully reviewed in September.
Service Review efficiencies	CORP	-200	CMB to agree the methodology of achieving this saving in 2011/12.
Car Allowance	CORP	-250	Human Resources have prepared a paper to achieve these savings that will be considered by CMB in September.
Overtime	CORP	-200	Overtime payments across departments are currently being reviewed in order to achieve this saving.
Modernisation of Waste Management - Integration of refuse, recycling and street cleansing services into one depot	ENV	-40	Alternative saving to be found until depot solution achieved.
Registrars Review (service level reduction to core services only)	FRCS	-100	The above review has resulted in JD's being re evaluated and posts being reviewed. Whilst a proportion of this additional saving will be achieved it is unlikely the target will be achieved in full
Increased registrars income	FRCS	-75	Following the review of income it is apparent that the originally anticipated income savings will not be achieved. The department is reviewing its budgets for alternative measures to mitigate this saving
Selling on of IT contract work	FRCS	-25	Work ongoing to achieve this saving.
Revs & Bens staff realignment and other cost efficiencies	FRCS	-238	This saving has been fully identified but will be only part implemented in 2011/12. The saving has been part achieved already through the deletion of vacant posts following staff realignment. There will be a further post reduction which will follow during the year.
Reducing provision for potential subsidy loss (ie:increased risk)	FRCS	-240	This saving is dependant on the subsidy outturn and so will not be confirmed until later in the year. The process however has been reviewed improving data

Area of Saving	Dept	Amount £000s	Progress in Achieving Savings
			integrity and quality which reduces the risk of subsidy loss substantially.
Learning Difficulties savings re Care Purchasing, net of transition & current client pressures. Set against prior years pressures rather than applied as a new saving	HHASC	-400	LD Efficiency board in place, meeting regularly with planned approach to achieving savings target in year. Care purchasing budgets are demand led and are reviewed within monthly financial monitoring to ensure volatility is managed throughout the year.
Physical Disabilities savings re care purchasing Option B - Home Care & Direct Payments and Park Ave, net of Option B Residential & Nursing and Supported Tenancy pressures. Set against prior years pressures rather than applied as a new saving	HHASC	-548	The savings have been identified as a part of a review of client trends. Savings have been netted off against the predicted growth. Care purchasing budgets are demand led and are reviewed within monthly financial monitoring to ensure volatility is managed throughout the year.
Re-specification and tender of support and care service provision at the Carterhatch Project.	HHASC	-250	Tendering project on track for timeframe. Providers have been contacted regarding reduction in unit costs, agreement between parties are in place, DAR is awaiting sign off, savings proposed are £311k. Additional savings will be identified.
Reduce Grant Related Expenditure - Mental Health Grant	HHASC	-105	Commissioning staff reviewing existing commitments.
Reconfiguration of Extra Care Team at Reardon Court	HHASC	-37	Delay in start of project due to capacity within service. The capacity issue has now been resolved.
Restructure Housing strategic services	HHASC	-54	Restructure of this area has secured potential savings, delay in implementation places achieving full year effect at risk.
Leisure Centre Operators	RLC	-126	Risks Identified in the Project managers August 2011 report for the capital build process at Albany, Southgate and Bramley Road.
Libraries Strategy	RLC	-310	The Library strategy consultation has commenced, but this level of saving is unlikely to be achieved in 11/12.
Enfield Business Centre Management Review	RLC	-15	The review has not created any savings in 2011/12. Partners reluctant to set up social enterprise before December 2011.
Charging of management fee for monitoring S106 agreements	RLC	-14	Requirement for monitoring fee applies to planning applications received after 1/1/10 so will there will be a time lag for applications to be determined and S106 agreements signed before fees are received. During Q1 of 2011/12 only one S106 agreement was completed resulting in £5k fee received. Fee is dependent on the number and type of planning applications received and is sensitive to wider market conditions.
CAMHS & EPS savings	SCS	-83	Current monitor records overspend
SEN Home to School Transport	SCS	-50	Current monitor reports £30k overspend.
<b>TOTAL AMBER SAVINGS</b>		<b>-4,935</b>	

## 9. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

## 10. REASONS FOR RECOMMENDATIONS

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, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

### **11.1 Financial Implications**

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is part of this review process and this latest monitoring report confirms that there is no deterioration in the financial position of the Authority. If required, measures will be put in place to address risks identified through the monitoring process and to contain expenditure within approved budgets.

### **11.2 Legal Implications**

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.

### **11.3 Property Implications**

Not applicable in this report.

## **12. KEY RISKS**

There are a number of general risks to the Council being able to match expenditure with resources this financial year:-

- Ability of Departments to adhere to savings targets.
- State of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.
- Uncontrollable demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the Audit of various Grant Claims.
- Movement in interest rates
- Potential liability to fund losses incurred by the former insurance underwriter Municipal Mutual.

Risks associated with specific Services are mentioned elsewhere in this report.

## **13. IMPACT ON COUNCIL PRIORITIES**

**13.1 Fairness for All** – The recommendations in the report fully accord with this Council priority.

**13.2 Growth and Sustainability** – The recommendations in the report fully accord with this Council priority.

**13.3 Strong Communities** – The recommendations in the report fully accord with this Council priority.

## **14. PERFORMANCE MANAGEMENT IMPLICATIONS**

The report provides clear evidence of sound financial management, efficient use of resources.

**APPENDIX 1****Enfield Residents Priority Fund- Funding Analysis 2011/12**

<b>UPPER EDMONTON ORIGINAL ALLOCATION £156,000</b>						
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>		<b>Amount</b>
07.07.11	Hanlon Centre New Equipment	Hanlon Centre	Purchase, gym & boxing Equipment, Instruction, Music Studio & Computer	£11,500		
09.08.11	Children's Security Improvement Oakthorpe Primary School	Oakthorpe Sch/ Council	Match funding to provide Security Gates and fences, to reduce crime and to prevent children being visible and approached from the lane by passers by.	£10,395		
			<b>Amount Allocated</b>	<b>£21,895</b>		
			<b>Amount Left 2011/12</b>	<b>£134,105</b>		
<b>LOWER EDMONTON ORIGINAL ALLOCATION £142,000</b>						
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>		<b>Amount</b>
09.08.11	DJ & MC Academy	DJ & MC Academy	To run a twice weekly mobile unit that goes to the estates. The 2-3 hour sessions will teach and provide qualifications for under 25ys olds about music through radio shows, interview techniques and positive lyrical writing.	£9,079		
09.08.11	ECYPS Soft Play at the Ark	Enfield Children & Young Peoples	To provide funding to operate the service for a further 6 months to enable additional support and funding to be obtained.	£7,500		
			<b>Amount Allocated</b>	<b>£16,579</b>		
			<b>Amount Left 2011/12</b>	<b>£125,421</b>		
<b>PONDERS END ORIGINAL ALLOCATION £140,000</b>						
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>		<b>Amount</b>
07.07.11	Enfield Bangladeshi Welfare Festival	Enfield Bangladeshi Association	Annual Community Event	£9,300		
			<b>Amount Allocated</b>	<b>£9,300</b>		
			<b>Amount Left 2011/12</b>	<b>£130,700</b>		

<b>ENFIELD LOCK ORIGINAL ALLOCATION £121,000</b>					
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>	<b>Amount</b>
07.07.11	Home Security & Privacy	Council	Wall or fence alongside path behind houses, Alley gate, locks and Bolts.		£10,000
07.07.11	Additional Cleaning Turkey Brook	Council	Cleaning of Turkey Brook (Bi-Monthly)		£6,000
07.07.11	Alley Gate on Bradley Road	Council	Alley Gate to provide security for residents 1,3 & 5 Preston Gardens		£6,000
07.07.11	Enfield Island Village 'Active Communities'	Enfield Island Village Trust	Community Involvement Activities (£10k, Volunteer & Training Costs £5k, Office Running costs £2,150, Project Staff £15k, Publicity, Engagement & Contribution to 1 Year Community Apprentice £6,500)		£38,650
			<b>Amount Allocated</b>		<b>£60,650</b>
			<b>Amount Left 2011/12</b>		<b>£60,350</b>
<b>SOUTHURBY ORIGINAL ALLOCATION £115,000</b>					
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>	<b>Amount</b>
07.07.11	Ayley Croft Cycle Parking	Council	2 accessible secure cycling storage facilities for bikes and prams for Ayley Croft residents.		£12,912
09.08.11	Basket ball sessions at Southbury Leisure Centre	Enfield Trust Basketball Club	Provide coaching services to young adults as a path way to a life of sports and fitness. (8 weeks 1 session per week)		£3,330
09.08.11	Public Benches	Council	Provision of public benches in and around Main Ave, Lincoln Road and Roman		£6,000
09.08.11	Han Bro Map MUGA	Council	Multi Use Games Area on the Green of Broadfield Square.		£74,000
09.08.11	Allotments for All	Bishop Stopford Sch/ Enf Education Business Partnership	Creation of allotments in school grounds for pupils and residents to work together to grow produce that can be sold to the Community. Including cooking demonstrations and seminars.		£5,000
09.08.11	Environment Construction Skills	Bishop Stopford Sch/ Enf Education Business Partnership	A construction bus will be on the school site to deliver training on skills for construction for the home and garden. This will be accessible for the pupils and residents.		£10,000
			<b>Amount Allocated</b>		<b>£111,242</b>
			<b>Amount Left 2011/12</b>		<b>£3,758</b>



<b>BOWES ORIGINAL ALLOCATION £103,000</b>					
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>	
09.08.11	Tile Kiln Lane Community Green Space	Council	Provision of match funding to enable the reclaim of an urban wasteland, to develop into a usable community open space	£1,956	
09.08.11	2x Perimeter mountain Bikes for Bowes Safer Neighbourhood Patrol Team	Safer Neighbourhood Team	Provide 2 bikes for the Bowes Safer Neighbourhood Team to enable a quicker response rate and greater coverage of the Bowes Ward.	£790	
09.08.11	Two Environment Days	Bowes Park Community Assoc	2 Environment days in Bowes Park to promote sustainable living to residents including give and take stall, waste prevention, recycling and energy advice. And information on growing food and sustainable forms of transport.	£500	
09.08.11	Alley Gating Mitchell Road N13	Council	To install Alley Gates in Mitchell Road N13	£6,000	
			<b>Amount Allocated</b>	<b>£9,246</b>	
			<b>Amount Left 2011/12</b>	<b>£93,754</b>	
<b>BUSH HILL PARK ORIGINAL ALLOCATION £54,000</b>					
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>	
09.08.11	Toddler Group Purchase of Toys and Educational Equipment	Council	To purchase new toys and educational equipment to support a voluntary run Toddler group.	£2,000	
			<b>Amount Allocated</b>	<b>£2,000</b>	
			<b>Amount Left 2011/12</b>	<b>£52,000</b>	
<b>GRANGE ORIGINAL ALLOCATION £40,000</b>					
<b>Meeting Date</b>	<b>Project Title</b>	<b>Provider</b>	<b>Summary</b>	<b>Amount</b>	
09.08.11	Under 3 yrs Play Area Enfield Town Park	Council	Provision of a play area in Enfield Town Park that is specifically design for children up to the age of 3 years.	£20,000	
			<b>Amount Allocated</b>	<b>£20,000</b>	
			<b>Amount Left 2011/12</b>	<b>£20,000</b>	

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## MUNICIPAL YEAR 2011/2012 REPORT NO. 76

**MEETING TITLE AND DATE:**  
Cabinet 14<sup>th</sup> September 2011

**REPORT OF:**

Director of Finance, Resources  
and Customer Services

Contact officer and telephone number:

Richard Tyler ext. 4732

E mail: [Richard.tyler@enfield.gov.uk](mailto:Richard.tyler@enfield.gov.uk)

<b>Agenda – Part: 1</b>	<b>Item: 8</b>
<b>Subject: Capital Programme Monitor First Quarter June 2011 Budget Year 2011-12 Wards: all</b>	
<b>Cabinet Member consulted:</b> Cllr Andrew Stafford	

### 1. EXECUTIVE SUMMARY

The purpose of this report is to inform Members of the current position regarding the Council's 2011 to 2015 capital programme taking into account the latest re-profiling information for all capital schemes. The report also seeks approval to revised prudential indicators reflecting the updated 4 year programme

This report provides information on:

- The current funding of the programme and its future affordability;
- The re- profiled 2011/15 capital programme;
- Proposed reductions in capital expenditure and new additions to the programme;
- The projected outturn figures for 2011/12;
- Revised Prudential Indicators.

The report shows that the overall expenditure is projected to be £106.1m for the General Fund and £36m for the HRA for 2011/12.

The report:

- 1.1 Establishes revised estimated capital spending plans for 2011 to 2015 including proposals that match capital expenditure to capital funding;
- 1.2 Confirms that the revenue costs of the programme for unsupported and supported schemes can be accommodated within existing provision in the Medium Term Financial Plan;
- 1.3 Advises upon the Council's borrowing and investment activity and updates the prudential indicators for approval.

## **2. RECOMMENDATIONS**

It is recommended that:

- The re-profiled four year programme is agreed.
- The revised prudential indicators are agreed.
- The reduction of the capital programme by £4.6m in 2011/12 following a review that identified specific projects as low priority or where funds are no longer required is agreed.

## **3. BACKGROUND**

The Council's capital programme is reviewed and monitoring reports are submitted to Cabinet on a quarterly basis. This is the first quarterly report for 2011/12. The purpose of this report is to establish the capital budget for the current year taking into account slippage from 2010/11, the re-profiling of scheme budgets reflecting anticipated progress in delivering projects over the life of the programme, scheme approvals since the Council's budget was approved in March and the notification of additional funding allocations received from central government, partner agencies and other external parties.

The Prudential Code for Capital Finance requires that the forward looking prudential indicators set by the authority are regularly monitored during the year. This report updates the prudential indicators approved as part of the 2011/12 budget process in order to reflect the revised programme.

The re-profiled capital programme for 2011 to 2015 is set out in Appendix B. The funding implications are considered in paragraph 5.

## **4. 2011/12 CAPITAL BUDGET**

By this stage of the year most of the projects should be underway. As noted above, a full review of the four year capital programme has been undertaken. The review also revealed a number of uncommitted schemes that are no longer required or where the scheme provision can be reduced. A summary of these schemes is detailed at Appendix A. The capital budget for 2011-12 is shown in Table 1; this summarises the overall re-profiling of the budget for the current year.

**Table 1 - Capital Budget 2011/12**

	Capital Budget Agreed 2 <sup>nd</sup> March 2011 £'000	Slippage From 2010/11 £'000	Re-Profiling Expenditure Plans From 2011/12 £'000	Capital Programme Additions 2011/12 £'000	Proposed Reductions 2011/12 £'000	Proposed Programme 2011/12 £'000
Schools and Children's Services	53,744	34,026	(29,963)	0	(1,934)	55,873
Regeneration, Culture and Leisure	15,246	9,579	(7,657)	356	0	17,524
Environment	16,663	9,536	(7,806)	4623	0	23,016
Housing, Health and Adult Social Care	5,686	3,460	(1,342)	620	(2,456)	5,968
Finance, Resources and Customer Services	1,900	1,609	(991)	1,400	(170)	3,748
<b>Total General Fund</b>	<b>93,239</b>	<b>58,210</b>	<b>(47,759)</b>	<b>6,999</b>	<b>(4,560)</b>	<b>106,129</b>
HRA	29,193**	3,760	0	3,026	0	35,979
<b>Total Capital Expenditure</b>	<b>122,432</b>	<b>61,970</b>	<b>(47,759)</b>	<b>10,025</b>	<b>(4,560)</b>	<b>142,108</b>

\*\* includes £14m Decent Homes Allocation

The revised current year capital budget indicates an increase of approx. £20m compared to the budget originally agreed in March. This reflects in part the net re-profiling of expenditure within the capital programme and also the inclusion of additional items approved or notified subsequent to the preparation of the march budget report. These additional items are set out in table 2 below. It should be noted these items are funded from earmarked resources (e.g. the notification of further funding from Transport For London) and do not impact on the Council's borrowing requirement.

**Table 2 – Additional Capital Items 2011/12**

	£'000
Additional Green Towers Refurbishment Costs (funded from S106 Receipts)	356
Additional TfL Allocation	1,950
Holmesdale Tunnel Project (Access to Nature Grant Receivable)	115
Trimming and Dimming (funded from revenue project carry forward)	400
Lychett Way CCTV (funded from revenue project carry forward)	250
Mechanical Sweepers (funded from revenue project carry forward)	225
Vehicle Replacement Programme	1,400
Residents Capital Fund	1,400
Estates Food Waste Collection – vehicles and equipment (grant funding)	243
Lottery Grant – Trent Park Japanese Garden	16
Rights of Way – (funded from S106 Receipts)	24
Housing Sub Regional Funding	620
Additional MRA Allocation and Buy Back Funding (funded from future capital receipts)	3,026
	<b>10,025</b>

The principle outcomes of the current year programme are considered below:

## **Schools and Children's Services**

The principal schemes are aimed at:

- Delivering sufficient accommodation for primary age pupils given the limited number of schools and other premises available for an expanding school population;
- Procuring new buildings for the Oasis Academy Hadley to be available in the Autumn 2012;
- Providing additional places for children with special educational needs by expanding facilities at existing special schools;
- Providing improved facilities for pupils with behavioural and emotional difficulties through the refurbishment of the former St Mary's Centre;
- To modernise the Craig Park Youth Centre

## **Regeneration, Culture and Leisure**

The main deliverables from the RCL programme are:

- The regeneration of Ponders End, New Southgate and Meridian Water;
- To complete the re-development of Millfield House and Millfield Arts Centre;
- The restoration of Forty Hall and developing proposals for Broomfield House;
- The restoration of the QEII stadium;
- Capital investment in Leisure Centres.

## **Environment**

The Environment Department's capital programme is broadly in-line with agreed timescales and objectives. The highways capital programme is on target to improve 4% of the borough network and the TfL funded programme relating to 20 mph zones, safety schemes and CPZ's are all on target.

Within Waste Services, the wheeled bin programme is progressing to plan.

The revised programme for Parks spend allows parks play equipment expenditure to roll into 2012/13. Investment in this area is linked to administration commitments and statutory Health and Safety requirements.

## **Housing, Health and Adult Social Care**

The principal objectives of the Health and Adult Social Care programme is the upgrade and integration of social care IT systems, the commissioning and procurement of a registered care home on the Elizabeth House site and the development of proposals for the replacement of the Park Avenue Resource Centre for people with mental health problems and for the replacement of the New Options Day Centre for people with learning difficulties.

The projects for the re-development of the Formont Centre, the Drug and Alcohol Treatment Service premises at Claverings and the relocation of the integrated Assessment and Care Team to St Andrew's Court are expected to complete in 2011/12.

The Housing Needs programme includes:

- the provision of Disabled Facilities Grants to private residents – it is expected the 2011/12 allocation will assist between 300 and 350 residents;
- The provision of discretionary, means tested Housing Assistance Grants to approximately 60 residents of the Borough;
- The Affordable Housing programme provides grants to assist Registered Social Landlords develop further social housing provision for which the Council obtains nomination rights.

## **Finance, Resources and Customer Services**

The Building Improvements capital programme will be signed off within the next 2 weeks and will be delivered within 2011/12. Future programmes will be agreed before the commencement of the relevant new financial year.

## **Housing Revenue Account**

The principal elements of the HRA capital programme are the delivery of the Decent Homes programme and progressing the Ladderswood and Highmead estates re-developments projects.

## **5. CAPITAL PROGRAMME FUNDING**

### **Table 3 Financing of Capital Expenditure**

The following table sets out the current funding position for the 2011-15 capital programme.

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Total £'000
<b>Total General Fund Expenditure</b>	<b>106,129</b>	<b>80,735</b>	<b>31,251</b>	<b>18,262</b>	<b>236,377</b>
Funded From:					
Earmarked Resources	(36,868)	(21,340)	(3,880)	(3,824)	(65,876)
Disposals Programme	(5,837)	(3,237)	(9,024)	0	(18,098)
Unapplied Capital Receipts B/Fwd	(2,300)	(1,900)	(900)	(520)	(5,620)
General Fund Capital Reserve	(1,000)	(1,000)	1,000	(1,000)	(4,000)
Estimated Usable RTB Disposals	(200)	(200)	(200)	(200)	(800)
<b>Increase in Capital Financing Requirement – Unsupported Borrowing</b>	<b>59,924</b>	<b>53,094</b>	<b>16,247</b>	<b>12,718</b>	<b>141,983</b>
<b>Total HRA Expenditure</b>	<b>35,979</b>	<b>36,024</b>	<b>27,210</b>	<b>29,801</b>	<b>129,014</b>
Funded From:					
Earmarked Resources	(19,366)	(32,224)	(26,210)	(28,801)	(106,601)
<b>Increase in Capital Financing Requirement – Supported Borrowing through Housing Subsidy</b>	<b>(14,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,000)</b>
<b>Increase in Capital Financing Requirement – Unsupported Borrowing</b>	<b>(2,613)</b>	<b>(3,800)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(8,413)</b>

Earmarked Resources refer to specific government grants or other contributions from external parties and the use of specific reserves within the Councils available resources; this funding is specific to certain schemes or certain types of capital investment e.g. provision for additional school places. There is a high level of certainty over these funding streams.

Disposals refer to the estimated proceeds from the sale assets (net of disposal costs) that have so far been approved for disposal over the life of the programme. Given the uncertainties that can arise in connection with the sale of assets, there are risks that the planned sales will not be achieved, will not be achieved within the projected timescales or ultimately not realise the projected capital receipts.

The funding strategy set out in Table 2 utilises all other currently available unapplied capital receipts brought forward from 2010/11 and the balance in the General Fund Capital Reserve.

Capital expenditure that cannot be funded immediately from grants, capital receipts or direct revenue/reserve contributions must be funded from the annual set aside from the revenue budget (the minimum revenue provision). The MRP is determined according to statutory regulation based on the Capital Financing Requirement. There are equivalent statutory arrangements for the funding of HRA capital expenditure which do not involve an HRA minimum revenue provision.

## 6. REVENUE IMPLICATIONS

The revenue implications of the capital programme are set out below:

**Table 4 – Revenue Implications**

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Full Year Effect £'000
<b>General Fund</b>					
Additional MRP		2,397	4,521	5,171	5,679
Interest on Borrowing	1,049	3,026	4,240	4,747	4,969
<b>Total Revenue Cost</b>	<b>1,049</b>	<b>5,423</b>	<b>8,761</b>	<b>9,918</b>	<b>10,648</b>
<b>HRA</b>					
Interest on Borrowing	291	648	732	767	784

The HRA figures are based on currently known arrangements – these may alter as HRA self financing is implemented in 2012/13.

The revenue implications shown in the table above have been fully incorporated into the Medium Term Financial Planning process. Local Government is currently facing a volatile period due to the national financial situation and the significant changes proposed for public services. Over the same period there has been an increase in demand for our key services and the continued affordability of the Capital Programme should be viewed in this context.

The budget process will continue to review the Capital Programme alongside revenue pressures in order to ensure the Council's key priorities are delivered in best way given the financial constraints the Council currently faces

Over the last two years the Council has reduced its short term investments primarily to fund the Capital Programme. This has been a sensible approach agreed with our external treasury advisors given the relative interest earned from investments in comparison to borrowing costs. The Council is now in a position where it will need to actually borrow to finance future Capital investment. The Council has headroom in its current borrowing position to allow this to happen given that actual borrowing including the effect of the current Capital Programme is within the Council's Capital Financing Requirement but will need to review its borrowing position on a regular basis when assessing the affordability of future capital projects.

## 7. CAPITAL PRUDENTIAL INDICATORS

Legislation requires each authority to have regard to the CIPFA Prudential Code for Capital Finance. This means that authorities are responsible for determining whether decisions on capital investment are affordable, prudent and sustainable. Adhering to CIPFA's Prudential Code is the means by which local authorities demonstrate that they have satisfied this obligation. The Secretary of State's reserve power could be used if an authority fails to adhere to the Prudential Code. Similarly the Secretary of State has the power, on national economic grounds, to set limits in relation to borrowing by local authorities as a whole.

Members' involvement in the process is essential for good governance of the strategic decisions around capital investment and to ensure compliance with the requirements of

the Prudential Code. The Council must be able to demonstrate that capital expenditure plans are affordable, external borrowing is prudent and sustainable, and that treasury decisions are taken in accordance with good practice. The structure and content of this report has been designed to comply with the Code.

When considering its programme for capital investment the Council is required, under the Prudential Code, to agree and monitor a number of mandatory prudential indicators. The Council must take account of the following matters when setting and revising the prudential indicators:

- **Affordability:** e.g. the implications for Council Tax and housing rents;
- **Prudence and sustainability:** e.g. implications for external borrowing;
- **Value for Money:** e.g. through the use of option appraisals;
- **Stewardship of Assets:** e.g. asset management planning;
- **Service objectives:** e.g. whether the proposals meet the Authority's strategic objectives;
- **Practicality:** e.g. achievement of the forward plan.

In view of the changes to the Capital Programme since the Budget Report in March, it is proposed that the forecast indicators as set out in this report are approved for future monitoring of the programme.

**Table 5 - Capital Expenditure Indicator General Fund and HRA**

<b>Capital Programme</b>	<b>2011/12 £'000</b>	<b>2012/13 £'000</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>Total £'000</b>
General Fund Latest Forecast	106,129	80,735	31,251	18,262	236,377
<b>General Fund Indicator</b>	92,949	42,345	22,913	15,511	173,718
HRA Latest Forecast	35,979	36,024	27,210	29,801	129,014
<b>HRA Indicator</b>	15,193	15,165	15,135	1,000	46,493
Total Latest Forecast	142,108	116,759	58,461	48,063	365,391
<b>Total Indicator</b>	108,142	57,510	38,048	16,511	220,211

The Capital Financing Requirement measures the extent to which the Council's capital expenditure has not yet been funded; it represents the authority's underlying need to borrow to meet its capital commitments. The Council's actual borrowing must not exceed this amount; actual borrowing is determined by the availability of internal funds such as maturing investments and cash backed reserves and balances that can provide cash resources to meet capital expenditure. As stated above, the Council cannot sustain its capital programme from these internal sources any longer and new borrowing arrangements will need to be put in place to support the capital programme.

The latest forecast of the Capital Financing Requirement for the relevant years is set out in Table 6. The authority's forecast funding requirement is within the Prudential Indicators set.



**Table 6 – Current forecast of Capital Financing Requirement**

	<b>Estimated as at 31<sup>st</sup> March 2012 £'000</b>	<b>Estimated as at 31<sup>st</sup> March 2013 £'000</b>	<b>Estimated as at 31<sup>st</sup> March 2014 £'000</b>	<b>Estimated as at 31<sup>st</sup> March 2015 £'000</b>
<b>General Fund</b>				
Latest Forecast	289,716	330,759	331,118	331,945
Indicator	377,910	388,227	391,608	391,471
<b>HRA</b>				
Latest Forecast	131,398	135,198	136,198	137,198
Indicator	92,521	156,521	157,521	158,521
<b>Total</b>				
Latest Forecast	421,114	465,957	469,316	469,143
Indicator	470,431	544,748	549,129	549,992

**Prudential Borrowing Indicators**

- a) Authorised limit: The Council is prohibited from borrowing more than its Authorised Limit. The indicator should be set at a level that while not desired could be affordable but may not be sustainable. The Council's authorised borrowing limit for 2011/12 is £560m; this excludes long term liabilities under PFI Contracts and Finance Leases. Borrowing during the first quarter was well within the Council's authorised borrowing limit. The highest level of borrowing during the period was £220m. No new long or short term borrowing was undertaken during the quarter.
- b) Operational boundary: The Operational Boundary is based on the most likely level of borrowing for the year. The Council's Operational Boundary for 2011/12 is £417m. Occasional breaches of the Operational Boundary are unlikely to be significant however a sustained or regular trend above the Operational Boundary would be significant. During the past quarter the Council's gross borrowing was within the Operational Boundary. The additional borrowing required to fund the capital programme as set out in this report can be contained within this threshold.
- c) Net borrowing (i.e. long term borrowing less investments): In the medium term, net borrowing should only be used for a capital purpose. Specifically net external borrowing in 2011/12 should not exceed the estimated Capital Financing Requirement at 31<sup>st</sup> March 2012.

**7. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS****7.1 Financial Implications**

As the Section 151 Officer, the Director of Finance and Corporate Resources is required to keep under review the financial position of the Authority. The quarterly capital monitoring is part of this review process. If required, measures will be put in place to address risks identified through the monitoring process and to contain expenditure within approved budgets.

## **7.2 Legal Implications**

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.

## **7.3 Property Implications**

All of the property implications are included within the main report.

## **8. KEY RISKS**

All of the key risks relating to the second quarter are included within the main report.

## **9. IMPACT ON COUNCIL PRIORITIES**

### **9.1 Fairness for All**

The Capital programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

### **9.2 Growth and Sustainability**

The Capital programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

### **9.3 Strong Communities**

The Capital programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The report provides clear evidence of sound financial management, efficient use of resources.

## **11. HEALTH AND SAFETY IMPLICATIONS**

Not applicable to this Report.

## Appendix A - Deletions from the Capital Programme

<b>Proposed Deletions from the Capital Programme</b>		<b>2011/12</b>
		<b>£'000</b>
<b>Finance, Resources and Customer Services</b>		
Disability Programme (DDA)	Funds unutilised in 10/11 and uncommitted	170
<b>Finance, Resources and Customer Services sub total</b>		<b>170</b>
<b>Housing, Health and Adult Social Care</b>		
Disabled Facilities Grant (DFG)	Uncommitted funds in 2010/11	200
Housing Assistance Grants	Reduction to uncommitted funds	200
Affordable Housing	Uncommitted funds in 2010/11	2,056
<b>Housing, Health and Adult Social Care sub total</b>		<b>2,456</b>
<b>Schools and Children's Services</b>		
Schools Access Initiative	Reduction to uncommitted funding	461
Hazelwood School – Lacey Hall Site	Contingent budget no longer required	55
Schools Condition Programme	Reduction to uncommitted funding	241
Secondary Miscellaneous schemes	Contingent budget no longer required	175
Oasis Hadley Academy – Review of scheme costing	Reduced cost (and grant) following govt funding changes which resulted in amendments to the scheme design	702
Building Schools for the Future	Scheme Cancelled	200
MUGA & Youth Shelter at Meyer Green	Scheme not going ahead – alternative options for youth support being considered in this area	100
<b>Schools and Children's Services sub total</b>		<b>1,934</b>
<b>Total of Schemes Deleted</b>		<b>4,560</b>

## Appendix B - Capital Programme 2011-2015

CAPITAL PROGRAMME 2011 - 2015	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	Total £000's
<b>SCHOOLS &amp; CHILDREN'S SERVICES</b>					
<b>SCHOOLS CONDITION FUNDING</b>					
Schools Access Initiative Extension to Programme	305				305
Worcesters Primary School	14				14
West Grove Primary School Adaptations	6				6
Carterhatch Infants School - Access to corridors	30				30
Bush Hill Park Primary changing room and ramp	45				45
	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>
<b>TARGETED CAPITAL - SPECIAL NEEDS</b>					
Waverley School Additional Class	47				47
West Lea School Pedestrian access	43				43
St Mary's Centre- Purchase for PRU	0				0
Russet House School Extension	1,763	1,073	58		2,894
Russet House School Temporary Classroom	0	0			0
	<b>1,853</b>	<b>1,073</b>	<b>58</b>	<b>0</b>	<b>2,984</b>
<b>TARGETED CAPITAL - SCHOOL MEALS PROGRAMME</b>					
Total Expenditure - (to be analysed)	1,928				1,928
	<b>1,928</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,928</b>
<b>SCHOOLS CONDITION FUNDING</b>					
Targeted Fund					
Hazelwood School	203				203
Bowes Primary School Window replacement	4				4
Kingsmead Window Replacement	4				4
Houndsfield Primary School Windows	1				1
Oakthorpe Primary School Roof Phase 2	5				5
Walker Primary School Main Roof	21				21
	<b>238</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>238</b>
<b>NEW OPPORTUNITIES FOR PE &amp; SPORT IN SCHOOLS</b>					
Edmonton School sports hall	13				13
	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>
<b>CITY LEARNING CENTRES</b>					
Delta City Learning Centre Tech Refresh 2010-11	14				14
Central Enfield City Learning Centre Tech Refresh 2010-11	12				12
Honilands Children's Centre	0				0
	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>
<b>BASIC NEED - PRIMARY SCHOOL PLACES</b>					
St Marys RC Primary School	209				209
St John and St James CE Primary School	1,586	43			1,629
Alma Primary Temporary Class Base	1				1
Chesterfield Primary School Temporary class base	2				2
Firs Farm School Permanent Places	3,126	3,142	76		6,344
Firs Farm School Temporary Places	50				50
Eversley Primary School Permanent Places	2,133	1,280	48		3,461
Eversley Primary School Temporary Classrooms	22				22
Honilands Primary School Permanent Places	2,219	1,285	77		3,581
Honilands Primary School Temporary Classrooms	7				7
Suffolks Primary School Permanent Places	1,831	513	29		2,373
Suffolks Primary School Temporary Classrooms	7				7

<b>CAPITAL PROGRAMME 2011 - 2015</b>	<b>2011/12 £000's</b>	<b>2012/13 £000's</b>	<b>2013/14 £000's</b>	<b>2014/15 £000's</b>	<b>Total £000's</b>
St Michaels Primary	3,740	1,000	100		4,840
Cuckoo Hall Primary School Expansion	2,786	500	48		3,334
Oasis Academy Hadley - Temporary Places	355	30			385
Partner Schools Additional classes	570	2,679	150		3,399
Bowes at Fore Street	850	1,000			1,850
St Georges Primary School	330	300			630
Worcesters Primary School	100	560			660
Prince of Wales School	350				350
Houndsfield School	780	680			1,460
George Spicer primary School additional class base	58				58
Galliard Primary additional class base	66				66
Delta Centre additional class base	169				169
Prince of Wales Additional Class base	36				36
Bush Hill Park bulge class	3				3
Capel Manor Primary extension	1,513	3,185	128		4,826
Merryhills expansion	1,431	2,170	96		3,697
Forty Hill School Bulge Classroom	367	8			375
Lavender Primary School	100				100
	<b>24,797</b>	<b>18,375</b>	<b>752</b>	<b>0</b>	<b>43,924</b>
<b>PRIMARY SCHOOLS</b>					
Brimsdown Infants & Junior Schools Phase 1&2	24				24
Raglan Infants & Junior Schools Phase 1&2	159				159
Churchfield Primary Modernisation	1,935	1,820	82		3,837
TCF School meals programme St Matthews CE	0				0
Hazelwood School - Lacey Hall Site	192				192
	<b>2,310</b>	<b>1,820</b>	<b>82</b>	<b>0</b>	<b>4,212</b>
<b>SECONDARY SCHOOLS</b>					
Secondary Miscellaneous schemes	0				0
Nightingale Site Developments (Salisbury School)	25	175			200
Site acquisition for Oasis Hadley Academy	8,745				8,745
Oasis Hadley Academy	11,903	16,006			27,909
Exceptional Capital Funding - St Ignatius School Food Tech	46				46
BSF - Set Up Costs (Scheme Cancelled)	0				0
	<b>20,719</b>	<b>16,181</b>	<b>0</b>	<b>0</b>	<b>36,900</b>
<b>FIRE PRECAUTION WORKS</b>					
Bowes Primary School	4				4
De Bohun Primary School - Fire Precautions	5				5
Houndsfield Primary School	3				3
Turin Grove School Fire Precautions	2				2
Fire Precautions Additional Funding 2010/11	114				114
Walker Primary School Fire Precautions	67				67
Winchmore School - Fire Precautions	83				83
Wilbury School Fire Precautions	108				108
	<b>386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>386</b>
<b>NON SCHOOL SCHEMES</b>					
LOFT EXTENSIONS FOR FOSTER CARERS	0	17			17
Cheviots Children's Centre	300	338			638
My Place Youth Project	1,907	1,471			3,378
Short Break Pathfinders	193				193
Youth Capital Fund	3				3
St Marys Centre - purchase for PRU	800	2,735			3,535
	<b>3,203</b>	<b>4,561</b>	<b>0</b>	<b>0</b>	<b>7,764</b>

<b>CAPITAL PROGRAMME 2011 - 2015</b>	<b>2011/12 £000's</b>	<b>2012/13 £000's</b>	<b>2013/14 £000's</b>	<b>2014/15 £000's</b>	<b>Total £000's</b>
<b>SCHOOLS &amp; CHILDREN'S SERVICES TOTAL EXPENDITURE</b>	<b>55,873</b>	<b>42,010</b>	<b>892</b>	<b>0</b>	<b>98,775</b>
<b>REGENERATION</b>					
Ponders End – GAF	2,137				2,137
Harbet Road – GAF	150				150
South Mall	488				488
Green Towers refurbishment	871				871
Green Towers contingency	35				35
Green Towers (S106 Funded)	356				356
Meridian Water - Rays Road Phase 1	175				175
Take the High Road - Red Brick Estate	317	570	310		1,197
Southgate Circus	129				129
The Crescent, Edmonton (awaiting reprofiling)	448				448
Meridian Business Park (funded by s106 and local businesses)	88				88
Harbet Road Phase 3 (s106 & other funding)	52				52
Broomfield House restoration (grant funded)	235				235
<b>2011/12 Regeneration Programme</b> (£6.93m agreed at Council 2nd March)					
Ponders End Central - LBE funded	792	763	1,037		2,592
Columbia Wharf	40	40	30		110
Ponders End South street	775	1,750	1,300		3,825
Meridian Water - Rays Road Phase 2	200	450	150		800
Meridian Water - Infrastructure development	200	1,741	2,750		4,691
Meridian Water - Energy Infrastructure	0		800		800
Western Gateway	0	0	950		950
Arnos Pool and Bowes Library	0	50	250		300
Salmons Brook dipping platform	0	25			25
Shires Estate	80	70	300		450
Greening the Green	0	750	0		750
Infrastructure projects (including transport and enabling)	0		1,200		1,200
	<b>7,568</b>	<b>6,209</b>	<b>9,077</b>	<b>0</b>	<b>22,854</b>
<b>LEISURE &amp; CULTURE</b>					
Enfield Town Library	87	0	0	0	87
QE11 Stadium (£500k funded from 10/11 revenue outturn)	948	0	0	0	948
Forty Hall - Hall	2,680	273	0	0	2,953
Millfield House Improvements	515	0	0	0	515
Thomas Hardy House Development	350	300	0	0	650
Leisure Centres (funded by revenue contract saving)	5,376	2,571	0	0	7,947
	<b>9,956</b>	<b>3,144</b>	<b>0</b>	<b>0</b>	<b>13,100</b>
<b>REGENERATION LEISURE &amp; CULTURE TOTAL EXPENDITURE</b>	<b>17,524</b>	<b>9,353</b>	<b>9,077</b>	<b>0</b>	<b>35,954</b>
<b>HIGHWAYS AND STREETSCENE</b>					
Improvements to Borough Gateways	166				166
Holmesdale Tunnel Project	265				265
Traffic Safety Schemes	10				10
Rights of Way	31				31
Minor Highways Improvements	31				31
Footway Renewal Programme	4				4
Conservation Work	5				5
Carriageway Resurfacing	100				100
Environmental Improvements	196				196
Transport for London - funded schemes	5,202	3,119	2,674	2,674	13,669

<b>CAPITAL PROGRAMME 2011 - 2015</b>	<b>2011/12 £000's</b>	<b>2012/13 £000's</b>	<b>2013/14 £000's</b>	<b>2014/15 £000's</b>	<b>Total £000's</b>
Street Scene improvements	2,600	2,750	2,750	2,750	10,850
Highways	5,250	5,250	5,250	5,250	21,000
Bridge and Highways Structures Maintenance	250	250	250	250	1,000
Flood Prevention	200	200	200	200	800
Highway works for South Street	1,582	820			2,402
Alleygating	395				395
Hertford Road Corridor Improvements			1,620		1,620
Vehicle Replacement Programme	1,400				1,400
Trimming and Dimming	400				400
	<b>18,087</b>	<b>12,389</b>	<b>12,744</b>	<b>11,124</b>	<b>54,344</b>
<b>COMMUNITY SAFETY</b>					
CCTV Expansion	168				168
CCTV - Lychett Way	250				250
	<b>418</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>418</b>
<b>RECYCLING</b>					
Recycling in estates	20	20	20	20	80
Food Waste Collection - Vehicles	80				80
Food Waste Collection - Equipment	163				163
Mechanised Sweepers	225				225
Wheeled Bins	2,259	1,500	0	0	3,759
	<b>2,747</b>	<b>1,520</b>	<b>20</b>	<b>20</b>	<b>4,307</b>
<b>PARKS</b>					
Pymmes Park Offices & Toilets	230				230
Montagu Recreation Building	95				95
Gateway to parks	197				197
Broomfield Park improvement programme	511				511
Allotment Infrastructure Improvements	455				455
Japanese Water Garden - Trent Park	16				16
Parks additional schemes	260	600			860
	<b>1,764</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>2,364</b>
<b>DEPOTS</b>					
Depot Relocation (reprofiled May 2010)	0	4,000			4,000
	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>
<b>ENVIRONMENT TOTAL EXPENDITURE</b>	<b>23,016</b>	<b>18,509</b>	<b>12,764</b>	<b>11,144</b>	<b>65,433</b>
<b>ADULT SOCIAL CARE</b>					
Extension to Formont Day Centre	83				83
St Andrews Court relocation	60				60
Refurbishment/Remodelling of 12/12a Claverings Industrial Estate	33				33
Residential and Social Care provision - Elizabeth House	150	532	0	0	682
Grant Funded Social Care Projects - to be confirmed		907			907
Care First - Integration and Upgrade	57	31			88
	<b>383</b>	<b>1,470</b>	<b>0</b>	<b>0</b>	<b>1,853</b>
<b>HOUSING GRANTS</b>					
Disabled Facilities Grant (£1.151m grant funded)	2,000	2,200	2,200	2,200	8,600
Sub Regional Housing Grants	620	375			995
Housing Assistance Grants	618	818	818	818	3,072
Welfare Adaptations	100	100	100	100	400
Affordable Housing	2,247	2,100	2,100	2,100	8,547
	<b>5,585</b>	<b>5,593</b>	<b>5,218</b>	<b>5,218</b>	<b>21,614</b>
<b>HEALTH, HOUSING AND ADULT SOCIAL CARE TOTAL EXPENDITURE</b>	<b>5,968</b>	<b>7,063</b>	<b>5,218</b>	<b>5,218</b>	<b>23,467</b>

<b>CAPITAL PROGRAMME 2011 - 2015</b>	<b>2011/12 £000's</b>	<b>2012/13 £000's</b>	<b>2013/14 £000's</b>	<b>2014/15 £000's</b>	<b>Total £000's</b>
Building Improvement Programme	2,018	2,000	1,500	1,500	<b>7,018</b>
Disposals Programme	200	200	200	200	<b>800</b>
Disability Programme (DDA)	30	200	200	200	<b>630</b>
Residents Capital Fund	1,400	1,400	1,400		<b>4,200</b>
London Councils Capital Ambition	100				<b>100</b>
<b>FINANCE, RESOURCES &amp; CUSTOMER SERVICES TOTAL EXPENDITURE</b>	<b>3,748</b>	<b>3,800</b>	<b>3,300</b>	<b>1,900</b>	<b>12,748</b>
<b>GRAND TOTAL GENERAL FUND PROGRAMME</b>	<b>106,129</b>	<b>80,735</b>	<b>31,251</b>	<b>18,262</b>	<b>236,377</b>
<b>HRA</b>					
Works to the Stock	18,505	14,224	14,210	14,195	<b>61,134</b>
Decent Homes	14,000	18,000	12,000	14,606	<b>58,606</b>
Community Halls Refurbishment	564				<b>564</b>
Ladderswood Buy Backs	297				<b>297</b>
Highmead Project and Demolition Costs	600	2,800			<b>3,400</b>
Buybacks	1,155	400	400	400	<b>2,355</b>
Grants to Vacate	858	600	600	600	<b>2,658</b>
<b>HRA TOTAL EXPENDITURE</b>	<b>35,979</b>	<b>36,024</b>	<b>27,210</b>	<b>29,801</b>	<b>129,014</b>
<b>GRAND TOTAL CAPITAL PROGRAMME</b>	<b>142,108</b>	<b>116,769</b>	<b>58,461</b>	<b>48,063</b>	<b>365,391</b>





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**MUNICIPAL YEAR 2011/2012 REPORT NO. 77****MEETING TITLE AND DATE:**

Cabinet  
14 September 2011

**REPORT OF:**

Ray James - Director of  
Health, Housing and Adult  
Social Care

<b>Agenda – Part 1</b>	<b>Item: 9</b>
<b>Subject: Enfield Joint Stroke Strategy 2011 - 2016</b>	
<b>Wards: ALL</b>	
<b>Cabinet Member consulted:</b>	
<b>Councillor Don McGowan</b>	

Contact officer and telephone number:

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**1. EXECUTIVE SUMMARY**

- 1.1 This report proposes the agreement of a 5 year Enfield Stroke Strategy jointly with NHS Enfield. The full strategy and supporting documents are available online and in the Members' library and Group Offices.
- 1.2 Every year in Enfield, it is estimated that approximately 550 people have a stroke, and some 20-30% of these people die within the first month. Stroke is the third largest cause of death in England and the single largest cause of adult disability. Approximately 1,470 people in Enfield live with moderate to severe disability as a result of stroke.
- 1.3 There is a significant life expectancy gap between the deprived and more affluent areas in Enfield and there is evidence that this gap is widening. Circulatory diseases (which include stroke) are the biggest causes of the life expectancy gap, accounting for 26% of the male life expectancy gap and 29% of the female life expectancy gap.
- 1.4 The Enfield Joint Stroke Strategy sets out how health and social care commissioners will work together over the next 5 years (2011 -16) to improve the range and quality of local stroke services; address health inequalities related to stroke; improve awareness of stroke and Transient Ischaemic Attack (TIA) symptoms; and reduce the prevalence of stroke.
- 1.5 The Strategy has been prepared and been subject to a 3 month period of consultation with key stakeholders and the general public. The strategy has been endorsed by the Stroke Implementation Team which includes representation from people who have experienced a stroke,

carers, Public Health, Primary Care, Acute Sector, NHS Commissioning, Adult Social Care, and the Voluntary and Community Sector.

1.6 In June 2010 the PCT and Council were asked by the Care Quality Commission to complete a review of stroke services. The review, published in January 2011, found Enfield to be one of the PCT areas that is 'least well' performing' in the country and highlighted a number of key areas for improvement. The strategy sets out how we plan to respond to the review findings.

1.7 Implementation of the strategy will require an investment of £536,500 in year 1 and £591,500 in year 2 which will be funded from social care grant, reablement monies and NHS social care grant. From year 3 funding for ongoing service provision will be met from health efficiency savings.

## **2. RECOMMENDATIONS**

2.1 Cabinet is asked to:

- i) note the contents of this report; and
- ii) approve the Enfield Joint Stroke Strategy 2011-16 and associated implementation plan.

## **3. BACKGROUND**

The Joint Stroke Strategy has been developed as a local response to the National Stroke Strategy (2007). The strategy addresses a number of shared priorities that are identified in Enfield's Joint Strategic Needs Assessment, including inequalities, long term conditions, healthy lifestyles, and access to health and wellbeing information. It also links to a number of other strategies including the Health and Wellbeing Strategy, Local Area Agreement, and other joint commissioning strategies for Dementia, End of Life Care, Intermediate Care and Re-ablement, Carers, and the Voluntary and Community Sector framework.

The strategy aims to ensure resources are used efficiently and effectively, to improve the quality and range of service provision, reduce inequalities and reduce the prevalence of stroke. It provides a robust framework for a more integrated approach to the delivery of health and social care services.

### **3.1 Care Quality Commission Review**

In June 2010 the PCT and Council were asked by the Care Quality Commission (CQC) to complete a review of stroke services. The review covered all health and social care services that provide care and support to people who have had a stroke and their carers and looked specifically at:

- Acute care in hospital, after the initial 'hyper-acute' stage;
- how people who have had a stroke are discharged from hospital;
- whether they have access to rehabilitation in hospital and in the community; and
- what ongoing care and support they receive.

The review collected data from local health services and councils and also used some data already collected by government. The CQC also asked people who had had a stroke and carers what they thought about the information given to people when they leave hospital. The review found Enfield to be one of the PCT areas that is 'least well performing' in the country and highlighted a number of key areas for improvement. The Joint Stroke Strategy summarises the findings of this review and sets out how we will address the review findings.

Significant progress has been made over the past year in addressing the findings of the CQC stroke review. The majority of issues that were raised in the CQC review had already been identified during the process of developing the strategy and it was considered important to begin to address these immediately. Where appropriate, the actions taken to respond to the CQC review have been incorporated in the strategy and its associated implementation plan.

### **3.2 Consultation**

Formal public consultation on the draft stroke strategy was undertaken over a 3 month period from 1 March to 20 May 2011. A total of 148 responses were received. In addition, verbal feedback was received at several live consultation events.

A summary of submissions received in response to the consultation is available online and in the member's library. This document describes the consultation process, summarises the submissions, and sets out the Council and NHS Enfield response to the comments and suggestions that were received.

### **3.3 Funding**

It is difficult to accurately quantify the annual cost stroke to the NHS and Council however estimates have been made at a national level.

King's College, London and the London School of Economics and Political Science undertook a 'burden of illness' analysis to calculate the direct and indirect costs of stroke to the health services and the economy more widely. They calculated that stroke results in total costs of £7 billion a year nationally. Total annual direct care (diagnosis, inpatient care, outpatient care, drugs and community care) accounts for approximately 40% of this total; informal care for 35%; and the indirect costs for approximately 25%.

The following table summarises what we know about 2011/12 direct stroke costs in Enfield.

Service	Provider	Approximate Cost 2010/11
<b>NHS Funded</b>		
Hyper Acute Stroke Units	University College London Hospital & Northwick Park Hospital	£43,352 (April-October 10/11)
Acute Stroke Units	<ul style="list-style-type: none"> <li>• North Middlesex University Hospital</li> <li>• Barnet Hospital</li> <li>• Barts and the London NSH Trust</li> <li>• University College London Hospital</li> <li>• Royal Free Hampstead Hospital</li> </ul>	£806,251 (April-October 10/11)
TIA Clinics	<ul style="list-style-type: none"> <li>• Barnet and Chase Farm Hospital</li> <li>• North Middlesex Hospital</li> <li>• Royal Free Hospital</li> <li>• University College Hospital</li> </ul>	£172,300
Inpatient rehabilitation	<ul style="list-style-type: none"> <li>• Chase Farm Hospital</li> <li>• St Ann's Hospital (Haringey)</li> <li>• Potters Bar Community Hospital</li> </ul>	£1.7 million
<sup>1</sup> Community rehabilitation	Enfield Community Services	£400,000
<b>Council Funded</b>		
Social care	Enfield Council	£2.2 million <sup>2</sup>
Social Stroke Support Club & respite service	Total Healthcare and Stroke Action	£21,000
Stroke Navigator	Stroke Association	£40,000 (From July 2011)

<sup>1</sup> This health service is being funded by reablement monies in 2011/12 and 2012/13. From 2013/14 it will be funded by health and the costs will be met through planned efficiency savings.

<sup>2</sup> Total cost of social care services accessed by stroke survivors

Stroke Social Support Co-ordinator	Stroke Action	£25,000 (From August 2011)
Life Roles Facilitator	Attend	£25,000 (From August 2011)
Train the trainer – aphasia communication skills	Connect	£15,000 (From September 2011)
Strategy implementation project management support	Enfield PCT	£30,000

An implementation plan with indicative resource implications for implementing this strategy over the next 3 years has been developed and is available online and in the member's library. The total cost of implementation in year 1 (2011/12) is £559,568 to fund the following services which are included in the table above:

- Community Rehabilitation
- Stroke Navigator
- Stroke Social Support Co-ordinator
- Life Roles Facilitator
- Train the trainer – aphasia communication skills
- Strategy implementation project management support

Funding has been sourced from re-ablement budgets, NHS Social Care funding and stroke grant which allow service improvements to be delivered without additional costs to the Council.

Many of the commissioning intentions set out in the strategy are cost neutral and will be delivered through reprioritised activity and more efficient use of existing resources. Some of the costs of implementation will be met through a developing partnership with primary care services.

### 3.4 Enfield Joint Stroke Strategy 2011-16.

The strategy sets out 9 strategic objectives which are aligned with the national stroke strategy (2007) and respond to the findings of the CQC review. Each of the strategic objectives has a number of associated commissioning intentions designed to improve stroke services, reduce the prevalence of stroke and address inequalities. These are summarised below:

#### STRATEGIC OBJECTIVES:

<u>Priority</u>	<u>Rational</u>
1. Increase public and professional awareness of stroke symptoms	The sooner somebody who is having a stroke gets urgent medical attention, the better their chances of a good recovery.

	<p>chances of a good recovery.</p> <p>Rapid diagnosis of TIA (mini-stroke) allows urgent steps to be taken to reduce the risk of having a stroke.</p>
2. Reduce the prevalence of stroke and the prevalence of major stroke in people who have had a TIA or minor stroke.	Healthy lifestyles and management of specific risk factors reduce the risk of an initial stroke and the risk of a subsequent stroke.
3. Increase involvement of service users and carers in the planning, development and delivery of services.	Involving service users and carers in the planning and delivery of services will improve the quality of current services and lead to better outcomes.
4. Improve stroke unit quality	<p>Stroke unit care is the single biggest factor that can improve a person's outcomes following a stroke.</p> <p>The evidence is overwhelming that stroke units reduce death and increase the number of independent and non-institutionalised individuals.</p>
5. Improve access to comprehensive rehabilitation and community services	<p>Specialist co-ordinated rehabilitation, started early after stroke and provided with sufficient intensity, reduces mortality and long-term disability.</p> <p>The limited provision of community rehabilitation services has been identified as a key gap by stakeholders during development of this strategy.</p>
6. Enable stroke survivors to fully participate in the community.	Assistance to overcome physical, communication and psychological barriers to engage and participate in community activities helps people to lead more autonomous lives and move on after stroke.
7. Stroke survivors receive care from staff with the skills, competence and experience appropriate to their needs	Sufficient staff with the appropriate levels of knowledge, skill and experience is essential to the success of the Strategy.



8. Ensure Continuous Service improvement	The new vision for stroke care demands services working together in networks, looking across all aspects of the care pathway.
9. Improve End of Life Care	<p>Many people who die as a direct result of stroke will do so with impaired communication and/or cognitive skills.</p> <p>A number of local care homes have been identified as having high emergency admission rates to hospital.</p> <p>Of the total number of people who died in Enfield over the period 2007 – 2009, 68% died in hospital.</p>

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

4.1 The Strategy sets out the case for change and the rationale for the priorities chosen and supported by local stakeholders. It proposes an approach to commissioning Stroke Services that is consistent with national policy drivers and is in line with existing Council and NHS Enfield strategies.

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

5.1 The strategy is intended to meet the government's key objectives for the delivery of services to meet the needs of people with stroke and ensure that the best possible services are provided for our residents in Enfield for the next five years.

#### **6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

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

Based on the projected costs included in the implementation plan (available online and in the member's library):

- The expenditure against LBE resources in Year 1 will be £536,500, Year 2 £591,500 and Year 3 £0k.
- Funding in Year 1 for the service will be met from the existing base budget for Stroke care (£96k), one off stroke grant project carry forwards from 2010/11 (£129k) and re-ablement monies received and carried forward from 2010/11 (£312k)
- Funding in year 2 of the project will be met from Stroke care base budget (£96k), re-ablement monies, which will need to be carried forward from 2011/12, and NHS Social Care funding (£267k).

- There is no LBE funding requirement in year 3.
- Please note that expenditure in Year 3 relating to 2.2) Management of hypertension (£40k), 2.6) GP Stroke lead and 5.4) Community based activity (£50k) have been identified as being funded through health service efficiencies. They have therefore been excluded from the financial implication to the council, based on lead officer advice.

#### **Financial Implications - Stroke Strategy**

	CC	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Comments
<b>Funding Streams available:</b>					
Stroke Grant - Base Budget	SS0559	96,000	96,000	0	
Stroke Grant - Project carry forward 10/11	SS0559	129,000			One-off funds Need to agree PCF in 11/12
Reablement - Project carry forward 10/11	SS0122	311,500	228,500		
NHS Social Care Funding	SS0123		267,000		
PCT Direct funding				90,000	
<b>Total Funds</b>		<b>536,500</b>	<b>591,500</b>	<b>90,000</b>	
<b>Projected Expenditure:</b>					
2.2 Mgt of hypertension		0	20,000	40,000	Year 3 PCT cost
4.2 NCL Stroke handbook		1,500	1,500	0	
5.2 Develop Comm Rehab service		400,000	400,000	0	
5.4 Community based activity		50,000	50,000	50,000	Year 3 PCT cost
6.2 Stroke Navigator		40,000	40,000	0	
6.4 Aphasia Support		15,000	0	0	
7.1 Workforce review		0	20,000	0	
Project mgt		30,000	60,000	0	
<b>Total Expenditure</b>		<b>536,500</b>	<b>591,500</b>	<b>90,000</b>	
<b>Surplus/ Deficit</b>		<b>0</b>	<b>0</b>	<b>0</b>	

## **6.2 Legal Implications**

The National Stroke Strategy is non statutory guidance issued by the Department of Health to a range of Public Authorities including Strategic Health Authorities and Directors of Adult Social Services. Its intention is to provide a quality framework to secure improvements to stroke services and provide associated support and guidance to those Public Authorities. The Council has a number of statutory powers and duties to provide social care such as National Assistance Act 1948, Chronically Sick and Disabled Act 1970 and National Health Service and Community Care Act 1990. A Law Commission Report issued 12/5/2011 is recommending changes to the current framework of statutes on Adult Social Care. If the Government accept the

recommendations then the old complex statutory framework will be replaced by one unified Adult Social Care statute with the overarching duty to promoting and contributing to the well-being of the individual and this statute will also recognise and promote the current Government initiatives for joint working in the area of Health and Social Care.

## **7. KEY RISKS**

- 7.1 There are no significant risks identified as a result of this strategy.
- 7.2 Implementation of service changes will be managed and considered in the context of proper risk management arrangements.

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

- A key priority of the strategy is to reduce inequalities.
- Awareness raising will target Black and Minority Groups and the more deprived wards of the Borough.

### **8.2 Growth and Sustainability**

- The voluntary and community sector will be key partners in implementation of the strategy.

### **8.3 Strong Communities**

- The strategy is intended to enhance access to services by the whole community.
- The strategy has been informed by the views of local residents who responded to the consultation.
- We will engage local communities to gain advice on the best way to raise awareness and spread the prevention message within their communities.

## **9. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 9.1 We will continue to monitor progress towards full achievement of the Quality Markers set out in the national Stroke Strategy. These quality markers formed the basis for the 2010 Care Quality Commission review and we have already made significant progress towards achieving these standards.
- 9.2 Stroke services are assessed against the NICE Quality Standard for Stroke which are accompanied by quality measures that are intended to improve the structure, process and outcomes of health and social care.

- 9.3 The Quality Outcomes Framework (QOF) provides a framework for measuring performance in secondary prevention of stroke.
- 9.4 There are a number of indicators within the New Local Area Agreement relevant to Health and Adult Social Care. In particular the following are most significant:
- Number of Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
  - Carers receiving needs assessment or review and a specific carer's service, or advice and information.
  - People supported to live independently through social services
  - Number of Delayed Discharges from Acute Hospitals.
- 9.5 NHS Stroke Indicators
- 9.6 NHS Integrated Performance Measures
- 9.7 We will review the implementation of the strategy in January 2011 and thereafter produce and publish an annual report on implementation which will include performance on the measures listed above.

## **10. HEALTH AND SAFETY IMPLICATIONS**

No Health and Safety Implications arising directly from this report.

### **Background Papers**

The following background papers are available online and in the Members' library and Group Offices:

- Enfield Joint Stroke Strategy (2011 -2016)
- Enfield Joint Stroke Strategy (2011 -2016): Summary of Submissions to Consultation
- Enfield Joint Stroke Strategy (2011 -2016): Predictive Equalities Impact Assessment
- Enfield Joint Stroke Strategy (2011 -2016): Implementation Plan
- National Stroke Strategy (2007)

**MUNICIPAL YEAR 2011/2012 REPORT NO. 78**

**MEETING TITLE AND DATE:**

Cabinet  
14 September 2011

**REPORT OF:**

Director of Health, Housing and  
Adult Social Care

Contact officer and telephone number:

Peter George, 0208 379 3318

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<b>Agenda – Part: 1</b>	<b>Item: 10</b>
<b>Subject: SMALL HOUSING SITES (SHELTERED AND HOSTEL BLOCKS) STAGE ONE REPORT</b>	
<b>Wards: Town, Chase, Turkey Street, Haselbury, Palmers Green, Upper Edmonton</b>	
<b>Cabinet Member consulted: Cllr Oyken</b>	

## 1. EXECUTIVE SUMMARY

- 1.1 This report represents Stage One of a two stage report sequence. The purpose of the Stage One report is to seek authority to commence the procurement of a demolition contractor to demolish two or more small housing sites. The Stage Two report (to be submitted to Cabinet for approval in March 2012) will describe how the small housing sites can deliver much needed new housing.

## 2. RECOMMENDATIONS

### It is recommended that the Cabinet:

- 2.1 Authorises the demolition of Jasper Close and Tudor Crescent as detailed in paragraph 4.4 of this report.
- 2.2 Notes that a competitive procurement process will be undertaken to select a demolition contractor.
- 2.3 Notes the intention to seek Cabinet authority to appoint a demolition contractor in March 2012.
- 2.4 Authorises the budgetary resources to finance the cost of technical advice to project manage the selection of a demolition contractor.
- 2.5 Authorises the implementation of improved site security measures in accordance with paragraph 3.9.
- 2.6 Notes the intention to undertake an options appraisal on sites 1-6 detailed in this report and to report to Cabinet in March 2012 with the outcome of the options appraisal and a future use strategy for each site.

### 3. BACKGROUND

- 3.1 Housing Strategic Services has identified ten former sheltered housing and hostel sites that can deliver new housing for the Council and generate capital receipts that can be invested in future housing projects.
- 3.2 This report follows on from a report approved by Cabinet in 5<sup>th</sup> March 2008 (Review of Sheltered Housing – Update) that recommended the disposal of the following former sheltered housing sites:

Sheltered Blocks	No. of Units	No. of Vacancies
9-85 Parsonage Lane	40	19
119-135 Lavender Hill	9	4
281-309 Hoe Lane	15	9
22-68 Forty Hill	24	9
41-63 Tudor Crescent	12	2
50-60 St Georges Road	6	1
<b>Total</b>	<b>106</b>	<b>44</b>

- 3.3 To date one of the sites, Hoe Lane, has been disposed of by the Council. The other sites have now all been fully decanted but a decision on how the sites are taken forward for redevelopment has not been taken.
- 3.4 Including the sites above (other than Hoe Lane), this report considers the future of the ten sites below.
- 1) 9-85 Parsonage Lane
  - 2) 22-68 Forty Hill
  - 3) 119-135 Lavender Hill
  - 4) 50-60 St George's Road
  - 5) 41-63 Tudor Crescent
  - 6) 1-18 Jasper Close
  - 7) Cornerways
  - 8) Oakthorpe Court
  - 9) 196-198 Green Lanes
  - 10) 23 Church Street
- 3.5 The report proposes the procurement of a demolition contractor to demolish Tudor Crescent and Jasper Close but with the option in the tender documents for sites 1-4 to also be included in the demolition contract.
- 3.6 The report notes that the two hostel sites at 7-10 have been recommended for disposal in a separate September 2011 Cabinet report.

- 3.7 The location of the ten sites is shown at **Appendix 1**. A description of each of the sites and an updated position statement is provided at **Appendix 2**.
- 3.8 A number of these sites are continuing to cause security concerns for local residents and are costing Enfield Homes time and money to secure. To address these problems it is proposed that the Council consults the community to determine how site security can be improved.

#### **4. FORMER SHELTERED SITES 1-6**

- 4.1 This report represents Stage One of a two stage Cabinet report sequence. The purpose of the Stage One report is to obtain a cabinet resolution to demolish two sites and to note the commencement of the procurement of a demolition contractor.
- 4.2 The Stage Two report will report back to Cabinet in March 2012 with a detailed strategy for sites 1-6 describing how the sites will be used to deliver new housing.
- 4.3 The authority is sought in two stages to enable the Council to commence preparation of the demolition works whilst a strategy for sites 1-6 is being prepared in consultation with the local communities.

##### The Procurement of a Demolition Contractor

- 4.4 It is recommended that the blocks on Jasper Close and Tudor Crescent are demolished to improve the net return to the Council's Housing Revenue Account.
- 4.5 A decision on whether to demolish sites 1-4 will be taken after the Council has undertaken an options appraisal. The outcome of the options appraisal may be that one or more of the sites should be demolished by the Council.
- 4.6 To ensure that opportunities to secure economies of scale savings are not lost, and in the interest of time, it is considered prudent that the scope of the procurement for a demolition contractor to demolish Jasper Close and Tudor Crescent also seeks prices to demolish sites 1-4.
- 4.7 The Stage Two Cabinet report will recommend the appointment of a preferred demolition contractor to demolish sites 5-6, and depending upon the outcome of the options appraisals, one or more of sites 1-4. The contract will include apprenticeship and training opportunities for local people.

- 4.8 The budgetary provision sought under this report is limited to the cost of the technical advice required to project manage the procurement of a demolition contractor. A budget for the demolition works will be sought in the Stage Two Cabinet Report once fixed prices have been received and the options appraisal for sites 1-4 has been completed.
- 4.9 The technical advice required to project manage the procurement of a demolition contractor will be procured via a competitive process that will include the seeking of quotations from the Council's in-house technical team and external suppliers to ensure that best value is achieved. The budget for this work is included in the Part 2 report.

#### The Options Appraisal

- 4.10 An options appraisal was prepared by consultancy Trimmer CS in November 2007 on behalf of Enfield Council. The report recommended a proposal for sites 1-6.
- 4.11 It is proposed that the work undertaken by Trimmer CS is reviewed, and as appropriate, incorporated into a updated options appraisal that takes account of the changes to the housing market since 2007 as well as considering the new opportunities presented to Local Authorities in the new HRA self financing regime.
- 4.12 The options appraisal will explore how sites 1-6 can be developed to deliver new housing in the Borough. The options considered will include the following:
- Disposal of individual sites
  - Sale of sites as a package or delivery vehicle
  - The Council leading on construction of new affordable homes
  - Packaging sites with adjacent land parcels
  - Non-housing uses
  - Self-build pilot
- 4.13 A number of these sites fall within Area Action Plan areas; therefore the options considered for these sites will need to take account of the strategic planning context.
- 4.14 Consultation will be held with local residents and ward Councillors prior to, and after, the options appraisal to ensure the community has a genuine opportunity to inform the recommended options.
- 4.15 Consideration will need to be given to the potential use of new affordable homes for estate renewal decants and therefore the rental levels, as well as how the proposals can support local employment.
- 4.16 The outcome of this work will be a regeneration strategy for each of the sites that will be recommended to Cabinet in March 2012.



## **5. HOSTEL SITES 7-10**

- 5.1 Sites 7-10 are hostel sites where tenants are still residing. The tenants of these sites have been consulted and the re-housing process is underway. The tenants are not secure tenants therefore compensation will not be payable. The Council will find alternative accommodation for every resident.
- 5.2 Sites 7-10 are recommended for disposal in the following September 2011 Cabinet report: *Asset Management – Potential disposal of Council owned properties by end of December 2013..* These sites are recommended for disposal to generate capital receipts for the Housing Revenue Account (“HRA”) that can be reinvested in the delivery of new affordable housing and estate renewal projects.
- 5.1 In accordance with the Property Procedure Rules the disposal of these sites will be managed by Property Services with the sales being planned for completion by 31 March 2012.

## **6. ALTERNATIVE OPTIONS CONSIDERED**

- 6.1 The alternative option to the recommendations within this report is to do nothing. This is not considered to be a feasible option because the sites are continuing to cost the Council money to maintain and secure; this expenditure is unsustainable and does not represent value for money. Doing nothing does not help the Council to address the shortage of houses in the Borough and there are opportunity costs to consider.

## **7. REASONS FOR RECOMMENDATIONS**

- 7.1 The main reasons for seeking to resolve the future of the small housing sites are:
- The blocks are in a poor condition;
  - The blocks no longer meet current building standards;
  - The blocks are costing the Council money to secure;
  - To improve the financial net position to the Council;
  - The blocks are attracting complaints from residents;
  - To provide additional affordable housing properties

## **8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

### **8.1 Financial Implications**

- 8.1.1 A fully costed option appraisal will be completed to determine the viability of all the considered options.
- 8.1.2 Development proposals will need to be considered within the overall framework of the HRA self financing and the Council's wider regeneration strategy.

### **8.2 Legal Implications**

- 8.2.1 The Council must procure the contractor for the demolition works and the consultant for the option appraisal in accordance with the Council's constitution, in particular Contract Procedure Rules. In addition, the legal agreements will need to be in a form approved by the Assistant Director (Legal Services).
- 8.2.2 It should be noted that local authorities have a general fiduciary duty to Council taxpayers and must therefore take what is overall the most reasonable and cost effective course of action in order to deliver best value from these sites.
- 8.2.3 The Council has a general power to dispose of land under section 123 of the Local Government Act 1972, but where, as in the instance of these properties, a site is held for housing purposes the disposal will require consent from the Department of Communities and Local Government (DCLG) under section 32 of the Housing Act 1985. If the dwellings have not already been demolished the DCLG will require to be satisfied that any remaining occupiers have been provided with alternative accommodation, and it will need to be demonstrated how the disposal fits in with the Council's general housing strategy and aims.
- 8.2.4 If the properties are demolished the Council will still need to maintain site security to prevent access by trespassers and potential claims under the Occupiers Liability Acts 1957 and 1984.

### **8.3 Property Implications**

- 8.3.1 Although Cabinet approval to dispose of 6 sites was given on 5<sup>th</sup> March 2008, vacant possession of sites 1-5 was not achieved until last year.
- 8.3.2 Disposal of the sites approved for disposal was put on hold pending a review of alternative options.
- 8.3.3 Although further review works needs to be completed it is clear these sites could not readily be converted to residential family (C3) use

without obtaining planning consent. If planning consent is sought it is considered likely that Development Control would require the residential element to comply with space requirements as set out in the London Housing Design Guide. As a result it is considered that refurbishment of sites 1 to 6 is not a realistic option.

8.3.4 Therefore, demolition and redevelopment, whether led by the Council or undertaken by a private developer is likely to be the most viable option for sites 1 to 6, unless the review process identifies scope for sale with adjoining land or use for other corporate needs.

8.3.5 While it is accepted that alternatives to a simple sale of the sites should be considered it must be noted that any alternative method of disposal is likely to require the Council to complete a procurement process. This is likely to result in a significant delay to the Council in receiving the receipt and could involve significant cost in completing the procurement process.

8.3.6 Sale of sites 7 - 10 may be subject to vacant possession being provided by the Council. At present this would require 50 tenanted households to be re-housed.

## **9. KEY RISKS**

9.1 There are two main risks associated with lack of action on the small housing sites:

9.2 The longer the housing sites remain unused, the higher the chance that they will be used for squatting.

9.3 The opportunity cost of not taking action on the sites is two-fold. Firstly, by taking no action the Council is missing potential opportunities for investment in the local area; secondly, the cost of regenerating at a later date may also be higher.

## **10. IMPACT ON COUNCIL PRIORITIES**

### **10.1 Fairness for All**

10.2 A key aim of the Council is to tackle inequality. The redevelopment of the small housing sites will help to reduce inequality by improving the living standards of some of Enfield's least well off residents. The sites can be used to house facilities that can be used by young people, which will have a positive impact on their lives and on the Council's aim of tackling deprivation.

### **10.3 Growth and Sustainability**

10.4 As they stand, the sites make the local environment less safe, less clean and less green. Redevelopment of the sites will improve the local

environment and improve the quality of life for local residents. Work on the sites will increase local economic development by creating jobs in the local area. Depending on what happens to the sites, there may be further jobs created.

### **10.5 Strong Communities**

10.6 Through consultation, the Council will listen to the needs of local people and their views will inform decisions taken. As a result, the Council will be accountable to residents, which will help foster stronger ties with the community.

## **11. PERFORMANCE MANAGEMENT IMPLICATIONS**

11.1 There are no performance management implications.

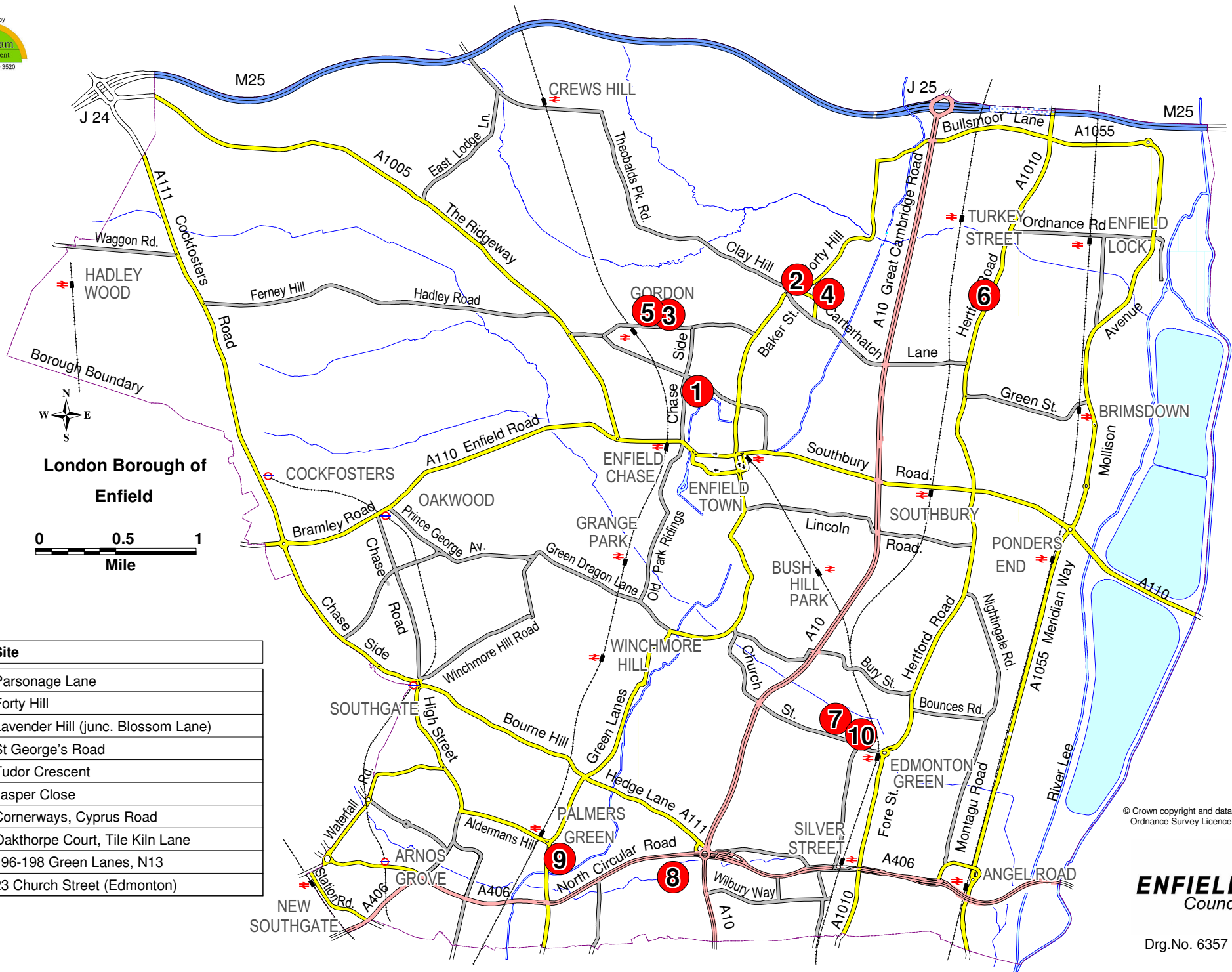
## **12. HEALTH AND SAFETY IMPLICATIONS**

12.1 The appointed demolition contractor will be required to comply with current health and safety legislation when undertaking any demolition works.

### **Background Papers**

**Appendix One** – Small Housing Sites Map

**Appendix Two** – Small Housing Sites description



ID	Site
1	Parsonage Lane
2	Forty Hill
3	Lavender Hill (junc. Blossom Lane)
4	St George's Road
5	Tudor Crescent
6	Jasper Close
7	Cornerways, Cyprus Road
8	Oakthorpe Court, Tile Kiln Lane
9	196-198 Green Lanes, N13
10	23 Church Street (Edmonton)

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## APPENDIX 2 – Description of Small Housing Sites

1. 9-85 Parsonage Lane

**Number of units:** 40

**Ward:** Town

**Type of units:** bedsits

**Current position:** All units have been decanted and the properties boarded. There was a problem with squatters but they have since been evicted. The property receives a large number of complaints due to its unsightly appearance in an otherwise nice residential street.

**Other information:** The scheme consists of 10 two-storey buildings, with four flats in each. There is no lift to the second floor. Although it is quite close to the centre of Enfield and on a bus route, the site is not particularly well located for older people and would not be an appropriate site for a dedicated older persons' scheme due to its shape and size.

2. 22-68 Forty Hill

**Number of units:** 24

**Type of units:** 21 x bedsits, 2 x one-bed flats and 1 x two-bed flats

**Ward:** Chase

**Current position:** All units have been decanted and the properties boarded. The building has attracted low level vandalism and the property receives a large number of complaints due to its unsightly appearance in an otherwise nice residential area.

**Other information:** Forty Hill dates back to the 1950s and the units are built as one large block over three floors. However, there are multiple entrances and staircases, so it is not feasible to create lift access. The area is an attractive one, but is somewhat isolated for older people who wish to retain their independence.

3. 119-135 Lavender Hill

**Number of units:** 9

**Type of units:** bedsits

**Ward:** Town

**Current position:** All units have been decanted and the properties boarded. The building has attracted low level vandalism and complaints have been received from neighbours.

**Other information:** The scheme was built in the 1950s and consists of a block of 9 bedsit units spread over three floors, on a relatively spacious corner plot, with off street parking. The site is too small for older persons housing.

4. 50-60 St Georges Road

**Number of units:** 6

**Type of units:** 3 x bedsits and 3 x one-bed flats

**Ward:** Town

**Current position:** The site has been decanted and properties boarded.

**Other information:** St Georges Road is located quite close to Forty Hill. It dates from around 1960 and is rather isolated for older persons' accommodation, with no shops or services nearby. It is around one and a half miles from Enfield Town.

5. 41-63 Tudor Crescent

**Number of units:** 12

**Type of units:** 6 x bedsits and 6 x one-bed flats

**Ward:** Chase

**Current position:** The site has been decanted and properties boarded.

**Other information:** Tudor Crescent was constructed in the 1950s and is very similar to Rendlesham Road, which is situated a couple of hundred metres away.



6. 1-18 Jasper Close

**Number of units:** 27

**Ward:** Turkey Street

**Type of units:** 9 x bedsits, 9 x one-bed flats, 9 x two-bed flats

**Current position:** There are 3 tenants currently residing at the site.

**Other information:** Located just off Hertford Road, Jasper Close has shops and bus services close by. As it is close to other LBE stock, plans for the site should be considered in relation to the wider regeneration plans for the area.

7. Cornerways (Hostel)

**Number of units:** 18

**Ward:** Haselbury

**Type of units:** 15 x one-bed flats, 3 x two-bed flats

**Current position:** The site is currently tenanted.

**Other information:** Located at the corner of Cyprus Road and Latymer Road, Cornerways is a lodge with a large front garden with one main entrance. There are two council-owned houses adjacent to the site that might be included in regeneration plans.

8. Oakthorpe Court (Hostel)

**Number of units:** 29

**Ward:** Upper Edmonton

**Type of units:** 19 x one-bed flats, 10 x two-bed flats

**Current position:** The site is currently tenanted.

**Other information:** Oakthorpe Court is a former sheltered housing block currently being used as a hostel, located in the Upper Edmonton ward. The block is located on a quiet lane adjacent to a primary school and a large playing field and opposite the New River.

9. 196-198 Green Lanes (Hostel)

**Number of units:** 11

**Ward:** Palmers Green

**Type of units:** bedsits

**Current position:** The site is currently tenanted.

**Other information:** The site is located close to Palmers Green railway station and with access to bus services. There are also a number of local shops and other amenities within walking distance.

10. 23 Church Street (Hostel)

**Number of units:** 5

**Ward:** Haselbury

**Type of units:** one-bed flats

**Current position:** The site is currently tenanted.

**Other information:** The site has a heavily wooded rear garden. Although the trees are not protected, plans should aim to retain as many trees as possible. 19-21 Church street, adjacent to 23, are grade II listed buildings, which limits the scope of potential development.

**MUNICIPAL YEAR 2011/2012 REPORT NO.****79**

**MEETING TITLE AND DATE:**  
Cabinet 14<sup>th</sup> September 2011

**JOINT REPORT OF:**

Director of Regeneration, Leisure & Culture

Director - Environment

**Contact officers and telephone numbers:**

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<b>Part: 1</b>	<b>Item: 11</b>
<b>Subject:</b> Enfield Biodiversity Action Plan	
<b>Wards:</b> All	
<b>KD No. 3176</b>	
<b>Cabinet Member consulted:</b> Cllrs Goddard, Cllr Bond	

**1. EXECUTIVE SUMMARY**

- 1.1 The London Borough of Enfield has a wealth of biodiversity in its parks and open spaces, its urban areas and its watercourses. It contains important populations of nationally and internationally scarce plant and animal species and has a number of important habitats including important grassland habitats, more than three hundred hectares of woodland, and one hundred kilometres of watercourses.
- 1.2 Biodiversity is a core component of sustainable communities and will play a vital role in mitigating the impacts of climate change. Under the Natural Environment and Rural Communities Act 2006 (The NERC Act), local authorities have a duty to have regard to the conservation of biodiversity in exercising their functions.
- 1.3 The council has produced a draft document 'Nature for People, A Biodiversity Action Plan (BAP) for Enfield' which was put out for public consultation for 12 weeks, ending on the 22<sup>nd</sup> October 2010.
- 1.4 Following consultation The Biodiversity Action Plan is brought to Cabinet for adoption by the council.
- 1.5 It is proposed that the implementation of the BAP be led and coordinated by a biodiversity officer and that a post be created and piloted for two years, within the council structure and funded corporately.

## **2. RECOMMENDATIONS**

- 2.1 That Cabinet approve the funding and creation of the Biodiversity Officer post initially for two years.
- 2.2 That subject to 2.1 the Cabinet approve the council adopt of the Biodiversity Action Plan

## **3. BACKGROUND**

- 3.1 Enfield has an abundance of biodiversity in its parks and open spaces, urban areas and watercourses. It contains important populations of nationally and internationally scarce plant and animal species and has a number of important habitats including important grassland habitats, more than three hundred hectares of woodland, and one hundred kilometres of watercourses; the greatest length of any London borough.
- 3.2 Biodiversity plays an important role in developing locally distinctive and sustainable communities. Its conservation and enhancement will play a vital role in mitigating the effects of climate change and is a major component of sustainable development.
- 3.3 Under the Natural Environment and Rural Communities Act 2006, local authorities have a duty to have regard to the conservation of biodiversity when exercising their functions, this includes when managing their estates and assessing planning applications. In addition the council also has responsibility to ensure that development decisions comply with protected species and other biodiversity legislation.
- 3.4 PPS9 states that planning policies and decisions should 'aim to maintain, and enhance, restore or add to biodiversity and geological conservation interests' and The Mayor's Biodiversity Strategy Connecting with London's Nature (July 2002) provides a clear indication that London local authorities should develop biodiversity action plans in partnership with key stakeholders.
- 3.5 Enfield's parks and open spaces will benefit in terms of biodiversity and could potentially reduce management costs through biodiverse management techniques. Grants are available from a number of sources for managing important habitats in an environmentally friendly manner, however these do not provide for officer time.
- 3.6 The Parks service has applied for Higher Level Stewardship agri-environment agreement with Natural England. Should this be agreed this would involve managing grasslands and hedgerows in country parks in a traditional manner enhancing these important habitats for wildlife in line with the biodiversity action plan (BAP). If successful this would

result in an income in the region of approx £11K per annum over 10 years. There is also a capital element of approx £36k available for the purchase of equipment for this purpose.

- 3.7 Most other boroughs, particularly the larger greener boroughs, have and implement a BAP. The Council, despite being one of London's greenest boroughs, has not implemented a BAP and has no internal ecological expertise at present to do this.
- 3.8 The post identified would need to have minimum qualifications to ensure that the Council's aspirations for sustainable development can be achieved without relying on additional external expertise. The Council would require a suitably qualified ecologist, defined as holding a relevant degree, 3 years experience and covered by a professional code of conduct subject to peer review by one of the following bodies - Association of Wildlife Trust Consultancies, Chartered Institute of Water and Environmental Management, Institute of Ecology and Environmental Management or Institute of Environmental Management Assessment.

#### **4. THE ENFIELD BIODIVERSITY ACTION PLAN**

- 4.1 Recognising the importance of biodiversity, the council, in partnership with others has produced 'Nature for People, A Biodiversity Action Plan for Enfield'. The document was consulted on for 12 weeks between July and October 2010.
- 4.2 The Enfield Biodiversity Action Plan is a framework that describes the borough's biodiversity. The document raises the profile of biodiversity ensuring that not only is it properly valued and that actions or inactions do not harm it, but also that actions wherever possible seek to conserve and enhance it.
- 4.3 The document describes a number of cross cutting themes and related objectives, many of which are currently being implemented. Through these objectives, the council will ensure that there is a coordinated approach to the conservation and enhancement of biodiversity in Enfield and that the council remains compliant with biodiversity legislation.

#### **5. CONSULTATION**

- 5.1 The consultation on the document ran for 12 weeks from the 29<sup>th</sup> July 2010 until 22<sup>nd</sup> October 2010. A copy of the draft BAP was sent to all councillors and MPs, friends of parks groups and secondary schools. An email or letter detailing the consultation was sent to more than 800 people across the borough and a consultation form was put on the website.
- 5.2 Presentations were given at six friends of parks groups meetings, the Cockfosters, Grange and Highlands Area Forum and the Green Belt Forum. An information tent was taken to five council events, including

the Town Show. The draft document was made available in all of Enfield's public libraries and posters were displayed on Park Notice boards and in public buildings

- 5.3 There was a large amount of public support for the document, with nearly all respondents supporting the aims and objectives of the BAP. There were some changes in relation to the structure of the document and these and other comments have been incorporated in the revised copy which is available in hard copy in the Members room.

## **6. IMPLEMENTATION**

- 6.1 Implementing the BAP is a council-wide responsibility. However, the majority of delivery objectives fall within the service areas of Parks, Development Control and Planning Policy. By implementing the BAP the Council will ensure positive biodiversity outcomes and ensure that the council remains compliant with its legislative duties under the NERC Act 2006.
- 6.2 Delivery would need to be carried out by a dedicated biodiversity officer, as this is a specialist area of work, with the costs funded corporately.
- 6.3 Implementation would also enable the council to access funds for biodiversity enhancements that might otherwise not be available, for example through agri-environment and woodland grant schemes, and by ensuring that monies from developer contributions are obtained and spent.

### Parks

- 6.4 Although Enfield has a wealth of parks that host a number of important species and habitats, these have not been managed to their full potential for wildlife in the past and their biodiversity value has declined. If this continues the cost of reversing the decline will significantly increase.
- 6.5 The BAP has a number of objectives that relate to parks, which include implementing ecological management plans which is a specialised area of work, and these will be used to direct the work of volunteers and community groups within parks to bring about wider benefit.
- 6.6 The Parks service has applied for Higher Level Stewardship agri-environment agreement with Natural England. This agreement involves managing grasslands and hedgerows in country parks in a traditional manner which would enhance species diversity and value for wildlife. The agreement has delivered savings in the parks service. There is also a capital element available for the purchase of equipment for this purpose.
- 6.7 The Parks service is also investigating the feasibility of managing its woodlands in a more sustainable manner. This would have a number of environmental, economic and social benefits, and could attract woodland

grants from the Forestry Commission. A Higher Level Stewardship application has been sent to Natural England and draft woodland management plans have been produced for Forty Hall, Whitewebbs, Hilly Fields under the Forestry Commission England Woodland Grant Scheme. Delivery of these projects is currently under discussion by the parks service.

- 6.8 Within urban parks, there are numerous opportunities to enhance biodiversity, by for example creating wildflower areas, planting trees and digging ponds. There are a number of small- medium sized grants available for these types of works. Such grants are ideally suited to implementation by 'Friends of Parks' and other community groups. In house expertise would increase the opportunities for identifying and securing such funding.

#### Development control

- 6.9 Planning Policy Statement 9 states that planning policies and decisions should *'aim to maintain, and enhance, restore or add to biodiversity and geological conservation interests'*, and the BAP emphasises this requirement. This should lead to an increase in the quality of new development across the borough.
- 6.10 The council has a number of statutory duties in relation to biodiversity, and this is particularly relevant in relation to protected species. In order to remain compliant with this legislation, planning applications need to be screened for their need for an ecological assessment. Any reports then need to be assessed to ensure that they have been undertaken to an appropriate standard and that any impact upon important or protected species is fully considered and mitigated.
- 6.11 If Planning Applications are not properly assessed for their ecological impact, there is a risk that applications could be found to be invalid leaving the council open to legal challenges, and a risk that protected species will be harmed potentially leading to prosecutions. The council is currently paying an external consultant to undertake these works at a cost of £15K per annum.

#### Planning policy

- 6.12 Policy CS36 of the Enfield Core Strategy sets out proposed LDF policy for biodiversity. The Development Management DPD will set out more detailed policies for the protection of biodiversity and the Enfield Design Guide SPD will provide guidance on the opportunities to enhance biodiversity.
- 6.13 These policy documents will reference the BAP and new development will be expected to contribute to its aims and objectives. A draft Section 106 DPD has been prepared to ensure that developers contribute to off-site biodiversity enhancements where appropriate.

- 6.14 Planning Policy is also responsible for overseeing the designation of Local Wildlife Sites. These will need to be reviewed regularly. A survey of these sites was undertaken by the GLA in 2006 and the council is currently reviewing the GLA's recommendations. If these sites are to be adequately protected the council needs to set up a system for surveying, designating and de-designating these sites in line with government guidance on the matter.

### Regeneration

- 6.15 The council will need to ensure that any redevelopment and master plans consider biodiversity from the outset. This is particularly important in Place Shaping areas if high quality sustainable development is to be achieved. Ensuring that master plans have well planned green infrastructure will also enable the council to seek monies from developers to contribute towards their implementation.

## **7. ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 The alternative option is not to implement the BAP. This would result in fewer internal and external resources (e.g. grants, developer contributions etc.) for biodiversity conservation, reduced biodiversity outcomes and it would be difficult for the Council to demonstrate its commitment to the NERC Act and the biodiversity duty and protected species legislation.
- 7.2 Other options for delivery will be explored over the course of the trial period of two years. These include sharing resources with the Lee Valley Regional Park, neighbouring boroughs and securing external grant funding to reduce the overall cost to the council.

## **8. REASONS FOR RECOMMENDATIONS**

- 8.1 Enfield is one of London's greenest boroughs and contains nationally important habitats. Despite this, and in contrast to many similar boroughs, it has not implemented a BAP. Enfield has no in-house ecological expertise and the conservation of biodiversity has not been prioritised. This has led to the deterioration of valuable habitats, development which does not always comply with either wildlife legislation or planning policy, and a fragmented and piecemeal approach to biodiversity conservation and enhancement.
- 8.2 The adoption of the BAP and the recommendations in this report will ensure that there is a holistic and coordinated approach to biodiversity conservation which can then support the service areas. This is likely to have significant positive effects for people and wildlife and will facilitate access to external resources to manage implement these changes.



## 9. DELIVERY

- 9.1 This report proposes that a Biodiversity Officer is appointed and piloted for two years to progress the delivery of the BAP. The officer will explore options for bringing additional funding into the council for delivery, as well as potentially sharing resources with other bodies. Quarterly reviews of progress will be provided to the Cabinet Members.
- 9.2 In the first two years, this report proposes that the costs be funded corporately and then reviewed dependant on the progress and income that could potentially be secured. The post would sit within the Environment department.

## 10. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

### 10.1 Financial Implications

#### 10.1.1 Estimated annual cost of implementing the BAP:

Cost of a Biodiversity Officer at scale PO2	£44,142
Annual subscription to London Ecological Records Centre	£2,000
Annual cost of rolling surveys of Local Wildlife Sites	<u>£2,000</u>
Total cost	£48,142

- 10.1.2 The cost of the two years pilot period is approximately £96,300 and will be funded from corporate reserve. Before the end of the pilot period there will be a review on the outcome of the BAP and its future funding.

### 10.2 Legal Implications

- 10.2.1 Under the Natural Environment and Rural Communities Act 2006 all public authorities have a duty to have regard to the conservation of biodiversity in exercising their functions. This is known as the 'biodiversity duty'. The Duty affects all public authorities and aims to raise the profile and visibility of biodiversity, to clarify existing commitments with regard to biodiversity, and to make it a natural and integral part of policy and decision making.
- 10.2.2 Guidance issued by the Department for Environment Food and Rural affairs indicates that the Council may demonstrate that the duty has been fulfilled by being able to show that it has: identified and taken opportunities to integrate biodiversity considerations into all relevant service areas and functions; raised awareness of staff, managers and elected members with regard to biodiversity issues; implemented a Local Biodiversity Action Plan.
- 10.2.3 The guidance indicates that fulfilling the statutory obligation for the protection and enhancement of biodiversity within the forward planning and development control processes of the Council and recognises that

in some cases, there may be a need for additional expenditures, in cases where local authorities are not meeting current statutory commitments.

10.2.4 The recommendations contained within this report are in accordance with the Council's duties under the Natural Environment and Rural Communities Act.

### **10.3 Property Implications (*Background information only*)**

Not applicable.

## **11. KEY RISKS**

11.1 Failure to produce and implement a BAP will impede actions to conserve and enhance biodiversity. It will reduce the Borough's ability to adapt to climate change and will increase the risk that The Council fails to comply with biodiversity legislation.

11.2 That the projected incomes are not secured and the delivery of the BAP puts pressure on the front line service delivery.

## **12. COMMUNITY IMPLICATIONS**

12.1 The consultation on the draft BAP show that there was a large amount of public support for the document and action plan.

12.2 A local Biodiversity Partnership has been established to guide the BAP process. This includes internal partners, public and private organisations, charity and voluntary groups, and interested individuals. The partnership is open to all and new partners are both welcomed and encouraged.

12.3 Ecological management plans for parks and open spaces will ensure that the work of friends, community and volunteer groups are directed and outcome-focused.

12.4 An Equalities Impact Assessment of the BAP has been undertaken

## **13. IMPACT ON COUNCIL PRIORITIES**

### **13.1 Fairness for All**

Biodiversity is a key component of sustainable communities. The BAP will identify ways in which biodiversity can be integrated into plans and policies. It should lead to an increase in access to nature by all members of the community, including those from deprived areas.

### **13.2 Growth and Sustainability**

The BAP will help protect and enhance biodiversity across the Borough, particularly within new developments.

### **13.3 Strong Communities**

The Action Plan includes a range of proposals that will have a positive community impact and there will be a number of ways that communities can become involved in the BAP.

## **14. PERFORMANCE MANAGEMENT IMPLICATIONS**

14.1 National Indicator 197 (Improved Local Biodiversity – proportion of Local Sites where positive conservation management is being achieved) has been used as an indicator to assess the effectiveness of a local authority's commitment to biodiversity conservation and it likely to remain.

14.2 The Biodiversity Partnership aims to have an annual meeting and produce a report to publicise the progress over the year.

### **Background Papers**

PEOPLE FOR NATURE – A BIODIVERSITY ACTION PLAN FOR ENFIELD

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**MUNICIPAL YEAR 2011/2012 REPORT NO. 80**

**MEETING TITLE AND DATE:**

**CABINET**

14<sup>th</sup> SEPTEMBER 2011

**REPORT OF:**

Director - Environment

Contact Officer:

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<b>Agenda – Part: 1</b>	<b>Item 12</b>
<p><b>Subject:</b> Enfield's Local Implementation Plan (LIP) Proposals Submission Report for 2012-13</p> <p>KD No: 3330 Wards: All</p>	
<p><b>Cabinet Members Consulted:</b> Cllr Chris Bond</p>	

**1. EXECUTIVE SUMMARY**

The report outlines Enfield's Local Implementation Plan (LIP) Proposals for 2012-13, which describe the Council's plan for expenditure of LIP grant funding, from Transport for London, allocated to Enfield for 2012-13. The expenditure proposals have to be submitted to Transport for London (TfL) by the 30th September 2011.

**2. RECOMMENDATIONS**

To approve:

- 2.1 The expenditure proposals for 2012 -13 outlined in TABLES 2 to 7 in principle.
- 2.2 Delegation of authority to the Cabinet Member for Environment to approve the final version of Enfield's Local Implementation Plan (LIP) proposals for 2012-13, for submission to Transport for London by 30<sup>th</sup> September 2011.

### 3. BACKGROUND

- 3.1 All London Boroughs, including Enfield, were required to submit their Local Implementation Plans (LIP) to Transport for London (TfL) for assessment prior to approval by the Mayor of London.
- 3.2 Each Borough's LIP covers proposals to implement the Transport Strategy of the Mayor of London, locally within the area of each borough. To meet the adequacy test required for Mayoral approval (GLA Act section 146(3.b)), each LIP sets out the proposals for implementing the Mayor's Transport Strategy (Background Paper 1) and the associated annual funding requirements.
- 3..3 The way that TfL allocates funds to the Boroughs was improved and simplified into a new system as a result of a review, in which Enfield played a key role. The new system, which is based substantially on the application of agreed needs based formulae for calculating allocations rather than the previous bidding system, came into effect from 2010 -11 and saw Enfield receive a substantially higher settlement than would otherwise have been the case .
- 3.4 In May 2011, TfL produced its "LIP FUNDING NOTIFICATION PAPER 2012-13" (Background Paper 2). The purpose of that paper was to confirm the available LIP funding for the three annual periods to 2013-14 and to provide specific information on issues of relevance to the 2012-13 annual spending submission. The key points, emphasised by TfL to the London Boroughs, are as follows:
- 3.4.1 The Corridors , Neighbourhoods and Smarter Travel programmes, (which had been defined as three separate programme themes in the the new system of funding introduced in 2010-11) have been combined into a single transport programme theme called "Corridors, Neighbourhoods and Supporting Measures " . This results in four main **LIP** programme themes which are defined for funding purposes in 2012-13 as:
- A. Corridors , Neighbourhoods & Supporting Measures**
  - B. Local Transport**
  - C. Maintenance (Bridges and Principal Roads)**
  - D. Major Schemes**
- 3.4.2 Funding allocations for the transport theme **(A)-Corridors Neighbourhoods & Supporting Measures**, are derived using needs based formulae applied across all London Boroughs.
- 3.4.3 For Transport theme **(B)-Local Transport** , TfL have allocated £100k per borough for use on Local Transport Projects to be determined by the borough.
- 3.4.4 Funding allocations for the transport theme **(C)-Maintenance (Bridges and Principal Roads)**, are derived using a system of engineering assessment of maintenance needs applied across all London Boroughs.

- 3.4.5 In Transport theme **(D)-Major Schemes**, there are no changes to the way in which Major Schemes funding is allocated. Major Schemes submissions will only normally be considered for projects costing more than £1m in total over the whole life of the project. The funding allocations will be on the basis of the three step procedure through which boroughs apply for Major Scheme funding , from a total fund of £ 28 million that has been assigned by TfL for 2012-13 for London as a whole. Applications can be initiated by a borough at any time of
- 3.5 The notification paper produced by TfL in May 2011 sets out:
- The context for LIP funding in 2012-13
  - The timetable for the funding process
  - The way in which the LIP funding allocations for 2012-13 have been calculated
  - The information TfL requires from boroughs in order to confirm the funding to be allocated to each borough
  - Financial, audit and other issues of which boroughs should be aware in planning and delivering their programmes of schemes for 2012-13.
- 3.6 TfL has also announced the calculated indicative allocations for each borough for LIP expenditure in 2013-14. These indicative allocations are to enable boroughs to have a perspective on available resources but are not to be considered as guaranteed at present.

#### **4. ENFIELD'S LOCAL IMPLEMENTATION PLAN (LIP) FUNDING ALLOCATION for 2012-13**

##### **ENFIELD'S LIP ALLOCATIONS 2012-13**

- 4.1 Enfield has gained very significantly from the changes to the annual LIP funding process, which was first instituted in May 2009. Enfield was, of all the boroughs, the 'highest relative gainer' from the change. It is anticipated that when the allocations for all of the Transport Programme Themes are announced in November 2011, Enfield's total allocation for 2012-13 will be in excess of £ 5 m.
- 4.2 The new submission process is also appreciably less bureaucratic and affords opportunities to implement transport schemes more according to Enfield's priorities determined by elected members.
- 4.3 TABLE 1 gives the LIP funding allocations for Enfield announced by TfL in May 2011. TABLES 2 to 7 give the expenditure proposals for submission to TfL in September 2011.
- 4.4 The final version of Enfield's Local Implementation Plan (LIP) Funding Proposals Report for 2012-13 will be placed in the Members Library and Group Offices.

## **5. ALTERNATIVE OPTIONS CONSIDERED (and CONSULTATION)**

### **Constraints on proposals**

- 5.1 The Local Implementation Plan (LIP) is a statutory document arising from the GLA Act 1999. Each Borough's LIP covers proposals to implement the Transport Strategy of the Mayor of London (MTS), locally within the area of each borough. Therefore, the submissions for 2012 -13 proposed in this report are essentially constrained within two quite restrictive determinants:
- Firstly, the submission is constrained by the allocations announced, by TfL in the LIP funding notification paper 2012-13, in May 2011.
  - Secondly, to meet the adequacy test required for Mayoral approval (GLA Act section 146(3.b)), each LIP sets out the proposals for implementing the Mayor's Transport Strategy. For 2012-13, this adequacy of Enfield's proposals, from the perspective of the Mayor's Transport Strategy ( MTS 2), is secured by following the "Guidance on Developing the Second Local Implementation Plans – May 2010 " issued by TfL (Background Paper 3).
- 5.2 Accordingly, the proposals contained in this report were all determined to satisfy these two constraints and were informed by the consultation process detailed below.

### **Consultation**

- 5.3 Enfield's proposals have emerged from an extensive and well structured process of consultation.
- 5.4 A key element of the structured process of consultation is the Enfield Transport Users Group (ETUG) which is facilitated and serviced by the Council but is totally independent of the Council. It meets regularly four times a year and discusses advocates and campaigns for transport improvements in the borough. Officers from the Traffic and Transportation service and from other services attend regularly. The ETUG brings together varied interest groups, including disability action groups, residents' associations and senior citizens groups, concerned with transport in and around Enfield.
- 5.5 Another key aspect of the consultation process is the Public Transport Consultative Group (PTCG). This too is facilitated and serviced by the Council to bring together regularly, all parties concerned with provision and security of public transport. It includes a permanent group of elected members. The PTCG is closely linked to the ETUG with representatives of the ETUG regularly attending the PTCG.



- 5.6 The Council consults regularly with local cyclists through the Enfield Cycle Forum. This meeting is hosted by officers and is held four times a year. In addition officers and cyclists are in contact on an ad hoc basis to discuss developing issues.
- 5.7 The specific issues pertaining to access to health care are addressed through consultation with the health providers. Officers attend meetings of the Barnet, Enfield and Haringey Health Transport Working Group. The Enfield Transport Users' Group is also independently represented at these meetings. The work of this group has appreciably influenced the proposals .
- 5.8 The above process has very significantly influenced the choice and nature of proposals being put forward in this report.
- 5.9 A significant proportion of the proposals in this report have been identified and developed through the consultation structure in place with regard to School Transport. School related transport is a core segment of the transport issues in Enfield and the consultation structure is very well established bringing together all parties concerned with promoting road safety and sustainable modes of travel to schools. The proposals have also been significantly influenced by consultation with transport working parties in individual schools.
- 5.10 In order to seek ways to ensure the Road Safety targets are met, a Partnership of organisations directly involved in Road Safety in Enfield has been established; this includes the Police, Fire Brigade, Highway Agency, TfL and the Council. The Partnership has identified road safety projects and initiatives, which are taking place and identified opportunities for co-operation and co-ordination of activities related to the achievement of the casualty reduction targets. The proposals in this report are also significantly influenced by this process of consultation.

## **6. REASONS FOR RECOMMENDATIONS**

The recommendations are seeking the necessary approvals that will enable Enfield's Local Implementation Plan (LIP) funding proposals for 2012-13 to be submitted to Transport for London. This submission of the proposals to TfL is essential in order to obtain release of the allocated funds ready for expenditure in the financial year .

## **7. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

### **7.1 Finance Comments**

- 7.1.1 TfL provides financial assistance to boroughs, for transport related projects and/or proposals under the GLA Act S159.
- 7.1.2 Expenditure, once approved by Transport for London, will be fully funded by means of direct grant; hence no costs fall on the Council.

- 7.1.3 The release of funds by TfL is based on a process that records the progress of works against approved spending profiles. TfL pay against certified claims that can be submitted as soon as expenditure is incurred, ensuring that the Council benefits from prompt reimbursement of any expenditure.
- 7.1.4 Under current arrangements, delegated authority is given to Boroughs to move funds within transport areas or, subject to limits between areas. Underspends occurring during a financial year are normally returned to TfL, and there is no presumption given that funding not required in a particular year can be carried forward. TfL will issue guidance on the financial process and monitoring for 2012-13.
- 7.1.5 The Guidance issued by TfL reminded Boroughs of the matters that TfL should have regard to in providing financial assistance. TfL have reported that, to date, there has been no need to employ the repayment powers outlined. Whilst it is not envisaged that TfL will wish to use its powers unless circumstances demand it, Boroughs should continue to have regard to the criteria TfL will consider in allocating financial assistance.

## **7.2 Legal implications**

- 7.2.1 The Mayor's Transport Strategy (MTS2) provides the framework for the development of Local Implementation Plans (LIPs) by London Boroughs; it also provides the basis for the assessment of grant applications.
- 7.2.2 Under the Greater London Authority Act 1999 (GLA Act) Section 145, each London Borough Council shall prepare a Local Implementation Plan (LIP) containing its proposals for implementing the MTS2. The Mayor's LIP Guidance and Transport Strategy Implementation Targets, both first published in July 2004, provide the framework for common content and pace of delivery within which each LIP has been prepared. The targets arise from the GLA Act Section 41(9).
- 7.2.3 Under the GLA Act, the Mayor is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL are charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the MTS2.
- 7.2.4 The generic matters to which TfL will have regard in allocating financial assistance and the generic conditions that will apply to any such assistance are:
- Under Section 159 the GLA Act, financial assistance provided by TfL must be for a purpose which in TfL's opinion is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.
  - In order to ensure this purpose is met, TfL may have regard to the following matters when exercising its functions under Section 159:
    - (a) Any financial assistance previously given
    - (b) The use made by the authority of such assistance
  - Conditions - Section 159 (6) of the GLA Act also allows TfL to impose conditions on any financial assistance it provides and in specified

circumstances to require repayment. Other more detailed conditions may be imposed that relate to particular projects.

## **8. Key Risks**

No significant risks have been identified. The LIP is a statutory requirement and the submission of the Council's proposals for 2012-13 is required in order to have the approved funding released to Enfield by TfL.

Submission of the Local Implementation Plan will help mitigate the following risks:

- Non-compliance with statute;
- Non-release of allocated funds;
- Non-completion of designated projects.

There is potential risk in the event of an underspend that funding would have to be repaid to TfL and so this would need to be carefully monitored. Overall, this initiative provides an opportunity to deliver key schemes that are fully funded by direct grant from TfL.

## **9. IMPACT ON COUNCIL PRIORITIES**

### **9.1 Fairness for All**

The Council's plans for expenditure of grant funding from Transport for London will, if approved by TfL, result in a wide range of schemes and improvements to the transport infrastructure in the borough that will benefit all members of the community (whether pedestrians or road vehicle users) through increased accessibility, safer travel, improved signage, better road surfaces, and better education for school children.

### **9.2 Growth and Sustainability**

The schemes proposed within the Corridors ,Neighbourhoods and Supporting Measures funding stream (please see Table 2 & 3) will specifically support growth and sustainability by directly contributing towards the following Council commitments:

- To restrict speeds in residential roads near schools to 20 mph zones
- To invest in and encourage cycling

### **9.3 Strong Communities**

The delivery of many of the proposed schemes, particularly the 20mph zones and CPZ schemes, will involve working closely with the local community to deliver successful schemes that respond to local needs.

## **10. EQUALITY IMPACT ASSESSMENT**

The proposals within this report are directly derived from the Draft Local Implementation Plan which has already been submitted to TfL. That draft LIP was subjected to a comprehensive EQIA (Chapter 1 & APPENDIX 1 of Enfield's Draft LIP - Background Paper 4)

## **11. PERFORMANCE MANAGEMENT IMPLICATIONS**

Work undertaken within the Neighbourhoods, Corridors and Supporting Measures funding stream contributes directly towards the attainment of four of the five core Statutory Performance Indicators defined by the Mayor and are required by the Mayor, of all London Boroughs to pursue:

- Increased share of non-car modes including cycling and walking levels
- Bus reliability improvements
- Road casualty reductions
- Reduced CO<sub>2</sub> emissions from ground based transport

Work undertaken within the Maintenance funding stream (roads & bridges) contributes directly towards the attainment of one of the five core Statutory Performance Indicators defined by the Mayor and are required by the Mayor, of all London Boroughs to pursue - Highway Asset Condition Improvement.

In addition, the work within this funding stream will contribute significantly towards the attainment of three further improvement targets that the Council has proposed, as locally identified targets, to pursue in the draft Local Implementation:

- Reliability of service on two bus routes 191 and 259
- Improved bus stop accessibility
- Provision of cycle training

The proposed programme of works has been designed to help improve all of the above indicators.

## **12. HEALTH AND SAFETY IMPLICATIONS**

Several of the proposed schemes are designed to help reduce road casualties and congestion in the borough . Where relevant, schemes will also be subject to independent Safety Audits to ensure that they do not have an adverse effect on road safety. In addition, many of the schemes also fall within the scope of the Construction, Design and Management Regulations to ensure that schemes are built safely.

Many of the items of work undertaken will have positive effects on improvements in Air Quality and the encouragement of healthier modal choice in travel.

### **Background Papers**

1. The Mayor's Transport Strategy for London, Greater London Authority, May 2010.
2. LIP Funding Notification Paper 2012-13 Transport for London, May 2011.
3. Guidance on Developing the Second Local Implementation Plans, Greater London Authority, May 2010.
4. Enfield's Draft Local Implementation Plan –December 2010

**TABLE 1**  
**LIP Funding Allocations for Enfield Announced by TfL in May 2011**

TRANSPORT FUNDING THEME	GENERAL COMPONENT ACTIVITIES WITHIN THEME	20120-13 ALLOCATION
<b>A 1. CORRIDORS &amp; NEIGHBOURHOODS</b>	Local Safety Schemes	<b>£ 2,669,000 (Note 1)</b>
	Walking	
	Cycle Routes & Parking	
	Greenway Cycle Routes	
	Cycling –Promotion & Training	
	Bus Route Improvements	
	Bus Stop Accessibility	
	20 mph Zones	
	Freight	
	Regeneration	
	Air Quality & Noise	
	CPZs & Parking Controls	
	Accessibility	
	School Travel Modal Shift	
	Climate Change mitigation	
<b>A 2. SUPPORTING MEASURES</b>	Travel & Safety Awareness	<b>£ 450,000 (Note 1)</b>
	Car Clubs	
	Cycle Training	
	Workplace Travel Plans	
	Promotion & Publicity Events	
	Smarter Travel	
<b>B. LOCAL TRANSPORT FUND</b>	Preliminary Investigations	<b>£ 100,000 (Note 2)</b>
	Feasibility Studies	
	Specific Local Improvements	
<b>C 1. MAINTENANCE -ROADS</b>	Principal Roads	<b>£ 1,043,000 (Note 3)</b>
<b>C 2. MAINTENANCE - BRIDGES</b>	Bridges	<b>(Note 4)</b>
<b>D . MAJOR SCHEMES</b>	Area Wide Significant Improvements	<b>(Note 5)</b>

**Note 1:** The Needs Based Formulaic funding applies only to the Transport Funding Themes of – CORRIDORS & NEIGHBOURHOODS and SUPPORTING MEASURES. The formulae were developed by the LIP Process Reform Group in which Enfield was represented and actively participated.

**Note 2:** Each Borough is allocated an ‘unassigned amount’ of £100,000 for spending on ‘Any Locally Identified Transport Need’ so long as the expenditure is consistent with the priorities of the Mayor's Transport Strategy.

**Note 3:** The allocations for Principal Roads Maintenance, to individual Boroughs, have been calculated from the results of Road Condition Surveys across London and

applying the data to distribute TfL's funds available for Principal Roads Renewal in each financial year.

**Note 4:** The funding has not yet been allocated .The funding for bridges will continue to be based on the existing system of engineering priority assessment through LOBEG. Boroughs put forward proposals to LOBEG and funding allocations to Boroughs will directly reflect LOBEG assigned priorities across London as a whole, when proposals from all London Boroughs have been assessed.

**Note 5:** The funding has not yet been allocated .The funding process for Major (Area Based) Schemes remains unchanged. The Three-Step application procedure will continue to apply. Each individual Major Scheme assessment and allocation will, in essence, be determined on the merits of the proposed scheme relative to other applications from across London competing for a total fund of the order of £28 million allocated by TfL for Borough applications for Major Area Based Schemes funding across London in 2012 -13.

## TABLES 2 - 7

Enfield's Local Implementation Plan (LIP) Funding Allocations and Expenditure Proposals for 2012-13

TABLE 2 : TRANSPORT FUNDING THEME: CORRIDORS &amp; NEIGHBOURHOODS - Allocation £ 2,669,000

SCHEME NAME	SCHEME DESCRIPTION	Proposed expenditure (£ 000's)
<b>WALKING &amp; CYCLING GREENWAYS</b>		
Hilly Fields Greenway	Provide a cycle and walking route passing through and connecting parks and green areas as well as using low trafficked routes to avoid busier roads.	680
Grovelands Park – Arnos Park Greenway	As above	250
Enfield Playing Fields- Brimsdown Greenway	As above	170
The Ridgeway – Hadley Wood Greenway	As above –Preliminary investigation & design	220
Arnos Park – Bounds Green	As above –Preliminary investigation & design	20
<b>ROAD SAFETY</b>		
Green Lanes / Bourne Hill / Hedge Lane	<b>Design , consultation &amp; implementation of appropriate safety improvements</b>	20
Meridian Way / Picketts Lock Lane	As above	50
Ordinance Road / Hertford Road	As above	50
Meridian Way / Leaside Road	As above	50
Mollison Avenue / Ordnance Road	As above	50
Lancaster Road	As above	50
Junction protection	As above	160
<b>BUS RELIABILITY &amp; ACCESSIBILITY</b>		
Bus stop accessibility		50
191 bus route improvements		560
		100
		150



A1010 corridor improvements		250
Reducing delays on bus routes		60
<b>SCHOOL 20 mph ZONES</b>		<b>550</b>
St Paul's Primary School and Keble Primary School		150
Southgate School		100
St Anne's High School		50
Eastfield Primary School and Albany School		75
Freezywater St George's Primary School and Aylands School		75
Firs Farm Primary School		100
<b>PARKING CONTROL &amp; ACCESS</b>		<b>50</b>
Bush Hill Park CPZ review		25
Grange Park CPZ review		25
<b>CORRIDOR INVESTIGATIONS</b>		<b>54</b>
Upper Lee Valley	Investigation & development of proposals for future years in Central Leeds, NCR area in South West Enfield	54
<b>RIGHTS of WAY IMPROVEMENT PLAN</b>		<b>15</b>
	Maps, information , Lighting and improvements for impaired users	15
<b>INFRASTRUCTURE for ELECTRIC VEHICLE CHARGING</b>		<b>50</b>
	Site audits , Advice & Installations	50
<b>AIR QUALITY &amp; TRAFFIC</b>		<b>50</b>
	Maintain & Monitor at 12 monitoring sites Fuel efficiency increase of own fleet	50
<b>SMOOTHING TRAFFIC &amp; CLIMATE CHANGE MITIGATION</b>		<b>150</b>
	Planting of trees & smoothing traffic flow	150

TABLE 3 : TRANSPORT FUNDING THEME: SUPPORTING MEASURES - Allocation £ 450,000

WORK CATEGORY	WORK CONTENT	COST (000's)
<b>ROAD SAFETY – EDUCATION , TRAINING &amp; PUBLICITY</b>		<b>135</b>
In Car Safety Advice Service	Provision of free "Try Before You Buy" service providing training & advice on correct child restraints to people carrying child passengers	10
Theatre in Education	Provision of road safety theatre in education productions to junior and senior schools	20
Junior Road Safety Officers in Schools – Road Rangers	Development of a Road Rangers project in schools to enable children to take a lead promoting road safety and travel awareness to their peers.	20
School Crossing Patrols	Review and re-targeting of SCP service to help address child pedestrian casualties	50
Safe Drive Stay Alive	Provision of theatre based education project for Year 12 pupils by Enfield Road safety Partnership	35
<b>TRAVEL CHOICES</b>		<b>25</b>
Enfield Festival of Cycling	Bike Week Festival and other Bike Week related events promoting all aspects of cycling	10
Car Clubs	Support, Implementation and development of Car Club scheme	15
<b>SCHOOLS TRAVEL PLANS</b>		<b>5</b>
STP Development - Training	Training of school staff in writing, reviewing and promoting STP	5
<b>CYCLE TRAINING</b>		<b>100</b>
Cycle Training	Provision of Bikeability nationally accredited cycle training to adults and children.	100
<b>ACCESSIBILITY for IMPAIRED USERS</b>		<b>65</b>
Shopmobility	Support for Shopmobility service for impaired shoppers	65

WORK CATEGORY	WORK CONTENT	COST (000's)
<b>SMARTER TRAVEL</b>		<b>120</b>
Travel awareness	Co-ordination of travel awareness – development of joint initiatives with adjoining boroughs	60
Promotion	Projects, publicity & promotion of Travel Awareness initiatives	60

**TABLE 4 : TRANSPORT FUNDING THEME: LOCAL TRANSPORT FUNDING - Allocation £ 100,000**

GENERAL TYPES OF WORK	COST (000's)
Preliminary Investigations	20
Feasibility Studies	20
Specific Local Improvements	60

Each Borough is allocated an 'unassigned amount' of £100,000 for spending on 'Any Locally Identified Transport Need' so long as the expenditure is consistent with the priorities of the Mayor's Transport Strategy. There is no requirement to submit explicit proposals, to TfL, regarding the expenditure of this allocation of £100,000. It is considered better to formulate specific proposals for the expenditure of this allocation, later in the year, for approval by the cabinet member. The £100,000 can then be used to take account of any concerns and issues that arise in the light of progress of other proposals described in this report.

**TABLE 5 – TRANSPORT FUNDING THEME: MAINTENANCE – ROADS - Allocation £ 1,043,000**

TfL have announced the indicative funding, likely to be available for Principal Roads Maintenance in 2012-13. This indicative funding level for Enfield in 2012-13 is £ 1,043,000. However, it is also suggested by TfL that authorities may submit proposals for about 20% above the announced indicative allocations to allow for possible reserve schemes. In Enfield, this would be of the order £ 1260. This will allow TfL to allocate further funding if residual funds become available.

**PROGRAMME OF WORKS FOR PRINCIPAL ROAD MAINTENANCE 2012 to 2013**

SCHEME LOCATION	PROPOSED WORKS	LENGTH (m)	AREA (m <sup>2</sup> )	COST	WARD	PRIORITY
A1005 The Ridgeway (Chase Hotel to East Lodge Lane)	Partial Reconstruction	1,200	9000	630k	Chase	1
A1055 Mollison Avenue junction with Millmarsh Lane	Resurfacing	320	2370	120K	Enfield Highway	2
A1010 The Broadway ( The Green to Smythe Close)	Resurfacing	210	1580	80K	Edmonton Green	3
A111 Cockfosters Road (Chalk Lane to entrance to Trent Park)	Resurfacing	280	2110	110K	Cockfosters	4
A110 Southbury Road (Clive Road to Percival Road)	Resurfacing	220	1770	110K	Southbury	5
A110 Slades Hill EN2 (Windmill Gardens to Chase Ridings)	Resurfacing	320	2380	120K	Highlands	6
A1010 Hertford Road (Northfield Road to Southfield Road)	Resurfacing	120	920	50K	Ponders End	7
A105 Village Road and Ridge Avenue junction.	Resurfacing	80	650	40K	Grange	8
<b>TOTALS</b>		<b>2750</b>	<b>20780</b>	<b>1,260k</b>		

TABLE 6 – TRANSPORT FUNDING THEME: MAINTENANCE – BRIDGES – Allocation not yet announced

LOCATION	WORK CONTENT	COST (£ 000's)
	Strengthening schemes to EC 40 Tonne loading requirement	20
	Works on strengthening & design	255
	Repair works	30
<b>PROPOSALS TO BE SUBMITTED TO VALUE OF £ 305 . ALLOCATIONS WILL BE CALCULATED THROUGH LOBEG ASSESSMENT SYSTEM LATER IN THE YEAR</b>		<b>305</b>

TABLE 7 – TRANSPORT FUNDING THEME: MAJOR SCHEMES – Allocation not yet announced

MAJOR SCHEME	WORK CONTENT	LIP CONTRIBUTION SOUGHT in 2012-13 (£ 000's)
1. PONDERS END	Facilitate pedestrian & Cyclist crossing of A10 Area wide Increase in accessibility including stations Additional parking controls High quality landscaping and cycle parking facilities Tree planting and lighting improvements Traffic management & safety measures and traffic signal upgrade Improved Cycling and Pedestrian connections	500
2. EDMONTON GREEN	A key walking link ( 1 km) to Salisbury Road estate Improving accessibility to Edmonton Green Reduce severance across A1010 Tree planting	100

	Road safety measures Reduce Street clutter	
LIP CONTRIBUTION TO BE SOUGHT TO VALUE OF £ 600 . ALLOCATIONS BY TfL WILL BE BASED ON THE APPLICATIONS RECEIVED ACROSS LONDON THROUGH THE THREE STEP APPLICATION PROCEDURE		600

**MUNICIPAL YEAR 2011/2012 REPORT NO. 82**

**MEETING TITLE AND DATE:**  
Cabinet – 14<sup>th</sup> September  
2011

**REPORT OF:**

Director of Finance, Resources  
and Customer Services (Chair  
of Corporate Equalities Group)

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<b>Agenda – Part: 1</b>	<b>Item: 13</b>
<b>Subject: ARRANGEMENTS FOR THE EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT ASSESSMENT</b>	
<b>Wards: ALL</b>	
<b>Cabinet Member consulted: CLLR CHRISTINE HAMILTON</b>	

**1. EXECUTIVE SUMMARY**

This report updates Cabinet on arrangements for the external assessment of equalities performance across the Council and partners against the Equality Framework for Local Government.

**2. RECOMMENDATIONS**

- 2.1 Cabinet notes the proposed arrangements for the peer challenge to assess the Council's performance against the 'Excellent' level of the new Equality Framework for Local Government in November 2011, as laid out in sections 3.4 and 3.5 of this report.
- 2.2 Cabinet notes that Self Evaluation and Case Studies documents have been produced, and will be made available in the Members' Library and Group offices.

**3. BACKGROUND**

- 3.1 Up to 2009, the Equality Standard for Local Government had been the main measure of performance around equalities work. The Standard used to be one of the Best Value Performance Indicators against which all councils were judged. It measured performance on race, disability, gender, age, faith and sexual orientation equality. The Council formally adopted the Standard in March 2003, achieved level one (out of the five levels) in Autumn 2004, and reached level three in March 2008 (for which we were externally assessed). In March 2009 we assessed ourselves at reaching level four of the Standard – no external judgment was required for that level.

- 3.2 In April 2009, the IDeA Equality Framework for Local Government replaced the original Standard. The EFLG concentrates more on outcomes for residents and is less focused on processes.
- 3.3 A migration policy allowed authorities to move over from their level of achievement against the old Standard to new levels in the new Framework. By reaching level four of the ESLG, we are regarded as 'moving towards excellent' under the EFLG. Under the Framework, we need to be reassessed every three years. In 2009, the Council agreed a target of achieving the excellent level of the Framework by March 2011.
- 3.4 The Council's Corporate Equalities Group (CEG), led by James Rolfe, asked Local Government Improvement and Development (LGID) to carry out an informal independent assessment to check that our perception of performance was sound. As well as looking at a self-assessment document and supporting documentation, an assessor visited Enfield on 12th January 2011 to interview a range of elected members, CMB, officers, staff and partners. The assessor's report stated that it was judged that Enfield was operating at an excellent level, and suggested that we do more work to demonstrate our good practice in the self evaluation and case studies document. This has now been done, and, as a result, we have provisionally applied for the formal assessment to take place between Wednesday 23<sup>rd</sup> and Friday 25<sup>th</sup> November 2011.
- 3.5 The assessment team will consist of five members – a lead assessor from LGID who is our main contact, an elected member peer, two officer peers from local authorities, and an officer peer from another sector. The assessors will carry out a range of interviews over the first two and a half days, and will report their initial findings on the final afternoon. At the time of writing this report, only four authorities in the country have been assessed as excellent – Tower Hamlets, Rotherham, Brighton and Hove, and Nottingham City Councils.

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

No other options were considered as this considered to be the best measure of equalities performance available.

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

Successful accreditation will enhance Enfield's image and reputation from the perspective of our customers, staff, partners and other local authorities.



**6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

**6.1 Financial Implications**

The cost of the assessment is estimated at £7,200, and will be met from existing budgets.

**6.2 Legal Implications**

The Equality Act came into force on 1 October 2010, and includes a Public Sector Equality Duty (PSED), which came into force in April 2011.

The general PSED is to: eliminate discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations. Specific duties of the PSED include publishing data, assessing impact, setting equality objectives and reporting progress at least annually.

Duties under the Act can be enforced by a Judicial Review of a decision, a civil claim against the Council or a claim in the Employment Tribunal, depending upon the breach. The Equality Framework is evidence that the Council is meeting its statutory and legal obligations in respect of the Equality Act 2010.

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**6.3 Property Implications**

None.

**7. KEY RISKS**

Achieving the excellent level of the Equality Framework should prevent the risk of non-compliance with the Equality Act 2010.

**8. IMPACT ON COUNCIL PRIORITIES**

**8.1 Fairness for All**

Achievement of the excellent level of the Equality Framework will demonstrate that the Council is meeting the requirements of the Equality Act 2010 in terms of effectively tackling discrimination, and advancing equality of opportunity and access.

## **8.2 Growth and Sustainability**

None.

## **8.3 Strong Communities**

Achievement of the excellent level of the Equality Framework will demonstrate that the Council is meeting the requirements of the Equality Act 2010 in relation to fostering good relations in the local community.

## **9. PERFORMANCE MANAGEMENT IMPLICATIONS**

Compliance with the requirements of the Equality Framework provides evidence that the Council is meeting the requirements of the Equality Act 2010 (as far as they are known at the moment), and help ensure that consideration of equalities issues is embedded across the Council.

### **Background Papers**

- Fairness for All – Enfield Council's Self Evaluation Document
- Enfield Council - Equality and Diversity Case Studies

## MUNICIPAL YEAR 2011/2012 REPORT NO. **84**

**MEETING TITLE AND DATE:**

Cabinet  
- 14<sup>th</sup> September 2011

**JOINT REPORT OF:**

Director of Health, Housing and Adult  
Social Care and Director for  
Regeneration, Leisure and Culture

Contact officer and telephone number:  
Neil Vokes 020 8379 1781

**Agenda - Part: 1**

**Item: 15**

**Subject:**

Coverack Close Regeneration: Initiation  
report

**Wards:** Cockfosters

**Cabinet Member consulted:**

Cllr Oykenner  
Cllr Goddard

### 1. EXECUTIVE SUMMARY

- 1.1 Phase 1 of the Council's estate renewal programme has both Ladderswood and Highmead regeneration projects at an advanced stage; with a development partner procured for Ladderswood and planning consent in place for Highmead.
- 1.2 Whilst an Estate Renewal Plan is being produced to provide an objective prioritisation system that determines which subsequent housing sites are brought forward for redevelopment; this report sets out in detail the justification for prioritising an estate renewal programme on Coverack Close in advance of the Estate Renewal Plan being finalised.
- 1.3 The site area consists of the high-rise block Shepcot House, the six low-rise Coverack Close blocks and the low-rise properties on Beardow Grove. The site also includes Hood Avenue open space, adjacent to Coverack Close. These blocks total 163 properties in total (128 secure tenants and 35 leaseholders).
- 1.4 The report details the findings of an initial consultation exercise with the residents as well as highlighting stock condition issues which have led to the project being prioritised and recommended to Cabinet.

## **2. RECOMMENDATIONS**

- 2.1 Cabinet to note the justification for prioritising an estate renewal scheme for Coverack Close.
- 2.2 Cabinet to note the outcome of the initial consultation exercise.
- 2.3 Cabinet agree to make a resolution to demolish Shepcot House (118-89) and the six low-rise blocks at Coverack Close (1-72). Further consultation and exploration of options is required on the future of Beardow Grove.
- 2.3 Cabinet to agree that further consultation on development options is carried out with residents and key local stakeholders and that a preferred development option is brought back to Cabinet for decision.

## **3. BACKGROUND**

- 3.1 Phase 1 of the Council's estate renewal programme has both Ladderswood and Highmead projects at an advanced stage; with a development partner procured for Ladderswood and planning consent in place for Highmead.
- 3.2 A Phase 2a Initiation report was prepared in Spring 2010 and taken to the Corporate Management Board. The report set out the next phase of projects to be taken forward by Strategic Housing which included Coverack Close and the Sheltered Housing project comprising Parsonage Lane, Forty Hill, Oakthorpe Court, Lavender Hill, St Georges Road and Tudor Crescent.
- 3.3 This report focuses on the first of these two renewal schemes; Coverack Close, which includes Coverack Close, Shepcot House and Beardow Way. Two strands of work have been initiated to explore the possibility of delivering an estate renewal scheme on the site; an initial consultation exercise has been carried out as well as an appraisal of the stock condition information.
- 3.4 Coverack Close, Shepcot House and Beardow Grove are three housing estates located in the Cockfosters ward. The estates, whilst located in a relatively affluent part of the borough, suffer from high levels of deprivation.

Site Area



### JUSTIFICATION FOR PRIORITISING THE COVERACK CLOSE REGENERATION

3.5 Shepcot House is a 10 storey tower block built of Large Panel System (LPS) Construction. Coverack Close is made up of six low-rise blocks, also, of Large Panel System (LPS) construction. The low-rise blocks provide two and three bed maisonettes. Beardow Grove is another low-rise block but of brick construction and recently having had capital improvement works such as new windows. The site also includes Hood Avenue open space, adjacent to Coverack Close. The total area of the site is 3.44 hectares.

	<b>Shepcot House</b>	<b>Coverack Close</b>	<b>Beardow Grove</b>
Secure Tenants	58	60	10
Resident Leaseholders	9	5	6
Non-resident Leaseholders	5	7	3
<b>TOTAL</b>	<b>72</b>	<b>72</b>	<b>19</b>

3.6 The site area has been identified in previous estate renewal studies commissioned by the Council. Both Donaldson's 'Housing Estate Review' (2007) report and the Navigant 'Estate Management Investment Strategy' (2010) report flagged the area up as an area for potential redevelopment.

3.7 The Donaldson's (2007) report recommended a total demolition and rebuild approach as being the most viable solution for the estate. The Navigant 2010 report identified the estate as being one of those estates in the Borough most in need of a total demolition and new build approach;

- 3.8 The justification for prioritising Coverack Close is two-fold; firstly initial consultation indicates that there is local support for an estate renewal scheme and secondly the condition of the stock is poor. This report goes on to describe these in more detail.
- 3.9 The Large Panel System construction of Shepcot House and Coverack Close is similar to that of the Ladderswood Way estate, and in particular, Curtis House. The high rise Shepcot House suffers from concrete spalling and localised cracking. An independent review of the condition of the LPS blocks highlighted a number of structural issues which the council would need to address on health and safety grounds should there be no short to medium term plan (5 to 10 years) to redevelop the estate. To implement the design safety works as required by the external review, to address the structural issues, would cost approximately £2.8m.
- 3.10 The estates suffer from high levels of deprivation with 94 out of the current 128 secure tenants claiming Housing Benefit as of 18.07.2011 and 19 out of the 35 leaseholders claiming Housing Benefit or Council Tax Benefit. There are also 16 known cases of overcrowding, the majority of which are in Shepcot House.

## **CONSULTATION**

- 3.11 The council has carried out an initial consultation exercise to listen to the views of residents and local stakeholders to determine what are the council's choices for regenerating the estates and the local area.
- 3.12 The primary scope of the consultation strategy was to consult the residents of the three estates and neighbouring properties on regenerating the area. The red line drawing shows the area which was consulted; this includes approximately 650 addresses.



- 3.13 The exercise used a variety of consultation engagement techniques; these included an initial letter to every address within the red line which explained the purpose of the consultation as well as a timetable. A questionnaire was then also sent out and this could be completed and returned either using a stamped addressed envelope or online. Two road shows were held on site where residents could talk directly to Council Officers and door knocking took place.
- 3.14 Residents were asked what they most liked about the area in terms of the buildings, the open spaces, community safety, access to services and facilities; as well as what most needs improving. Residents were then asked whether they preferred the option of partial redevelopment or the option of a full redevelopment.
- 3.15 Key findings of the consultation:**
- 3.16 In total there were 124 responses to the consultation exercise. Out of the 163 properties within the site area, there were 87 responses. Taking into account the one void unit in Shepcot House, the consultation engaged 50% of the residents currently living in Shepcot House, Coverack Close and Beardow Grove.
- 3.17 Out of this representative sample of 124 responses; 87 respondents were in favour of a full redevelopment option (70%); 19 respondents were in favour of a partial redevelopment (16%), 11 respondents did not answer the question (9%) and 3 respondents did not want any development (2%). 4 respondents were unsure (3%).
- 3.18 The consultation also identified 20 residents who would be keen to join a local resident panel which would meet regularly with council officers to explore future design options for the area.

- Shepcot House (72 properties – 36 respondents)

Out of the 36 respondents living in Shepcot House, 29 were in favour of a full redevelopment option which would see the existing blocks demolished and new homes provided. 4 respondents were in favour of a partial redevelopment whereby Beardow Grove would be retained and 3 respondents did not answer the question.

Amongst the key concerns raised by residents, was the condition of the properties and in particular the lifts, windows, kitchens and bathrooms. Considerable investment is needed to bring the block up to decent homes standard. Residents living on the higher floors also complained of damage to their properties resulting from water leaks. Many residents were also concerned about anti-social behaviour from gangs who congregate on the stairwells and on Hood Avenue open space.

Neighbouring residents also expressed support for a redevelopment which would see Shepcot House replaced by new homes.

- Coverack Close 72 (properties – 42 responses)

Out of the 41 respondents living in Coverack Close, 25 were in favour of a full redevelopment option which would see the blocks demolished and new homes provided. 9 respondents were in favour of a partial redevelopment, 2 were unsure and 1 was against. 4 respondents did not answer the question.

The residents in Coverack Close had a strong sense of community and many indicated they would look to remain in the event that a redevelopment took place. A frequent response was that people would wish to remain in the area due to their children attending schools nearby.

- Beardow Grove (19 properties – 9 responses)

Out of the 9 respondents living in Beardow Grove, 3 were in favour of a full redevelopment option which would see the blocks demolished and new homes provided. 3 respondents were in favour of a partial redevelopment whereby Beardow Grove would be retained and 2 were against any redevelopment. 1 respondent did not answer the question.

## **STOCK CONDITION**

- 3.19 The pre-fabricated panel method of construction that has been used in Shepcot House and Coverack Close has resulted in very high maintenance costs without any real improvement in the condition of the building. The council does not have the funds to continue to maintain this method of construction and to bring the properties up to Decent Homes and to make further improvements that might be required by residents.
- 3.20 The estate is similar in nature to the Ladderswood Way estate, with blocks built using a large panel system (LPS). These systems may require



strengthening works in accordance with the Moorehead report (July 1995) and more substantially for the heating system to be replaced.

### **RECOMMENDATION OF WAY FORWARD**

- 3.21 The consultation demonstrated a strong desire by the residents to see significant improvements to the buildings and open spaces within the site area. With a significant number supporting full redevelopment of Shepcot House and Coverack Close.
- 3.22 Further consultation is required with the residents of Beardow Grove to ascertain whether there is support for these two blocks to be included in any estate renewal scheme. It is therefore recommended that further consultation and exploration of options through detailed design work is carried out before a decision on Beardow Grove is brought before Cabinet.
- 3.23 The level of investment required to maintain the stock to a safe and appropriate standard is financially prohibitive.
- 3.24 Therefore demolition of some of the existing stock and the re-provision of new housing is the preferred approach subject to detailed design and viability studies.

### **FULL REDEVELOPMENT OF SHEPCOT HOUSE AND COVERACK CLOSE**

- 3.25 A full redevelopment of Shepcot House and Coverack Close option would resolve the stock condition concerns and improve the quality of life for residents by redeveloping the existing buildings and delivering new homes that meet the needs of the existing population. The option would see the demolition of Shepcot House and the six low-rise Coverack Close blocks with the properties in Beardow Grove being retained.
- 3.26 The council retains the option to bring Beardow Grove into the estate renewal programme however this would be subject to further resident consultation as well as detailed design and viability studies.
- 3.27 Discussions are underway with Planning Policy to agree the planning parameters for any potential development. This would provide a steer on core issues such as acceptable densities, building heights, unit numbers and any potential improvements to open space.
- 3.28 The initial consultation and engagement exercise has opened a dialogue with residents and stakeholders on potential estate renewal options. The dialogue would continue with a resident body established to discuss options with the Council through a series of meetings.
- 3.29 A number of development options for the site area would be produced taking into account the views of the residents and key stakeholders; each development option would be supported by a financial appraisal to

demonstrate viability along with information on phasing and the proposed re-housing programme.

- 3.30 Following further consultation, and subject to detailed design and viability studies, a preferred development option would be presented to Cabinet in early 2012 along with a procurement strategy for delivering the project. The procurement strategy is yet to be finalised however at this moment in time the most likely approach would be to procure a development partner via the OJEU Competitive Dialogue procedure.

- 3.31 The table below sets out a time scale for agreeing and delivering a development strategy for the estate.

<b>Milestone</b>	<b>Purpose</b>	<b>Date</b>
Cabinet Coverack Close Initiation report	To put in place appropriate measures to mitigate the stock condition issues whilst a development strategy for the estate including a timetable is agreed and taken forward.	14 <sup>th</sup> Sept 2011
Planning parameters agreed	To provide a steer on core planning issues such as density, building heights, mix and unit numbers.	October 2011
Consultation and Engagement exercise to feed into the development of options	To continue the dialogue with residents, Members and key stakeholders on potential options for the site area such as refurbishment and or redevelopment	October / November 2011
Cabinet report on preferred development option and procurement and development strategy	To approve the preferred development option subject to design and financial viability studies and the procurement strategy as well as agree a budget.	March 2012

3.32 Prior to the demolition of the blocks a re-housing offer would be produced for the residents. The re-housing offer would look to maximise the choice for residents; supporting them in finding suitable alternative accommodation, whether that be in the new build units to be built on the site or elsewhere in the borough.

3.33 The focus for any development would be to enable a single decant for residents whereby they only have to move once from their existing home into their new home. Below is an indicative timetable for the re-housing of residents and demolition of existing properties.

- Cabinet agree procurement and development strategy – March 2012
- Re-housing offer document produced – October 2012
- Development partner procured – January 2013
- Re-housing programme starts – January 2013
- Planning submitted – April 2013
- Start on site – June 2013
- First units completed – August 2014
- Coverack Close blocks demolished – August 2014
- Second phase completed – December 2015
- Shepcot House demolished – February 2016.

- 3.34 Detailed project costs will be worked up for each development option with the council looking to capitalise these costs against the project; thereby getting any future scheme / development partner to reimburse the council for those costs. Initial project management costs would be met from existing budgets.
- 3.35 The OJEU Competitive Dialogue procedure costs would be significantly reduced from the Ladderswood Competitive Dialogue process due to increased capacity within the council to deliver such procurements. External legal advice would still be sought however significant pieces of work such as the preparation of the tender documents could be handled in-house.
- 3.36 There may be need for some initial survey work such as a ground investigation study as consultation with residents and discussions with LBE Environment have highlighted some instances of flooding.
- 3.37 Whilst an approach to decant and re-housing is yet to be agreed, indicative costs of £1m for re-housing the 118 secure tenants in Shepcot House and Coverack Close and £5m for buying back the 26 leaseholders would be reasonable. The council would explore shared ownership and shared equity products to reduce the buyback costs.
- 3.38 The proposal would be to structure the scheme so that the cost of buying back the leaseholders would be met by the scheme.

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

- 4.1 To continue to maintain the stock and include in the Decent Homes programme.
- 4.2 Much of the stock within Shepcot House and Coverack Close is classed as non-decent. Many of the flats require new kitchens and bathrooms as well new windows to Shepcot House.
- 4.3 Structural works are also required with Architectural Services identifying concrete spoiling as well as potential strengthening works to the Large Panel System blocks.
- 4.4 Government funding to the Decent Homes programme has been cut and therefore the funds are not available to bring all of the council's stock up to decent homes standard. Tough decisions are required to prioritise which estates benefit from the limited financial resources available.

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

- 5.1 A full redevelopment option for Shepcot House and Coverack Close would address the stock condition concerns and improve the quality of life for

residents by redeveloping the existing buildings and delivering new homes that meet the needs of the existing population.

## **6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

### **6.1 Financial Implications**

6.1.1 A fully costed financial options appraisal will be carried out once the consultation with tenants is completed.

6.1.2 If the option of comprehensive remediation works is taken rather than a redevelopment programme, it would cost the Council approximately £2.8m.

6.1.3 The development of Coverack close will need to be considered within the overall framework of the HRA self financing and the wider regeneration strategy.

### **6.2 Legal Implications**

6.2.1 The tenancy agreements in place at Coverack Close contain the usual contractual provisions requiring the Council to repair and maintain the properties. Such provisions do not usually require the landlord to remedy an inherent design defect.

6.2.2 The risk of the Council not doing anything with properties at Coverack, especially in view of the current knowledge of the physical condition of the buildings, may expose the Council to liability under the relevant legislation and/or criminal sanctions under the 2007 Act, if it can be proven that the Council was guilty of the offence.

6.2.3 The proposed mitigation measures identified in this report would potentially minimise and/or eliminate the risk of the Council's liability to the tenants.

### **6.3 Property Implications**

6.3.1 The initial work completed on development viability show that a new scheme of approximately 465 units would be needed to replace the existing development. Further work on density and the effects this will have on viability needs to be completed. Further work also needs to be undertaken to test the effect of extending the red-line boundary of the proposed development scheme.

6.3.2 The viability work completed to date is based on a number of assumptions including current market prices and a decant strategy that requires a single decant.

6.3.3 Any development scheme that comes forward will need to be supported with Compulsory Purchase Powers to ensure that obtaining vacant possession can be ensured.

6.3.4 A dedicated resource will be required within Property Services to assist with bringing forward the development strategy and if agreed the subsequent implementation of that strategy.

## **7. KEY RISKS**

Please refer to the part 2 report.

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

The Coverack Close Regeneration contributes to this aim by tackling inequality and access to social housing by providing new homes, a mix of tenure and employment opportunities in the Cockfosters area.

### **8.2 Growth and Sustainability**

The Coverack Close Regeneration contributes to this priority by building strong and sustainable futures for our residents. The scheme attracts investment from the private sector and empowers the voluntary and community sector.

### **8.3 Strong Communities**

The regeneration has residents at the heart of the development. Extensive resident consultation will be carried out at the start of the regeneration with a resident body established to represent the views and aspirations of people living on the estate.

## **9. PERFORMANCE MANAGEMENT IMPLICATIONS**

Not applicable.

## **10. HEALTH AND SAFETY IMPLICATIONS**

None.

### **Background Papers**

Consultation Initiation Letter  
Questionnaire  
Schedule of properties  
Draft Project Plan

**MUNICIPAL YEAR 2011/2012 REPORT NO. 85**

**MEETING TITLE AND DATE:**

**Cabinet  
14 September 2011**

**REPORT OF:**

**Director of Health,  
Housing and Adult Social  
Care and Director of  
Regeneration, Leisure and  
Culture**

<b>Agenda – Part: 1</b>	<b>Item: 16</b>
<b>Subject: HIGHMEAD DEVELOPMENT PARTNER SELECTION REPORT</b>	
<b>Wards: UPPER EDMONTON</b>	
<b>Cabinet Members consulted: Cllr Oykenner and Cllr Goddard</b>	

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**1. EXECUTIVE SUMMARY**

- 1.1 Highmead is located in the Upper Edmonton ward of the Borough and comprises 61 residential properties and 14 retail units.
- 1.2 Highmead is a project of key strategic importance to the Council. The approach promoted on Highmead is consistent with the strategy of investing in the Edmonton area to improve the life chances and quality of accommodation for the residents in the area.
- 1.3 The Council has completed a compliant procurement process to identify a development partner to redevelop the Highmead site in accordance with the planning permission.
- 1.4 This report describes the procurement process and provides an update on progress made towards achieving vacant possession, completing demolition and facilitating the provision of a GP Centre in the new Highmead development.

## **2. RECOMMENDATIONS**

### **It is recommended that the Cabinet:**

- 2.2 Appoint Bidder B as the Council's preferred development partner for the Highmead project.
- 2.3 Authorises the repurchase of all remaining Highmead commercial tenants to be delegated to the Assistant Director of Property Services in consultation with the Cabinet Member for Finance and Property.
- 2.4 Endorses the Highmead GP Centre Business Case and authorise a covering letter of support to be jointly signed by the Leader of the Council and the Chief Executive of the Council.

## **3. BACKGROUND**

- 3.1 The Highmead site is located in the Upper Edmonton ward of the London Borough of Enfield. It is in two blocks: 1-11 Highmead is a row of 3-bed maisonettes over 14 shops at 68-90 Fore Street and 12-61 Highmead is an 11 storey block (Highmead Tower) containing forty 2-bed maisonettes, six 3-bed flats and four 1-bed flats. Alongside the block is a private green space.
- 3.2 In December 2009 Cabinet approved the Highmead Tower report (Key decision reference: 2944) that recommended the demolition of Highmead tower. A progress update on demolition is contained within the report.
- 3.3 In March 2010 Cabinet approved the Highmead Strategy report (Key decision reference: 3002). The report recommended a design-led comprehensive demolition and rebuild strategy for Highmead.
- 3.4 In December 2010 Cabinet approved the Highmead Development Partner report (Key decision reference: 3146). The report sought approval to market the Highmead site to development partners via the Restricted EU procurement process.
- 3.5 On 16<sup>th</sup> February 2011 the Local Planning Authority approved the granting of planning consent subject to completion of a Section 106 Agreement for the Highmead site. The planning consent provides for a scheme that includes 120 residential properties, 1,092 sqm of commercial space and a 180 sqm community building.
- 3.6 The appointment of a development partner for the Highmead project is a significant milestone for the project and excellent news for the Angel Edmonton area. The new development on Highmead has the potential



to breathe new life into the area and stimulate further private sector investment.

- 3.7 There are already positive signs of growing confidence in the area, for example, the pharmacist has invested significant sums of his own money in fitting out his new shop across the road from Highmead and a mixed use development has recently been completed opposite Highmead. The Council's Outer London Fund allocation represents an opportunity for the Council to invest in Angel Edmonton town centre improvements to boost the viability of the area.
- 3.8 This report will summarise the procurement process followed; progress towards site clearance; and explain the reasons for endorsing a GP centre in the Highmead development. The report should be read in conjunction with the Super Part 2 report of the same title and date.

#### **4. PROCUREMENT PROCESS**

- 4.1 To comply with the Public Contract Regulations (2006), disposal of the Highmead site was advertised on the Official Journal of the European Union ("OJEU").
- 4.2 The Restricted Procedure was chosen because it is appropriate for a land transaction where the Local Authority has decided in advance the nature of what it wants built and this can be specified in the tender documents. The Restricted Procedure prohibits negotiation with bidders meaning a more streamline and cost effective procurement exercise can be completed within reduced timescales.
- 4.3 On 18th February 2011 a notice was published on the Official Journal of the European Union ("OJEU") seeking expressions of interest from the development sector to deliver the Highmead scheme. Interested partners had until 1st April 2011 to submit a Pre-Qualification Questionnaire ("PQQ").
- 4.4 On 1st April 2011 Pre-Qualification Questionnaires ("PQQs") were returned by six major development partners interested in redeveloping the Highmead site. The PQQs were evaluated by officers from Finance, Housing, Health and Safety, Property Services, Regeneration and Human Resources. All six bidders passed the PQQ requirements. In compliance with the Restricted Procedure, five firms were short-listed on the basis of their technical capability.
- 4.5 The weighting used in the procurement was: 50% for the financial bid; 35% for the qualitative proposal; and 15% for the legal bid. Consistent with the Ladderswood procurement, 30% of the overall score was allocated to the capital receipt.

## **5. VACANT POSSESSION UPDATE**

- 5.1 The Council continues to seek vacant possession of the Highmead parade by negotiation. The Council is keen for as many of the existing retailers to relocate to shops within the vicinity of Highmead as possible. To date the Council has helped the pharmacy to relocate to a larger shop opposite Highmead; the butchers and William Hill are both in an advanced stage of arranging to move to shops near Highmead.
- 5.2 The Council would prefer to complete vacant possession by negotiation but in the event that this cannot be achieved, as a contingency, the Council has sought Compulsory Purchase Order (“CPO”) powers.
- 5.3 On 13th July 2011 Cabinet approved the making of the Highmead CPO (Key decision reference: 3298). CPO Notices were hand delivered to the Highmead retailers on 3<sup>rd</sup> August. The Highmead CPO and Statement of Reasons have been sent to the Secretary of State for determination.
- 5.4 The Highmead Tower December 2009 Cabinet Report delegated the authority to approve the repurchase of the three Highmead retailers beneath the tower to:
- approve for the authority to be delegated to the Leader of the Council, in consultation with the Director of Place Shaping and Enterprise, the repurchase or relocation cost of each of the three affected retailers;*
- 5.5 The Highmead Place Shaping March 2010 Cabinet Report delegated the authority to approve the repurchase of ten Highmead retailers not beneath the tower to:
- that any decisions arising from negotiations should only be agreed in consultation with the Cabinet Member for Housing and Community Safety, Cabinet Member for Sustainable Communities and Employment and Place Shaping, the Chief Executive and the Council’s Section 151 Officer.*
- 5.6 Adhering to two different delegated authority procedures has been an inefficient way for commercial tenant repurchases to be approved. It is therefore recommended that henceforth the repurchase of all Highmead commercial tenants is approved by the Assistant Director of Property Services in consultation with the Cabinet Member for Finance and Property.

## **6. DEMOLITION UPDATE**

- 6.1 The Council has completed site clearance works of the Highmead site. The works included the soft stripping of all the properties in the tower, decommissioning of the tower, and clearance of the rear of the site

including the removal of play equipment and trees. The site has been hoarded pending demolition and construction works.

- 6.2 The Council has completed the procurement of a demolition contractor to demolish Highmead Tower. The appointment of the contractor is currently being facilitated. Demolition works will commence once the three shops beneath the tower are closed. The re-phasing of the demolition works has not caused a delay to the overall programme.

## **7. GP CENTRE UPDATE**

- 7.1 A Business Case has been prepared that proposes a new circa 1,250 sqm GP centre in the new Highmead development replacing approximately 20 residential properties within the existing design proposals.
- 7.2 The developer recommended for selection in the Part 2 report is committed to the delivery of a GP centre assuming the necessary consents can be obtained. Planning consent for a revised scheme including a GP centre is required but the work on this cannot begin until the NHS has approved the business case.
- 7.3 A GP centre is needed in this part of the Borough because Upper Edmonton is one of the most health deprived wards in the London Borough of Enfield. In particular Upper Edmonton:
- Has the second lowest life expectancy in the Borough;
  - Has the lowest life expectancy in the Borough for females (10 years less than the ward with the highest life expectancy);
  - Is a high risk area for coronary heart disease and stroke;
  - Has high incidences of childhood obesity;
  - Has a high rate of infant mortality.
- 7.4 To begin to address the high incidences of health deprivation, Upper Edmonton needs modern, quality facilities, to better enable health practitioners to improve the health of this community. The GP centre will include a number of additional services that will include tackling mental health problems, diabetes, heart disease, physiotherapy and a NHS dentist.
- 7.5 There are three GP surgeries operating within the vicinity of Highmead that are committed to merging into a single practice located at Highmead, these are: Green Cedars Medical Centre, Boundary Court Practice and Ingleton Road Surgery. The GPs' ability to improve the health of the community is currently being constrained by the poor condition of the surgeries. Merging three practices into one will enable value for money savings to be made.
- 7.6 The opportunity to integrate a health facility into the new Highmead development is a time limited one. The Highmead GP Centre Business

Case is scheduled to be decided at the NHS North Central London Cluster Board meeting on 29<sup>th</sup> September 2011.

- 7.7 Delivery of a purpose built GP centre in the heart of Angel Edmonton is an opportunity that is unlikely to arise again for at least a generation. A new GP centre would not only help improve the life chances of the local residents but it would add vitality and vibrancy to the whole area.
- 7.8 Table One below sets out how the provision of a GP Centre contributes to a number of the Council's strategic priorities. It is for these reasons that it is recommended that the Council formally endorses the Highmead GP Centre Business Case.

**Table One**

Strategic aims of Council	The Council priorities that the Highmead GP Centre will contribute towards
Fairness for all	<ul style="list-style-type: none"> <li>➤ <i>Serve the whole borough fairly and tackle inequality</i></li> <li>➤ <i>Provide high quality, affordable and accessible services for all</i></li> <li>➤ <i>Enable young people to achieve their potential</i></li> </ul>
Growth and sustainability	<ul style="list-style-type: none"> <li>➤ <i>Bring growth, jobs and opportunity to the borough</i></li> </ul>
Strong communities	<ul style="list-style-type: none"> <li>➤ <i>Work in partnership with others to ensure Enfield is a safe and healthy place to live</i></li> </ul>

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1 The Council's Cabinet has approved the recommendation to adopt a comprehensive demolition and rebuild strategy for Highmead. This decision means that the option of retaining and refurbishing the existing buildings is not an option that will be discussed within this report.
- 8.2 The only alternative to selecting a bidder for the Highmead site from this process would be to abort the procurement. Aborting the procurement would cause a delay of approximately nine to eighteen months and would not help the Council to achieve its regeneration objectives for the Edmonton area.

## 9. REASONS FOR RECOMMENDATIONS

9.1 The main reason for selecting the recommended development partner recommended in the Super Part 2 report is because the submitted bid delivers all of the Council's key objectives for the site that were set out in the Invitation for Tender documentation:

- A high quality development
- Maximise home ownership within the development.
- Compliance with the planning approval and S106 planning agreement;
- Obtaining a capital receipt.
- Maximisation of funding achieved through open market sales, low cost home ownership sales and as appropriate funding from the development partner's own reserves;
- New build dwellings meeting Lifetime Homes standards;
- New build dwellings meeting the requirements of Secured by Design;
- An early start on site;
- High quality open space, play area and community building;
- New build dwellings to achieve compliance with Code for Sustainable Homes Level 4;
- A BREEAM rating of Very Good for the retail units and the community centre

9.2 Table Two below sets out which of the Council's strategic priorities the new Highmead development will contribute towards. For the reasons above and for the reasons in the table below, it is recommended that Cabinet approves the appointment of a development partner.

**Table Two**

Strategic aims of Council	The Council priorities that the Highmead project will contribute towards
Fairness for all	<ul style="list-style-type: none"> <li>➤ <i>Serve the whole borough fairly and tackle inequality</i></li> <li>➤ <i>Provide high quality, affordable and accessible services for all</i></li> <li>➤ <i>Enable young people to achieve their potential</i></li> </ul>
Growth and sustainability	<ul style="list-style-type: none"> <li>➤ <i>A clean, green and sustainable environment</i></li> <li>➤ <i>Bring growth, jobs and opportunity to the borough</i></li> </ul>
Strong communities	<ul style="list-style-type: none"> <li>➤ <i>Listen to the needs of local people and be open and accountable</i></li> <li>➤ <i>Work in partnership with others to ensure Enfield is a safe and healthy place to live</i></li> </ul>

## 10. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES

### 10.1 Financial Implications

10.1.1 Please see the Super Part 2 report.

### 10.2 Legal Implications

10.2.1 Further to its power under S.123 of the Local Government Act 1972 to dispose of local authority land for a consideration no less than the best that can reasonably be obtained, the local authority has power by virtue of s.111 of the Local Government Act 1972 to do anything (whether involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of this function.. This is in accordance with these powers

10.2.2 The procurement process has been conducted in accordance with the Restricted Tender procedure under the Public Contracts Regulations 2006, and Councils Constitution, in particular the Contract Procedure Rules. The resultant Development Agreement and contracts will be in a form approved by the Assistant Director of Legal Services.

10.2.2 The Council has various statutory powers to acquire land compulsorily as has been the subject of earlier reports. As part of the CPO process the Council will need to demonstrate that it has sought to acquire all interests in the land by agreement in the first instance. In acquiring properties the Council must have regard to its Property Procedure Rules and the streamlining of delegation of authority to X and Y is in accordance with the Property Procedure Rules. Any acquisition will need to comply with the Council's best value obligations.

### **10.3 Property Implications**

10.3.1 Please refer to the Super Part 2 report

## **11. KEY RISKS**

11.1 Please refer to the Super Part 2 report.

## **12. IMPACT ON COUNCIL PRIORITIES**

### **12.1 Fairness for All**

12.2 The Highmead scheme ensures fairness for all members of the local community by consulting the community on the proposals for Highmead and through the provision of homes in the new development that are affordable to the local community. The Council are also supporting local businesses to remain in the area.

### **12.3 Growth and Sustainability**

12.4 Growth and sustainability are central to the proposals for Highmead. The Highmead development will provide growth in terms of increasing the supply of quality residential housing in the area; improving the quality the retail space; and by including one or more community uses that will support the community to prosper by breaking barriers to betterment.

12.5 The new Highmead development prioritises environmental sustainability within the scheme design. In addition to the new buildings achieving high levels of energy efficiency and promoting recycling, the development takes a sustainable approach to car parking and encourages residents to cycle.

### **12.6 Strong Communities**

12.7 Transience has been identified by the local community as being a major problem in the Highmead area. The proposals for Highmead aim to counter this trend by increasing home ownership levels in the area. One of the objectives for the new community centre is that it can act as a focus for local residents and foster a greater sense of community cohesion in the area. This objective will be supported by transferring

ownership of the centre to a community body since it will enable residents to play a greater role in the future of their area.

**13. PERFORMANCE MANAGEMENT IMPLICATIONS**

13.1 There are no performance management implications.

**14. HEALTH AND SAFETY IMPLICATIONS**

14.1 The developer recommended for selection has already passed an evaluation of health and safety requirements. A full method statement has been prepared that describes how the constructions works will be carried out in accordance with health and safety requirements.



**MUNICIPAL YEAR 2011/2012 REPORT NO. 86**

**MEETING TITLE AND DATE:**  
Cabinet, 14 September 2011

**REPORT OF:**  
Director of Health, Housing and  
Adult Social Care and Director  
of Regeneration, Leisure and  
Culture

<b>Agenda – Part 1</b>	<b>Item: 17</b>
<b>Subject: Alma Estate Regeneration Scheme – Initiation Report</b>	
<b>Ward: Ponders End</b>	
<b>Cabinet Member consulted: Cllr Oykenor and Cllr Goddard</b>	

Contact officer and telephone number: Peter George, 0208 379 3318

Email: [peter.george@enfield.gov.uk](mailto:peter.george@enfield.gov.uk)

**1. EXECUTIVE SUMMARY**

- 1.1 The Alma Estate is located in the Ponders End ward of the Borough. Ponders End is one of the Council's priority regeneration areas and the estate is located within the South Street area. A Planning Brief is being prepared for the South Street area and the community will be consulted on the planning brief in early 2012.
- 1.2 The Council is committed to ensuring that the residents of the Alma Estate remain at the heart of future plans for the South Street neighbourhood. By consulting residents on options (including a demolition and rebuild option) to improve the estate the Council can be sure that all options have been put to the residents and the final options reflect residents' views.
- 1.3 The report explains the consultation process that will be undertaken with residents over a fifteen week period and explains the intention to take a report back to Cabinet in spring 2012 that sets out how the residents have decided they want the Council to regenerate their estate.

## **2. RECOMMENDATIONS**

### **It is recommended that the Cabinet:**

- 2.1 To note and approve the consultation process set out in this report
- 2.2 Delegates the authority to approve the demolition (in full or part) and rebuild of the Alma Estate to the Director of Health, Housing and Adult Social Care, the Director of Finance, Resources and Customer Services, the Cabinet Member for Housing and the Cabinet Member for Finance and Property, subject to the outcome of the Test of Opinion.
- 2.3 Notes the intention to take a report to Cabinet in 2012, after the conclusion of the consultation, setting out plans to regenerate the Alma Estate.

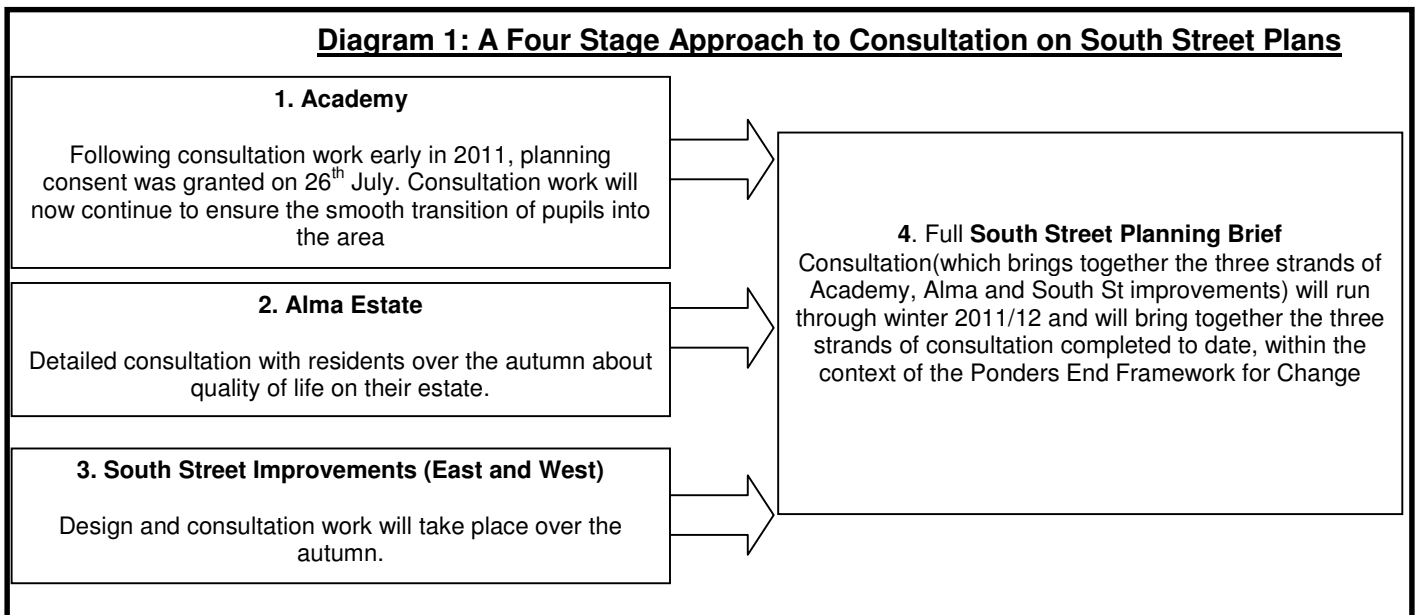
## **3. BACKGROUND**

- 3.1 The Alma Estate includes the following: the four Alma towers; the maisonettes and shops on South Street; the Alma Road blocks; the Napier Road blocks, Scotland Green Road block and Fairfield Close. A red-line plan of the consultation area is included at **Appendix 1**.
- 3.2 The existing approach to the Alma Estate is set out in the draft Ponders End Framework for Change document. The approach sought to retain and restore all blocks as well as making public realm improvements and activating the base of the towers.
- 3.3 Since the preparation of the Framework for Change, it has come to light that some residents would like to see more comprehensive improvements to their quality of life. Some residents of the Alma Estate have approached the Council within recent months to highlight their support for an option that includes demolishing the existing estate and replacing the estate with a new development.
- 3.4 This report proposes that residents of the Alma Estate are consulted on all options for the estate over a fifteen week period with a consultation commencement date of 1st September. The report explains the four stages of the consultation exercise which will culminate in a preferred regeneration option for the estate.
- 3.5 The report explains that the first stage of the consultation will include a Test of Opinion to establish to what extent residents of the

estate support a regeneration scheme that achieves the comprehensive demolition and rebuild of the estate.

#### 4. THE ALMA ESTATE CONSULTATION

- 4.1 The Council is committed to ensuring that the future of the Alma Estate is shaped by the residents of the estate. The Council would like the consultation exercise with residents to be undertaken in partnership with residents. To achieve this aim, Council officers have held a constructive dialogue with the active community groups in the area who have advised the Council on how the consultation should be managed.
- 4.2 Throughout the fifteen week consultation of the Alma Estate, as well as during all stages in Diagram 1 below, the Council will continue to engage and update the Alma Residents Association, the Vision Team and the Ponders End Development Trust.
- 4.3 Consultation with the Alma Estate is governed by the South Street Consultation Plan. Consultation with residents of the Alma Estate is the second stage of four stages of consultation, as illustrated by the diagram beneath.



- 4.4 Consultation on the Oasis Hadley Academy has been held over recent months in the lead up to the planning committee on 26<sup>th</sup> July where planning consent was granted. Stage Two of consultation on the South Street Plans is the Alma Estate. Consultation with residents of the Alma Estate also has four distinct stages as set out in the table overleaf.

Stage	Dates of stages	How we will do this	Why we are doing each stage	What we want to know at each stage of consultation
1	1/9/11 – 21/9/11	Feedback card and door knocking	To help us prepare the main consultation	Your likes and dislikes about the Alma estate? What do you think about demolishing and rebuilding the Alma estate?
2	26/09/11 - 31/10/11	Workshops and meetings with the community	To help us put together a list of priorities for the Alma estate	What is your view on the following four topics: <ul style="list-style-type: none"> <li>• Housing</li> <li>• Community facilities</li> <li>• Play spaces</li> <li>• Crime &amp; anti social behaviour</li> </ul>
3	01/11/11- 30/11/11	Workshops and meetings with the community	To work with the Alma residents to put together solutions for the priorities identified	How can the Alma estate change to solve the issues identified?
4	01/12/11 - 19/12/11	Exhibitions and meetings with the community	To present options that have been put together by the Alma residents	What do you think about the final options?

- 4.5 The outcome of the first stage of the consultation will ascertain whether a complete demolition and rebuild option is preferred by the residents and therefore define the scope of the consultation exercise for the subsequent stages.
- 4.6 Some representatives of the Alma Residents Association have approached the Council within recent months to highlight their support for an option that includes demolishing the existing estate and replacing it with a new development.
- 4.7 The Council has listened to the views of these residents and has taken a decision to test to what extent there is wider support amongst residents for demolishing the estate. It is advantageous for the Council to learn at an early stage of the consultation if residents are supportive of demolition because it will allow the Council to develop initial plans to be shaped in consultation with residents during Stage 3 of the consultation.

- 4.8 The Council will seek to ascertain the levels of support for this option by writing to all residents on the estate from 1 September 2011. The letter to residents will include a feedback card that will invite residents to indicate to what extent they agree with demolishing and rebuilding the estate.
- 4.9 Council officers will work in partnership with local residents to door knock residents of the estate and interpretation services will be arranged as necessary. The internet and social media will be utilised in order to improve response rates.
- 4.10 Where residents express support for demolition a Delegated Authority Report will be prepared seeking approval to procure the demolition of the estate. An alternative outcome may be that only a section of the estate is supportive of a demolition option, in which case the authority will only be sought to demolish this part of the estate.
- 4.11 Where residents do not support a demolition option then this option will not be included as an option in the subsequent stages of the consultation (unless the cost-benefit analysis strongly supports a demolition option). The consultation will then concentrate on how works can be undertaken to the existing estate to improve the life of residents.
- 4.12 Where the outcome of the consultation is uncertain or inconclusive, for example, because response rates are low or opinions are divided, it is proposed that the demolition option should remain open for a more in depth discussion at Stage 3 of the consultation.
- 4.13 The outcome sought from the consultation exercise is a plan that will regenerate the Alma Estate that is shaped by residents of the estate. The final option will then form part of the South Street Campus Planning Brief.

## **5. THE REGENERATION OF THE ALMA ESTATE**

- 5.1 The outcomes from the fifteen week consultation exercise will be preferred options for the Alma Estate. A second report will be taken to Cabinet seeking approval to implement the regeneration proposals endorsed by residents.
- 5.2 The priority is the delivery of a regeneration scheme for the estate that improves the quality of the accommodation for the Alma residents and achieves more environmentally sustainable housing. This could be achieved either via an upgrade of the existing stock, a total redevelopment or a partial redevelopment and retention option.
- 5.3 Prior to seeking Cabinet authority the Council will work up in more detail the regeneration scheme for the estate. Where a demolition

option is chosen by the residents, plans to decant and compensate residents will have to be determined and approved.

- 5.4 The Council will ensure that all works will be phased to minimise disruption to existing residents and a detailed phasing programme will need to be agreed.
- 5.5 The Council understands that undertaking physical works is only a small part of successfully regenerating a place and that social and economic regeneration initiatives must also be implemented to truly improve the life chances of residents. The scope of the consultation reflects this because it seeks views on community facilities, play spaces, community cohesion and crime and anti social behaviour.
- 5.6 The report to be taken to Cabinet in spring 2012 will describe a comprehensive regeneration scheme for the residents of the Alma Estate that will include a programme of physical, social and economic regeneration proposals.

## **6. ALTERNATIVE OPTIONS CONSIDERED**

- 6.1 The main alternative to consulting residents on the future of their estate is to undertake basic decent homes works.

### Basic Decent Homes

- 6.2 This option involves improving the estate to a basis Decent Homes standard and includes internal works only. This option is currently unfunded and would not bring the regeneration benefits that the area needs.

## **7. REASONS FOR RECOMMENDATIONS**

- 7.1 The main reason for approving the recommendations within this report is because the approach of consulting residents prior to making major decisions is consistent with the Labour Administration's policy of widening the decision making process to incorporate the views of the local community. It is also consistent with the government's Localism agenda.

## **8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES**

### **8.1 Financial Implications**

- 8.1.2 The potential costs for the consultation of tenants will be funded from the HRA balances. However, it is expected that this cost and other costs relating to the development of the site will be recouped from the potential capital receipts generated from the development of the site.
- 8.1.3 A comprehensive option appraisal will be completed to determine the various options and their viability.

- 8.1.4 One of the consequences of the move towards self-financing of the HRA is the amount of debt repaid to government will be adjusted to take account of planned demolitions. If a Delegated Authority Report is prepared recommending the demolition of all or part of the estate Finance will need to estimate the impact on the amount of debt due to government.
- 8.1.5 The development of Alma estate will therefore need to be considered within the overall framework of the HRA reform and the Council's wider regeneration strategy.

## **8.2 Legal Implications**

- 8.2.1 Section 2 of the Local Government Act 2000 provides that local authorities have power to do anything they consider likely to promote or improve the social, economic or environmental well-being of their area or the persons resident therein. Therefore the Council has a discretionary power to pursue a course of action if it is considered likely to have social, economic or environmental advantages in the area. In exercising such a discretionary power, Members need to take into account all relevant (and no irrelevant) considerations. This will include the financial implications of the proposal. Therefore, in the context of the present report, Members will need to be satisfied that the consultation process will lead to local social, environmental or economic benefits and is an effective use of public funds.
- 8.2.2 Once the consultation process has been completed and the Council moves in to a development phase the Council must procure contractors and development partners for the preferred option in accordance with the Council's constitution, in particular Contract Procedure Rules. In addition, the legal agreements will need to be in a form approved by the Assistant Director (Legal Services).

## **8.3 Property Implications**

- 8.3.1 If the outcome of the of the consultation process supports regeneration of the estate a dedicated resource will be required to work up and consider options for the regeneration. Because of the large scale of the project it is likely the resource required would need to be full time and will need to be complimented by external consultants

## **9. KEY RISKS**

- 9.1 The main risk associated with the contents of this report is that the consultation exercise undertaken does not succeed in engaging a sufficient number of Alma residents. This risk has been mitigated by undertaking to door knock all households, in partnership with the Alma Residents Association.

## **10. IMPACT ON COUNCIL PRIORITIES**

### **10.1 Fairness for All**

10.2 The proposals for the Alma Estate ensure fairness for all members of the local community by consulting the community on major proposals for the area, and taking on board the views of all sections of the community, prior to the Council taking a decision on the future of the housing stock in the opportunity area.

### **10.3 Growth and Sustainability**

10.4 Growth and sustainability are central to the proposals for the Alma estate. The final proposal will boost growth in terms of increasing the supply of quality residential housing and retail space in the area (whether by refurbishing or rebuilding). Furthermore, all options will prioritise environmental sustainability, including improving the energy efficiency of the residential buildings and promoting recycling and sustainable transport.

### **10.5 Strong Communities**

10.6 The proposals will aim to involve the community in the decisions that will shape their area and foster a greater sense of community cohesion in the area.

## **11. PERFORMANCE MANAGEMENT IMPLICATIONS**

11.1 There will be significant performance management implications depending upon which option is chosen. Once a preferred option has been identified the impact on performance management should be analysed.

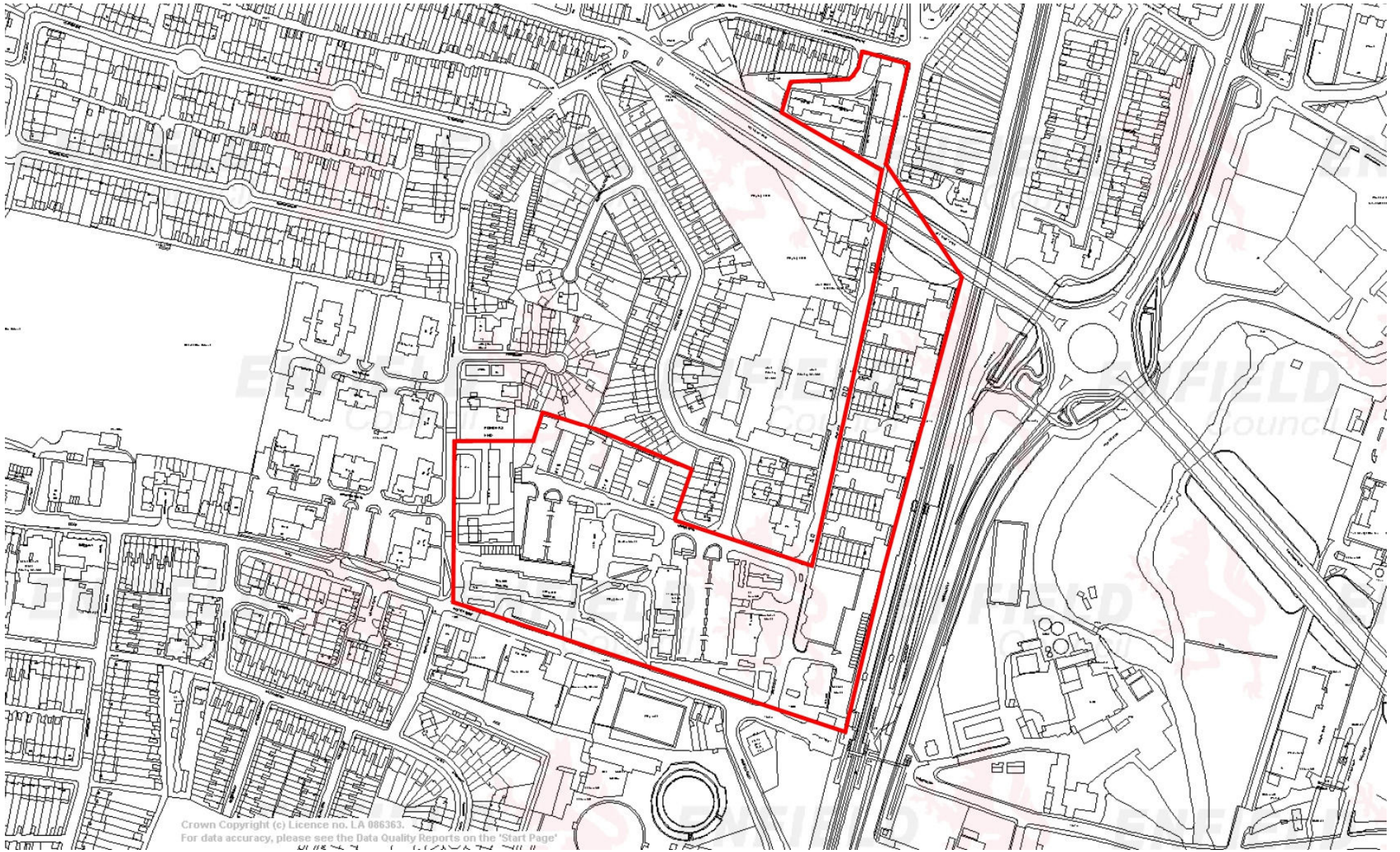
## **12. HEALTH AND SAFETY IMPLICATIONS**

12.1 There are no health and safety implications associated with the recommendations within this report.

### **Background Papers:**

#### **Appendix 1 – Alma Estate red-line plan**





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For data accuracy, please see the Data Quality Reports on the 'Start Page'

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**MUNICIPAL YEAR 2011/2012 REPORT NO. 87****MEETING TITLE AND DATE:**

Cabinet – 14 September 2011

**REPORT OF:**

The Interim Assistant Director of  
Property  
Finance Resources and Customer  
Services

Contact officer and telephone number:

Brian Smart (ext 4101)

E mail:

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**Agenda:** Part 1      **Item:** 18

**Subject:** Asset Management – Potential  
disposal of Council owned properties by the  
end of December 2013

**Wards:** All

**Cabinet Members consulted:** Cllrs Doug  
Taylor, Achilleas Georgiou and Andrew  
Stafford

**1. EXECUTIVE SUMMARY**

- 1.1. This report complements a report, also on this Agenda, concerning the potential to release premises and sites within the Housing Revenue Account for demolition and disposal, prior to March 2012, to optimise HRA self financing regulations. The HRA properties for disposal are listed in Part A of Appendix 1.
- 1.2. Further properties that seem suitable for disposal by the end of December 2013 are listed in Part B of Appendix 1. Investigations regarding each property are underway and the list is subject to review.
- 1.3. This report seeks authority to delegate decisions, as stated in Paragraph 2.
- 1.4. An update to the Reports of December 15th 2010 and 27 April 2011 is provided, advising on progress of the disposal programme.

**2. RECOMMENDATIONS**

That Cabinet:

- 2.1. Authorises the disposal of properties property shown at Appendix 1 and delegates to the relevant Cabinet Member (in conjunction with the Cabinet Member for Finance Resources and Customer Services and the relevant Director) the final agreement of terms for individual disposals:
  - 2.1.1. Providing the property is shown in Appendix 1.

- 2.1.2. Or, in the unlikely event that alternative property is identified (not shown in Appendix 1) which is introduced to the programme, such alternative property must have previously been subject to an Urgent Decision and for which such transaction and reasons for the urgent action is reported at the next Cabinet Meeting.
- 2.1.3. Recognises the advantages to the HRA business finance model as set out in clause 8.1.6. if the HRA property sales can be achieved by 31 March 2012 and authorises urgency powers, as necessary, to those Cabinet Members as described in 2.1 above to facilitate the final agreement of terms given the short time period available to officers to optimise the HRA position once the due diligence and marketing periods commence.
- 2.1.4. Notes that:  
Investigations are taking place regarding the potential of each property shown at Appendix 1, and that as the results of investigations become more apparent, the list of properties may be reviewed and changed as appropriate. Additional Legal and Property Resources will be required to enable the disposal site to be achieved within timescales.
- 2.1.5. Notes that:  
Future reports will list further properties to be added to the Disposal Programme.

### **3. BACKGROUND**

- 3.1. The drive for increased funds includes an ongoing study of all freehold and leasehold properties owned by the Council.
- 3.2. Properties that seem suitable for disposal by 31 December 2013 have been grouped into the list shown as Appendix 1. Investigations continue and include:
  - 3.2.1. Evaluating the need for the Council to own such property.
  - 3.2.2. Due diligence checks regarding covenants, planning issues, rent reviews etc.
  - 3.2.3. Ascertaining the net income loss, if any, resulting from a disposal. Net income is calculated by deducting from gross income such costs as repair, maintenance and management.
  - 3.2.4. Consideration of the rent received by the Council against the net proceeds of disposal (rate of return).



- 3.2.5. Consideration of the best time to sell e.g. sale proceeds may be maximised by selling the property after the completion of a rent review or after planning permission has been obtained.
- 3.2.6. Consideration of the Council's liability for immediate and future repairs.
- 3.2.7. Opportunities such as assembling larger sites with adjoining owners and/or partner organisations.
- 3.2.8. Opportunities to sell a capital asset and replace it with a cheaper alternative.
- 3.3. All disposals will be in accordance with the Council's Property Procedure Rules, as revised by the Council decision dated 6 April 2011. Most will be sold by auction or tender.
- 3.4. This is a key decision in the Forward Plan as the values for the programme will exceed £250,000 and implications are borough-wide.
- 3.5. The review of the sheltered housing portfolio is reported elsewhere on the agenda.

#### **4. CURRENTLY APPROVED PROGRAMME**

- 4.1. The previously approved disposal programme for sales before April 2013, in respect of 26 sites, is progressing well. £1.6M has been received from three sites recently sold at auction. It is anticipated that a further 5 sites will be sold (conditionally or unconditionally) this year. A further £4-5M is expected in this financial year. Another sale should provide a £1.2M stage payment and a further five sites should be put to the market. These may be subject to conditional bids where deposit monies may be received, but final receipts due next financial year.
- 4.2. 24 Cyprus Road has been withdrawn to be returned to service use for Schools and Children Services. Two sites have now been deferred until later in the cycle, pending their better incorporation into wider redevelopments.

#### **5. PROPOSED PROGRAMME**

In respect of Part A of Appendix 1:-

- 5.1. It is probable that ref(2) 96 Natal Road can be disposed of on a long leasehold basis to a Housing Association, subject to appropriate due diligence and compliance with Property Procedure Rules.
- 5.2. The other HRA properties identified at 1-7 of Appendix 1 have been identified by the housing team, with Enfield Homes as either difficult to

let properties or in need of repair or hostel accommodation that the Housing Dept has assessed these as impractical to adapt for family housing purposes. Authority is sought from this Meeting to dispose of these properties, in order to endeavour to achieve sales by 31 March 2012. This deadline has been set to achieve the Housing Self Financing advantages indicated in the Financial comments of this Report and in the Small Sites Report elsewhere on this Agenda, which also refers to the hostel sites.

In respect of Part B of Appendix 1:-

5.3. The rationale for listing the properties as identified is as follows –

(8) The Business Innovation Centre is included in the Disposal List as an investment opportunity, the receipt from which can be reinvested by the Council in alternative premises for supporting employment businesses.

(9) The Arnos Family Centre is surplus to service requirements.

(10) The Boundary House car park is included because of the opportunity to combine this with the adjoining privately owned Boundary Public house site, which is currently being marketed privately.

(11)-(14) The Court House, (11) Drill Hall (12) and Old Park Ridings properties(13)(14), all have leasehold interests that can be terminated within the next 12 months to create a redevelopment opportunity sensitive to the Conservation Area . Additionally an approval from this Cabinet would authorise the actions to facilitate a decant of a residential property (13) within the overall site.

(15) Britannia House in Baker Street (north of the Civic Centre) is an office complex let to the Enfield Carers Centre Charity on the ground floor, supported by Housing Health and Adult Social Care team. (HHASC). There are long leasehold flats above the offices and the income received by the Council overall can be offered as an investment opportunity for the market. HHASC would wish to ensure that the costs to the Carers Centre Charity do not increase following the sale.

(16) 58-60 Silver Street is currently occupied by the local Mental Health Trust as partner to HHASC and there are shared staffing services in this and other Mental Health Trust buildings. Any sale would be subject to the appropriate and cost effective reprovision of accommodation for the HHASC and Mental Health Trust services. The sale option to achieve the savings assumed for the New Ways of Working team will be subject to further analysis.

5.4. The sites included in Appendix 1, with the particular needs for realising HRA disposals by 31 March 2012, will necessitate the provision of additional resources within the Legal conveyancing and Property disposal teams to support the programme.

## **6. ALTERNATIVE OPTIONS CONSIDERED**

- 6.1. Continuing to own the existing property estate and not dispose of property. Such a strategy will not deliver the much needed capital receipts.
- 6.2. Borrowing more money is considered to be a less favourable option than disposing of property.

## **7. REASONS FOR RECOMMENDATIONS**

- 7.1. Property disposal is necessary to enable the Council to achieve its objectives.

## **8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

### **8.1. Financial Implications**

- 8.1.1. Appendix 1 of the report contains a list of proposed disposals. Each disposal will be evaluated using the criteria outlined in paragraph 3.2 to determine whether the disposal offers value for money – a detailed financial evaluation will be included in the subsequent decision reports seeking authority to proceed with each disposal. This detailed financial evaluation will be approved by the appropriate Cabinet Member and the Director of Finance, Resources & Customer Services.
- 8.1.2. The net capital receipts arising from the disposals will be used either to fund the existing capital programme or provide funding for reinvestment. The use of receipts to meet existing planned General Fund capital expenditure will avoid annual borrowing and repayment costs of approx. 7.5% of capital expenditure.
- 8.1.3. Up to 4% of the capital receipt arising from a General Fund disposal can be used to meet costs that are directly incurred in achieving the disposal. Where the disposal cost exceeds 4%, funding for the additional costs will need to be identified.
- 8.1.4. The costs of HRA disposals are not capped at 4%. However HRA receipts are subject to pooling regulations. Under these regulations, 50% of non Right to Buy receipts have to be paid over to central government unless the council can demonstrate that it has spent an equivalent amount on qualifying affordable housing or regeneration schemes, in which case the full receipt can be retained.
- 8.1.5. It is proposed that the receipts arising from the HRA disposals set out in Appendix 1 will be used to support regeneration

projects or small refurbishment projects designed to increase the amount of affordable housing available in the Borough.

- 8.1.6 The disposal of 7 HRA properties (all of which are currently void or in the process of being emptied) prior to 31<sup>st</sup> March 2012 will reduce Enfield's HRA Business valuation as it moves into the Government's new self-financing arrangements. This means that the Council's debt repayment to Central Government will reduce by approximately £143,000. In order for the Council to obtain the reduction in the HRA debt repayment, the properties must be disposed off by 31<sup>st</sup> March 2012.

## 8.2. Legal Implications

- 8.2.1. In accordance with the Council's Property Procedure Rules the inclusion of property on the disposals programme requires approval either by the appropriate Cabinet member or by Cabinet itself.

- 8.2.2. All disposals should be made on a competitive basis, as required by the Property Procedure Rules. This will demonstrate that the Council are achieving the best price reasonably obtainable for each property, as required by Section 123 of the Local Government Act 1972.

## 8.3. Property Implications

- 8.3.1. As stated in this report.

## 9. KEY RISKS

- 9.1. The issues set out in 3.2 highlight variances that could impact on the disposal programme. The further risk of sufficiently resourcing the public consultation and communication together with responding to expectations of the public whilst optimising the respective marketing prospects, need to be addressed on an individual basis.
- 9.2. Property values may decline.
- 9.3. The additional sites now included in Appendix 1 with the particular needs for realising HRA disposals by 31 March 2012 may necessitate the provision of additional resources within the legal conveyancing and property disposal teams to support the programme.

## 10. IMPACT ON COUNCIL PRIORITIES

- 10.1. Fairness for All

The release of surplus property or the prospective disposal of sites to alternative providers is intended to generate receipts to protect



essential services. Equality impact assessments will be completed for individual property disposals if deemed appropriate.

10.2. Growth and Sustainability

Several properties listed for disposal should attract investment and funding, such as business or residential development.

New construction would be expected to achieve enhanced green technology solutions.

10.3. Strong Communities

The generation of capital receipts from property disposals will help the Council's objectives to deliver strong communities.

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

The overall rationalisation should optimise the use of council accommodation.

**12. HEALTH AND SAFETY IMPLICATIONS**

12.1. The review has had regard to the likely future cost of retaining and sustaining those premises that are not efficient to run and to optimise use of those premises where cost effective management controls can best support the health and well being of employees and visitors.

**Background Papers**

Cabinet – Asset Management report 15 December 2010

Cabinet –Asset Management report 27 April 2011

**APPENDIX 1****Disposal Programme****Properties targeted for Disposal between September 2011 and March 2012****PART A**

<b>HRA Account</b>	<b>Address</b>			<b>Legal interest</b>	<b>Fund</b>
1	17 Kingston Road	London	N9	Freehold	HRA
2	96 Natal Road	London	N11 2	Freehold	HRA
3	19 Bath Road	London	N9	Freehold	HRA
4	Oakthorpe Court	Tile Kiln Lane	N13 6BY	Freehold	HRA
5	Cornerways	41 Latymer Way	N9 9PG	Freehold	HRA
6	196-198	Green Lanes	N13	Freehold	HRA
7	23	Church Street	N9	Freehold	HRA

**PART B****Properties targeted for Disposal between September 2011 and December 2013**

<b>General Fund</b>	<b>Address</b>			<b>Legal interest</b>	<b>Fund</b>
8	Business Innovation Centre	1 Electric Avenue Innova Business park	EN3 7XU	Freehold	General Fund
9	Arnos Family centre	321 Bowes Road	N11 1BA	Freehold	General Fund
10	Boundary House car park /plus HRA land	1 High Street	EN3 4EJ	Freehold	General Fund/HRA
11	Court House site	Windmill Hill/Old Park Avenue	EN1	Freehold	General Fund
12	Drill hall	Old Park Avenue	EN1	Freehold	General Fund
13	No. 2	Old Park Avenue	EN1	Freehold	General Fund
14	No.3	Old Park Avenue		Freehold	General Fund
15	Brittania House	Baker Street	EN1	Freehold	General Fund
16	58-60 Silver Street	Silver Street	EN1	Freehold	General Fund Subject to reversion

## Notes

All sites are assumed to be with vacant possession, except Brittania House and the BIC

## THE CABINET

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

**MUNICIPAL YEAR 2011/2012**

**12 OCTOBER 2011**

- 1. Implementing the Enfield Food Strategy** Neil Rousell

This will seek agreement to the implementation of the Enfield Food Strategy. (Part 1) **(Key decision – reference number 3346)**
- 2. Southgate Town Hall/Palmers Green Library** Neil Rousell

This will seek agreement on the delivery strategy and planning brief for the site. (Parts 1 and 2) **(Key decision – reference number 3351)**
- 3. Council Tax Rebate** James Rolfe

This will seek agreement to a scheme to offer a £100 council tax rebate to low income pensioner households not eligible for council tax benefit. (Part 1) **(Key decision – reference number 3265)**
- 4. Local Economic Assessment** Neil Rousell

This will ask Members to note the completion of the Local Economic Assessment which will provide the basis for the preparation of the Regeneration Strategy and the Inward Investment Strategy. (Part 1) (Non key)
- 5. Repairs and Maintenance Contract** Ray James

To consider the future arrangements for the potential extension or renewal of the current repairs and maintenance contract to expire in July 2012. (Parts 1 and 2) **(Key decision – reference number 3270)**
- 6. Development Brief Ordnance Road Public House Site**  
Neil Rousell/Ray James

(Parts 1 and 2) **(Key decision – reference number 3287)**
- 7. Business Rate Hardship** James Rolfe

This will set out an amendment to the Council's Business Rate Hardship relief scheme. **(Key decision – reference number tbc)**

8. **The Enfield Declaration on Becoming a “Global Borough”** Andrew Fraser

This will seek agreement to the Enfield Declaration. (Part 1) (Non-key)

**23 NOVEMBER 2011**

1. **Extra Care Housing, Alcazar Court, Edmonton** Ray James

This will seek to secure provision of care and support services in an Extra Care Housing environment at Alcazar Court, Edmonton. (Part 1) **(Key decision – reference number 3248)**

2. **Preparation of Revenue Budget 2012/13 - Update** James Rolfe

This will update Members on progress in preparing the 2012/13 Revenue Budget and the 2011-16 Medium Term Financial Plan. (Part 1) **(Key decision – reference number 3342)**

3. **September 2011 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of September 2011 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number 3341)**

4. **Housing Related Support Services for Young People** Ray James

This will seek approval of the results of the procurement process for Housing Related Support services for young people, and the award of contracts. (Part 1) **(Key decision – reference number 3292)**

5. **Secondary Pupil Places – 10 Year Strategy** Andrew Fraser

This will seek approval to adopt the Secondary Pupil Places Strategy. (Part 1) **(Key decision – reference number 3361)**

6. **The Enfield Community Capacity Building Fund and the Voluntary and Community Sector Strategy Framework Document** Rob Leak

This will seek approval of the commissioning of the Enfield Community Capacity Building Fund 2012-2015. (Part 1) **(Key decision – reference number 3358)**

7. **Voluntary and Community Sector Strategy Framework 2012-2017** Rob Leak

This will seek approval of the Voluntary and Community Sector Strategy Framework 2012-2017. (Part 1) **(Key decision – reference number tbc)**

**8. Local Authority Funded Affordable Housing Programme** Ray James

This will provide details of schemes in the approved Local Authority funded Affordable Housing programme. (Part 1) **(Key decision – reference number tbc)**

**9. Regeneration of 188-216 Ponders End High Street -** Neil Rousell

This will seek approval for the delivery strategy for a comprehensive development proposal to regenerate 188-216 High Street, Ponders End. (Parts 1 and 2) **(Key decision – reference number 3350)**

**10. Equality Act 2010** Rob Leak

This will provide an update on the Council's position against the requirements of the Equality Act 2010. (Part 1) **(Key decision – reference number 3290)**

**11. Enfield Council Estate Renewal Programme** Ray James

This will seek approval to authorise the Enfield Council Estate Renewal Programme. **(Key decision – reference number 3369)**

**12. Health and Wellbeing Board – Terms of Reference** Ray James

This will seek agreement to the new interim terms of reference of the Health and Wellbeing Board in accordance with the draft new statutory regulation, including membership and governance. (Part 1) **(Key decision – reference number tbc)**

**14 DECEMBER 2011**

**1. October 2011 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of October 2011 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

**2. The Munro Review of Child Protection – Work in Progress** Andrew Fraser

This will provide a work in progress report for Members in the light of the Munro Review of Child Protection. (Part 1) (Non-key)

**3. Primary Pupil Places – Revised 10 Year Strategy** Andrew Fraser

This will seek approval to adopt the revised Primary Pupil Places Strategy. (Part 1) **(Key decision – reference number 3360)**

4. **Library Strategy** Neil Rousell

This will seek approval to adopt the new library strategy.  
(Part 1) **(Key Decision – reference number tbc)**

5. **Child and Family Poverty Strategy** Andrew Fraser

This will seek approval to implement the Child and Family Poverty Strategy.  
(Part 1) **(Key decision – reference number tbc)**

**18 JANUARY 2012**

1. **November 2011 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of November 2011 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

2. **Enfield Joint End of Life Care Strategy 2011-2016** Ray James

This will seek approval of the Enfield Joint End of Life Care Strategy 2011-2016. (Part 1) **(Key decision – reference number tbc)**

**8 FEBRUARY 2012**

1. **Housing Revenue Account Estimates 2012/13 and Medium Term Financial Plan (Rent Setting- HRA)** James Rolfe

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

**21 MARCH 2012**

1. **Capital Monitoring and Prudential Indicator Report Third Quarter** James Rolfe

This will seek approval of the capital monitoring position at the end of December 2011 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

2. **December 2011 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of December 2011 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

3. **January 2012 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of January 2012 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

**25 APRIL 2012**

**1. February 2012 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of February 2012 and actions needed in order to remain within the approved budget. (Part 1) **(Key decision – reference number tbc)**

**TO BE ALLOCATED**

**1. Bliss and Purcell and Alma Heating Charge** Ray James

This will seek approval to introduce a new heating charge for all residents living in Bliss and Purcell House and Alma Towers. The new charge along with the existing card pre-payments are forecasted to cover the full cost of the heat distributed throughout the building. (Parts 1 and 2) **(Key decision – reference number 3314)**

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CABINET - 24.8.2011

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 24 AUGUST 2011****COUNCILLORS**

**PRESENT** Chris Bond (Cabinet Member for Environment), Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health), Donald McGowan (Cabinet Member for Adult Services and Care), Ayfer Orhan (Cabinet Member for Children & Young People), Ahmet Oykenler (Cabinet Member for Housing) and Andrew Stafford (Cabinet Member for Finance and Property)

**ABSENT** Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Bambos Charalambous (Cabinet Member for Culture, Sport and Leisure) and Del Goddard (Cabinet Member for Business and Regeneration)

**OFFICERS:** Neil Rousell (Director of Regeneration, Leisure & Culture), Ray James (Director of Health, Housing and Adult Social Care), John Austin (Assistant Director - Corporate Governance), John Oakley (Senior Lawyer - Commercial and Contracts), Richard Tyler (Assistant Director of Finance), Gary Barnes (Assistant Director Highways and Transportation) and Ian Davis (Director of Environment) Penelope Williams (Secretary)

**Also Attending:** 25 members of the public

**1****APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Georgiou, Taylor, Goddard and Charalambous.

In Councillor Taylor and Georgiou's absence the meeting was chaired by Councillor Stafford.

**2****DECLARATION OF INTERESTS**

There were no declarations of interest.

**3****URGENT ITEMS**

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England)

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Amendment Regulations 2002. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4**

**DEPUTATIONS AND PETITIONS**

Councillor Stafford welcomed the deputation members to the meeting.

The topic of the deputation was the proposed Controlled Parking Zone (CPZ) for Uvedale Road, Walsingham Road, Whitethorn Gardens, Park Crescent and Amwell Close. It was sponsored by Councillor Glynis Vince.

Steve Rowe presented the deputation to Cabinet and spoke on behalf of the deputees, a summary of which follows:

- Although they had been pleased that 38 roads had been removed from the scheme, the deputees' main concern was the way that the consultation and the proposals had been handled by the Council.
- He felt that the response to the Council's consultation exercise had been poor. When he and neighbouring residents had visited door to door and explained the impact of the proposals, 80% of the residents in the five roads had signed the petition against them.
- The Council had not made clear the full impact of the proposals to residents: it had only indicated that the signing might be unsightly. He thought that the consultation papers should have been more transparent and should have included information such as the price of the parking permits, the reduction in the number of parking spaces in the roads affected, that visitor permits would be required for both morning and afternoon sessions.
- Because of the limited amount of information in the documents, he felt that the analysis was flawed and the judgements arising from the consultation weak. He saw no link between the conclusions and the preferred option. The report identified possible problems in outer zone roads on one day only and yet an all day all week solution was proposed. This was the least popular option.
- In the consultation papers, no information was available on the reasons behind the parking congestion or other possible strategies for addressing the problem.
- In response to freedom of information requests, council officers had asserted that no policy recommendations or position papers have been written to interpret the consultation findings, and that no officer reports or emails exist. He felt that there should be many reports and if not, proper scrutiny of the proposals had not been carried out.

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- In conclusion he felt that the consultation process was flawed, weak data obtained, specious conclusions made, too few options considered and the consultation options put forward were not those supported by residents. He finally suggested that the real purpose of the CPZ was to raise revenue for the Council.

Councillor Bond, Cabinet Member for Environment, responded

- The deputation had raised valid points which would be taken into consideration.
- The consultation process had been undertaken on the understanding that if residents were not in favour of CPZs, then they would not be imposed.
- Proposals had been developed following on from the outcomes of the 2009 Parking Review carried out by the previous administration.
- He felt that the Council had listened to what had been said and would be coming back with full recommendations for decision on the wider CPZ proposals for the Enfield Town Area. In the meantime 38 roads, where there had been strong opposition, had been removed from the area being considered. These roads, including the 5 roads under discussion, would not be included in the CPZ.
- Consultations of this type do tend to have a poor response rate and the rate received was in line with similar consultations.
- In other parts of the CPZ, where residents had responded expressing views opposed to the proposals, streets had been removed at an earlier stage.
- New methods of consultation would be considered in the future.

Councillor Bond thanked the deputation members for attending the meeting.

NOTED that

1. Ian Davis, Director of Environment, said that the process had been put in place to explore ways of managing parking congestion in the Enfield Town area. The problems and concerns expressed were valid; officers were open to suggestions and would be looking at ways of improving consultations; rethinking how they worked with residents in future.
2. Councillor Vince's concern that the initial information sent to residents had not explained clearly what was happening or what could happen as a result of the installation of a CPZ in those streets.
3. Councillor Neville's comment that he was aware there was a need to review CPZs on a regular basis, but that 2009 report had been a

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general report on parking, investigating possible means of resolving parking problems as a whole across the borough. He felt that the deputation had been very well researched and presented, the best he had seen, and he hoped officers and members would take note of what had been said.

4. Gary Barnes, Assistant Director Highways and Transportation, drew members attention to a paper he had circulated. This set out details of the consultation and explained that following consultation, 38 roads where residents had expressed an overwhelming rejection of the proposals, had been withdrawn from the proposals. Further analysis would take place before decisions were taken on the remaining roads and a report brought forward on the whole proposal.
5. Gary Barnes offered to meet Mr Rowe and other objectors to discuss the proposals. He added that it would be very expensive for the Council to undertake a detailed door to door/face to face consultation with every resident in an area, but that officers would seek to improve current methods.
6. A resident added that he did not feel that the Council would be justified in spending council tax money on more research.
7. Councillor Laban's view that the whole process had been flawed as residents had not understood it properly. Some residents would prefer a one hour midday restriction which had not been offered. Others wanted a reduction in all council parking charges.

**5**

**ITEMS TO BE REFERRED TO THE COUNCIL**

There were no items referred to Council

**6**

**HIGHWAYS AND ENGINEERING WORKS CONTRACT 2011 - APPROVAL OF TENDER**

Gary Barnes, Assistant Director Highways and Transportation, introduced the report of the Director of Environment (No: 63) seeking approval to award the Highways and Engineering Works Contract to the recommended contractor following the selection and evaluation process.

**NOTED**

1. That report number 63 is also referred to in minute 16 below.
2. The tender evaluation process had produced a clear outcome. Accepting the successful tender will be advantageous to the Council and is the cheapest option.

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**Alternative Options Considered**

Contract periods of 5 and 7 years, with potential extensions of 5 and 3 years respectively, were considered however these could have restricted Enfield's ability to join one of the pan-London contracts which are currently being developed and programmed to commence in 2013.

Another option considered was to extend the existing contract beyond its current period however this would be a breach of the Public Contracts Regulations 2006 ("PCR 2006") and would clearly leave the Council open to a challenge by aggrieved contractors.

Other options considered and investigated were the potential opportunities within the sub-region, regional and national areas, which found no immediate opportunity but did re-confirm the Transport for London Pan-London arrangements.

**DECISION:** The Cabinet agreed to approve contractor A, on the basis that it has provided the most economically advantageous tender.

**Reasons**

To ensure that the Council has the ability to fulfill its obligations under the Highways Act, in maintaining the borough's highway infrastructure by appointing a contractor from a tendering process, enabling continuity when the existing contract ends in November 2011. The contract also provides a delivery mechanism for a range of other Council projects and programmes without the need for further procurement exercises.

The recommended contractor has been assessed to provide the most economically advantageous tender to deliver a range of highway maintenance and engineering projects.

The contract duration of 4 years, with a break clause after 3, provides the potential to join the pan-London arrangements, should they be assessed to provide greater value for money.

**(Key Decision Reference Number 3352)**

**7**

**ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY PANEL/SCRUTINY PANELS**

There were no issues arising from the Overview and Scrutiny Committee or the other scrutiny panels.

**8**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

NOTED

1. The provisional list of items scheduled for future Cabinet Meetings.
2. Consideration of item 6 on Ordnance Road Development Brief has been deferred from 14 September to the 12 October 2011 meeting to allow for further discussion between Councillors Oyken, McGowan and Goddard on the detail of the proposal and with the NHS on funding arrangements.

**9**

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

NOTED that the next Forward Plan is due to be published on 16 September 2011 and that this will cover the period from 1 October 2011 to 31 January 2012.

**10**

**MINUTES - ENFIELD RESIDENTS PRIORITY FUND CABINET SUB COMMITTEE**

RECEIVED the minutes of the meetings of the Enfield Residents Priority Fund Cabinet Sub Committee meetings held on Thursday 7 July 2011 and Tuesday 9 August 2011.

NOTED the recommendation from the Sub Committee made on 9 August 2011 relating to the appointment of an additional member of the sub committee in order to provide greater flexibility in case of members being unable to attend future meetings.

**DECISION:** The Cabinet agreed that Councillor Bambos Charalambous would be the fourth member of the Enfield Residents Priority Fund Sub Committee.

**11**

**MINUTES**

**AGREED** that the minutes of the previous meeting of the Cabinet held on 13 July 2011 be confirmed and signed by the Chairman as a correct record.

**12**

**ENFIELD STRATEGIC PARTNERSHIP FEEDBACK**

NOTED the briefing paper summarising the items discussed at the Enfield Strategic Partnership Board meeting held on 5 July 2011.

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**13**

**DATE OF NEXT MEETING**

NOTED that the next scheduled meeting of the Cabinet was due to take place on Wednesday 14 September 2011. (Councillor Orhan extended her apologies for absence at this meeting.)

**14**

**EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of confidential information as defined in Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

**15**

**HIGHWAYS AND ENGINEERING WORKS CONTRACT 2011 - APPROVAL OF TENDER**

Councillor Bond (Cabinet Member for Environment) introduced the report of the Director of Environment (No: 64) seeking approval to award the Highways and Engineering Works Contract to the recommended contractor following the selection and evaluation process.

NOTED

1. That Report No 63 also referred, as detailed in Minute 6 above.
2. Tenderer A had produced the cheapest tender with a potential saving of around 25% for programmed project works delivery costs. Reactive work would be more expensive, but added together reactive and programmed works were still less than the other tenders.
3. Evaluation took account of existing service delivery programmes for services including areas such as gully cleansing and winter maintenance.
4. Contractor A (as detailed in the report) offered best financial value, as well as scoring high overall with a score of 99 out of 100.
5. The quality of work of the existing contractor was highly praised and Enfield had developed a very good relationship with the company. It was expected that a similar relationship would be developed with the new company.

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6. As the specification remains the same it was anticipated that the quality of workmanship would be maintained. Work would continue to be monitored by council officers.
7. Enfield demands a higher standard than neighbouring authorities, including a one hour response time which should ensure that quality is kept up to current standards.
8. Some concern was expressed about salt stocks for winter maintenance, but members were assured that arrangements would be made to maintain these.
9. Budgetary pressures would be managed as currently, depending on need.

**Alternative Options Considered:** As detailed in Report No: 63, Minute No: 6 refers.

**DECISION:** The Cabinet agreed

1. To approve Contractor A (as detailed in the report) on the basis that it has provided the most economically advantageous tender.
2. That the identified shortfall in revenue funding be addressed through the Council's Medium Term Financial Plan.

**Reason:** As detailed in Report No: 63 Minute No 6 above refers



**LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE - 14.7.2011****MINUTES OF THE MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK  
CABINET SUB-COMMITTEE  
HELD ON THURSDAY, 14 JULY 2011****COUNCILLORS**

**PRESENT** Del Goddard (Cabinet Member for Regeneration and Improving Localities (Chairman)), Ahmet Oykener (Cabinet Member for Housing and Area Improvements) and Chris Bond (Cabinet Member for Environment)

**CO-OPTED** Michael Lavender (Non-voting member)

**OFFICERS:** Neil Rousell (Director of Regeneration, Leisure & Culture), Joanne Woodward (Planning Policy Team Leader), Natalie Broughton (Planning Policy Officer), Neil Hook (Principal Planning and Regeneration Officer) and Neeru Kareer (Planning Policy Officer), Jacqui Hurst (Secretary)

**1  
APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2  
DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3  
URGENT ITEMS**

NOTED that the reports listed on the agenda had 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. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4  
LOCAL DEVELOPMENT FRAMEWORK - REVISED DRAFT SECTION 106  
SUPPLEMENTARY PLANNING DOCUMENT**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No.48) seeking approval of a revised draft Section 106 Supplementary Planning Document for public consultation.

**LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE - 14.7.2011**

NOTED

1. that a complete set of the appendices had been sent to Members of the Sub-Committee under separate cover to the agenda;
2. that a number of amendments had been made to the initial draft Section 106 Supplementary Planning Document following consultation. Members were advised of the three key areas of change as detailed below:

- (a) Section 6 – Contributions – 6.1 Affordable Housing

The initial draft had included the average market value for housing units. This has now been amended to use the actual market values for the units in response to issues raised during consultation. This was felt to be the fairest approach. It was anticipated that this would not result in any loss of income. Members recognised the difficulties which could arise in fluctuating market values and the willingness of developers to work within the Borough. Members supported the changes which had been made to the document.

- (b) Section 6 – Contributions – 6.3 Learning and Skills Facilities

Amendments had been made with regard to the calculation of child yield and the cost of new school provision. A revised child yield data source was now being used which was more robust and would result in the Council seeking a higher level of contribution for Education in line with other local authorities. Members noted that the change was in line with neighbouring local authorities and supported the changes which had been made.

- (c) Section 6 – Contributions – 6.9 Business and Employment Initiatives

This section had been strengthened with regard to local labour initiatives including local labour in construction. This was based on the Notting Hill Trust training initiative. The document set out the relevant contributions which would apply. Members supported the amendments which had been made.

3. that other amendments to the revised draft S106 Supplementary Planning Document were of a minor nature. Members noted the proposed timescale for the final adoption of the document. Further consultation would take place over the summer with the final document being brought to the October meeting of the Cabinet Sub-Committee for final adoption. Following adoption, the requirements would be applied to all planning applications received by the Council. Members asked that the process be completed as expeditiously as possible.

**LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE - 14.7.2011**

4. that "Local" had been defined as comprising of the boroughs of Enfield, Haringey and Waltham Forest. Members discussed the areas adjoining the Borough and agreed that the definition should include the Upper Lee Valley Corridor.

**Alternative Options Considered:** In order to ensure the delivery of infrastructure to support new homes and businesses it was necessary to seek developer contributions. The alternative mechanism for doing this was through a Community Infrastructure Levy (CIL). The Council was proceeding with work to develop a CIL tariff. In the interim the S106 Supplementary Planning Document would act as the vehicle for maximising contributions having regard to viability and the tests referred to in paragraph 3.3 of the report. The alternative option of not producing an S106 Supplementary Planning Document, would mean that there was less potential to secure contributions.

**DECISION:** The Local Development Framework Cabinet Sub-Committee noted the comments raised during consultation on the initial draft Section 106 Supplementary Planning Document (SPD) and approved the revised draft S106 SPD and Sustainability Report for a further stage of public consultation.

**Reason:** To seek approval of the draft revised Section 106 Supplementary Planning Document for consultation, in accordance with the decision making powers detailed in the Local Development Framework's Local Development Scheme.

**5**

**DRAFT LOCAL DEVELOPMENT SCHEME**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No.49) seeking endorsement for the draft Local Development Scheme 2011-2014 for submission to the Greater London Authority (GLA).

**NOTED**

1. that the Council was required to maintain a three year rolling production programme and to update the Local Development Scheme annually. Members received a draft Local Development Scheme for the period 2011-2014; this had been drafted to take account of the Council's regeneration priorities and Local Development Framework document programming;
2. Members considered in detail the draft Local Development Scheme Schedule 2011-2014 setting out the processes and timetable for each of the identified projects. Any significant changes were brought to Members' attention;
3. that elements of the timetable reflected external pressures and planning requirements. Councillor Bond expressed concern regarding

**LOCAL DEVELOPMENT FRAMEWORK CABINET SUB-COMMITTEE - 14.7.2011**

the timetabling of projects to begin in 2013 and asked whether the starting date could be earlier. Members were advised of the resource implications of moving projects forward. Councillor Goddard and Neil Rousell would consider the resource implications in greater detail and make amendments to the proposed schedule if felt to be viable. If the changes were felt to be of a significant nature they would be brought back to a future meeting of the Cabinet Sub-Committee. Members did not want to delay the submission of the draft Local Development Scheme 2011-2014. It was recognised that projects could span more than one Council administration term of office.

**Alternative Options Considered:** Preparation of the Local Development Scheme was a statutory requirement.

**DECISION:** The Local Development Framework Cabinet Sub-Committee

1. endorsed the draft Local Development Scheme 2011-2014 for submission to the Greater London Authority (GLA);
2. agreed that in the event that the GLA did not recommend any changes or only changes of a minor nature to the draft Local Development Scheme, the Cabinet Member for Business and Regeneration to formally bring the Local Development Scheme into effect. Changes of a substantive nature would be reported back to the Local Development Framework Cabinet Sub-Committee for consideration.

**Reason:** Progress on preparing an up to date plan was monitored through national performance indicators, and Council progress on the delivery of the Local Development Scheme was monitored annually through Service and Delivery Plans.

**6**

**MERIDIAN WATER MASTERPLAN OPTIONS AND FIRST PHASE CONSULTATION PAPER**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No.50) seeking approval of the Meridian Water Masterplan Consultation Document for informal public consultation.

NOTED

1. that the draft consultation paper had been circulated under separate cover as a "to follow" item;
2. Neil Hook provided a verbal update and presentation on the progress and preparation of the Meridian Water Master plan and timetable moving forward. Extensive informal consultation would take place initially, following feedback the proposals would be re-shaped and considered by the October meeting of the Cabinet Sub-Committee. It

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was then intended to undertake a further period of consultation in October/November with final adoption anticipated for early in 2012;

3. that the proposed consultation period had been changed to 25 July to 5 September 2011. The relevant documents would be amended accordingly;
4. the proposed Meridian Water Masterplan consultation and the key stakeholders which would be included together with the consultation methods to be used;
5. in response to the concerns raised by Councillor Bond regarding the long-term planning implications and the significant changes which could take place over a long period of time, Neil Hook stated that the masterplan would be a living document which would be revised and adjusted as necessary over time. The proposals would enable particular projects to be phased with some aspects being completed within a shorter-term period;
6. in considering the potential timespan of the masterplan, Members reiterated the importance of fully engaging with stakeholders including utility companies, and any successor organisations, to ensure that they were fully on board with the development proposals;
7. that whilst it was recognised that the informal consultation was taking place over the summer period, a number of discussions had already taken place. As part of the consultation it was suggested that the proposed timetable should also be made available to the consultees;
8. that Members would forward any individual comments on the draft consultation document to Neil Hook by 18 July 2011.

**Alternative Options Considered:** The Masterplan outlined a proposal for the development of the area. The potential existed for the Council to look at alternatives to this option, or to consult on more than the proposed options. Following initial concept plans for three options, the proposal was to move forward with a single option for development as at this stage this was the most appropriate and deliverable option for the development of Meridian Water.

**DECISION:** The Local Development Framework Cabinet Sub-Committee agreed to approve the Meridian Water Masterplan Consultation Document for informal public consultation.

**Reason:** To seek approval of the Meridian Water Masterplan proposal for consultation, in accordance with the decision making powers detailed in the Local Development Framework's Local Development Scheme.

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**7**

**MINUTES**

**AGREED** that the minutes of the previous meeting of the Local Development Framework Cabinet Sub-Committee held on 30 June 2011 be confirmed and signed by the Chairman as a correct record.

**8**

**DATE OF NEXT MEETING**

NOTED that the next meeting of the Local Development Framework Cabinet Sub-Committee was scheduled to take place on Tuesday 6 September 2011 at 7.00pm.